

# **The General Counsel Roundtable Business Alignment Survey**

*University of California Results  
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# **Executive Summary**

**An Overview of Survey Findings at University of California**



# The Business Alignment Survey in Brief

## What Is the Business Alignment Survey?

- This survey-based management tool can be used to understand legal department priorities from the perspective of both legal staff and internal clients. Results are also benchmarked against other participating companies.
- Respondents rate 28 key service and process attributes of the legal department across five categories: Service Orientation, Core Legal Services, Compliance and Risk Management, Business Partnering, and Outside Counsel Management.
- Respondents are asked to select a level that best describes the importance and effectiveness of the given attribute from their department's perspective.

## Who Participated in the Survey?

- From University of California, 290 internal clients and 72 legal staff responded to the survey for a total of 362 respondents.
- Data collection took place between the dates of 06/23/2008 and 07/23/2008.
- Throughout the report, University of California scores are compared to the benchmark sample consisting of 147 companies and more than 18,000 total respondents.

## Key Findings

### **Internal clients rated their legal department as more effective than the benchmark average on the following attributes:**

- There are no attributes on which University of California internal clients rate the legal department as notably more effective than the benchmark average.

### **Attorneys tend to overrate legal effectiveness for the following important attributes:**

- Receptive to Feedback
- Preventive/Proactive Advice
- Regulatory Updates
- Solution Orientation

### **Attorneys tend to underrate client importance for the following attributes:**

- Risk Tolerance
- Business-Related Skills
- Law-Related Knowledge
- Knowledge of Business Strategy
- Understanding of Non-Legal Risk

### **From the client perspective, the following attributes are most misaligned – attorneys both overrate legal effectiveness and underrate client importance:**

- Providing Client Self-Service Tools



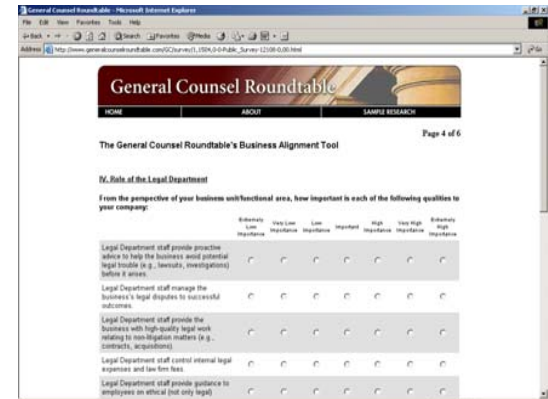




# Introduction

## The Survey Method in Brief

The General Counsel Roundtable's Business Alignment Survey is a management tool for understanding how the legal department's performance and priorities relate to the priorities of its internal clients. The methodology includes asking select business leaders across University of California to rate 28 key legal services and attributes on two dimensions:



**Importance:** University of California's internal clients rate the importance of each of the 28 attributes to the success of their own business unit or functional area.

**Effectiveness:** University of California's internal clients also rate the effectiveness of the legal department at delivering on these 28 attributes. By effectiveness, internal clients gauge the quality, delivery, and impact of service received from University of California's legal department.

This approach permits an analysis of legal department performance in light of client priorities.

Legal staff also rate each of the 28 attributes on importance and effectiveness. This secondary analysis allows management to understand where perception and performance gaps exist between legal staff and internal clients. This knowledge will prove helpful to legal management in improving key areas of service to internal clients.

# Participation in the Roundtable's Business Alignment Survey

*Representative Companies Included in the Benchmark Survey*



# Business Alignment Survey Attributes

## Attribute Key for Interpreting Survey Results and Graphs\*

### Core Legal Services

<b>Law-Related Knowledge</b>	Legal department staff have a keen understanding of relevant laws and regulations.
<b>Litigation Outcomes</b>	Legal department staff manage the business's legal disputes to successful outcomes.
<b>Quality of Legal Work</b>	Legal department staff provide the business with high-quality legal work relating to non-litigation matters (e.g., contracts, acquisitions).
<b>Regulatory Updates</b>	Legal department staff communicate relevant changes in laws and regulations that impact the business.

### Compliance and Risk Management

<b>Compliance Enforcement</b>	Legal department staff monitor for and discourage illegal (or unethical) behavior.
<b>Compliance Training</b>	Legal department staff ensure employees understand how to comply with relevant laws and regulations.
<b>Ethics Advice</b>	Legal department staff provide guidance to employees on ethical (not only legal) issues.
<b>Preventive/Proactive Advice</b>	Legal department staff provide proactive advice to help the business avoid potential legal trouble (e.g., lawsuits, investigations) before it arises.
<b>Risk Tolerance</b>	Legal department staff focus on achieving an optimal level of legal risk (rather than on eliminating all legal risk).
<b>Understanding of Non-Legal Risk</b>	Legal department staff consider reputational and business harm when providing advice (rather than considering only legal risk).

### Service Orientation

<b>Accessibility</b>	Legal department staff are readily accessible.
<b>Clarity of Communication</b>	Legal department staff communicate information in language and format that non-lawyers can easily understand.
<b>Cost Control</b>	Legal department staff control internal legal expenses and law firm fees.
<b>Guidance on Using Legal Services</b>	Legal department staff inform the business on how to use legal expertise and services effectively.
<b>Meeting Deadlines</b>	Legal department staff meet agreed-upon deadlines.
<b>Positive Demeanor</b>	Legal department staff exhibit a positive and upbeat demeanor.
<b>Providing Client Self-Service Tools</b>	Legal department staff provide self-service mechanisms (e.g., contract templates, FAQs) to enable employees to independently access legal advice.
<b>Receptive to Feedback</b>	Legal department staff respond to feedback on legal department performance.

\* Note: The Roundtable recommends flagging/pulling this page for reference purposes when viewing this report. The attribute descriptions above are from the internal client effectiveness survey. While substantively identical, slightly different versions are used in internal client importance and legal staff surveys.

## Business Alignment Survey Attributes (Continued)

### *Attribute Key for Interpreting Survey Results and Graphs\**

#### **Business Partnering**

<b>Business-Related Skills</b>	Legal department staff possess general business skills (finance, marketing, sales, etc.).
<b>Day-to-Day Business Involvement</b>	Legal department staff participate in day-to-day business discussions and decisions.
<b>Focus on High-Value Work</b>	The legal department focuses on performing the specific activities that create the most value for the business.
<b>Knowledge of Business Operations</b>	Legal department staff have a firm understanding of the day-to-day operations of the business.
<b>Knowledge of Business Strategy</b>	Legal department staff have a firm understanding of the strategic priorities and challenges of the business.
<b>Solution Orientation</b>	Legal department staff identify alternative courses of action to overcome legal obstacles (rather than simply raising objections).
<b>Strategy-Level Input</b>	Legal department staff contribute to the strategic planning of the business.

#### **Outside Counsel Management**

<b>Law Firm Administration</b>	Legal department staff monitor law firm costs to ensure that law firms perform work as cost-effectively as possible.
<b>Law Firm Selection</b>	Legal department staff select (or advise upon) appropriate external law firms, in terms of both cost and quality.
<b>Outsourcing Decisions</b>	Legal department staff appropriately allocate work between internal legal staff and outside law firms.

\* Note: The Roundtable recommends flagging/pulling this page for reference purposes when viewing this report. The attribute descriptions above are from the internal client effectiveness survey. While substantively identical, slightly different versions are used in internal client importance and legal staff surveys.



# Explanation of Scales

## *Response Scales Key for Interpreting Survey Results and Graphs*

### The Importance Scale

Importance scores range from one to seven. A score of seven indicates an attribute of extremely high importance while a score of one indicates an attribute of extremely low importance.

In the survey for **internal clients**, respondents were asked to select a level that best describes the importance of the given attribute from their department’s perspective.

In the survey for **legal staff**, respondents were asked to select a level that best describes the importance of the given attribute to their internal clients.

Value	Importance Scale
7	Extremely High Importance
6	Very High Importance
5	High Importance
4	Important
3	Low Importance
2	Very Low Importance
1	Extremely Low Importance

### The Effectiveness Scale

Effectiveness scores range from one to seven. A score of seven indicates a highly effective area of the legal department while a score of one indicates a highly ineffective area of the legal department.

In the survey for **internal clients**, respondents were asked to indicate the effectiveness with which their legal department meets the standard identified in each statement. Internal clients were asked to consider the quality, delivery, and impact of service received from University of California’s legal department.

In the survey for **legal staff**, respondents were asked to rate the effectiveness of a number of factors associated with the legal department. Legal staff were asked to consider the legal department’s ability to meet the quality, delivery, and impact of services demanded by its internal clients.

Value	Effectiveness Scale
7	Highly Effective
6	Effective
5	Somewhat Effective
4	Neither Effective nor Ineffective
3	Somewhat Ineffective
2	Ineffective
1	Highly Ineffective

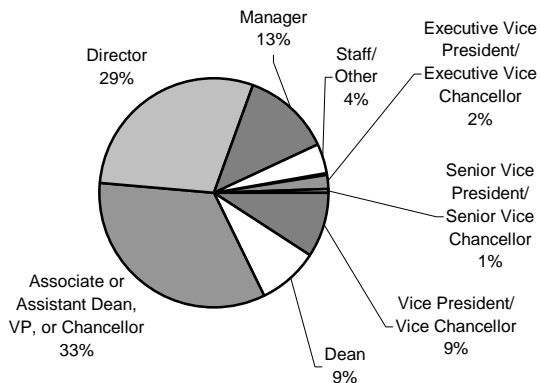
# Profile of University of California Respondents

## Demographic Information for Survey Respondents from University of California

	Total Respondents
Legal Staff	72
Internal Clients	290
<b>Total</b>	<b>362</b>

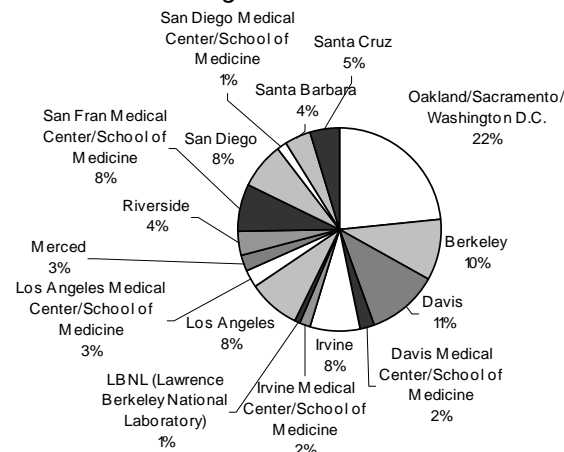
### Level

#### Internal Clients



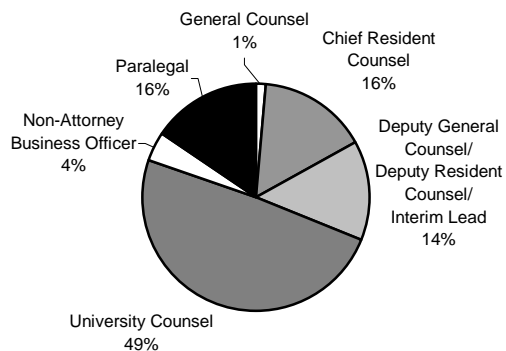
### Geography

#### Legal Staff and Internal Clients



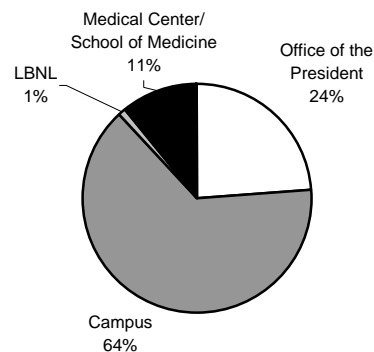
### Level

#### Legal Staff



### Corporate Location

#### Legal Staff and Internal Clients



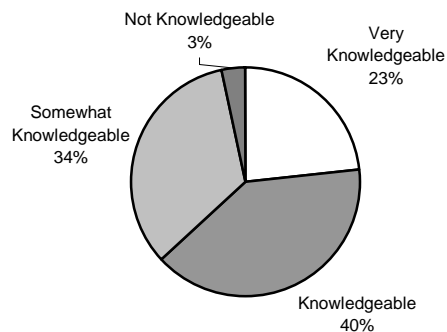


# Profile of University of California Respondents (Continued)

## Demographic Information for Survey Respondents from University of California

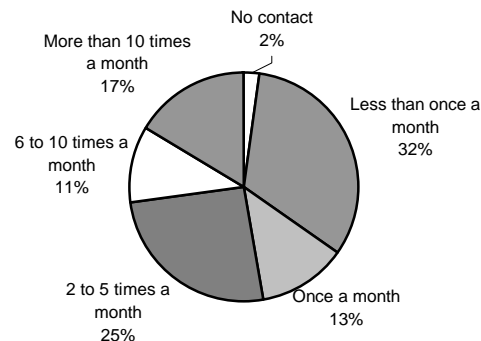
### Familiarity with the Legal Department

*Internal Clients*



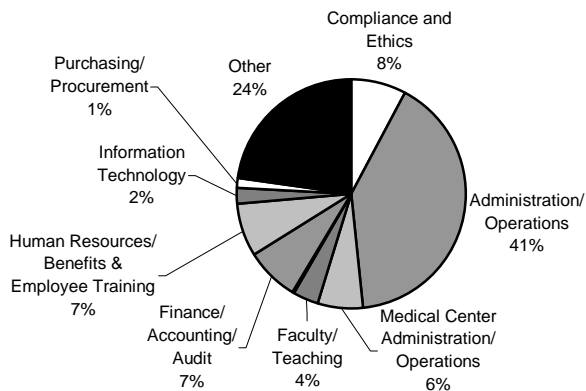
### Frequency of Interaction with the Legal Department

*Internal Clients*



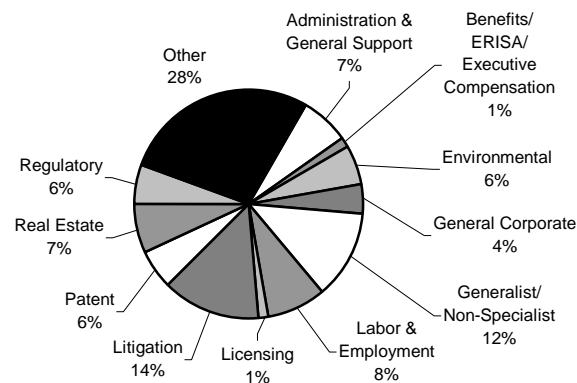
### Internal Clients' Function

*Internal Clients*



### Legal Function

*Legal Staff*







## Part I

### **Internal Client Priorities at University of California**

The first part of this report identifies and analyzes legal management priorities at University of California. This is done by assessing how well the legal department is performing (according to its internal clients) on the 28 attributes ranked by the survey and comparing that performance to the level of importance clients attach to each attribute.

By analyzing internal client responses in Part I, we are able to answer three questions that help inform management on where to focus improvement efforts:

1. Which attributes do internal clients consider most and least important?
2. On which legal attributes do internal clients rate the legal department most and least effective?
3. On which attributes does the legal department exceed or fall short of client needs?

## Reading the Internal Client Importance Skyline

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Presented on the following page is the importance skyline for internal clients at University of California. The importance scores reflect the level that best describes the importance of the attribute from the legal department's internal clients' perspective. Scores range from one (Extremely Low Importance) to seven (Extremely High Importance). The taller the bar, the more important the given attribute is to the respondents.

It is important to note that attributes with below average importance are not necessarily unimportant. As a point of reference, attributes scoring a 4.0 are considered to be of average importance by respondents. For comparison purposes, internal client benchmark scores have been included as diamonds on the graph.

### Most and Least Important Attributes to Internal Clients

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The attributes with the highest importance scores are:

- Law-Related Knowledge
- Solution Orientation
- Risk Tolerance
- Accessibility
- Meeting Deadlines

Among categories, the most important are:

- Core Legal Services
- Compliance and Risk Management

The attributes with the lowest importance scores are:

- Day-to-Day Business Involvement
- Strategy-Level Input
- Business-Related Skills
- Providing Client Self-Service Tools

Among categories, the least important are:

- Business Partnering
- Outside Counsel Management

### University of California Internal Clients Versus Benchmark Internal Clients

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The attributes on which University of California internal clients place notably more importance than the benchmark average are:

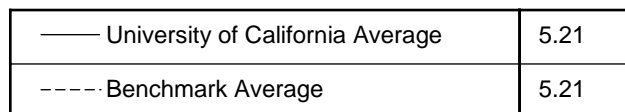
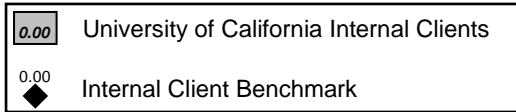
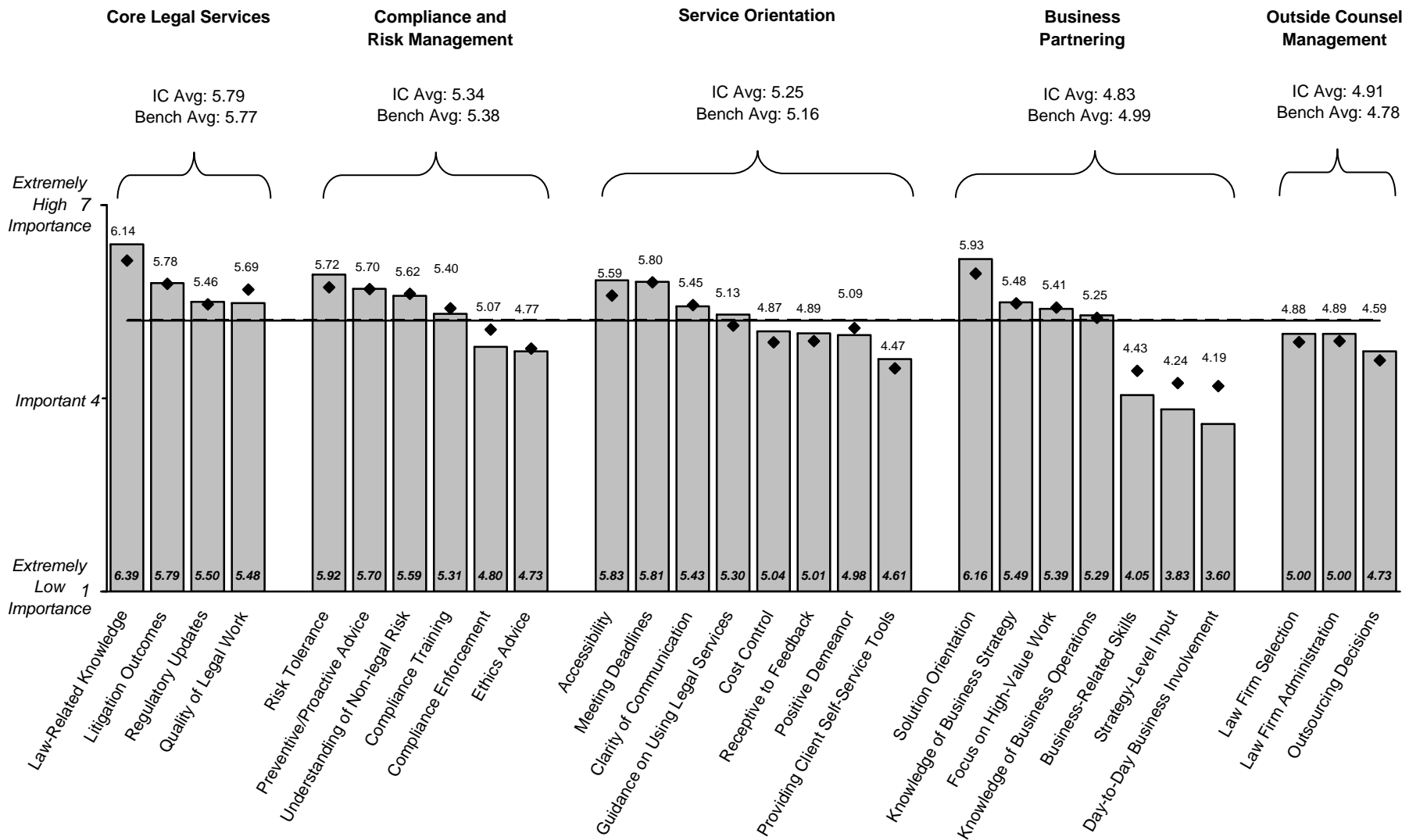
- There are no attributes on which University of California internal clients place notably more importance than the benchmark average.

The attributes on which University of California internal clients place notably less importance than the benchmark average are:

- Day-to-Day Business Involvement
- Strategy-Level Input

# Average Importance by Attribute

*Internal Clients at University of California Versus the Internal Client Benchmark Average*



## Reading the Internal Client Effectiveness Skyline

---

Presented on the following page is the effectiveness skyline for internal client respondents at University of California. Each bar indicates the average level of effectiveness at which the legal department performs from the perspective of University of California's internal clients. By effectiveness, respondents considered the quality, delivery, and impact of service received from University of California's legal department.

Effectiveness scores may range from one (Highly Ineffective) to seven (Highly Effective). Scores above six reveal attributes for which University of California's internal clients consider the legal department effective while scores below six indicate areas where the department is seen to be less effective. For comparison purposes, internal client benchmark scores have been included as diamonds on the graph.

### Most and Least Effective Attributes to Internal Clients

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The attributes at which the legal department performs most effectively:

- Law-Related Knowledge
- Clarity of Communication
- Positive Demeanor
- Understanding of Non-legal Risk
- Quality of Legal Work

Among categories, the most effective areas of performance are:

- Core Legal Services
- Compliance and Risk Management

The attributes at which the legal department performs least effectively:

- Providing Client Self-Service Tools
- Business-Related Skills
- Law Firm Administration
- Receptive to Feedback
- Strategy-Level Input

Among categories, the least effective areas of performance are:

- Outside Counsel Management
- Business Partnering

### University of California Internal Clients Versus Benchmark Internal Clients

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The attributes on which University of California internal clients rate the legal department as notably more effective than the benchmark average are:

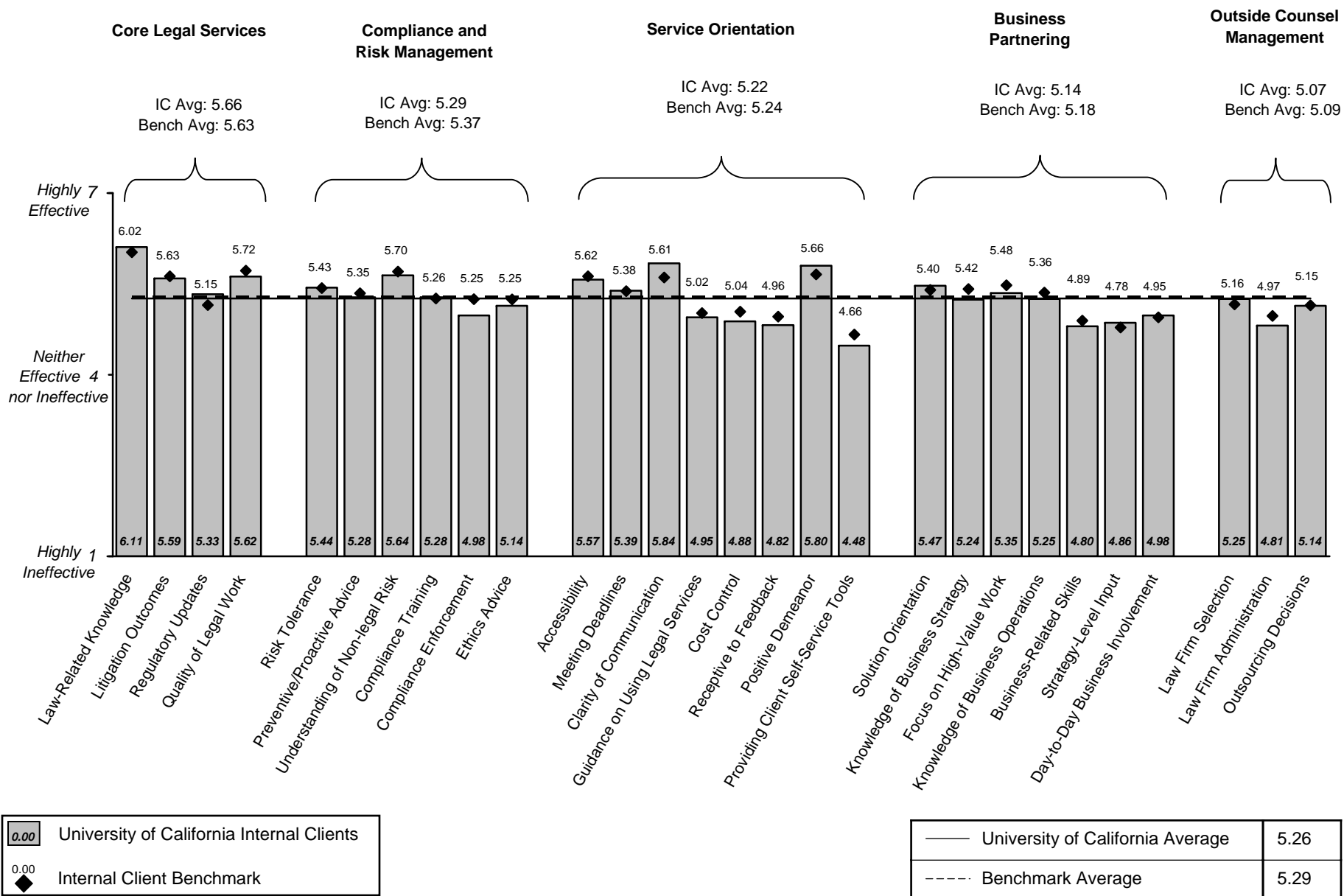
- There are no attributes on which University of California internal clients rate the legal department as notably more effective than the benchmark average.

The attributes on which University of California internal clients rate the legal department as notably less effective than the benchmark average are:

- There are no attributes on which University of California internal clients rate the legal department as notably less effective than the benchmark average.

# Average Effectiveness by Attribute

Internal Clients at University of California Versus the Internal Client Benchmark Average



## Analyzing Internal Client Importance Versus Effectiveness

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Presented on the page below is a graph plotting importance against effectiveness for each attribute from the perspective of University of California's internal clients. Attributes for which importance and effectiveness are equal fall along the center solid line, representing areas of alignment. Attributes scored higher in importance than effectiveness by internal clients fall to the left of the center line, while those scored greater in effectiveness fall to the right of the center line.

In order to maximize the impact of University of California's legal department, it is logical to invest resources in those areas rated most important. Attributes where effectiveness is well below importance represent the most leveraged opportunities to increase impact, while those attributes where effectiveness is well above importance represent potential areas of resource overinvestment.

### University of California's Key Strengths, Potentially Overallocated Attributes

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The attributes in the upper left represent University of California's areas of **most leverage**. These attributes have importance scores that are greater than the effectiveness scores. The attributes that fall into this area include:

- Solution Orientation

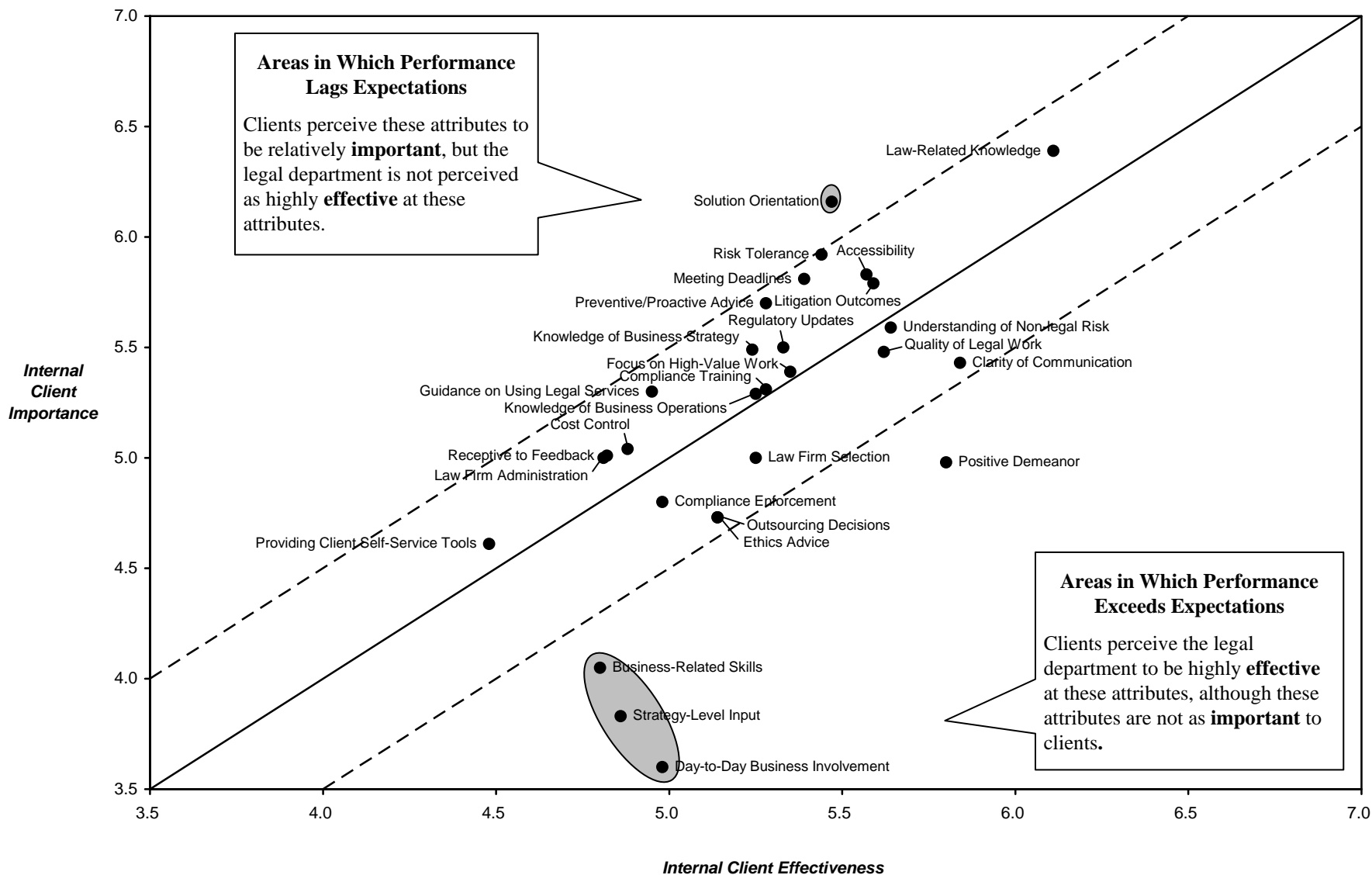
The attributes that represent the legal department's **potentially overallocated** areas reside in the lower right. These attributes have effectiveness scores that are greater than the importance scores. These include:

- Day-to-Day Business Involvement
- Strategy-Level Input
- Business-Related Skills



# Comparing Importance and Effectiveness Scores

## Internal Client Importance Versus Effectiveness at University of California



\*Note: The dotted lines in this graph represent the difference between one answer choice on the seven-point response scales for both effectiveness and importance.





## Part II

### **The State of Business Alignment at University of California: Comparing Internal Client and Legal Staff Responses**

The second part of this report focuses on the management challenge in the legal department. In Part I, we uncovered the attributes that constitute the legal department's strengths and key improvement opportunities as rated by internal clients. In Part II, we directly compare the responses of internal clients and legal staff to reveal whether each group recorded similar or different levels of importance and effectiveness on the 28 attributes.\* In the ideal scenario, legal staff scores would be highly similar to internal client responses. Management could then concentrate simply on investing in the key improvement opportunities, rather than having to first reset legal staff's levels of importance and/or effectiveness on the attributes.

The two questions that are answered in Part II are:

1. Do legal staff perceive similar levels of importance to internal clients, especially on key priorities?
2. Do legal staff share their internal clients' views of effectiveness, especially on key priorities?

\* The legal staff responses are presented in their entirety in the Appendix

## Analyzing Internal Client and Attorney Importance Scores

---

Presented on the page below is a graph plotting internal client importance scores versus attorney importance scores. Attributes for which client and attorney importance scores are equal fall along the center solid line,\* representing areas of alignment. Attributes rated more highly by internal clients than attorneys fall to the left of the center line, while those rated more highly by attorneys fall to the right of the center line.

We have highlighted the top five attributes underrated and overrated by attorneys in the graphic below.

### Key Observations from the Importance Gap Comparison

---

Attorneys tend to underrate the importance of the following attributes:

- Risk Tolerance
- Business-Related Skills
- Law-Related Knowledge
- Knowledge of Business Strategy
- Providing Client Self-Service Tools
- Understanding of Non-Legal Risk

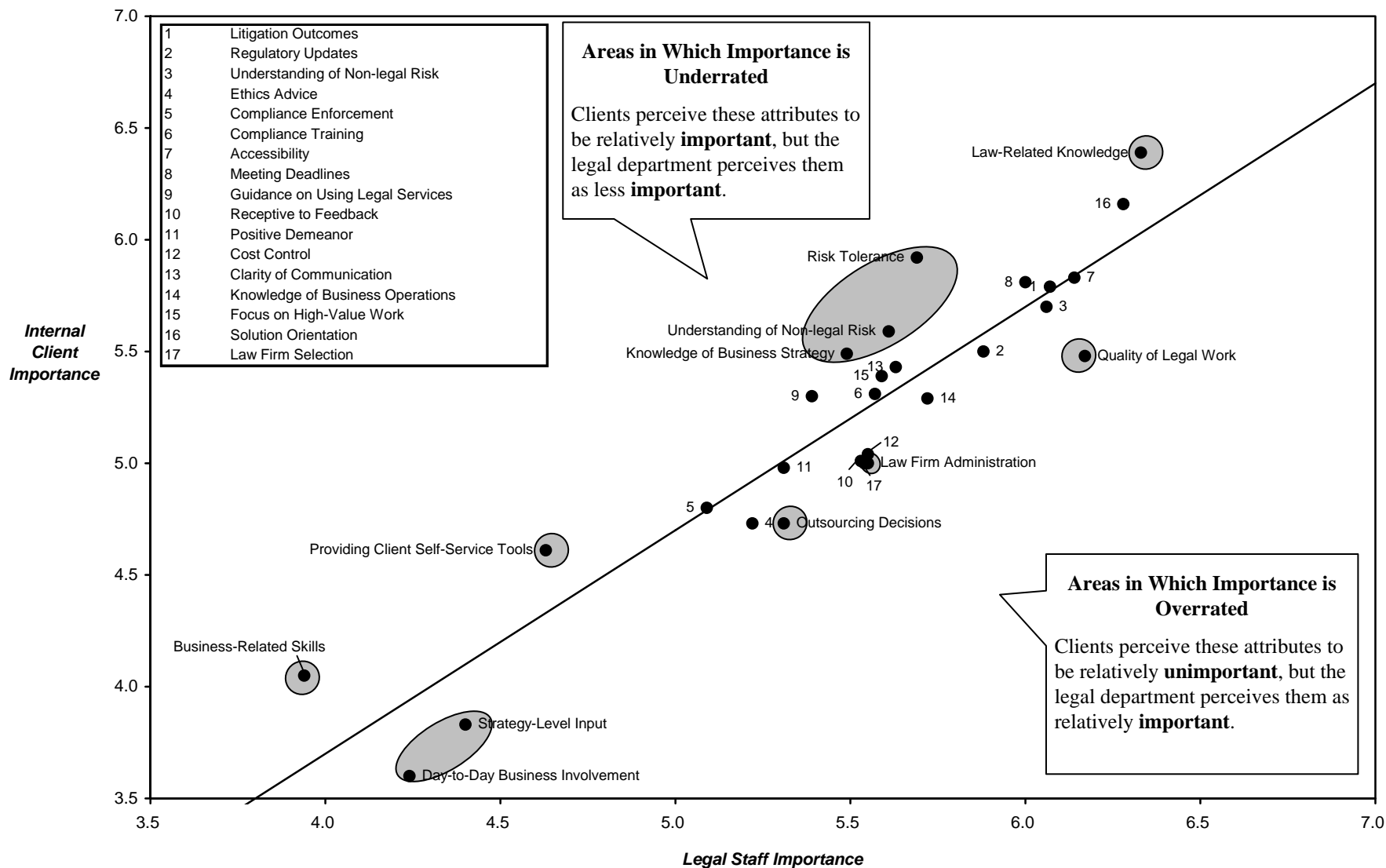
Attorneys tend to overrate the importance of the following attributes:

- Quality of Legal Work
- Day-to-Day Business Involvement
- Outsourcing Decisions
- Strategy-Level Input
- Law Firm Administration

\* Adjusted to reflect attorney bias to overrate (or underrate) the importance of legal attributes, in general.

# Comparing Importance Scores

## Internal Client Importance Versus Legal Staff Importance at University of California



## Analyzing Internal Client and Attorney Effectiveness Scores

---

Presented on the page below is a graph plotting internal client effectiveness scores versus attorney effectiveness scores. Attributes for which client and attorney effectiveness scores are equal fall along the center solid line,\* representing areas of alignment. Attributes rated as more effective by internal clients than attorneys fall to the left of the center line, while those rated as more effective by attorneys fall to the right of the center line.

We have highlighted the top five attributes for which attorneys overrate and underrate effectiveness in the graphic below.

### Key Observations from the Effectiveness Gap Comparison

---

Attorneys tend to underrate Legal effectiveness for the following attributes:

- Business-Related Skills
- Strategy-Level Input
- Day-to-Day Business Involvement
- Clarity of Communication
- Outsourcing Decisions

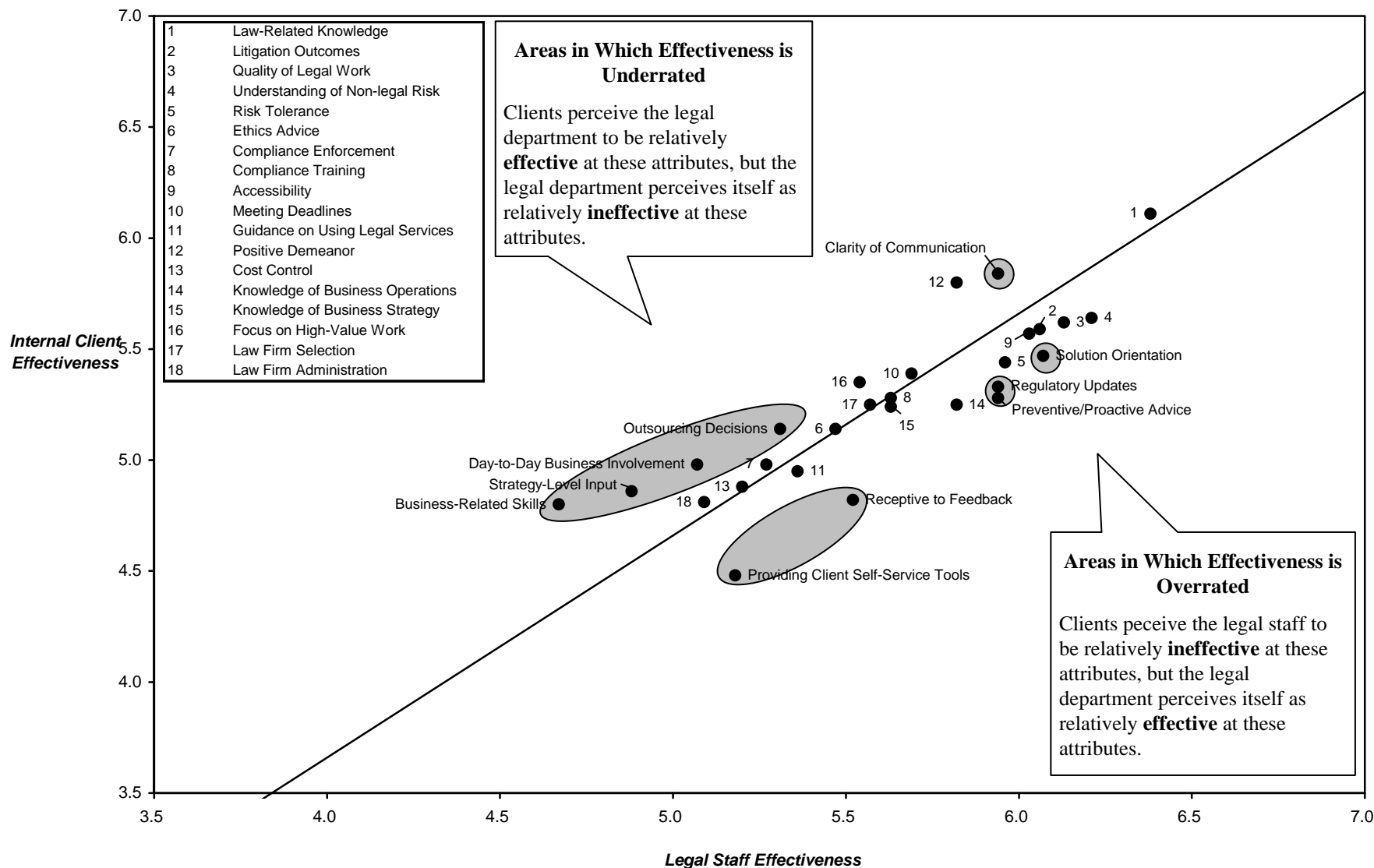
Attorneys tend to overrate Legal effectiveness for the following attributes:

- Providing Client Self-Service Tools
- Receptive to Feedback
- Preventive/Proactive Advice
- Regulatory Updates
- Solution Orientation

\* Adjusted to reflect attorney bias to overrate (or underrate) the effectiveness of legal attributes, in general.

# Comparing Effectiveness Scores

## Internal Client Effectiveness Versus Legal Staff Effectiveness at University of California



## Analyzing Alignment Between Legal Staff and Internal Clients

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By comparing the importance scores of legal staff and internal clients, the graphic on the following page measures alignment of perceptions.

### How to Read This Graphic

The graphic on the page below is a Venn diagram split into three areas. The attributes in the left circle are those for which attorneys significantly underrated importance relative to clients (the same attributes listed on the left hand side of page 28). The attributes in the right circle are those for which the legal department significantly overrated effectiveness relative to clients (the same attributes listed on the right hand side of page 30).

The area of intersection of these two graphics presents the attributes for which the legal department both underrates importance and overrates its effectiveness. These are areas in which legal staff and client perceptions are misaligned and therefore deserve closer examination.

### Areas for Focused Improvement

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There is a disconnect in perception between legal staff and internal clients in these areas.

- Providing Client Self-Service Tools

### Areas of Misaligned Perceptions

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The legal department does not realize the importance internal clients place on these attributes.

- Risk Tolerance
- Business-Related Skills
- Law-Related Knowledge
- Knowledge of Business Strategy
- Understanding of Non-Legal Risk

While the legal department agrees these areas are important, it does not realize it is underperforming in the eyes of its internal clients.

- Receptive to Feedback
- Preventive/Proactive Advice
- Regulatory Updates
- Solution Orientation



# Measuring Alignment

## *Legal Staff and Internal Client Perceptions of High-Priority Attributes*

### Blind Spots

The legal department does not realize the importance internal clients place on these attributes.

### Underrate Importance

- Risk Tolerance
- Business-Related Skills
- Law-Related Knowledge
- Knowledge of Business Strategy
- Understanding of Non-Legal Risk

### Areas for Focused Improvement

There is a disconnect in perception between legal staff and internal clients in these areas.

- Providing Client Self-Service Tools

### Areas of Overconfidence

While the legal department agrees these areas are important, it does not realize it is underperforming in the eyes of its internal clients.

### Overrate Effectiveness

- Receptive to Feedback
- Preventive/Proactive Advice
- Regulatory Updates
- Solution Orientation





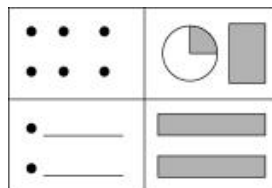
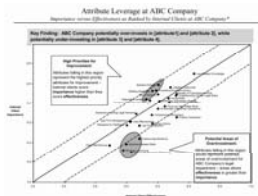
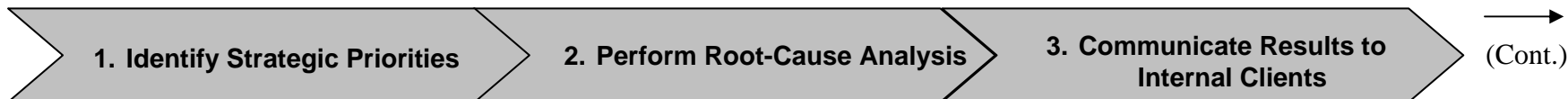
# **Part III**

## **Usage Guide**

# Suggested Deployment Plan for the Alignment Survey

## Putting the Business Alignment Survey to Work

**Recommended use: The Business Alignment Survey is designed as a springboard for discussion and as a navigational guide to available General Counsel Roundtable resources.**



- Objective**
- Understand which attributes of legal service delivery internal clients value most
  - Recognize perceived gaps in legal service delivery

- Find which constituencies in the organization voice the most concern over attributes identified as high priority
- Identify any major enterprise-wide or function-specific initiatives underway that may affect importance and/or effectiveness scores

- Understand differences in perception held by legal staff and internal clients
- Educate internal clients on the importance of process-focused attributes that they view as relatively unimportant
- Tailor legal service delivery to better reflect the needs of the business

- Process**
- Examine report to determine those attributes with the highest performance scores and largest effectiveness gaps

- Examine demographic data by level, function, frequency of interaction, or geography
- Compare results with benchmark sample
- Determine whether company-specific factors (e.g., culture, industry, etc.) may impact results

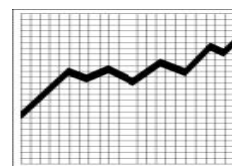
- Present results at legal steering committee meeting or other cross-functional platforms

# Suggested Deployment Plan for the Alignment Survey (Continued)

## *Putting the Business Alignment Survey to Work*

### 4. Leverage General Counsel Roundtable Resources

### 5. Track Progress Year by Year



#### Objective

- Gain deeper understanding of potential causes of performance gaps and misalignments in perception
- Formulate action plan based on practices of other leading organizations
- Monitor success in addressing high-priority areas
- Maintain visibility into interactions between legal staff and internal clients

#### Process

- Create the action plan against opportunity areas
- Map focus areas to General Counsel Roundtable research
- Commission customized research project to “fill the gaps” in research resources
- Schedule Business Alignment Survey-based discussions with General Counsel Roundtable staff
- Administer the Business Alignment Survey on an annual basis to track progress and embed improvement efforts

# Leveraging Roundtable Resources for Continuous Improvement

*Using the Roundtable Partnership to Execute Against Areas of Opportunity*

Roundtable Staff are available to assist you in all stages of your deployment plan for the Business Alignment Survey results.

Roundtable support includes:

- Onsite presentation of results
- Analysis of areas of opportunity
- Best practice teachings
- Implementation support



## Business Partnering: Partial List of Available Research

### Strategic Research Studies



Rationalizing Legal Department Workload



Expanded Attorney Development at Microsoft



Fulfilling the Promise: Maximizing Legal Department Productivity and Value Creation



Attorney Performance Management: *Practices and Tools for Appraisal and Assessment*

### Short Answer Research Resources



Legal Department Organizational Structures



Training Attorneys to Meet Business Needs



Legal Internship and Mentoring Programs



Legal Department Intranets

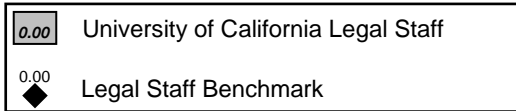
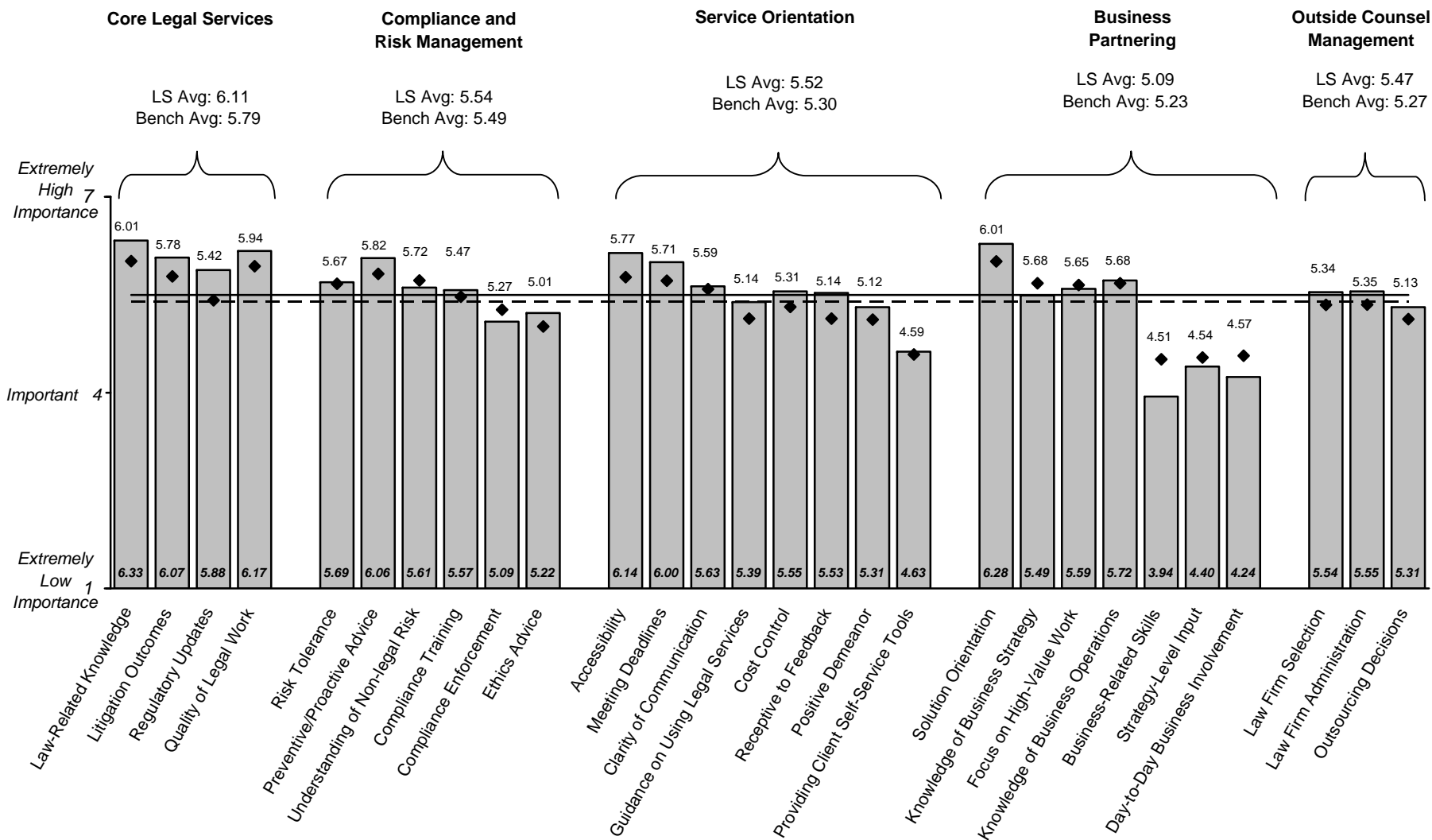


## Appendices

This section highlights the responses of Legal Department Staff and presents data cuts by various demographic areas.

# Average Importance by Attribute

*Legal Staff at University of California Versus the Legal Staff Benchmark Average*

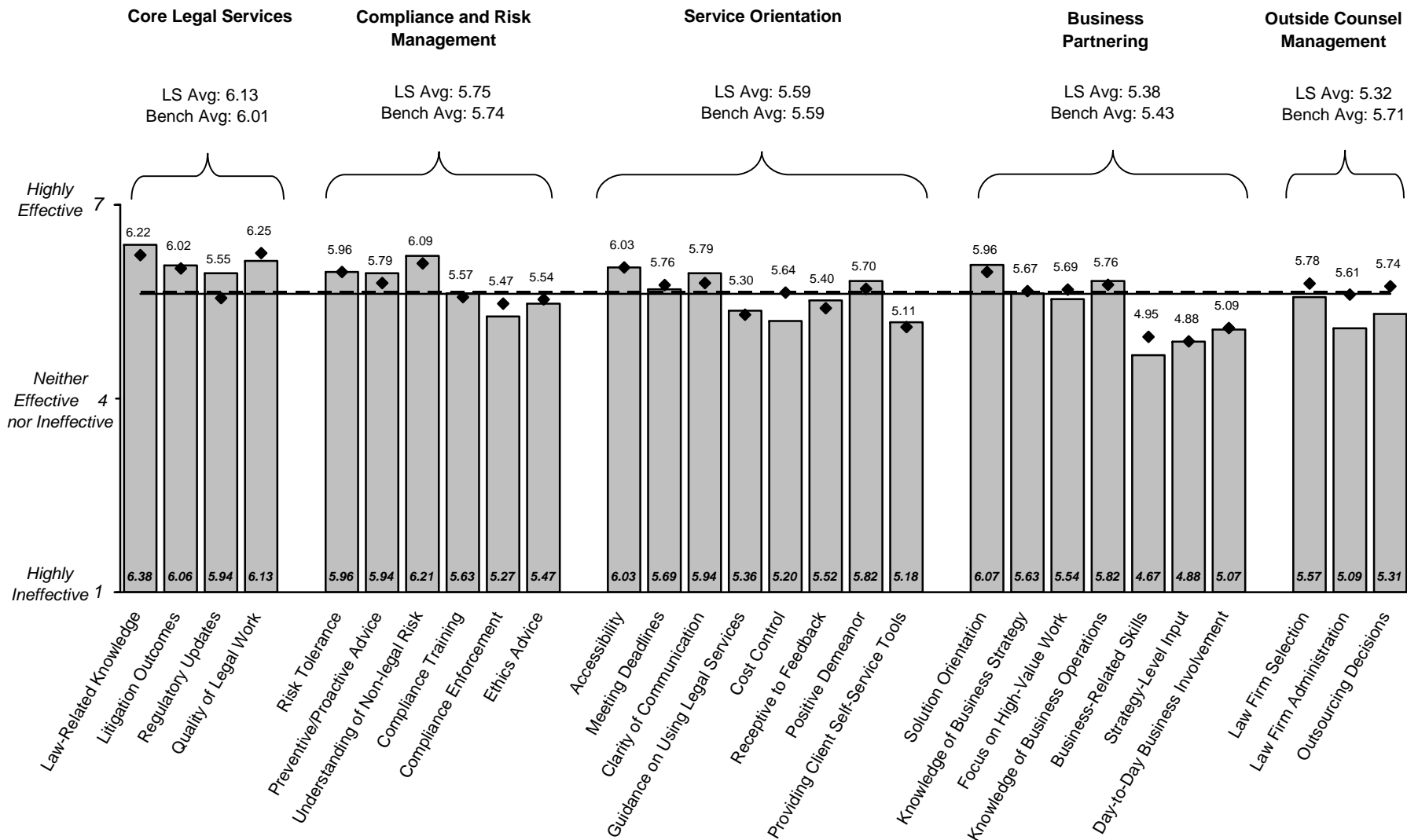


—	University of California Average	5.50
- - - -	Benchmark Average	5.39



# Average Effectiveness by Attribute

*Legal Staff at University of California Versus the Legal Staff Benchmark Average*



0.00	University of California Legal Staff
0.00	Legal Staff Benchmark

—	University of California Average	5.62
- - -	Benchmark Average	5.65

## Internal Client Importance Scores By Level

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Internal Client Importance Scores by Level			
				Senior Vice President/ Senior Vice Chancellor and Above n = 8	Vice President/ Vice Chancellor n = 25	Dean n = 24	Associate or Assistant Dean, VP, or Chancellor n = 94
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.63	6.44	6.38	6.30
	Litigation Outcomes	5.79	6.07	6.38	6.12	5.75	5.72
	Regulatory Updates	5.50	5.88	5.57	5.46	4.50	5.36
	Quality of Legal Work	5.48	6.17	5.63	5.52	5.04	5.21
	<i>Category Average</i>	5.79	6.11	6.05	5.89	5.42	5.65
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	6.38	5.80	4.96	5.50
	Risk Tolerance	5.92	5.69	6.13	6.08	5.42	5.93
	Preventive/Proactive Advice	5.70	6.06	6.13	5.96	5.42	5.58
	Ethics Advice	4.73	5.22	4.88	4.83	4.79	4.55
	Compliance Enforcement	4.80	5.09	4.75	4.70	4.50	4.73
	Compliance Training	5.31	5.57	5.29	5.20	4.83	5.25
<i>Category Average</i>	5.34	5.54	5.59	5.43	4.99	5.26	
Service Orientation	Accessibility	5.83	6.14	6.63	5.88	5.82	5.55
	Meeting Deadlines	5.81	6.00	6.14	5.80	5.71	5.72
	Guidance on Using Legal Services	5.30	5.39	5.63	5.42	5.48	5.22
	Receptive to Feedback	5.01	5.53	5.75	4.91	4.96	4.94
	Providing Client Self-Service Tools	4.61	4.63	4.13	4.26	4.00	4.58
	Positive Demeanor	4.98	5.31	4.50	5.21	4.88	4.88
	Cost Control	5.04	5.55	5.75	5.56	4.86	4.89
	Clarity of Communication	5.43	5.63	5.75	5.40	5.33	5.37
<i>Category Average</i>	5.25	5.52	5.54	5.31	5.13	5.14	
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.13	5.17	5.08	5.16
	Knowledge of Business Strategy	5.49	5.49	5.50	5.29	5.17	5.37
	Business-Related Skills	4.05	3.94	3.50	3.96	3.57	3.99
	Day-to-Day Business Involvement	3.60	4.24	3.75	3.70	2.96	3.49
	Strategy-Level Input	3.83	4.40	3.75	3.83	2.65	3.79
	Focus on High-Value Work	5.39	5.59	6.00	5.63	4.84	5.20
	Solution Orientation	6.16	6.28	6.13	6.44	6.00	6.17
<i>Category Average</i>	4.83	5.09	4.82	4.86	4.32	4.74	
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	5.38	4.83	4.35	4.49
	Law Firm Selection	5.00	5.54	5.75	5.30	4.70	4.78
	Law Firm Administration	5.00	5.55	5.88	5.50	4.71	4.88
	<i>Category Average</i>	4.91	5.47	5.67	5.21	4.59	4.72
<b>Overall Average</b>		<b>5.21</b>	<b>5.50</b>	<b>5.46</b>	<b>5.29</b>	<b>4.88</b>	<b>5.09</b>

Lower Importance

Higher Importance

## Internal Client Importance Scores By Level (Continued)

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Internal Client Importance Scores by Level		
				Director n = 81	Manager n = 35	Staff/ Other n = 12
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.51	6.43	6.08
	Litigation Outcomes	5.79	6.07	5.83	5.54	5.67
	Regulatory Updates	5.50	5.88	5.82	5.71	5.83
	Quality of Legal Work	5.48	6.17	6.00	5.18	5.58
	<i>Category Average</i>	5.79	6.11	6.04	5.72	5.79
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.70	5.63	5.50
	Risk Tolerance	5.92	5.69	6.06	5.79	5.50
	Preventive/Proactive Advice	5.70	6.06	5.75	5.74	5.67
	Ethics Advice	4.73	5.22	4.81	4.76	4.82
	Compliance Enforcement	4.80	5.09	4.78	4.94	5.67
	Compliance Training	5.31	5.57	5.47	5.47	5.33
	<i>Category Average</i>	5.34	5.54	5.43	5.39	5.42
Service Orientation	Accessibility	5.83	6.14	6.15	5.77	5.58
	Meeting Deadlines	5.81	6.00	6.03	5.74	5.64
	Guidance on Using Legal Services	5.30	5.39	5.43	5.00	5.09
	Receptive to Feedback	5.01	5.53	5.12	4.81	5.10
	Providing Client Self-Service Tools	4.61	4.63	4.82	4.81	4.40
	Positive Demeanor	4.98	5.31	5.13	4.76	5.00
	Cost Control	5.04	5.55	5.12	4.73	4.67
	Clarity of Communication	5.43	5.63	5.51	5.34	5.67
	<i>Category Average</i>	5.25	5.52	5.41	5.12	5.14
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.51	5.38	5.08
	Knowledge of Business Strategy	5.49	5.49	5.73	5.79	5.25
	Business-Related Skills	4.05	3.94	4.22	4.30	3.83
	Day-to-Day Business Involvement	3.60	4.24	3.69	3.68	3.64
	Strategy-Level Input	3.83	4.40	3.92	4.27	3.91
	Focus on High-Value Work	5.39	5.59	5.74	5.16	5.17
	Solution Orientation	6.16	6.28	6.27	5.97	5.75
<i>Category Average</i>	4.83	5.09	5.01	4.94	4.66	
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	5.08	4.52	4.40
	Law Firm Selection	5.00	5.54	5.24	4.90	4.36
	Law Firm Administration	5.00	5.55	5.13	4.67	4.60
	<i>Category Average</i>	4.91	5.47	5.15	4.70	4.45
<b>Overall Average</b>		<b>5.21</b>	<b>5.50</b>	<b>5.38</b>	<b>5.17</b>	<b>5.10</b>

Lower Importance

Higher Importance

## Internal Client Effectiveness Scores By Level

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Internal Client Effectiveness Scores by Level			
				Senior Vice President/ Senior Vice Chancellor and Above n = 8	Vice President/ Vice Chancellor n = 25	Dean n = 24	Associate or Assistant Dean, VP, or Chancellor n = 94
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.25	6.13	5.95	5.98
	Litigation Outcomes	5.59	6.06	5.38	5.70	5.06	5.47
	Regulatory Updates	5.33	5.94	5.57	5.55	5.33	5.22
	Quality of Legal Work	5.62	6.13	5.50	5.43	5.08	5.50
	<i>Category Average</i>	5.66	6.13	5.68	5.70	5.36	5.54
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	6.00	5.30	5.28	5.53
	Risk Tolerance	5.44	5.96	5.75	5.13	5.00	5.24
	Preventive/Proactive Advice	5.28	5.94	5.13	5.26	4.94	5.15
	Ethics Advice	5.14	5.47	5.14	5.15	5.07	4.94
	Compliance Enforcement	4.98	5.27	5.00	4.78	4.67	4.90
	Compliance Training	5.28	5.63	5.50	5.48	5.12	5.24
	<i>Category Average</i>	5.29	5.75	5.42	5.18	5.01	5.17
Service Orientation	Accessibility	5.57	6.03	5.75	5.79	5.45	5.54
	Meeting Deadlines	5.39	5.69	5.25	5.76	5.50	5.29
	Guidance on Using Legal Services	4.95	5.36	5.00	4.67	4.82	4.92
	Receptive to Feedback	4.82	5.52	4.83	4.67	4.27	4.89
	Providing Client Self-Service Tools	4.48	5.18	4.50	4.61	3.77	4.20
	Positive Demeanor	5.80	5.82	6.38	5.91	5.65	5.58
	Cost Control	4.88	5.20	4.14	4.68	4.83	4.85
	Clarity of Communication	5.84	5.94	6.13	5.96	5.83	5.72
	<i>Category Average</i>	5.22	5.59	5.25	5.26	5.02	5.12
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.50	5.41	5.10	4.88
	Knowledge of Business Strategy	5.24	5.63	5.43	5.10	4.95	4.92
	Business-Related Skills	4.80	4.67	5.00	4.63	4.57	4.44
	Day-to-Day Business Involvement	4.98	5.07	6.00	5.05	4.67	5.00
	Strategy-Level Input	4.86	4.88	5.43	4.82	4.11	4.80
	Focus on High-Value Work	5.35	5.54	5.71	5.55	5.20	5.21
	Solution Orientation	5.47	6.07	5.75	5.42	5.05	5.39
	<i>Category Average</i>	5.14	5.38	5.55	5.14	4.81	4.95
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.00	4.88	5.00	5.04
	Law Firm Selection	5.25	5.57	5.00	5.18	5.29	5.04
	Law Firm Administration	4.81	5.09	4.50	4.22	5.00	4.75
	<i>Category Average</i>	5.07	5.32	4.83	4.76	5.10	4.94
<b>Overall Average</b>		<b>5.26</b>	<b>5.62</b>	<b>5.38</b>	<b>5.22</b>	<b>5.02</b>	<b>5.13</b>

Lower Effectiveness

Higher Effectiveness

## Internal Client Effectiveness Scores By Level (Continued)

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Internal Client Effectiveness Scores by Level		
				Director n = 81	Manager n = 35	Staff/ Other n = 12
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.24	6.21	5.91
	Litigation Outcomes	5.59	6.06	5.73	5.80	5.50
	Regulatory Updates	5.33	5.94	5.38	5.26	4.90
	Quality of Legal Work	5.62	6.13	5.82	5.73	5.44
	<i>Category Average</i>	5.66	6.13	5.79	5.75	5.44
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	5.91	5.70	4.91
	Risk Tolerance	5.44	5.96	5.67	5.79	4.64
	Preventive/Proactive Advice	5.28	5.94	5.45	5.24	5.40
	Ethics Advice	5.14	5.47	5.20	5.29	5.20
	Compliance Enforcement	4.98	5.27	5.10	5.00	5.00
	Compliance Training	5.28	5.63	5.37	4.91	5.10
<i>Category Average</i>	5.29	5.75	5.45	5.32	5.04	
Service Orientation	Accessibility	5.57	6.03	5.60	5.63	4.91
	Meeting Deadlines	5.39	5.69	5.42	5.40	4.90
	Guidance on Using Legal Services	4.95	5.36	5.12	4.87	4.60
	Receptive to Feedback	4.82	5.52	4.92	4.90	3.78
	Providing Client Self-Service Tools	4.48	5.18	4.73	4.48	4.22
	Positive Demeanor	5.80	5.82	5.94	6.00	5.45
	Cost Control	4.88	5.20	5.05	5.00	4.14
	Clarity of Communication	5.84	5.94	5.91	6.09	5.09
<i>Category Average</i>	5.22	5.59	5.34	5.30	4.64	
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.47	5.55	5.30
	Knowledge of Business Strategy	5.24	5.63	5.44	5.71	5.27
	Business-Related Skills	4.80	4.67	5.09	5.12	4.78
	Day-to-Day Business Involvement	4.98	5.07	4.95	4.96	4.33
	Strategy-Level Input	4.86	4.88	4.95	4.88	4.33
	Focus on High-Value Work	5.35	5.54	5.48	5.37	4.60
	Solution Orientation	5.47	6.07	5.66	5.50	4.73
	<i>Category Average</i>	5.14	5.38	5.29	5.30	4.76
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.32	5.42	4.00
	Law Firm Selection	5.25	5.57	5.48	5.39	4.40
	Law Firm Administration	4.81	5.09	5.02	4.95	4.33
	<i>Category Average</i>	5.07	5.32	5.27	5.25	4.24
<b>Overall Average</b>		<b>5.26</b>	<b>5.62</b>	<b>5.41</b>	<b>5.36</b>	<b>4.83</b>

Lower Effectiveness

Higher Effectiveness

## Legal Staff Importance Scores By Level

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Legal Staff Importance Scores by Level	
				Legal Department Management n = 58	Other Attorneys n = 14
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.40	6.07
	Litigation Outcomes	5.79	6.07	6.05	6.15
	Regulatory Updates	5.50	5.88	5.79	6.31
	Quality of Legal Work	5.48	6.17	6.18	6.14
	<i>Category Average</i>	5.79	6.11	6.11	6.17
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.67	5.36
	Risk Tolerance	5.92	5.69	5.72	5.57
	Preventive/Proactive Advice	5.70	6.06	6.12	5.79
	Ethics Advice	4.73	5.22	5.27	5.00
	Compliance Enforcement	4.80	5.09	5.21	4.57
	Compliance Training	5.31	5.57	5.57	5.54
	<i>Category Average</i>	5.34	5.54	5.59	5.31
Service Orientation	Accessibility	5.83	6.14	6.21	5.86
	Meeting Deadlines	5.81	6.00	6.00	6.00
	Guidance on Using Legal Services	5.30	5.39	5.31	5.77
	Receptive to Feedback	5.01	5.53	5.60	5.21
	Providing Client Self-Service Tools	4.61	4.63	4.62	4.69
	Positive Demeanor	4.98	5.31	5.25	5.62
	Cost Control	5.04	5.55	5.54	5.57
	Clarity of Communication	5.43	5.63	5.67	5.50
	<i>Category Average</i>	5.25	5.52	5.53	5.53
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.86	5.14
	Knowledge of Business Strategy	5.49	5.49	5.63	4.93
	Business-Related Skills	4.05	3.94	3.88	4.21
	Day-to-Day Business Involvement	3.60	4.24	4.24	4.21
	Strategy-Level Input	3.83	4.40	4.41	4.36
	Focus on High-Value Work	5.39	5.59	5.52	5.92
	Solution Orientation	6.16	6.28	6.38	5.86
	<i>Category Average</i>	4.83	5.09	5.13	4.95
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	5.35	5.14
	Law Firm Selection	5.00	5.54	5.59	5.36
	Law Firm Administration	5.00	5.55	5.56	5.50
	<i>Category Average</i>	4.91	5.47	5.50	5.33
<b>Overall Average</b>		<b>5.21</b>	<b>5.50</b>	<b>5.52</b>	<b>5.41</b>

Lower Importance

Higher Importance

## Legal Staff Effectiveness Scores By Level

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Legal Staff Effectiveness Scores by Level	
				Legal Department Management n = 58	Other Attorneys n = 14
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.38	6.36
	Litigation Outcomes	5.59	6.06	6.14	5.71
	Regulatory Updates	5.33	5.94	6.00	5.69
	Quality of Legal Work	5.62	6.13	6.18	5.93
	<i>Category Average</i>	5.66	6.13	6.18	5.92
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	6.33	5.71
	Risk Tolerance	5.44	5.96	6.05	5.57
	Preventive/Proactive Advice	5.28	5.94	6.10	5.29
	Ethics Advice	5.14	5.47	5.68	4.64
	Compliance Enforcement	4.98	5.27	5.42	4.62
	Compliance Training	5.28	5.63	5.73	5.21
	<i>Category Average</i>	5.29	5.75	5.89	5.17
Service Orientation	Accessibility	5.57	6.03	6.10	5.71
	Meeting Deadlines	5.39	5.69	5.71	5.64
	Guidance on Using Legal Services	4.95	5.36	5.42	5.08
	Receptive to Feedback	4.82	5.52	5.63	5.07
	Providing Client Self-Service Tools	4.48	5.18	5.27	4.85
	Positive Demeanor	5.80	5.82	5.91	5.43
	Cost Control	4.88	5.20	5.34	4.64
	Clarity of Communication	5.84	5.94	5.98	5.79
	<i>Category Average</i>	5.22	5.59	5.67	5.28
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.91	5.43
	Knowledge of Business Strategy	5.24	5.63	5.74	5.14
	Business-Related Skills	4.80	4.67	4.75	4.36
	Day-to-Day Business Involvement	4.98	5.07	5.20	4.54
	Strategy-Level Input	4.86	4.88	5.04	4.23
	Focus on High-Value Work	5.35	5.54	5.69	4.85
	Solution Orientation	5.47	6.07	6.12	5.86
	<i>Category Average</i>	5.14	5.38	5.49	4.92
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.50	4.57
	Law Firm Selection	5.25	5.57	5.76	4.79
	Law Firm Administration	4.81	5.09	5.24	4.50
	<i>Category Average</i>	5.07	5.32	5.50	4.62
<b>Overall Average</b>		<b>5.26</b>	<b>5.62</b>	<b>5.73</b>	<b>5.19</b>

Lower Effectiveness

Higher Effectiveness

## Internal Client Importance Scores By Geography

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Internal Client Importance Scores by Geography				
				Oakland/ Sacramento/ Washington D.C. n = 41	Berkeley n = 32	Davis n = 39	Davis Medical Center/ School of Medicine n = 6	Irvine n = 28
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.54	6.41	6.23	6.00	6.39
	Litigation Outcomes	5.79	6.07	5.78	5.61	5.74	5.67	5.68
	Regulatory Updates	5.50	5.88	5.88	5.34	5.49	5.00	5.11
	Quality of Legal Work	5.48	6.17	5.98	5.26	5.18	4.50	5.11
	<i>Category Average</i>	5.79	6.11	6.05	5.66	5.66	5.29	5.57
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.68	6.09	5.62	5.33	5.54
	Risk Tolerance	5.92	5.69	6.23	6.00	5.79	5.67	5.68
	Preventive/Proactive Advice	5.70	6.06	5.88	5.59	5.74	5.67	5.79
	Ethics Advice	4.73	5.22	4.75	4.31	4.66	4.33	4.74
	Compliance Enforcement	4.80	5.09	4.85	4.39	4.79	4.50	4.88
	Compliance Training	5.31	5.57	5.51	5.52	5.15	4.67	5.26
	<i>Category Average</i>	5.34	5.54	5.48	5.32	5.29	5.03	5.32
Service Orientation	Accessibility	5.83	6.14	6.24	5.81	5.74	4.50	5.79
	Meeting Deadlines	5.81	6.00	6.08	5.81	5.76	5.17	5.85
	Guidance on Using Legal Services	5.30	5.39	5.17	5.28	5.28	5.33	5.04
	Receptive to Feedback	5.01	5.53	5.15	4.90	4.75	4.83	4.92
	Providing Client Self-Service Tools	4.61	4.63	4.29	4.77	4.40	4.17	4.52
	Positive Demeanor	4.98	5.31	4.90	4.97	5.00	4.50	4.42
	Cost Control	5.04	5.55	5.41	4.80	4.86	4.83	4.92
	Clarity of Communication	5.43	5.63	5.49	5.44	5.38	5.33	5.04
<i>Category Average</i>	5.25	5.52	5.34	5.22	5.15	4.83	5.06	
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.32	5.09	5.26	4.83	5.07
	Knowledge of Business Strategy	5.49	5.49	5.51	5.34	5.61	5.17	5.25
	Business-Related Skills	4.05	3.94	4.00	3.91	4.22	4.00	4.00
	Day-to-Day Business Involvement	3.60	4.24	3.95	3.03	3.22	3.00	3.08
	Strategy-Level Input	3.83	4.40	4.20	3.71	3.57	3.00	3.35
	Focus on High-Value Work	5.39	5.59	5.83	5.19	5.28	6.17	5.17
	Solution Orientation	6.16	6.28	6.17	6.41	6.08	5.67	6.18
	<i>Category Average</i>	4.83	5.09	5.00	4.67	4.75	4.55	4.59
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	5.05	4.61	4.53	4.83	4.78
	Law Firm Selection	5.00	5.54	5.39	5.03	5.03	4.83	5.27
	Law Firm Administration	5.00	5.55	5.30	5.00	4.71	5.33	5.27
	<i>Category Average</i>	4.91	5.47	5.25	4.88	4.76	5.00	5.11
	<i>Overall Average</i>	5.21	5.50	5.38	5.13	5.11	4.89	5.08

Lower Importance  
Higher Importance



## Internal Client Importance Scores By Geography (Continued)

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Internal Client Importance Scores by Geography				
				Los Angeles n = 27	Los Angeles Medical Center/ School of Medicine n = 6	Riverside n = 12	San Francisco Medical Center/ School of Medicine n = 21	San Diego n = 26
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.37	6.33	6.00	6.14	6.77
	Litigation Outcomes	5.79	6.07	5.85	5.83	5.92	5.57	6.19
	Regulatory Updates	5.50	5.88	5.41	5.60	5.82	5.40	5.92
	Quality of Legal Work	5.48	6.17	5.37	5.67	5.91	5.05	6.00
	<i>Category Average</i>	5.79	6.11	5.75	5.86	5.91	5.54	6.22
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.44	4.83	5.42	5.29	5.50
	Risk Tolerance	5.92	5.69	5.74	6.40	6.00	5.90	6.08
	Preventive/Proactive Advice	5.70	6.06	5.74	5.20	5.42	5.52	6.12
	Ethics Advice	4.73	5.22	4.85	5.17	4.64	4.62	5.27
	Compliance Enforcement	4.80	5.09	4.46	5.33	5.33	4.71	5.04
	Compliance Training	5.31	5.57	5.26	5.00	5.42	5.25	5.64
	<i>Category Average</i>	5.34	5.54	5.25	5.32	5.37	5.22	5.61
Service Orientation	Accessibility	5.83	6.14	5.62	5.83	5.92	5.43	6.15
	Meeting Deadlines	5.81	6.00	5.59	5.50	6.00	5.62	6.04
	Guidance on Using Legal Services	5.30	5.39	5.12	5.33	5.70	5.24	5.96
	Receptive to Feedback	5.01	5.53	4.89	5.40	5.30	5.05	5.36
	Providing Client Self-Service Tools	4.61	4.63	4.48	5.80	5.00	4.85	5.25
	Positive Demeanor	4.98	5.31	4.89	5.17	5.33	5.00	5.62
	Cost Control	5.04	5.55	4.84	5.17	5.00	4.86	5.48
	Clarity of Communication	5.43	5.63	5.59	6.17	5.42	5.14	5.58
	<i>Category Average</i>	5.25	5.52	5.13	5.55	5.46	5.15	5.68
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.33	5.83	5.27	5.25	5.77
	Knowledge of Business Strategy	5.49	5.49	5.48	5.83	5.27	5.43	6.00
	Business-Related Skills	4.05	3.94	3.58	5.17	4.82	4.05	3.84
	Day-to-Day Business Involvement	3.60	4.24	3.41	5.00	3.80	3.90	3.95
	Strategy-Level Input	3.83	4.40	3.67	4.60	3.80	4.20	3.96
	Focus on High-Value Work	5.39	5.59	5.24	5.20	5.45	5.19	5.42
	Solution Orientation	6.16	6.28	6.00	6.20	6.33	5.95	6.42
	<i>Category Average</i>	4.83	5.09	4.67	5.40	4.96	4.85	5.05
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	4.46	5.33	5.10	4.57	4.92
	Law Firm Selection	5.00	5.54	4.76	5.33	4.70	4.57	5.08
	Law Firm Administration	5.00	5.55	4.76	5.17	4.90	4.81	5.25
	<i>Category Average</i>	4.91	5.47	4.66	5.28	4.90	4.65	5.08
	<i>Overall Average</i>	5.21	5.50	5.08	5.48	5.32	5.09	5.52

Lower Importance  
Higher Importance

## Internal Client Importance Scores By Geography (Continued)

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Internal Client Importance Scores by Geography	
				Santa Barbara n = 15	Santa Cruz n = 17
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.33	6.71
	Litigation Outcomes	5.79	6.07	5.93	6.06
	Regulatory Updates	5.50	5.88	5.14	5.24
	Quality of Legal Work	5.48	6.17	5.57	5.71
	<i>Category Average</i>	5.79	6.11	5.74	5.93
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.80	5.82
	Risk Tolerance	5.92	5.69	5.67	5.94
	Preventive/Proactive Advice	5.70	6.06	5.20	6.06
	Ethics Advice	4.73	5.22	5.00	4.53
	Compliance Enforcement	4.80	5.09	4.93	4.88
	Compliance Training	5.31	5.57	4.87	5.41
<i>Category Average</i>	5.34	5.54	5.25	5.44	
Service Orientation	Accessibility	5.83	6.14	5.64	5.94
	Meeting Deadlines	5.81	6.00	5.73	5.94
	Guidance on Using Legal Services	5.30	5.39	5.31	5.47
	Receptive to Feedback	5.01	5.53	5.08	5.31
	Providing Client Self-Service Tools	4.61	4.63	4.25	4.38
	Positive Demeanor	4.98	5.31	5.33	4.94
	Cost Control	5.04	5.55	5.23	5.12
	Clarity of Communication	5.43	5.63	5.73	5.88
	<i>Category Average</i>	5.25	5.52	5.29	5.37
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.33	5.82
	Knowledge of Business Strategy	5.49	5.49	5.47	5.76
	Business-Related Skills	4.05	3.94	4.14	4.24
	Day-to-Day Business Involvement	3.60	4.24	3.43	4.18
	Strategy-Level Input	3.83	4.40	3.42	4.12
	Focus on High-Value Work	5.39	5.59	5.38	5.53
	Solution Orientation	6.16	6.28	6.00	6.18
	<i>Category Average</i>	4.83	5.09	4.74	5.12
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	4.67	4.71
	Law Firm Selection	5.00	5.54	4.15	5.19
	Law Firm Administration	5.00	5.55	4.85	4.94
	<i>Category Average</i>	4.91	5.47	4.56	4.95
<b>Overall Average</b>		<b>5.21</b>	<b>5.50</b>	<b>5.13</b>	<b>5.36</b>

Lower Importance  
Higher Importance

## Internal Client Effectiveness Scores By Geography

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Internal Client Effectiveness Scores by Geography				
				Oakland/ Sacramento/ Washington D.C. n = 41	Berkeley n = 32	Davis n = 39	Davis Medical Center/ School of Medicine n = 6	Irvine n = 28
Core Legal Services	Law-Related Knowledge	6.11	6.38	5.90	5.94	6.32	5.80	6.08
	Litigation Outcomes	5.59	6.06	5.54	5.21	5.83	5.20	5.32
	Regulatory Updates	5.33	5.94	4.93	4.93	5.63	5.40	5.38
	Quality of Legal Work	5.62	6.13	5.38	5.50	5.84	5.00	5.42
	<i>Category Average</i>	5.66	6.13	5.44	5.40	5.91	5.35	5.55
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	5.66	4.97	5.89	5.20	5.58
	Risk Tolerance	5.44	5.96	5.38	4.93	5.71	5.60	5.19
	Preventive/Proactive Advice	5.28	5.94	5.33	4.55	5.58	4.80	4.92
	Ethics Advice	5.14	5.47	5.18	4.32	5.29	5.25	5.00
	Compliance Enforcement	4.98	5.27	4.79	4.26	5.15	5.25	4.76
	Compliance Training	5.28	5.63	5.05	4.63	5.58	5.00	5.32
	<i>Category Average</i>	5.29	5.75	5.23	4.61	5.53	5.18	5.13
Service Orientation	Accessibility	5.57	6.03	5.51	5.26	5.95	5.20	4.96
	Meeting Deadlines	5.39	5.69	5.35	4.93	5.76	5.40	5.04
	Guidance on Using Legal Services	4.95	5.36	4.58	4.48	5.40	4.80	4.77
	Receptive to Feedback	4.82	5.52	4.50	4.35	5.04	4.20	4.57
	Providing Client Self-Service Tools	4.48	5.18	4.18	3.71	4.85	5.00	4.26
	Positive Demeanor	5.80	5.82	5.84	5.43	6.17	5.80	5.54
	Cost Control	4.88	5.20	4.65	4.33	5.00	5.20	4.64
	Clarity of Communication	5.84	5.94	5.83	5.53	6.06	5.80	5.76
	<i>Category Average</i>	5.22	5.59	5.06	4.75	5.53	5.18	4.94
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.46	4.70	5.40	4.40	4.76
	Knowledge of Business Strategy	5.24	5.63	5.46	4.58	5.53	4.60	5.00
	Business-Related Skills	4.80	4.67	4.63	4.48	4.93	3.80	4.90
	Day-to-Day Business Involvement	4.98	5.07	5.26	3.95	4.96	4.25	4.83
	Strategy-Level Input	4.86	4.88	4.82	3.86	5.08	4.75	4.89
	Focus on High-Value Work	5.35	5.54	5.36	4.92	5.41	5.20	5.67
	Solution Orientation	5.47	6.07	5.54	4.86	5.86	5.20	5.24
	<i>Category Average</i>	5.14	5.38	5.22	4.48	5.31	4.60	5.04
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	4.83	4.58	5.43	5.20	4.79
	Law Firm Selection	5.25	5.57	5.13	4.68	5.70	5.20	5.14
	Law Firm Administration	4.81	5.09	4.52	4.11	5.27	5.00	4.33
	<i>Category Average</i>	5.07	5.32	4.83	4.46	5.47	5.13	4.75
<i>Overall Average</i>		<b>5.26</b>	<b>5.62</b>	<b>5.16</b>	<b>4.71</b>	<b>5.52</b>	<b>5.05</b>	<b>5.07</b>

Lower Effectiveness

Higher Effectiveness

## Internal Client Effectiveness Scores By Geography (Continued)

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Internal Client Effectiveness Scores by Geography				
				Los Angeles n = 27	Los Angeles Medical Center/ School of Medicine n = 6	Riverside n = 12	San Francisco Medical Center/ School of Medicine n = 21	San Diego n = 26
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.24	6.17	6.00	5.90	6.54
	Litigation Outcomes	5.59	6.06	5.83	4.33	5.25	5.50	6.04
	Regulatory Updates	5.33	5.94	5.52	5.60	5.30	5.00	5.85
	Quality of Legal Work	5.62	6.13	5.76	6.17	6.00	4.94	6.08
	<i>Category Average</i>	5.66	6.13	5.84	5.57	5.64	5.34	6.13
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	5.87	5.83	5.70	5.57	6.08
	Risk Tolerance	5.44	5.96	5.63	5.33	5.45	5.57	5.92
	Preventive/Proactive Advice	5.28	5.94	5.29	4.80	5.20	5.25	5.87
	Ethics Advice	5.14	5.47	5.21	5.17	5.11	5.25	5.55
	Compliance Enforcement	4.98	5.27	5.38	5.75	4.86	4.94	5.35
	Compliance Training	5.28	5.63	5.54	6.20	5.30	4.89	5.62
	<i>Category Average</i>	5.29	5.75	5.49	5.51	5.27	5.25	5.73
Service Orientation	Accessibility	5.57	6.03	5.72	6.67	5.91	4.95	5.88
	Meeting Deadlines	5.39	5.69	5.63	5.33	5.70	5.10	5.78
	Guidance on Using Legal Services	4.95	5.36	5.38	4.50	4.78	5.05	5.25
	Receptive to Feedback	4.82	5.52	5.22	5.50	4.38	4.63	5.47
	Providing Client Self-Service Tools	4.48	5.18	4.90	4.80	4.89	4.69	4.56
	Positive Demeanor	5.80	5.82	5.88	5.75	5.73	5.33	6.16
	Cost Control	4.88	5.20	5.23	4.50	5.13	5.07	5.00
	Clarity of Communication	5.84	5.94	5.96	5.83	5.45	5.43	6.19
	<i>Category Average</i>	5.22	5.59	5.49	5.36	5.25	5.03	5.54
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.64	5.50	5.10	5.42	5.76
	Knowledge of Business Strategy	5.24	5.63	5.18	5.33	4.80	5.47	5.88
	Business-Related Skills	4.80	4.67	5.06	5.00	5.43	4.75	5.25
	Day-to-Day Business Involvement	4.98	5.07	5.33	5.20	4.29	4.63	5.65
	Strategy-Level Input	4.86	4.88	5.13	4.67	4.43	5.19	5.16
	Focus on High-Value Work	5.35	5.54	5.62	5.40	5.00	5.26	5.64
	Solution Orientation	5.47	6.07	5.76	5.33	5.73	5.30	5.85
	<i>Category Average</i>	5.14	5.38	5.39	5.20	4.97	5.15	5.60
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.63	5.33	5.00	5.06	5.53
	Law Firm Selection	5.25	5.57	5.57	5.25	5.20	5.18	5.40
	Law Firm Administration	4.81	5.09	5.29	6.00	4.71	4.88	4.79
	<i>Category Average</i>	5.07	5.32	5.50	5.53	4.97	5.04	5.24
	<i>Overall Average</i>	5.26	5.62	5.51	5.40	5.21	5.15	5.65

Lower Effectiveness

Higher Effectiveness

## Internal Client Effectiveness Scores By Geography (Continued)

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Internal Client Effectiveness Scores by Geography	
				Santa Barbara n = 15	Santa Cruz n = 17
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.07	6.31
	Litigation Outcomes	5.59	6.06	5.42	5.87
	Regulatory Updates	5.33	5.94	5.43	5.56
	Quality of Legal Work	5.62	6.13	5.27	6.00
	<i>Category Average</i>	5.66	6.13	5.55	5.94
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	5.36	5.50
	Risk Tolerance	5.44	5.96	5.00	5.71
	Preventive/Proactive Advice	5.28	5.94	5.00	5.81
	Ethics Advice	5.14	5.47	4.75	5.29
	Compliance Enforcement	4.98	5.27	4.80	5.31
	Compliance Training	5.28	5.63	5.15	5.50
	<i>Category Average</i>	5.29	5.75	5.01	5.52
Service Orientation	Accessibility	5.57	6.03	5.40	5.88
	Meeting Deadlines	5.39	5.69	5.29	5.50
	Guidance on Using Legal Services	4.95	5.36	4.55	5.29
	Receptive to Feedback	4.82	5.52	4.44	4.93
	Providing Client Self-Service Tools	4.48	5.18	4.20	4.23
	Positive Demeanor	5.80	5.82	5.67	6.18
	Cost Control	4.88	5.20	4.88	5.08
	Clarity of Communication	5.84	5.94	5.46	6.29
	<i>Category Average</i>	5.22	5.59	4.99	5.42
Business Partnering	Knowledge of Business Operations	5.25	5.82	4.93	5.47
	Knowledge of Business Strategy	5.24	5.63	4.71	5.50
	Business-Related Skills	4.80	4.67	4.40	4.75
	Day-to-Day Business Involvement	4.98	5.07	4.30	5.79
	Strategy-Level Input	4.86	4.88	4.38	5.44
	Focus on High-Value Work	5.35	5.54	5.25	5.41
	Solution Orientation	5.47	6.07	4.93	5.82
	<i>Category Average</i>	5.14	5.38	4.70	5.45
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.00	5.60
	Law Firm Selection	5.25	5.57	4.89	5.44
	Law Firm Administration	4.81	5.09	4.38	5.44
	<i>Category Average</i>	5.07	5.32	4.76	5.49
<b>Overall Average</b>		<b>5.26</b>	<b>5.62</b>	<b>4.98</b>	<b>5.53</b>

Lower Effectiveness

Higher Effectiveness

## Legal Staff Importance Scores By Geography

Legal Categories	Legal Attributes	Average Internal Client Importance	Average Legal Staff Importance	Legal Staff Importance Scores by Geography	
				Oakland/ Sacramento/ Washington D.C. n = 43	San Francisco Medical Center/ School of Medicine n = 6
Core Legal Services	Law-Related Knowledge	6.39	6.33	6.40	6.67
	Litigation Outcomes	5.79	6.07	6.12	6.00
	Regulatory Updates	5.50	5.88	5.80	6.67
	Quality of Legal Work	5.48	6.17	6.14	6.00
	<i>Category Average</i>	5.79	6.11	6.12	6.34
Compliance and Risk Management	Understanding of Non-legal Risk	5.59	5.61	5.43	6.33
	Risk Tolerance	5.92	5.69	5.50	6.00
	Preventive/Proactive Advice	5.70	6.06	5.88	6.50
	Ethics Advice	4.73	5.22	5.23	5.33
	Compliance Enforcement	4.80	5.09	5.20	4.67
	Compliance Training	5.31	5.57	5.80	5.67
	<i>Category Average</i>	5.34	5.54	5.51	5.75
Service Orientation	Accessibility	5.83	6.14	6.05	6.67
	Meeting Deadlines	5.81	6.00	5.98	6.50
	Guidance on Using Legal Services	5.30	5.39	5.40	5.67
	Receptive to Feedback	5.01	5.53	5.67	5.50
	Providing Client Self-Service Tools	4.61	4.63	4.67	5.17
	Positive Demeanor	4.98	5.31	5.16	6.20
	Cost Control	5.04	5.55	5.79	5.17
	Clarity of Communication	5.43	5.63	5.55	6.33
	<i>Category Average</i>	5.25	5.52	5.53	5.90
Business Partnering	Knowledge of Business Operations	5.29	5.72	5.58	6.00
	Knowledge of Business Strategy	5.49	5.49	5.45	5.83
	Business-Related Skills	4.05	3.94	3.88	3.67
	Day-to-Day Business Involvement	3.60	4.24	4.18	4.33
	Strategy-Level Input	3.83	4.40	4.29	4.67
	Focus on High-Value Work	5.39	5.59	5.57	5.67
	Solution Orientation	6.16	6.28	6.23	6.83
	<i>Category Average</i>	4.83	5.09	5.03	5.29
Outside Counsel Management	Outsourcing Decisions	4.73	5.31	5.45	5.17
	Law Firm Selection	5.00	5.54	5.64	5.67
	Law Firm Administration	5.00	5.55	5.67	5.80
	<i>Category Average</i>	4.91	5.47	5.59	5.55
<b>Overall Average</b>		<b>5.21</b>	<b>5.50</b>	<b>5.49</b>	<b>5.74</b>

Lower Importance

Higher Importance

## Legal Staff Effectiveness Scores By Geography

Legal Categories	Legal Attributes	Average Internal Client Effectiveness	Average Legal Staff Effectiveness	Legal Staff Effectiveness Scores by Geography	
				Oakland/Sacramento/Washington D.C. n = 43	San Francisco Medical Center/School of Medicine n = 6
Core Legal Services	Law-Related Knowledge	6.11	6.38	6.37	6.83
	Litigation Outcomes	5.59	6.06	6.09	6.67
	Regulatory Updates	5.33	5.94	5.88	6.83
	Quality of Legal Work	5.62	6.13	6.21	6.83
	<i>Category Average</i>	5.66	6.13	6.14	6.79
Compliance and Risk Management	Understanding of Non-legal Risk	5.64	6.21	5.98	6.83
	Risk Tolerance	5.44	5.96	5.60	6.50
	Preventive/Proactive Advice	5.28	5.94	5.72	6.83
	Ethics Advice	5.14	5.47	5.19	6.17
	Compliance Enforcement	4.98	5.27	4.95	6.33
	Compliance Training	5.28	5.63	5.38	6.80
	<i>Category Average</i>	5.29	5.75	5.47	6.58
Service Orientation	Accessibility	5.57	6.03	5.70	6.83
	Meeting Deadlines	5.39	5.69	5.58	5.83
	Guidance on Using Legal Services	4.95	5.36	5.10	6.17
	Receptive to Feedback	4.82	5.52	5.33	6.33
	Providing Client Self-Service Tools	4.48	5.18	5.00	6.33
	Positive Demeanor	5.80	5.82	5.60	7.00
	Cost Control	4.88	5.20	4.88	6.50
	Clarity of Communication	5.84	5.94	5.72	6.33
	<i>Category Average</i>	5.22	5.59	5.36	6.42
Business Partnering	Knowledge of Business Operations	5.25	5.82	5.70	6.17
	Knowledge of Business Strategy	5.24	5.63	5.35	6.50
	Business-Related Skills	4.80	4.67	4.27	5.33
	Day-to-Day Business Involvement	4.98	5.07	4.74	5.83
	Strategy-Level Input	4.86	4.88	4.59	5.50
	Focus on High-Value Work	5.35	5.54	5.38	6.17
	Solution Orientation	5.47	6.07	5.88	6.83
	<i>Category Average</i>	5.14	5.38	5.13	6.05
Outside Counsel Management	Outsourcing Decisions	5.14	5.31	5.09	6.33
	Law Firm Selection	5.25	5.57	5.44	6.50
	Law Firm Administration	4.81	5.09	4.86	6.33
	<i>Category Average</i>	5.07	5.32	5.13	6.39
<b>Overall Average</b>		<b>5.26</b>	<b>5.62</b>	<b>5.41</b>	<b>6.41</b>

Lower Effectiveness

Higher Effectiveness

## For Further Assistance

If you have any questions related to this report, upcoming General Counsel Roundtable publications or any other issues, please contact your account director:

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