



2022 State of Legal Operations Survey

Taking steps to modernize Legal Operations

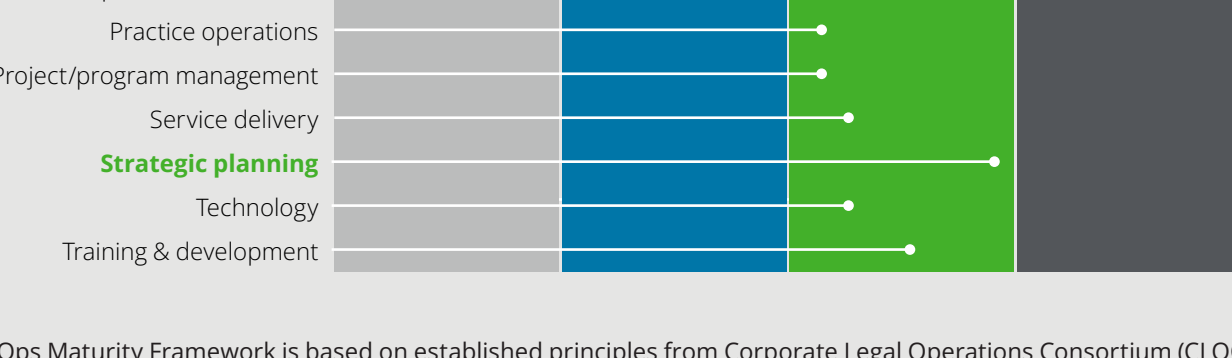
Our 2022 State of Legal Operations Survey was designed to uncover trends in core legal operations areas and articulate priorities for corporate legal departments.

The findings indicate that legal departments are working towards aligning with overall company objectives but are challenged by misaligned headcount and slow to improve technology and business intelligence strategies.

A strong service delivery approach and leadership buy-in on enhancing overall project and program management to drive change could provide the boon legal departments need to continue making headway on their transformation journey.

MATURITY

Participants ranked in the early advanced stage for most of the legal operations areas. Financial Management and Strategic Planning were the most mature areas while Knowledge Management and Business Intelligence were the least mature.



This Legal Ops Maturity Framework is based on established principles from Corporate Legal Operations Consortium (CLOC) and Association of Corporate (ACC) using the lens of People, Process, and Technology. This graphic provides a high-level summary of the survey respondents' current maturity against the Framework.

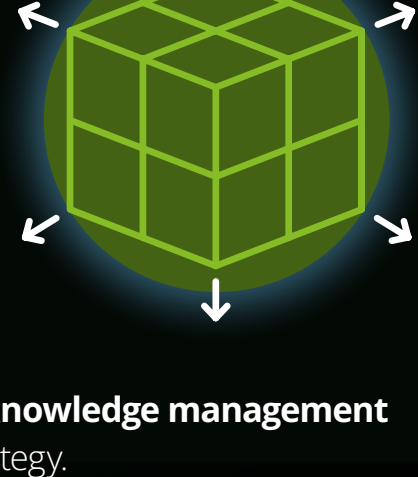
STRATEGY

Legal departments mostly feel their strategy is in line, but effectuating that strategy is challenging

64% agree that legal's goals and objectives align with overall company strategy.

56% agree that legal is viewed as a strategic partner to other business units.

44% agree that their legal financial management strategy aligns with a broader legal strategy.



Only **25%** reported having a legal knowledge management strategy that fully aligns with their business strategy.

Legal departments are lacking the data needed to support strategic decision making

Top metrics being tracked: Budget to actual spend | Litigation exposure | Diversity

only about **10%** agreed that they have defined KPIs or develop and track metrics/KPIs to measure project progress

29% report not having technology-enabled processes to support measuring KPIs

"Legal is much more than being a lawyer today. It involves being strategic and connected to all areas of the business—operations, risk, talent, technology."

LORI LORENZO,
MANAGING DIRECTOR,
DELOITTE CHIEF LEGAL OFFICER PROGRAM

VENDOR MANAGEMENT STRATEGY

Considering who supports legal and how they are selected could alleviate resourcing constraints and reduce overall spend

24% of respondents have a well-established preferred provider program for firms and vendors and are less apt to consider alternative legal service providers (6%).

Only **18%** have a defined strategy for delegating work to firms/vendors, but more understand the process for how work is assigned to external vendors.

25% feel it's even widely adopted.



SERVICE DELIVERY AND PROJECT MANAGEMENT

When adding headcount is not an option, there is a need to revisit how work is done to gain efficiency through aligning the right work to the right people and advancing strategic project management

Only **15%** have the appropriate attorney headcount and just **10%** indicate having appropriate support staff headcount.

75% believe their attorneys have too much administrative work and believe team members spend too much time on manual tasks.

Only **38%** agreed that their process on how work is assigned to internal resources is defined and widely adopted.

Little more than half (**57%**) don't have a project management function, a standard process for project reporting, or applicable project management training.

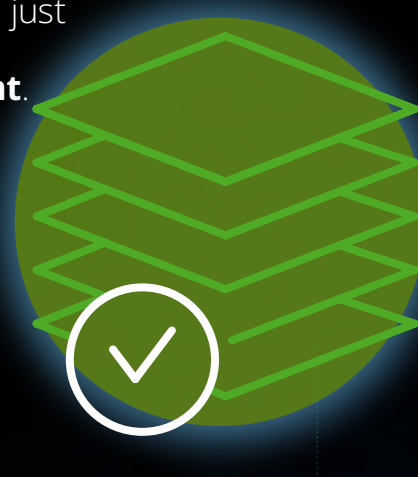
Legal departments are struggling to wrangle their data to facilitate better decisions through sound business intelligence strategies



Only **31%** say that predictive analytics are leveraged to support financial forecasting and planning.

72% don't have core legal operations data consolidated automatically across technologies into a central data lake.

Only **10%** make business decisions that are informed by data spanning multiple systems, departments, and groups.



TECHNOLOGY

Select and leverage technology that helps support versus hinder legal work

55% say that current legal technologies do not meet their needs, but only **44%** have a defined technology roadmap to help address needs (down 10% from 2021).

45% report having some business intelligence reporting capabilities via a central technology.

18% have technology-enabled processes to track/measuring KPIs related to performance, spend, and outcomes.

"Legal could relieve administrative tasks and make better decisions with technology that automated less attractive work and helped measure and track outcomes."

ASHLEY SMITH,
MANAGING DIRECTOR,
DELOITTE LEGAL BUSINESS SERVICES

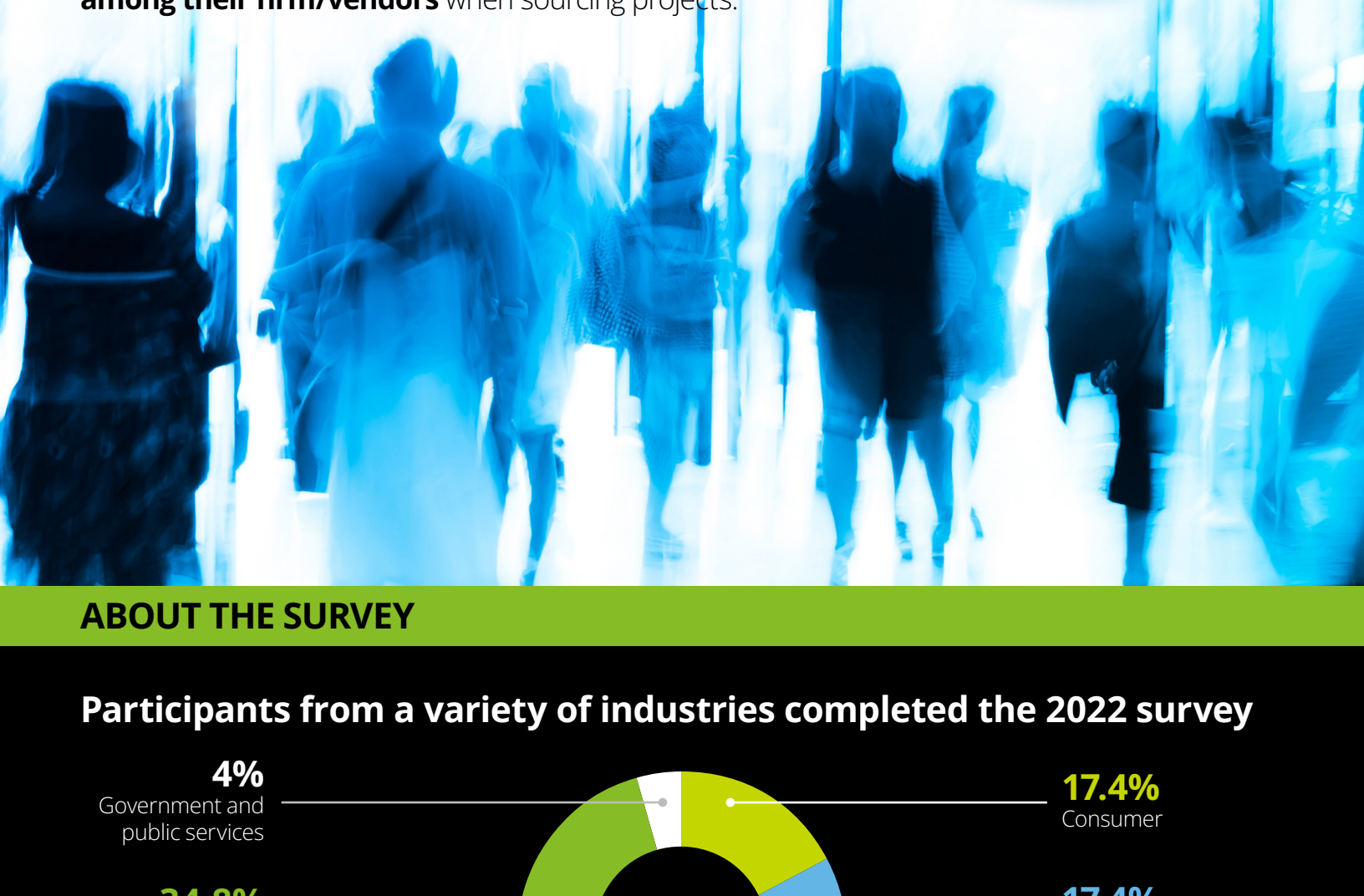


PEOPLE

A desire to build effective teams with diversity, equity, and inclusion (DEI) in mind

>90% of respondents reported having a strategy for advancing DEI and that it's a top priority when designing the workforce.

33% have internal DEI metrics that are tracked and measured. However, only **18%** are considering DEI among their firm/vendors when sourcing projects.

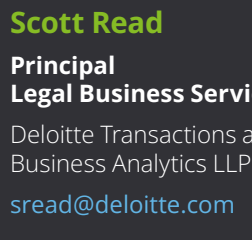


ABOUT THE SURVEY

Participants from a variety of industries completed the 2022 survey



Legal's transformation journey continues as departments look for opportunities to address many of the same challenges in new ways



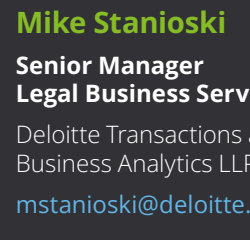
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