



## 805 But Lawyers are Different! Why Lawyers Need Performance Measures Too

**Viet V. Le**  
*Assistant/Division General Counsel*  
Avnet, Inc.

**Michelle D. Pinto**  
*Corporate Counsel*  
Harris Corporation

**Holly A. Silver**  
*Senior Counsel*  
Nestle USA, Inc.

## Faculty Biographies

### Viet V. Le

Viet Le is an assistant general counsel at Avnet, Inc., a Fortune 300 company headquartered in Phoenix, Arizona. She serves as chief counsel for the electronics marketing group in the Americas and Avnet logistics services, two Avnet divisions that generate over \$4 Billion in combined revenues. Prior to this position, Ms. Le oversaw global litigation and compliance matters for the company and regularly handled issues relating to employment and international trade compliance.

Before joining Avnet, Ms. Le served as a deputy attorney general in the Arizona Attorney General's Office and a commercial litigator at Meyer, Hendricks & Bivens, P.L.C. She provided legal advice to the Arizona state banking department and represented the department in numerous matters before the office of administrative hearings and state courts. Her private litigation practice covered a variety of areas, including medical malpractice, contract disputes, and employment law.

Ms. Le has been involved in numerous professional and community organizations. She currently serves on the Asian Pacific Islander community advisory committee for the Maricopa County Colleges and the boards of the Arizona Asian American Bar Association ("AAABA") and The Phoenix Symphony. Her past professional and community activities include the Arizona state bar appointments committee, the City of Phoenix judicial selection advisory board, and the Pacific Rim advisory council.

Ms. Le received a B.S. from the University of Pennsylvania and received her J.D. from University of Arizona School of Law, cum laude, where she was a note author of the Journal of International and Comparative Law.

### Michelle D. Pinto

Michelle D. Pinto is corporate counsel for Harris Corporation in Melbourne, Florida. Her responsibilities include providing legal counsel for several corporate departments including supply chain management, information services, risk management, and shared services. She also supports company-wide real estate transactions and other corporate efforts with a concentration on contractual relationships.

Prior to joining Harris' legal department, Ms. Pinto served as associate general counsel for Market America, Inc., a direct sales company whose sales concentrated mainly on dietary supplements, cosmetics, personal and home care consumables.

Ms. Pinto received her B.A. from the University of North Carolina and is a graduate of Mercer University School of Law.

### Holly A. Silver

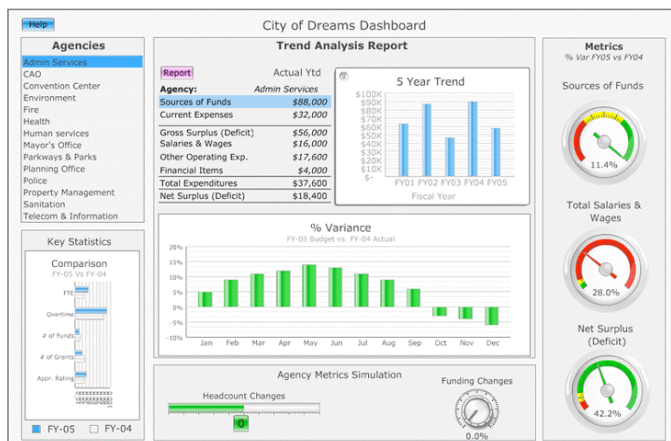
Holly A. Silver is senior counsel at Nestle North America in the area of employment law. In her duties as senior counsel, she is responsible for all employment law issues for the company nationwide. She has worked as employment law counsel in three major corporations and has an extensive knowledge of employment law issues in a corporate environment.

Prior to joining Nestlé, Ms. Silver was senior counsel for McDonnell-Douglas Corporation, where she conducted oversight of employment litigation cases and handled legal advice issues. Prior to that, Ms. Silver served as a senior attorney handling employment law advice and acted as trial counsel in the employment litigation area for Marriott Corporation.

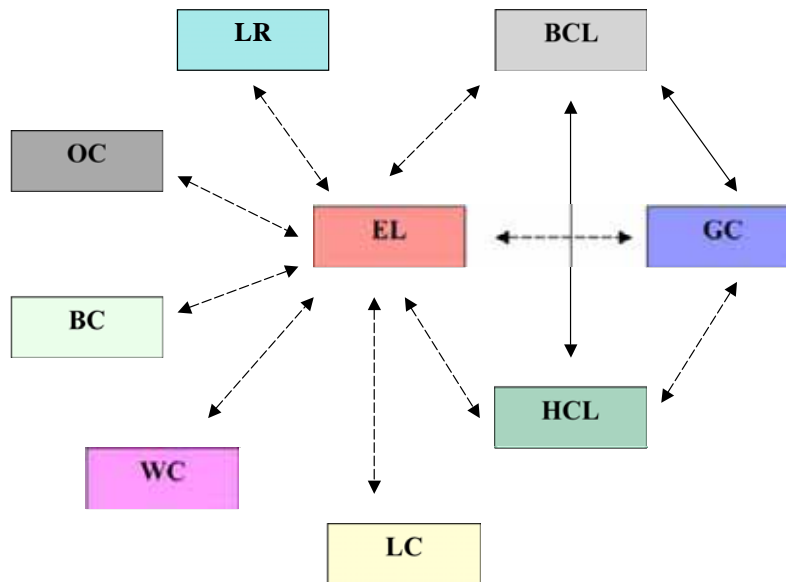
Ms. Silver has been a member of the board of directors of ACC's Southern California Chapter. In addition, she was on the board of directors and the executive committee of the Equal Employment Advisory Council in Washington DC for many years and was the chair of the board of directors.

Ms. Silver graduated magna cum laude from Mount Holyoke College and received her law degree from Georgetown University Law Center, where she was a member of Phi Delta Phi, legal honorary fraternity.

**EMPLOYMENT LAW TEAM  
SHARED SERVICES RELATIONSHIPS**



[http://www.solverusa.com/docs/Government\\_Financial\\_Dashbo.gif](http://www.solverusa.com/docs/Government_Financial_Dashbo.gif)



One Attorney's Journey Into Metrics  
Handout #1

- BCL - Business Clients
- EL - Employment Law Team
- GC - Shared Services General Counsels
- HCL - Human Resources Clients
- LC - Litigation Counsel
- LR - Labor Relations
- OC - OSHA Counsel
- BC - Benefits Counsel
- WC - Workers' Compensation

One Attorney's Journey Into Metrics  
Handout #2

**EMPLOYMENT LAW  
SHARED SERVICES PRINCIPLES**

BC	-	Benefits Counsel
BCL	-	Business Clients
EL	-	Employment Law Team
GC	-	Shared Services General Counsels
HCL	-	Human Resources Clients
LC	-	Litigation Counsel
LR	-	Labor Relations
OC	-	OSHA Counsel
WC	-	Workers' Compensation Counsel

**Overarching Principles**

- 1.
- 2.
- 3.

**EL Team Relationship with HCL**

- 4.
- 5.

**EL Team Relationship with GC**

- 6.
- 7.

**EL Team Relationship with BCL**

- 8.
- 9.

**EL Team Relationship with LC**

- 10.
- 11.

**EL Team Relationship with OC**

- 12.

**EL Team Relationship with BC**

- 13.

**EL Team Relationship with LR**

- 14.

**EL Team Relationship with WC**

- 15.



# Agenda

- One Attorney's Journey into Metrics
- Taking Small Steps Toward Metrics
- Shifting the Metrics on Ourselves -  
Measuring Effectiveness of the In-House  
Attorney through Client Satisfaction  
Surveys

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One Attorney's Journey Into Metrics  
Handout #3



## **One Attorney's Journey Into Metrics**

**Holly A. Silver**  
**Senior Counsel**  
**Nestlé USA, Inc.**

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## **About the Speaker**

- Detests reports
- Mathematically challenged
- No business education background
- Big picture focused
- Easily bored with details
- Considers herself very busy with “important legal work”

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## About the Presentation

Purpose: To open up the possibility that use of performance measurements and process tools for an in-house legal department can be a positive.

- Geared to lawyers who have some or all of the characteristics of the speaker
- Takes the business concepts to their most elementary level
- Tries to use the concepts in a manner to which lawyers can relate, even where it means giving up definitional precision
- Very, very top line use of business concepts



## About the Presentation (cont'd.)

This presentation is NOT:

- An authoritative analysis of any of the business concepts discussed
- An endorsement for any particular business approach
- An in-depth discussion of any particular types of metrics
- A mathematical/statistical model
- Boring



## Reasons Why In-House Counsel Should Not Have to Do Metrics

- 
- Lawyers are different from other parts of the company
- We came in-house so we did not have to do timesheets
- We do not like numbers - that's why we are lawyers
- It takes all our time to just do legal work
- Lawyers should focus on what we do best - the law

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## Dashboards

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## Dashboard

Originally, a “dashboard” was the upturned front of a horse-drawn chariot or wagon, which protected the driver from mud and debris thrown up by the horse’s hooves.

- Wikipedia



## “Dashboard” Concept

- Executives can have an “executive dashboard” from which to monitor and drive their companies
- Birds-eye view of business
- Increases the visibility of critical operations via data visualization - i.e. the central panel
- Packages data and highlights performance information for decision-making





## “Dashboard” Concept (cont’d.)

- Can be very complex
  - Digital
  - Colored lights - red/green/yellow
  - Alerts
  - Bar graphs, pie charts & gauges set up like a car dashboard
- See Handout #1



## Dashboard Benefits for Lawyers

- Ability to ID & adjust to trends
- Measure efficiencies
- Generate trend reports
- Better decisions
- Communication vehicle that business clients understand



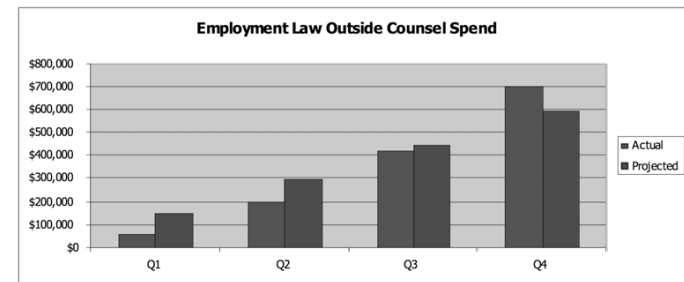
## Performance Dashboard for Lawyers - One Very Basic Example

Monitor outside counsel costs

- simple at its most basic level
- quarterly/monthly
- compare to budget
- forces budgetary discipline
- allows for adjustments to budget or to outside counsel practices
- no end-of-year surprises



Quarterly Employment Law Costs

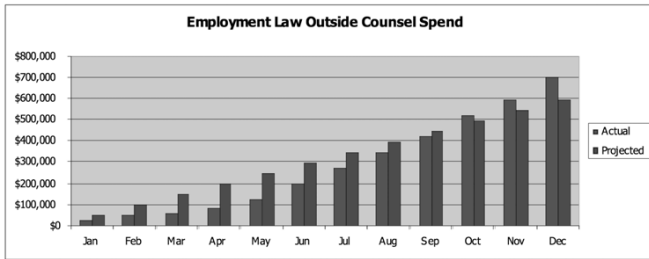


	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual	Monthly Budget	Monthly Actual
Jan	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Feb	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Mar	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Apr	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
May	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Jun	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Jul	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Aug	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Sep	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Oct	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Nov	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Dec	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Annual	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000

Hypothetical Data



Monthly Employment Law Costs



	Monthly Budget	Monthly Actual	Monthly Variance	Monthly Budget	Monthly Actual	Monthly Variance	YTD Budget	YTD Actual	YTD Variance
Jan	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0
Feb	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$150,000	\$150,000	\$0
Mar	\$150,000	\$150,000	\$0	\$150,000	\$150,000	\$0	\$300,000	\$300,000	\$0
Apr	\$200,000	\$200,000	\$0	\$200,000	\$200,000	\$0	\$450,000	\$450,000	\$0
May	\$250,000	\$250,000	\$0	\$250,000	\$250,000	\$0	\$700,000	\$700,000	\$0
Jun	\$300,000	\$300,000	\$0	\$300,000	\$300,000	\$0	\$1,000,000	\$1,000,000	\$0
Jul	\$350,000	\$350,000	\$0	\$350,000	\$350,000	\$0	\$1,350,000	\$1,350,000	\$0
Aug	\$400,000	\$400,000	\$0	\$400,000	\$400,000	\$0	\$1,750,000	\$1,750,000	\$0
Sep	\$450,000	\$450,000	\$0	\$450,000	\$450,000	\$0	\$2,200,000	\$2,200,000	\$0
Oct	\$500,000	\$550,000	-\$50,000	\$500,000	\$550,000	-\$50,000	\$2,700,000	\$2,750,000	-\$50,000
Nov	\$550,000	\$600,000	-\$50,000	\$550,000	\$600,000	-\$50,000	\$3,250,000	\$3,350,000	-\$100,000
Dec	\$600,000	\$700,000	-\$100,000	\$600,000	\$700,000	-\$100,000	\$3,850,000	\$4,050,000	-\$200,000
Total	\$3,850,000	\$4,050,000	-\$200,000	\$3,850,000	\$4,050,000	-\$200,000	\$3,850,000	\$4,050,000	-\$200,000

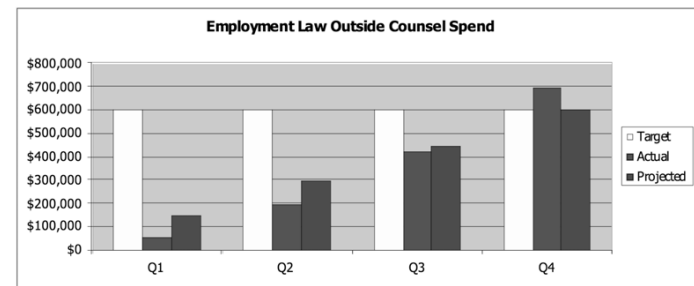
Hypothetical Data

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Quarterly Employment Law Costs



	Monthly Budget	Monthly Actual	Monthly Variance	Monthly Budget	Monthly Actual	Monthly Variance	YTD Budget	YTD Actual	YTD Variance
Q1	\$150,000	\$150,000	\$0	\$150,000	\$150,000	\$0	\$150,000	\$150,000	\$0
Q2	\$300,000	\$300,000	\$0	\$300,000	\$300,000	\$0	\$450,000	\$450,000	\$0
Q3	\$450,000	\$450,000	\$0	\$450,000	\$450,000	\$0	\$900,000	\$900,000	\$0
Q4	\$600,000	\$700,000	-\$100,000	\$600,000	\$700,000	-\$100,000	\$1,500,000	\$1,650,000	-\$150,000
Total	\$1,500,000	\$1,650,000	-\$150,000	\$1,500,000	\$1,650,000	-\$150,000	\$1,500,000	\$1,650,000	-\$150,000

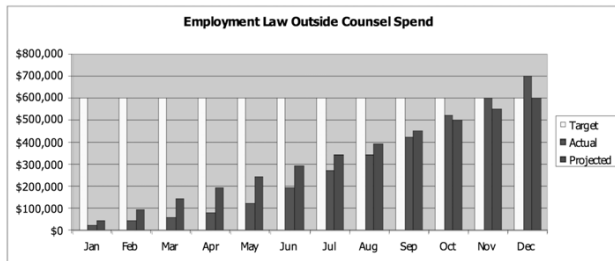
Hypothetical Data

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Monthly Employment Law Costs



	Monthly Budget	Monthly Actual	Monthly Variance	Monthly Budget	Monthly Actual	Monthly Variance	Annual Budget	Annual Actual	Annual Variance
Jan	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Feb	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Mar	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Apr	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
May	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Jun	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Jul	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Aug	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Sep	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Oct	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Nov	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Dec	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$1,200,000	\$1,200,000	\$0
Total	\$1,200,000	\$1,200,000	\$0	\$1,200,000	\$1,200,000	\$0	\$1,200,000	\$1,200,000	\$0

Hypothetical Data



## Why Do In-House Counsel Need a “Go to Market Strategy”?

- We are part of a business, like it or not
- We must show our value to the business
- If we are “different” we risk having our influence minimized
- In order to self-structure, we need to be able to show why our structure works
- If we want more assets, we have to be able to explain why in business terms



## How to Formulate a Go To Market Strategy

### One Approach

- Analyze your current process for delivery of legal services
- Find the weaknesses
- Generate the solutions



## How Do You Accomplish That Analysis?

### A first foray into Six Sigma...

- Six Sigma is a quality improvement program
- Originally used to cut waste
- 5 Steps
  - Selecting and prioritizing projects
  - Measuring performance
  - Analyzing processes
  - Improving and maximizing the processes
  - Monitoring and keeping the gains



## Process Mapping

### A Six Sigma Tool

- Mapping the current process and analyzing it gives great insight into areas of opportunity
- “Mapping” need not be taken literally
- Helps to identify value-added and non-value added legal work
- Shows areas of responsibility - gaps and overlaps
- Mapping the improved process helps to shape it from a concept into reality
- Mapping makes it easy for decision makers to understand



## Employment Law Team Process

- Charge: Give a report on the best way to deliver employment law services across multiple business units and operating companies
- Approach:
  - Did not use “pure” process mapping
  - Derived a process that was understandable for the Team
  - Analysis of the current delivery system
  - Charted the Team’s relationships with ALL its stakeholders
  - See Handout #2 for Chart



## Employment Law Team Process (cont'd.)

- The chart itself was a process
- Listed all the Team's interactions with each stakeholder and identified those which could use improvement
- Focused on those needing improvement, then listed possibilities for solutions - no limits



## Employment Law Team Process (cont'd.)

- Analyzed the solutions to find those most practical
- Determined critical principles for shared services
- Took 3 lawyers about 8-10 hours to complete a final product
- See Handout #3 for final product format



## **A Welcome Surprise - Process was extraordinarily helpful!**

- It gave us an approach to begin the project
- Immediately gave the project organization
- Helped us highlight the priorities
- Kept us focused
- Work product automatically became concise
- Gave us an understandable product

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## **Lessons Learned by the Speaker**

- Just being a good lawyer is not enough in today's business world
- Management expects lawyers to be business people as well
- Metrics do not always involve difficult mathematical concepts
- A lawyer can find metrics tools that work for them - there are many choices

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## Lessons Learned (cont'd.)

- 
- Do not be put off by business concepts that SOUND difficult - i.e. Six Sigma
- It is not necessary to learn the entire concept to use parts of it
- It is possible to adapt the process to a much easier and basic level for beginners
- Although a system like process mapping takes time at the front end, once you get going, it makes the task much more efficient



## Lessons Learned (cont'd.)

- 
- The work product using a tool like process mapping is FAR superior to doing it the way lawyers normally would - i.e. sitting and talking about it, taking notes, and writing a 20-page white paper
- Do not be afraid to try something new, just because it is a “business” model
- I am still mathematically challenged



## Taking Small Steps Toward Metrics

**Viet V. Le**  
**Assistant General Counsel**

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## About Avnet's Legal Department

- Global Legal Department with:
  - Specialists
  - General business lawyers
  - Contracts professionals
- Supporting 2 business operating groups, each with numerous divisions
- Old way – Legal Department expenses allocated at high level to business operating groups
  - Business partners have no details about what they pay for

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## Then came Shared Services

**Definition:**

**Shared services refers to the practice of business units, operating companies, and organizations deciding to share a common set of services rather than having a series of duplicate staff functions.**



## The Shared Services Concept

FOCUS ON ECONOMIES OF SCALE  
 Service Excellence  
 Consolidation of Transactional Administrative Work  
 Cost Effectiveness  
 Operations Savings



## Fundamentals of Shared Services

- Services are owned, paid for, and directed by clients; the clients are the businesses being served
- Focus is on what the clients want and need, not on what services the groups want to provide
- Clients are responsible for managing their demand for services and working with the service provider to lower cost
- Shared Services is established as a separate organization, not a part of any operating unit or corporate center activity



## Goals of Shared Services

- **Service-oriented: Employees know**
  - *Services they deliver*
  - *Customers (users, payers and stakeholders) served at the service level*
  - *Expectations, quality attributes and relative importance of each service*
- **Business-based: Employees know**
  - *Total service delivery costs*
  - *Staff time and resources expended on a service basis*
  - *Productivity and performance*
  - *External comparative rates of alternative service providers*
- **Contributors: Employees have**
  - *Service orientation towards internal customers*
  - *Technical competencies to perform their work*
  - *Value commitment to the vision and goals set forth*



## Shared Services Practices

The provision of leverageable services to meet customer requirements at agreed-upon performance standards by managing:

- **Work Definition** - delineating the work to be performed in terms activities.
- **Service-Based Costing** – deriving the total costs for each service and the drivers for each activity.
- **Process Reengineering** – rethinking how work can be done differently to produce improved results.
- **Performance Measurement** – tracking & reporting internal operating and customer based measures.
- **Organizational Modeling, Structure** – designing service areas to meet, exceed stated criteria and targets.



## What is ABM?

A methodology, tool and approach to capture operational costs and re-allocate them based on actual work patterns, or categories of work called 'services' and 'activities'.

### Examples:

- Negotiating a supplier contract
- Visiting a customer
- Drafting a customer contract



## The Value of ABM for Business Partners

- **More robust and richer information on usage of SBS services, enabling clients to:**
  - Manage costs and change their behavior to drive down volumes
  - Focus in most profitable areas
- **Business Partners are charged for actual usage versus some other arbitrary metric, such as staff count or revenue. This significantly reduces 'non-controllable' costs.**

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## Lessons Learned

- We can't get away from metrics
- Metrics are not all bad
- We have more visibility into where we spend our time
- Good tool for identifying processes that need to be re-engineered
- Good tool for allocation of resources

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## Lessons Learned

- Business partners have visibility into expenses that hit their P&L
- Allow more meaningful discussions with business partners about services we provide
- Allow business partners to shift resources to more profitable activities
- Support for additional headcounts
- Correct wasteful behavior
- Generate support for preventive measures

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## Shifting the Metrics on Ourselves

### Measuring Effectiveness of the In-House Attorney through Client Satisfaction Surveys

**Michelle D. Pinto**  
Corporate Counsel

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## Why a Survey?

- Top three complaints received by the Bar Associations?
  - Lawyer doesn't return phone calls
  - no communication with client on file status.
  - The lawyer won't turn over clients file.



## COMMUNICATING EXPECTATION LEVELS IS KEY!





## Survey Reliability

- Subjective Data
- Bound by response received

## No Perfect Measure But...

- Shows the importance of service to clients
- Useful in measuring progress (or lack of it) year over year
- Gauge's performance from client's perspective



## The Survey Gives Clients Ability to..

- Air specific grievances “discretely”
- Praise/complement outstanding performance
- Provides direct feedback to lawyers



## GAP Analysis Survey

- Measures Difference Between:
  - ⊖ Importance of a performance factor to the client; and
  - ⊖ Satisfaction the client has with the performance of that factor
  
- Example: Scale 0-10 (10 being excellent), e.g.,
  - ⊖ Factor - Job Knowledge:
    - Importance: 9
    - Satisfaction: 8
    - "GAP" is 1



## GAP Analysis Survey

- Gap Analysis:
  - ⊖ 0-1: Doing well; meeting client expectations
  - ⊖ 1-2: Okay but needs monitoring
  - ⊖ >2: Serious disconnect; action required
  - ⊖ "Negative gaps"



## Client Survey Details

- Survey Sent Electronically
- Survey Sample includes Mandatory and Elective Populations
  - “Anonymous” responses but can ID yourself
  - Considerable demographics requested
    - Permits drill down to isolate issues
  - Survey requests written feedback

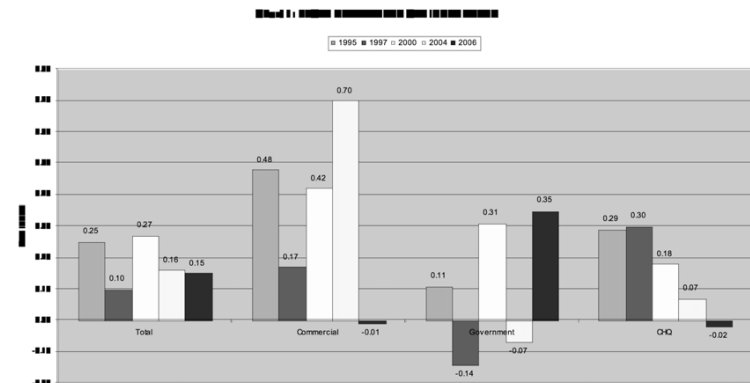
\*\*Overall results presented to both legal department and executive management teams

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## Annual Report of the Client Satisfaction Survey Results

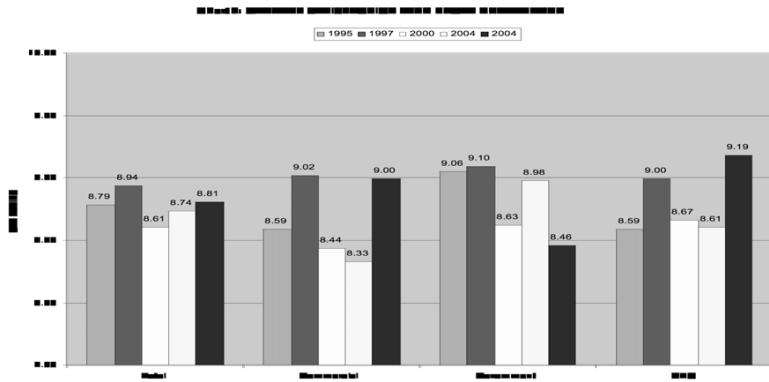


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### Annual Report of the Client Satisfaction Survey Results

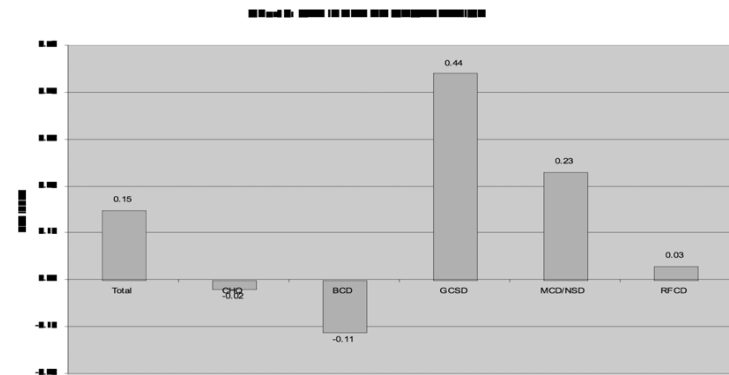


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### Annual Report of the Client Satisfaction Survey Results

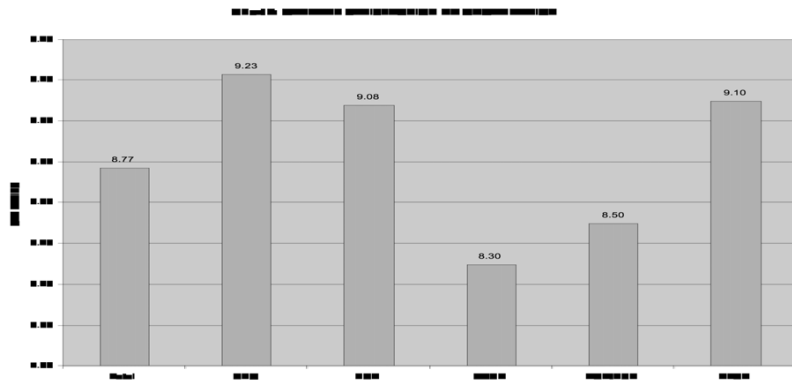


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### Annual Report of the Client Satisfaction Survey Results



### Lessons Learned

- Clients have their own definition of a “good” lawyer
- The survey form needed some tweaking
- Management expects lawyers to be business minded and performance based
- Outsourcing Data Analysis is a Lawyer’s best friend

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HARRIS PROPRIETARY INFORMATION

Date	Action
October	<ul style="list-style-type: none"> <li>➤ Attend Webinar on Legal Department Effectiveness</li> <li>➤ Create and Send Redline of Survey for GC review</li> </ul>
November	<ul style="list-style-type: none"> <li>➤ Review GC's suggested changes and incorporate into final survey document</li> <li>➤ Have FINAL survey ready for distribution</li> <li>➤ Request PO and terms (if any) from Business Solutions for total cost</li> </ul>
December	<ul style="list-style-type: none"> <li>➤ Request list of clients from Attorneys &amp; Paralegals for survey distribution</li> <li>➤ Compile client list and create listserv with Silva's help</li> </ul>
January	<ul style="list-style-type: none"> <li>➤ Distribute surveys to clients with deadline and periodically forward results to BIS for compilation &amp; analysis</li> </ul>
February	<ul style="list-style-type: none"> <li>➤ Send notice to clients to return surveys one week prior to actual deadline</li> <li>➤ BIS to analyze data, create results &amp; forward to GC for reporting</li> <li>➤ Receive Analysis and Results</li> <li>➤ Create a Powerpoint Presentation for LD quarterly meeting</li> </ul>
March	<ul style="list-style-type: none"> <li>➤ GC to present results at LD quarterly meeting</li> </ul>

*assuredcommunications™*

**ANNUAL REPORT OF  
CLIENT SATISFACTION  
SURVEY RESULTS**

**HARRIS  
LEGAL DEPARTMENT**

**FY 2006**

**PREPARED BY:**

BUSINESS IMPROVEMENT SOLUTIONS, INC.



HARRIS PROPRIETARY INFORMATION

CLIENT SATISFACTION SURVEY- HARRIS LEGAL FY2006  
QUESTIONS IN ORDER ASKED

	Answers	IMP	SAT	GAP	6	8	10
					----	----	90C
<b>SERVICE FACTORS</b>							
COURTESY	75	7.79	9.23-1.44	I--S	0.4		
ATTITUDE(USER FRIENDL	75	8.48	9.17-0.69	I-S	0.4		
PROFESSIONALISM	75	9.16	9.20-0.04	\$	0.2		
COOPERATION/FLEXIBILI	75	9.20	8.97 0.23	SI	0.3		
JOB KNOWLEDGE	74	9.70	8.86 0.84	S-I	0.3		
COMMUNICATION SKILLS	75	9.16	8.81 0.35	SI	0.3		
JUDGMENT	75	9.39	8.83 0.56	SI	0.3		
PRACTICAL	73	8.96	8.56 0.40	\$	0.3		
ABILITY TO LISTEN	75	9.11	8.91 0.20	SI	0.2		
APPROACHABLE/PERSONAB	75	8.40	9.16-0.76	I-S	0.3		
HELPFULNESS	75	9.21	8.97 0.24	SI	0.3		
RESOURCEFULNESS	74	8.85	8.61 0.24	\$	0.2		
COST CONSCIOUSNESS	61	8.10	8.38-0.28	IS	0.3		
TIMELINESS IN GENERAL	75	9.28	8.56 0.72	SI	0.3		
RESP-BY TELEPHONE	72	8.65	8.44 0.21	SI	0.3		
RESP-BY EMAIL	73	9.03	8.62 0.41	\$	0.3		
RESP-BY CORRESPONDENC	55	8.16	8.53-0.37	IS	0.3		
RESP-BY PERSON	66	8.48	8.56-0.08	IS	0.4		
<b>PERFORMANCE FACTORS</b>							
ABILITY/EXPERTISE	72	9.32	8.81 0.51	SI	0.2		
ACCURACY	72	9.62	9.26 0.36	SI	0.2		
USEFULNESS/DELIVERY	72	9.36	8.92 0.44	SI	0.3		
ATTN TO DETAIL/THOROU	72	9.39	9.00 0.39	SI	0.2		
INVOLVEMENT WILLINGNE	72	9.11	8.94 0.17	SI	0.3		
ACCESSIBILITY	72	9.11	8.67 0.44	SI	0.3		
FOLLOW-UP	72	9.06	8.49 0.57	S-I	0.3		
RESULTS ORIENTED	68	9.12	8.81 0.31	SI	0.3		
QUAL-VERBAL ADVISE	69	9.23	8.80 0.43	SI	0.2		
QUAL-WRITTEN WORK	67	9.25	8.79 0.46	SI	0.3		
QUAL-PRESENTATIONS	54	8.56	8.63-0.07	\$	0.3		
QUAL-NEGOTIATIONS	50	9.00	8.90 0.10	\$	0.2		
VALUE ADDED-BUS OBJ	67	9.00	8.67 0.33	\$	0.2		
VALUE ADDED-TEAMING	67	9.09	8.69 0.40	SI	0.3		
<b>LEGAL AREAS</b>							
ACQUISITIONS/DIVESTIT	27	8.56	8.93-0.37	\$	0.7		
COMM SALES/PURCH CONT	43	9.23	8.84 0.39	SI	0.3		
COPYRIGHT/TRADE MARKS	30	8.60	8.80-0.20	\$	0.2		
CORP GOVERNANCE	28	8.29	8.57-0.28	IS	0.4		
EMPLOY/LABOR LAW	41	8.76	8.68 0.08	\$	0.3		
ENVIRONMENTAL	24	8.25	8.37-0.12	\$	0.3		
ERISA/EMPLOY BENEFITS	27	8.19	8.41-0.22	IS	0.5		
GOVNS CONTRACTS	40	9.40	8.73 0.67	SI	0.4		
IMMIGRATION	16	7.31	7.87-0.56	I-S	0.5		
INTEL PROPERTY LIC	42	8.98	8.64 0.34	\$	0.4		
INTL TRANSACTIONS	43	8.84	8.28 0.56	SI	0.4		
LITIGATION	27	8.81	9.00-0.19	\$	0.4		
PATENTS:	29	8.34	8.21 0.13	SI	0.5		
REAL ESTATE	20	8.40	8.50-0.10	\$	0.4		
GENERAL LEGAL ADVICE	65	9.11	9.03 0.08	SI	0.3		
TRAINING(LEGAL/COMPLI	58	8.34	8.22 0.12	SI	0.4		
PROACTIVE COUNSELING	55	8.29	8.15 0.14	SI	0.4		
ROLE MODEL/CONDUCT,CO	63	9.05	9.30-0.25	IS	0.2		
						6	8 10
						----	----

Averages: IMP = 8.92, SAT = 8.77, GAP = 0.15  
Customer satisfaction index (for all questions) = 98.3

HARRIS PROPRIETARY INFORMATION

Questions Sorted By GAP

	Answers	IMP	SAT	GAP	6	8	10
					----	----	90C
JOB KNOWLEDGE	74	9.70	8.86 0.84	S-I	0.3		
TIMELINESS IN GENERAL	75	9.28	8.56 0.72	SI	0.3		
GOVNS CONTRACTS	40	9.40	8.73 0.67	SI	0.4		
FOLLOW-UP	72	9.06	8.49 0.57	S-I	0.3		
JUDGMENT	75	9.39	8.83 0.56	SI	0.3		
INTL TRANSACTIONS	43	8.84	8.28 0.56	SI	0.4		
ABILITY/EXPERTISE	72	9.32	8.81 0.51	SI	0.2		
QUAL-WRITTEN WORK	67	9.25	8.79 0.46	SI	0.3		
USEFULNESS/DELIVERY	72	9.36	8.92 0.44	SI	0.3		
ACCESSIBILITY	72	9.11	8.67 0.44	SI	0.3		
QUAL-VERBAL ADVISE	69	9.23	8.80 0.43	SI	0.2		
RESP-BY EMAIL	73	9.03	8.62 0.41	\$	0.3		
VALUE ADDED-TEAMING	67	9.09	8.69 0.40	SI	0.3		
PRACTICAL	73	8.96	8.56 0.40	\$	0.3		
COMM SALES/PURCH CONT	43	9.23	8.84 0.39	SI	0.3		
ATTN TO DETAIL/THOROU	72	9.39	9.00 0.39	SI	0.2		
ACCURACY	72	9.62	9.26 0.36	SI	0.2		
COMMUNICATION SKILLS	75	9.16	8.81 0.35	SI	0.3		
INTEL PROPERTY LIC	42	8.98	8.64 0.34	\$	0.4		
VALUE ADDED-BUS OBJ	67	9.00	8.67 0.33	\$	0.2		
RESULTS ORIENTED	68	9.12	8.81 0.31	SI	0.3		
RESOURCEFULNESS	74	8.85	8.61 0.24	\$	0.2		
HELPFULNESS	75	9.21	8.97 0.24	SI	0.3		
COOPERATION/FLEXIBILI	75	9.20	8.97 0.23	SI	0.3		
RESP-BY TELEPHONE	72	8.65	8.44 0.21	SI	0.3		
ABILITY TO LISTEN	75	9.11	8.91 0.20	SI	0.2		
INVOLVEMENT WILLINGNE	72	9.11	8.94 0.17	SI	0.3		
PROACTIVE COUNSELING	55	8.29	8.15 0.14	SI	0.4		
PATENTS:	29	8.34	8.21 0.13	SI	0.5		
TRAINING(LEGAL/COMPLI	58	8.34	8.22 0.12	SI	0.4		
QUAL-NEGOTIATIONS	50	9.00	8.90 0.10	\$	0.2		
GENERAL LEGAL ADVICE	65	9.11	9.03 0.08	SI	0.3		
EMPLOY/LABOR LAW	41	8.76	8.68 0.08	\$	0.3		
PROFESSIONALISM	75	9.16	9.20-0.04	\$	0.2		
QUAL-PRESENTATIONS	54	8.56	8.63-0.07	\$	0.3		
RESP-BY PERSON	66	8.48	8.56-0.08	IS	0.4		
REAL ESTATE	20	8.40	8.50-0.10	\$	0.4		
ENVIRONMENTAL	24	8.25	8.37-0.12	\$	0.3		
LITIGATION	27	8.81	9.00-0.19	\$	0.4		
COPYRIGHT/TRADE MARKS	30	8.60	8.80-0.20	\$	0.2		
ERISA/EMPLOY BENEFITS	27	8.19	8.41-0.22	IS	0.5		
ROLE MODEL/CONDUCT,CO	63	9.05	9.30-0.25	IS	0.2		
COST CONSCIOUSNESS	61	8.10	8.38-0.28	IS	0.3		
CORP GOVERNANCE	28	8.29	8.57-0.28	IS	0.4		
RESP-BY CORRESPONDENC	55	8.16	8.53-0.37	IS	0.3		
ACQUISITIONS/DIVESTIT	27	8.56	8.93-0.37	\$	0.7		
IMMIGRATION	16	7.31	7.87-0.56	I-S	0.5		
ATTITUDE(USER FRIENDL	75	8.48	9.17-0.69	I-S	0.4		
APPROACHABLE/PERSONAB	75	8.40	9.16-0.76	I-S	0.3		
COURTESY	75	7.79	9.23-1.44	I--S	0.4		
						6	8 10
						----	----

Averages: IMP = 8.92, SAT = 8.77, GAP = 0.15  
Customer satisfaction index (for all questions) = 98.3

HARRIS PROPRIETARY INFORMATION

Questions Sorted By Importance

	Answers	IMP	SAT	GAP	6	8	10	
					----	----	90C	
JOB KNOWLEDGE	74	9.70	8.86	0.84		S-I	0.3	
ACCURACY	72	9.62	9.26	0.36		SI	0.2	
GOVN CONTRACTS	40	9.40	8.73	0.67		SI	0.4	
ATTN TO DETAIL/THOROU	72	9.39	9.00	0.39		SI	0.2	
JUDGMENT	75	9.39	8.83	0.56		SI	0.3	
USEFULNESS/DELIVERY	72	9.36	8.92	0.44		SI	0.3	
ABILITY/EXPERTISE	72	9.32	8.81	0.51		SI	0.2	
TIMELINESS IN GENERAL	75	9.28	8.56	0.72		SI	0.3	
QUAL-WRITTEN WORK	67	9.25	8.79	0.46		SI	0.3	
COMM SALES/PURCH CONT	43	9.23	8.84	0.39		SI	0.3	
QUAL-VERBAL ADVISE	69	9.23	8.80	0.43		SI	0.2	
HELPPFULNESS	75	9.21	8.97	0.24		SI	0.3	
COOPERATION/FLEXIBILI	75	9.20	8.97	0.23		SI	0.3	
PROFESSIONALISM	75	9.16	9.20	-0.04		\$	0.2	
COMMUNICATION SKILLS	75	9.16	8.81	0.35		SI	0.3	
RESULTS ORIENTED	68	9.12	8.81	0.31		SI	0.3	
INVOLVEMENT WILLINGNE	72	9.11	8.94	0.17		SI	0.3	
ACCESSIBILITY	72	9.11	8.67	0.44		SI	0.3	
GENERAL LEGAL ADVICE	65	9.11	9.03	0.08		SI	0.3	
ABILITY TO LISTEN	75	9.11	8.91	0.20		SI	0.2	
VALUE ADDED-TEAMING	67	9.09	8.69	0.40		SI	0.3	
FOLLOW-UP	72	9.06	8.49	0.57		S-I	0.3	
ROLE MODEL/CONDUCT,CO	63	9.05	9.30	-0.25		IS	0.2	
RESP-BY EMAIL	73	9.03	8.62	0.41		\$	0.3	
QUAL-NEGOTIATIONS	50	9.00	8.90	0.10		\$	0.2	
VALUE ADDED-BUS OBJ	67	9.00	8.67	0.33		\$	0.2	
INTEL PROPERTY LIC	42	8.98	8.64	0.34		\$	0.4	
PRACTICAL	73	8.96	8.56	0.40		\$	0.3	
RESOURCEFULNESS	74	8.85	8.61	0.24		\$	0.2	
INTL TRANSACTIONS	43	8.84	8.28	0.56		SI	0.4	
LITIGATION	27	8.81	9.00	-0.19		\$	0.4	
EMPLOY/LABOR LAW	41	8.76	8.68	0.08		\$	0.3	
RESP-BY TELEPHONE	72	8.65	8.44	0.21		SI	0.3	
COPYRIGHT/TRADE MARKS	30	8.60	8.80	-0.20		\$	0.2	
QUAL-PRESENTATIONS	54	8.56	8.63	-0.07		\$	0.3	
ACQUISITIONS/DIVESTIT	27	8.56	8.93	-0.37		\$	0.7	
RESP-BY PERSON	66	8.48	8.56	-0.08		IS	0.4	
ATTITUDE(USER FRIENDL	75	8.48	9.17	-0.69		I-S	0.4	
APPROACHABLE/PERSONAB	75	8.40	9.16	-0.76		I-S	0.3	
REAL ESTATE	20	8.40	8.50	-0.10		\$	0.4	
PATENTS:	29	8.34	8.21	0.13		SI	0.5	
TRAINING(LEGAL/COMPLI	58	8.34	8.22	0.12		SI	0.4	
PROACTIVE COUNSELING	55	8.29	8.15	0.14		SI	0.4	
CORP GOVERNANCE	28	8.29	8.57	-0.28		IS	0.4	
ENVIRONMENTAL	24	8.25	8.37	-0.12		\$	0.3	
ERISA/EMPLOY BENEFITS	27	8.19	8.41	-0.22		IS	0.5	
RESP-BY CORRESPONDENC	55	8.16	8.53	-0.37		IS	0.3	
COST CONSCIOUSNESS	61	8.10	8.38	-0.28		IS	0.3	
COURTESY	75	7.79	9.23	-1.44		I--S	0.4	
IMMIGRATION	16	7.31	7.87	-0.56		I-S	0.5	

Averages: IMP = 8.92, SAT = 8.77, GAP = 0.15

Customer satisfaction index (for all questions) = 98.3

HARRIS PROPRIETARY INFORMATION

Questions Sorted By Satisfaction

	Answers	IMP	SAT	GAP	6	8	10	
					----	----	90C	
ROLE MODEL/CONDUCT,CO	63	9.05	9.30	-0.25		IS	0.2	
ACCURACY	72	9.62	9.26	0.36		SI	0.2	
COURTESY	75	7.79	9.23	-1.44		I--S	0.4	
PROFESSIONALISM	75	9.16	9.20	-0.04		\$	0.2	
ATTITUDE(USER FRIENDL	75	8.48	9.17	-0.69		I-S	0.4	
APPROACHABLE/PERSONAB	75	8.40	9.16	-0.76		I-S	0.3	
GENERAL LEGAL ADVICE	65	9.11	9.03	0.08		SI	0.3	
ATTN TO DETAIL/THOROU	72	9.39	9.00	0.39		SI	0.2	
LITIGATION	27	8.81	9.00	-0.19		\$	0.4	
COOPERATION/FLEXIBILI	75	9.20	8.97	0.23		SI	0.3	
HELPPFULNESS	75	9.21	8.97	0.24		SI	0.3	
INVOLVEMENT WILLINGNE	72	9.11	8.94	0.17		SI	0.3	
ACQUISITIONS/DIVESTIT	27	8.56	8.93	-0.37		\$	0.7	
USEFULNESS/DELIVERY	72	9.36	8.92	0.44		SI	0.3	
ABILITY TO LISTEN	75	9.11	8.91	0.20		SI	0.2	
QUAL-NEGOTIATIONS	50	9.00	8.90	0.10		\$	0.2	
JOB KNOWLEDGE	74	9.70	8.86	0.84		S-I	0.3	
COMM SALES/PURCH CONT	43	9.23	8.84	0.39		SI	0.3	
JUDGMENT	75	9.39	8.83	0.56		SI	0.3	
COMMUNICATION SKILLS	75	9.16	8.81	0.35		SI	0.3	
RESULTS ORIENTED	68	9.12	8.81	0.31		SI	0.3	
ABILITY/EXPERTISE	72	9.32	8.81	0.51		SI	0.2	
COPYRIGHT/TRADE MARKS	30	8.60	8.80	-0.20		\$	0.2	
QUAL-VERBAL ADVISE	69	9.23	8.80	0.43		SI	0.2	
QUAL-WRITTEN WORK	67	9.25	8.79	0.46		SI	0.3	
GOVN CONTRACTS	40	9.40	8.73	0.67		SI	0.4	
VALUE ADDED-TEAMING	67	9.09	8.69	0.40		SI	0.3	
EMPLOY/LABOR LAW	41	8.76	8.68	0.08		\$	0.3	
VALUE ADDED-BUS OBJ	67	9.00	8.67	0.33		\$	0.2	
ACCESSIBILITY	72	9.11	8.67	0.44		SI	0.3	
INTEL PROPERTY LIC	42	8.98	8.64	0.34		\$	0.4	
QUAL-PRESENTATIONS	54	8.56	8.63	-0.07		\$	0.3	
RESP-BY EMAIL	73	9.03	8.62	0.41		\$	0.3	
RESOURCEFULNESS	74	8.85	8.61	0.24		\$	0.2	
CORP GOVERNANCE	28	8.29	8.57	-0.28		IS	0.4	
PRACTICAL	73	8.96	8.56	0.40		\$	0.3	
RESP-BY PERSON	66	8.48	8.56	-0.08		IS	0.4	
TIMELINESS IN GENERAL	75	9.28	8.56	0.72		SI	0.3	
RESP-BY CORRESPONDENC	55	8.16	8.53	-0.37		IS	0.3	
REAL ESTATE	20	8.40	8.50	-0.10		\$	0.4	
FOLLOW-UP	72	9.06	8.49	0.57		S-I	0.3	
RESP-BY TELEPHONE	72	8.65	8.44	0.21		SI	0.3	
ERISA/EMPLOY BENEFITS	27	8.19	8.41	-0.22		IS	0.5	
COST CONSCIOUSNESS	61	8.10	8.38	-0.28		IS	0.3	
ENVIRONMENTAL	24	8.25	8.37	-0.12		\$	0.3	
INTL TRANSACTIONS	43	8.84	8.28	0.56		SI	0.4	
TRAINING(LEGAL/COMPLI	58	8.34	8.22	0.12		SI	0.4	
PATENTS:	29	8.34	8.21	0.13		SI	0.5	
PROACTIVE COUNSELING	55	8.29	8.15	0.14		SI	0.4	
IMMIGRATION	16	7.31	7.87	-0.56		I-S	0.5	

Averages: IMP = 8.92, SAT = 8.77, GAP = 0.15

Customer satisfaction index (for all questions) = 98.3



HARRIS PROPRIETARY INFORMATION



**Harris Legal Department  
Client Satisfaction Survey  
FY'2008**

The Harris Legal Department is committed to providing timely and high quality legal services to each and every one of its clients throughout the company. Our Vision and Mission Statements are as follows:

**VISION STATEMENT**

To be a High Quality Provider of Professional, Cost Effective, Proactive and Responsive Legal Services to our Clients

**MISSION STATEMENT**

To Provide Quality Legal Services Responsive to our Client's Business Objectives

The Legal Department continuously attempts to find ways to improve its services to our clients. One important way we have identified to improve our legal services is to ask you – our clients – to provide input directly to us.

Attached is a short Client Satisfaction Survey. The Legal Department would like to obtain your input to assist us in assessing your satisfaction with our current level of legal services and to help us identify areas where we can improve.

**Please note that comments will not be shared with the members of the department. Only the cumulative data will be presented to the department for review.**

Please complete this survey at your earliest opportunity. To facilitate the process, please return the completed survey electronically to: [lmuradal@harris.com](mailto:lmuradal@harris.com) or [mpinto01@harris.com](mailto:mpinto01@harris.com).

We would appreciate your returning a completed survey by **February 3, 2008**.

Thank you for your participation and cooperation.

HARRIS PROPRIETARY INFORMATION

**CLIENT SATISFACTION SURVEY  
HARRIS CORPORATION LEGAL DEPARTMENT  
2008**

Part I **RECIPIENT INFORMATION:** Please check (v) your division, country, functional organization, title and category.

<b>A. Division/Operating Unit</b>	<b>C. Functional Organization</b>	<b>D. Title</b>
<input type="checkbox"/> BCD/Transmission	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> BCD/Leitch		
<input type="checkbox"/> BCD/Software Systems	Administration/Support	Corporate Officer
<input type="checkbox"/> CHQ	Contracts/Subcontracts	Division President
<input type="checkbox"/> GCSD/Civil	Employee Benefits	Division VP-GM
<input type="checkbox"/> GCSD/DOD	Engineering	Vice President
<input type="checkbox"/> GCSD/National	Environmental Health & Safety	Director
<input type="checkbox"/> GCSD/HLS	Finance/Accounting	Sr. Manager
<input type="checkbox"/> GCSD/HTSC		
<input type="checkbox"/> GCSD/HOIS	General Management	Manager
<input type="checkbox"/> GCSD/MCS	Human Resources	Supervisor
<input type="checkbox"/> MCD (incl. NSD)	Information Services	Individual Contributor
<input type="checkbox"/> RFCD	Manufacturing	Other –
<input type="checkbox"/> Other _____	Procurement / Purchasing	
<b>B. Country</b>	Product Management	<b>E. Employee Category</b>
_____	Program Management	<input type="checkbox"/> Exempt
	Sales/Mktg/Business Dev.	<input type="checkbox"/> Non-Exempt
	Other	

**F. Your Name (Optional):** \_\_\_\_\_

PARTS II - V. **RATINGS:** Using the scale below, indicate how important ("IMP") each factor is to you and how satisfied ("SAT") you are with it. If a factor is non-applicable to you, please indicate in the appropriate column. **Please use whole numbers only.**

Not Important Very Important  
 0 — 1 — 2 — 3 — 4 — 5 — 6 — 7 — 8 — 9 — 10  
 Highly Dissatisfied Highly Satisfied

PART II

Service Factors:	IMP 0 - 10	SAT 0 - 10	Not Applicable	Comments (You are encouraged to identify the function(s) within the Legal Department you rely upon.)
1. Professionalism				
2. Cooperation/Flexibility/Helpfulness				
3. Job knowledge				
4. Communication Skills				
5. Judgment				

HARRIS PROPRIETARY INFORMATION

6. Practicality				
7. Ability to Listen				
8. Cost Consciousness				
9. Timeliness				
10. Usefulness/delivery of requested information				
11. Attention to detail/thoroughness				
12. Willingness to get involved				
13. Accessibility				
14. Follow-up				
15. Results oriented				

<b>Please Rank the Quality of:</b>				
16. Verbal Advice				
17. Written Work Product				
18. Presentation				
19. Contributions during negotiations				
<b>Value added:</b>				
20. By the Legal Department to your business objectives				
21. As a critical participant on your team.				
<b>Counsel/Advice/Research:</b>				
22. Training (Legal & Compliance)				
23. Proactive Counseling				
24. Role Model for Business Conduct & Compliance Matters				
<b>Legal Department Website: Is this covered below?</b>				

SAT

HARRIS PROPRIETARY INFORMATION

25. What is your overall level of satisfaction with the Legal Department? (Please rate from 1-10 with 1 being the least satisfied and 10 being the most satisfied)

26. What is the primary legal practice from which you seek legal advice?

- Acquisitions/Divestitures
- Commercial Sales/Purchase/Contracts
- Copyright/Trademarks
- Corporate Governance
- Employment/Labor law
- Environmental, Health & Safety
- ERISA/Employee Benefits
- Government Contracts
- Immigration
- Intellectual Property Licensing
- International Transactions
- Litigation
- Patents
- Real Estate
- Other: \_\_\_\_\_

27. Have you visited the legal department web site?	_____ YES	_____ NO
28. Did you find it useful?	_____ YES	_____ NO

29. Do you have any comments or suggestions as to how the Legal Department can improve its services to you?

Comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Please direct any questions to Michelle Pinto at [mpinto01@harris.com](mailto:mpinto01@harris.com) or Gene Cavallucci at [gcavallu@harris.com](mailto:gcavallu@harris.com) .

Please return this completed form to Lizette Muradali [lmuradal@harris.com](mailto:lmuradal@harris.com) or Michelle Pinto at [mpinto01@harris.com](mailto:mpinto01@harris.com) by **February 3, 2008**.

**Thank you for your participation!**