



2006 Law Department Metrics Benchmarking Survey

2006 Law Department Compensation Benchmarking Survey

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Special Summary
2006 ACC Annual Meeting, San Diego, CA

**LAW DEPARTMENT COMPENSATION BENCHMARKING SURVEY
2006 EDITION – SAMPLE PAGES**

Supplement for the Association of Corporate Counsel Conference

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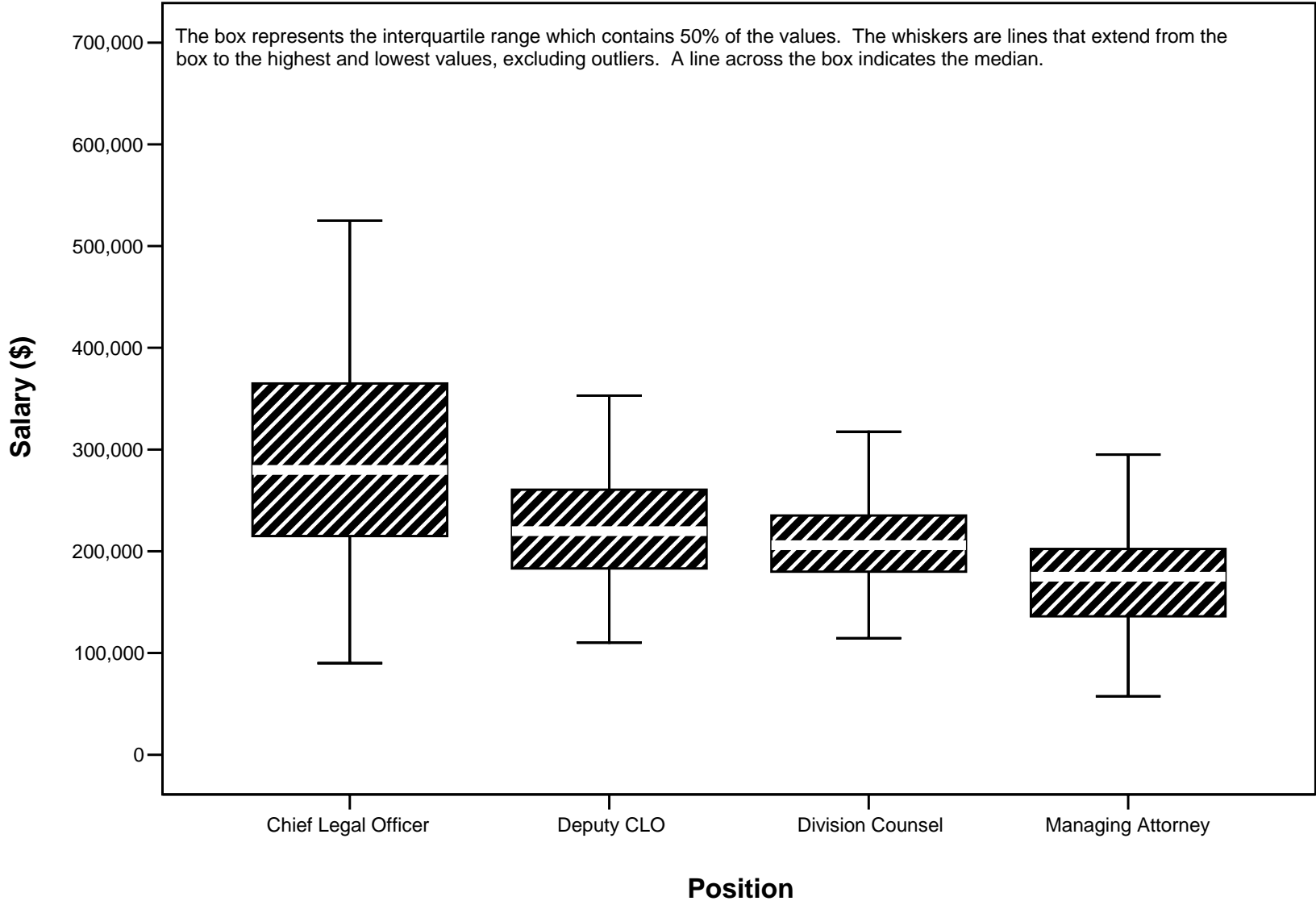
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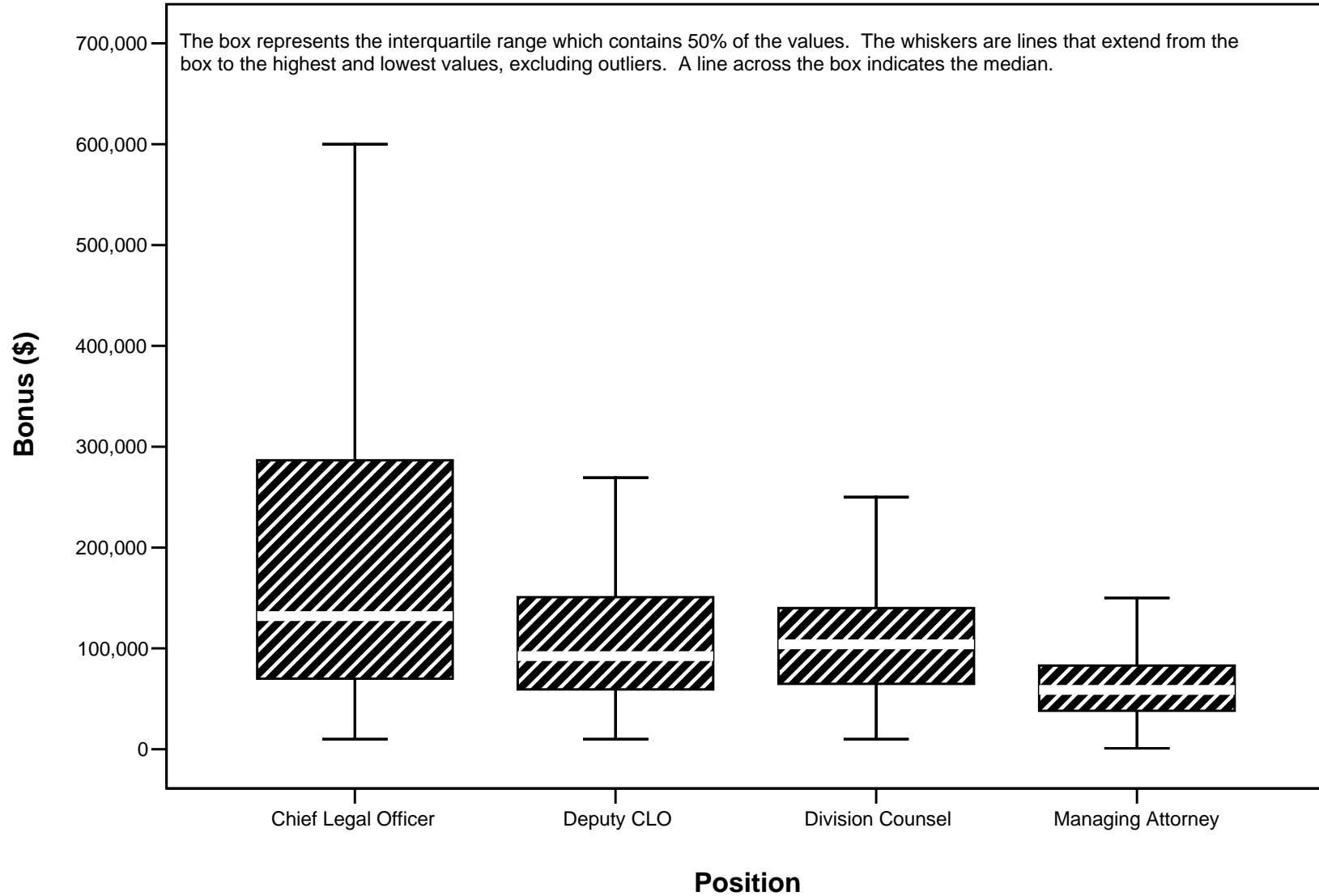
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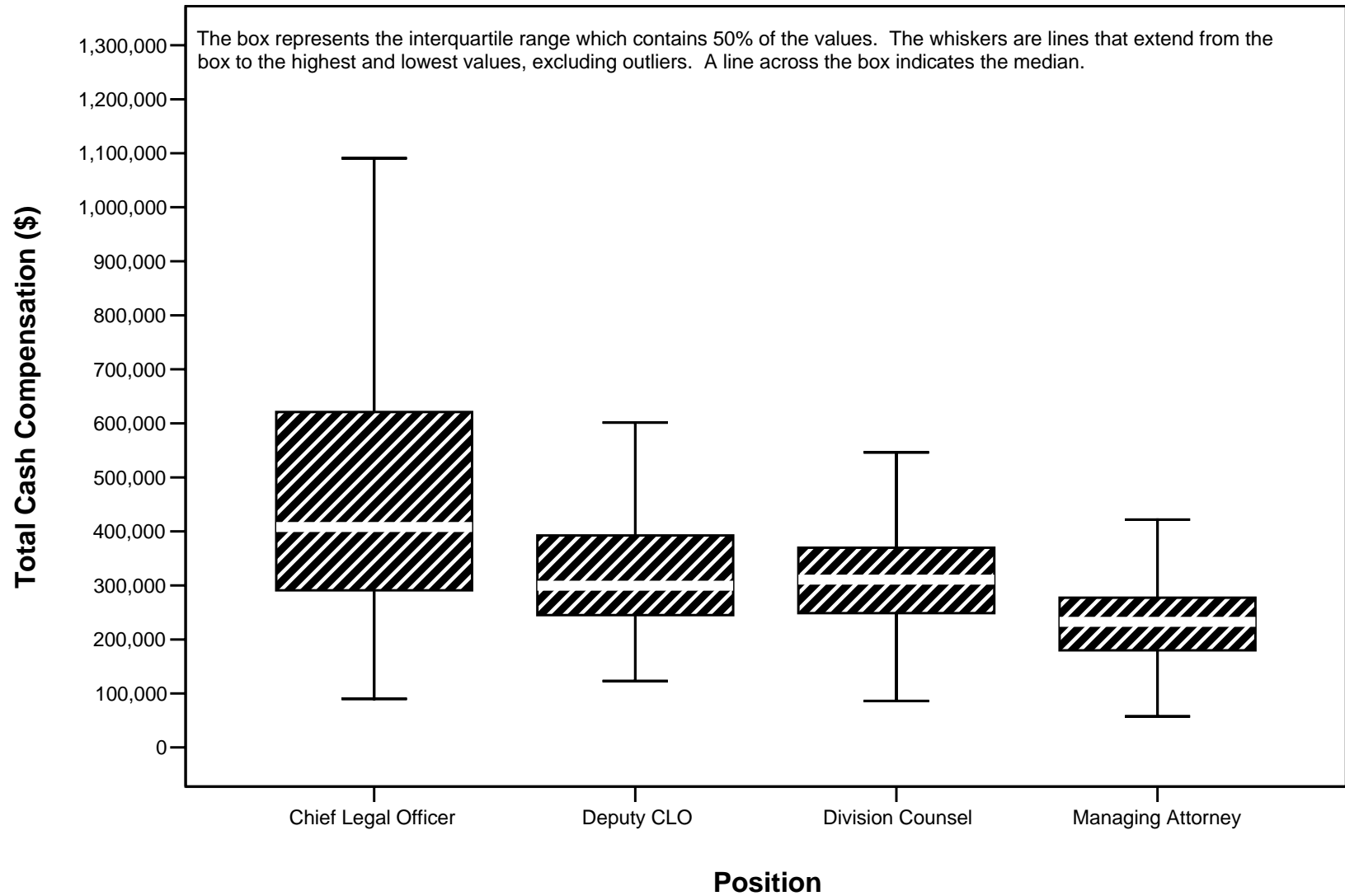
SALARY BY MANAGEMENT POSITION



BONUS BY MANAGEMENT POSITION



TOTAL CASH COMPENSATION BY MANAGEMENT POSITION



**CHIEF LEGAL OFFICER/GENERAL COUNSEL
National
Salary**

National/Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Chief Legal Officer	222	222	306.7	214.6	280.0	365.1	452.3

**CHIEF LEGAL OFFICER/GENERAL COUNSEL
National
Bonus**

National/Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Chief Legal Officer	185	185	195.6	70.0	132.0	287.1	429.0

**CHIEF LEGAL OFFICER/GENERAL COUNSEL
National
Total Cash Compensation**

National/Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Chief Legal Officer	197	197	488.4	290.6	408.0	621.5	892.0

**DEPUTY CHIEF LEGAL OFFICER
National
Salary**

National/ Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Deputy CLO	78	144	229.3	182.8	219.8	260.8	323.2

**DEPUTY CHIEF LEGAL OFFICER
National
Bonus**

National/ Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Deputy CLO	59	109	119.7	58.6	92.3	151.7	263.9

**DEPUTY CHIEF LEGAL OFFICER
National
Total Cash Compensation**

National/ Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Deputy CLO	66	124	342.9	245.0	299.6	392.6	540.0

**DIVISION (OR GROUP) GENERAL COUNSEL
National
Salary**

National/Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Division Counsel	102	345	209.9	180.0	206.0	235.2	268.0

**DIVISION (OR GROUP) GENERAL COUNSEL
National
Bonus**

National/Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Division Counsel	90	294	108.1	64.5	104.0	140.0	186.9

**DIVISION (OR GROUP) GENERAL COUNSEL
National
Total Cash Compensation**

National/Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Division Counsel	95	313	314.3	248.3	310.7	370.0	446.9

**MANAGING ATTORNEY
National
Salary**

National/Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Managing Attorney	135	787	170.7	136.0	175.0	202.7	225.0

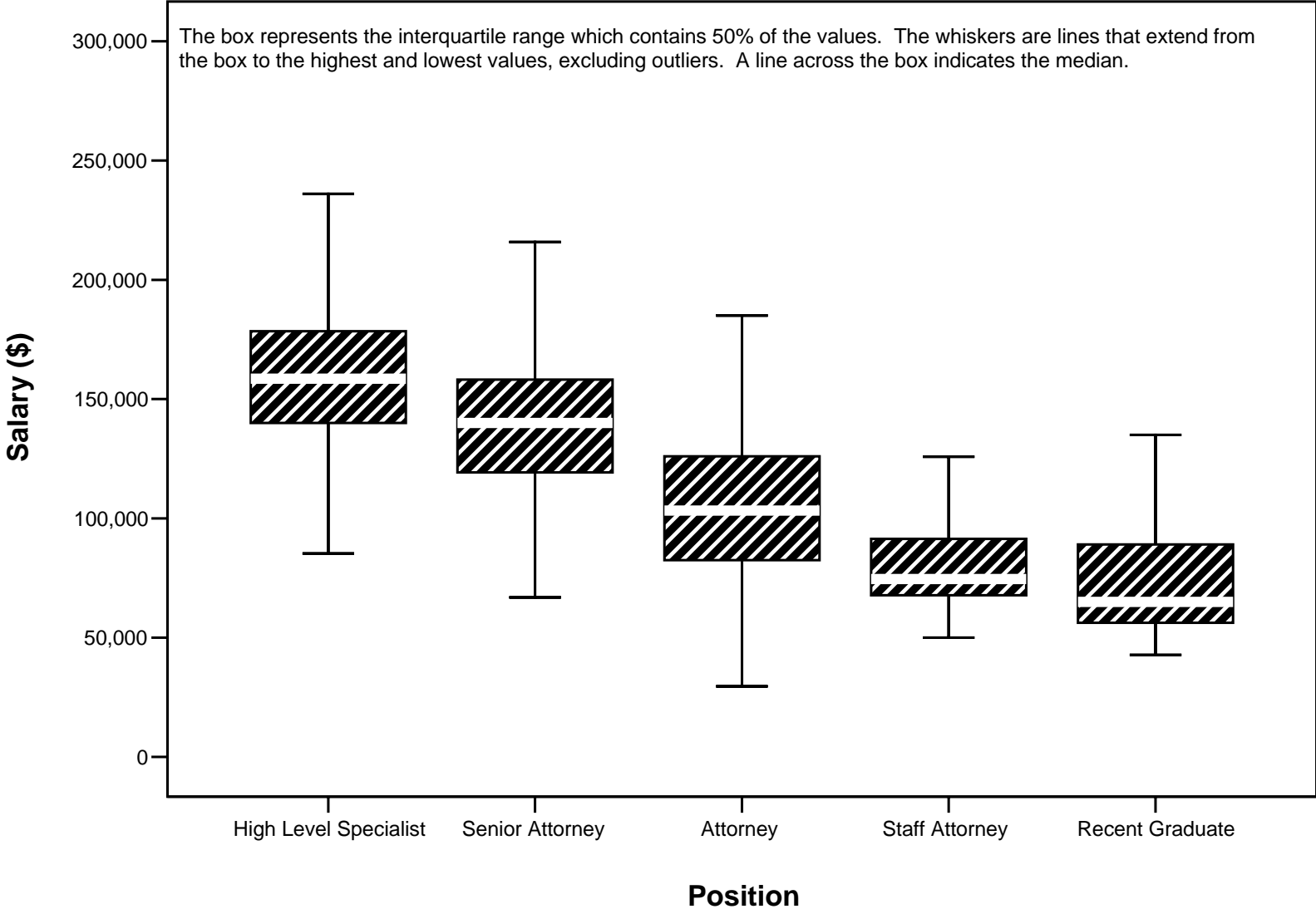
**MANAGING ATTORNEY
National
Bonus**

National/Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Managing Attorney	117	574	63.9	38.1	58.9	83.1	115.0

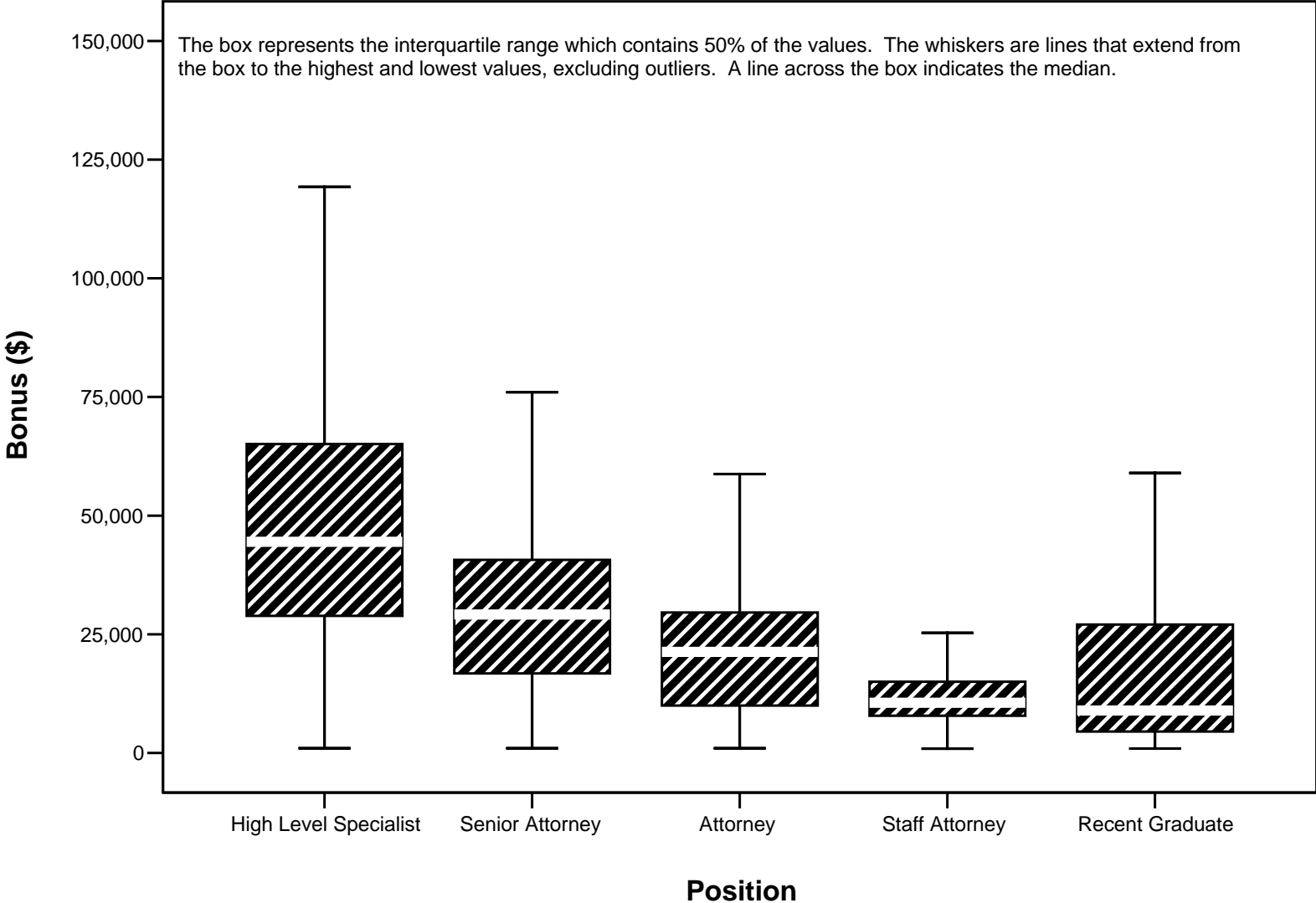
**MANAGING ATTORNEY
National
Total Cash Compensation**

National/Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Managing Attorney	125	684	232.1	180.0	232.8	277.4	325.3

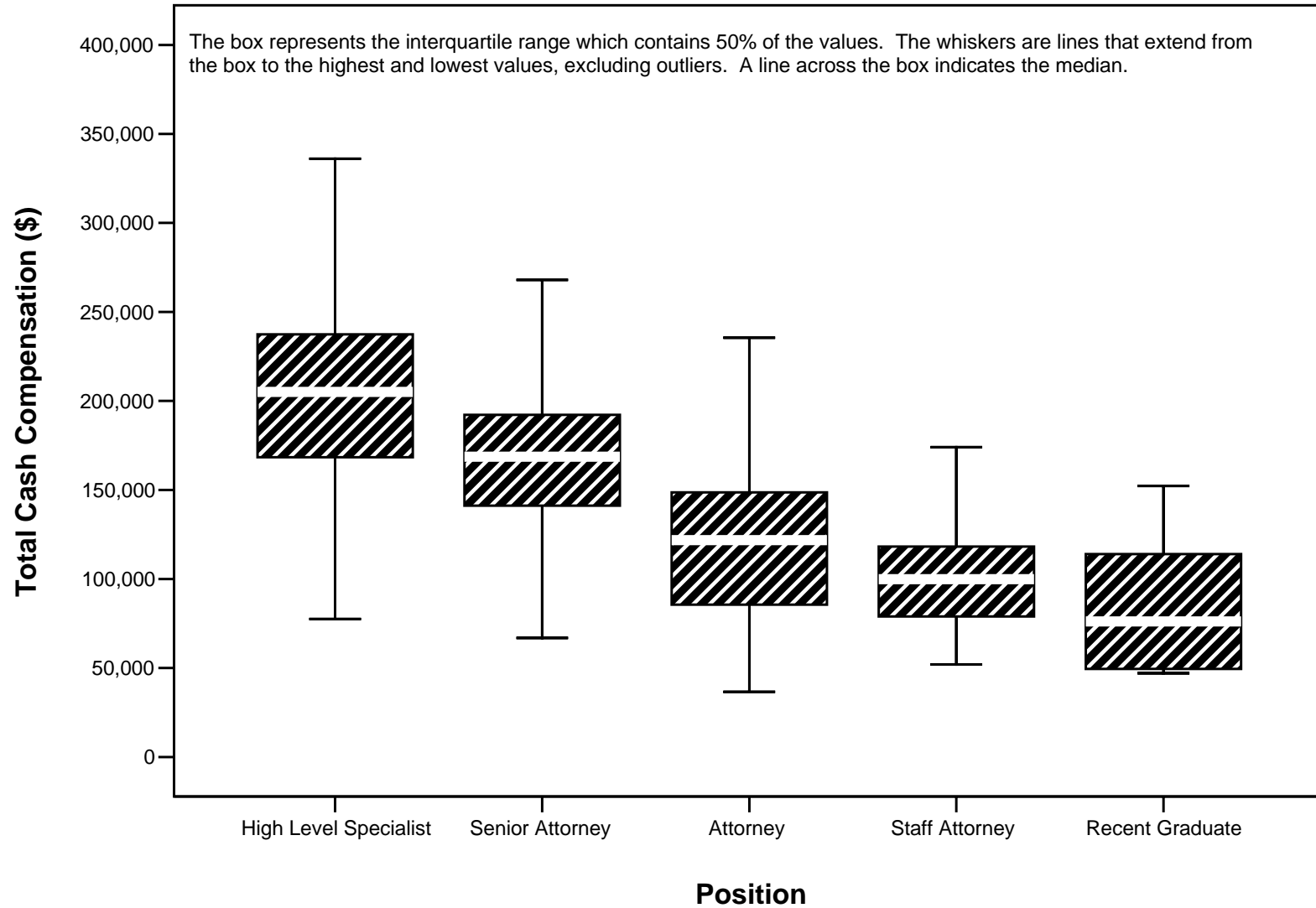
SALARY BY NON-MANAGEMENT POSITIONS



BONUS BY NON-MANAGEMENT POSITIONS



TOTAL CASH COMPENSATION BY NON-MANAGEMENT POSITIONS



HIGH LEVEL SPECIALIST**National
Salary**

National/Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
High Level Specialist	152	1,170	159.8	140.0	158.6	178.5	197.9

HIGH LEVEL SPECIALIST**National
Bonus**

National/Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
High Level Specialist	130	1,041	49.1	28.9	44.5	65.1	86.5

HIGH LEVEL SPECIALIST**National
Total Cash Compensation**

National/Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
High Level Specialist	136	1,094	207.4	168.4	205.1	237.5	275.5

**SENIOR ATTORNEY
National
Salary**

National/ Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Senior Attorney	201	1,891	139.3	119.2	140.0	158.2	174.5

**SENIOR ATTORNEY
National
Bonus**

National/ Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Senior Attorney	161	1,490	31.5	16.8	29.2	40.7	57.6

**SENIOR ATTORNEY
National
Total Cash Compensation**

National/ Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Senior Attorney	175	1,703	168.4	141.1	168.7	192.2	220.4

**ATTORNEY
National
Salary**

National/ Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Attorney	157	1,329	104.7	82.5	103.3	126.1	142.8

**ATTORNEY
National
Bonus**

National/ Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Attorney	109	660	21.5	10.0	21.3	29.6	36.9

**ATTORNEY
National
Total Cash Compensation**

National/ Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Attorney	125	1,065	119.4	85.4	121.8	148.7	169.6

**STAFF ATTORNEY
National
Salary**

National/ Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Staff Attorney	72	296	80.6	67.7	74.5	91.5	111.5

**STAFF ATTORNEY
National
Bonus**

National/ Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Staff Attorney	43	109	12.9	7.8	10.6	15.3	31.2

**STAFF ATTORNEY
National
Total Cash Compensation**

National/ Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Staff Attorney	55	129	103.0	78.8	99.9	119.1	145.6

**RECENT LAW SCHOOL GRADUATE
National
Salary**

National/Position	Number of Employers	Salary					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Recent Graduate	24	71	82.9	56.0	65.0	89.1	132.0

**RECENT LAW SCHOOL GRADUATE
National
Bonus**

National/Position	Number of Employers	Bonus					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Recent Graduate	14	24	33.4	4.3	9.0	27.3	79.2

**RECENT LAW SCHOOL GRADUATE
National
Total Cash Compensation**

National/Position	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average \$(000)	Lower Quartile \$(000)	Median \$(000)	Upper Quartile \$(000)	Ninth Decile \$(000)
Recent Graduate	19	43	112.8	49.0	76.1	114.1	232.6

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LAW DEPARTMENT METRICS BENCHMARKING SURVEY 2006 EDITION

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STAFFING

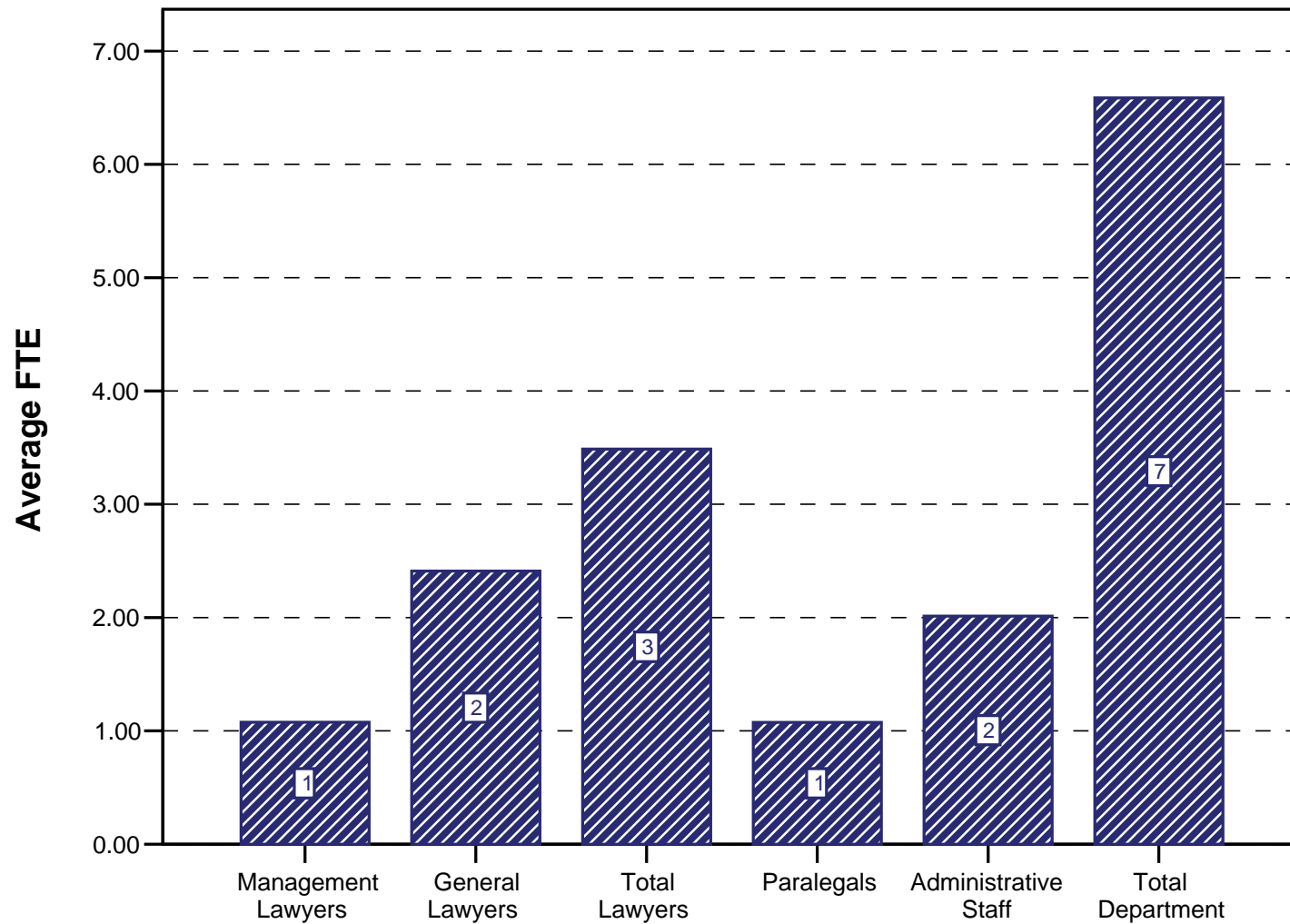
How a law department is staffed depends upon the types of legal services required by the organization, the corporate culture, the total amount of legal work required by the enterprise and the decision to provide legal services in-house (wholesale) or through outside counsel (retail). Most organizations do not staff their law departments for the peak demand levels for legal services. In deciding in-house staffing levels, it is first necessary to analyze the need for legal services and establish a “steady state” of required services. A steady state of legal services can often be determined by taking a multi-year view of the matters handled and excluding the top (largest) five to seven matters each year. The resulting fees associated with the remaining matters can often help identify a steady state of legal services. Once the steady state is determined, an organization can then begin to determine the appropriate staffing levels. Most law departments balance their in-house staffing with the need and cost of using outside counsel services.

The Staffing section of the *Law Department Metrics Benchmarking Survey, 2006 Edition* contains strategic management benchmarking information, which will allow a law department manager to determine the corporation’s staffing information relative to comparable organizations. One of the most common benchmarks is to compare the number of lawyers and staff to each \$1 billion of revenues. Like any other benchmark, this information tells us how organizations are staffing but does not, and should not, provide a staffing formula.

Delegation of work and ensuring that specialty work is in the right hands is a challenge for any organization. These challenges are no different for a corporate law department. This Staffing section provides information about the number of administrative employees as well as the ratio of administrative staff to lawyers in a law department. Although the number of administrative employees has been decreasing over time, the need for administrative help is essential. Both paralegals and lawyers must continue to delegate administrative work, as appropriate. It is important to remember that having comparable staffing ratios or benchmarks does not guarantee effective utilization of staff.

One benchmark that appears to be counter-intuitive is the paralegal staffing benchmark. While many companies strive to be in the lower quartile when benchmarking against comparable organizations, paralegal staffing is an area where companies should strive for upper quartile staffing levels, if paralegals are employed effectively. Paralegals are a cost effective method of providing legal services and can carry a significant workload in the organization, freeing lawyers to do what only they are licensed to do. Over the years, analysis has proven that paralegals are a cost effective way to serve the organization. Again, however, it is important to remember that having comparable staffing ratios or benchmarks does not guarantee that paralegals are being used effectively.

NUMBER OF LAWYERS AND STAFF PER \$1 BILLION IN REVENUE ALL COMPANIES



EXPENSES

In terms of management of the legal function in a corporation, expenses, literally, are the bottom line. Law departments are generally viewed as cost centers, not profit centers, so expenses are important. Most companies spend relatively significant amounts of money on legal expenses (both internal, i.e., to staff a law department, and external, i.e., work handled by outside counsel). As such, it is important to the CEO and to shareholders that legal expense be managed closely. An excellent way to do that is to use benchmarks to determine whether a more rigorous review of internal or external legal expense is warranted.

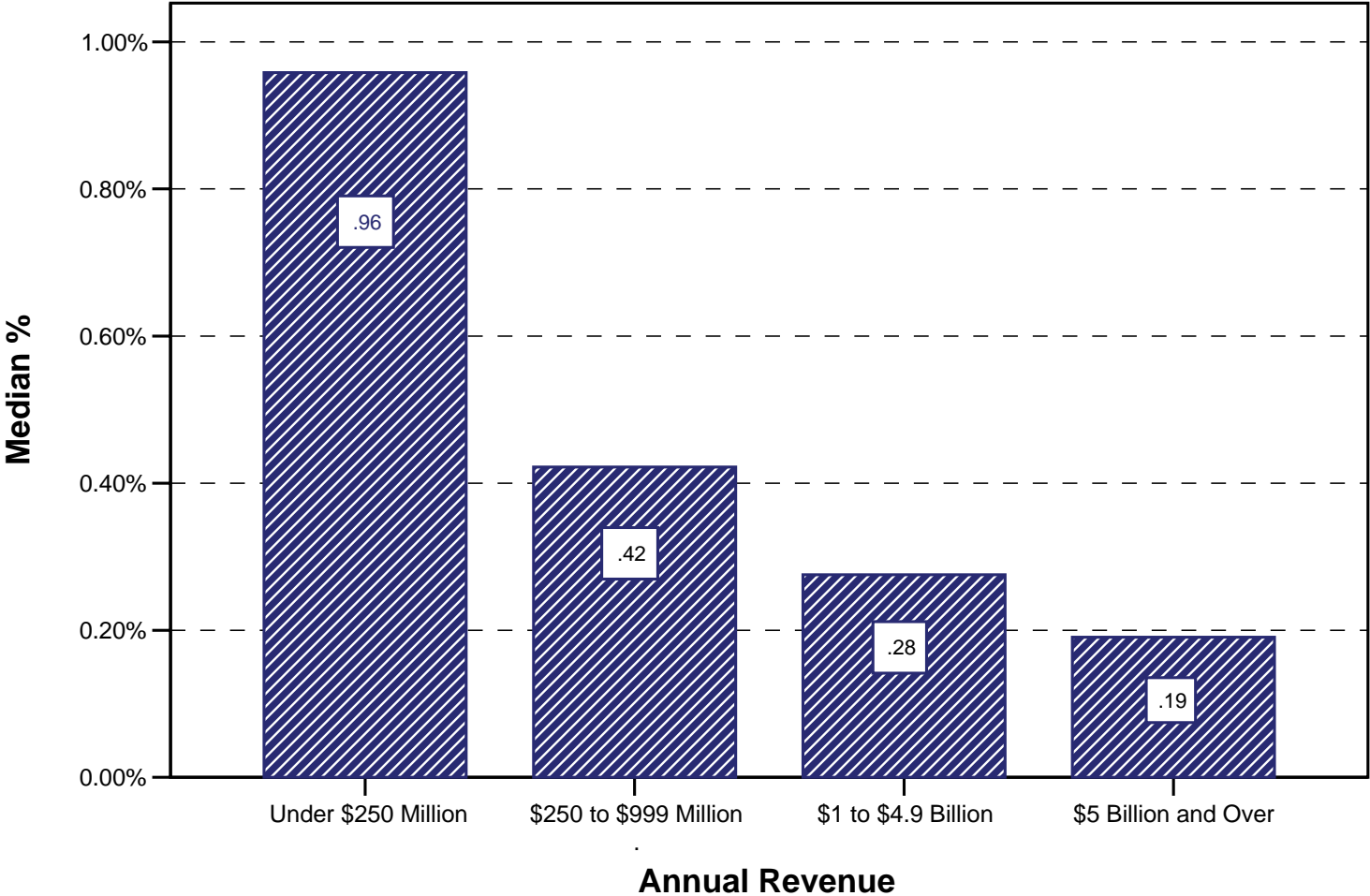
Legal expense, of course, is directly related to the other areas tracked by this benchmarking survey – staffing, outside counsel and operations. The level of internal staff in a law department (i.e., its headcount) can have a major impact on legal expense. Likewise, the systems and procedures in place to manage the cost of outside counsel can also obviously have a significant effect on legal expense. Too often, however, companies focus on only internal or external legal expense, to the exclusion of the other. That is, they might believe that their outside counsel fees are higher than they should be, but they do not always realize that by cutting back on outside services they may need to add staff to the law department in order to cover the necessary work. Or, a company might place a lot of emphasis on keeping headcount to a minimum. Those that do this, to the exclusion of the impact reductions in force will likely have on outside counsel usage and cost, fail to manage to the

bottom line. The key is to realize that internal and external legal expense are closely related and that by taking an action that has an effect on one of them, there will likely be an impact on the other.

The Expenses section of this survey measures total legal expense (i.e., the sum of internal and external legal expense) and it also tracks these two component parts separately. By far, the most commonly used benchmark related to legal expense is that which measures total expense as a percent of the company's annual revenue. When looking at this benchmark by industry, one can quickly determine whether the total legal spend is or is not in line with peer corporations.

The survey also looks separately at internal and external legal expense. Internal legal expense is reported as a total number, and it is also broken down into the following component parts: compensation, contract attorneys, occupancy, technology expense, and general corporate overhead allocated to the law department. External legal expense is also reported as a total number and likewise it is broken down into component parts: outside counsel fees versus other outside legal expenses. Furthermore, as it does throughout the survey, the Expenses section utilizes both per-lawyer and per-legal-service-provider figures. Finally, the percentages that companies spend on internal versus external legal expense is also reported, allowing a determination of whether the law department has the right mix of inside and outside legal services.

TOTAL LAW DEPARTMENT FEES/EXPENSES AS A PERCENT OF REVENUES BY ANNUAL REVENUE



OUTSIDE COUNSEL

Outside counsel expenditures typically represent a large percentage of a company's total legal spend. Therefore, it is not only important to understand *what* you are spending on outside counsel (see the Expense section of this survey) but also *how* that money is spent. It is also important to analyze how your law department manages outside counsel to ensure that your client receives the best service possible in the most cost effective manner. This section of the *Law Department Metrics Benchmarking Survey* addresses precisely these issues, highlighting some of the key metrics in outside counsel selection, retention and performance.

Often, companies struggle to decide which legal services should be outsourced to outside law firms and which should be handled internally. This survey section shows which legal specialties outside firms most often handle. The information is shown in terms of percentage of outside counsel fees by practice area.

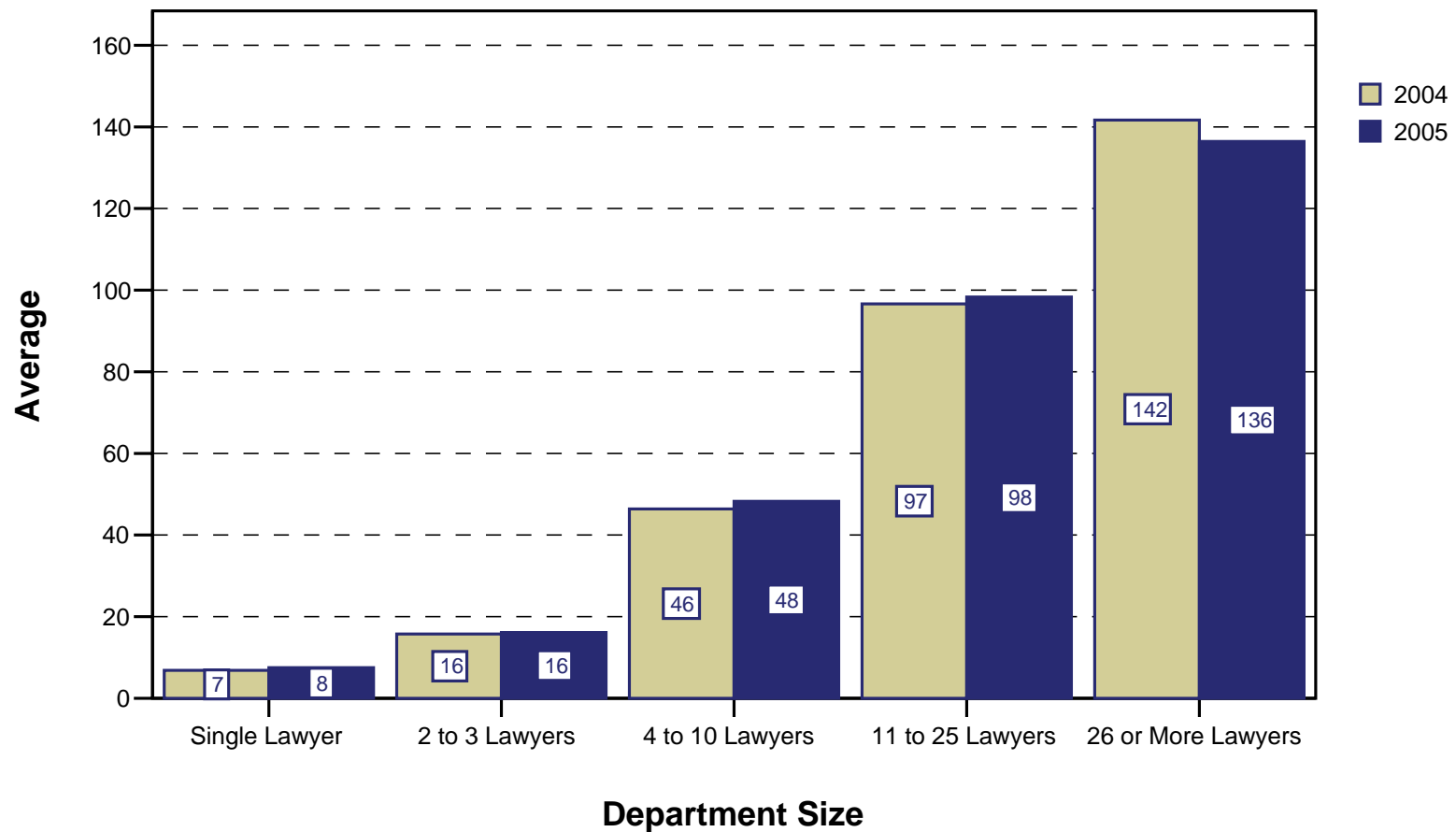
Perhaps no practice in outside counsel management has been discussed and written about more widely than the concept of convergence (reducing the number of outside law firms utilized to reduce costs and improve the quality of services delivered). This section of the survey shows the two-year trend in the number of outside law firms

utilized in companies of different sizes and in companies in different industries. It also provides information regarding the survey participants' use of their top four law firms (in terms of percentage of total fees paid to outside counsel in 2005), including what percentage of outside counsel fees are paid to the top firms, how many years the firms have been used and the size of the firms.

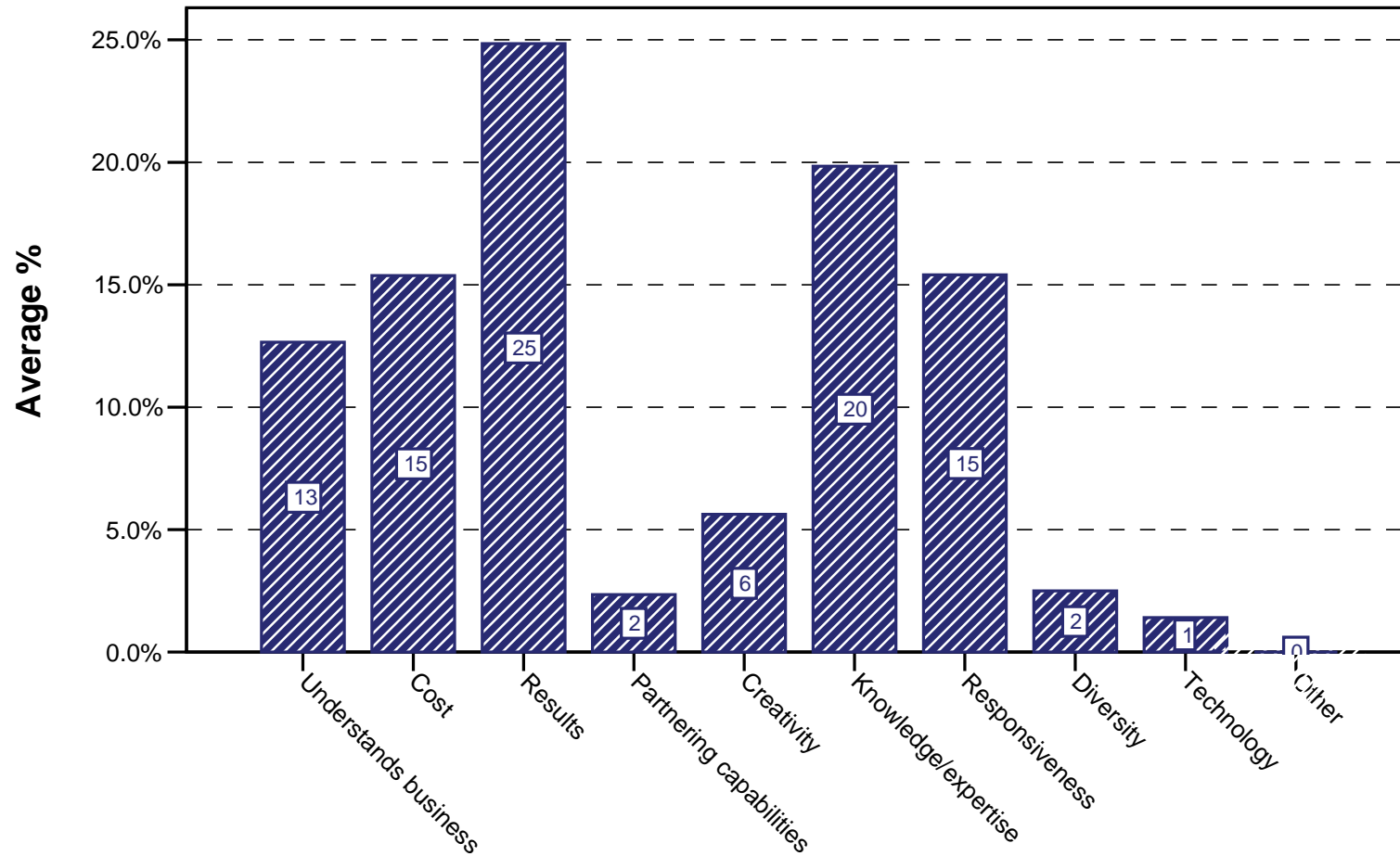
Companies often struggle with how to select the best outside counsel firm for a particular matter or matters. This survey section shows the criteria used by survey participants for the selection of outside counsel.

Once you have retained an outside firm, how do you ensure that they are providing the highest quality of service to your organization? This survey section includes information that is critical to the outside counsel evaluation process, including how many departments formally evaluate their outside counsel and how often. It also shows the criteria by which outside counsel are measured and the relative seriousness of mistakes made by outside counsel.

TWO YEAR TREND AVERAGE NUMBER OF LAW FIRMS EMPLOYED BY DEPARTMENT SIZE



IMPORTANCE OF THE FOLLOWING CRITERIA IN EVALUATING OUTSIDE COUNSEL ALL COMPANIES



OPERATIONS/FUNCTIONS

The operations and functions section describes the nuts and bolts of departmental systems as well as the role of the legal function in the greater enterprise. The means by which the legal department delivers valuable, effective and efficient legal services must be based on sound operational processes. This section benchmarks systems such as timekeeping, chargebacks, alternative fee arrangements, legal service providers, billing systems, client satisfaction and reporting relationships. It also discusses the changing functional areas and new operational initiatives of the legal function.

Comprehensive timekeeping is an important law department management tool. Some consider it a best practice for law departments to require lawyers and paralegals to keep detailed track of their time. This practice has been gaining more momentum over the last five years, with benefits leading to cost savings for in-house legal departments via better time and project management. Law departments have been embracing this trend as they look for quantitative methods to demonstrate the value that they add to companies.

The survey benchmarks charging of in-house and outside lawyer time. More often than not, law departments charge outside counsel costs back to business units/clients more routinely than charging for inside lawyer time. Charging back in-house lawyer and outside counsel time is a means to allocate and monitor legal resources based on specific business unit/client need.

As corporations are under intense pressure to control internal and external legal costs, the use of alternative fee arrangements is used to foster a partnering relationship with outside counsel. This section benchmarks fixed fee, reduced rate, negotiated or blended rates and other arrangements used with outside law firms.

Electronic billing is the means by which outside counsel submits their legal invoices electronically. The use of electronic billing is still evolving and holds enormous potential for improved cost management of legal services. Historically, insurance companies were the first to make gains in reducing their high outside counsel legal spend by imposing ebilling on their law firms. The survey benchmarks the use of ebilling.

Law departments that formally and regularly evaluate client satisfaction ensure that their services are aligned with the needs of the company. Service and satisfaction factors such as responsiveness, timeliness, and knowledge of client objectives, are just a few means of gauging satisfaction with quality, both in-house and with outside counsel, satisfaction with service and anticipated legal needs. Surveying also provides insight as to what roles clients perceive lawyers should play in the business and operations of the company.

Post Enron, the scope, nature, and in some cases, responsibilities of the legal organization has changed. The survey benchmarks the reporting relationships of corporate functional areas within a company as well as Chief Legal Officer reporting responsibilities and duties.

**REPORTING RELATIONSHIPS OF CORPORATE FUNCTIONAL AREAS
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
Tax	Chief Legal Officer/General Counsel	8.7%	12
	Other Executive	83.3%	115
	No such function	8.0%	11
	All Companies	100.0%	138
Patents	Chief Legal Officer/General Counsel	51.5%	67
	Other Executive	5.4%	7
	No such function	43.1%	56
	All Companies	100.0%	130
Trademark & Copyright	Chief Legal Officer/General Counsel	74.4%	99
	Other Executive	6.8%	9
	No such function	18.8%	25
	All Companies	100.0%	133
Employment/Labor	Chief Legal Officer/General Counsel	52.5%	73
	Other Executive	46.0%	64
	No such function	1.4%	2
	All Companies	100.0%	139
Corporate Secretary	Chief Legal Officer/General Counsel	78.8%	104
	Other Executive	18.9%	25
	No such function	2.3%	3
	All Companies	100.0%	132
Compliance/Ethics	Chief Legal Officer/General Counsel	68.3%	99
	Other Executive	24.1%	35
	No such function	7.6%	11
	All Companies	100.0%	145
Risk Management	Chief Legal Officer/General Counsel	30.9%	43
	Other Executive	64.0%	89
	No such function	5.0%	7
	All Companies	100.0%	139

(continued on next page)

**REPORTING RELATIONSHIPS OF CORPORATE FUNCTIONAL AREAS
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
Insured Claims Settlements	Chief Legal Officer/General Counsel	66	47.5%
	Other Executive	63	45.3%
	No such function	10	7.2%
	All Companies	139	100.0%
Corporate Records Management	Chief Legal Officer/General Counsel	79	57.2%
	Other Executive	44	31.9%
	No such function	15	10.9%
	All Companies	138	100.0%
Environment, Health & Safety	Chief Legal Officer/General Counsel	34	24.5%
	Other Executive	89	64.0%
	No such function	16	11.5%
	All Companies	139	100.0%
Corporate Security	Chief Legal Officer/General Counsel	26	19.3%
	Other Executive	94	69.6%
	No such function	15	11.1%
	All Companies	135	100.0%
Human Resources	Chief Legal Officer/General Counsel	18	13.3%
	Other Executive	116	85.9%
	No such function	1	.7%
	All Companies	135	100.0%
Government Relations	Chief Legal Officer/General Counsel	49	36.0%
	Other Executive	59	43.4%
	No such function	28	20.6%
	All Companies	136	100.0%
Public Affairs	Chief Legal Officer/General Counsel	22	16.7%
	Other Executive	89	67.4%
	No such function	21	15.9%
	All Companies	132	100.0%

**EXTENT LEGAL DEPARTMENT ALIGNED WITH BUSINESS STRATEGY
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
To what extent does your legal department align its priorities/day to day work with the overall business strategy?	We are completely integrated with the business strategy.	66.2%	90
	On particular projects or transactions, our performance metrics are tied to the business strategy.	16.2%	22
	The legal department mostly functions as a separate operating group.	17.6%	24
All Companies		100.0%	136

**CRITICAL FACTORS THAT ENSURE THAT STRATEGIES STAY ALIGNED
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
To the extent the department operates more closely with the business, what critical factors ensure that the two strategies stay aligned?	We embed a lawyer in each business unit.	21.4	28
	Our compensation is tied to meeting corporate/business goals.	49.6	65
	Existence of written objectives that tie into the corporate goals and objectives.	50.4	66
	We have regular meetings with CEO/Board/Unit Heads/Other.	86.3	113
All Companies		**	131

**Multiple responses, does not total 100%.

**ROAD BLOCKS THAT PREVENT THE LAW DEPARTMENT FROM BECOMING MORE CLOSELY
ALIGNED WITH THE BUSINESS UNITS
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
What road blocks prevent the law department from becoming more closely aligned with the business units?	We are perceived as deal breakers rather than deal makers.	20.5	24
	We are perceived as a road block--"Don't send it to Legal; it takes too much time."	33.3	39
	Geographically dispersed locations make it difficult.	27.4	32
	The law department is brought into the picture too late--at the the 11th hour.	75.2	88
	Business units are resistant to using outside counsel we suggest.	6.0	7
	The law department is not organizationally aligned with the client organization.	10.3	12
	Other	14.5	17
All Companies		**	117

**Multiple responses, does not total 100%.

**TACTICS USED TO FACILITATE CLIENT SERVICE
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
What tactics do you use to facilitate client service?	We provide our clients with template legal documents so they can enter into standard agreements without involving us.	63.2	86
	We educate business clients on how to avoid and manage risk.	91.9	125
	We proactively communicate solutions to new regulations and issues to our business clients.	70.6	96
	We have set departmental standards for turn-around time so as to provide timely responses.	40.4	55
	Other	14.0	19
All Companies		**	136

**Multiple responses, does not total 100%.

**TOOLS USED TO COMMUNICATE VALUE TO THE BUSINESS
ALL COMPANIES**

Breakout of Data		Percent	Number of Companies
Specifically, what tools does the legal department use to communicate value to the business?	We provide regular status reports to the business heads.	83.2	99
	We have established performance metrics and benchmarks.	29.4	35
	We negotiate client service agreements.	18.5	22
	We prepare an "annual report" for the business.	21.8	26
	We do internal case evaluations where we indicate objective, result and value delivered.	23.5	28
	Other	18.5	22
All Companies		**	119

**Multiple responses, does not total 100%.