



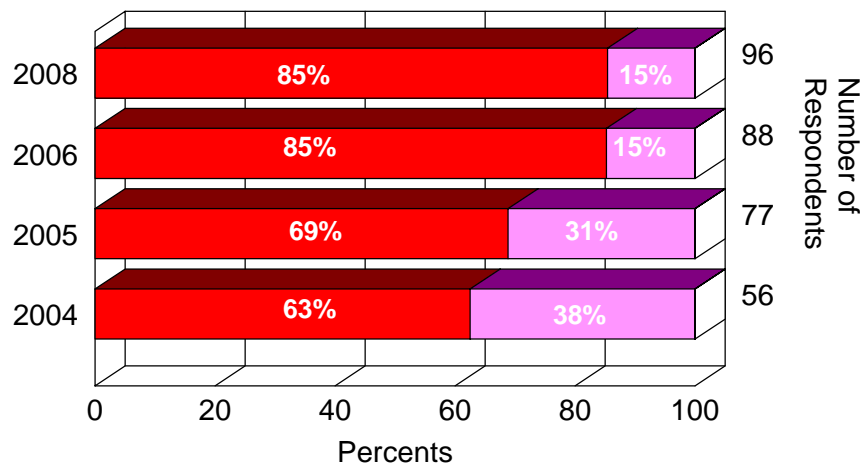
# 2008 Results of Confidential "Flash" Survey On Law Firm General Counsel

Number of Firms Solicited - 195  
[All AmLaw 200 firms as of February 2008 were invited to participate.]

Number of Firms Responding - 86  
Percentage Rate of Response - 44%

Total Number of Responses - 96

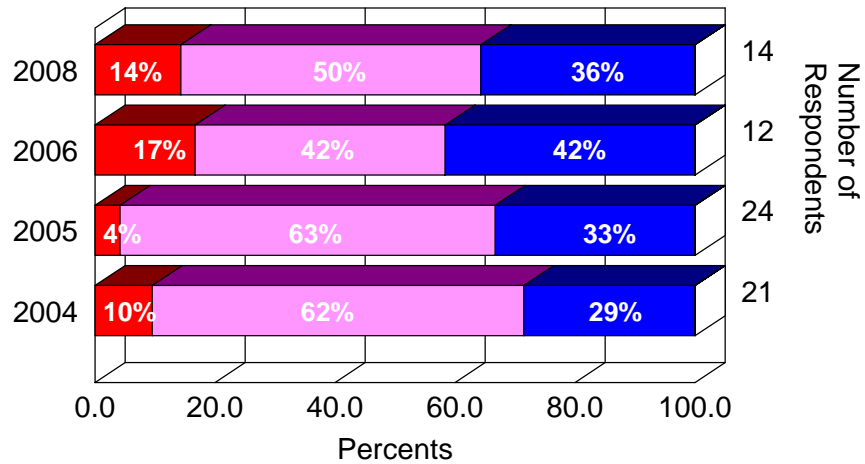
## Does your law firm have a designated General Counsel?



Law firm has designated General Counsel

Yes No

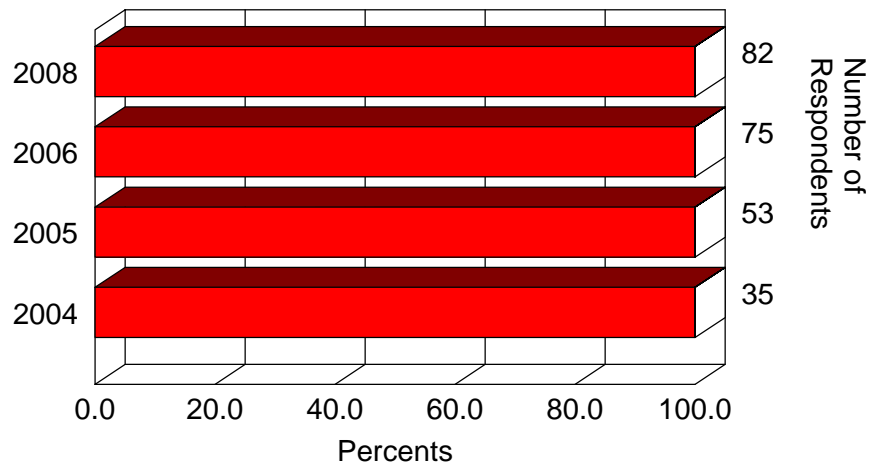
**If No, do you plan to designate someone in the next 12 months?**



Plan to designate General Counsel In Next 12 months

■ Yes     
 ■ No     
 ■ Don't know

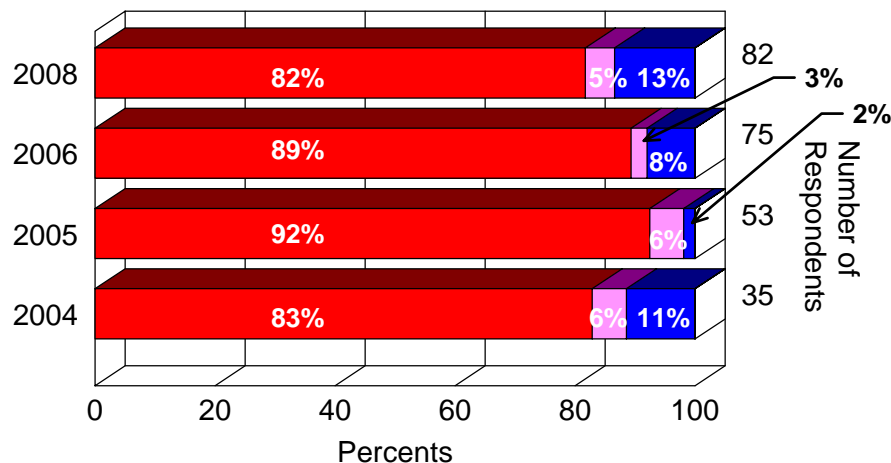
**Is your designated General Counsel:**



Is your designated General Counsel:

■ In-house     
 ■ Outside our firm, independent

Designated General Counsel resides in-house; which one of the following best describes his/her status in the firm?



Status of GC within firm

■ A partner/owner in the firm

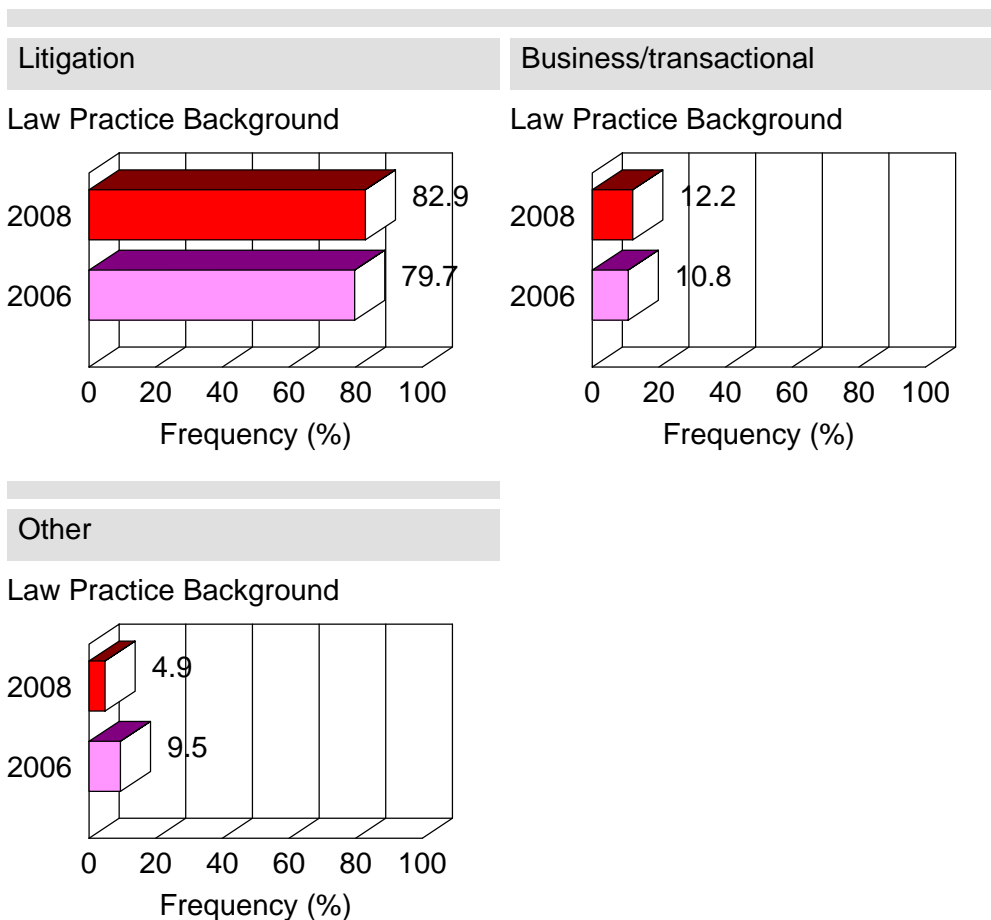
■ Of counsel to our firm

■ Other

### Other

- A non-equity partner. **(2)**
- An attorney who is not a partner, associate or of counsel.
- Employee (executive level).
- Former 30 year litigation partner.
- Hired specifically to be General Counsel.
- Partner who left to become a public co. GC and came back as employee.
- Shareholder/Owner in our firm.
- Title is GC and he was a former litigation partner, a senior, well-respected partner.
- Two litigation partners, each part-time, co-general counsel.
- We have a three-person Office of General Counsel, consisting of the GC, who is Senior of Counsel and a retired partner with a business background, and serves full-time, and two Associate General Counsel, both partners with litigation background, one serving full-time and the other part-time.

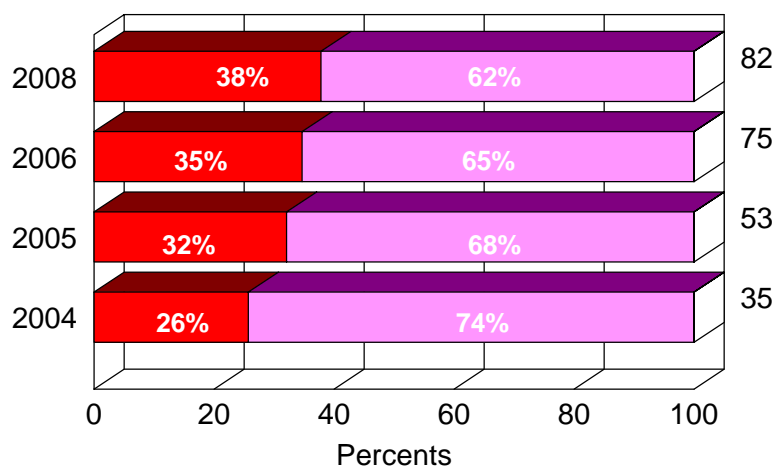
What is the law practice background of your General Counsel?



**Other**

- Litigation; Professional responsibility.
- Litigation and Business.
- Litigation and Business/transactional.
- Previously a General Counsel in a professional services firm; litigation background.

**Is your designated General Counsel:**



General Counsel is:

■ Full-time in that role      ■ Part-time in that role

**What is his/her 2007 total cash compensation?**

	Year survey conducted			
	2008	2006	2005	2004
GC Full-Time 2007 Total Cash Compensation Mean	\$ 753702.4	\$ 560916.7	\$ 493291.7	\$ 386875.0
Minimum	\$ 280000.0	\$ 250000.0	\$ 250000.0	\$ 275000.0
Maximum	\$ 3850000.0	\$ 1125000.0	\$ 1300000.0	\$ 735000.0

	2008 Responses	2006 Responses
GC Part-Time 2007 Total Cash Compensation Mean	\$ 665207.3	\$ 612164.3
Minimum	\$ 120000.0	\$ 235000.0
Maximum	\$ 2400000.0	\$ 2000000.0

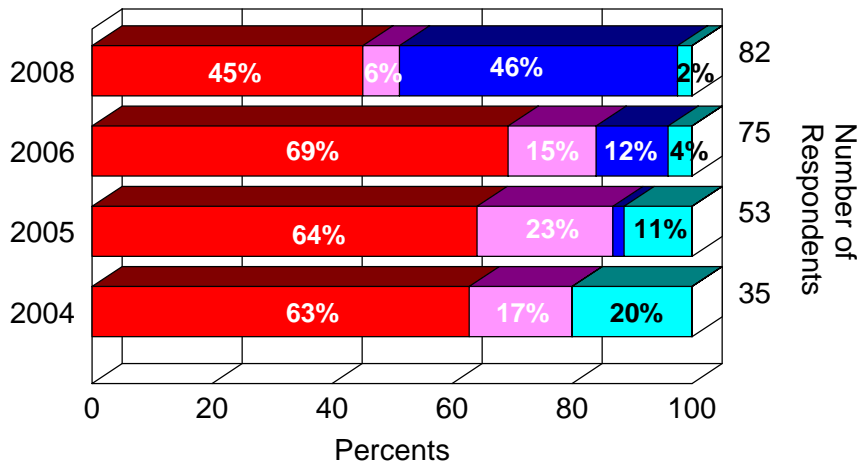
**Part-time Role -- What is the percentage of time spent in role?**

	Year survey conducted			
	2008	2006	2005	2004
Percent of time spent as part-time GC				
Mean	44.5	47.7	36.1	42.8
Minimum	10.0	10.0	5.0	10.0
Maximum	90.0	100.0	85.0	100.0

**Part-time Role -- What is the number of hours spent in role?**

	Year survey conducted			
	2008	2006	2005	2004
Hours spent as part-time GC				
Mean	1020.7	960.9	752.6	775.0
Minimum	200.0	100.0	20.0	100.0
Maximum	2100.0	1800.0	2000.0	1600.0

**To whom does the General Counsel report?**



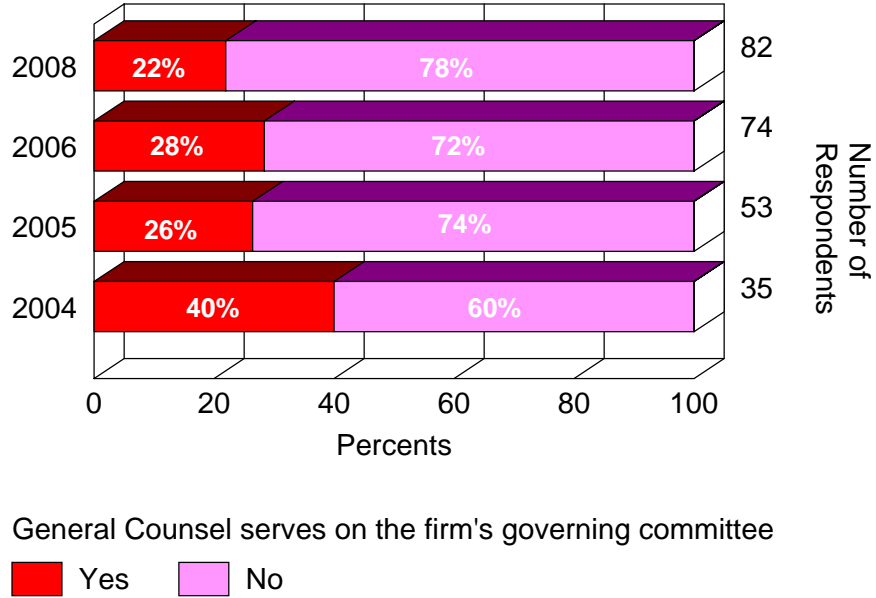
General Counsel reports to

- Chairman or Managing Partner
- Executive/Management Committee/Board
- Both of the above
- Other

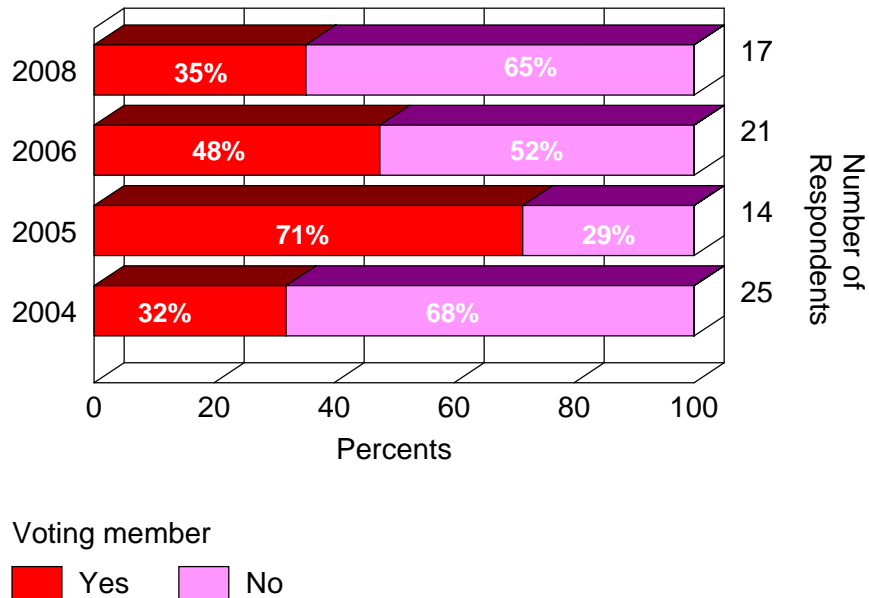
**Other**

- Both of the above and to Executive Director.
- Chairman or Managing Partner; Operatin (Administrative) Partner.

**Does the General Counsel serve on the firm's governing committee?**

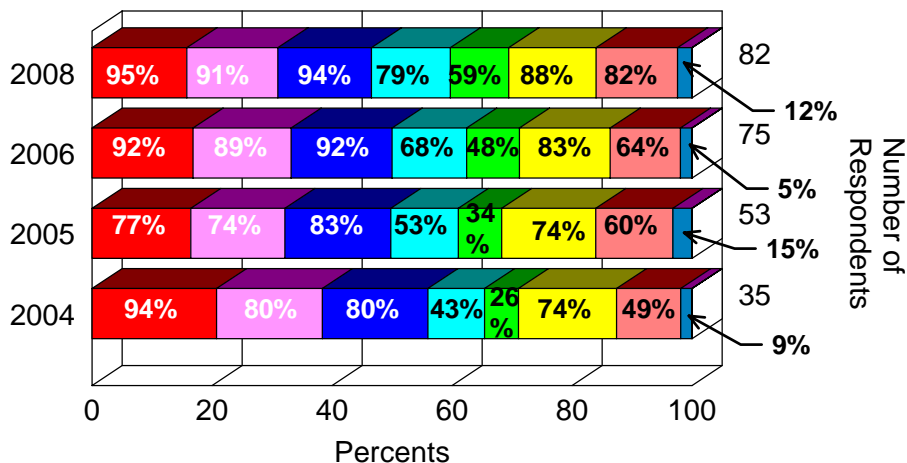


**As a voting member of the governing committee?**





**Who in your firm is authorized to access or to engage your designated General Counsel?**



**Authorized to access or engage General Counsel**

- Chairman, Managing Partner, Executive Committee, Board or Management Committee
- Practice area leaders, Department heads, Office Managing Partners
- Partners, generally
- Associates
- Paralegals
- Executive Director or equivalent (Director of Administration, COO, Firm Administrator, etc.)
- Managers (HR, Finance/Accounting, CFO, Marketing Director, IT Director, etc.)
- Other

**Other:**

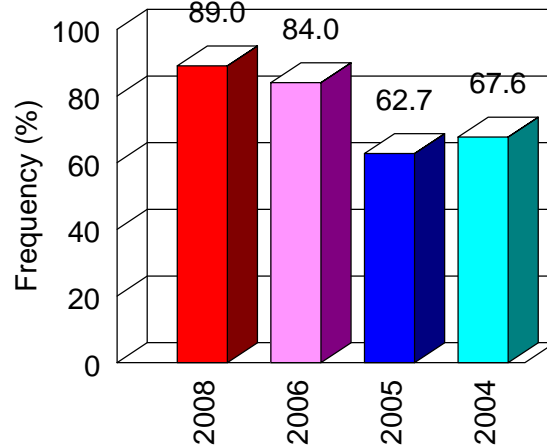
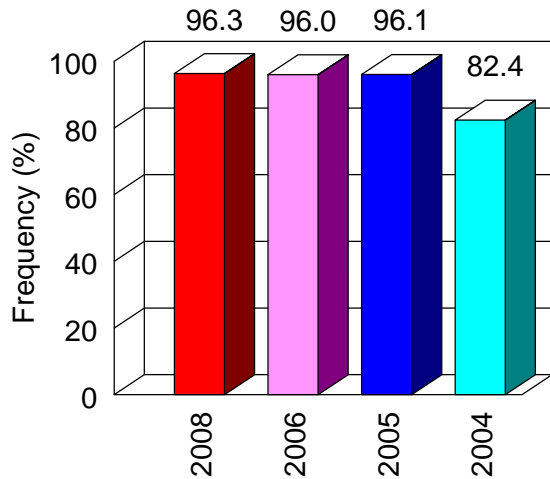
- All employees. (10)
- Assignments/direction come from Management Committee, but anyone is free to consult.
- Staff (i.e., accounting personnel, etc.).

**What are the areas in which your designated General Counsel serves or advises the firm?**

Areas GC serves or advises

**Advising firm management**

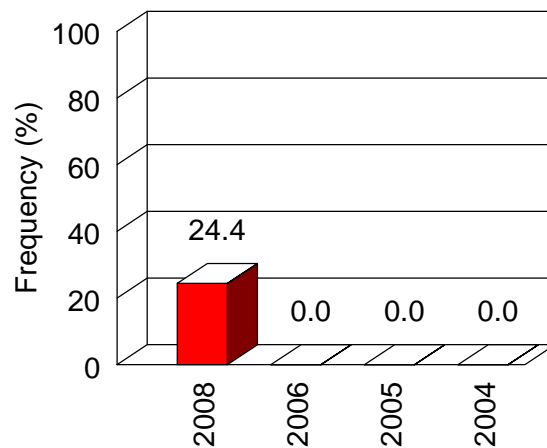
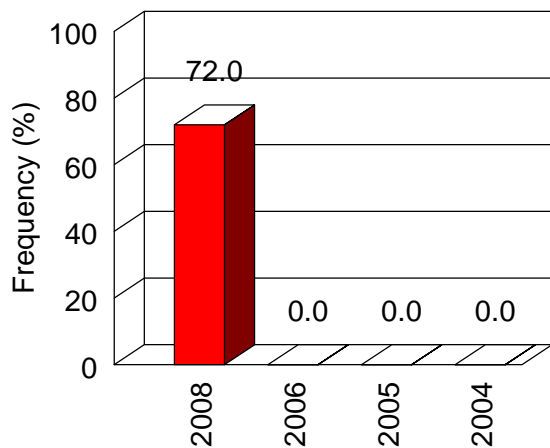
**Conducting in-house ethics education**



Areas GC serves or advises

**Discovery issues**

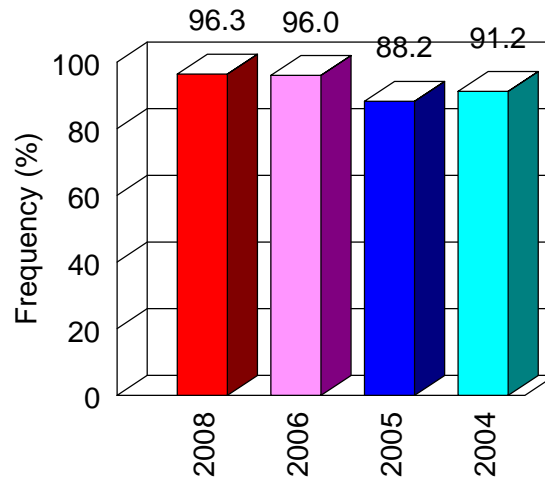
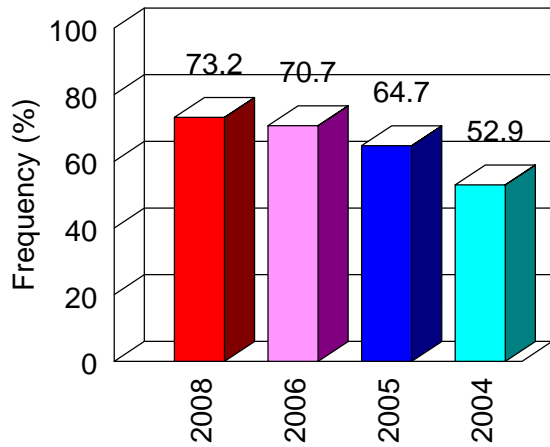
**Diversity issues**



Areas GC serves or advises

**Employment law (discrimination, harassment, terminations, compensation, etc.)**

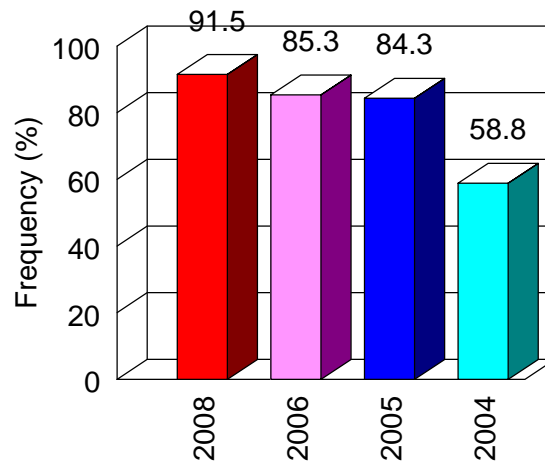
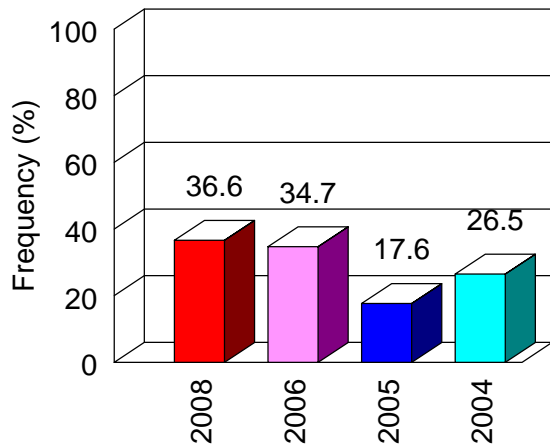
**Engagement of outside counsel other than the GC**



Areas GC serves or advises

**Equipment/supplier contracts**

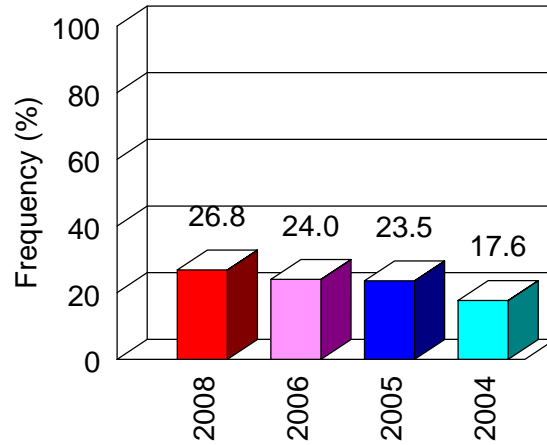
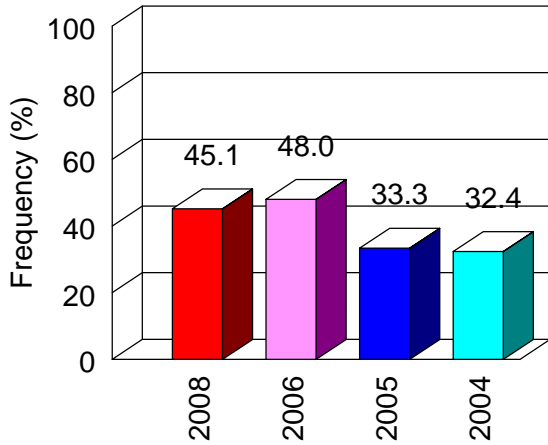
**General liability issues**



Areas GC serves or advises

**Insurance/employee benefit issues**

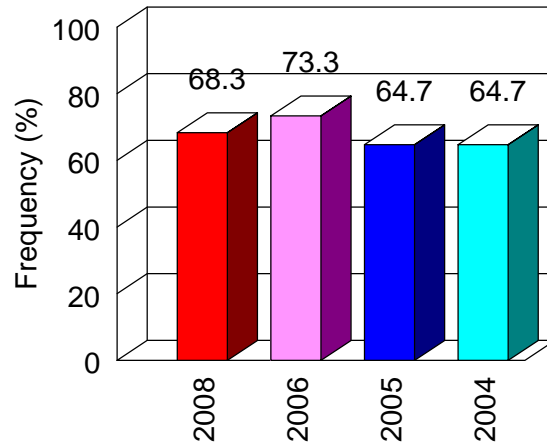
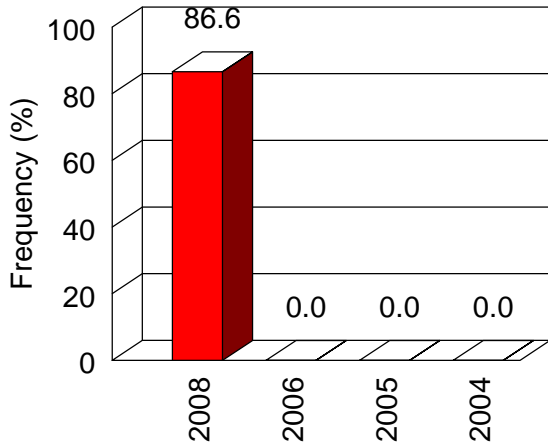
**Leases and landlord/commercial real estate issues**



Areas GC serves or advises

**Management liability issues**

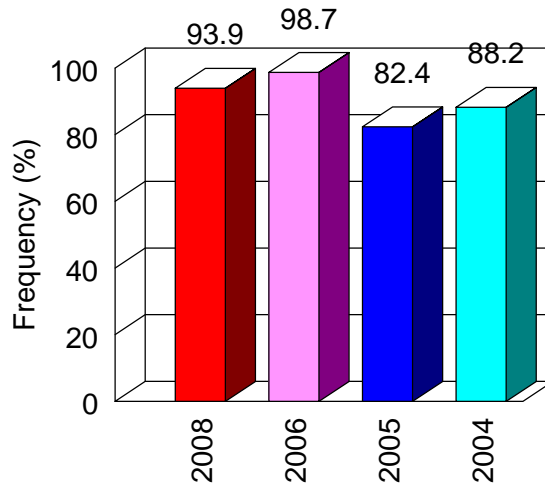
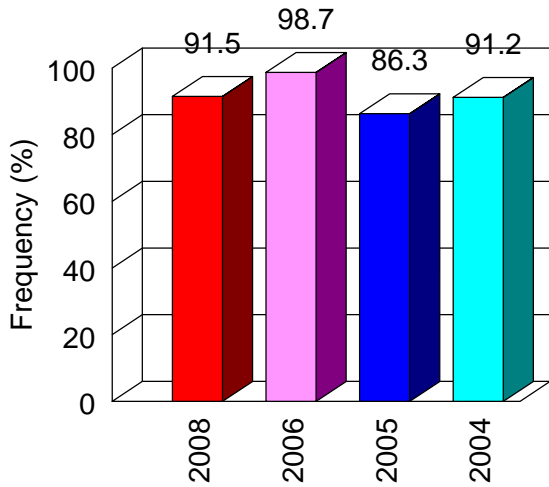
**Partnership/P.C./LLC/LLP issues**



Areas GC serves or advises

**Professional liability issues**

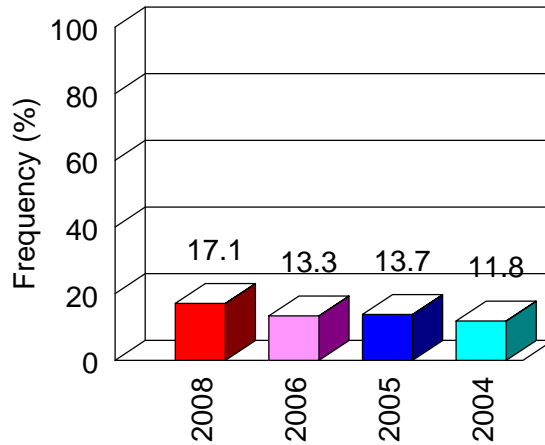
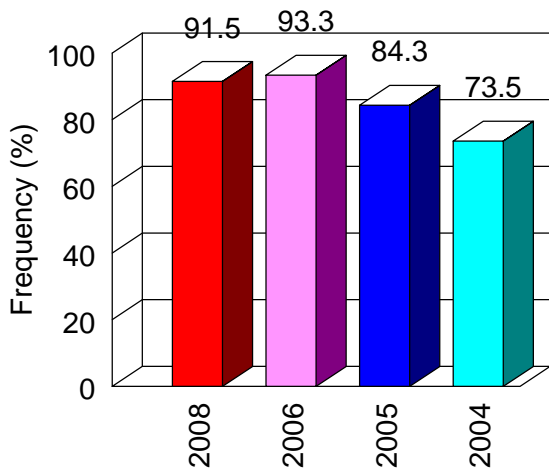
**Professional responsibility issues  
(conflicts, client privilege, etc.)**



Areas GC serves or advises

**Representing firm in disputes**

**Other**



\* Note: Multiple answer percentage-count totals not meaningful.

**Other:**

- Advising attorneys or practice management issues. Active as management liaison for all branches/foreign offices.
- All civil, ethical claims including subpoenas, motions to disqualify.
- Associate hiring and training.
- Audit letter responses.
- Bear in mind we have a GC, and about 10 specialized AGCs who are not full-time -- it's a "GC Function."
- Board memberships.
- Buys malpractice coverage.
- Employment issues principally involving lawyers, not staff.
- Engagements against other counsel.
- Firm legal department also includes a full-time Professional Standards and Loss Prevention Partner and an Associate GC.
- Help resolve business disputes.
- Lateral conflicts.
- Lateral partner due diligence.
- Liability insurance--procurement and liaison with underwriters. Disciplinary issues. Impaired personnel.
- Loss prevention.
- Ombudsman.
- Overall responsibility for ethics committee.
- Oversees Deputy General counsel who handles disputes and discovery.
- Professional liability insurance.
- Professional liability insurance, marketing/advertising, recruiting/lawyer mobility issues, conflicts, client intake, A/R and collections.
- Risk management and training.

**How important are the following areas in which your designated General Counsel may serve or advise the firm?(Use a scale of 0 [not at all] to 5 [very important].)**

	Importance Mean
2008 Responses GC serves or advises the firm - highest to lowest	
Professional liability issues	4.9
Professional responsibility issues (conflicts, client privilege, etc.)	4.9
Representing firm in disputes	4.4
Advising firm management	4.4
Conducting in-house ethics education	4.0
Engagement of outside counsel other than the GC	4.0
Management liability issues	3.6
Partnership/P.C./LLC/LLP issues	3.4
General liability issues	3.4
Employment law (discrimination, harassment, terminations, compensation, etc.)	3.3
Discovery issues	3.1
Insurance/employee benefit issues	2.4
Diversity issues	2.0
Equipment/supplier contracts	1.9
Leases and landlord/commercial real estate issues	1.5

Other area GC serves or advises firm

Rating for other area = 3

- Records management and knowledge management issues.

Rating for other area = 4

- Oversees Deputy General Counsel who handles disputes and discovery.

Rating for other area = 5 - Very important

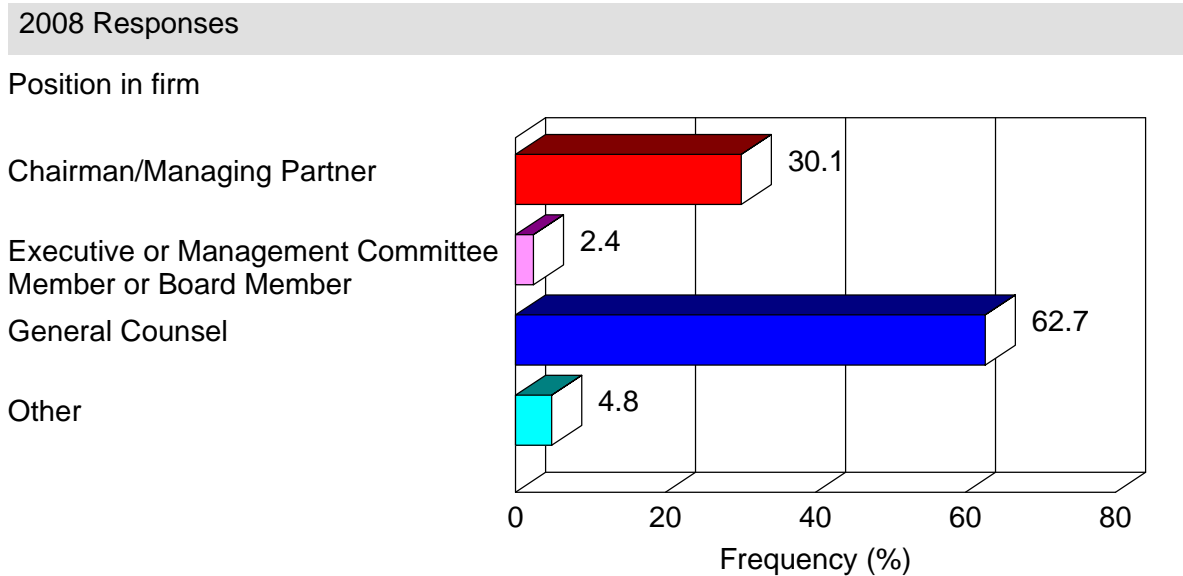
- Professional liability insurance.
- Associate hiring and training.
- All civil, ethical claims including subpoenas, motions to disqualify.
- Buys malpractice coverage.
- Advising attorneys or practice management issues. Active as management liaison for all branches/foreign offices.

- Audit letter responses; Lateral partner due diligence; Lateral conflicts; Overall responsibility for ethics committee; Risk management and training; Help resolve business disputes; Engagements against other counsel; Board memberships.
- Purchase of Professional Liability and EPLI insurance.

Rating for other area = No Answer

- All matters that present possible exposure of the firm.

**What is your position in the firm?**



**Other**

- Acting General Counsel.
- Co-General Counsel.
- Executive Director.
- Special Counsel.