

2012 BENCHMARKING REPORT

An Overview of In-House Pro Bono | March 2013



CORPORATE
PRO BONO

© 2013 by Pro Bono Institute. This report may not be reproduced in whole or in part without the prior written consent of Corporate Pro Bono.

INTRODUCTION

The momentum for in-house legal pro bono has grown tremendously in the last ten years. During this time, [Corporate Pro Bono](#) (CPBO), a partnership project of the [Pro Bono Institute](#) and the [Association of Corporate Counsel](#), has worked with more than 500 legal departments and ACC Chapters, helping them grow, develop, and expand in-house pro bono programs and offerings for their legal staff and chapter members.

The report includes responses from 50 legal departments and highlights several key trends in in-house pro bono that CPBO has observed in 2012. As in-house pro bono evolves, CPBO will regularly expand and update these materials. CPBO extends its appreciation and thanks to those departments that participated in the survey and commends them for their commitment to pro bono service.

For more information about this benchmarking report or for general information about in-house pro bono, please contact Corporate Pro Bono at cpbo@probonoinst.org.

CONTENTS

Company Overview	Page 3	Pro Bono Partnerships	Page 10	Pro Bono Representation	Page 17
Program Administration	Page 5	Global Pro Bono	Page 12	Communications	Page 18
Policy Details	Page 7	Pro Bono Projects	Page 13	Pro Bono Budgets	Page 20
Malpractice Insurance	Page 9	Pro Bono Metrics	Page 16		

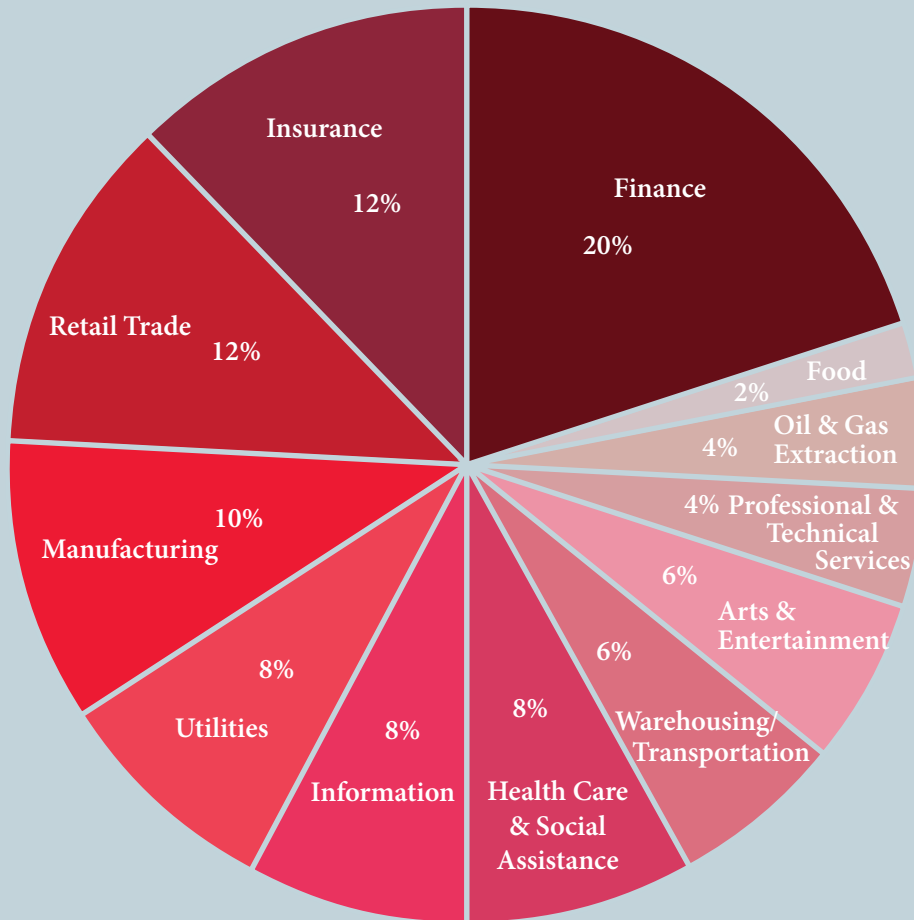
Departments

The following legal departments completed the survey.

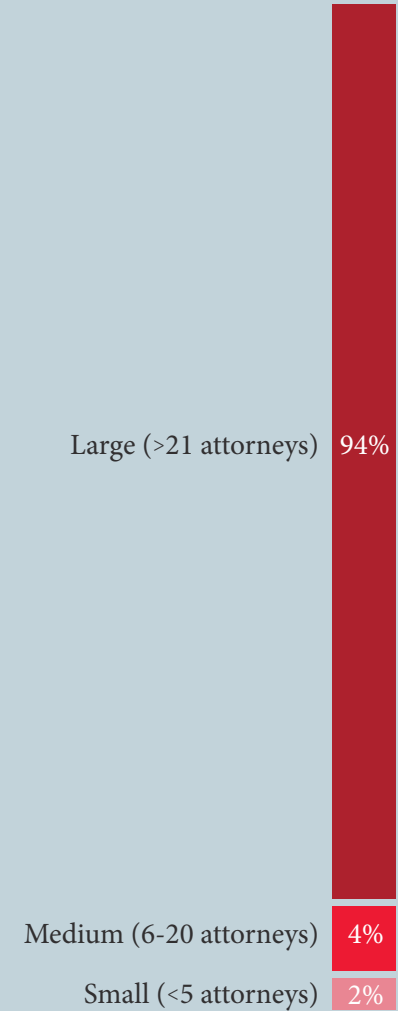
Alaska Airlines, Inc.	JPMorgan Chase & Co.
Allstate Insurance Company	Massachusetts Mutual Life
American Express Company	Insurance Company
American International Group, Inc.	Mayo Clinic
Aon Corporation	McDonald's Corporation
Bank of America Corporation	Medtronic, Inc.
The Bank of New York Mellon	Merck & Co., Inc.
Corporation	MetLife, Inc.
Cargill, Incorporated	Microsoft Corporation
Caterpillar Inc.	Nationwide Mutual Insurance
CBS Corporation	Company
CIGNA Corporation	Office Depot, Inc.
Cisco Systems, Inc.	Pacific Gas and Electric Company
The Clorox Company	The Pep Boys-Manny, Moe & Jack
Deere & Company	Prudential Financial, Inc.
Deloitte	Royal Bank of Canada
Discover Financial Services	Target Corporation
Duke Energy Corporation	Time Warner Inc.
DuPont	U.S. Bancorp
Exelon Corporation	UBS Financial Services Inc.
Exxon Mobil Corporation	United Continental Holdings, Inc.
Ford Motor Company	United Parcel Service, Inc.
The Gap, Inc.	UnitedHealth Group Incorporated
General Electric Company	Verizon Communications Inc.
Hewlett-Packard Company	Viacom Inc.
International Business Machines	Wal-Mart Stores, Inc.
Corporation	The Williams Companies, Inc.

COMPANY OVERVIEW

Industry or Service Sector

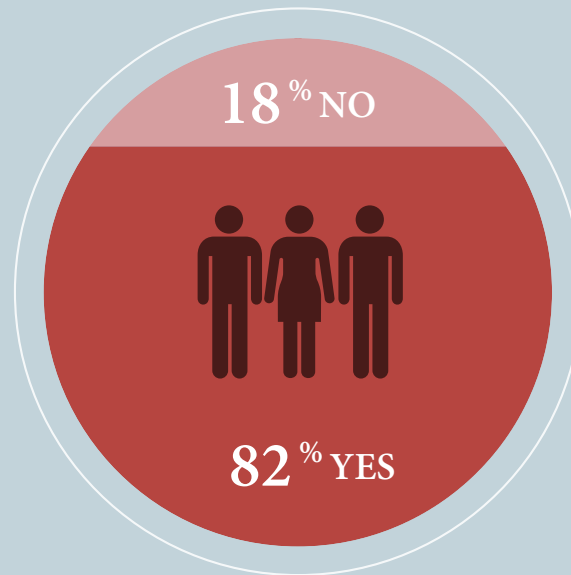


Legal Department Size



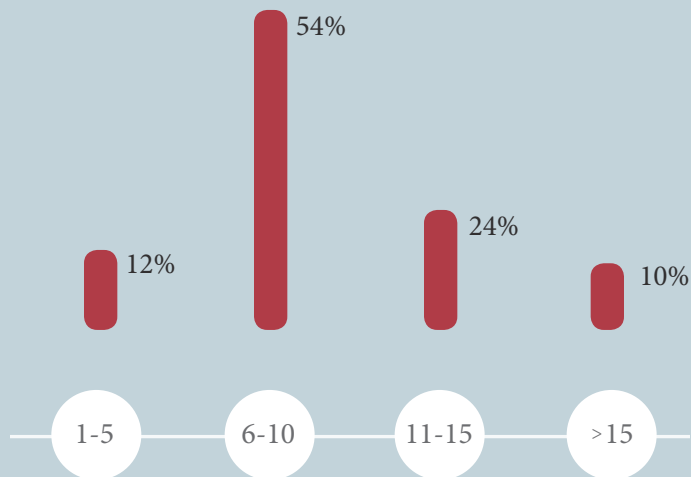
Managed by Pro Bono Committee

Does your legal department have a pro bono committee?



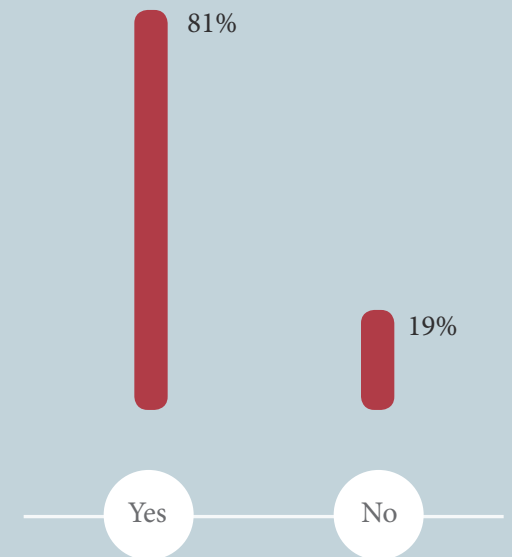
Committee Members

How many members comprise the pro bono committee?



Committee Chair / Co-Chairs

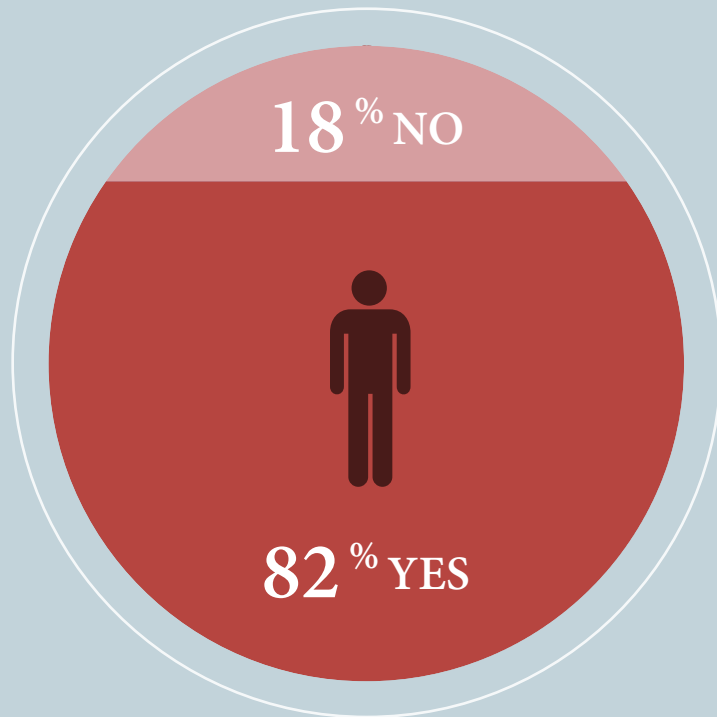
Does your legal department have a committee chair/co-chairs?



PROGRAM ADMINISTRATION

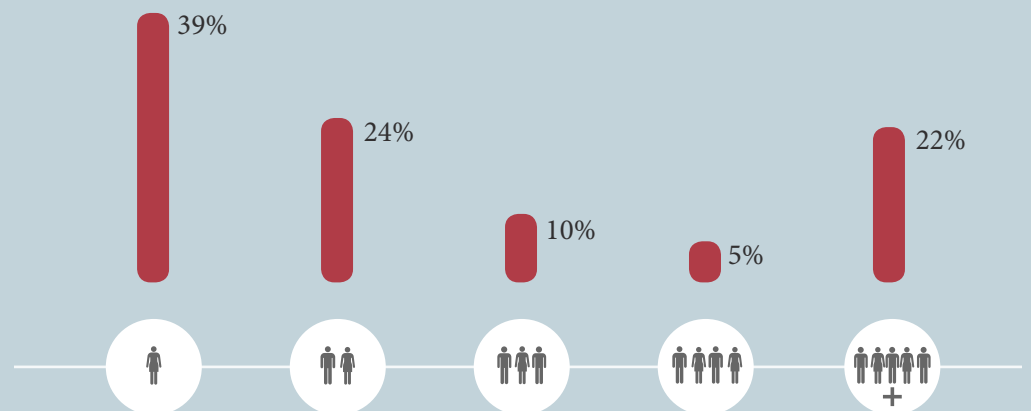
Pro Bono Coordinator

Does your legal department have a pro bono coordinator(s)?



Number of Coordinators

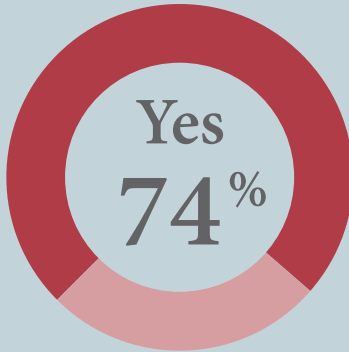
How many coordinators does your legal department have?



POLICY DETAILS

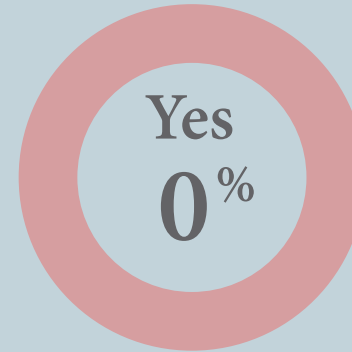
Pro Bono Policy

Does your legal department have a written pro bono policy?



Mandatory Pro Bono

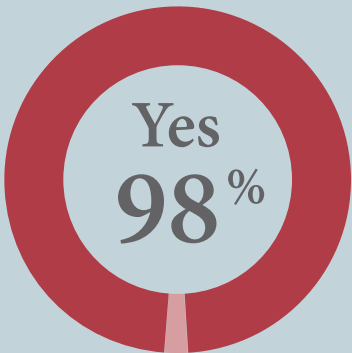
Is participation in your legal department's pro bono program mandatory?



0% OF LEGAL DEPARTMENTS HAVE MANDATORY PRO BONO PROGRAMS

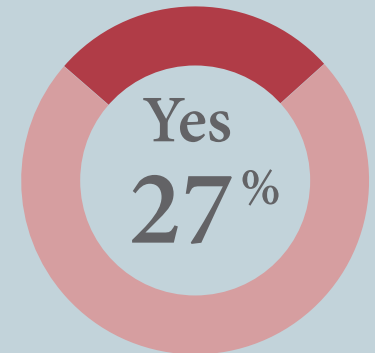
Non-Attorney Participation

Do non-attorneys participate in the pro bono program?



Factor in Evaluations

Is pro bono work used as a factor in evaluations, advancement, or bonuses?



POLICY DETAILS

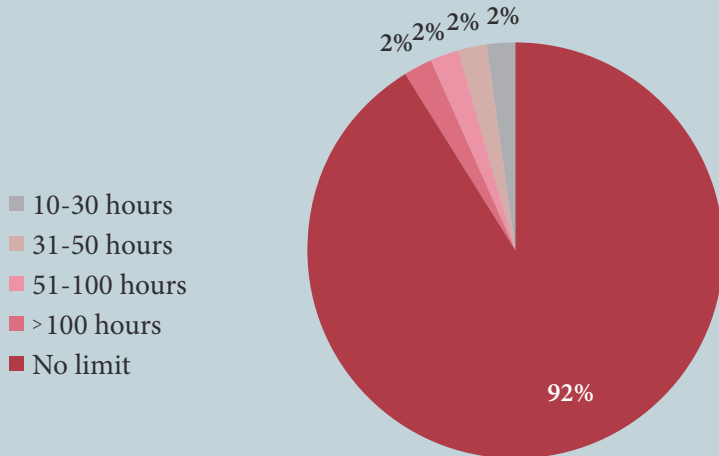
Pro Bono Hours

Are members of the legal department permitted to do pro bono during normal work hours?



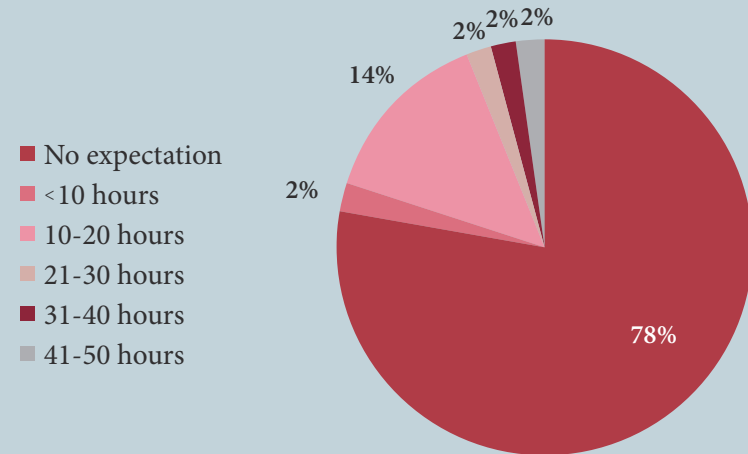
Annual Limit of Pro Bono Hours

Is there an annual limit on the hours spent on pro bono?



Expectation of Pro Bono Hours

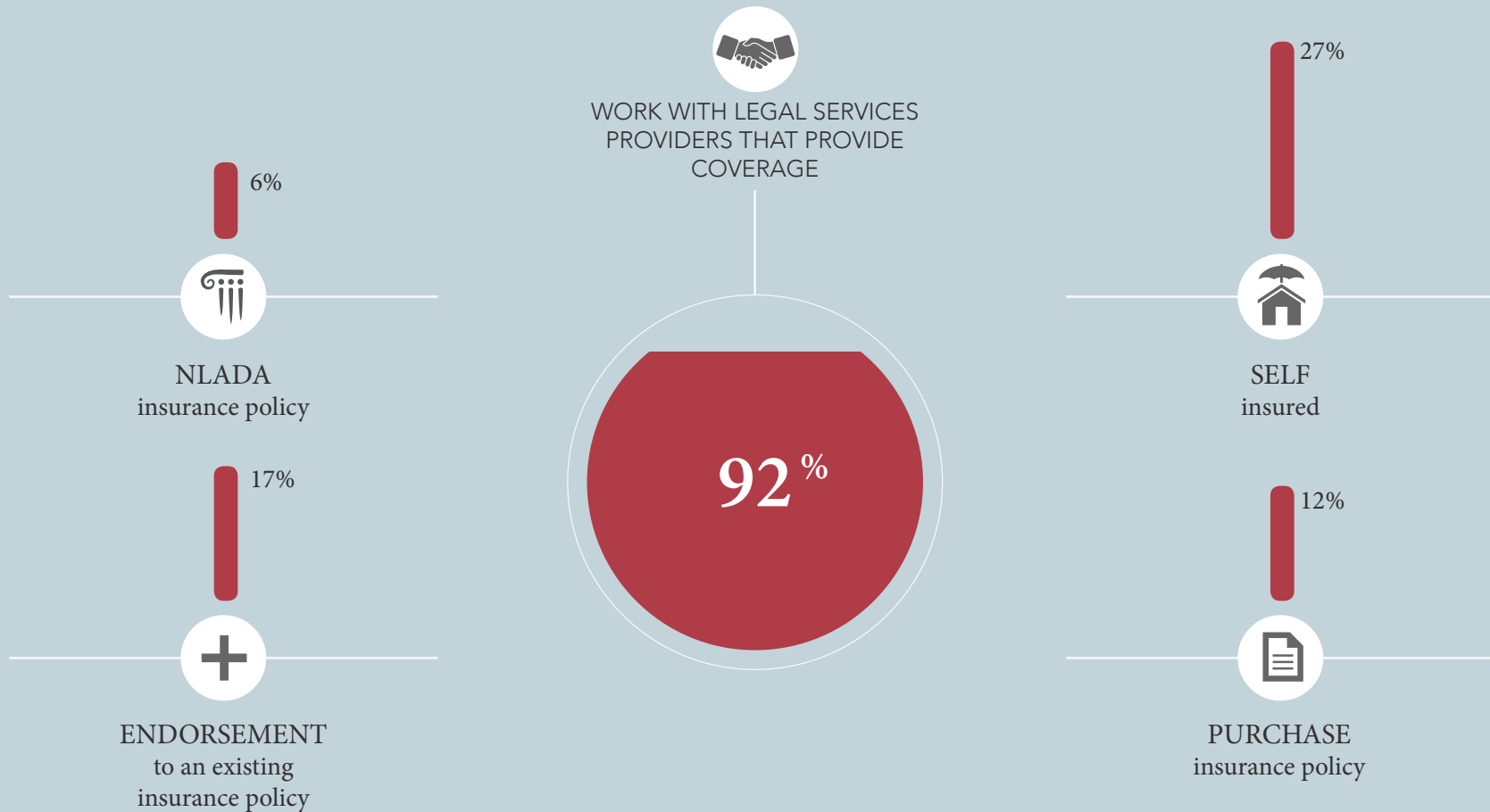
Is there an expectation for members of the legal department to spend a certain number of hours annually on pro bono?



86% CAN TAKE ON PRO BONO MATTERS OUTSIDE THE OFFICIAL PROGRAM

Professional Liability Insurance

How does your legal department address professional liability coverage?
(select all that apply)

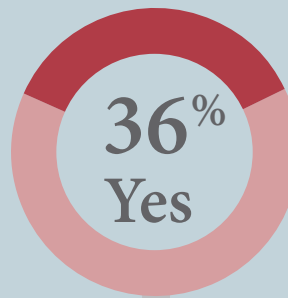


PRO BONO PARTNERSHIPS

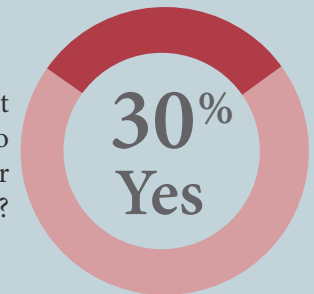
Partnerships with Law Firms



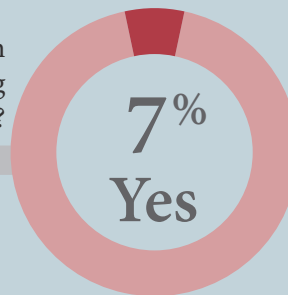
Does your legal department consider a firm's pro bono performance when evaluating outside counsel?



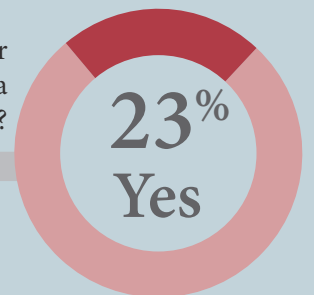
Does your legal department inquire regarding pro bono in RFPs, beauty contests, or retention processes?



Has your legal department entered into a written agreement or memorandum of understanding with one or more of its law firm partners?



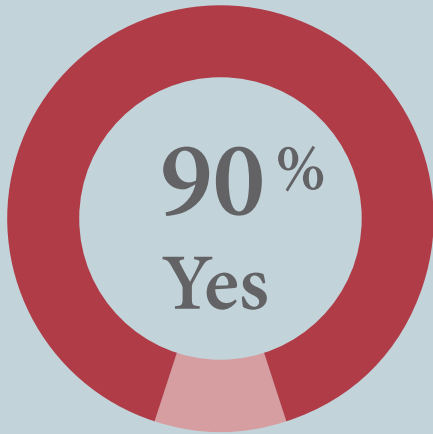
Does your legal department partner with firms whom it does not have a prior business relationship?



PRO BONO PARTNERSHIPS

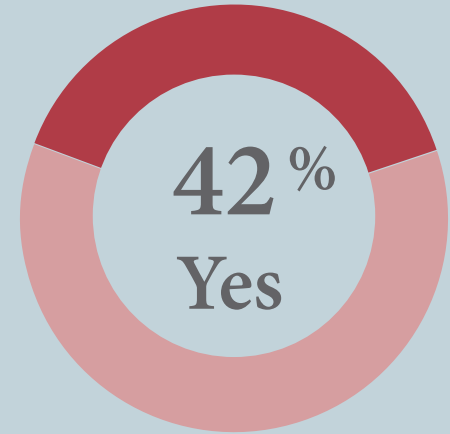
Partnerships with Legal Services Providers

Does your legal department enter into pro bono partnerships with legal services providers?



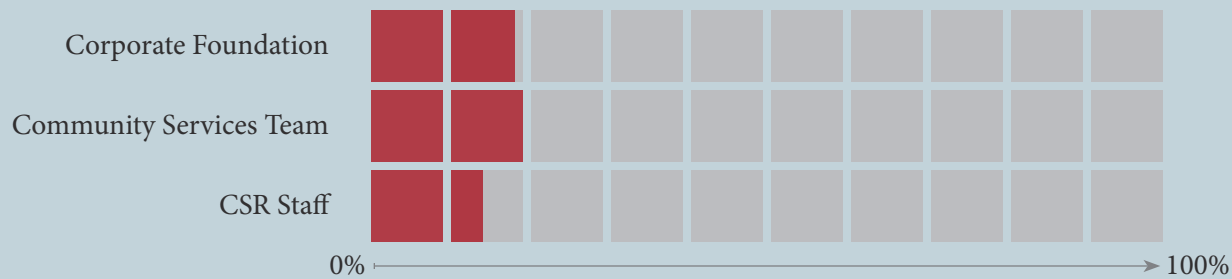
Partnerships with Legal Departments

Does your legal department enter into pro bono partnerships with other legal departments?



Internal Partnerships

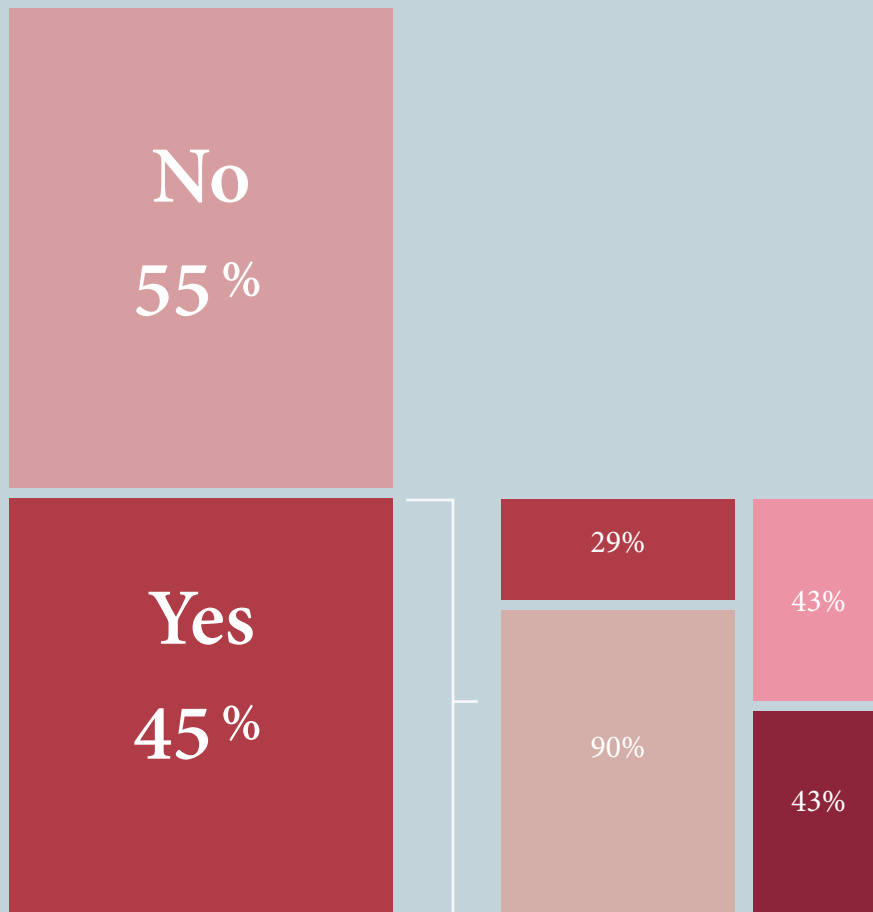
With regard to pro bono, whom does your legal department work with?
(select all that apply)



GLOBAL PRO BONO

Global Pro Bono

Do members of your legal department engage in global pro bono?



Type of Global Pro Bono

Which of the following does it involve? (select all that apply)

- Attorneys and legal staff in both the U.S. and abroad working jointly
- Attorneys and legal staff abroad working on matters that are not local to their jurisdiction
- Attorneys and legal staff in the U.S. working on matters abroad
- Attorneys and legal staff abroad working on matters local to their jurisdiction

PRO BONO PROJECTS

Project Selection

In 2011, what types of projects did members of your legal department undertake?
(select all that apply)

83% OF DEPARTMENTS ENGAGE IN
ADVICE-ONLY COUNSELING
CLINICS

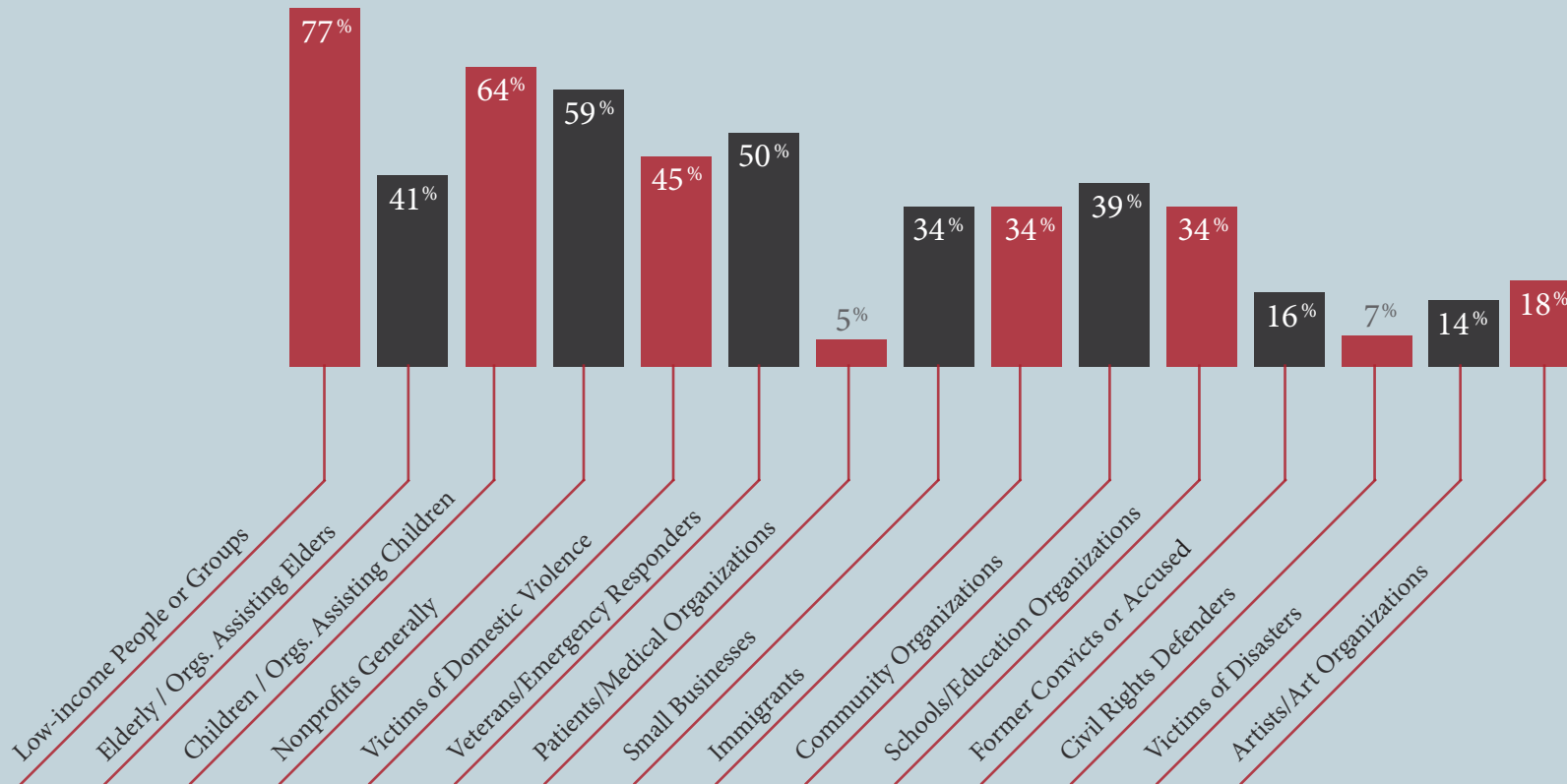


PRO BONO PROJECTS

Clients Assisted

In 2011, what categories of clients did members of your legal department work with in particular?
(select all that apply)

77% OF DEPARTMENTS PROVIDE PRO BONO SERVICES TO LOW-INCOME PEOPLE OR GROUPS

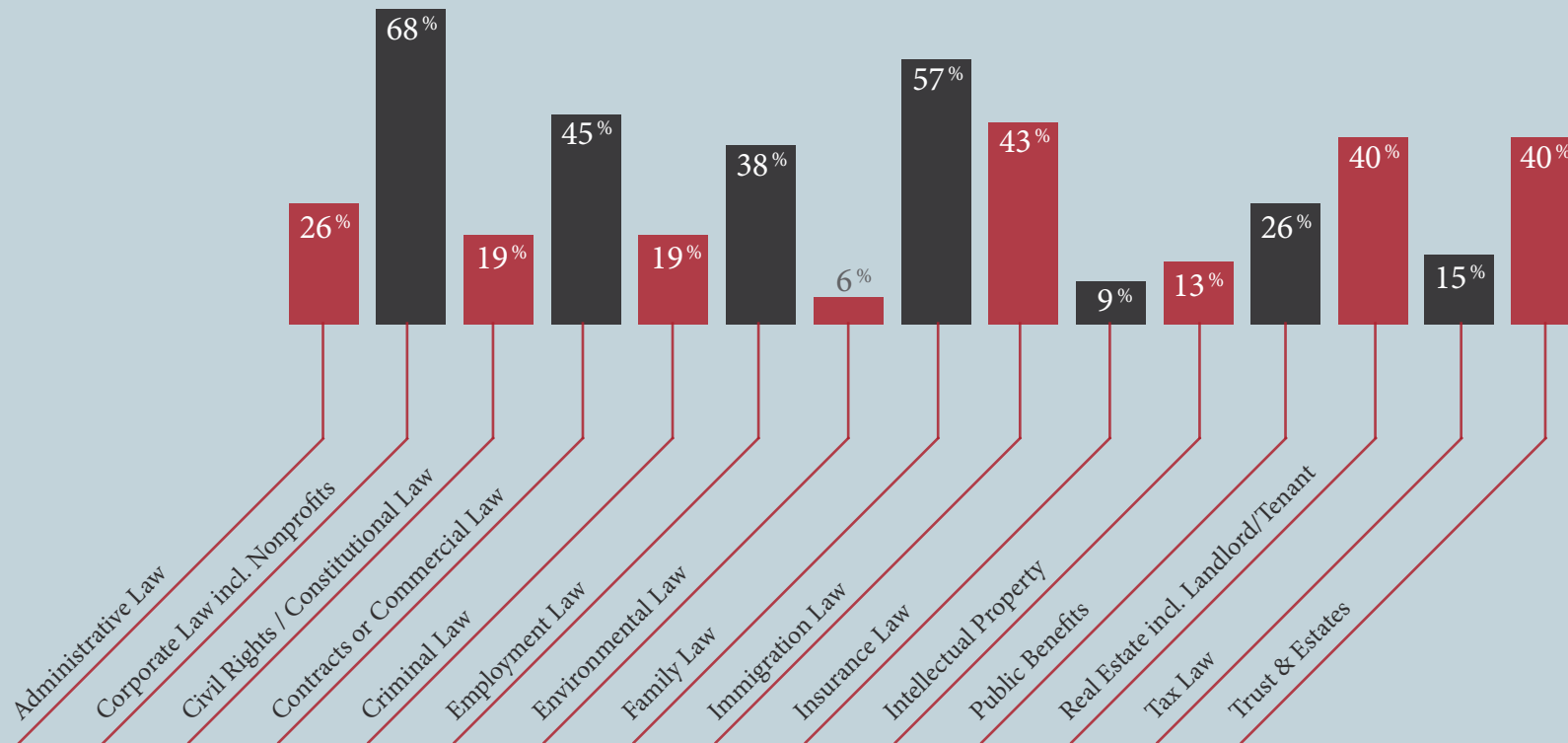


PRO BONO PROJECTS

Area of Law Practiced

In 2011, what areas of law were involved in the pro bono provided by your legal department?
(select all that apply)

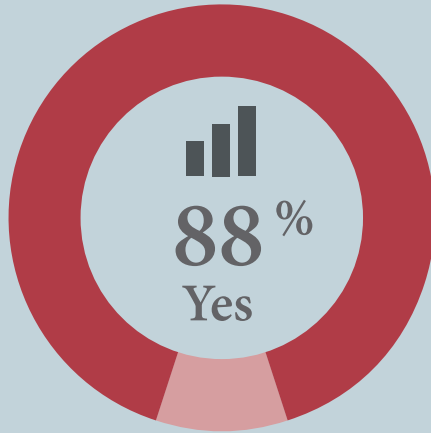
68% OF DEPARTMENTS UNDERTAKE PRO BONO PROJECTS THAT INVOLVE CORPORATE LAW



PRO BONO METRICS

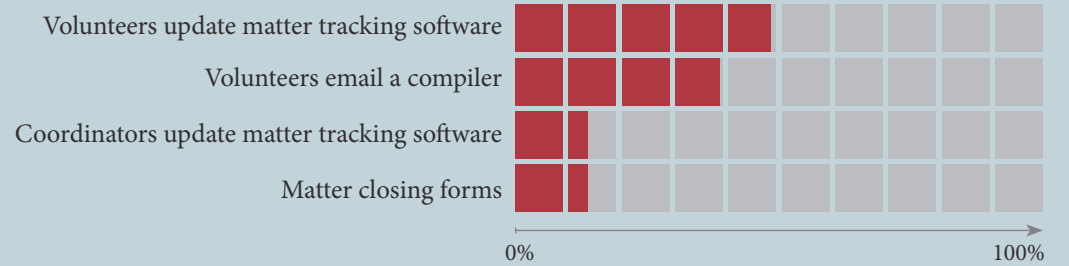
Tracking Pro Bono

Does your legal department track pro bono participation?



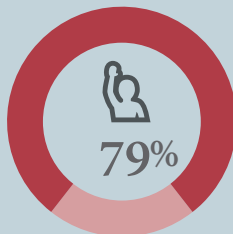
Tracking Pro Bono

How does your legal department track pro bono participation?
(select all that apply)

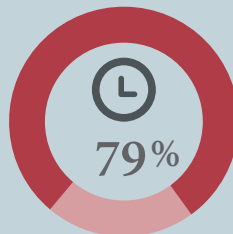


Measuring Pro Bono

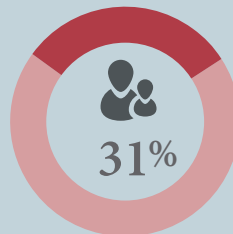
What information does your legal department track?
(select all that apply)



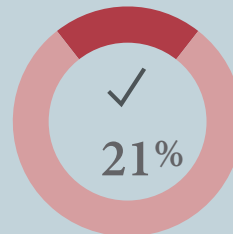
Participation Rate



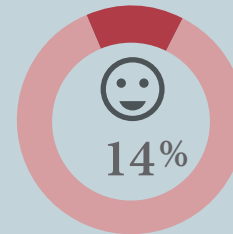
Number of Hours



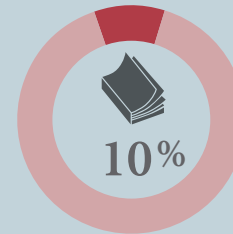
Clients Served



Outcome of Matter



Volunteer Satisfaction



Skills Developed

PRO BONO REPRESENTATION

Client Representation

When representing a client as part of your legal department's pro bono program, does an attorney undertake the representation as a representative of your company or as an individual?



Client Contact Alternatives

If volunteers are not permitted to use your company's letterhead, email addresses, or phone numbers, is there an alternative?

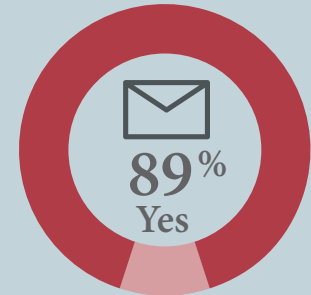


Top Alternatives

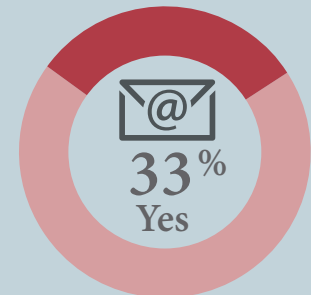
- Use letterhead of partners
- Provide generic letterhead
- Use pro bono letterhead, PO Box, and phone

Client Correspondence

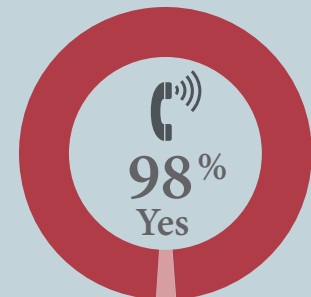
When corresponding about a pro bono matter, do volunteers use your company's letterhead?



When corresponding about a pro bono matter, do volunteers use your company's email account?

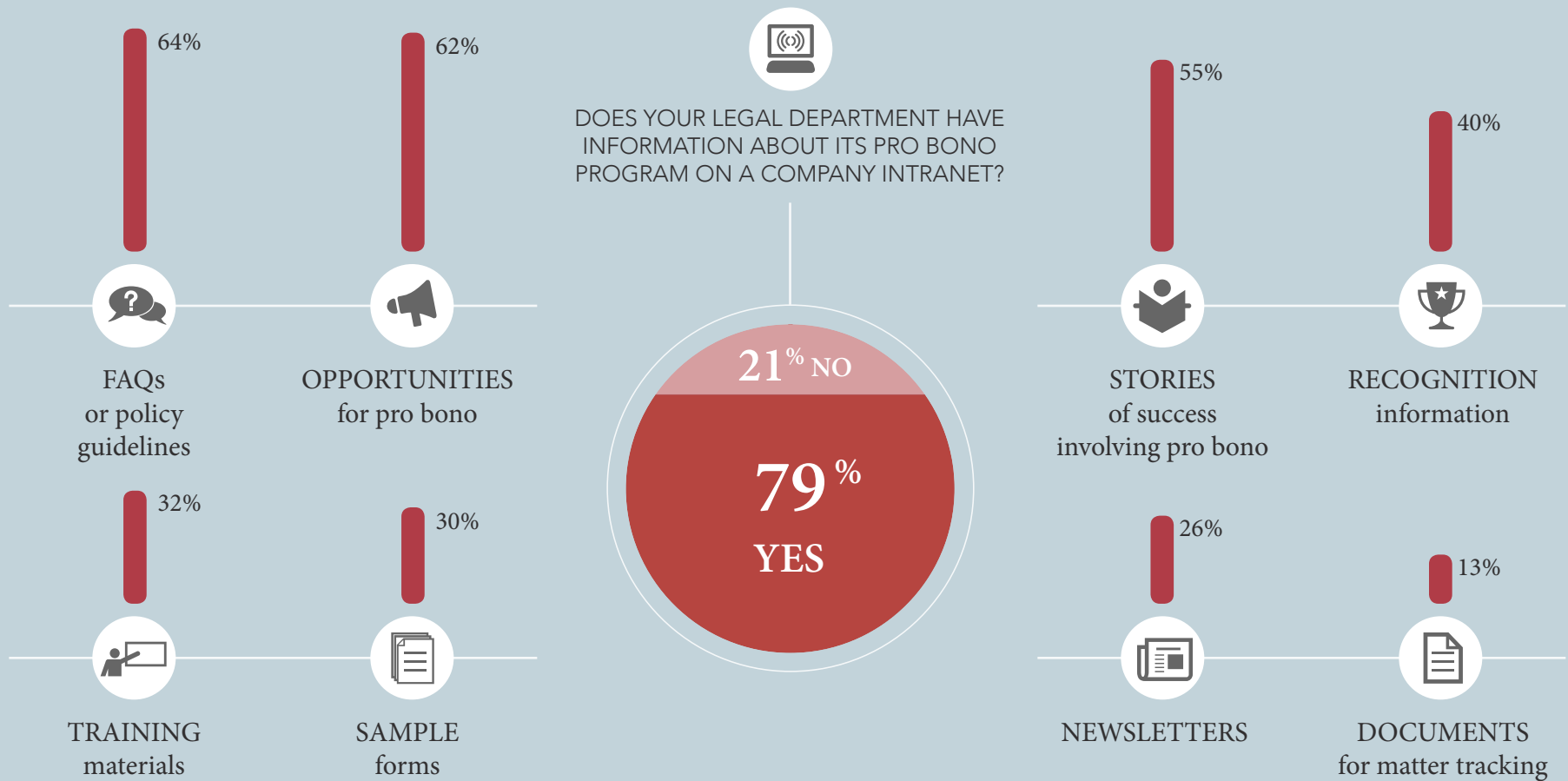


Do volunteers have pro bono clients contact them at your company's phone number?



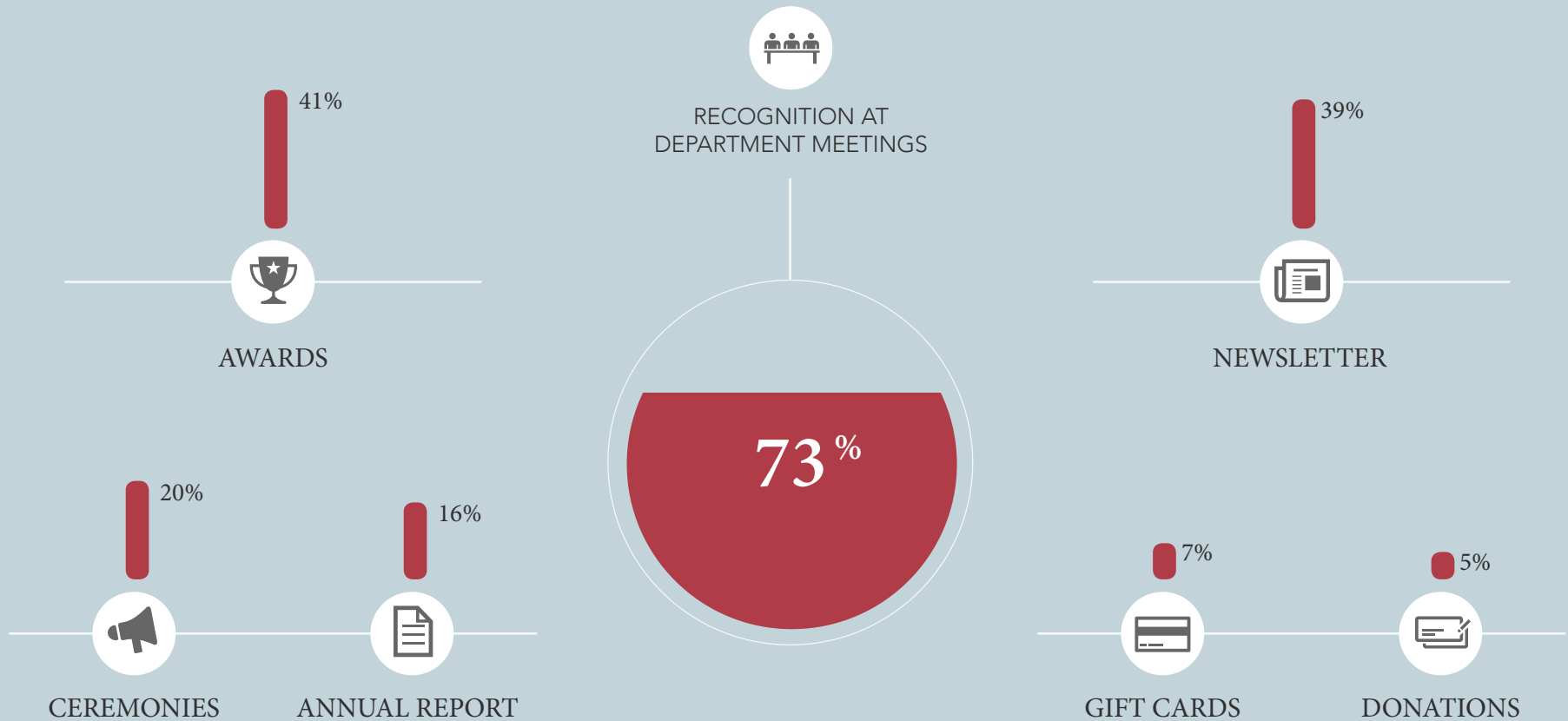
Company Intranet

What is housed on your company intranet regarding pro bono?
(select all that apply)



Pro Bono Recognition

How does your legal department recognize pro bono participation and accomplishments?
(select all that apply)



PRO BONO BUDGETS

Pro Bono Budgeting

How does your legal department cover pro bono expenses? (select all that apply)



Legal department budget, just as other reasonable expenses



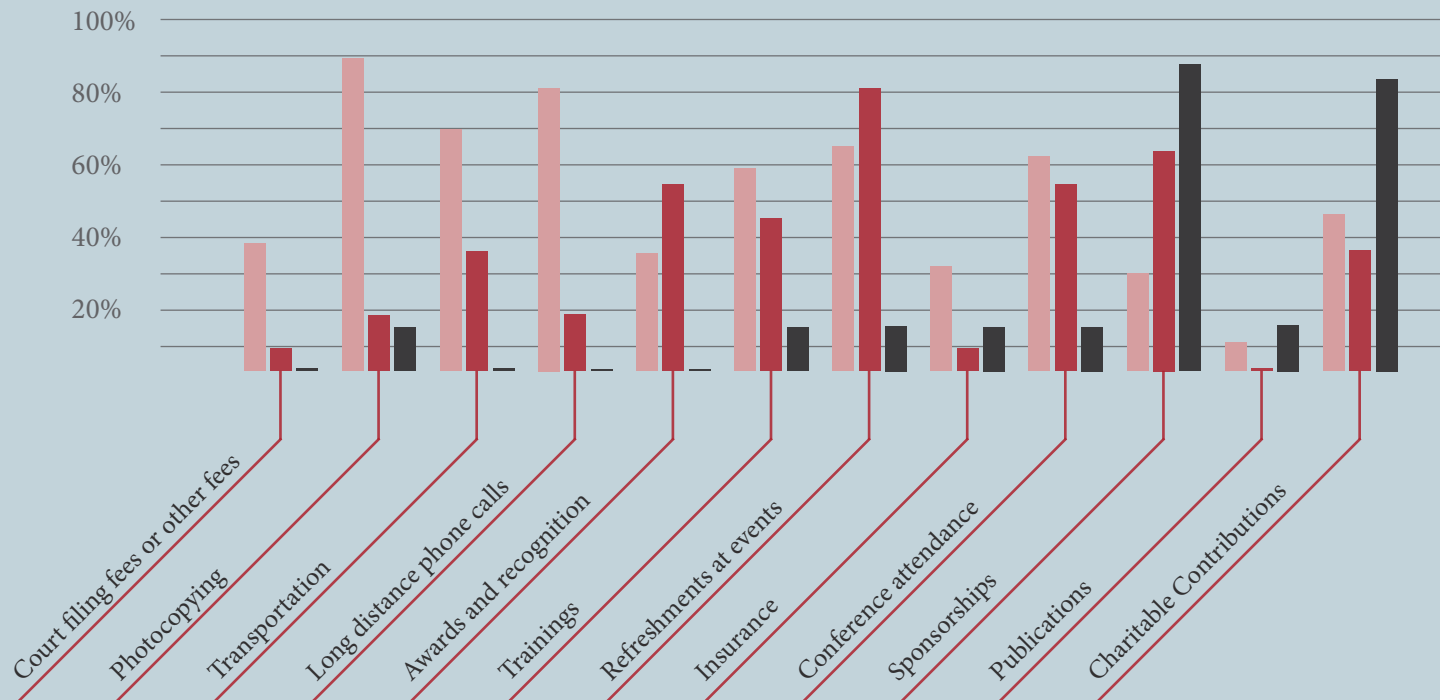
Separate budget for pro bono program



Foundation or CSR support

Pro Bono Expenses

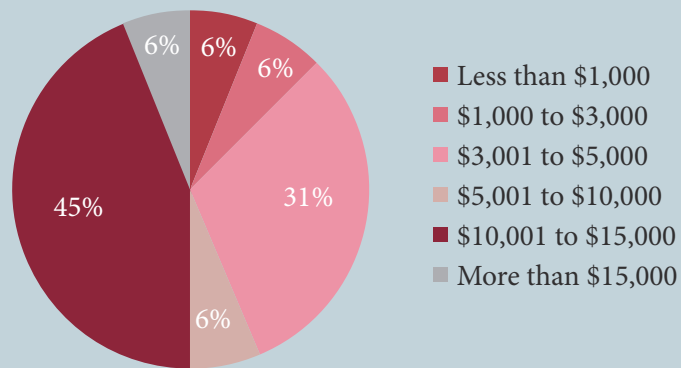
What expenses are covered in this budget? ■ General budget ■ Separate budget ■ Foundation / CSR



PRO BONO BUDGETS

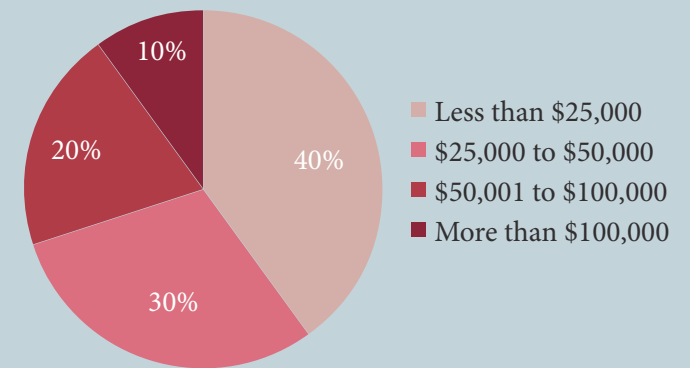
Budget Allocation Amount

If your pro bono program has a separate budget or a line item within the legal department's budget, how much was the annual budget in 2011?



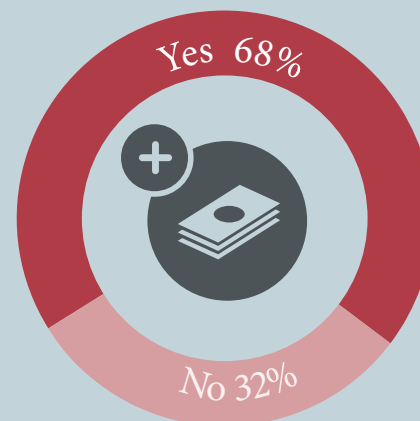
Foundation Funding

If your pro bono program receives support from your company's foundation or CSR department, how much was received in 2011?



Under-Budgeting

Can expenditures on pro bono exceed the budgeted amount if it is deemed necessary?





www.cpbo.org

1025 Connecticut Avenue, NW, Suite 205 | Washington, DC 20036

Phone: (202) 729-6699 | cpbo@probonoinst.org

Corporate Pro Bono (CPBO) is a global partnership project of the Association of Corporate Counsel and the Pro Bono Institute. Through online services, consulting to the in-house community, and educational outreach, CPBO seeks to encourage and support the participation of in-house counsel in pro bono legal services.