

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 on-going, 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

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by legal ops professionals, for legal ops professionals

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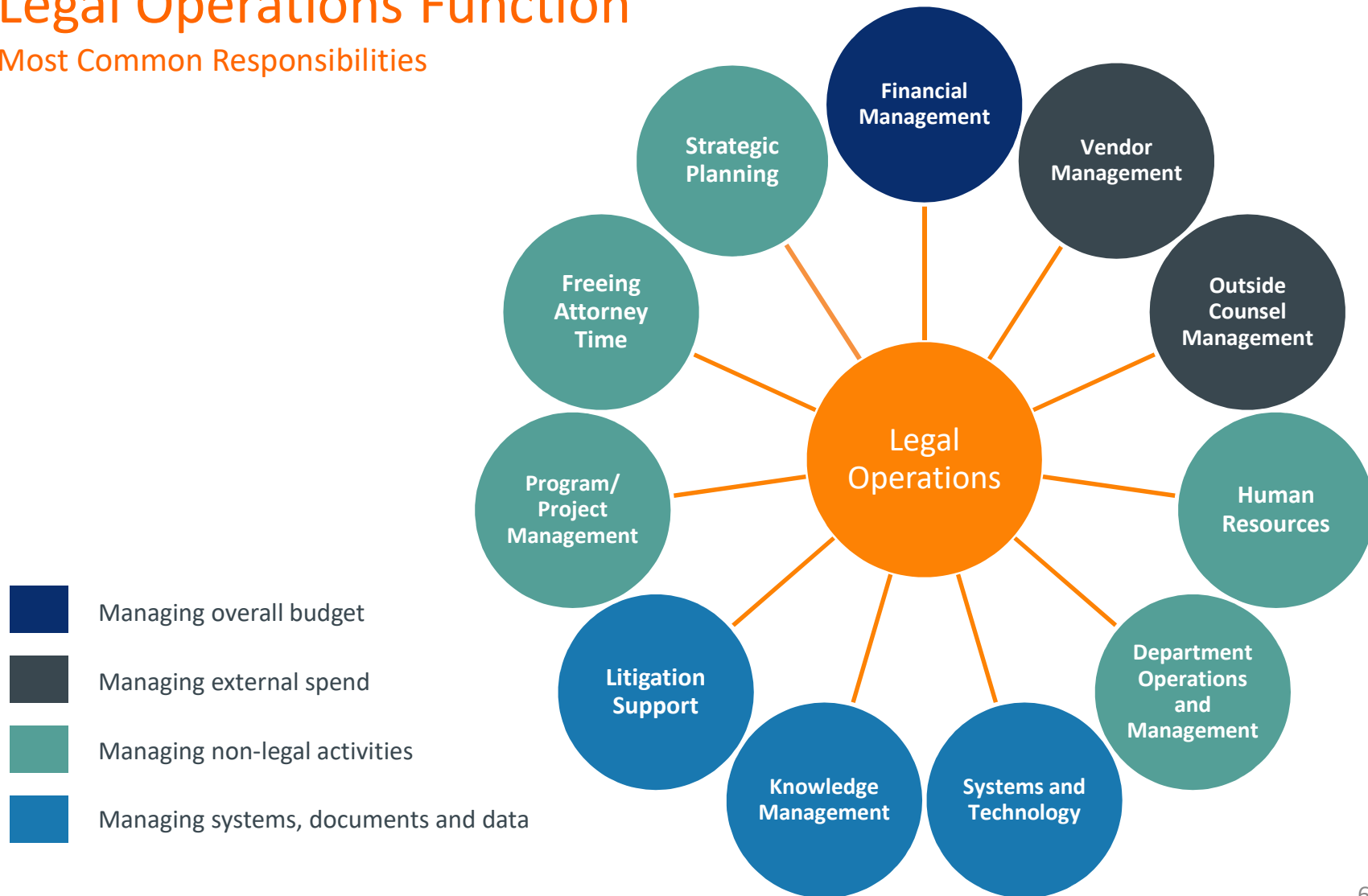
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What is your current state and
how did you get there?

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

Legal Operations Function

Most Common Responsibilities



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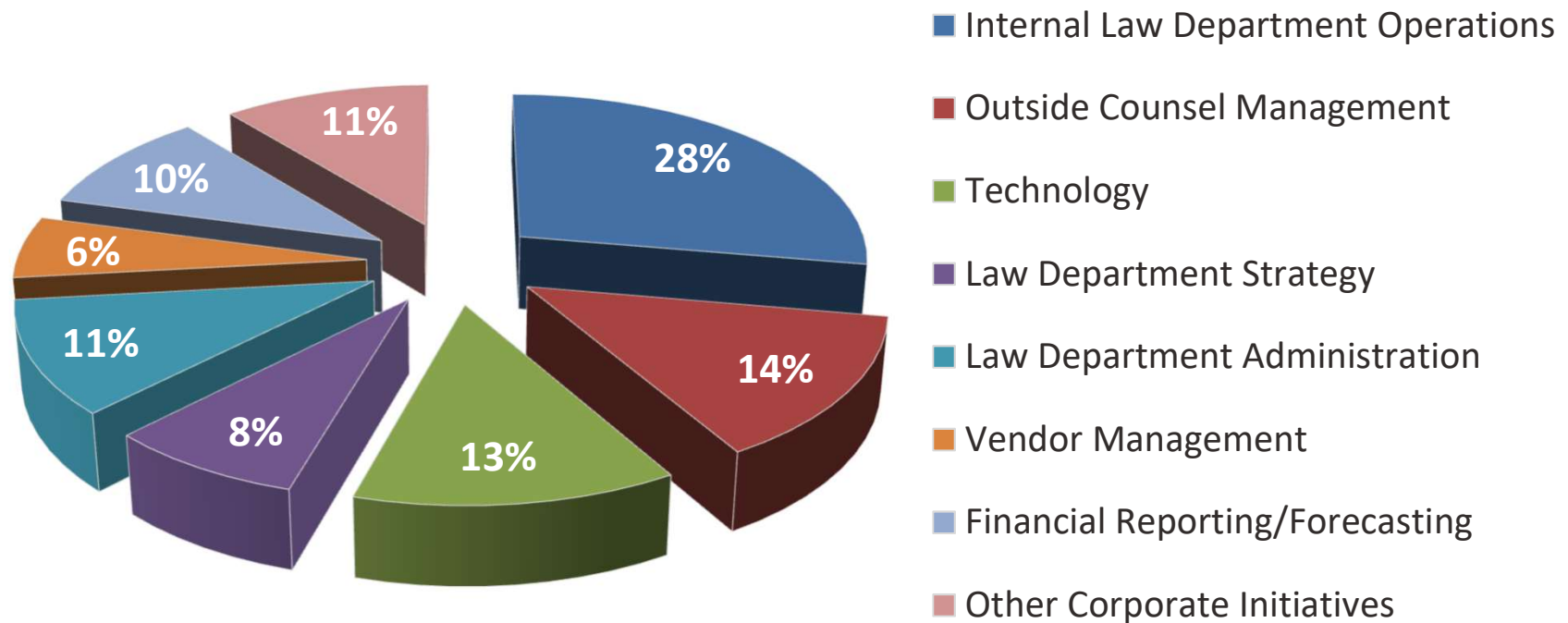
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Legal Operations Team

Responsibilities

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



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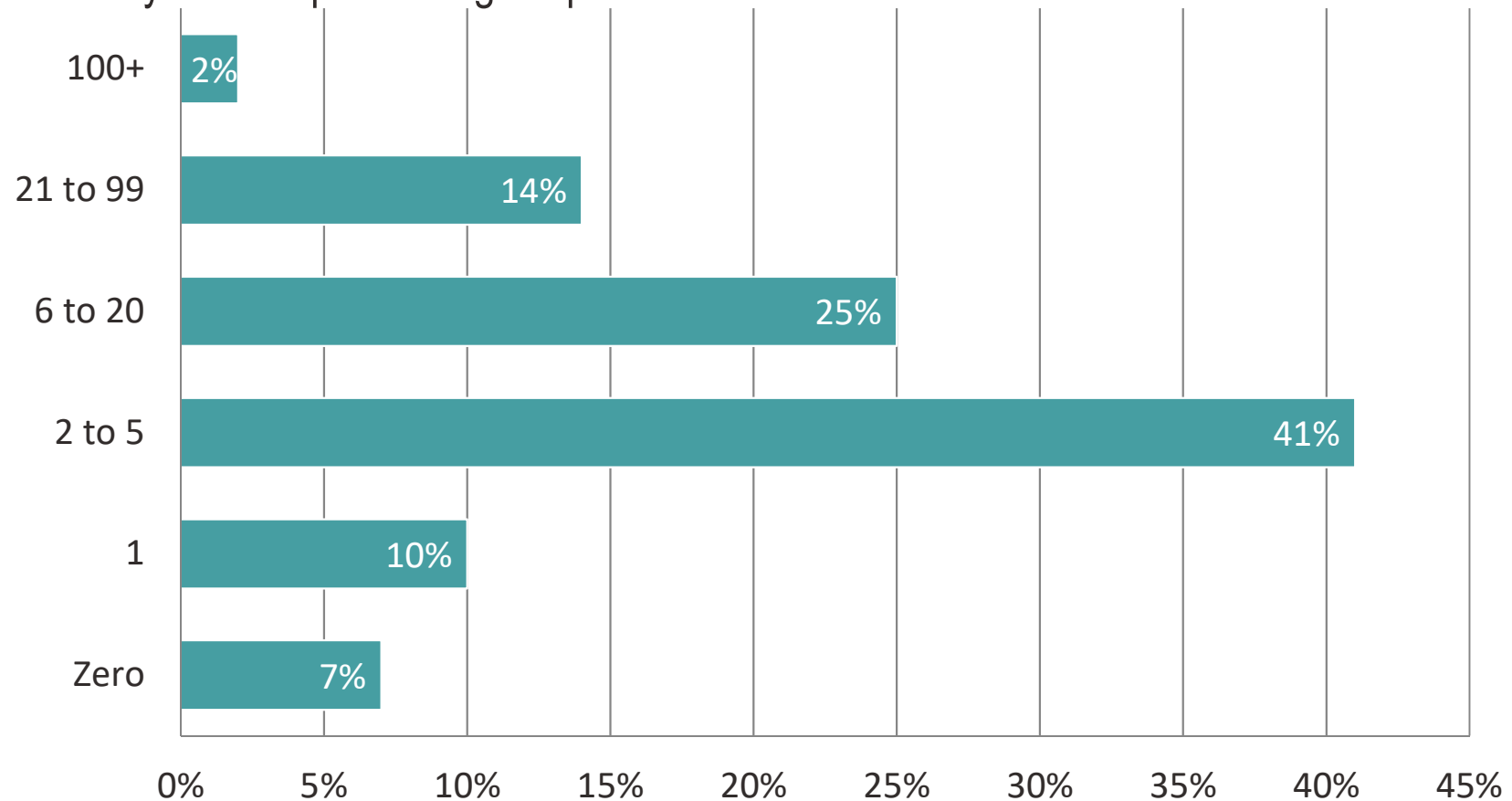
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What are some of the things that
should be considered when
determining the appropriate size and
skillset for the legal operations team?

Legal Operations Team

Structure and Supporting Roles

How many FTEs report to Legal Operations?



Source: The Eighth LDO Survey

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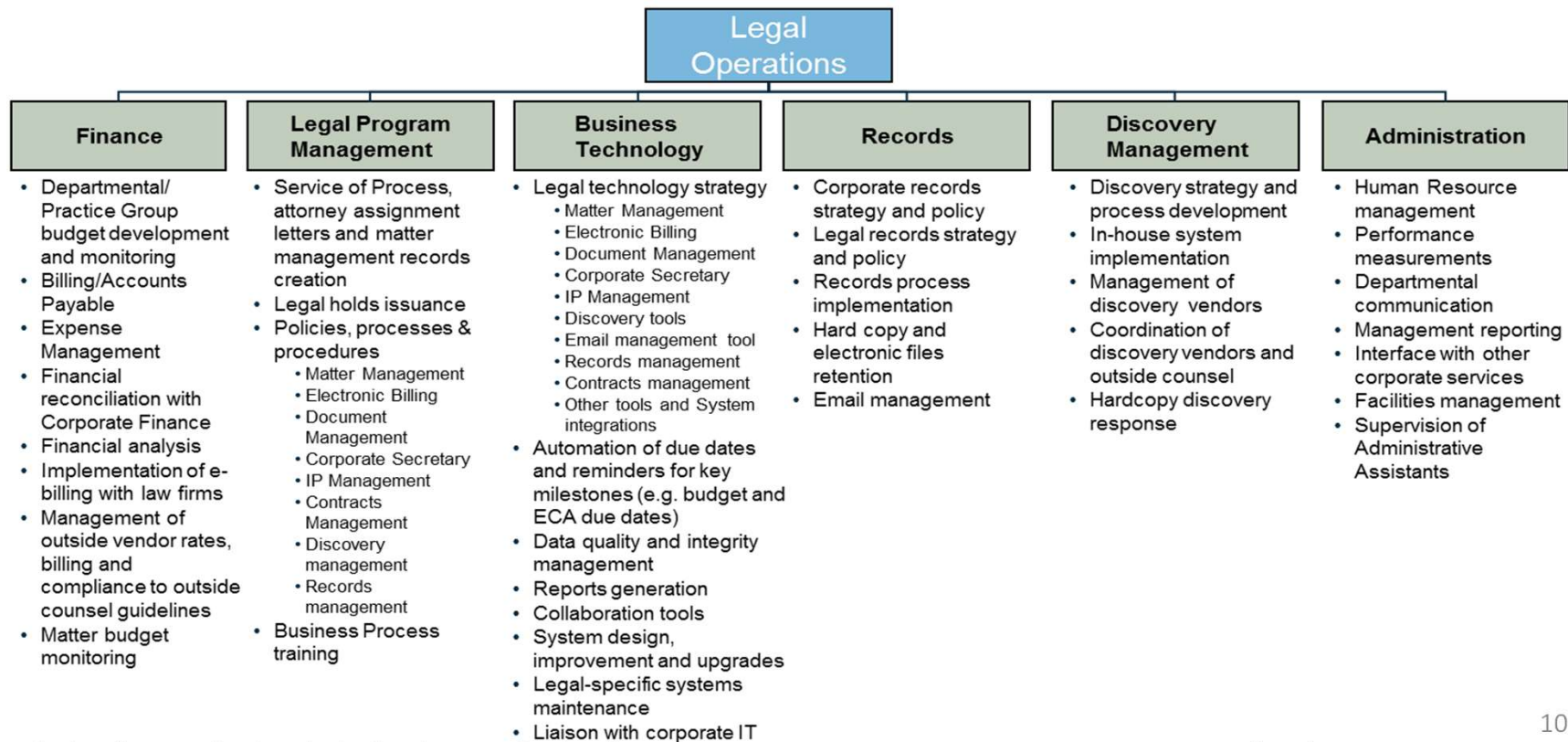
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Legal Operations Team

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.

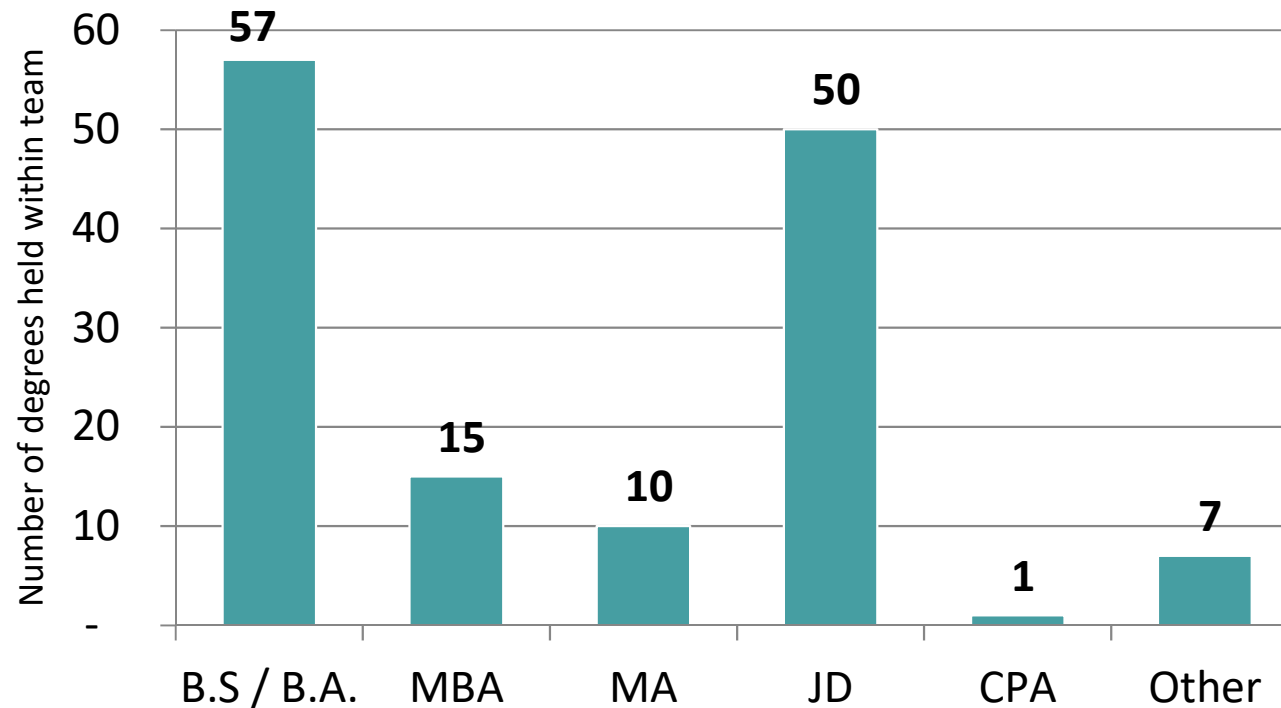


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Legal Operations Team

Skillset

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



Source: The Eighth LDO Survey

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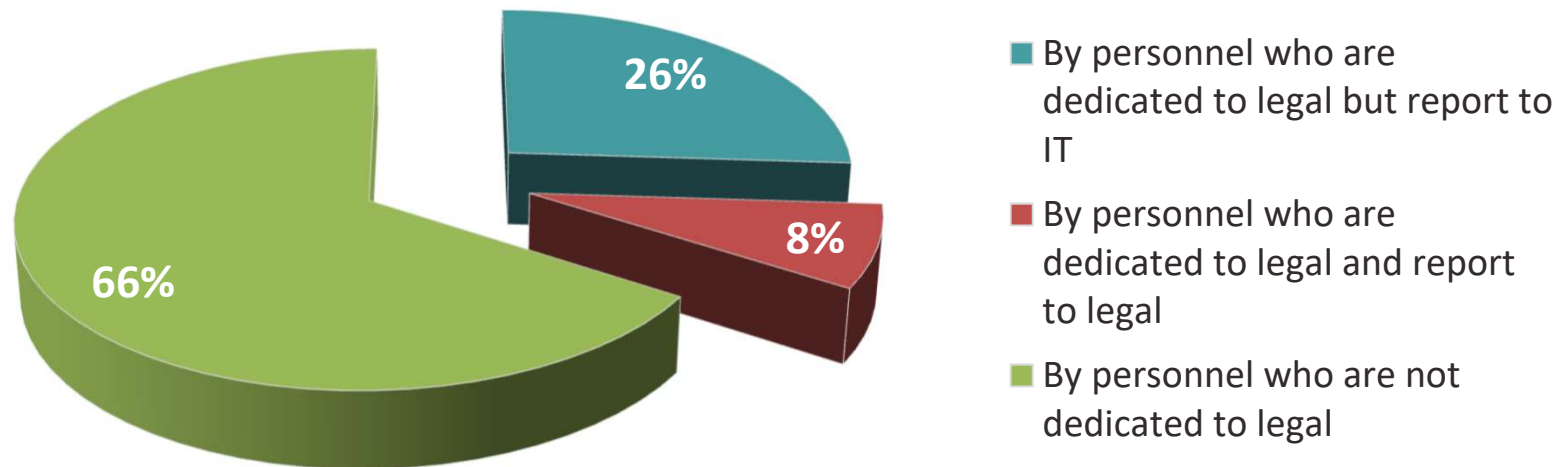
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Legal Operations Team

Skillset

How is IT support provided?



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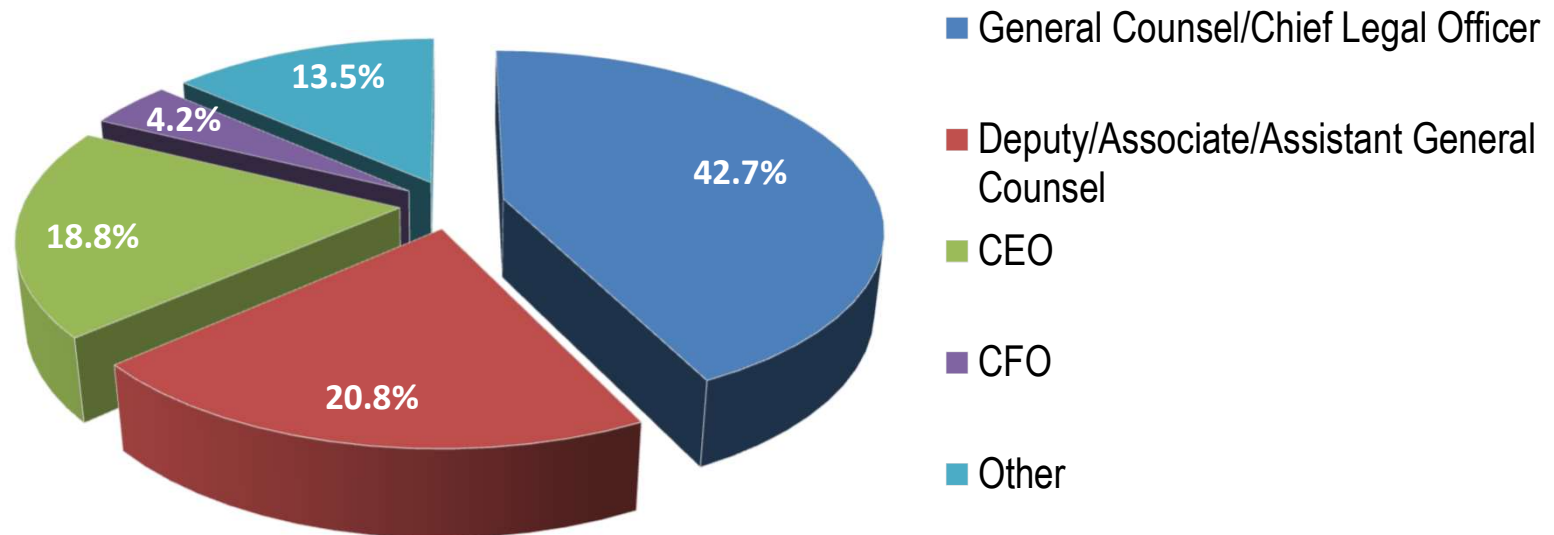
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To whom should the Legal Operations lead report?

Legal Operations Reporting Lines

Lead Operations

To what position do you directly report?



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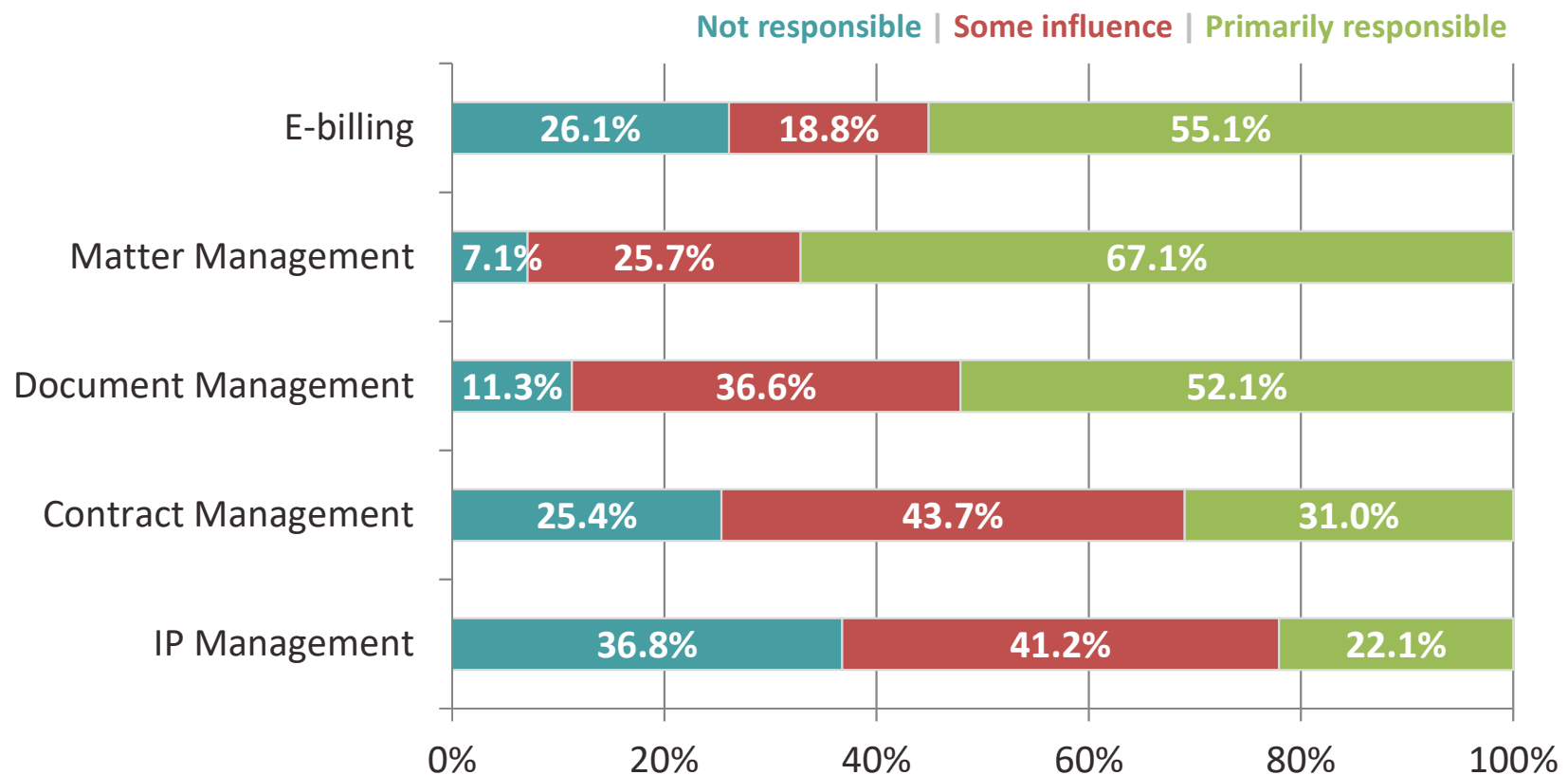
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What technologies are likely to assist Legal Operations in its responsibilities?

Law Department Technology

Benchmark

How responsible is legal operations for the following technology?



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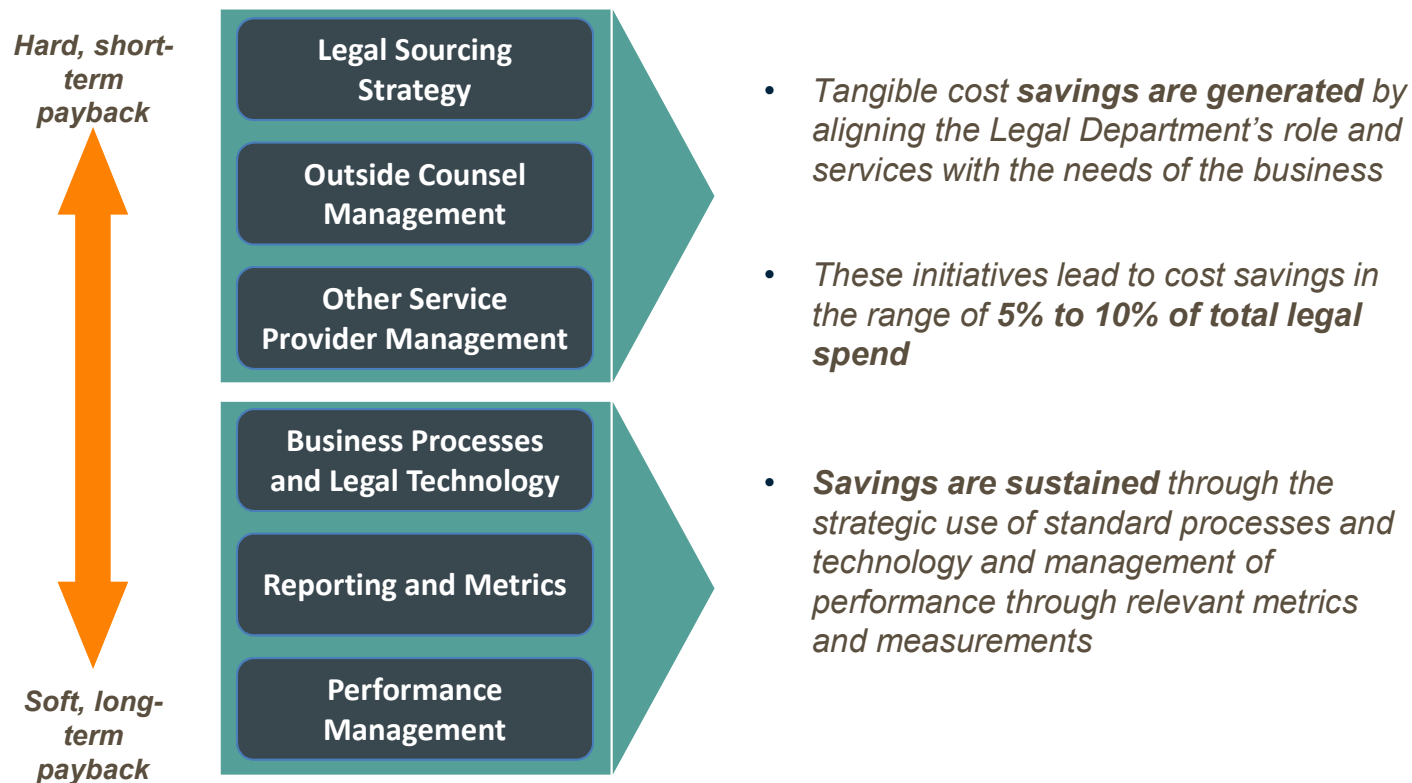
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What helps Legal Operations prove its value?

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



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 in-
house 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