

# Legal Service Metrics - An Overview

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*Sandpiper Partners LLC*


**DISRUPTION & INNOVATION**  
in the Delivery of Legal Services



  
Analyzing legal  
services can  
consider many  
elements







# Legal Departments already know more about law firms than law firms know about themselves

## Corporate Legal Department

### Objective Metrics

- Financial
- Diversity, Equity, and Inclusion
- Time to matter completion
- Effectiveness, outcomes
- Value
- Complexity
- Billing compliance and timeliness
- Service levels and timeliness
- Budget/scope accuracy
- Improvement over time

### Subjective Metrics

- After-Matter Surveys
  - Quality
  - Responsiveness
  - Results
  - Expertise
  - Project Management
  - Value Adds
  - Budget/scope accuracy
  - Listening skills
- Net Promoter Score

## Law Firm

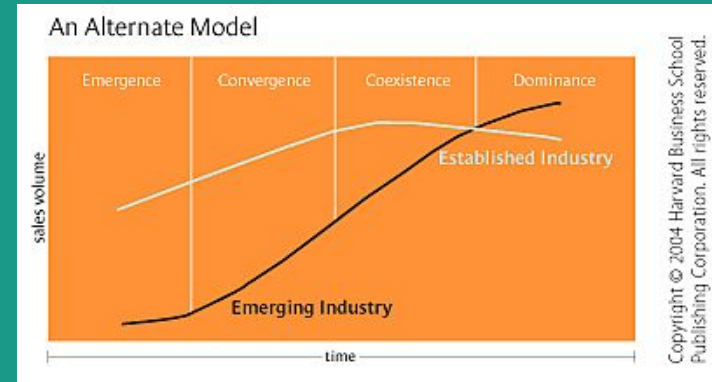
Financial



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Metrics are mission critical because 'managed legal services' is the highest growth model of the market. And departments are evaluating the efficiency and value of all services.

If your law firm or law company isn't evaluating metrics beyond financial, it is increasingly blind to how it is perceived in the market.





# Metrics Ecosystem

## Special Interest Groups



## Metrics Calculations



Legal Metrics



DIGITORY  
LEGAL



Clocktimizer



## Peer Groups



LEGAL  
VALUE  
NETWORK



## Standards



LEDES.org

## Bill Henderson



INSTITUTE FOR THE  
FUTURE OF  
LAW PRACTICE



LEGAL  
EVOLUTION

## Consulting



HBR  
CONSULTING



## Regulatory/Industry



Legal Analytics Committee  
Diversity and Inclusion Center



Solicitors Regulation Authority

## Academia



Daniel W. Linna Jr.



Northwestern | MCCORMICK SCHOOL OF  
ENGINEERING



CENTER ON THE  
LEGAL PROFESSION  
Harvard Law School



Ron Dolin



Future of the Profession  
INITIATIVE





# Problems with Diversity metrics

- Too much effort with too many metrics
  - 120 unique diversity metrics and growing
  - Expanding into inclusion, equity, and belonging
  - Expanding to firm staff and firm's vendors
  - Manually filling 200+ diversity surveys/reports each year
- Legal departments are asking for and receiving PII
- Definitions vary - Are female, veteran, disabled, or LGBTQ diverse? Is Of Counsel a partner? Who is an equity partner?
- Firms see one side (e.g., hours on fixed fee matters, time before write downs) while departments see another (e.g., time to matter completion, matter complexity)
- Metrics live in different worlds - diversity, pro bono, value, satisfaction, and risk have never met each other





# Legal Metrics

A special project by a progressive consortium of law firms, law companies, legal departments, tech companies, and other leaders to agree, visualize, and share the legal industry metrics that define effectiveness, efficiency, value, and good working relationships.

We have now created software to automatically calculate our first priority: diversity and inclusion metrics within law firms. We are piloting with 8 legal departments and 30 of their outside counsel.




# Legal Metrics' Unique Capabilities

- Easy to Precisely Define and Use Any Metric\*
- Automatic Calculations
- Firm Can Analyze Itself Monthly against (e.g., diversity system):
  - Internal Metrics
  - Legal Department's Metrics
  - Community Metrics
- Personalized Dashboards
- Optional Sharing/Benchmarking of Results

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## Metrics Directory

Company	Title	Metrics		
DRAKE & SWEENEY	Key Client Diversity Analysis <small>Internal</small>	24% U.S. Partner diversity	32% U.S. Associate diversity	
	U.S. Responsible Partner - Diversity Analysis <small>Internal</small>	18% U.S. Partner diversity	28% U.S. Associate diversity	
	U.S. Responsible Partner - Gender Analysis <small>Internal</small>	35% U.S. Partner diversity	38% U.S. Associate diversity	
	Facebook Diversity Program <small>Client</small>	32% Billable time of female and ethnic minorities working on Facebook matters	40% Facebook matter leadership roles held by female and ethnic minority partners	
SIEGEL	Siegel Technology Diversity Program <small>Client</small>	37% Firmwide Partner Diversity	2.4 Matter Leadership Diversity	34% Timekeeper Diversity
DIVERSITYLAB	Move the Needle Fund - Orrick's 2025 Metrics <small>Community</small>	23 of 40 Strategic clients with 55% or more diverse teams	17 of 40 Strategic clients with less than 55% diverse teams	47% Average diversity of 40 strategic clients
ABA	ABA Model Diversity Survey <small>Community</small>	21 of 29 Measures are above the	8 of 29 Measures are below the	

\* Receive metrics from legal departments, peer groups, Am Law, etc. to know their terms and rules precisely, then automatically calculate the firm's results against them. Results are always private unless a firm chooses to share them.









# Metrics Roadmap: Ready Now

- Law Firm's Internal Analysis
  - Top 100 clients
  - Matters by responsible partner
  - Personalized info for each partner
  - All-lawyer analysis

## Legal Department's Panel

- Analysis of panel
- Panel's compliance with diversity program

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 DRAKE & SWEENEY	Key Client Diversity Analysis <small>Internal</small>	41% ○ Key Client Partner Diversity	43% ○ Key Client Associate Diversity	
 DRAKE & SWEENEY	U.S. Responsible Partner - Overall Diversity Analysis <small>Internal</small>	41% ○ U.S. Partner diversity	43% ○ U.S. Associate diversity	
 DRAKE & SWEENEY	U.S. Responsible Partner - Gender Analysis <small>Internal</small>	35% ○ U.S. Partner diversity	38% ○ U.S. Associate diversity	
 SIEGEL	Outside Counsel Diversity Analysis <small>Internal</small>	43.90% ✓ Annual Average of Siegel panel firms Overall Diversity	0 of 3 ✗ Annual Averages of Siegel panel firms for Gender, Racial, and LGBTQ+ Diversity	
 SIEGEL	Siegel Diversity Program <small>Internal</small>	7 of 8 ✓ Compliant Siegel panel firms for Firmwide Partner Diversity	4 of 8 ✓ Compliant Siegel panel firms for Matter Leadership Diversity	5 of 8 ✓ Compliant Siegel panel firms for Timekeeper Diversity
 intel	Intel Diversity Program <small>Other Department</small>	25% ○ Average percentage of Women U.S. Equity Partners	11% ○ Average percentage of underrepresented minority U.S. Equity Partners	



# Metrics Roadmap: Being Designed

- Legal Dept Diversity Programs
  - Corteva, Expedia, Facebook, Netflix, Novartis, Microsoft, Facebook, etc.
- Firm's All-Staff Diversity Analysis
- Industry Surveys
  - ABA Model Survey
  - Am Law Diversity Scorecard
  - Many others
- Supplement matters with Legal Department's own data (see diversity from the department's perspective)

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DIVERSITYLAB

Diversity Lab's Mansfield Rule 4.0 for Law Firms

Community

42% ✓

Affirmatively considered diverse lawyers for leadership roles

39% ✓

Affirmatively considered diverse lawyers for equity partner promotions

27% ✓

Affirmatively considered diverse lawyers for senior lateral promotions

ABA

ABA Model Diversity Survey

Community

21 of 29 ✓

Measures are above the ABA's average survey results

THE AMERICAN LAWYER

American Lawyer Diversity Scorecard

Community

21 of 220 ✓

Ranking out of 220 law firms

17.5% ✓

Percentage of minority Partners

23.8% ✓

Percentage of minority attorneys

THE AMERICAN LAWYER

American Lawyer A-List

Community

19 of 20 ✓

Ranking of top 20 law firms

18% ✓

Racial and gender diversity among Equity Partnership

24% ○

Percentage of minority attorneys

NOVARTIS

Novartis Diversity Program

Client

22% ✓

Billable time of diverse partners working on Novartis matters

33% ✓

Billable time of diverse associates working on Novartis matters

MITRATECH

Mitrtech's "Tech Industry" Legal Service Provider Diversity

Community

24% ○

Average percentage of U.S. Partner diversity

26% ○

Average percentage of billable time of diverse partners working matters

35% ✓

Average percentage of billable time of diverse associates working on matters



# Metrics Roadmap: Beyond Diversity

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- Value of a matter and a firm
  - With Northwestern, ABA, and Legal Value Network
- Complexity of a matter
- Assessing diversity in context of value and complexity
- Pro bono impact on recruiting, retention, and business development
- Efficiency

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# Participants and Early Adopters

## Leadership and research bodies



General Motors



## In coordination with:


- 50+ law firms
- 2 of the Big 4

## Tech integrations / partners





# Sample Screen: Directory of Metrics

 Legal Metrics

Metrics Directory

Party Directories

Law Firms

Law Companies / Big 4

Legal Departments

Diversity Programs

Diversity Leaders

List of Terms

Settings

Sharing

Metrics Setup


Company Setup


User Preferences


Help


Logout


What's New


**NEW SHARE**  
Client Siegel Technology has shared its Diversity Program metrics  
View New Share  
September 21, 2020


**NEW COMMUNITY**  
Diversity Lab has created the inaugural Mansfield Rule Community for Midsize Firms  
View New Community  
September 16, 2020


**NEW COMMUNITY**  
American Lawyer creates Diversity Scorecard 2021 Community


**NEW COMMUNITY**  
Mitratch has created the "Tech Industry" Corporate Legal Department Diversity Community  
View New Community  
September 18, 2020

**NEWS**  
Working Mother announces 60 firms as the "Best Law Firms for Women"  
View News  
September 8, 2020

**NEW COMMUNITY**  
Community "Women Partners in BigLaw" has formed and has invited participation















**NEWS**  
Diversity Lab announces 100 firms have achieved Mansfield 3.0 Certification.  
View News  
September 16, 2020

**SHARE**  
Client Siegel Technology has made its Litigation Panel available  
View New Share  
September 3, 2020

**SHARE**  
Client Siegel Technology has shared its Diversity Program metrics

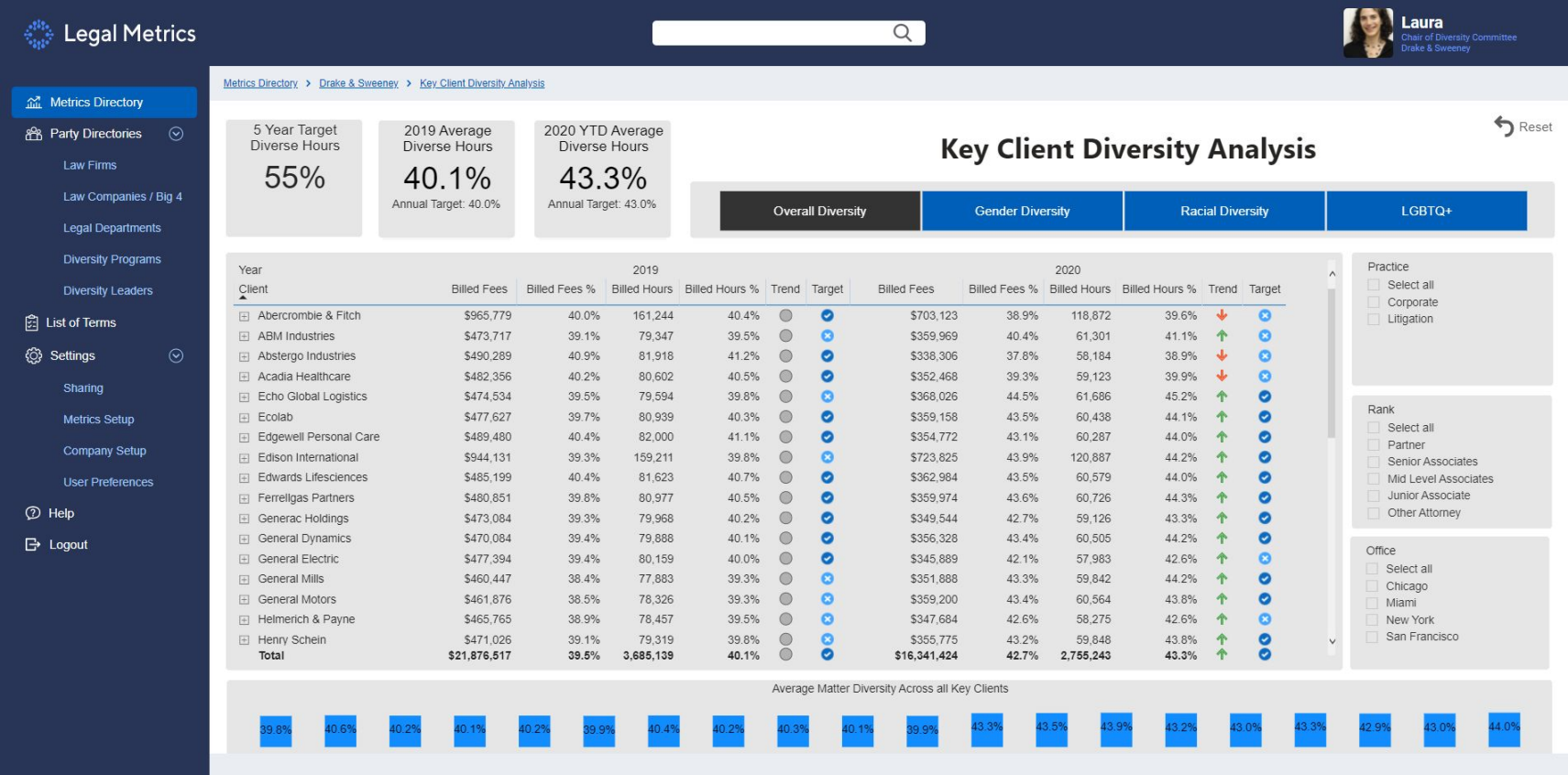
Metrics Directory

\* Simulated results for demonstration only

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		U.S. Partner diversity	U.S. Associate diversity
DRAKE & SWEENEY	Client Diversity Analysis for Laura Enwood <small>Internal</small>	40% 	42% 
		Client Partner Diversity	Client Associate Diversity
	Facebook Diversity Program <small>Client</small>	34% 	2.2 
		Billable time of female and ethnic minorities working on Facebook matters	Facebook matter leadership roles held by female and ethnic minority partners
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		Firmwide Partner Diversity	Matter Leadership Diversity
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			Timekeeper Diversity

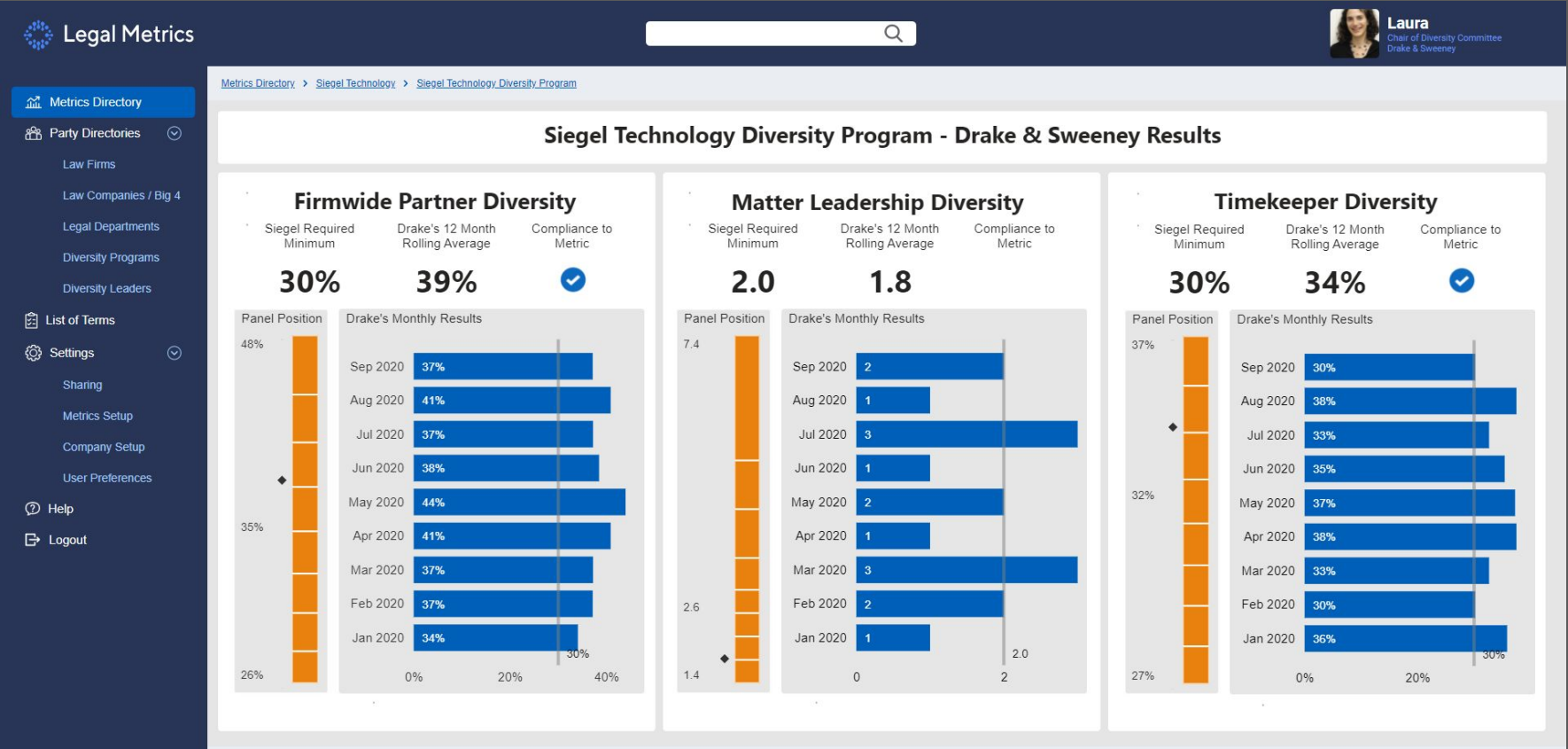


# Sample Screen: Law Firm Key Client Analysis





# Sample Screen: Benchmarking to Client's Metrics





# Thank You

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