

Legal Process Improvement

Gillian Scott

Jennifer Thompson

Simon Wormwell

Melissa LaFlair (Director, Legal Operations, WSIB (Ontario))

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OSLER

Welcome & Introduction

Agenda

Introduction to Process Improvement – Lean Six Sigma

The Eight Classic Wastes - LEAN

Email Management – a Waste Case Study

Tools & Strategies in the Lean Sigma Toolkit

Context & Practical In-house Applications

Introduction to Process Improvement

- Lean Six Sigma

What
Do We
mean **By Going**
Lean?

What **is** Lean Six Sigma?

Understanding Value & Waste

The Eight Classic Wastes - LEAN

Lean's Classic Eight Wastes

- D** Defects
- O** Over Production
- W** Waiting Delays
- N** Non-Utilized Talent
- T** Transportation (of things)
- I** Inventory
- M** Motion (of people)
- E** Extra Processing

Defects

Over Production

Waiting Delays

Non-Utilized Talent

Transportation (of things)

Inventory

Motion (of people)

Extra Processing



Defects

Over Production

Waiting Delays

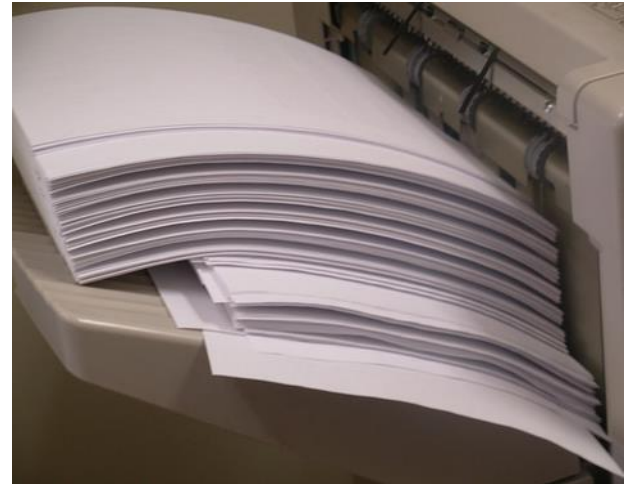
Non-Utilized Talent

Transportation (of things)

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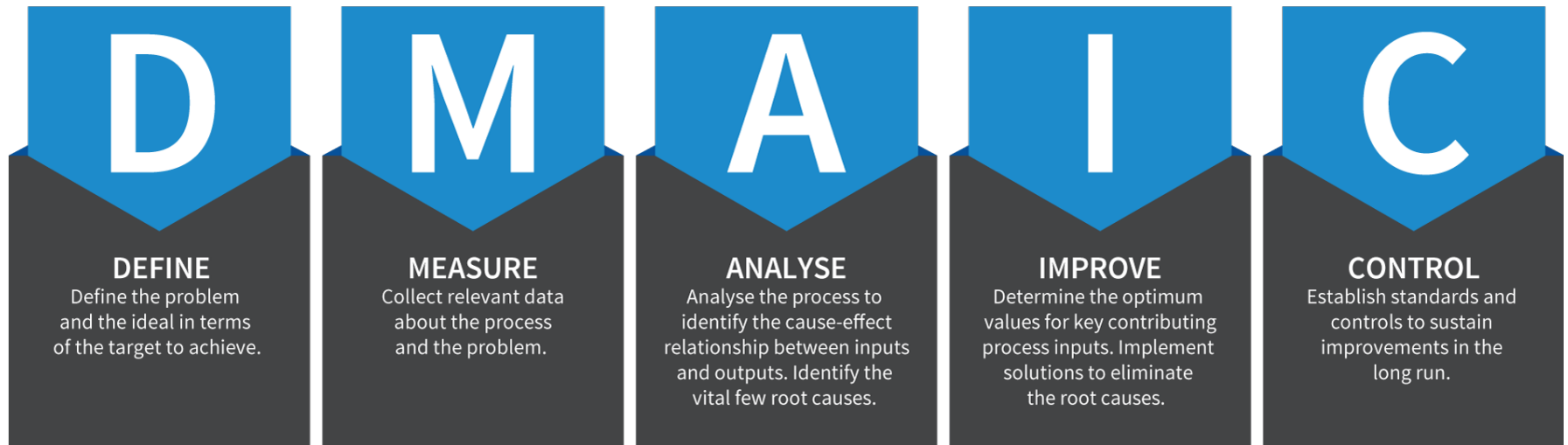
Motion (of people)

Extra Processing



Identifying **Wastes** A Case Study: Osler's Email Management Program

Tools & Strategies in the Lean Sigma Toolkit



DMAIC - *Define*

- Identify the problem to be solved
- Determine the desired outcomes – “value”
- Initiate the project

Project Charter

- Problem statement
- Scope
- Stakeholders
- Assumptions/Risks
- Objectives



PROJECT CHARTER

Project Name:			
Project Manager:		Project Sponsor:	
Department (if applicable):			
Project Description:			

Objectives:

Scope of Work/ Deliverables and timelines:

Deliverable	Assumptions	Timelines	People/ Resources Needed

Risk Management:

Risk Event	Cost	Likelihood	Mitigation Strategy

DMAIC - *Measure*

- Collect information to understand the process in its current state
- Enables identification of waste in next phase

Process Mapping

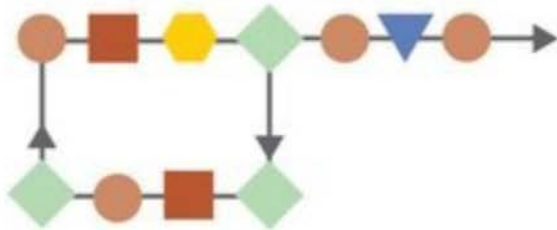
- Visual representation of a process – beginning to end
- Actions, actors, documents, decision points, resources

Data Collection

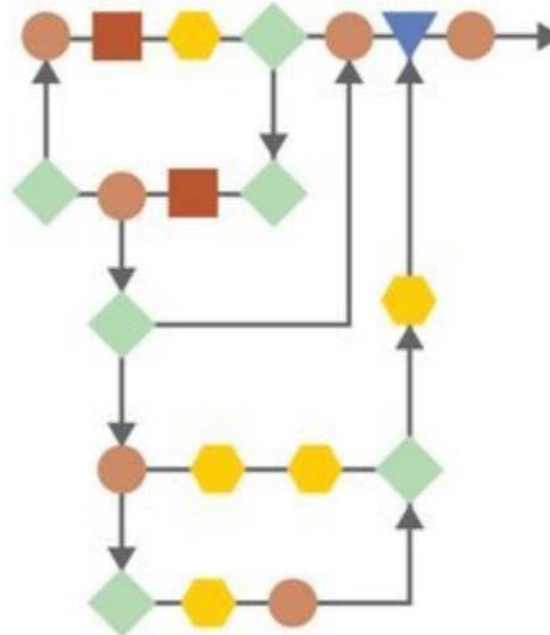
- Information to complete “picture” of process
- Time, volume, cycles, error rates
- Baseline for measuring improvements

From ACC Value Challenge *Process Improvement Guide*

“As we think it is”



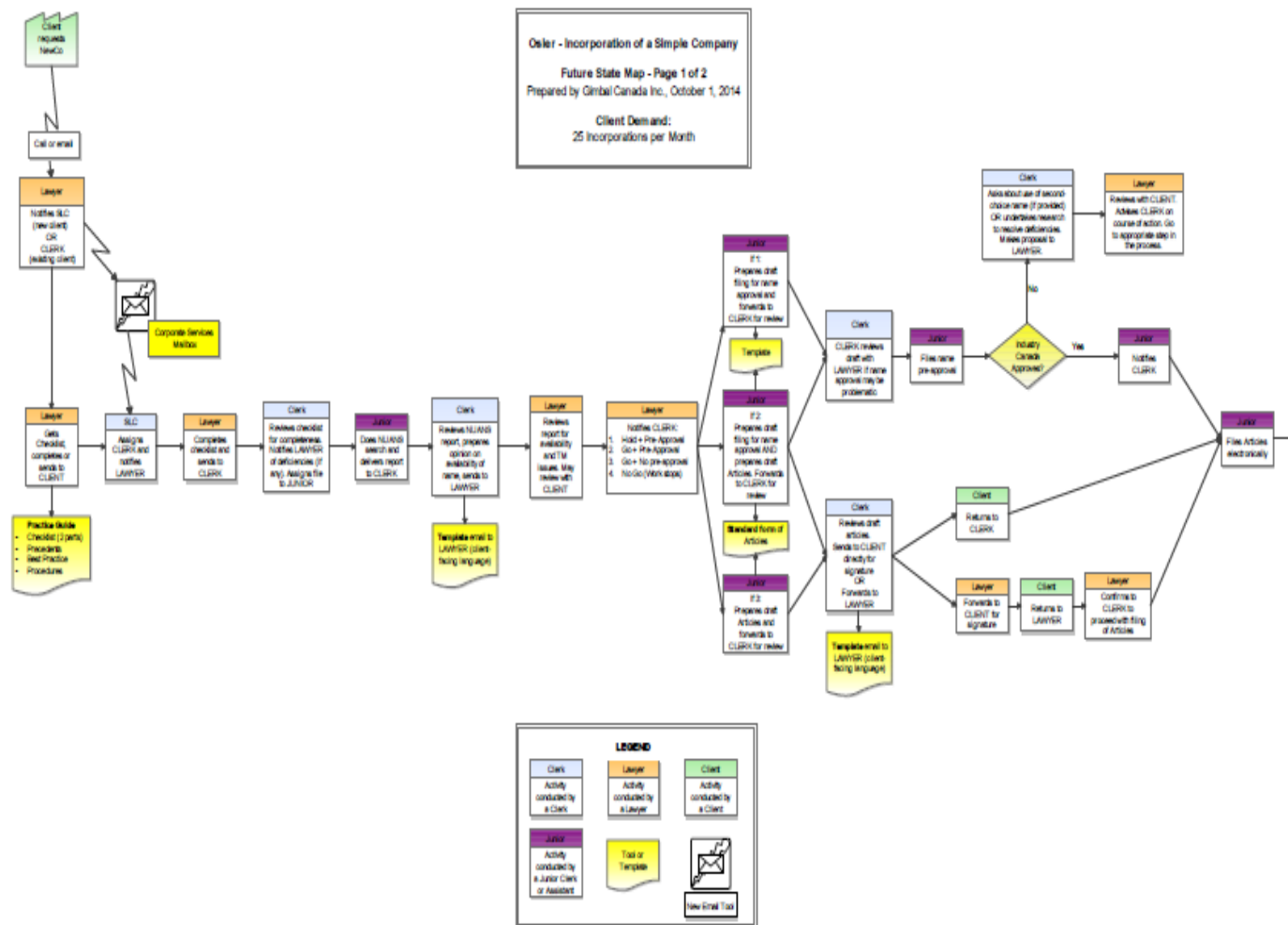
“As it really is”



“As it should be”



LEGAL PROCESS IMPROVEMENT & EFFICIENT STRATEGIES FOR IN-HOUSE COUNSEL



DMAIC - *Analyze*

- Identify waste and defects
- Determine the root causes of those issues

Annotate Your Process Map

- Highlights waste and defects
- Track ideas

Try “5 Whys” Method

- Get to root cause of waste or defect



DMAIC - *Improve*

- Generate solutions to address root causes of waste
- Select best one(s)
- Implement and test

Future State Process Map

- Updated to eliminate waste

Project Plan

- For implementation of a solution

DMAIC - *Control*

- Procedures for maintaining process
- Procedures for measuring against client expectations
- Continuous improvement

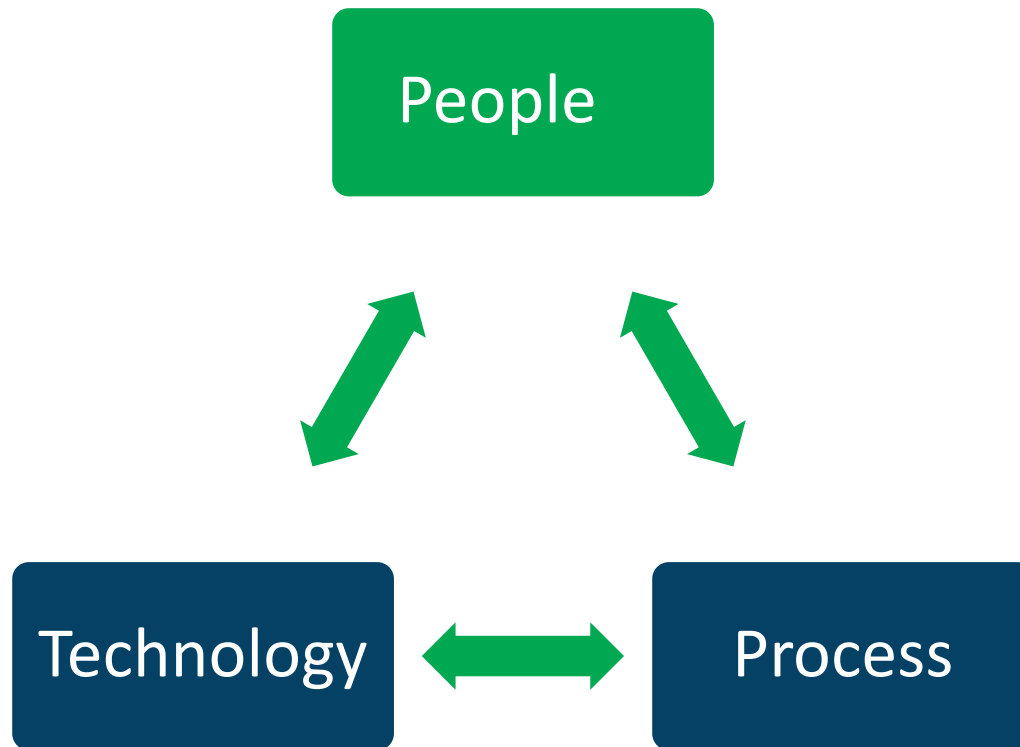
Metrics from data in “Measure” phase



Context and practical In-House applications

Melissa LaFlair | Director, Legal Operations, WSIB (Ontario)

Legal ops / process improvement overview



Typical in-house challenges

1. Budget and resource constraints
1. Inconsistent / changing instructions
2. Finding and managing information, data and knowledge
3. Identifying decision makers and stakeholders
4. Inconsistent outputs (which can lead to lawyer shopping)
5. Lack of performance management benchmarks (KPI's)
6. Setting and managing expectations (role of legal and what “good” looks like)
7. Reactive versus proactive role with organization (workload management)

Developing the “why” – defining the problem and the opportunities



Legal ops/process improvement objectives

Identify process in the effort / product

Looks at how the effort is made / product is created



Optimize resource use

Value and data based decisions to align resources with client needs.



Support WSIB's strategy

Focus on what is reasonable and manageable based on priorities, available resources, impact etc.



Questions?