



# Metrics & KPIs

A comprehensive list of metrics for legal departments to consider tracking for performance & efficiency

**UpLevel Ops**

Take Legal to the Next Level



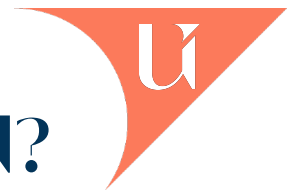
# What Spend/Matter Metrics Can We Track?

- % of legal spend to revenue
- Internal v. external spend
- Budget to actual
- Spend with specific firms
- Budget & accrual accuracy from OC
- OC savings by firm (YOY)
- Year-over-year trends
  - Which BUs are driving OC spend
  - Types & volume of matters going to OC vs managed by in-house counsel or ALSP
- RFP v non-RFP firm spend/utilization
- Low-cost firm usage
- Spend by task codes, practice area, business unit and geography
- Firm rates & staffing:
  - Timekeeper rate increases over time (by timekeeper type)
  - Timekeeper utilization (by timekeeper type)
- AFA usage and adherence to AFA or % of deviation from AFA
- Diversity: specifically, who is getting origination on cases and at what level
- Litigation exposure
- Cost per matter/matter type
- Unit (i.e., hourly) matter costs
- Quality and outcomes
- Matter cycle time
- Matter complexity; # of high risk/reputational risk matters
- Total cost of resolution
- Communications/timeliness
- Administration/adherence to guidelines
- Is OC keeping their promises on rebates?
- Total settlements & reserves
- Lessons learned
- Other external spend



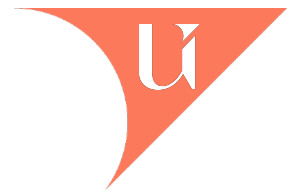
# What Contracting Metrics Should Be Tracked?

- Open matters (by attorney)
- Types of agreement (to see which are most common agreements worked on:
  - TCV, GBU, region/country and complexity (L, M, H)
- Time to close a matter/cycle time
  - Turn-around-Time
- Key dates - pricing, cancellations, key provisions
- Closed matters (by attorney)
- Rating of experience
  - E.g., CRM sends follow-up e-mail to the client for feedback on the experience
- Volume/contract type, workload (by resource)
- Agreements that “never close”
  - E.g. , look at the open matters and see which ones we end up closing – that will show where we might “waste our time” on matters that never close)
- LSO – Legal Services Outsourcing
  - If an LSO is used, how many procurement contracts do they handle on a monthly basis? What type? What region?
- % of "standard" versus negotiated
  - If they are standard, atty's should not be doing
- Provisional "hot spots”
  - Potential candidates for language/policy revisions



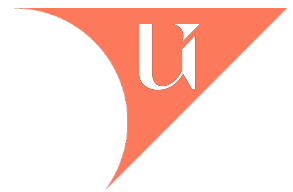
# What Contracting Metrics Should Be Tracked?

- Contract Cycle Time (Aging) Insights:
  - Total contract cycle time monthly
  - # of contracts by aging days (i.e., how many contracts had a cycle time of 0-1 days; 2-3 days; 4-5 days; >30 days)
  - Aging cycle time by contract entry type
    - Approve & store
    - Approve, eSign & store
    - eSign & store
- Total value of contracts (active)
- Total # of contracts pending contract approval
- Total # of contracts pending signature
- # of contracts expiring in 60/90/120 days
- Contract expiration type
  - i.e. evergreen, single date, life of product, etc.
- # of contracts on litigation hold
- # of contracts that have been terminated (vs. expired)
- # of contracts that deviate from standard payment terms
- Contracts by hierarchy (parent vs. child)
- Contracts by deal/business owner
- # of contracts by country



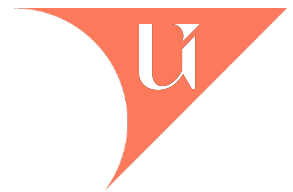
# What IP Metrics Can We Track?

- Time spent per employee innovating
- Cost to support innovation initiatives (i.e. inventor incentives, contests, tools, staff, etc.)
- Number of inventions generated
- Time to complete (i.e., efficiency of) the invention disclosure process
- Patent application costs
- Quality of invention disclosures (number of iterations; prosecution costs; rate of issuance)
- Revenue generated from sales of products using patented assets
- Revenue opportunity generated from licensing
- Patent annuity expenses compared with revenue performance per jurisdiction
- Paralegal and related administrative expenses for internal intellectual property team
- Cost of tools and technology used to manage intellectual property legal processes
- Costs of outside intellectual property counsel compared with results
- Time to complete each step of the intellectual property process
- Labor and resource utilization at each stage
- Drop off rate of an intellectual property asset's progression (and associated costs)



# What Privacy Metrics Can We Track?

- Average privacy document “age”
- Number of days between on-boarding and completion of basic privacy and security training
- Number of privacy risks that are outstanding after allocated mitigation period
- Number of completed privacy assessments
- Number of incidents tracked by origin; by organizational unit; by project; by security level
- Mean time to initiate response to an incident
- Mean time to complete response to an incident
- Percentage of organizational budget dedicated to privacy
- Percentage of privacy personnel with recognized privacy certifications
- Percentage of staff receiving privacy training
- Average cost of an incident
- Percentage of “high-sensitivity” solutions with encryption, anonymization or pseudonymization capabilities
- Percentage of “high-sensitivity” solutions with monitored audit trails



# What Other Metrics Can We Track?

## **Matter**

- Total matters
- Matter types (YOY)
- Matters by location and/or BU
- Matters by practice group
- Average time to resolve

## **Headcount/Staffing**

- Open reqs, location, practice group
- No. of admin, attorney, legal professional, & paralegal (YOY)
- % of total employees by location
- % of total employees by practice group
- Attrition rates
- Allocation of workload
- Diversity Statistics

## **Ethics & Compliance**

- Total matters
- Matter types (YOY)
- Matters by location and/or BU
- Matters by practice group
- Reporting method used
- Root cause
- % of E&C matters found to have substance
- Resolution cycle time

## **Miscellaneous**

- # of client trainings performed
- Client feedback



# What KPIs Should We Use?

## **Matter/Spend**

- Favorable outcomes
- Total legal spend as a % of revenue
- Invoice reduction spend
- Total settlements/judgments paid

## **Risk/Ethics & Compliance**

- Risk mitigation
- Cost of unanticipated risk
- Cost avoidance
- Number of internal trainings & litigation cost reduction
- Number of legal, regulatory, legislative, & environmental updates
- Litigation risk assessment report
- Non-regulatory fines/penalties

## **Headcount/Staffing**

- Internal staff workload
- Diversity

## **Miscellaneous**

- Internal customer satisfaction
- Strengthen vendor relations
- Contract compliance and standard terms



## Contact Information

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**UpLevel Ops**

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The logo features a large, stylized white letter 'U' centered within a red, downward-pointing triangle. The background of the slide is a repeating pattern of overlapping circles and triangles in shades of light blue and light orange.