



# Advancing and Formalising Legal Operations an ACC Legal Operations Virtual Roundtable

12 March 2019





# Housekeeping Matters

- ACC is on a mission to develop a community of in-house leaders across Europe, providing on-going educational programming and mutual knowledge-sharing to support advancement of operational sophistication and innovation in legal services.
- Virtual roundtable sessions will be hosted every other month ongoing, the next being on 7 May.
- ACC Europe is hosting its 2019 Annual Conference from 12-14 May in Edinburgh that features a Legal Ops session on 13 May. Early bird discounts are available before 22 March on www.acceurope2019.com
- ACC Legal Operations and Consilio will host an in-person event in October in Frankfurt. Details & venue to be advised.





#### Today's Panel



Vince Cordo

Central Legal

Operations Manager
at Shell



Hans Albers
Chief of Staff & Head of
World Wide Legal
Operations at Juniper
Networks; President of
ACC Europe



Helen Fletcher
Chief Operating
Officer, Legal UK at
BNP Paribas



Avnee Thakrar Senior Legal Adviser 3M United Kingdom Plc



**Thierry Perrouault**Director of Legal
Operations at Orange



Robin Snasdell, Facilitator

Managing Director

Consilio LLC



Andrew Dey, Facilitator
Senior Director Consilio
Formerly Director of Legal
Operations, Barclays

by legal ops professionals, for legal ops professionals

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# What is your current state and how did you get there?

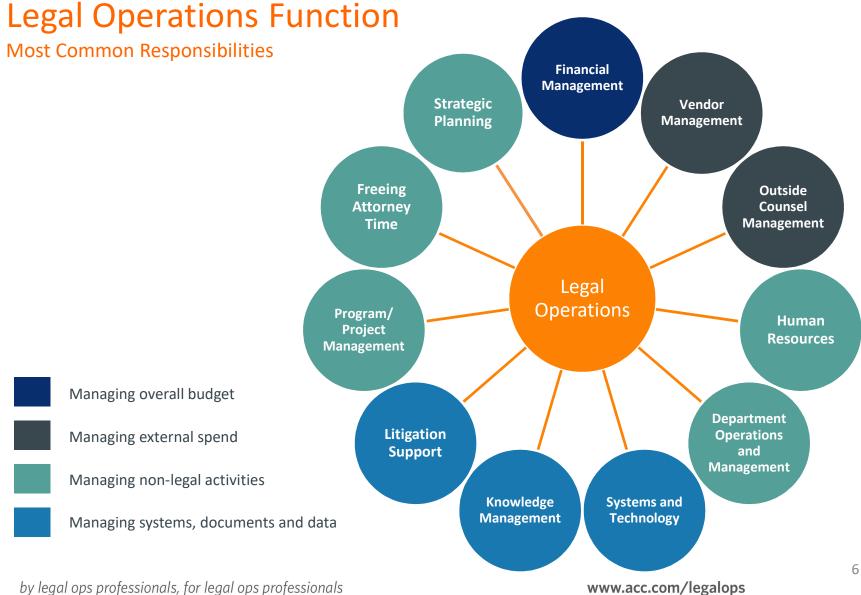




# What functions are most commonly the responsibility of the legal operations team?







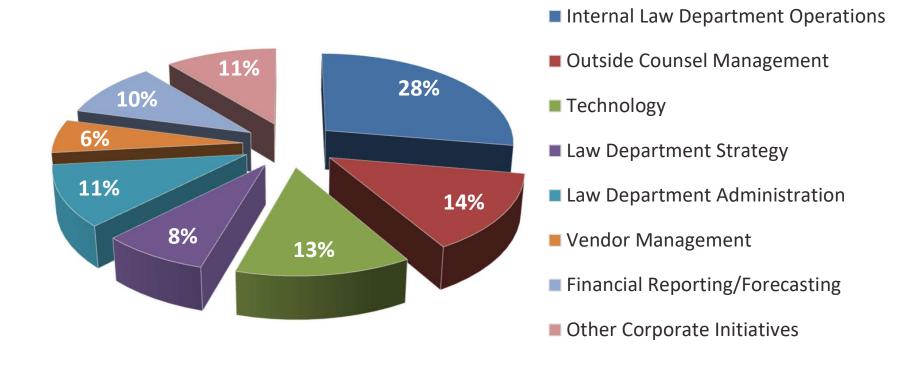




#### **Legal Operations Team**

Responsibilities

What percentage of legal operations time is spent on the following?







What are some of the things that should be considered when determining the appropriate size and skillset for the legal operations team?

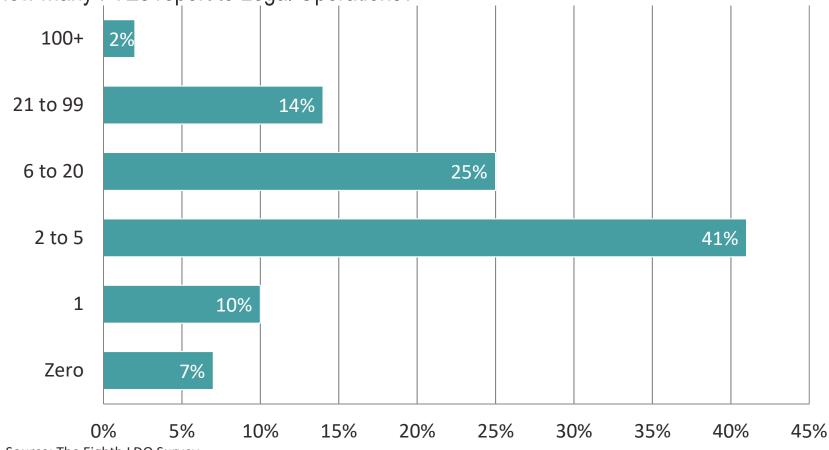




#### **Legal Operations Team**

**Structure and Supporting Roles** 

How many FTEs report to Legal Operations?







#### **Legal Operations Team**

#### Structure and Supporting Roles

A COO/DLO and supporting group provides a structured approach and dedicated resources to most effectively manage legal operations and fully leverage the available programs and technologies.

The following represents typical roles in a legal operations group. The scope and size of the legal operations staff will depend on the size of the law department, the extent of technology usage, and the level of focus on operational processes.

#### Legal Operations

#### **Finance**

- Departmental/ Practice Group budget development and monitoring
- Billing/Accounts Pavable
- Expense Management
- Financial reconciliation with Corporate Finance
- · Financial analysis
- · Implementation of ebilling with law firms
- · Management of outside vendor rates, billing and compliance to outside counsel quidelines
- Matter budget monitoring

#### Legal Program Management

- Service of Process. attorney assignment letters and matter management records creation
- · Legal holds issuance
- · Policies, processes & procedures
  - Matter Management
  - Electronic Billing
  - Document Management
  - · Corporate Secretary
  - IP Management Contracts Management
  - Discovery management Records
- management Business Process

#### **Business Technology**

- · Legal technology strategy
  - · Matter Management
  - Electronic Billing
  - Document Management
  - · Corporate Secretary
  - IP Management
  - Discovery tools
  - Email management tool
  - Records management
  - · Contracts management

  - · Other tools and System integrations
- · Automation of due dates and reminders for key milestones (e.g. budget and ECA due dates)
- · Data quality and integrity management
- · Reports generation
- · Collaboration tools
- System design. improvement and upgrades
- · Legal-specific systems maintenance
- · Liaison with corporate IT

#### Records

- · Corporate records strategy and policy
- · Legal records strategy and policy
- Records process implementation
- Hard copy and electronic files retention
- · Email management

#### Discovery Management

- · Discovery strategy and process development
- · In-house system implementation
- · Management of discovery vendors
- Coordination of discovery vendors and outside counsel
- Hardcopy discovery response

#### Administration

- · Human Resource management
- Performance measurements
- Departmental communication
- Management reporting
- · Interface with other corporate services
- · Facilities management
- · Supervision of Administrative Assistants

training

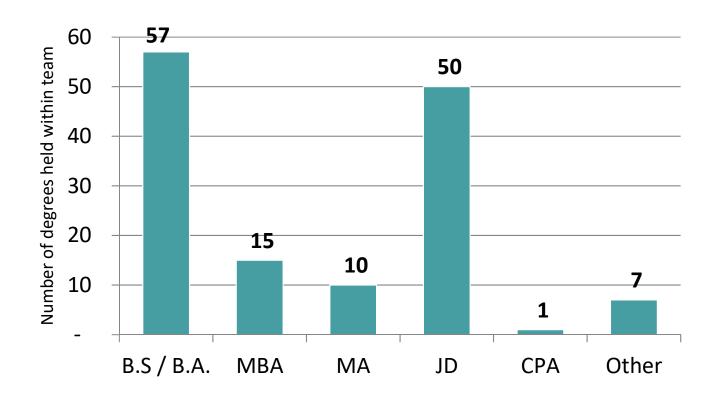




#### **Legal Operations Team**

Skillset

Breakdown of degrees and designations held by Legal Operations team members.



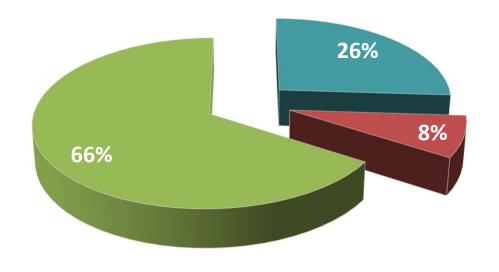




#### **Legal Operations Team**

Skillset

How is IT support provided?



- By personnel who are dedicated to legal but report to IT
- By personnel who are dedicated to legal and report to legal
- By personnel who are not dedicated to legal





# To whom should the Legal Operations lead report?

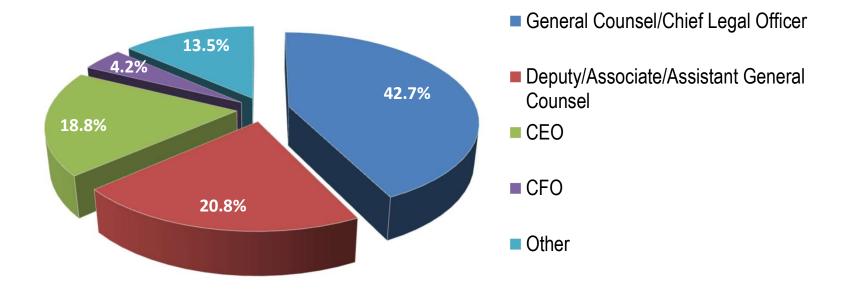




#### **Legal Operations Reporting Lines**

**Lead Operations** 

To what position do you directly report?







# What technologies are likely to assist Legal Operations in its responsibilities?

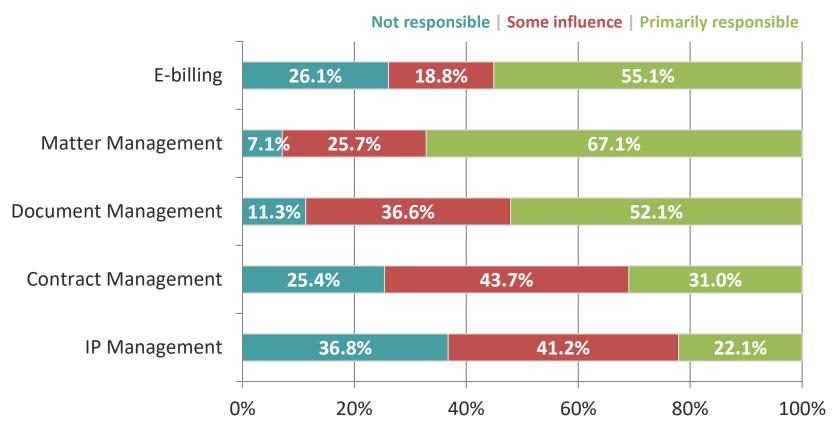




### Law Department Technology

Benchmark

How responsible is legal operations for the following technology?







# What helps Legal Operations prove its value?

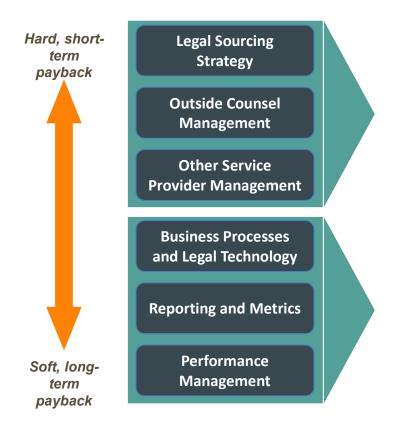




#### **Legal Operations Function**

#### **ROI**

- Legal operations improves and maintains the efficiency and effectiveness of the department
- The function helps put in place strategic initiatives and process improvement programs



- Tangible cost savings are generated by aligning the Legal Department's role and services with the needs of the business
- These initiatives lead to cost savings in the range of **5% to 10% of total legal spend**
- Savings are sustained through the strategic use of standard processes and technology and management of performance through relevant metrics and measurements





#### Common KPIs used by Legal Operations

Total legal spending as a percentage of revenue

Internal to external spending ratio

Lawyers per billion dollars of revenue

Total costs of inhouse counsel

Budgeted to actual costs





# **Legal Operations Check List**

Establish direct report to GC Define role and scope of legal operations team Establish 3 year plan with goals that deliver value Know and understand your stakeholders Identify initiatives and define sequencing Build 3 year technology plan Know and understand your global/regional spend Implement robust change management plan Don't be afraid to engage experts Be bold but not unrealistic!





#### Thank You.

For any questions or more information, please contact LawDepartmentOps@acc.com