

The Link was made as user-friendly as possible, but we wanted to leave nothing to chance, so we have posted user guides for every section or function of the site

The screenshot shows a web browser window displaying a page titled "Guidance Documents". The page has a navigation menu on the left with "Digital Library" and "Guidance". The main content area contains a table with two columns: "Name" and "Description".

Name	Description
<b>Subject Matter : ACEBook (7)</b>	
<a href="#">Search in ACEBook Employee Profile Directory</a>	Learn how to browse profiles completed by members of the Office of General Counsel.
<a href="#">Updating Acebook Attorney License Information</a>	Learn how attorney license information is maintained within the OGC.
<a href="#">Updating Acebook Professional Associations</a>	Learn how to modify your professional association records in ACEBook.
<a href="#">Updating Acebook Professional Experiences</a>	Learn how to modify your professional experience (employment history) information in ACEBook.
<a href="#">Updating ACEBook Profile Informaiton</a>	Learn how to modify your profile information that displays in ACEBook. Please note that this profile information should also appear in the ACE Global Village.
<a href="#">Updating ACEBook Skills Inventory</a>	Learn how to update the areas you have identified as either having substantial experience, moderate experience, or an interest to learn. Please note that these same fields can be updated when modifying your ACEBook profile.
<a href="#">Upload a Picture into ACEBook</a>	Learn how to upload a picture to ACEBook and connect an image to your ACEBook profile.
<b>Subject Matter : Agile Teams (1)</b>	
<a href="#">How to Create an Agile Team</a>	Agile Teams are a new OGC approach to addressing client needs that are too big to be met by a single individual but not so large as to require a formal, full-blown project team approach. Learn how to create an agile team.
<b>Subject Matter : Digital Library (7)</b>	
<a href="#">How to Check in a Document</a>	This guide details how to Check In and Discard Check Out for documents that may have been checked out by a user or the system.
<a href="#">How to Find Content by Subject Matter</a>	This guide documents how a user of the Digital Library can find content relevant to a Subject Matter value.
<a href="#">How to Find Documents by Custodian</a>	This guide documents how you can locate documents uploaded to the Digital Library that are assigned to a specific custodian.
<a href="#">How to Find Documents of a Specific File Type</a>	This guide details how a user can limit search results to show a single type of file, such as Word, Excel, PDF, or PowerPoint.
<a href="#">How to Find Recently Added Documents</a>	This guide details how to use the Advanced search function within the Digital Library search center to find documents recently

The browser's address bar shows the URL: <http://workspace.ace-ina.com/s/LDR/Guidance/Forms/HowTo%20Documents.aspx>. The taskbar at the bottom shows the system tray with the time 1:58 PM and 125% zoom level.

# ACEbook: Each OGC member has a profile page that provides useful information to colleagues and clients

The screenshot shows a web browser window displaying an employee profile for Greg Stern. The browser's address bar shows the URL: <http://workspace.ace-ina.com/s/LDR/emprofile/ep/profile.aspx?ID=Stern, Gregory P>. The page header includes a map of North America and the text "North America Office of General Counsel ACEBook Directory".

**Stern, Greg**

**Department:** Executive

**Title:** Senior Deputy General Counsel

**Office:** 436 Walnut Street, WAO6Q Philadelphia, Pa 19106

**Email Address:** greg.stern@acegroup.com

**Office:** 215.640.2564

**Cell:** 215.740.0302

**Fax:** 215.640.4986

**My Responsibilities:** I serve as Senior Deputy General Counsel within the OGC, providing special project support and counseling on insurance regulatory and business matters spanning multiple divisions, mergers and acquisitions, etc.


**Principal Client:** ACE NA

**What I Can Do:** Proficient at decision and risk analysis (including use of decision trees for litigation risk analysis), insurance regulatory, business law, problem solving. Extensive experience in the application of technology to legal and business workflows and projects, project management, IP, alternate dispute resolution, negotiation, banking and securities law, M and A and other transactions.

**Career Interests:** Broad legal and management responsibilities on a nationwide or worldwide basis

**Employment Highlights:** 03/2002 – present: ACE Group of Insurance Companies, Philadelphia, PA. SVP and Senior Deputy General Counsel

**About Me**



**About Me:** I worked my way through college and law school, mostly taking hospital jobs. I started out post-law school in private practice, doing both standard and complex litigation and transactional work. I have been an in-house insurance company lawyer for over 20 years, primarily practicing business and regulatory law, but also managing and resolving complex litigation.

**What I like:** I am interested in information and other technology.

Attorney licensing information is verified and up to date

Profile information, like prior job history, areas of experience, etc., are fully searchable, so members can easily locate others who may have helpful information

All OGC members are asked to complete a skills inventory that covers more than 200 standardized categories; finding members with special experience is literally a click away

Again, all search responses link to ACEbook profiles

The screenshot shows a web browser window with the URL [http://workspace.ace-ina.com/s/LDR/emprofile/custom/sme\\_search.aspx](http://workspace.ace-ina.com/s/LDR/emprofile/custom/sme_search.aspx). The page displays search results for the selected category 'Legal Ethics and Professional Responsibility'. The results are organized into three sections: 'Substantial Legal Ethics and Professional Responsibility Experience', 'Moderate Legal Ethics and Professional Responsibility Experience', and 'Would Like to Learn About Legal Ethics and Professional Responsibility'. Each section contains a table with columns for Employee, Position, and Department.

Employee	Position	Department
Megaw, Mark T	Reinsurance Litigation	ACE NA Reinsurance Litigation
Stuart, Douglas A	Assistant General Counsel, Corporate Transactions	Corporate Secretarial/Corporate Transactions/Treasury
Bernstein, Joy J	Assistant General Counsel	ACE NA Commercial E&O Coverage Litigation
Dwyer, John J	General Counsel Century Indemnity Company	
Samers, Audrey	Deputy General Counsel	NA Compliance Assurance/PRS
Posner, Allison	Paralegal - Law Librarian	Global Ceded Re/Casualty Risk/Environmental/A&H/Global Property/Medical Risk/Multinational

Employee	Position	Department
Hunter, Donald R	Assistant General Counsel	ACE NA Commercial E&O Coverage Litigation
Boyles, Virginia M	Assistant Vice President	Regulatory Affairs/Product Line Management
Hessing, Ilana G	General Counsel, Compliance	NA Compliance Assurance/PRS
Wamser, Thomas J	Assistant General Counsel, NA and Runoff Reinsurance Litigation	ACE NA Reinsurance Litigation
Fleming, John J	General Counsel, ESIS	ARM/AFS/Credit Management/ESIS
Waller, DeeAnn B	Assistant General Counsel, Coverage Advice and Litigation	ACE NA Commercial E&O Coverage Litigation
Jones, Patric A	Counsel, Environmental	Global Ceded Re/Casualty Risk/Environmental/A&H/Global Property/Medical Risk/Multinational
Bech, Paul B	Assistant General Counsel	ACE NA Commercial E&O Coverage Litigation
Stern, Gregory P	Senior Deputy General Counsel	Executive
Sirni, Kimberly R	Assistant General Counsel, Corporate Transactions	Corporate Secretarial/Corporate Transactions/Treasury
Brookes, Robert J	Associate General Counsel, Casualty Risk	Global Ceded Re/Casualty Risk/Environmental/A&H/Global Property/Medical Risk/Multinational
Posner, Allison	Paralegal - Law Librarian	Global Ceded Re/Casualty Risk/Environmental/A&H/Global Property/Medical Risk/Multinational

Employee	Position	Department
Fain, DJ	Field Investigator	Combined
Solomon, Dena	Administrative Assistant	Combined
Doolley, Charles J	Counsel	Global Ceded Re/Casualty Risk/Environmental/A&H/Global Property/Medical Risk/Multinational

Having access to this kind of information about skill sets helps us quickly build effective agile and project teams

The Digital Library – Contains thousands of useful articles, memos, templates, reference materials, etc. Access may be selectively controlled to take into account privilege, confidentiality, etc.

The Spotlight highlights new or unusual features

http://workspace.ace-ina.com/s/LDR/default.aspx - Windows Internet Explorer

http://workspace.ace-ina.com/s/LDR/default.aspx

File Edit View Favorites Tools Help

Site Actions Bro Page

## Digital Library

Digital Library  
Home

### Digital Library Storage Areas

- Services and Multinational
- ACE NA Corporate Secretary
- Affiliated Transactions
- ARM/Financial Services/Credit Management
- Brandywine
- Canada
- Casualty Risk
- Combined
- Commercial Risk Services
- Coverage Litigation
- Customer Services
- Environmental
- ESIS
- Filing and Forms Management
- Foreign Casualty
- Global Operations and Corporate Transactions
- Global Treasury
- Life, Accident and Health PLM

### Spotlight on Digital Library Materials

#### Fictitious Groups 50 State Survey

Prepared Date: September 2012

The survey addresses the following questions:

- Is the Fictitious Group Permitted?
- Is Group P&C Permitted?
- Can unaffiliated entities obtain medical professional liability and/or products liability insurance under a group policy issued to a legal entity formed for the purpose of obtaining insurance for the group members?
- Can unaffiliated entities formed for other legitimate business purposes (other than the purpose of obtaining insurance for the group members), obtain insurance under a single policy?
- Can one sister company include another sister company as a named insured under its policy (companies share the same parent, but these entities do not have ownership interest in the other)?
- Does the law make a distinction for non-admitted (surplus lines insurance) versus admitted product?

[Click here to access the document.](#)

### Ask a Librarian

Ask a Librarian - Allows authors to enter rich text content.

## ASK A LIBRARIAN

by email

Please click here to Ask a Question to your librarian, Allison Posner.

### SharePoint Search Center

Please click here for direct access to the new SharePoint Search Center

### How Tos

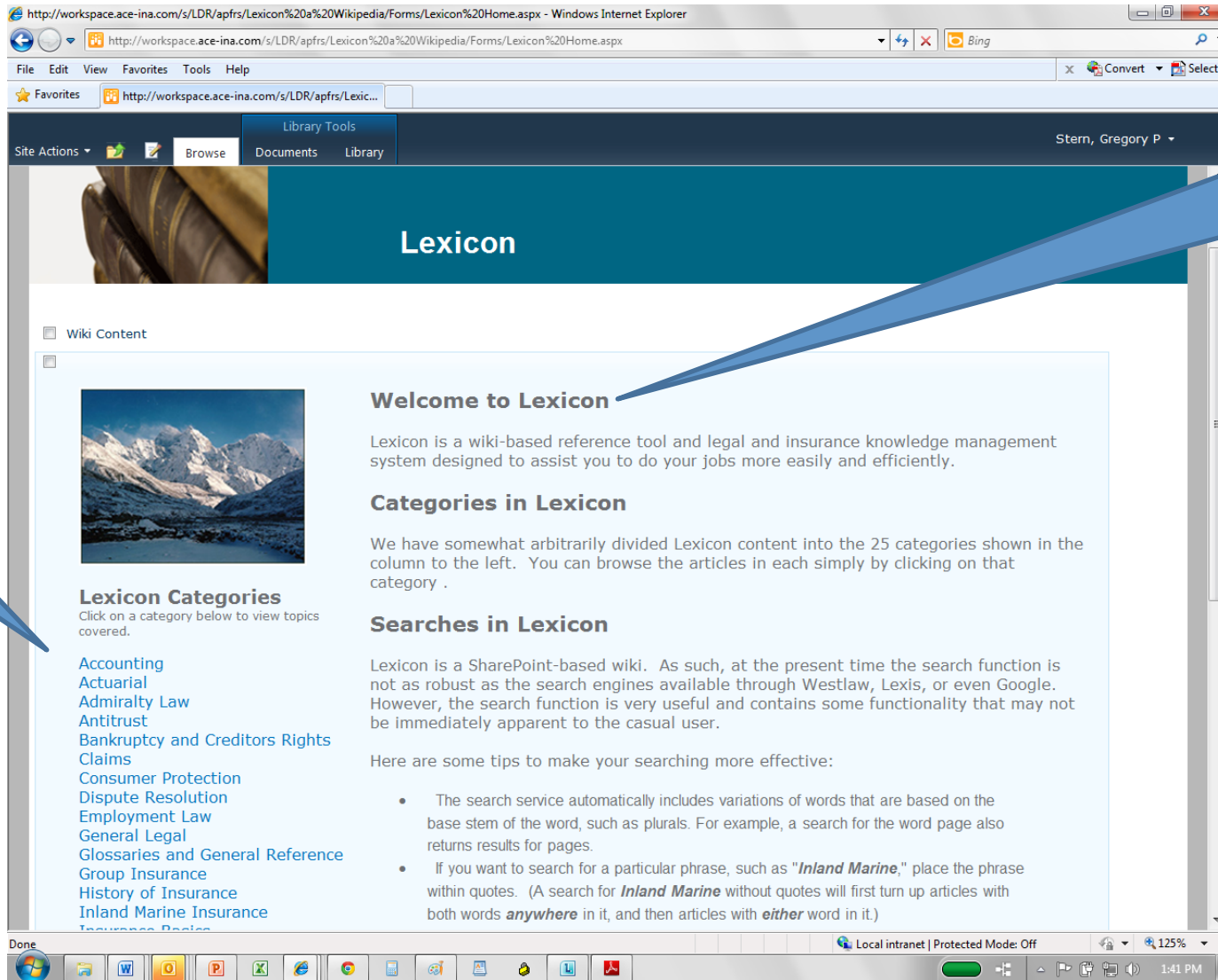
- SharePoint Search Tips and Tools.
- Upload documents to the Digital Library.
- Find content by Subject Matter.
- Find documents by custodian.
- Find documents of a specific file type.
- Find recently added content to the Digital Library.
- Limit search results to a specific site within the Digital Library.
- Check In documents that have been Checked Out.

### General Repository Flagged Content

The DL has its own paralegal/librarian with a Masters in Library Science

Search is fast and as granular as necessary

# The DL has many different areas to explore



All DL documents are tagged using a consistent taxonomy, so you can easily sort by topic

For example, the Lexicon is like a private, insurance and law version of Wikipedia

## Welcome to Lexicon

Lexicon is a wiki-based reference tool and legal and insurance knowledge management system designed to assist you to do your jobs more easily and efficiently.

## Categories in Lexicon

We have somewhat arbitrarily divided Lexicon content into the 25 categories shown in the column to the left. You can browse the articles in each simply by clicking on that category .

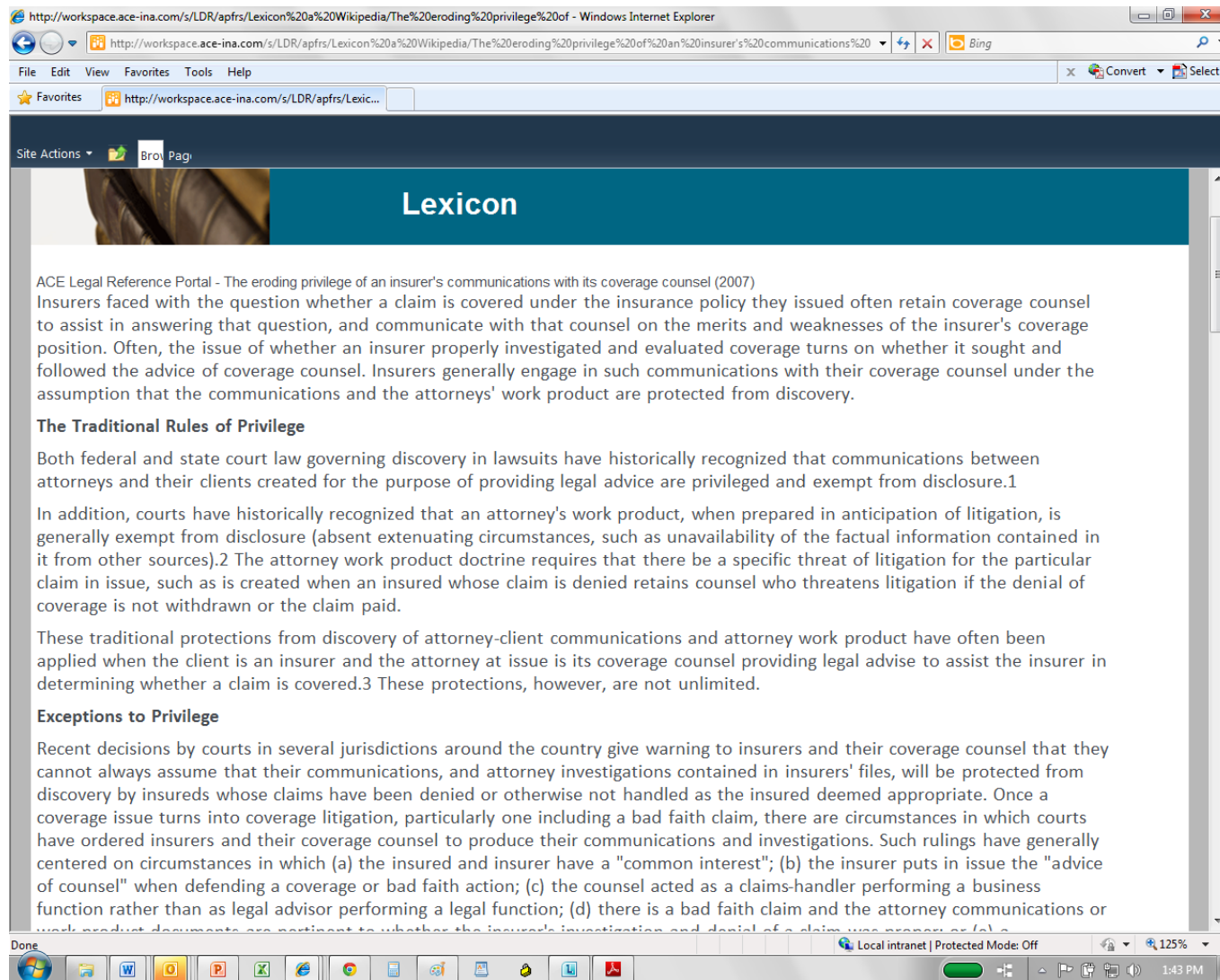
## Searches in Lexicon

Lexicon is a SharePoint-based wiki. As such, at the present time the search function is not as robust as the search engines available through Westlaw, Lexis, or even Google. However, the search function is very useful and contains some functionality that may not be immediately apparent to the casual user.

Here are some tips to make your searching more effective:

- The search service automatically includes variations of words that are based on the base stem of the word, such as plurals. For example, a search for the word page also returns results for pages.
- If you want to search for a particular phrase, such as "Inland Marine," place the phrase within quotes. (A search for *Inland Marine* without quotes will first turn up articles with both words *anywhere* in it, and then articles with *either* word in it.)

Here is a sample Lexicon article, on the attorney-client privilege as it applies to in-house counsel. Because it is a wiki page, it is editable by our members to keep it up to date or add comments.



The screenshot shows a Windows Internet Explorer browser window. The address bar contains the URL: <http://workspace.ace-ina.com/s/LDR/apfrs/Lexicon%20a%20Wikipedia/The%20eroding%20privilege%20of%20an%20insurer's%20communications%20>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The page content features a blue header with the word "Lexicon" in white. Below the header, the text reads: "ACE Legal Reference Portal - The eroding privilege of an insurer's communications with its coverage counsel (2007) Insurers faced with the question whether a claim is covered under the insurance policy they issued often retain coverage counsel to assist in answering that question, and communicate with that counsel on the merits and weaknesses of the insurer's coverage position. Often, the issue of whether an insurer properly investigated and evaluated coverage turns on whether it sought and followed the advice of coverage counsel. Insurers generally engage in such communications with their coverage counsel under the assumption that the communications and the attorneys' work product are protected from discovery." This is followed by a section titled "The Traditional Rules of Privilege" which states: "Both federal and state court law governing discovery in lawsuits have historically recognized that communications between attorneys and their clients created for the purpose of providing legal advice are privileged and exempt from disclosure.1 In addition, courts have historically recognized that an attorney's work product, when prepared in anticipation of litigation, is generally exempt from disclosure (absent extenuating circumstances, such as unavailability of the factual information contained in it from other sources).2 The attorney work product doctrine requires that there be a specific threat of litigation for the particular claim in issue, such as is created when an insured whose claim is denied retains counsel who threatens litigation if the denial of coverage is not withdrawn or the claim paid. These traditional protections from discovery of attorney-client communications and attorney work product have often been applied when the client is an insurer and the attorney at issue is its coverage counsel providing legal advise to assist the insurer in determining whether a claim is covered.3 These protections, however, are not unlimited." Below this is a section titled "Exceptions to Privilege" which states: "Recent decisions by courts in several jurisdictions around the country give warning to insurers and their coverage counsel that they cannot always assume that their communications, and attorney investigations contained in insurers' files, will be protected from discovery by insureds whose claims have been denied or otherwise not handled as the insured deemed appropriate. Once a coverage issue turns into coverage litigation, particularly one including a bad faith claim, there are circumstances in which courts have ordered insurers and their coverage counsel to produce their communications and investigations. Such rulings have generally centered on circumstances in which (a) the insured and insurer have a "common interest"; (b) the insurer puts in issue the "advice of counsel" when defending a coverage or bad faith action; (c) the counsel acted as a claims-handler performing a business function rather than as legal advisor performing a legal function; (d) there is a bad faith claim and the attorney communications or work product documents are pertinent to whether the insured's investigation and denial of a claim was proper; or (e) a..." The browser's status bar at the bottom shows "Local intranet | Protected Mode: Off" and the system tray includes icons for network, volume, and the time "1:43 PM".

We also have a standard Template Form Library. Although it was set up by our Corporate Transactions group, anyone who prepares a useful form of any kind is encouraged to make it generic and upload it.

Template Form Contracts - All Documents - Windows Internet Explorer  
http://workspace.ace-ina.com/s/LDR/god/Template%20Form%20Contracts/Forms/AllItems.aspx

File Edit View Favorites Tools Help

Site Actions Bro Doc Libr

The *Link* site of the North America Office of General Counsel

## Global Operations / Corporate Transactions / Corporate Secretary

Digital Library  
Global Operations/Corporate Transactions/Corporate Secretary  
Template Form Contracts

Type	Name	Modified	Modified By
Folder	Confidentiality (Non-Disclosure) Agreements	5/24/2011 10:52 AM	Davis, Jeremy B
Folder	General Agreements	5/24/2011 10:55 AM	Davis, Jeremy B
Folder	Information Technology	5/24/2011 10:56 AM	Davis, Jeremy B
Folder	Procurement and Purchasing	5/24/2011 10:56 AM	Davis, Jeremy B
Folder	Real Estate	5/24/2011 10:56 AM	Davis, Jeremy B

ACE NA Corporate Secretary  
Global Operations/Corporate Transactions  
Consulting Services - Non-IT  
Confidentiality (Non-Disclosure) Agreements  
General Administration  
Information Technology  
Policies and Procedures  
Powers of Attorney  
Strategic Sourcing (Outsourcing)  
Training Materials and Presentations

Template Form Contracts  
Confidentiality (Non-Disclosure) Agreements  
General Agreements  
Information Technology  
Procurement and Purchasing  
Real Estate

Local intranet | Protected Mode: Off | 125% | 1:45 PM

And because these are centrally stored and curated, we can ensure that only the most current versions will be used

Our OGC Forum is a place where members can tap into the collective wisdom of the group, asking questions about law, practices, outside counsel, insureds, regulators, etc.

http://workspace.ace-ina.com/s/LDR/Lists/OGC%20Forum/AllItems.aspx - Windows Internet Explorer

http://workspace.ace-ina.com/s/LDR/Lists/OGC%20Forum/AllItems.aspx

File Edit View Favorites Tools Help

Site Actions

## OGC Forum

Digital Library

OGC Forum

**Use common sense when posting, and remember to follow similar etiquette as you do for e-mails, namely:**

- Don't write something that could reflect negatively on you, OGC or the ACE Companies. Your inquiry should pass the front page test – Would you want to see your inquiry on the front page of the [Wall Street Journal](#)?
- As with your e-mails, don't assume that privilege applies
- Don't give specific names of clients or other persons – Keep the discussions general
- Follow the rules of engagement and respect others' opinions

Subject matter experts (SME's) will volunteer their expertise and provide guidance on given topics

Individuals initiating a posting are responsible for tagging, following the post through and closing it out with the conclusion. If there is no conclusion or answer to the item the post should still be closed out noting the outcome. If the question is answered via email or phone call the individual who initiated the posting is responsible for closing it and should note the outcome or minimally note who provided the response. Posts should be closed no later than 4 weeks from posting if there is no response.

To create a new post click on the "New" button. To view an existing post click on the "Subject" field. [For additional instructions on how to edit/close posted items, click here.](#)  
[Click here to post a new forum topic.](#)

<input type="checkbox"/> Edit	Subject	<input type="checkbox"/> Created By	Replies	Last Updated	Subject Matter	Closed
	<a href="#">Recreational Marine - premium payments in event of a total loss</a>	<a href="#">Samers, Audrey</a>	4	1/16/2013 11:54 AM	Marine	No
	<a href="#">Cessions Where Towers is Broker/Intermediary</a>	<a href="#">Quinn, Anne M</a>	2	1/14/2013 6:51 PM	Insurance – Policies and Coverage, Reinsurance	Yes
	<a href="#">Parental Guaranty - Chinese Parent</a>	<a href="#">Sanpietro, J Scott</a>	2	1/14/2013 2:24 PM	Parental Guaranty	No
	<a href="#">OGC NA Counsel Position</a>	<a href="#">Zacharias, Carol</a>	0	1/4/2013 7:23 PM	new position	No
	<a href="#">Scott Williams/Counsel to Professional Risk's Private Company/Not-for-Profit group</a>	<a href="#">Zacharias, Carol</a>	0	1/2/2013 12:29 PM	staff change announcement	No
	<a href="#">New Jersey Counsel</a>	<a href="#">Samers, Audrey</a>	2	11/15/2012 10:38 AM	Insurance – Regulation	No

Done

Local intranet | Protected Mode: Off

125%

1:46 PM

Simple guidance insures that interactions will be professional and courteous

Forum postings link to our ACEbook profiles, so participating in the Forum becomes another great way to get to know your colleagues; and, Forum postings are retained and searchable to build on our Knowledge Base

The screenshot shows a Windows Internet Explorer browser window displaying a discussion board. The address bar shows the URL: <http://workspace.ace-ina.com/s/LDR/Lists/OGC%20Forum/Flat.aspx?RootFolder=%2Fs%2FLDR%2FLists%2FOGC%20Forum%2FAgent%2DDowned%20B>. The browser title is "Agent-owned Body shops - Flat".

The discussion board content includes:

- Discussion Board Home**
- Posted By** | **Post**
- Started: 9/11/2012 5:56 PM** | [View Properties](#) | [Reply](#)
- Samers, Audrey** (with profile picture)  
**Agent-owned Body shops**  
Is anyone aware of a NY regulation that prohibits an agent from owning a body shop and referring an insured to that body shop?
- Posted: 9/11/2012 6:38 PM** | [View Properties](#) | [Reply](#)
- Hessing, IJana G** (with profile picture)  
I am not aware of such a regulation, but I do note that NY requires the following under 398-d:  
Every motor vehicle repair shop shall display in a conspicuous place in such shop a sign stating: PURSUANT TO SECTION 2610 OF THE INSURANCE LAW AN INSURANCE COMPANY MAY NOT REQUIRE THAT REPAIRS BE MADE TO A MOTOR VEHICLE IN A PARTICULAR PLACE OR REPAIR SHOP. YOU HAVE A RIGHT TO HAVE YOUR AUTOMOBILE REPAIRED IN THE SHOP OF YOUR CHOICE.  
[Show Quoted Messages](#)
- Posted: 9/12/2012 8:54 AM** | [View Properties](#) | [Reply](#)
- Stalker, Deborah G** (with profile picture)  
I have had direct experience in NY in the early 2000s on this very issue with respect to a private passenger auto program involving an MGA in NY. The MGA owned numerous body shops in the NY area and steered (NY's wording for "referring") insureds to those body shops. As the insurance company, and since the MGA acted for us, we were held responsible for the acts of the MGA in steering insureds to the body shops. The MGA was also held responsible for such activities. NY interprets its laws very broadly on this subject and does not permit any steering by an insurer or agent to any particular body shop, particularly in a case such as this when the body shop (or shops) is owned by our agent and our agent is steering our insureds to our agent's body shop. The fines we incurred for this were steep.  
[Show Quoted Messages](#)

The Windows taskbar at the bottom shows the system tray with "Local intranet | Protected Mode: Off", "125%", and "1:50 PM".

We have adopted an “agile team” approach to address assignments that need to be performed quickly by more than several people, but which do not require formal project planning

## Project Best-In-Class (BIC)

### Agile Team Formation

Click [here](#) to be taken to the team formation page.

Agile Teams are a new OGC approach to addressing client needs that are too big to be met by a single individual but not so large as to require a formal, full-blown project team approach. Agile Teams are meant to be the OGC equivalent of a SWAT team, quickly assembled to achieve a particular goal and then just as quickly disbanded when that goal has been met. You can find more information in the [Agile Teams Guidance Document](#), but here is a high level overview of the concept:

<b>Underlying Concept:</b>	An Agile Team is a small, fluid and above all agile team of OGC members formed to perform short-duration but relatively complex tasks or prepare discrete deliverables not suited to single individuals or larger, more elaborate project teams. Agile Teams adapt quickly to new situations, adding or dropping team members as appropriate, with agility as their key characteristic.
<b>Timing Window:</b>	Agile Team deliverables should be capable of completion in no more than three weeks (longer deliverables are likely better suited to formal project teams).
<b>Size:</b>	Agile teams are usually made up of between 3 and 6 members, although fewer or more members may sometimes be appropriate in a special circumstance.
<b>Composition:</b>	Teams typically will be made up of OGC members, but could include other ACE colleagues or even, in some circumstances, outside counsel or consultants.
<b>The Team Lead:</b>	The Team Lead (which usually will, but need not, be the LSC) is responsible for assembling the team, framing the target, obtaining necessary resources, developing the task list, making decisions in a timely manner, documenting the process, making sure the target is delivered, and conducting the wrap-up meeting.
<b>Team Assembly:</b>	Agile Teams should follow the old TV Mission Impossible model, assembled as assignments are received and adapting the expertise and makeup of the team to the deliverable.
<b>Team Interaction:</b>	Agile Team interaction is very important and should emphasize face-to-face communication over other forms of communication, especially when the team is in one location.
<b>Team Management:</b>	Agile Teams emphasize useful deliverables as the primary measure of progress, and team member deliverables will often be dependent upon the commitments made by other team members or non-team colleagues. Accordingly, task or commitment management becomes critical, and it may be necessary to employ a commitment tracking tool to ensure that all team members are kept fully informed and on target.
<b>Wrap-Up Meetings:</b>	Agile Teams are expected to hold a wrap-up meeting (to which clients may be invited) to discuss the team performance, the deliverable(s) produced, and lessons learned.

# A standard template is used to form and then to track agile teams and the work they do

Team Tracking - New Item

Edit

Save Cancel Paste Copy Attach File Spelling

Commit Clipboard Actions Spelling

**Documents**  
Documentation

**Lists**  
Team Tracking

**Sites**  
RFI - Online Legal Research and Information Services  
Project BIC - Employee Resource Optimization  
Project BIC - Link Improvements  
Project BIC - Improved Communication  
OGC Matter Management - TyMetrix

Team Project *	<input type="text"/> The name of the agile or project team project.
Team Type *	Agile Team <input type="button" value="v"/> Agile Teams are typically short in duration with moderately complex tasks. Projects are typically larger in scale with complex tasks.
Team Leader *	<input type="text"/> The project team lead. This may or may not be the Legal Services Coordinator. <input type="button" value="u"/> <input type="button" value="p"/>
Legal Services Coordinator	<input type="text"/> The business unit contact. This may or may not be the project team lead. <input type="button" value="u"/> <input type="button" value="p"/>
OGC Team Members	<input type="text"/> Project members other than the team lead, LSC, or SME. <input type="button" value="u"/> <input type="button" value="p"/>
Outside Specialists	<input type="text"/> Subject matter experts recruited to the project external to OGC and potentially external to ACE.
Project Scope and Deliverables	<input type="text"/> <input type="button" value="u"/> <input type="button" value="p"/> <input type="button" value="b"/> <input type="button" value="i"/> <input type="button" value="l"/> <input type="button" value="r"/> <input type="button" value="e"/> <input type="button" value="o"/> <input type="button" value="a"/> <input type="button" value="s"/> <input type="button" value="h"/> <input type="button" value="t"/> <input type="button" value="c"/> <input type="button" value="d"/> <input type="button" value="f"/> <input type="button" value="g"/> <input type="button" value="h"/> <input type="button" value="i"/> <input type="button" value="j"/> <input type="button" value="k"/> <input type="button" value="l"/> <input type="button" value="m"/> <input type="button" value="n"/> <input type="button" value="o"/> <input type="button" value="p"/> <input type="button" value="q"/> <input type="button" value="r"/> <input type="button" value="s"/> <input type="button" 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# Assignments that are longer term, more intricate, or require coordination of many different people require formal project management techniques

## Project Best-In-Class (BIC) *Project Team Formation*

**Project management** is the discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific project goals and objectives within an agreed upon scope, time and budget.

Although every assignment an LSC or other member of the OGC receives must be managed efficiently and with sufficient emphasis on being organized to ensure that our clients' needs are appropriately met, not every matter or assignment requires the application of formal project management techniques. In fact, because formal project management often involves a substantial investment of time and resources, we should use it only when the benefits outweigh the costs.

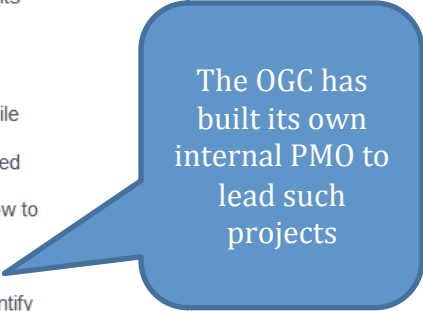
As a general rule within the OGC, formal project management should only be considered when an assignment is sufficiently complicated that it requires the participation of six or more members and/or is likely to require steady activity over a period of more than three weeks. Contrast this with the OGC approach to the appropriate use of Agile Teams, the Guidance for which may be found [here](#). Project management is a specialized skill, and requires the involvement of a trained Project Manager. We are fortunate that our OGC Operations group contains several trained and certified project managers, headed up by Bob Reilly and Pam Flaherty. When an assignment arises that you believe may benefit from project management techniques, contact Pam or Bob so they can help advise you on how to proceed.

Once a determination has been made that using project management processes is appropriate, Bob or Pam will assign a Project Manager to work with you. Once a Project Manager has been assigned, he or she will help to identify the resources (including project team members) needed and to define the project requirements or the scope (what the project is supposed to accomplish and the budget of time and money that has been created to achieve these objectives) and develop the detailed project plan (a formal, approved document used to guide both project execution and project control). The Project Manager will also work with the project team to develop a communication plan and track the project tasks to ensure the project is progressing as planned.

After the goal has been identified and the project team has been assembled, project management typically involves:

1. scoping the engagement;
2. identifying resources and constraints;
3. building a project plan that guides all team members;
4. carrying out the plan;
5. monitoring plan progress and adjusting the plan as appropriate; and
6. an after-project review, to see how everybody did and what could be done better next time.

Click [here](#) to be taken to the team formation page.



The OGC has built its own internal PMO to lead such projects

# Each OGC member above a certain rank is required to submit a monthly activity report using a customized online tool that ensures consistency and generates reports for senior management

## Office of General Counsel Monthly Activity Reporting

### Overview

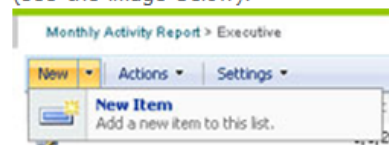
Data entry for the monthly activity reports is divided separate reporting areas. Access to these reporting areas is exclusive to each. Managers within a reporting area have the ability to view the records entered by their direct reports in addition to their own. Staff members within each reporting area are restricted to viewing and editing their own records. Staff and managers are only able to enter and view records in their own reporting area.

Currently, there are two custom reports on the monthly activity reporting site: an Executive report and a report for Legal Services Coordinators. Access to each of these reports is directly controlled. The Legal Services Coordinators report is automatically filtered based on the current user's LAN ID. If you are not a Legal Services Coordinator, you will not have access to this report. The Executive Report is only accessible to Kevin Rampe.

### Creating a New Record

A new record can be created by first clicking on the appropriate Reporting Area shown to the left. The default view within each of these reporting areas shows all records available to the current user. Managers can view and edit their records and the records of their direct reports. Staff within a reporting area can only view and edit their own records. The records that have been modified most recently will bubble to the top of the list.

To create a new record, click on the New Item button that appears at the top of the reporting area list (see the image below).



All required fields (noted with a red asterisk) must be completed in order for the record to be saved. Click the OK button to save the record. Click the Cancel button to discard the record prior to saving.

For many years, the OGC has been working with an outside vendor to develop CLE programs tailored to meet our special insurance-focused needs; programs are presented by outside counsel, inside counsel, or both.

The screenshot shows a web browser window titled 'Continuing Education - Windows Internet Explorer'. The address bar shows the URL 'http://workspace.ace-ina.com/s/LDR/c/ce.aspx'. The page has a green header with the text 'Continuing Education'. Below the header, there is a navigation menu with options like 'Filter', 'Sort by: None', and 'Group by: None'. The main content area features a table with columns for 'Name', 'CE Topic', and 'CE Date'. A blue callout bubble points to the 'Name' column, containing the text: 'And all CLE materials are maintained on the Link for future reference'. The table lists various CLE courses, including 'Webinar CLE Request - e-Discovery -- 1-30-2013.doc', 'CLE Evaluation Form - e-Discovery.pdf', 'ESI\_CLE\_01302013.PPTX', '2013 CLE Schedule.doc', '2012 CLE Schedule', 'CLE Webinar Credit Request - Supreme Court.doc', 'CLE Evaluation Form - Supreme Court.pdf', 'Supreme\_Court\_Practice\_and\_Term\_Highlights.PPT', 'CLE Evaluation Form - Antitrust Law.pdf', 'Webinar CLE Request - Antitrust Law.doc', 'Antitrust CLE 11122012.ppt', 'Antitrust training printable.pdf', 'CLE Evaluation Form - Ethics.pdf', 'Webinar CLE Request - Ethics.doc', 'ACE Ethics CLE PPT Presentation 10-18-2012.ppt', 'ACE Ethics CLE Presentation Material.pdf', 'CLE Evaluation Form - Workers Compensation.pdf', 'Webinar CLE Request - Workers Compensation.doc', 'WC\_Underwriting\_Issues\_by\_Downs\_Stanford.ppt', 'WC CLE Replay.wmv', and 'Social Media and the Business of Insurance.pptx'. The footer of the page includes copyright information: '© 2013 ACE | ACE Global Village | OGC Directory | Digital Library | Photo Gallery | OGC Forum'. The Windows taskbar at the bottom shows the system clock at 2:02 PM and 125% zoom.

Name	CE Topic	CE Date
Webinar CLE Request - e-Discovery -- 1-30-2013.doc	CLE - e-Discovery - January 30, 2013	1/30/2013
CLE Evaluation Form - e-Discovery.pdf	CLE - e-Discovery - January 30, 2013	1/30/2013
ESI_CLE_01302013.PPTX	ESI	1/30/2013
2013 CLE Schedule.doc	2012 CLE Schedule	1/1/2013
CLE Webinar Credit Request - Supreme Court.doc	Supreme Court - CLE - December 12, 2012	12/12/2012
CLE Evaluation Form - Supreme Court.pdf	Supreme Court - CLE - December 12, 2012	12/12/2012
Supreme_Court_Practice_and_Term_Highlights.PPT	Supreme Court Practice and Term Highlights	12/12/2012
CLE Evaluation Form - Antitrust Law.pdf	Antitrust Law - CLE - November 12, 2012	11/12/2012
Webinar CLE Request - Antitrust Law.doc	Antitrust Law - CLE - November 12, 2012	11/12/2012
Antitrust CLE 11122012.ppt	Keeping Up Your Antitrust Guard	11/12/2012
Antitrust training printable.pdf	Keeping Up Your Antitrust Guard	11/12/2012
CLE Evaluation Form - Ethics.pdf	Ethics	10/18/2012
Webinar CLE Request - Ethics.doc	Ethics	10/18/2012
ACE Ethics CLE PPT Presentation 10-18-2012.ppt	Ethics	10/18/2012
ACE Ethics CLE Presentation Material.pdf	Ethics	10/18/2012
CLE Evaluation Form - Workers Compensation.pdf	Workers' Compensation	9/25/2012
Webinar CLE Request - Workers Compensation.doc	Workers' Compensation	9/25/2012
WC_Underwriting_Issues_by_Downs_Stanford.ppt	WC Underwriting Issues	9/25/2012
WC CLE Replay.wmv	Workers' Compensation	9/25/2012
Social Media and the Business of Insurance.pptx	Social Media and the Business of Insurance	8/16/2012

And all CLE materials are maintained on the Link for future reference

When it comes to human resources and staff development, we put our money where our mouths are – more than half of our OGC professionals participate in an ongoing mentoring program



## Find Your Mentor Match

Self-Selecting

Program

Apply Now

Get Started

Mentoring Matches

Mentoring Resources

Update/Copy Profile

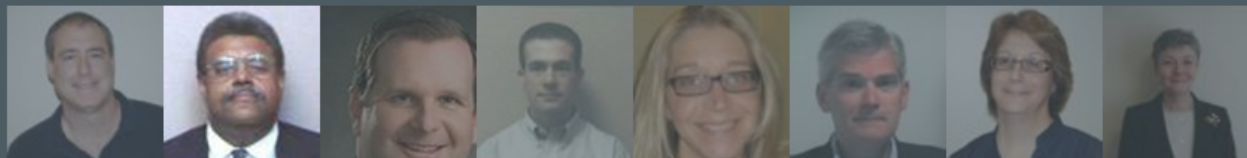
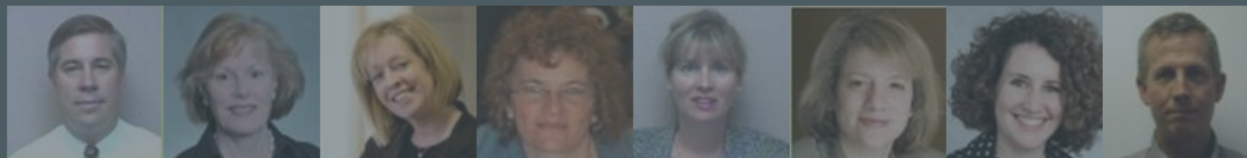
ACE Mentoring Program: Office of the General Counsel (OGC)

Office of the General Counsel (OGC) ▾

Click on the mentor or mentee tab to view profiles of employees to see if they are a fit for you.

Mentors

Mentees



The OGC News Center is a peer-sourced selection of news posted by members that they believe would be of interest to other members; and because our members subscribe to so many different news services, the News Center offers the very best of insurance-focused legal news and commentary.

The screenshot shows a Windows Internet Explorer browser window displaying the Office of General Counsel News Center website. The browser's address bar shows the URL [http://learning.ace-ina.com/NALIC/news\\_center/news\\_center.asp](http://learning.ace-ina.com/NALIC/news_center/news_center.asp). The website has a blue header with the text "News Center" and a breadcrumb trail "The Link > News Center".

On the left side of the page, there are three main sections:

- Search for a Past Post**: A section with a search field and a "Search" button. Below it is a "Post a New Feed Item" form with fields for Title, Description, Link, and Tag(s), and a "Submit Entry" button.
- Copy an RSS Feed to Your Clipboard**: A section with a "Get RSS Feed" button.

On the right side of the page, there is a "Recent News Center Posts" section with the following content:

### Why I Favor Rules Over Discretion-Becker

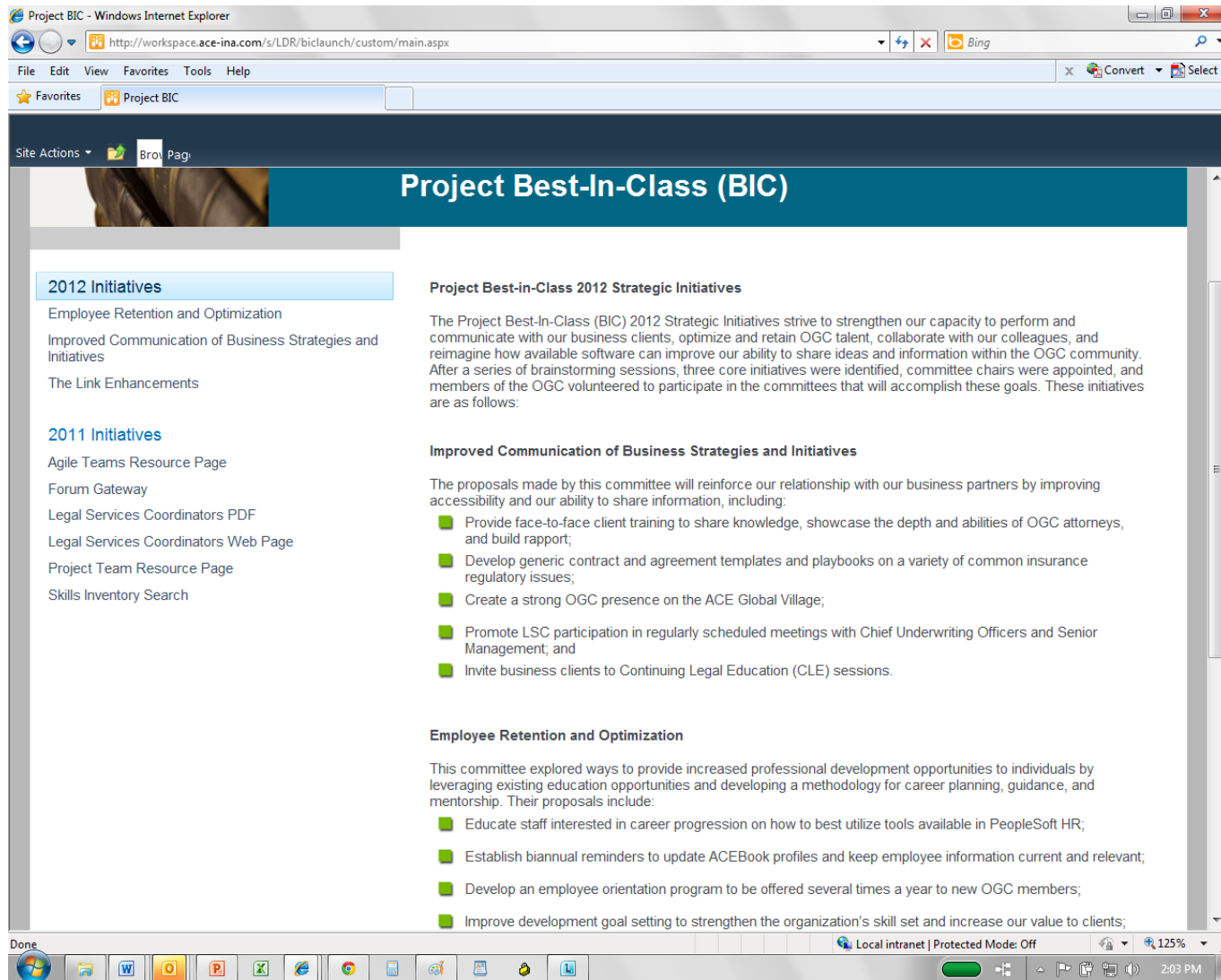
One important advantage of regulatory rules partly stems from the nature of human behavior. When the great majority of businessmen and consumers are behaving in a particular way, such as the frenzied borrowing and lending on housing and other assets that preceded the financial collapse, it is extremely difficult for regulators to stick their necks out and shut down the party. As a result, SEC and other bank regulators took no extensive actions to rein in banks even though their asset to capital ratios had increased into dangerous levels before the financial bubble burst. Both Fed heads Alan Greenspan and Ben Bernanke in the early stage of the financial crisis said it posed little threat to the real economy (of course, Bernanke later radically changed his view). Even when regulators can resist getting caught up in the enthusiasms of the businesses and consumers that they are regulating, they are still subject to enormous political pressures to go along with prevailing behavior. □ Rules set the tone for regulatory actions even though they must allow for discretion under unusual circumstances. If bank regulators had a rule requiring that the ratio of bank capital to bank assets had to be above a specified threshold, they very likely would have been forced to take actions that limited bank lending prior to the financial crash, even when they had misgivings about these actions or when subject to political pressures to let the financial party continue. This is why I favor such capital requirements, and even steeper ones for the banks that are too big to fail. □ [more]

### Rules versus Discretion in Financial and Other Regulation □ Posner

There is an academic literature on the choice between rules and discretion in regulation. Milton Friedman famously advocated that the Federal Reserve be required to increase the money supply by a fixed

The browser's taskbar at the bottom shows the system tray with the date and time as 2:00 PM, and the status bar indicates "Local intranet | Protected Mode: Off" and "125%".

Project Best-In-Class is not just a senior management-driven, top-down initiative; each year dozens of volunteers from all parts of the OGC work on selecting and executing the initiatives for the coming year, and each year the enthusiasm and innovation become stronger.



Project BIC - Windows Internet Explorer

http://workspace.ace-ina.com/s/LDR/biclaunch/custom/main.aspx

File Edit View Favorites Tools Help

Site Actions | Bro Page

## Project Best-In-Class (BIC)

### 2012 Initiatives

- Employee Retention and Optimization
- Improved Communication of Business Strategies and Initiatives
- The Link Enhancements

### 2011 Initiatives

- Agile Teams Resource Page
- Forum Gateway
- Legal Services Coordinators PDF
- Legal Services Coordinators Web Page
- Project Team Resource Page
- Skills Inventory Search

### Project Best-in-Class 2012 Strategic Initiatives

The Project Best-In-Class (BIC) 2012 Strategic Initiatives strive to strengthen our capacity to perform and communicate with our business clients, optimize and retain OGC talent, collaborate with our colleagues, and reimagine how available software can improve our ability to share ideas and information within the OGC community. After a series of brainstorming sessions, three core initiatives were identified, committee chairs were appointed, and members of the OGC volunteered to participate in the committees that will accomplish these goals. These initiatives are as follows:

#### Improved Communication of Business Strategies and Initiatives

The proposals made by this committee will reinforce our relationship with our business partners by improving accessibility and our ability to share information, including:

- Provide face-to-face client training to share knowledge, showcase the depth and abilities of OGC attorneys, and build rapport;
- Develop generic contract and agreement templates and playbooks on a variety of common insurance regulatory issues;
- Create a strong OGC presence on the ACE Global Village;
- Promote LSC participation in regularly scheduled meetings with Chief Underwriting Officers and Senior Management; and
- Invite business clients to Continuing Legal Education (CLE) sessions.

#### Employee Retention and Optimization

This committee explored ways to provide increased professional development opportunities to individuals by leveraging existing education opportunities and developing a methodology for career planning, guidance, and mentorship. Their proposals include:

- Educate staff interested in career progression on how to best utilize tools available in PeopleSoft HR;
- Establish biannual reminders to update ACEBook profiles and keep employee information current and relevant;
- Develop an employee orientation program to be offered several times a year to new OGC members;
- Improve development goal setting to strengthen the organization's skill set and increase our value to clients;

Done

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2:03 PM

And to ensure that Project Best in Class and other initiatives actually are making the OGC better, we have implemented a Balanced Scorecard that consistently measures certain metric trends, year over year

Metric	Score (1-5)	Weight	How Obtained	Weighted Average
<b>Customer Satisfaction</b>				
Expertise		6%	Client Survey (annual)	
Business Sense		6%	Client Survey (annual)	
Complex problem solving/Innovation		6%	Client Survey (annual)	
Responsiveness		6%	Client Survey (annual)	
Results		6%	Client Survey (annual)	
Teamwork		6%	Client Survey (annual)	
Overall Total Expense (TE) to plan		5%	Fin./Sr Mngt Review	
OGC Employee Average Hourly Rate		5%	Fin./Sr Mngt Review	
Travel Expenses to plan		5%	Fin./Sr Mngt Review	
OCE to plan		5%	Fin./Sr Mngt Review	
OC Average Hourly Rate		5%	Fin./Sr Mngt Review	
Forum Participation		5%	SP Stats / Mgr. Survey	
Agile/Project Team Participation		5%	SP Stats / Mgr. Survey	
Library Participation		5%	SP Stats / Mgr. Survey	
Overall BIC Project Participation		5%	SP Stats / Mgr. Survey	
Rules of Engagement		5%	SP Stats / Mgr. Survey	
CE Participation (Education)		4%	Manager Survey	
On the Job Training (Experience)		5%	Manager Survey	
Learns new skills and new areas of ACE (products, businesses, management teams, etc.) (Exposure)		5%	Manager Survey	

**The Link** is an inward-facing platform, intended for use by OGC members – but, we also have an outward-facing platform designed to serve our clients that is part of the ACE Group’s own Global Village social media platform.

The screenshot shows a web browser window displaying the ACE Global Village social media platform. The browser's address bar shows the URL: <https://village.acegroup.com/groups/ace-na-office-of-general-counsel>. The page features a navigation bar with categories like News & Global Resources, North America, Europe / Middle East / Africa, Asia Pacific, Latin America, Japan, and Village Care. Below the navigation bar, there are tabs for Home, Inbox, Actions, and Create, along with buttons for Employee Search, Content, People, and Places. The main content area is titled "ACE NA Office of General Counsel" and includes a dropdown menu, a "Share" button, a "Following" button, and a "Leave this group" button. The page is divided into several sections: "NORTH AMERICA COMPLIANCE" with a video thumbnail and a "Jump to NA Compliance" link; "OGC MEMBERS" featuring a carousel of member photos and names: Sadaf Siddiqui, Wilhelmenia Logan, and Erik Lindemann; "CLIENT AREAS" with two categories: "Accident and Health" and "ACE NA Corporate Secretary", each with a "Enter and Follow" button; and "LEGAL SERVICES COORDINATORS" with a quote: "The NA OGC Team is committed...". On the right side, there is a "ACTIONS" sidebar with a list of activities such as "Start a discussion or ask a question", "Write a document", "Upload a file", "Write a blog post", "Create a poll", "Create a project", "Create by email", "Invite people to join this group", "Receive email notifications", "Track in Inbox", "Create an idea", and "Create a photo album".

And each OGC business division legal services group maintains an active Global Village site for the service of its clients

The screenshot shows a Windows Internet Explorer browser window displaying the ACE Global Village website for the ESIS Legal group. The browser's address bar shows the URL <https://village.acegroup.com/groups/esis-legal>. The page features a navigation menu with 'Overview', 'Content', and 'People' tabs. The 'Overview' tab is active, showing the group's logo (North America Office of General Counsel) and a list of 'ESIS LEGAL DOCUMENT CATEGORIES' including 'Addenda to RMSA for Specific Topics', 'Claims', 'Confidentiality Agreements', 'Contracting Process', 'ESIS Legislative/Judicial Updates', 'Health Safety and Environmental Agreements', 'Performance Assessment Templates - Best Practices', and 'Procedure for Clients Opting out of Advocator'. The 'CONTACTS' section displays two members: John Fleming and Linda Howell. The 'RECENT BLOG POSTS' section features a post titled 'ESIS Legal Blog - December 18, 2012' by John Fleming, dated Dec 18, 2012. The post content begins with 'I am pleased to announce the publishing of newly revised versions of ESIS' standard Risk Management Service Agreement (RMSA) template, Service Rate Schedule and Renewal Addendum templates. The revision to the RMSA template is relatively minor but it does contain certain enhancements in language based on previous negotiations along with the addition of recitals to capture the subject matter of the contract. In essence, the changes were made to streamline the language in certain areas and make those sections that are heavily negotiated more understandable. The revision to the Service Rate Schedule, done in'. On the right side, there is an 'ACTIONS' sidebar with options such as 'Start a discussion or ask a question', 'Write a document', 'Upload a file', 'Write a blog post', 'Create a poll', 'Create by email', 'Invite people to join this group', 'Receive email notifications', 'Track in Inbox', and 'Create an idea'. The browser's taskbar shows several open tabs, including 'Welcome | ACE Global Vill...', 'Google Reader (653)', 'Group: ESIS Legal | ACE...', 'http://workspace.ace-ina...', and 'SumTotal - Search'.

Group: ESIS Legal | ACE Global Village - Windows Internet Explorer

<https://village.acegroup.com/groups/esis-legal>

File Edit View Favorites Tools Help

Overview Content People

Share Follow Join this group

**ESIS Legal**

North America Office of General Counsel

**ESIS LEGAL DOCUMENT CATEGORIES**

- Addenda to RMSA for Specific Topics
- Claims
- Confidentiality Agreements
- Contracting Process
- ESIS Legislative/Judicial Updates
- Health Safety and Environmental Agreements
- Performance Assessment Templates - Best Practices
- Procedure for Clients Opting out of Advocator

**CONTACTS**

John Fleming Linda Howell

**RECENT BLOG POSTS**

**ESIS Legal Blog - December 18, 2012** in ESIS Legal

Posted by John Fleming Dec 18, 2012

I am pleased to announce the publishing of newly revised versions of ESIS' standard Risk Management Service Agreement (RMSA) template, Service Rate Schedule and Renewal Addendum templates. The revision to the RMSA template is relatively minor but it does contain certain enhancements in language based on previous negotiations along with the addition of recitals to capture the subject matter of the contract. In essence, the changes were made to streamline the language in certain areas and make those sections that are heavily negotiated more understandable. The revision to the Service Rate Schedule, done in

**ACTIONS**

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- Track in Inbox
- Create an idea

Our goal truly is to be and remain a best-in-class organization, dedicated to bringing exceptional value to our client.

And to have fun doing it.

Feel free to email [greg.stern@acegroup.com](mailto:greg.stern@acegroup.com) if you have any questions