

Dear ACCA Member:

This survey is the beginning of a groundbreaking study of the evolving relationships between company law departments and outside counsel. It will provide important, previously unavailable data to ACCA members about how in-house counsel are managing outside counsel, including selection, terms of the relationship, fees, reporting, performance assessment, and collaborative technology. From your participation in this study, you will gain valuable insights into how your approach compares with that of your colleagues, as you work to get the most out of your legal spending with outside counsel. **Each member who completes the survey by June 22nd will receive by e-mail the final report free of charge, and will also be entered into a drawing for one of five Palm Pilots.**

We are sensitive to the many demands upon your time, and have had the ACCA Board provide input on how to achieve our goals with a minimum time commitment from our members. This survey is therefore divided into two parts: one section that can be answered by one person on behalf of your entire law department (so that every lawyer does not need to provide company-wide data); and a second section for each individual lawyer to complete. In addition, through checkoff boxes and response lists, we have made it relatively easy to cover a significant number of topics in less than half an hour (less if someone else completes Section I for your law department). The information that you provide will be kept confidential, and the results will be compiled only in aggregate form.

This survey is being conducted for ACCA by Alliance member ELF Technologies, Inc., provider of the Serengeti web platform for legal professionals. We appreciate their commitment to this project, and we thank you for helping us to make it a success.



Frederick J. Krebs
President

2001 ACCA Partnering With Outside Counsel Survey

Assessing Key Elements of the In-house Counsel/Outside Counsel Relationship

*Please complete and return the survey as soon as possible to the Legal Technology Institute at the University of Florida Levin College of Law, which is administering the survey. For your convenience we have enclosed an envelope addressed to: Legal Technology Institute, P.O. Box 117644, Gainesville, FL 32611-7644. **All surveys must be postmarked by June 22, 2001 in order to qualify for the prize drawing.***

Thank you for your participation in this ground-breaking project. If you have any questions, please contact Rob Thomas, ELF Technologies, Inc.: rob.thomas@elftech.com; (425) 369-5409.

Please PRINT clearly.

1. Your Name: _____
Company: _____
Title: _____
Mailing Address: _____
City: _____ State/Province: _____ Zip/Postal Code: _____
Country: _____
Phone Number: (____) _____ - _____
E-Mail Address: _____ @ _____

Check here if you would like to receive a free electronic copy of the report at your e-mail address (only for respondents who complete this questionnaire).

Section I.
For completion by one person on behalf of your company's law department

To save time, we suggest that you designate one person to complete this Section on behalf of your entire law department. If this Section is being completed by someone other than you, please provide the following data identifying that person and then skip to question 22:

Name of Person Completing Section I For Your Company: _____

Phone Number: (_____) _____ - _____ Title: _____

E-Mail Address: _____ @ _____

2. What is the main business of your company? (Check one only):

- | | | |
|---|--|--|
| <input type="checkbox"/> a. Banking/Securities/Financial Services | <input type="checkbox"/> i. Information | <input type="checkbox"/> q. Software/Internet |
| <input type="checkbox"/> b. Computer/Electronic Manufacturing | <input type="checkbox"/> j. Health Care | <input type="checkbox"/> r. Transportation |
| <input type="checkbox"/> c. Consumer Products/Retail | <input type="checkbox"/> k. Insurance | <input type="checkbox"/> s. Telecommunications |
| <input type="checkbox"/> d. Education/Universities | <input type="checkbox"/> l. Manufacturing (other) | <input type="checkbox"/> t. Utilities |
| <input type="checkbox"/> e. Energy | <input type="checkbox"/> m. Metal/Machinery Manufacturing | <input type="checkbox"/> u. Wholesale/Retail Trade |
| <input type="checkbox"/> f. Entertainment, Media, Communications | <input type="checkbox"/> n. Petroleum/Chemical Manufacturing | <input type="checkbox"/> v. Other: _____ |
| <input type="checkbox"/> g. Forest Products & Paper | <input type="checkbox"/> o. Pharmaceutical | |
| <input type="checkbox"/> h. Food and Beverage | <input type="checkbox"/> p. Professional/Scientific/Technical Services | |

3. Worldwide company revenue during 2000:

\$ _____, _____, _____, 000
 Billions Millions Thousands

4. Total in-house law department expenditures during 2000, including salaries, benefits, and overhead (do not include outside counsel, insurance, or liability payments):

\$ _____, _____, 000
 Millions Thousands

5. Estimated percentage of increase/decrease in law department expenditures anticipated for 2001:

____% [Check one ----->] Increase **OR** Decrease

6. Total outside counsel expenditures during 2000, including fees, expenses, and expert fees:

\$ _____, _____, 000
 Millions Thousands

7. Estimated percentage of increase/decrease in outside counsel expenditures anticipated for 2001:

____% [Check one ----->] Increase **OR** Decrease

8. Approximate number of law firms used by the company during the year 2000 for matters in the U.S. and outside of the U.S. (if certain firms were used both domestically and internationally, please count only in domestic category):

Number of law firms within the U.S.: _____ Number of law firms outside of the U.S.: _____

9. Please estimate the approximate % of total outside counsel fees that your company paid during 2000 to law firms based upon firm size:

Year 2000	Small Firms (1-10 lawyers)	Medium Firms (11-100 lawyers)	Large Firms (more than 100 lawyers)	Total (must equal 100%)
Approximate Percentage of Outside Counsel Fees	%	%	%	100 %

10. During the past two years, has your law department engaged in a general strategy of convergence, (i.e. reducing the number of outside law firms with which you work on a regular basis)?

Yes No

If you responded "No," skip to question 12.

11. If you responded "Yes" to question 10, please provide the following information:

Number of law firms before convergence: _____
 Number of primary law firms expected after convergence: _____
 Current number of primary law firms: _____

12. Please provide the following information regarding the number of full-time equivalent ("FTE") lawyers, paralegals, and contract attorneys in your law department at the end of 2000, and your estimates for 2001:

Year	Number of FTE Lawyers	Number of FTE Paralegals	Number of FTE Contract Attorneys
2000 year-end			
2001 year-end (estimate)			

13. During 2000, did some outside counsel work in your offices under special arrangements with their law firms? If yes, please estimate the total number of hours worked by all such attorneys during the year.

Yes, approximate number of hours _____ No

If you responded "No," skip to question 15.

14. If you responded "Yes" to question 13:

- a. Did outside counsel work at a reduced rate? Yes No Don't know
 b. Did your company hire any such attorneys to join your law department? Yes No Don't know
 c. Do you intend to have a similar number during 2001?

More Less About the same Don't know

15. Do you generally track attorney time in the law department? Yes No

16. Do you generally charge other company departments for in-house attorney time? Yes No

17. What types of dedicated in-house services, if any, do you generally require outside counsel to use? (Check all that apply):

- a. Responding to document discovery requests
 b. Responding to other discovery requests, such as interrogatories
 c. Preparing corporate staff for depositions
 d. Legal research
 e. Responding to due diligence requests/due diligence document review
 f. Preparation of Hart/Scott/Rodino (HSR) filings
 g. Other: _____

18. Do you have a written list of outside counsel who have been approved for use by your company?

Yes No

If you responded "No," skip to question 20.

19. If you responded "Yes" to question 18, how many law firms are on your approved counsel list? _____

20. Do your company's insurance policies generally permit you to select your outside counsel for cases covered by insurance?

Yes No Don't know

21. Does your law department provide an extranet that gives outside law firms access to some of your law department's documents/data?

Yes No

Section II.
To be completed by all ACCA members

Please Note: References in this section to "you" or "your" refer to you personally, not your entire law department

22. Approximately what percentage of your time during the past year was spent managing outside counsel (vs. internal activities such as counseling, handling your own matters, etc.)? _____ %

23. If you could control this allocation, would you want to spend more time managing outside counsel, less, or about the same?

More Less About the same

24. Do you expect that your time managing outside counsel will increase, decrease, or remain about the same during 2001?

Increase Decrease Remain about the same

Law Firm Selection, Retention and Termination

25. During 2000, what were the five most common ways that you located outside counsel? (Rank 1 to 5, with 1 being the most common):

- a. _____ Company-approved outside counsel list
- b. _____ Referral from outside counsel
- c. _____ Referral from other in-house counsel at my company
- d. _____ Referral from in-house counsel at other companies
- e. _____ ACCA Member to Member Service
- f. _____ Published directories
- g. _____ On-line directories
- h. _____ Legal professional organizations
- i. _____ Accountants/Investment Bankers/Advisors
- j. _____ Trade organizations
- k. _____ Unsolicited marketing or other materials from law firms
- l. _____ Search of law firm web sites
- m. _____ Other: _____

26. During 2000, what primary criteria did you use to select new outside counsel? Please rank the top five in terms of importance. (Rank 1 to 5, with 1 being the most important):

- a. _____ Past relationship
- b. _____ Reputation of firm
- c. _____ Reputation of individual lawyer(s)
- d. _____ Rates
- e. _____ Firm expertise in specific areas
- f. _____ Lawyer expertise in a specific area
- g. _____ Diversity of firm lawyers
- h. _____ Case staffing model
- i. _____ Firm technology utilization
- j. _____ Size of firm
- k. _____ Creativity of legal team
- l. _____ Geographical location(s) of firm
- m. _____ Firm offered non-billable assistance, e.g. seminars and in-house training
- n. _____ Low turnover of attorneys and staff
- o. _____ Firm pro bono policies
- p. _____ Training programs for associates
- q. _____ Firm requires reasonable billable hours
- r. _____ How the firm sets salaries/partner compensation
- s. _____ Other: _____

27. What conflict checks do you generally require outside counsel to make for new matters? (Check all that apply):

- a. Past representation of an adverse party
- b. Positions taken in prior cases that may conflict with the current matter
- c. Current representation of business competitors, not otherwise adverse in the specific matter
- d. Past representation of adverse expert witnesses
- e. Only what is required by local ethics rules
- f. Other: _____

28. Please estimate the approximate number of conflict waivers requested by your outside counsel, and the number that you granted, during 2000:

Requested: _____ # Granted: _____

29. Please estimate the number of "blanket conflict waivers" (waivers of future conflicts) requested by your outside counsel, and the number that you granted, during 2000:

Requested: _____ # Granted: _____

If your law department did not have a convergence strategy during the past two years, skip to question 32.

30. If your law department has during the past two years implemented a convergence strategy, i.e. reducing the number of outside law firms with which you work on a regular basis, how did the results compare with your expectations?

- Met our expectations
- Exceeded our expectations
- Didn't meet our expectations

31. If your law department has implemented a convergence strategy, please assess each of the following potential benefits. (Rank each 1-5 with 1 for significant change from convergence and 5 for no change from convergence):

	1	2	3	4	5	N/A
a. Less time to manage outside counsel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Outside counsel is generally more aware of business needs . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. More preventative law by outside counsel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. More sharing of work product among partner firms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Better legal advice/work product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. More work sent to outside counsel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Lower fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. More alternative billing arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32. During 2000, did you terminate any relationships with law firms? Yes No

If you responded "No," skip to question 33.

If you responded "Yes," please rank the top five reasons (1=most common and 5=least common):

- | | |
|--|-------------------------------------|
| a. _____ Lack of responsiveness | g. _____ Too high fees/costs |
| b. _____ Poor quality work product | h. _____ Billing Issues |
| c. _____ Law firm changed attorney on matter | i. _____ Inefficiencies of law firm |
| d. _____ Provided inaccurate information | j. _____ Conflicts – Ethics |
| e. _____ Delayed or missed deadline | k. _____ Conflicts – Business |
| f. _____ Non-practical advice | l. _____ Other: _____ |

33. During 2000, based upon the total work that you sent to outside counsel, please estimate the approximate percentage sent to outside counsel for the following reasons:

- a. _____ %: Work involving special expertise not available in-house
 b. _____ %: Work that the law department had the capabilities, but not the time to do
 c. _____ %: Work that required staffing and other support resources that were not available in the law department
 d. _____ %: Routine work that the law department preferred not to do
 e. _____ %: Work that required the independent perspective of outside counsel
 f. _____ %: Other: _____

34. With rising associate billing rates, associate experience is becoming an important issue for certain clients. Do you require outside counsel working on your matters to have a minimum level of experience?

- Yes, experience level required _____ years No

35. During 2000, approximately how many requests for proposals ("RFP's") did you issue for work to be performed by outside counsel and approximately how many responses did you receive?

Number of RFP's: _____ Number of responses: _____

36. During the coming year, do you expect to issue more, fewer, or about the same number of RFP's to law firms?

- More Less About the same

37. In what types of matters did you use RFP's? (Check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> a. Large business transactions | <input type="checkbox"/> d. Other: _____ |
| <input type="checkbox"/> b. Commodity type (routine) legal matters (e.g., collections work) | <input type="checkbox"/> e. Did not use RFP's |
| <input type="checkbox"/> c. Large litigation matters | |

Terms of Outside Counsel Relationship

38. Do you generally require outside counsel to agree to certain terms in order to be retained by your company?

- Yes No

39. What specific terms do you generally require, or plan to use, in your retention of outside counsel? (Check all that apply):

	<u>Currently Use</u>	<u>Plan to Use</u>
a. Discounts from standard hourly rates	<input type="checkbox"/>	<input type="checkbox"/>
b. Preparation of early case assessment (risks and potential resolution strategies) . . .	<input type="checkbox"/>	<input type="checkbox"/>
c. Preparation of budgets and associated reports	<input type="checkbox"/>	<input type="checkbox"/>
d. Periodic written matter updates	<input type="checkbox"/>	<input type="checkbox"/>
e. End of matter assessments	<input type="checkbox"/>	<input type="checkbox"/>
f. Technology requirements	<input type="checkbox"/>	<input type="checkbox"/>
g. Adherence to diversity policy	<input type="checkbox"/>	<input type="checkbox"/>
h. Adherence to pro-bono policy	<input type="checkbox"/>	<input type="checkbox"/>
i. Adherence to company policy regarding use of alternative dispute resolution	<input type="checkbox"/>	<input type="checkbox"/>
j. Use of UTBMS codes in billings	<input type="checkbox"/>	<input type="checkbox"/>
k. Electronic billing	<input type="checkbox"/>	<input type="checkbox"/>
l. No change of assigned attorneys without approval	<input type="checkbox"/>	<input type="checkbox"/>
m. Restrictions on press releases and public statements	<input type="checkbox"/>	<input type="checkbox"/>
n. Client ownership of work product	<input type="checkbox"/>	<input type="checkbox"/>
o. Required use of specific vendors (e.g. court reporting services)	<input type="checkbox"/>	<input type="checkbox"/>
p. Travel expense rules	<input type="checkbox"/>	<input type="checkbox"/>
q. Other expense rules: _____	<input type="checkbox"/>	<input type="checkbox"/>

40. How, if at all, do you monitor compliance with your requirements? (Check all that apply):

- a. There is no formal monitoring process
 b. We require periodic written confirmation of compliance from our law firms
 c. We monitor compliance individually as we work with outside counsel
 d. Other: _____

Fee Arrangements

41. During 2000, approximately what percentage of total work performed for you by outside counsel was covered by the following fee arrangements:

[Check here if unable to estimate ----->]

- a. _____ %: Standard hourly rates
- b. _____ %: Discounts from standard hourly rates
- c. _____ %: Fixed fee/matter
- d. _____ %: Retainer for certain work during a certain period
- e. _____ %: Contingency fee, dependent upon result
- f. _____ %: Other: _____

42. In what types of work do you generally consider alternative fee arrangements (other than hourly rates and discounts from hourly rates)? (Check all that apply):

- a. Do not use alternative fee arrangements
- b. All
- c. High potential of liability
- d. High potential recovery
- e. Large business transactions
- f. Smaller matters - litigation
- g. Smaller matters - business transactions
- h. Matters where it is requested by outside counsel
- i. Other: _____

43. How much resistance is there to alternative fee arrangements within your company?

None 1 2 3 4 A great deal 5

44. How much resistance is there to alternative fee arrangements from outside counsel?

None 1 2 3 4 A great deal 5

45. Do any of your law firms discount bills for early payment? If so, approximately what percentage of the firms you work with?

- Yes, approximately _____ % of the law firms
- No

If you responded "No," skip to question 47.

46. If you responded "Yes" to question 45, what is the most common percentage discount and required time of payment?

Early payment discount of _____ % for payments within _____ days

Technology Utilization

47. What percentage of the outside law firms that you work with regularly provide extranets that you use? _____ %

48. Excluding law firm extranets, do you use any other Internet sites (e.g., application service providers) to work collaboratively with outside counsel on cases/matters?

- Yes
- No

49. Do you use video conferencing when working with outside counsel? Yes No

50. Which of the following in-house technology helps you manage legal work with outside counsel? (Check all that apply):

- a. Electronic mail
- b. Intranet
- c. Extranet
- d. Project/matter management software (to keep track of work being done by outside counsel)
- e. Case management software (to handle specific cases)
- f. Database software
- g. Spreadsheet software
- h. Calendaring software
- i. Contacts management software
- j. Electronic document repositories shared with outside counsel
- k. Other: _____

51. What work product do you systematically require outside counsel to share with your law department and/or other outside counsel representing your company? (Check all that apply):

<u>Work Product</u>	<u>Share With Law Department</u>	<u>Share With Other Outside Counsel</u>
a. Legal research	<input type="checkbox"/>	<input type="checkbox"/>
b. Legal briefs and other pleadings	<input type="checkbox"/>	<input type="checkbox"/>
c. Data regarding expert witnesses	<input type="checkbox"/>	<input type="checkbox"/>
d. Data regarding fact witnesses	<input type="checkbox"/>	<input type="checkbox"/>
e. Discovery responses	<input type="checkbox"/>	<input type="checkbox"/>
f. Form documents	<input type="checkbox"/>	<input type="checkbox"/>
g. Other: _____	<input type="checkbox"/>	<input type="checkbox"/>

52. What types of new technology to better manage outside counsel are you currently considering? (Check all that apply):

- a. Extranet(s)
- b. Application Service Provider(s) (Internet-based software services hosted by third-party vendors)
- c. Electronic legal bill delivery and review
- d. Internal law department software (describe): _____
- e. Other: _____

Budget and Billing Reports

53. For approximately what percentage of current matters being handled by outside counsel do you require budgets? _____ %

54. In approximately what percent of the following types of matters being handled by outside counsel do you generally require budgets?

- a. _____ % Business transactions b. _____ % Litigation c. _____ % Other: _____

55. In approximately what percent of the matters that you are managing with outside counsel do you use the following?

- a. _____ % Electronic bill review services
- b. _____ % In-house software to analyze legal bills
- c. _____ % Third-party bill auditors

56. For approximately what percent of matters that you are managing with outside counsel do you require UTBMS (Uniform Task-Based Management System) coding of bills by outside counsel? _____ %.

If you responded 0%, skip to question 58.

57. If you require at least some UTBMS coding of bills, how do you use the data? (Check all that apply):

- a. Don't use the data
- b. Use data for budgeting
- c. Use data to review bills
- d. Use data to assess law firm performance
- e. Other: _____

58. Which of the following billing code sets are currently being used by your outside counsel for your matters? (Check all that apply):

- a. Transaction/Project (UTBMS)
- b. Litigation (UTBMS)
- c. Bankruptcy (UTBMS)
- d. Intellectual Property/Patent
- e. Company specific codes: _____
- f. Other: _____

Outside Counsel Communication and Performance

59. During 2000, approximately how many law firms performed work for you on behalf of your company? _____ # of law firms

60. How do you monitor outside counsel performance? (Check all that apply):

- a. Regular performance reviews
- b. Occasional evaluation initiated by law firms
- c. Occasional evaluation initiated by law department
- d. Satisfaction surveys/forms issued by law department to company clients
- e. Other: _____

61. What types of management reports do you use (or would you like to use) regarding outside counsel performance? (Check all that apply):

	<u>Currently Use</u>	<u>Would Like to Use</u>
a. Number of days that matters are pending	<input type="checkbox"/>	<input type="checkbox"/>
b. Cumulative legal expenses for each matter	<input type="checkbox"/>	<input type="checkbox"/>
c. Total outcome for each matter	<input type="checkbox"/>	<input type="checkbox"/>
d. Budget to actual legal expenses for each matter	<input type="checkbox"/>	<input type="checkbox"/>
e. Predicted outcome to actual outcome for each matter	<input type="checkbox"/>	<input type="checkbox"/>
f. Comparison of matters handled by different firms	<input type="checkbox"/>	<input type="checkbox"/>
g. Cumulative billing adjustments for each matter	<input type="checkbox"/>	<input type="checkbox"/>
h. Total periodic billings by each law firm	<input type="checkbox"/>	<input type="checkbox"/>
i. Other: _____	<input type="checkbox"/>	<input type="checkbox"/>
j. None	<input type="checkbox"/>	<input type="checkbox"/>

62. Where do you get the data for your outside counsel management reports? (Check all that apply):

- a. Electronic billing
- b. Matter management system
- c. Reports generated by law firms
- d. In-house review of paper bills
- e. Consultant review of paper bills
- f. Other: _____
- g. Do not have outside counsel management reports

63. On average, what percentage increase/decrease in outside counsel hourly rates did your law firms have during 2000? What percentage increase or decrease do you expect during the coming year?

Year	Hourly rate percentage change	Check One	
		Increase	Decrease
2000	%	<input type="checkbox"/>	<input type="checkbox"/>
2001 (estimated)	%	<input type="checkbox"/>	<input type="checkbox"/>

64. The following questions ask for your overall assessment of the performance of all of your outside counsel as a group. (Rank 1 to 5, with 1 being excellent performance and 5 being unsatisfactory performance):

Excellent 1 2 3 4 5 Not Observed

- a. **COMMUNICATIONS:** Verbal and written communications are clear, concise, and understandable.
- b. **EXPERTISE/JUDGMENT:** Provide requisite legal competence; makes sound, logical judgments.
- c. **RISK APPRAISAL:** Provide practical assessments on the legal risks for various alternatives.
- d. **PREDICTIVE ACCURACY:** Realistically predict matter costs and outcomes
- e. **PROBLEM SOLVING/INNOVATION:** Offer creative and imaginative ways to solve problems.
- f. **BUSINESS KNOWLEDGE:** Good understanding of our business and objectives.
- g. **PROACTIVE:** Constructive advice on effective ways to prevent, avoid, or minimize future problems.
- h. **ACCURACY:** Services/products are error free.
- i. **COST CONSCIOUS:** Demonstrate cost consciousness in the planning and delivery of legal services.
- j. **LISTENING SKILLS:** Listen constructively to our concerns, suggestions.
- k. **TEAMWORK:** Work with our legal department to understand needs and achieve common goals.
- l. **WORKING RELATIONSHIP:** Easy to work with.
- m. **DEMEANOR:** Demonstrate a professional, courteous, respectful, and helpful attitude in dealing with clients and third parties.
- n. **RESPONSIVENESS/TIMELINESS:** Readily accessible to staff when needed; phone calls, e-mail, and voice mail are promptly returned.

65. Please rank below the five most important things that your outside counsel could do to improve your working relationship. (Rank the top 5, with 1 being the highest priority):

- a. _____ Be more practical
- b. _____ Be more concerned with costs
- c. _____ Solve problems more creatively
- d. _____ Be more of a team player
- e. _____ Listen better
- f. _____ Respond more quickly
- g. _____ Communicate more clearly
- h. _____ Be more flexible
- i. _____ Understand project objectives better
- j. _____ Understand our business better
- k. _____ Understand my job better
- l. _____ Other: _____

66. Please rank the top five pressing business issues facing your law department. (Rank the top 5, with 1 being the most pressing issue):

- a. _____ Reducing outside legal costs
- b. _____ Reducing in-house legal costs
- c. _____ Convergence (reducing number of outside law firms)
- d. _____ Technology (to improve internal efficiency of law department and work with outside counsel)
- e. _____ Demonstrating the value of the law department
- f. _____ Staying apprised of changes in the law
- g. _____ Finding good outside counsel
- h. _____ Attracting and retaining good in-house counsel
- i. _____ Keeping apprised of company activities that may have legal implications
- j. _____ Too much work for too little resources/legal budget issues
- k. _____ Other: _____

THANK YOU FOR COMPLETING THIS SURVEY.