

<b>PART 3: RESPONDENTS</b>	<b>17</b>
Table 2.1 – Public/private sector divisions	18
Table 3.1 – Industry groupings	18
Table 4.1 – Revenue/turnover	19
Table 5.1 – FTE employees	21
Table 5.2 – FTE employees – Australia/New Zealand	21
<b>PART 4: ROLES AND RESPONSIBILITIES</b>	<b>25</b>
Table 9.1 – Legal department size	25
Table 10.1 – Relative legal department size – Industry groupings	27
Table 10.2 – Relative legal department size – Industries	28
Table 13.1 – Legal department organisation levels	32
Table 15.1 – Top 10 job titles reporting to chief legal officer	34
Table 16.1 – Legal department non-fulltime lawyers	36
Table 20.1 – Legal department seniority – Australia	40
Table 20.2 – Legal department seniority – New Zealand	40
Table 21.1 – Legal department specialisation – Australia	41
Table 21.2 – Legal department specialisation – New Zealand	42
Table 22.1 – Lawyers’ alignment by work type/business unit – Australia	43
Table 22.2 – Lawyers’ alignment by work type/business unit – New Zealand	43
Table 22.3 – Degree of alignment by work type/business unit – Australia	43
Table 22.4 – Degree of alignment by work type/business unit – New Zealand	43
<b>PART 5: LEGAL SPEND</b>	<b>47</b>
Table 25.1 – Direct internal legal costs – Australia – Public/private	47
Table 25.2 – Direct internal legal costs – New Zealand – Public/private	48
Table 26.1 – Indirect internal legal costs – Australia – Public/private	49
Table 26.2 – Indirect internal legal costs – New Zealand – Public/private	49
Table 28.1 – External legal costs – Australia – Public/private	53
Table 28.2 – External legal costs – New Zealand – Public/private	53
Table 30.1 – External legal fees specialisation – Australia	56
Table 30.2 – External legal fees specialisation – New Zealand	57
Table 31.1 – Total legal spend – Australia – Public/private	58
Table 31.2 – Total legal spend – New Zealand – Public/private	58
<b>PART 6: PERFORMANCE MANAGEMENT</b>	<b>65</b>
Table 36.1 – The 6 most pressing issues	65
Table 37.1 – Complex work outsourced/insourced – Australia	69
Table 37.2 – Complex work outsourced/insourced – New Zealand	70
Table 38.1 – Routine work outsourced/insourced – Australia	72
Table 38.2 – Routine work outsourced/insourced – New Zealand	72
Table 40.1 – Secondary monitoring practices	79
Table 42.1 – Internal costs per lawyer – Australia	82
Table 42.2 – Internal costs per lawyer – New Zealand	82
Table 43.1 – Fully loaded hourly in-house counsel cost (worked hours) – Australia	83
Table 43.2 – Fully loaded hourly in-house counsel cost (worked hours) – New Zealand	84
Table 43.3 – Fully loaded hourly in-house counsel cost (chargeable hours) – Australia	84

Table 43.4 – Fully loaded hourly in-house counsel cost (chargeable hours) – New Zealand	84
Table 44.1 – Lawyers per 1000 FTE employees – Australia	85
Table 44.2 – Lawyers per 1000 FTE employees – New Zealand	86
Table 44.3 – FTE employees per FTE lawyer – Australia	86
Table 44.4 – FTE employees per FTE lawyer – New Zealand	86
Table 44.5 – Lawyers per \$billion of revenue/turnover	86
Table 44.6 – Total legal costs as percentage of annual revenue	86
Table 44.7 – Total legal costs per \$billion of revenue/turnover	86
Table 44.8 – Total legal costs per 1000 FTE employees	86
Table 44.9 – Ratio of total internal legal costs – Australia	87
Table 44.10 – Ratio of total internal legal costs – New Zealand	87
<b>PART 7: EXTERNAL LEGAL PROVIDERS</b>	<b>95</b>
Table 53.1 – Law firm change	105
Table 53.2 – Law firm change – Australia/New Zealand	105
Table 53.3 – Law firm change – Public/private sectors	105
Table 54.1 – Service selection criteria	106
Table 54.2 – Relationship criteria	107
Table 57.1 – Value add benefits – Australia/New Zealand	115
Table 57.2 – Value add benefits – Public/private sector	116
Table 57.3 – Value add benefits – Large/small legal department	116
Table 58.1 – Top 12 methods for controlling external costs – Australia/New Zealand	117
Table 58.2 – Top 12 methods for controlling external costs – Public/private sector	118
Table 58.3 – Top 12 methods for controlling external costs – Large/small legal departments	118
Table 62.1 – Hourly billing – Australia/New Zealand	125
Table 62.2 – Hourly billing – Public/private	125
Table 62.3 – Hourly billing – Large/small legal departments	125
Table 63.1 – Alternative fee arrangements – Australia	127
Table 63.2 – Alternative fee arrangements – New Zealand	127
Table 63.3 – Alternative fee arrangements – Public sector	128
Table 63.4 – Alternative fee arrangements – Private sector	128
Table 66.1 – Barriers to alternative fee arrangements	135
Table 68.1 – Law firm transaction management – New Zealand	137
Table 68.2 – Law firm transaction management – Australia	138
Table 68.3 – Law firm transaction management – Public sector	138
Table 68.4 – Law firm transaction management – Private sector	138
Table 69.1 – Litigation management challenges	139
Table 72.1 – Terminating law firms	142
<b>PART 8: IMPROVING LAW FIRM RELATIONSHIPS</b>	<b>143</b>
Table 73.1 – Most impressive things would like to see consistently from law firms	143
Table 78.1 – Value challenge	153
Table 78.2 – Value challenge – Australia	154
Table 78.3 – Value challenge – New Zealand	154
Table 78.4 – Value challenge – Public sector	154
Table 78.5 – Value challenge – Private sector	154