ACC’s Law Department Executive Leadership Series 2009

“LAW DEPARTMENT STRUCTURE, ALTERNATIVE FEES & VALUE”

Hosted by Helen Gillcrist, Vice President and Manager of Enterprise Legal Services
Liberty Mutual Group

October 19, 2009
9:00 a.m. – 2:00 p.m.
The Sheraton Boston Hotel, Boston

* * * * * * * * * *
Participants’ Briefing Materials

* * * * * * * * * *
SUMMARY/ OUTLINE OF DISCUSSION TOPICS

LAW DEPARTMENT STRUCTURE, ALTERNATIVE FEES & VALUE

The following outline is intended to provide a short overview of some of the issues at the heart of this discussion topic. There may be other issues we’ve not identified or perspectives on the identified issues that are not adequately represented in the outline: you should feel free to raise these additional thoughts, as you like. *The outline is merely intended as a starting point to help you identify discussion topics and tee up your conversation.*

EXECUTIVE SUMMARY OF OUTLINE CONTENTS

I. Law Department Structure
   A. Organizational Structure for the Law Department
   B. Law Department Executive Leader’s Role and Function
   C. Law Department Policies and Guidelines
   D. Staying Connected-Practices
   E. Diversity- In Specific

II. Alternative Fee Arrangements
   A. Types and Getting Started
   B. Administrative Considerations
   C. Impediments and Solutions
   D. Trends and Communicating Success

III. Law Department’s Value
   A. Law Department’s Value-Add
   B. Communicating the Law Department’s Value

OUTLINE- IN DETAIL

I. LAW DEPARTMENT STRUCTURE

A. Organizational Structure for Law Department: What is the organizational structure for the law department? What are the pros and cons of the various design options?

   1. Centralized or de-centralized structure: Do all lawyers ultimately report to the CLO on a solid-line basis? Do lawyers that primarily provide legal services to certain business units or that sit in certain geographic areas outside of corporate headquarters report on a solid-line basis to business personnel with a possible dotted line basis into the CLO? Other organizational reporting structures?
2. Other ‘functional areas’ reporting into the law department: Do other functions (such as HR, Internal Audit, Corporate Security, Privacy Office, Government Relations, Compliance, etc.) report organizationally to the law department? What are the pros and cons of having these groups report in?

3. Size and scope: How many lawyers are in your law department? Are most located at the corporate headquarters location? Do lawyers ‘sit together’ or with client teams? Do you have any 1-lawyer offices?

4. Models for delivering services: what is the model for delivering services to corporate clients? Are all lawyers generalists?

- **Practice Group Model**: Do you use a ‘practice group’ model, with specialists (e.g., Intellectual Property, Real Estate, EHS, Securities, Labor & Employment, etc.) who provide legal services across the enterprise?

- **Law department ‘silos’ set by business line or geography**: does each major business group or geographic region have its ‘own’ law department with both general business lawyers plus whatever specialist/expertise lawyers are relevant to that business line? And if so, do those lawyers report to their business managers or to the legal department – solid or dotted line?

- **Business line lawyers plus shared specialists**: a blend of the above two models, does your law department have ‘dedicated’ business lawyers who handle day-to-day business counseling for key business groups plus specialist legal teams based on substantive expertise?

- **Use of local outside counsel outside of headquarters**: do you handle most matters in-house or do you primarily use local outside counsel in certain geographic areas outside of the company’s headquarters location? Is recognition of in-house counsel status as professions and protection of attorney-client privilege a consideration? Is volume of work a consideration?

- **Outsourcing/off-shoring/general retainers**: are certain portfolios or types of work completely outsourced to law firms or other legal service providers?

- **Separate lawyers for parent and subsidiary organizations**: do lawyers for the parent organization also provide legal services to the subsidiaries? Does this hinge on whether the percentage of the ownership interest in the subsidiary? How do you coordinate (if at all) providing legal services to the subsidiary? What types of mechanisms have you developed in connection with these services?

- **Other service delivery models**?

B. Law Department Executive Leader’s Role and Function

1. Reporting Structure for Law Department Executive Leader: Do you report organizationally directly to the CLO? What are the pros and cons of this reporting relationship? Do you participate on the law department’s management team? How is your title, comp, status, career track in the department/company determined: consistent with other lawyers’ or on a separate track?
2. **Centralized Law Department Management Function:** Do you have a law department management team or function that reports organizationally to you? How many are on your team? Does it include administrative and para-professional individuals within the law department? Does it include individuals who perform law library, HR, technology, finance and other specialized functional roles? Do these individuals report organizationally to you (solid or dotted line)? Do they have an organizational reporting relationship to other corporate functional groups (e.g., to HR, IT, Accounting, etc..)?

3. **Key Responsibilities of the Law Department Management Function:** What are the key responsibilities of this function? Do you set strategic objectives, guidelines, etc. for managing outside counsel? Do you set, track, report on law department metrics? Do professional development objectives (and/or training for the law department) fall within the scope of services provided by your team? Do you procure and manage legal service providers? Are diversity and pro bono initiatives within the scope of matters you help lead?

4. **Coordinating with other Corporate Functions:** Noting that the CLO is still on point as interface with the C-suite, do you have formalized relationships with executives in other corporate function groups as your department’s leader/manager? What types of practices have you implemented to enhance coordination and interaction with other corporate functions (e.g., such as HR, Security, IT, Facilities, Procurement, etc.)? Are there areas where you’ve had to advocate for specialized personnel within the law department because needs are different? Are there areas where you have ‘dedicated’ or ‘specialized’ personnel who report organizationally to (and maybe even are co-located with) other functions but provide services primarily to the law department? What is your role in coordinating these services?

5. **Law Department Management Committee:** Does the law department have an executive management committee or planning team? Who is on the committee? How often does the committee ‘meet’ and what are the key responsibilities of the committee? What is the committee’s role in connection with staffing and professional development for the law department? Does the committee play a role in connection with setting strategic objectives (or other policies) or making “universal” decisions regarding the law department’s outside counsel management strategy? Does it set professional standards or career assessment and development targets?

**C. Law Department Policies & Guidelines**

1. **Law Department Policies:** What types of policies have you developed for your law department (e.g., outside counsel guidelines, professional conduct/reporting up policies, policies on external practice of law, conflicts and/or ethics policies, training, pro bono practice, diversity commitment and initiatives, malpractice coverage, blogging/twitter/social media, etc.)? Do these policies apply around the world? What challenges do you face in implementing these policies across borders?

2. **Encouraging lawyers to follow global law department or company-wide standards and policies:** How do you encourage lawyers outside of headquarters to follow global law department and corporate policies when local customs or practices might conflict or suggest a different approach? Do you bring these lawyers to headquarters periodically to help them feel part of the law department? Does legal management visit them periodically?
3. **Timekeeping:** Do you require lawyers to track their time? If yes, how often and at what increments? What are the reports used for—charge backs to clients, internal staffing management, other?

4. **Tracking Different Jurisdictional Requirements:** What practices does your law department implement to help track different jurisdictional requirements? Who is on point for monitoring legal developments in the various countries or jurisdictions that your company does business?

5. **Legal Practice Requirements:** What types of legal practice requirements or policies does your law department have? Do you have someone on point to track multijurisdictional practice requirements? (ACC’s website includes links to MJP rules in jurisdictions across the United States: [http://www.acc.com/advocacy/keyissues/mjp.cfm](http://www.acc.com/advocacy/keyissues/mjp.cfm)) Do you track compliance with continuing legal education requirements? Who does diligence on professional issues (assessing conflicts just like a firm does when hiring a lateral), proper admissions, clean professional record, etc.) when lawyers are hired? Are lawyers asked to sign non-disclosure or non-compete agreements required of other lawyers, and have you had concerns about such policies?

6. **Performance Assessment/Compensation:** Do you use a single performance assessment and compensation system for lawyers around the world? If so, did you need to make any adjustments for local requirements? Are there privacy considerations/constraints that prevent you from being able to evaluate lawyers across jurisdictional lines? What types of practices have you implemented to address any limitations? If your systems are different based on location, how do you manage the different processes?

D. **Staying Connected- Practices:** what types of practices does your law department implement to ‘stay connected’?

1. **Legal Intranets:** Do you have an intranet or wiki for the law department? What types of information do you include? Who has access to it? Is someone on point to administer/manage content?

2. **Social Media:** Does your law department have policies or guidelines for legal staff regarding social media? Do you have a legal blog? If yes, who has access to it? Are lawyers permitted/expected to blog, tweet or monitor these types of media? What are the pros and cons? Does your law department/do lawyers participate in external social media applications—what are the pros and cons?

3. **Knowledge Management:** Do you have a law department knowledge management system? How did you develop it? Does it include a global case/matter management system?

4. **Law department-wide meetings/calls/webex sessions:** Does your law department have periodic meetings (in person, via phone, via webex or other technology) to connect lawyers across the law department? How often? How are the meetings structured? Who is on point for organizing the meetings? Do you host regular retreats where all lawyers from all locations are expected to meet face-to-face? Do paralegals or other non-lawyers participate in any of these meetings?

5. **Developmental assignments:** Do you offer developmental assignments in countries other than a lawyer’s native country? What is the typical’ rotation’ length? What are the goals? How do you select lawyers for these assignments?

6. **Mentoring; succession planning:** Do you have a formal mentoring program? Do lawyers across geographic locations serve as mentors for each other? Is the program formal or informal? Do all
lawyers participate or only those who express an interest? Is mentoring most often used at
certain points in a lawyer’s career path (e.g., for high potential individuals or to address lagging
performance or other?)? Do you have department-wide succession planning initiatives? How do
you connect team development to succession planning? What are the key components of these
practices?

7. Other?

E. Diversity- In specific

1. Definition: What does diversity mean within your law department (race, gender, sexual
orientation, language, ethnicity, economic, religious, etc.)? Have you chosen to focus on specific
segments of diversity to target specific outcomes? Does the organization have an enterprise-
wide framework for these types of initiatives or are they primarily driven and implemented by
the law department?

2. Do you have formal diversity programs, and if so, are they focused on internal hiring and
staffing/HR, connection to the company’s public service/public interest agenda in the
community, on outside counsel retention policies and practices, or some combination?

3. Recruiting and retention: How does diversity factor (or not) into recruiting and retention?

4. Organizational structure: What is the organizational structure within the law department for
implementing diversity initiatives (e.g., who champions these initiatives within the law
department, is there a diversity committee, are there point persons within the law department
who champion various initiatives)?

5. Policy: Does your law department have a diversity policy geared specifically towards practices
implemented within the law department?

6. Practices; initiatives: What types of practices is your law department implementing? What types
of communications or training on these initiatives do you provide? Are you familiar with or a
signatory to the Call to Action or other diversity signatory initiatives or challenges? Do your law
department’s initiatives include working with specialty bars or bars of color (HNBA, NAPABA,
NBA, GayLaw, etc.) or with umbrella groups such as MCCA, NAMWOLF, NAWL or others?

7. Diversity and outside counsel management: Does the law department’s diversity policy or
objectives extend to outside counsel or vendor relationships? Do you include provisions in
service agreements? How do you communicate the importance of these initiatives? What types
of tools do you use to track progress with these objectives? Have you stopped using firms that
haven’t met your diversity standards, or hired others because they have?

8. Metrics; communicating success: How do you measure whether initiatives are being
successfully implemented? How do you communicate success in this area?

II. ALTERNATIVE FEE/STAFFING STRUCTURES- moving beyond the billable hour model

A. Types and Getting Started

1. Types of arrangements: What types of alternative service/billing models have you successfully
negotiated with outside counsel? Are certain types of work more amenable to certain models?
What types are most amenable to which models? What are the most creative arrangements
you’ve implemented or heard of? Do you require outside counsel to propose/use alternative billing arrangements? Have you walked away from firms that refuse to engage in alternative billing practices?

2. **Process for Seeking Alternative Service/Billing Arrangements:** Are you asking for and rewarding alternative fee or staffing proposals in RFPs and other “new relationship” bids? What is the process within the law department for ideas and approvals of alternative service/billing arrangements? Do you accept discounted or blended fee proposals as “alternatives”? Do you limit alternative service/fee arrangement to only some types of matters? What is the process within law firms for ideas and approvals of alternative service/billing arrangements? What are some of the key steps in selecting an alternative service/billing approach (both internal to the law department and on the law firm side)? Who are the key decision makers within the law department and within the law firm for approving alternative service and billing arrangements?

3. **Internal Requirements for Alternative Fees and Staffing arrangements:** Have you made the implementation of alternative fee or service arrangements a requirement or a priority for your internal staff? What kinds of training or other support have you created to encourage your lawyers to engage in more alternative structured work? Is it part of their comp or performance reviews? Do you find that any resistance to alternative structures is more attributable to in-house lawyers’ reticence to change the way they work or the counsel they retain, or is it more attributable to outside firm resistance or discomfort or inexperience?

4. **Performance metrics:** do you establish and measure metrics and targets for work done on a non-traditional basis? What is your experience with connecting outcomes to alternative fee or staffing arrangements?

5. **Data points:** What are the most important data points you need in order to set alternative fee or staffing arrangements? Do you collect both in-house data or do you focus more on outside counsel developing data on pricing and service models? What practices have you found to be most successful in establishing metrics and assessing data (inside and out) to design alternative fee or staffing arrangements?

B. **Administrative Considerations**

1. **Re-allocating Risk and Managing Alternative Service and Billing Arrangements:** What types of processes have you implemented to track the success of alternative service/billing arrangements? For arrangements other than discounts of billable hours, do you request ‘shadow bills”? Are your firms tracking hours and rates regardless of whether you look at them or pay based on them? Have you set up “billable hours training wheels,” where the experience allows for a re-assessment of an alternative fee based on the actual billable hour outcome, or otherwise connect adjustments? Do you track the percentage of times that ‘safety valves’ are triggered (and the firms that work on matters for which they’re triggered) and associated costs? Are alternative arrangements generally proposed by the law department OR do you require outside law firms to generate alternative service/billing ideas? Where have your best ideas come from?

2. **Key considerations:** How do you track these arrangements if you have a large volume of legal matters being handled on an alternative fee basis? How do you ensure that you receive the appropriate level of legal resources/staffing from the firm? Do you allow for up-side “bonuses”
or windfalls to be paid to firms that profit mightily from a given arrangement on a set fee that ends up settling early?

3. **E-billing:** Have you integrated alternative billing or alternative staffing features into your e-billing system? What types of practices/features have been most helpful? Which systems offer the best options?

4. **What are your policies and experiences with mandating budgets, scopes of work, early case assessments, or other “pre” focus processes** that determine directions, staffing, caps, or stages, as well as required communication and monitoring throughout the process. Who is responsible for proposing budgets and managing them: the department or your firms? How is collaboration on budgets achieved?

5. **Defining unexpected circumstances or outlier situations:** Do your arrangements provide for a ‘safety valve’ for outlier or unusual/unexpected circumstances? What types of provisions have you found to be most helpful to define these circumstances? What types of practices have you implemented to successfully manage any adjustments due to these circumstances?

C. **Impediments & Solutions:** What do you see as the key impediments to alternative service and billing arrangements? Which impediments are within the law department? Which impediments are within the law firms? What do you see as the key sticking points? Do you have ideas on solutions to help overcome these impediments? Are there tools, communications, data surveys that would be helpful?

Have you run into any resistance based on “professional” concerns: that billing or staffing matters in a client-controlled or alternative structure might leave the firm exposed to professional liability or mandate unprofessional behaviors? Or that fee structures that require firms to put skin in the game, or that might allow them to profit from work they have not “billed” for create professional or risk management concerns for firms or their professional liability carriers?

D. **Trends & Communicating Success:**

1. **Trends:** Do you expect to implement more or less of these? Are you finding law firms more amenable to these types of service arrangements? What percentage of your legal spend/matters will be handled on an alternative fee basis by end of 2010?

2. **What is the role of procurement or finance professionals from your company in implementing or managing alternative relationships?** Have those with experience in other parts of the company’s cost control efforts forced decisions or practices on your department? Provided useful expertise that many lawyers don’t come equipped to offer? Offered a “bad cop” in your negotiations with outside firms and providers?

3. **What role have non-law firm service providers played in your alternative staffing and billing process?** contract lawyer companies, off-shored or farm-shored providers, legal research or document control experts, para-professionals, litigation support vendors, etc.

4. **Communicating success:** How do you communicate within the law department success stories on good experiences with alternative fee arrangements? How do you communicate with clients and particularly with financial leaders in the company about successes? Do you communicate to
other law firms the successful alternative service/billing models you’ve used with others? How do you communicate these successes? Do you communicate these successes with other law departments & how?

III. LAW DEPARTMENT’S VALUE

A. Law Department’s Value-Add

1. Practices: What types of practices does your law department implement to demonstrate value-added by the in-house law department? What have you found to be most effective? What are the greatest challenges?

2. Results; costs avoided: Does your law department track goals and results? Does it track costs avoided (e.g., fines, penalties, litigation costs, outside spend avoided based on successful implementation of law department practices, etc.)? Who is on point for reporting/tracking this data? Is it helpful/effective?

3. Business case analysis: Do you implement practices to show how involving the law department early, integrating legal up front in the strategic business planning analysis, implementing innovative legal practices can help save money? How do you conduct this type of analysis? How (and how often) do you communicate this type of analysis to business leaders?

4. Root cause analysis; client training: Are after action reviews or root cause analyses showing trends and hot spots in issue areas incorporated into client discussions? Do you track results of these efforts (e.g., changes in client processes, decrease in number of claims and cases, etc.)?

5. Intellectual Property practices: Has your law department implemented practices showing how its role in protecting and offensively using the company’s intellectual property can generate revenues for the company?

6. Recovery cases: Is your law department implementing practices to recover moneys owed to the company via indemnification/insurance, etc. and tracking recoveries associated with these initiatives?

7. Cost savings: What types of cost savings initiatives have you implemented/tracked to demonstrate value added to the business? Which types are you most proud of? Which types have been most impressive to clients?

8. Generating revenue: Has your law department implemented practices to move beyond the cost center model to a revenue generating model (e.g., via publications, joint ventures, other offensive tactics)?

9. Other?

B. Communicating the Law Department’s Value

1. Measuring Value: How do you measure how the law department adds value? Do you require in-house lawyers to measure and track value-adds? What types of accomplishments are generally highlighted as part of the value proposition? What types of comparative cost savings data might you use?
2. **Performance Metrics:** Does the law department have overall performance metrics within the broader context of the organization? Does the law department report value added as part of these metrics? Are individual lawyers or practice groups assessed based, in part, on value added?

3. **Communicating Value:** Who is on point to communicate value added by the law department? Who do the reports go to? Do you report periodically to business leaders value-added by the law department? Do you report internally within the department accomplishments and value? Is value added a focus area? Do you communicate to your law firms how other law firms have added value?

4. **Success Stories:** Do you capture in some centralized way, success stories summarizing how in-house lawyers have added value? What about success stories for outside law firms? Do you share this information and how?

---

**REFERENCES**

Following is a sampling of a variety of resources relating to our session topic. For additional ACC resources, search ACC’s resources at [http://www.acc.com/search.cfm](http://www.acc.com/search.cfm).

**FOR ACC LAW DEPARTMENT EXECUTIVE LEADERS**

Law Department Executive Leadership Web Pages

Law Department Executive Leadership Session Materials & Summaries

Law Department Executive Leadership Listserv
[contact Renee for the listserv link if you don’t have it]

**ACC VALUE CHALLENGE WEB PAGES**

ACC Value Challenge Weekly Tip
[www.acc.com](http://www.acc.com)

ACC Value Challenge Web Page-Main

ACC Value Index

ACC Value Challenge Resources

ACC Value Challenge Economic Model

**LAW DEPARTMENT STRUCTURE**

Article: Tips & Insights "Global Law Department Management" (ACC Docket, 2008)
Article: The Business Case for Having a Chief Administrative Officer in Your Law Department (insights from Rick Palmore, Sara Lee Corp., 2008)

Article: Managing the Global Legal Department (ACC Docket 2008)
http://www.acc.com/resource/v9768


Article: Management of Law Department Resources: Structuring A Corporate Legal Department (ACC Quick Reference, 2007)
http://www.acc.com/resource/v3707

Article: Job Titles for In-house Lawyers: What Companies Are Doing (ACC Leading Practices Profile, 2005)
http://acc.com/resource/v5986

Article: When A Lawyer Just Won’t Do: The Secret To A More Efficient, Productive Law Department (ACC Docket 2005)
http://www.acc.com/resource/v5260

Article: Using Non-Lawyer Personnel To Help Perform Legal Functions (ACC Leading Practice Profile, 2004)
http://www.acc.com/resource/v5904

Article: Collaboration between Corporate Legal and Human Resources Departments on Non-Litigation Matters (ACC Leading Practices Profile, 2007)

DIVERSITY
ACC Diversity Web page
http://www.acc.com/community/outreach.cfm

http://www.acc.com/legalresources/resource.cfm?show=16803

ACC InfoPAK: Achieving Diversity in Law Departments (2006)
http://www.acc.com/legalresources/resource.cfm?show=19670

Article: Diversity Under Attack: A Strategic Advisory for Defending Workplace Diversity Efforts

Article: Priming the Pipeline to Diversity in the Legal Profession (ACC Docket 2001)

Article: McDonald’s Legal Department Takes Law to the Street (ACC Docket 2002)

Program Material: Recruiting, Developing, & Retaining Diverse Candidates (ACC 2002 Annual Meeting)
http://www.acc.com/education2k2/am/cm/808.pdf

Copyright © 2009, Association of Corporate Counsel
For more information, visit www.acc.com
Web Page: Corporate Legal Diversity Pipeline Program
http://www.streetlaw.org/en/Program.1.aspx

A Call to Action: Diversity in the Legal Profession

Minority Corporate Counsel Association Website
http://www.mcca.com

OUTSOURCING; OFF-SHORING
Article: Sourcing Legal Work to India Yields Significant Savings
http://www.acc.com/legalresources/resource.cfm?show=120834

Article: Strategic Outsourcing And Alternative Service Models (ACC Leading Practices Profile article, 2004)
http://acc.com/resource/v5903

Article: The Brave New World of Global Outsourcing (ACC Docket 2003)
http://acc.com/resource/v4882

Article: When Should You Outsource Investigations (ACC Docket 2006)
http://acc.com/resource/v7530

Article: Outsourcing Transactions (ACC InfoPAK, 2006)
http://www.acc.com/resource/v7547

BUDGETING / COST CONTAINMENT
ACC Value Practice Resource: CIGNA Law Department’s Budget Management Practices: ‘Nailing the Basics’
http://www.acc.com/legalresources/resource.cfm?show=425083

Value Practice: Communicating Emphasis on Value within Sprint Nextel: Budget Reports, Settlements and Recoveries
http://www.acc.com/legalresources/resource.cfm?show=255929

ACC Value Practice Resource: Value Practice: Demonstrating the Law Department’s Value: Calculating In-house Counsel Costs
http://www.acc.com/legalresources/resource.cfm?show=233481

ALTERNATIVE OR VALUE-BASED FEES
Value Practice: Alternative Fee/Value-based Arrangement Implemented by Smaller Law Department - Securities Portfolio Work for Wolverine World Wide, Inc.
http://www.acc.com/legalresources/resource.cfm?show=599874

Value Practice: Value Matrix for Intellectual Property Matters - Alternative Fee Structures Based on Level of Difficulty, Staffing Mix and Billing Guidelines and Informal Training
http://www.acc.com/legalresources/resource.cfm?show=458576

Value Practice: Employment Litigation and Counseling Portfolio Services on a Flat Fee Basis- Value Practices Implemented by Toyota Motor Sales, USA, Inc.’s Law Department
http://www.acc.com/legalresources/resource.cfm?show=537543
Value Practice: Alternative Billing by Paying for Performance: Focus on FMC Technologies’ ACES (Alliance Counsel Engagement System) Program
http://www.acc.com/legalresources/resource.cfm?show=40256

**PERFORMANCE METRICS; EVALUATION SYSTEMS**
Value Practice: Liberty Mutual Law Department’s Enhanced Approach to Metrics: Business Focused Effort Includes Quantitative Assessments and Quality Audits
http://www.acc.com/legalresources/resource.cfm?show=313898

Value Practice: Assessing Legal Performance at Allstate - 'Closing the Loop' on Performance of Premier Law Firms and In-house Lawyers
http://www.acc.com/legalresources/resource.cfm?show=189752

Value Practice: Outside Counsel Review Committee Adds Value for Southern California Edison’s Law Department
http://www.acc.com/legalresources/resource.cfm?show=378916

Value Practice: FMC After Action Reviews: A Critical Step in Adding Value
http://www.acc.com/legalresources/resource.cfm?show=40522

**LAW DEPARTMENT’S VALUE; STRATEGIC PLANNING & USE OF LAWYERS**
Value Practice: Using Balanced Scorecards to Demonstrate Law Department’s Value: Value-Add Practice for Southern California Edison’s Law Department
http://www.acc.com/legalresources/resource.cfm?show=378963

ACC Value Practice Resource: Value Practice: Demonstrating the Law Department’s Value: Calculating In-house Counsel Costs
http://www.acc.com/legalresources/resource.cfm?show=233481

ACC Value Practice Resource: FMC Technologies After Action Practices
http://www.acc.com/legalresources/resource.cfm?show=40522

Value Practice: Royal Bank of Canada’s Demand Management Practices
http://www.acc.com/legalresources/resource.cfm?show=332153

ACC Value Practice Resource: Value Practice: Using a Disciplined Internal ‘Hoshin’ Planning Process to Enhance Alignment with Business Clients- Law Department Practices at Toyota Motor Sales, USA, Inc.
http://www.acc.com/legalresources/resource.cfm?show=537228

Value Practice: FMC After Action Reviews: A Critical Step in Adding Value
http://www.acc.com/legalresources/resource.cfm?show=40522

ACC Leading Practice Profile: Law Department Metrics
http://www.acc.com/legalresources/resource.cfm?show=16805