

Law Department Metrics Benchmarking Survey 2014 Edition

Questionnaire

Conducted and Published by:

CORPORATE COUNSEL and **ALM** LEGAL
INTELLIGENCE

Deadline for Submission: June 4, 2014

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Your participation is vital to the success of this survey. ALM Legal Intelligence thanks you in advance for taking the time to compile and submit your data. Please complete and return this questionnaire as promptly as possible, but no later than **June 4, 2014**. We suggest you retain a copy of your completed questionnaire in case we need to contact you.

This survey is 50 questions. Although lengthy, we have cut questions in the past year to make it easier on our respondents. It continues to contain a wealth of questions about how law departments of all sizes and industries function.

The most critical data for the Law Department Metrics Benchmarking Survey report are Questions 1 through 25. Participants who wish to get a FREE copy of their custom report MUST answer these questions in order to be eligible.

Please be sure to complete these questions so that we can gather robust financial metrics for corporate law departments. Remember: the more questions your organization completes, the better and richer the final report.

Your responses will be kept strictly confidential. Access to your completed questionnaire is limited to survey staff. All data reported on in the published survey is presented only in aggregate.

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Instructions for Optional Electronic Submission of Data
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You have the option of submitting your responses electronically. All that is required is an Internet connection and Microsoft[®] Excel[®]

The electronic survey tool allows you to take the survey online and complete as time permits, and even gives you the ability to upload an Excel[®] worksheet with your individual personnel compensation profile. You can open and close the electronic worksheet as many times as you need, just bookmark the page, enable cookies in your browser, and check the "Save & Continue" button at any stopping point.

If you are interested in completing the questionnaire electronically, please visit our website at:

www.almlegalintel.com/LDMBSParticipate

SECTION 1: Participant Information

Company Name: _____

Law Department Contact: _____

Title: _____

Address: _____

City: _____

State: _____ Zip Code: _____

Phone: _____ Email: _____

If the person completing this questionnaire is different than above, please complete the following:

Contact Name: _____

Title: _____

Phone: _____ Email: _____

Address (if different from above): _____

City: _____

State: _____ Zip Code: _____

SECTION 2: Organization Data

1. **Worldwide revenue during your last complete fiscal year.** (If you are a financial institution, provide assets under management; if an insurance company, provide value of premiums.)

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Billions Millions

2. **Enter your organization’s total number of full-time employees in operations served by the law department.**

, ,
Millions Thousands Hundreds

3. **Enter your organization’s NAICS-North American Industry Classification System code.** (see page 24)

4. **Which one of the following best describes the type of ownership structure for your organization?**

- Publicly-held company (shares are traded) **or** mutual company
- Privately-held company
- Wholly-owned subsidiary *Name of parent:* _____
- Division of a corporation *Name of parent:* _____
- Joint venture
- Not-for-profit (Hospitals, Universities/Colleges, Charitable organizations)
- Government (Federal, state, local)
- Other (please describe) _____

5. **Which of the following best describes how your organization’s law department staff is organized by reporting relationship and geographically?**

	Reporting Relationship (check one)	Geographic Location (check one)
Centralized	<input type="checkbox"/> Centralized, bulk of legal activities and personnel report in a direct line to CLO/GC.	<input type="checkbox"/> Majority of personnel physically centralized in one location.
	<input type="checkbox"/> Centralized, one lawyer department	
Decentralized	<input type="checkbox"/> Lawyers are assigned to operational units, subsidiaries, or divisions. These lawyers report directly to the head of the operational unit and have only an indirect reporting relationship to the organization headquarters.	<input type="checkbox"/> Majority of personnel physically dispersed within operational units, subsidiaries, or divisions.
Mixed	<input type="checkbox"/> Lawyers are assigned to operational units, subsidiaries, or divisions. However, a CLO/GC controls overall legal policy and planning. Typically the CLO/GC will retain final personnel authority over all lawyers and paralegals.	<input type="checkbox"/> Some personnel centralized physically and some dispersed physically within operational units, subsidiaries, or divisions.

SECTION 3: Law Department Staffing Data

6. The table below refers to the number of staff in each of the specified positions during 2013. Do not include staff that is not under your budget authority. Please review page 24 for position definitions, where applicable, prior to completing table. Include contract staff where appropriate. Enter the number of full-time equivalents for each position identified below.

Use decimal places to indicate full time equivalent staff, where applicable.

<i>Position</i>	<i>Law Department FTE Staffing</i>
Management Attorneys	
Chief Legal Officer	
General Counsel	
Deputy Chief Legal Officer	
Assistant General Counsel	
Chief Patent Counsel	
Division (or Group) General Counsel	
Managing Attorney	
Non-Management Attorneys	
High Level Specialist	
Senior Attorney	
Attorney	
Staff Attorney	
Recent Law School Graduate	
Law Clerk/Summer Intern	
Patent Agents	
Patent Agent	
Paralegals	
Paralegal Supervisor	
Paralegal or Paralegal Assistant	
Administrative Staff	
Chief Compliance Officer	
Legal Administrator	
Human Resources	
Information Technology / Information Support	
Finance/Accounting/Billing	
e-Discovery Manager/Assistant	
Administrative/Executive Assistant	
Other Staff (please specify)	
Other Staff (please specify)	
Total Law Department	

7. Have you reduced the size of your law department in the past 12 months?

- Yes (please continue)
- No (go to question 8)

If yes, please complete the following:

- a. We have eliminated filled lawyer positions.
- b. We have eliminated vacant lawyer positions.
- c. We have eliminated filled paralegal positions.
- d. We have eliminated vacant paralegal positions.
- e. We have eliminated filled support staff positions.
- f. We have eliminated vacant support staff positions.

8. Have the workloads of your in-house staff increased in the past 12 months?

- Yes (please continue)
- No (go to question 9)

If yes, please estimate the extent of the lawyer workload increase:

- Less than a 5% increase in workload
- 5% to less than 10% increase in workload
- 10% to less than 20% increase in workload
- 20% to less than 30% increase in workload
- 30% or greater increase in workload

9. Does your top legal officer position (CLO or GC) include the additional title and responsibilities of a Corporate Secretary?

- Yes
- No

10. Does the law department have a written diversity policy?

- Yes
- No

11. Does the law department engage in any diversity activities aimed at recruiting and retaining diverse lawyers?

- Yes (please continue)
- No (go to question 12)

If yes, please identify these activities. (check all that apply)\

- Participate in minority job fairs
- Summer programs
- Minority lawyers on recruiting/hiring committee
- Executive search firms/internet job sites
- Participate in or financial support of minority bar association events
- Mentoring programs
- Diversity results tied to compensation
- Other

12. Enter the number of full-time equivalent (FTE) lawyers in the law department by practice area. If a lawyer performs work in multiple practice areas, please allocate lawyer accordingly.

Do not include lawyers whose primary responsibility is the management function of the law department, i.e. Chief Legal Officer/General Counsel.

Practice Area	FTE In-house Lawyers	FTE Contract or Temporary Lawyers
Anti-trust		
Banking/Regulatory		
Bankruptcy		
Benefits/ERISA		
Commercial/Contracts		
Compliance/Ethics		
Corporate Governance		
Corporate Security		
Environmental, Health & Safety		
Government Relations		
Healthcare		
Immigration		
Insurance		
Intellectual Property		
International		
Labor/Employment		
Litigation		
Mergers and Acquisitions		
Personal Injury		
Products Liability/Class Actions		
Public Relations		
Regulatory		
Real Estate		
Risk Management		
Securities/Financial		
Tax		
Other (please specify)		
Other (please specify)		
Total Number of FTE Lawyers		

13. Complete the table below categorizing lawyers on an FTE basis by year admitted to bar and by department data.

<i>Year Admitted to Bar</i>		<i>Years of Experience within this Law Department</i>	
<i>Year Admitted to Bar</i>	<i>FTE Lawyers</i>	<i>Years in Law Department</i>	<i>FTE Lawyers</i>
2012-2013		1 or less	
2011-2007		2 to 5	
2006-2002		6 to 10	
2001-1997		11 to 15	
1996-1992		16 to 20	
1991-1987		21 to 25	
1986-1982		26 to 30	
1981-1977		31 to 35	
1976-1972		36 to 40	
<=1971		>40	

14. How many lawyers did you hire in 2013?

--	--	--

15. From the total identified above, please indicate the number recruited from each of the following sources.

Law firms	<input type="text"/>	<input type="text"/>	<input type="text"/>
Law schools	<input type="text"/>	<input type="text"/>	<input type="text"/>
Law departments	<input type="text"/>	<input type="text"/>	<input type="text"/>
Government (exclude clerks)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Judicial clerks	<input type="text"/>	<input type="text"/>	<input type="text"/>
Within company	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other (please specify below)	<input type="text"/>	<input type="text"/>	<input type="text"/>

16. What is the minimum number of years of experience that a lawyer would need to be employed in your law department? (check one)

- Less than 3 years
- 3 to less than 7 years
- 7 to less than 10 years
- 10 years or more

17. During 2013, how much did you spend on lawyer recruitment?

\$,

18. Do you have documented employee retention strategies?

- Yes (please continue)
- No (go to question 19)

If yes, which one strategy has proved to be the most successful in retaining productive lawyers?

19. Do you track employee job satisfaction for any of the following employees?

<i>Position</i>	<i>Yes</i>	<i>No</i>
<i>Lawyers</i>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Paralegals</i>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Administrative Staff</i>	<input type="checkbox"/>	<input type="checkbox"/>

If yes to any of the above, what type of information is tracked? (Please check all that apply)

- Morale
 - Management communication and feedback
 - Compensation and benefits
 - Professional development and career advancement
 - Job responsibilities
 - Other (please specify) _____
-

SECTION 4: Financial Expenditures in the Law Department

20. Is your law department planning on implementing budget cuts in 2014?

- Yes (please continue)
 No (go to question 21)

If yes, what is the percentage of your 2014 budget reduction over 2013?

%

21. We divided expenditures into two categories: inside expenses and outside fees and expenses. Please ensure financial expenditure data below correlates to the staffing numbers provided previously. (Note: To ensure comparable expenditures between organizations, exclude any capitalized non-recurring items such M&A expenses)

If you have a separate patent department, will you be including the patent department expenses in the data reported below?

- Yes No

<i>Categories</i>	<i>Fiscal Year 2013</i> \$
<i>Inside Expenses</i>	
Compensation and benefits for law department personnel	
Contract attorneys	
Facilities/Occupancy	
Technology	
All other operating expenses	
TOTAL INSIDE EXPENSES	
<i>Outside Legal Fees and Expenses (excludes payments made by insurance carriers)</i>	
Outside counsel fees for law department	
Other expenses for law department—expert witnesses, patent maintenance and filing fees, etc.	
Outside Counsel Fees/Expenses for other departments or business units under law department budget authority.	
TOTAL OUTSIDE EXPENSES	
TOTAL LAW DEPARTMENT EXPENSES	

SECTION 5: Outside Counsel — Fees & Management

22. Allocate total outside counsel fees and expenses for the law department and business units, (if applicable), by the following practice areas using percentages.

<i>Practice Area</i>	<i>Non-litigation and Litigation Combined</i>
	<i>% Total Outside Fees and Expenses</i>
Anti-trust	
Banking/Regulatory	
Bankruptcy	
Benefits/ERISA	
Commercial/Contracts	
Compliance/Ethics	
Corporate Governance	
Corporate Security	
Environmental, Health & Safety	
Government Relations	
Healthcare	
Immigration	
Insurance	
Intellectual Property	
International	
Labor/Employment	
Litigation	
Mergers and Acquisitions	
Personal Injury	
Products Liability/Class Actions	
Public Relations	
Regulatory	
Real Estate	
Risk Management	
Securities/Financial	
Tax	
Other (please specify)	
Other (please specify)	
Total (Note: Column must sum to 100%)	

23. Indicate the total number of law firms that you used during the last two fiscal years.

	2013	2012
Number of law firms		

24. Specify using the table below the number of firms employed during your last fiscal year by practice area. *Note: It is acceptable to categorize a law firm into more than one practice area.*

Practice Area	Number of Law Firms Employed
Anti-trust	
Banking/Regulatory	
Bankruptcy	
Benefits/ERISA	
Commercial/Contracts	
Compliance/Ethics	
Corporate Governance	
Corporate Security	
Environmental, Health & Safety	
Government Relations	
Healthcare	
Immigration	
Insurance	
Intellectual Property	
International	
Labor/Employment	
Litigation	
Mergers and Acquisitions	
Personal Injury	
Products Liability/Class Actions	
Public Relations	
Regulatory	
Real Estate	
Risk Management	
Securities/Financial	
Tax	
Other (please specify)	
Other (please specify)	

25. Ascertain the top four law firms used by the law department in terms of fees paid in 2013. Provide the percentage breakdown for each of these firms in terms of total fees paid to all firms and complete the remaining columns for each of these four law firms.

	% of Total Fees Paid**	Number of Years Used	Size of Firm--# of lawyers (check one)	
Firm #1			<input type="checkbox"/> <50 <input type="checkbox"/> 50 to 99	<input type="checkbox"/> 100 to 250 <input type="checkbox"/> >250
Firm #2			<input type="checkbox"/> <50 <input type="checkbox"/> 50 to 99	<input type="checkbox"/> 100 to 250 <input type="checkbox"/> >250
Firm #3			<input type="checkbox"/> <50 <input type="checkbox"/> 50 to 99	<input type="checkbox"/> 100 to 250 <input type="checkbox"/> >250
Firm #4			<input type="checkbox"/> <50 <input type="checkbox"/> 50 to 99	<input type="checkbox"/> 100 to 250 <input type="checkbox"/> >250

**Column should only total 100% if you use four law firms or fewer.

26. Please assign a score to designate the importance of the following criteria in selecting outside counsel. (Total must sum to 100 percent.)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Firm specialization/expertise
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	History with company
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Responsiveness
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reputation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cost
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Location
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Partnering capabilities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diversity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other (please specify) _____

100%

27. What are the dollar and time costs (in terms of headcount) your department incurs annually in the outside counsel selection process? (check one from each)

- Less than \$25,000
- \$25,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 or more

- 0-10 hours
- 11-20 hours
- 21-30 hours
- 31-40 hours
- More than 40 hours

28. What percentage of general counsel compensation is tied to minimizing risk in the outside counsel selection process? (check one)

- 0%
- 1-5%
- 6-10%
- 11-15%
- 16-20%
- 21-25%
- Over 25%

29. In 2013, what percent of fees paid to outside counsel were based on billing arrangements other than standard hourly rates, or the billable hour?

%

30. How does that compare to your billing arrangements in 2012? (check one)

- Percentage of billing at standard hourly rates was *higher* in 2012
- Percentage of billing at standard hourly rates was *lower* in 2012
- Percentage of billing at standard hourly rates no different than in 2012

31. In your best estimation, how do you foresee the future of alternative billing arrangements with outside law firms relative to the past two years? (check one)

- Law firms will be offering alternatives to the billable hour *more often*
- Law firms will be offering alternatives to the billable hour *less often*
- Law firms will be offering alternative billing arrangements at about the same rate

32. For value-based arrangements, did your law department drive the movement to an alternative fee, or did the firm?

- The law department asked firms to propose or negotiate alternative fees
- The law firm proposed alternative fees to us.
- From the start it was a mutual effort

33. Please rank in order of importance (1= Most important, etc.) the THREE the biggest internal obstacles to fully implementing alternative pricing strategies.

- Law firms are more comfortable with the billable hour
- Corporate law departments are more comfortable with the billable hour
- Firms have insufficient experience defining or managing alternative fees
- Law departments have insufficient experience defining or managing alternative fees
- Alternative arrangements are too difficult to negotiate or hold to
- There is insufficient billing history or pricing methodology to know how to bill AFAs
- Absent better metrics and data, it is difficult to determine alternative values
- Law firms resist alternative fee arrangements
- Legal department personnel lack the time and resources to learn how to structure AFAs
- Other (please explain): _____

34. In some cases, alternative billing arrangements are isolated to certain legal practice areas. In which of the following practice areas do any of your external law firms most frequently offer alternative billing arrangements? (check all that apply)

- Corporate governance
- Corporate law
- Employment/Labor
- Intellectual Property (copyright, licensing, trademark, patents)
- Litigation
- Real property
- Regulation/Compliance
- Transactional
- Other (please specify): _____

35. Does your law department formally evaluate outside counsel?

- Yes (please continue)
- No (go to question 36)

If yes, how often does the evaluation occur? (check one)

- More than once a year
- Annually
- Bi-annually
- Other (please specify) _____

If yes, what method do you use to conduct these evaluations?

If yes, please assign a score to designate the importance of the following criteria in **evaluating** outside counsel. (Total must sum to 100.)

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Understands business
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cost
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Results
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Partnering capabilities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Creativity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Knowledge & expertise
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Responsiveness
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diversity
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Other (please specify) _____

100%

36. Have you asked outside counsel to formally report their diversity information to you?

- Yes (please continue)
- No (go to question 37)

If yes, what information was reported? (check all that apply)

- Policy concerning diversity
- Efforts/initiatives concerning diversity
- Demographic information firmwide
- Demographic information by matter
- Demographic information by tasks
- Other (please specify) _____

37. Have you been asked within the last year by outside counsel to complete a customer satisfaction survey?

- Yes (please continue)
- No (go to question 38)

If yes, please check the **one** statement below that best describes your opinion of the survey's value in maintaining a satisfactory ongoing relationship with outside counsel.

- Great value
- Somewhat of a value
- Very small value
- No value at all

38. Please assign a score to designate the importance of the following factors in ranking serious relationship mistakes made by outside counsel.

- | | | | |
|--------------------------|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Over-lawyering |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Over-billing |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Performing work without approval |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Training associates on company time |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Lack of sensitivity to budget constraints |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Lack of responsiveness |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Lack of results |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Lack of diversity |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Lack of creativity |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Patronizing attitude/arrogance |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Other (please specify) _____ |

100%

SECTION 6: Law Department Operational Data

39. Does your company require you use a purchasing, supply or procurement department or manager when selecting outside counsel or negotiating rates?

- Yes No

40. Do you track attorney and paralegal time in the law department?

- Yes (please continue)
 No (go to question 41)

If yes, choose one answer below.

- Track in detail by specific matters
 General allocations, not for each specific matter

41. Do you charge back outside counsel costs to operating units?

- Yes (please continue)
 No (go to question 42)

If yes, what percentage of outside counsel costs do you charge back to operating units?

%

Legal Service Providers

42. Have you contracted during the last fiscal year with any legal service providers (or vendors) to provide outsourced services to the law department?

- Yes (please continue)
 No (go to question 43)

If yes, were any of the contracts with providers in an “off-shore” arrangement?

- Yes No

If yes, please indicate the number of providers for the last fiscal year by location.

In U.S.: Off-shore:

If yes, please identify all functional areas in which you utilized the service providers? (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Credit reporting | <input type="checkbox"/> Secretarial services |
| <input type="checkbox"/> Document management | <input type="checkbox"/> Litigation management |
| <input type="checkbox"/> Document review | <input type="checkbox"/> Patent-related work |
| <input type="checkbox"/> Expert testimony | <input type="checkbox"/> Other (please specify) |

If yes, thinking ahead to full year 2013, do you believe your firm will outsource more legal functions or fewer?

- Will outsource more legal functions
- Will outsource fewer legal functions
- Probably will be no change in the amount of legal outsourcing

Business Strategy/Value

43. To what extent does your legal department align its priorities/day to day work with the overall business strategy? (check one)

- We are completely integrated with the business strategy.
- On particular projects or transactions, our performance metrics are tied to business strategy.
- The legal department mostly functions as a separate operating group.

44. To the extent the department operates more closely with the business, what critical factors ensure that the two strategies stay aligned? (check all that apply)

- We embed a lawyer in each business unit.
- Our compensation is tied to meeting corporate/business goals.
- Written objectives that tie into the corporate goals and objectives.
- We have regular meetings with the:

	Frequency			
	Weekly	Monthly	Quarterly	Other
<input type="checkbox"/> CEO/President	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Board of Directors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Business Unit Heads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

45. What tools does the legal department use to communicate value to your organization? (check all that apply)

- We provide regular status reports to the business heads.
- We have established performance metrics and benchmarks.
- We do internal case evaluations where we indicate objective, result and value delivered.
- Other (please specify) _____

Electronic Invoicing

46. Does your law department use an e-billing system allowing outside counsel to submit legal invoices electronically?

- Yes (please continue)
- No (go to question 47)

If **yes**, indicate percent of outside counsel (on a firm basis) submitting invoices through the system.

%

If **yes**, please indicate the percent of total outside counsel fees this represents.

%

If **yes**, have you made this a requirement in order to conduct business with your law department?

Yes

No

SECTION 7: Law Department Functional Areas

47. Please check the appropriate box indicating the reporting relationships of the following corporate functional areas.

<i>Functional Areas</i>	<i>Chief Legal Officer/General Counsel</i>	<i>Other Executive</i>	<i>No Such Function</i>
<i>Compliance/Ethics</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Corporate Records Management</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Corporate Secretary</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Corporate Security</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Employment/Labor</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Environment, Health & Safety</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Government Relations</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Human Resources</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Insured Claims Settlements</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Patents</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Public Affairs</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Risk Management</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Tax</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Trademarks & Copyright</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Other Key Departments</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

48. If US based company, is the Chief Legal Officer/General Counsel responsible for lawyers outside the US?

- Yes (please continue)
- No (go to question 49)

If yes, are these lawyers included under the Chief Legal Officer/General Counsel's budget authority?

- Yes
- No

49. Please check all statements that apply to the Chief Legal Officer/General Counsel of the parent corporation. If this position reports to one person holding multiple titles, such as President/CEO, please check both boxes.

- Reports directly to the CEO
 - Reports directly to the President
 - Reports directly to the Chairman of the Board
 - Reports to another senior executive
 - Is a member of the Board of Directors
 - Is a Vice-President of the corporation
 - Is also designated Secretary
 - Also has non-legal executive duties
 - Is not a salaried employee of the corporation
 - Other _____
- _____

50. Finally, what is the one legal management issue that keeps you up at night?

POSITION DEFINITIONS

CHIEF LEGAL OFFICER/GENERAL COUNSEL - Heads corporate legal function for the parent organization, or heads subsidiary of foreign-owned organization if there is a separate Board of Directors. Department may be either centralized or decentralized.

DEPUTY CHIEF LEGAL OFFICER/ASSISTANT GENERAL COUNSEL - An individual who shares law department-wide management responsibilities with, and reports to, the Chief Legal Officer/General Counsel, and who acts for him or her during absences. Supervises more than one Managing Attorney. (Requires at least three levels of management in the department.) This position does not exist in many departments.

DIVISION (OR GROUP) GENERAL COUNSEL - This person may report in a solid line to either the Chief Legal Officer or Deputy Chief Legal Officer of the parent corporation or to the Manager or President of a subsidiary or major operating unit organized by product (not by legal specialty). Responsible for law departmental budget or operating unit legal budget. Generally responsible for departmental human resources / employment matters. Usually supervises subordinate lawyer-managers.

CHIEF PATENT COUNSEL - Heads the patent department of a corporation, usually reporting to a Vice-President.

MANAGING ATTORNEY - Exercises management supervision over several salaried lawyers, including responsibility to effectively recommend promotion or retention. Usually heads a group of lawyers organized along lines of legal specialization or organization components. Usually performs legal work. May act for the General Counsel, if absent, in departments with two levels of management.

HIGH LEVEL SPECIALIST - An experienced, high-level legal specialist considered being on a dual ladder career track comparable to a managing position in an important phase of the organization's legal work. This person regularly deals with members of senior management on legal problems in his/her area of expertise. May train less experienced attorneys, but is not a supervisor in the sense that he/she does not recommend continued employment, salary adjustments or promotions. May be assigned other attorneys on a case-by-case basis. Generally has 12 or more years of experience.

SENIOR ATTORNEY - Requires eight or more years of experience. This position includes all lawyers not on a management or high-level specialist level. The senior attorney may train and supervise less experienced lawyers on a day-to-day basis. May report to any level of management, depending on departmental organization, but most often reports to a Managing Attorney or Division Group Counsel.

ATTORNEY - Requires four or more years of experience. This position may train, but is unlikely to supervise less experienced lawyers on a day-to-day basis. Work performed requires independent judgment and often involves direct client contact.

STAFF ATTORNEY - Entry level attorney with at least one year of experience. This position would not supervise or train other lawyers. Generally performs routine legal work and is closely supervised by more experienced attorneys. Also see Recent Law School Graduate.

RECENT LAW SCHOOL GRADUATE - An individual who graduated from law school within the past year and who is employed in a professional capacity, irrespective of admission to practice in an appropriate jurisdiction.

PATENT AGENT - Not an attorney, but a technician who devotes full-time to patent work. Prepares, files and negotiates patent applications. Registered to practice before the United States Patent and Trademark Office. Some individuals may have advanced degrees, Ph.D., most will possess the requisite undergraduate degree requirements.

PARALEGAL SUPERVISOR - A semi-professional employee who performs limited legal tasks under the supervision of an attorney; supervises and trains other paralegals, and directs activities of a paralegal team. Position requires a college degree AND paralegal certificate AND at least seven years of direct work experience. Excludes administrators, managers and secretaries. May be classified as exempt or non-exempt.

PARALEGAL - A semi-professional employee who performs limited legal tasks under the supervision of an attorney. Position requires college degree OR paralegal certificate. Direct work experience of three to seven years is required. Excludes administrators, managers and secretaries. May be classified as exempt or non-exempt.

PARALEGAL ASSISTANT - A semi-professional employee who performs limited legal tasks under close supervision of an attorney. Position requires a paralegal certificate OR related work experience. Excludes administrators, managers and secretaries. May be classified as exempt or non-exempt.

CHIEF COMPLIANCE OFFICER - Responsible for the organization's compliance with financial policy and reporting regulations. Plans and directs programs, policies, and practices to ensure that activities are in compliance with regulatory requirements. Tracks laws and regulations that might affect the organization's policies and implements necessary changes. Requires a bachelor's degree and may or may not be a lawyer. Typically reports to top management.

LEGAL ADMINISTRATOR - A full-time exempt managerial position, usually not an attorney, who is responsible for the business functions of a law department, and who reports to the Chief Legal Officer, the Deputy Chief Legal Officer, or a Managing Attorney. Generally responsible for budgeting, salary administration, personnel review, purchasing, internal systems and non-professional personnel supervision.

U.S. NAICS Codes and Titles

1100 Agriculture, Forestry, Fishing and Hunting

- 1110 Crop Production
- 1120 Animal Production
- 1130 Forestry and Logging
- 1140 Fishing, Hunting and Trapping
- 1150 Support Activities for Agriculture and Forestry

2100 Mining

- 2110 Oil and Gas Extraction
- 2120 Mining (except Oil and Gas)
- 2130 Support Activities for Mining

2200 Utilities

- 2210 Utilities
 - 2211 Electric Power Generation, Transmission/Distribution
 - 2212 Natural Gas Distribution
 - 2213 Water, Sewage and Other Systems

2300 Construction

- 2360 Construction of Buildings
- 2370 Heavy and Civil Engineering Construction
- 2380 Specialty Trade Contractors

3100-3300 Manufacturing

- 3110 Food Manufacturing
- 3120 Beverage and Tobacco Product Manufacturing
- 3130 Textile Mills
- 3140 Textile Product Mills
- 3150 Apparel Manufacturing
- 3160 Leather and Allied Product Manufacturing
- 3210 Wood Product Manufacturing
- 3220 Paper Manufacturing
- 3230 Printing and Related Support Activities
- 3240 Petroleum and Coal Products Manufacturing
- 3250 Chemical Manufacturing
 - 3251 Basic Chemical Manufacturing
 - 3252 Resin, Synthetic Rubber, and Artificial/Synthetic Fibers and Filaments Manufacturing
 - 3253 Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing
 - 3254 Pharmaceutical and Medicine Manufacturing
 - 3255 Paint, Coating, and Adhesive Manufacturing
 - 3256 Soap, Cleaning Compound, and Toilet Preparation Manufacturing
 - 3259 Other Chemical Product and Preparation Manufacturing
- 3260 Plastics and Rubber Products Manufacturing
- 3270 Nonmetallic Mineral Product Manufacturing
- 3310 Primary Metal Manufacturing
- 3320 Fabricated Metal Product Manufacturing
- 3330 Machinery Manufacturing
- 3340 Computer and Electronic Product Manufacturing
 - 3341 Computer and Peripheral Equipment Manufacturing
 - 3342 Communications Equipment Manufacturing
 - 3343 Audio and Video Equipment Manufacturing
 - 3344 Semiconductor and Other Electronic Component Manufacturing
 - 3345 Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
 - 3346 Manufacturing and Reproducing Magnetic and Optical Media
- 3350 Electrical Equipment, Appliance, and Component Manufacturing
- 3360 Transportation Equipment Manufacturing
- 3370 Furniture and Related Product Manufacturing
- 3390 Miscellaneous Manufacturing
 - 3391 Medical Equipment and Supplies Manufacturing
 - 3399 Other Miscellaneous Manufacturing

4200 Wholesale Trade

- 4230 Merchant Wholesalers, Durable Goods
- 4240 Merchant Wholesalers, Nondurable Goods

4400-4500 Retail Trade

- 4410 Motor Vehicle and Parts Dealers
- 4420 Furniture and Home Furnishings Stores
- 4430 Electronics and Appliance Stores
- 4440 Building Material and Garden Equipment and Supplies Dealers
- 4450 Food and Beverage Stores
- 4460 Health and Personal Care Stores

- 4470 Gasoline Stations
- 4480 Clothing and Clothing Accessories Stores
- 4510 Sporting Goods, Hobby, Book, and Music Stores
- 4520 General Merchandise Stores
- 4530 Miscellaneous Store Retailers
- 4540 Nonstore Retailers

4800-4900 Transportation and Warehousing

- 4810 Air Transportation
- 4820 Rail Transportation
- 4830 Water Transportation
- 4840 Truck Transportation
- 4850 Transit and Ground Passenger Transportation
- 4860 Pipeline Transportation
- 4870 Scenic and Sightseeing Transportation
- 4880 Support Activities for Transportation
- 4910 Postal Service
- 4920 Couriers and Messengers
- 4930 Warehousing and Storage

5100 Information

- 5110 Publishing Industries (includes software)
- 5120 Motion Picture and Sound Recording Industries
- 5150 Broadcasting (except Internet)
- 5160 Internet Publishing and Broadcasting
- 5170 Telecommunications
- 5180 Internet Service Providers, Web Search Portals and Data Processing Services
- 5190 Other Information Services

5200 Finance and Insurance

- 5210 Monetary Authorities - Central Bank
- 5220 Credit Intermediation and Related Activities
 - 5221 Depository Credit Intermediation
 - 5222 Nondepository Credit Intermediation
 - 5223 Activities Related to Credit Intermediation
- 5230 Securities, Commodity Contracts, and Other Financial Investments and Related Activities
- 5240 Insurance Carriers and Related Activities
 - 5241 Insurance Carriers
 - 5242 Agencies, Brokerages, and Other Insurance Related Activities
- 5250 Funds, Trusts, and Other Financial Vehicles

5300 Real Estate and Rental and Leasing

- 5310 Real Estate
- 5320 Rental and Leasing Services
- 5330 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)

5400 Professional, Scientific, and Technical Services

- 5410 Professional, Scientific, and Technical Services
 - 5411 Legal Services
 - 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
 - 5413 Architectural, Engineering, and Related Services
 - 5414 Specialized Design Services
 - 5415 Computer Systems Design and Related Services
 - 5416 Management, Scientific, and Technical Consulting Services
 - 5417 Scientific Research and Development Services
 - 5418 Advertising and Related Services
 - 5419 Other Professional, Scientific, and Technical Services

5500 Management of Companies and Enterprises

5600 Administrative and Support and Waste Management and Remediation Services

- 5610 Administrative and Support Services
- 5620 Waste Management and Remediation Services

6100 Educational Services

6200 Health Care and Social Assistance

7100 Arts, Entertainment, and Recreation

7200 Accommodation and Food Services

8100 Other Services (except Public Administration)

9200 Public Administration

9900 Nonclassifiable