

How to Improve the Efficacy and Efficiency of your Law Department

ACC Legal Operations Virtual Roundtable

7 May 2019

Today's Panel



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by legal ops professionals, for legal ops professionals

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Introduction and Housekeeping

- ACC Europe is the professional forum for **knowledge sharing, collaboration, and inspiration** among European in-house counsel. ACC Europe is committed to helping their members **innovate and excel in the delivery and management of legal services** to their organisations, and advance in legal operations maturity across the continent.
- These Virtual Roundtable sessions will be hosted every other month - the next will take place on **9 July 2019 and focus on change management**.
- ACC Europe is hosting its 2019 Annual Conference from 12-14 May in Edinburgh – this features a **Legal Ops session on 13 May**. Register at www.acceurope2019.com.
- ACC Legal Operations and Consilio are hosting a **one-day conference on 15 October in Frankfurt**. Registration details will be available shortly.

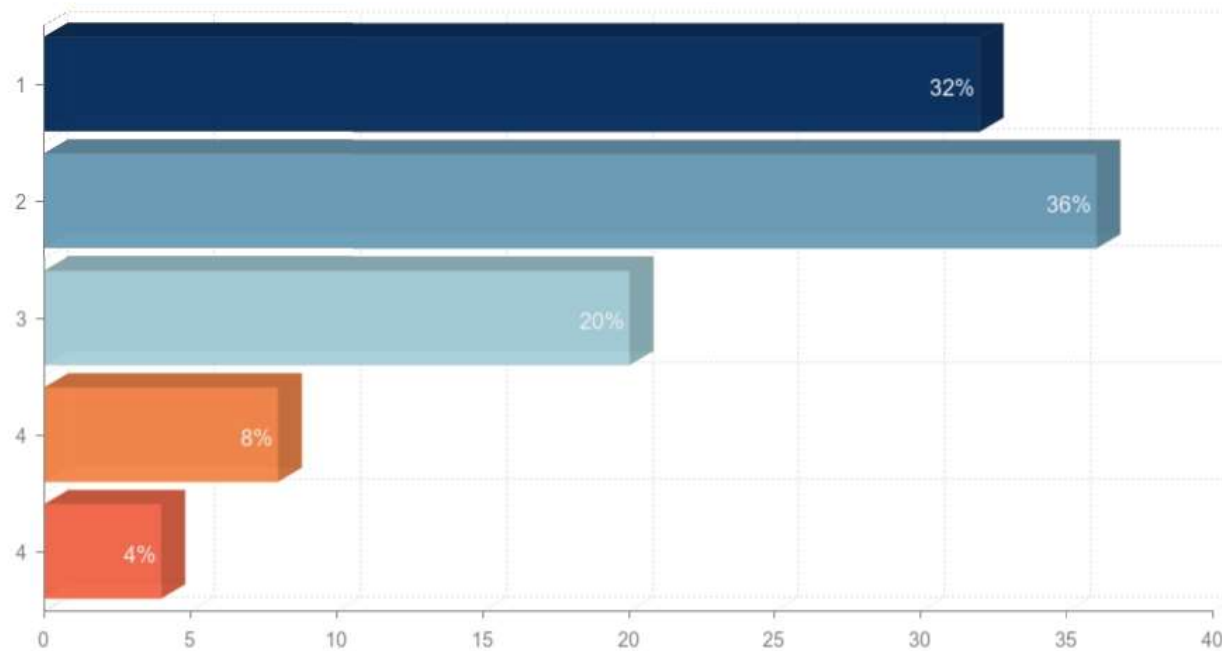
ACC Maturity Model Toolkit

Strategic Planning & Legal Operations Leadership

EARLY STAGE	INTERMEDIATE	ADVANCED
<ul style="list-style-type: none">• No legal operations strategic planning process• No legal operations strategic plan• No alignment among legal department financial, staffing, technology, and outside counsel decisions• Informal and reactive approach to operational decisions• No measurements and metrics regarding legal operations decisions• 	<ul style="list-style-type: none">• Formal process identifying current state, where you are going, how you will get there (strategies, goals, and desired outcomes)• Published legal operations strategic plan, identifying specific activities aligned with department and company goals• Alignment of all legal department financial, staffing, technology, and outside counsel decisions• Formal process regarding operational decisions• Identifying, capturing, and reporting on key data and other measures to assess progress against goals and plans	<ul style="list-style-type: none">• Annual legal operations planning process, designed to produce plan before submission of annual budget• Quarterly reviews and updates to legal operations strategic plan• Strategic management of all staffing, technology, and service delivery strategies• Legal operations goals, strategies and activities embedded in legal team talent development and assessment activities• Quarterly reports and monthly dashboards shared with Leadership regarding progress against goals and plans

Poll Question

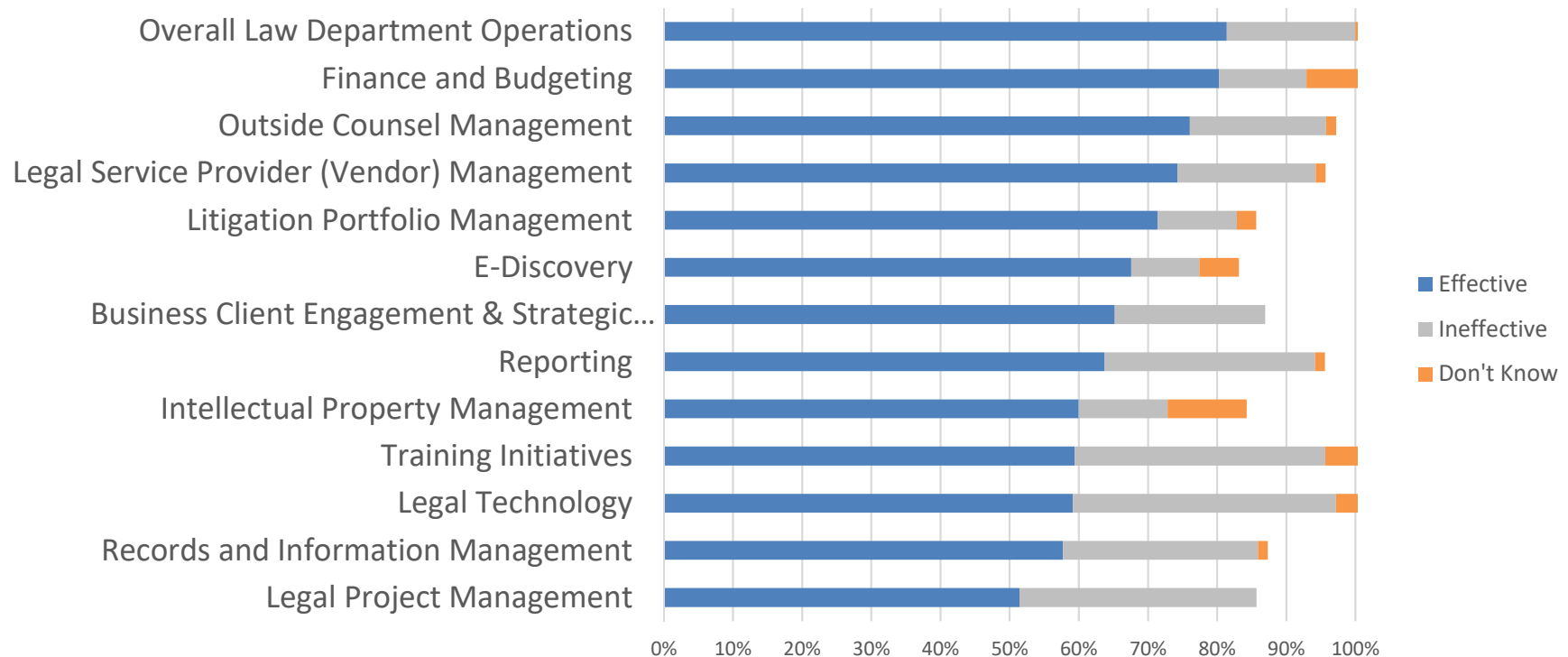
On a scale of 1-5 (1 being just beginning, 5 being advanced), how advanced is your legal operations function?



Where does the legal team start improving efficacy (the results) and efficiency (how you achieve them)?

High-level areas of focus of efficiency and effectiveness endeavours, and how legal teams believe they are performing.

How would you rate your law department's effectiveness in each of the following areas?



Source: The 11th Law Department Operations Survey (2018)

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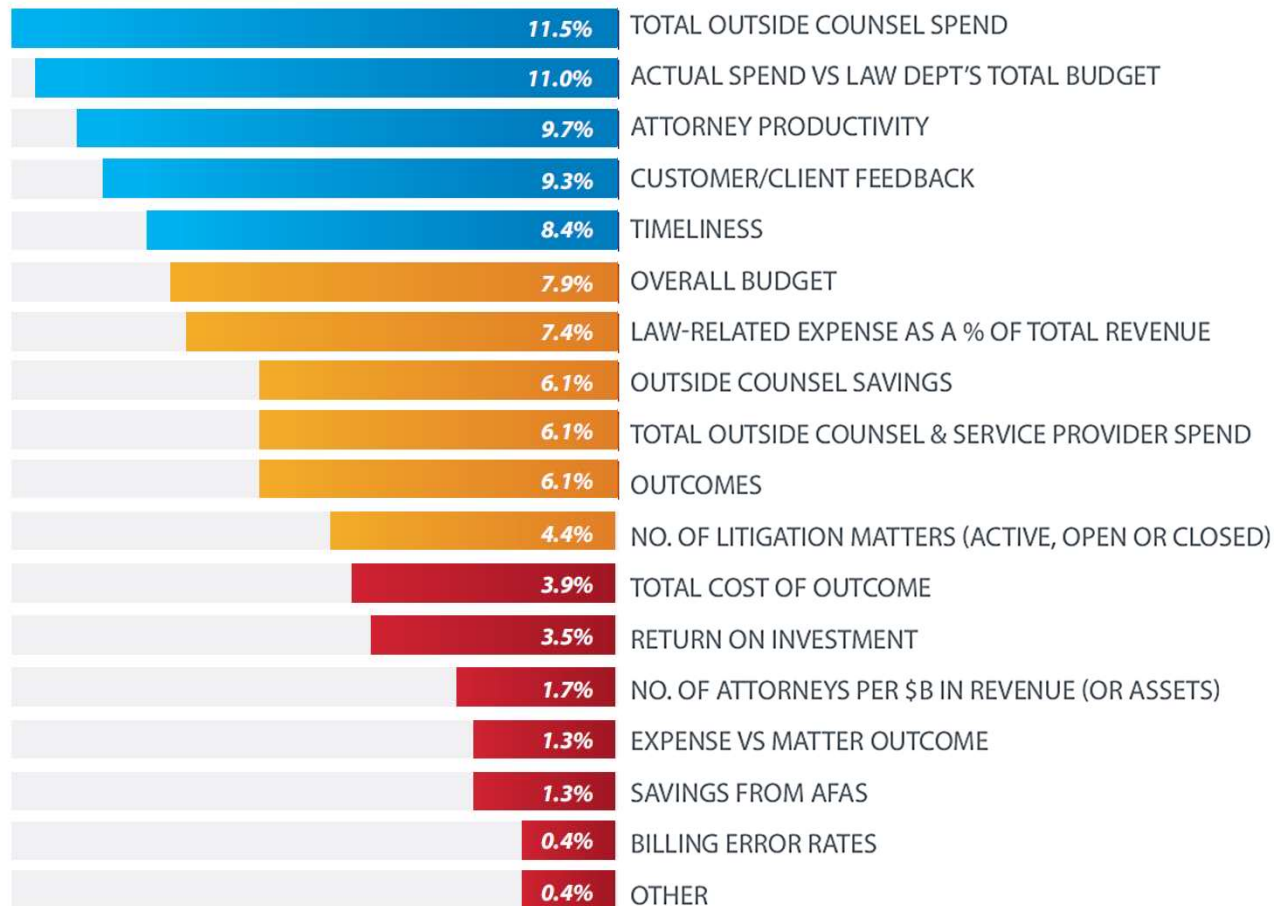
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Project & Process Management

EARLY STAGE	INTERMEDIATE	ADVANCED
<ul style="list-style-type: none"> • No or ad hoc project oversight • Lack of standardized processes or process evaluations • Organized teamwork is ad hoc and rare • Little to no executive sponsorship • Ignorance across the department about the benefits or principles of project and process management • Project participation and change communications are piecemeal 	<ul style="list-style-type: none"> • Formal project management (PM) is applied in some cases, and staff is broadly familiar with the process • Leadership drives process reviews and improvement initiatives are conducted in extreme situations; some work processes have been made systematic (e.g. supported by mapping) • Staff is fostering best practices and are encouraged to evaluate and improve individual and department practices; they have had some good experience with both project management and process improvement and know to suggest or accept them in certain circumstances • Skilled resources have been identified and some dedicated time is allocated 	<ul style="list-style-type: none"> • Formal PM is applied in all appropriate cases, and staff is very familiar with PM process • Executive sponsorship is visible but staff owns the outcomes • Process improvement is methodically and continuously conducted in all appropriate situations and driven from within affected groups; most work processes have been made systematic and documented • Continuous improvement review; project and process management have become an integral part of the culture; staff are highly motivated to evaluate and improve individual and department practices • If warranted, experienced PMP and/or lean resources are part of the staff • Good visibility into projects, processes and metrics documenting ongoing impact

How do you measure the efficiency of legal and what approaches have you taken to make improvements?

Common KPIs the Legal Department are measured on.



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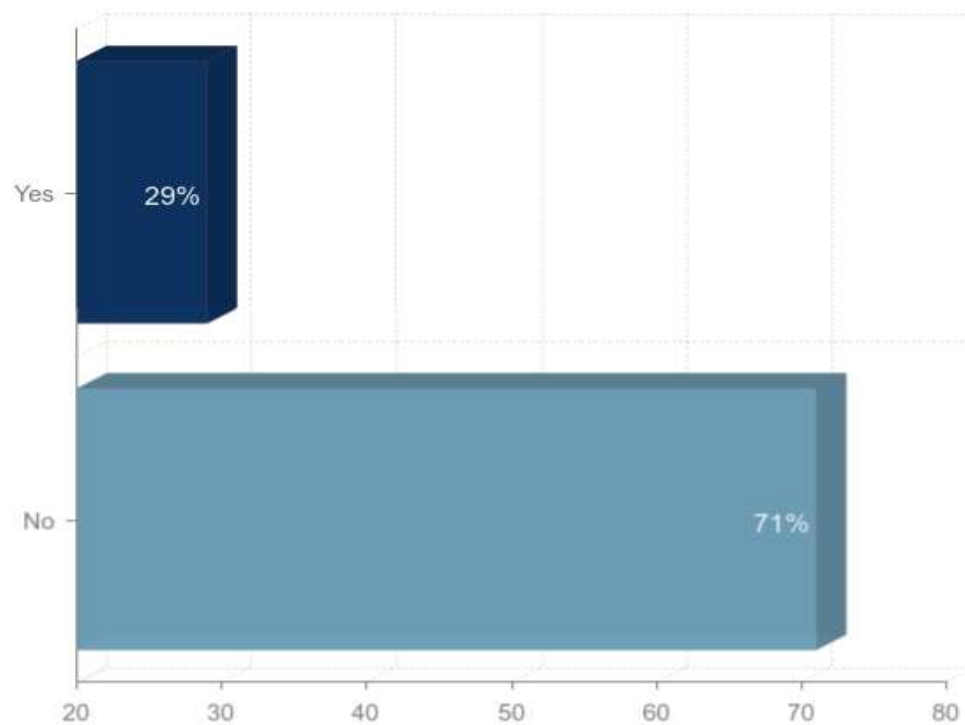
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Poll Question

Do you track efficiency (Y/N)?



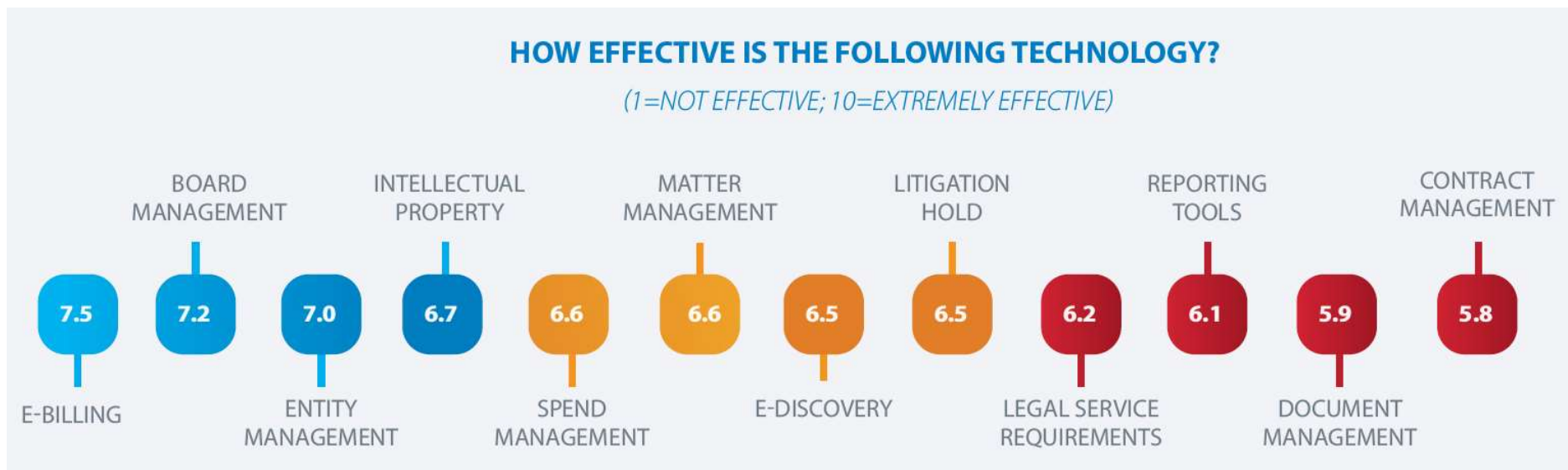
Are there metrics you can apply
across different practice areas, and
what are they?

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Technology Management

EARLY STAGE	INTERMEDIATE	ADVANCED	
<ul style="list-style-type: none">• Complete reliance on corporate IT• Limited technology deployment and user adoption• Spreadsheets for data/metrics, project management, etc.• Knowledge stored on individual workstations	<ul style="list-style-type: none">• Legal is coordinating with corporate IT, often with a designated liaison and helpdesk support• Technology roadmap is focused on leveraging current technology within Legal, driving adoption and establishing some integrations• Training is ad hoc• Typical systems in place include basic matter management, e-billing, document, contract, and IP management	<ul style="list-style-type: none">• Legal is focused on aligning business processes across the enterprise using technology• Longer-term (5-year) technology roadmap; benchmarked & adapted as environment changes• Process in place for research, scenario planning and piloting artificial intelligence (AI) and emerging technologies• Technologists or legal ops leaders evaluate changes in technology and develop implementation strategies; drive continuous improvement in user adoption• Training and user support protocols are well established	<ul style="list-style-type: none">• Strong integration among systems in Legal, and as appropriate across the enterprise• Systems include e-discovery, knowledge management, collaboration, full contract lifecycle management; workflow automation; and applications designed to anticipate/mitigate risk (e.g. tracking new regulations, trends in consumer complaints, deficiencies identified in audits)

Types of technology and their perceived effectiveness.



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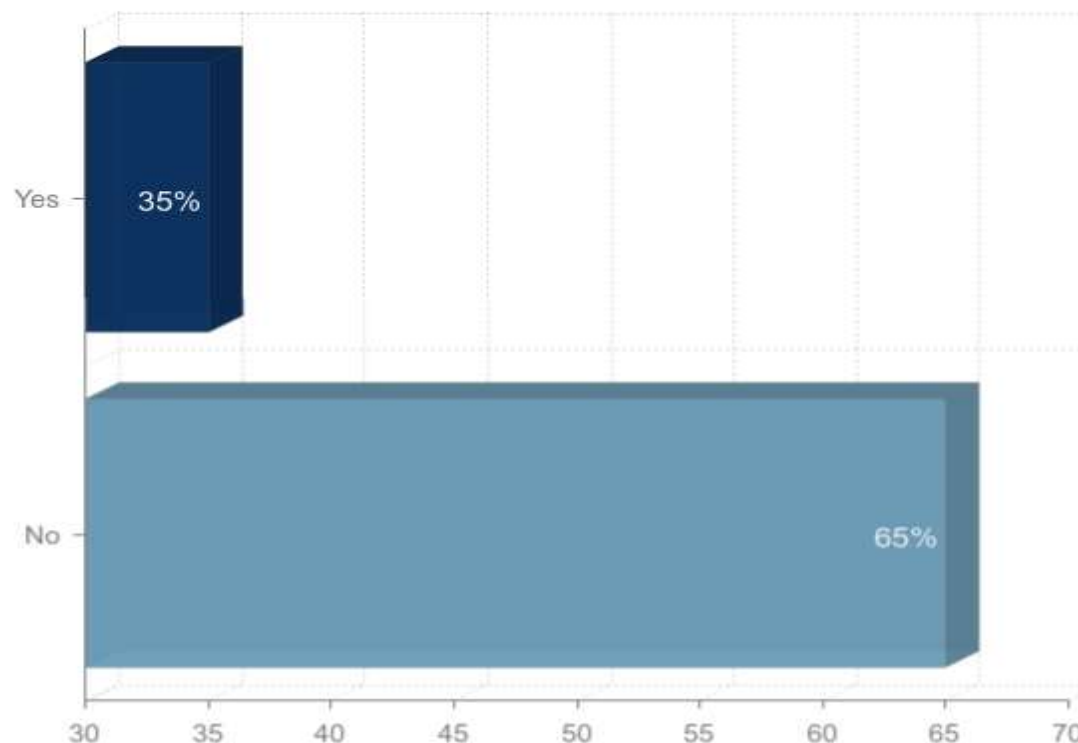
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What technologies can help with
measuring efficiency and what
technologies can help legal teams
become more efficient?

Poll Question

Have you implemented some sort of legal service request portal?



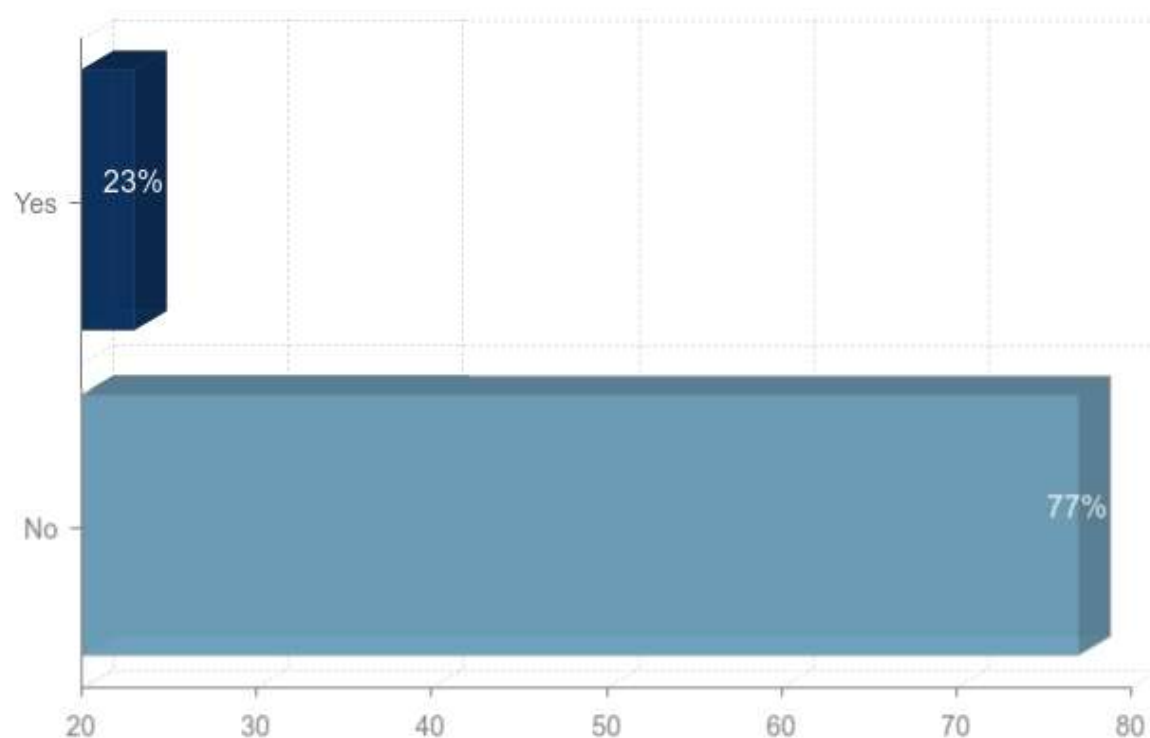
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How do you measure the effectiveness of Legal?

Poll Question

Do you track effectiveness/efficacy (Y/N)?



Questions?

Reminders...

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- Questions? Please contact **globalservices@acc.com**

Thank You