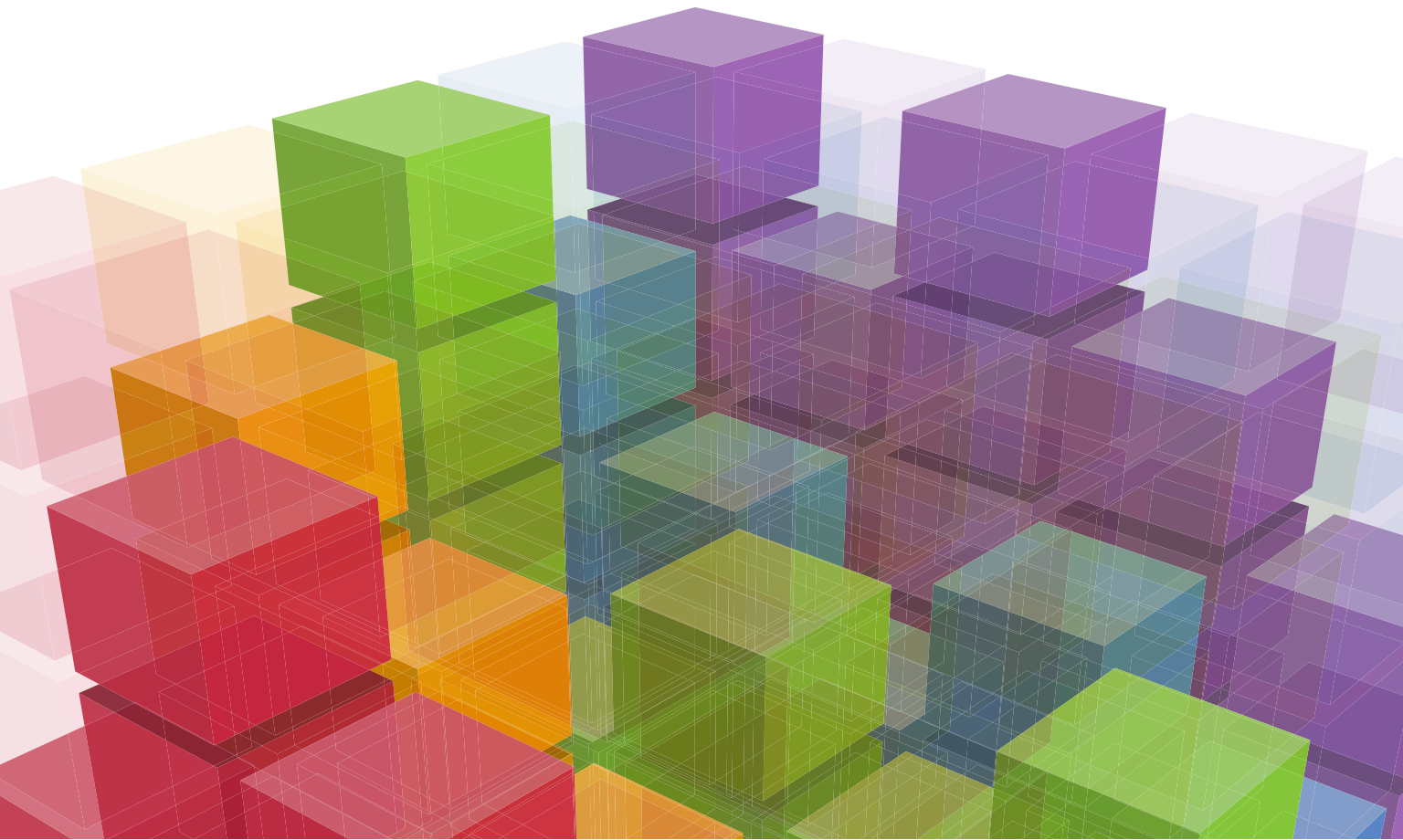


DECEMBER 2016  
Special Sponsored Supplement

# Findings from the Ninth Annual Law Department Operations Survey

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Augmentation of in-house legal process expertise ?  
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*“Everything they commit to they deliver.”\**

For QuisLex, the common denominator remains a non-negotiable requirement for excellence.

*Fig. 3.*



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# Experiencing Growth, Exploring Maturity

By David Cambria, Global Director of Operations – Law, Compliance and Government Relations, Archer Daniels Midland Co. and Chair, Law Department Operations Survey Board of Advisors

**A**s this year's Law Department Operations Survey demonstrates, the LDO function continues to grow. A record number participated in 2016: 133 law department professionals completed this year's survey, providing more robust information than ever before.

LDO professionals are growing in number and sophistication and becoming more adept at meeting the challenges that confront their organizations. Yet growth alone doesn't automatically equate to maturity. LDO professionals still have some ways to go before the profession becomes fully mature.

With further developments in three key areas, LDO professionals will be able to move toward greater levels of maturity:

## 1) Standards and Practices

As a key part of becoming a more mature profession, LDO managers will need to develop standards and practices that are widely adopted and agreed upon among its members.

Sure, there have been pockets of success in this area, from billing guidelines on the West Coast to security standards on the East Coast. But generally, these efforts have been regionalized, and adoption has been slow.

These standards are important to our profession because they promote and guide our everyday practice. They provide an evaluation tool for you and your colleagues to ensure proficiency and value.

## 2) Training and Certification

With formalized training and certifications in place, LDO professionals will be able to demonstrate that they have mastered critical skills, speak a common language and operate within a consistent framework.

Earning a certification or designation validates a person's high level of expertise and often leads to added prestige. Professional certification, combined with standards, helps guarantee that we're accountable for our decisions and actions and for maintaining competence during our career. And for those of us who struggle with the problems caused by the dearth of talent, certification would serve as a way to ensure that we are building future professionals who are better prepared to deal with the day-to-day challenges in a more precise and efficient way.

## 3) Innovation and Collaboration

To prove that they are valued partners, LDO professionals will need to demonstrate true innovation and collaboration across all sectors of the ecosystem, including law firms, legal departments and vendors.

LDO professionals are already beginning to assume greater roles in associations and other collaborative groups such as the Corporate Legal Operations Consortium and the Association of Corporate Counsel. But collaboration outside these groups had been episodic, slow and largely unorganized. More must be done to have stakeholders from across the entire ecosystem work together, rather than at cross objectives, to better the profession as a whole.

This year's survey recognizes that LDO professionals have overcome many challenges, seized many opportunities and proved themselves to be irreplaceable players within their organizations. Yet there are still steps that must be taken for the profession to achieve true levels of maturity.



David Cambria  
Archer Daniels Midland Co.

# Taking on New Levels of Responsibility and Gaining Respect

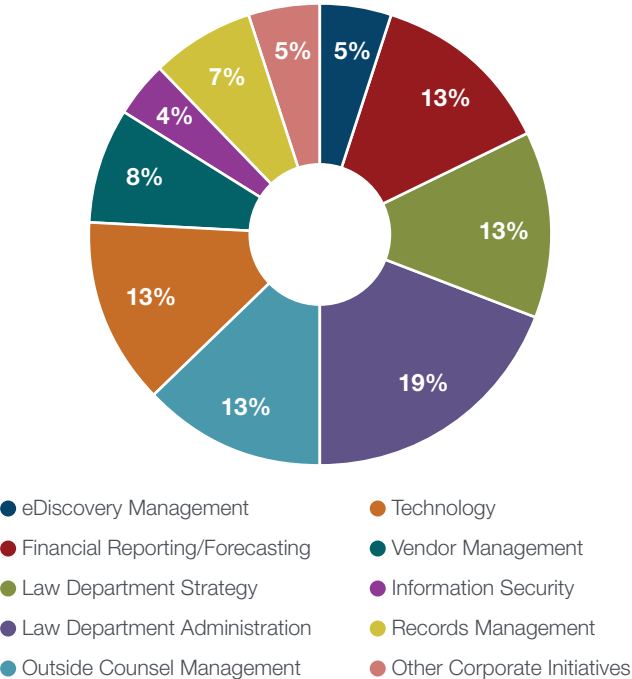
Over the years, the role of law department operations has taken on increasing importance within organizations. And so have the people in that role. Now, LDO professionals are attaining new levels of responsibility. According to the results of the Ninth Annual Law Department Operations Survey, LDO professionals now handle almost everything but the practice of law. This is an indication of law departments’ move toward processes and professional management.

LDO professionals divide their time into small chunks in order to impact many areas. They spend, on average, between 4 and 13 percent of their time in nine different roles, ranging from financial reporting to outside counsel management. This is indicative of law departments’ move toward more process and professional management. Law departments can no longer say, “we’re different,” and exempt themselves from normal company scrutiny, so it makes sense to apply professional management wherever possible.

“As law departments are expected to act more like other business units, they are expecting more from their LDO professionals,” said Brad Blickstein, principal at the Blickstein Group and publisher of the Annual Law Department Operations Survey. “It is evident from our results that the role is becoming more mature: LDO professionals are gaining new responsibilities, their budgets are covering new areas and more companies have built effective legal project management programs.”

The Ninth Annual Law Department Operations Survey once again provides definitive insights into changes, opportunities and challenges for those who manage the LDO function.

What percentage of time do you spend on the following:



## LEGAL PROCESS MANAGEMENT

As one example of the increasing level of maturity in the LDO function, this year’s survey demonstrates how law department operations are developing more formalized approaches and processes around legal project management. More than half—57 percent—say they have legal project management processes in place, compared with 50 percent two years ago. And those who do have legal project management programs reported that they are working—82 percent report that they are effective, compared with 74 percent last year. For those who oversee the LDO function, this is an area where they can further establish themselves in the law department as process experts.

# The Rise of the LDO

By **Robin Snasdell**, Managing Director, Law Department Consulting, Consilio

**A**s the Ninth Annual Law Department Operations Survey proves, law department operations managers are taking on increasingly professional and valuable roles. A decade ago, a few large organizations may have had a full-time person to oversee law department operations. Now, most organizations with more than \$2 billion in revenue almost certainly have an LDO manager who is dedicated to that role. And virtually every organization with \$10 billion or more in revenue has an LDO manager.

The professionalization of the position, the maturing of spend management programs, the evolution of and reliance on technology and having a dedicated professional for operational and process infrastructure have contributed to the key role that LDO managers now play as executives in the legal department.

According to this year's survey, more than half of LDO managers report directly to the general counsel. Most of those in the LDO manager role are also part of the legal department's executive team. This reflects the increase in significance of the LDO manager's position. What was once a back-office function that was primarily responsible for administrative tasks and some budgeting is now considered an executive-level position with oversight of budget, outside counsel spend, technology, systems and other areas. In fact, more than 60 percent of this year's survey respondents say they are involved in corporate (outside the law department) strategic initiatives frequently or very frequently, and more than 72 percent interface with the executive suite at least weekly.

By taking on more responsibilities, LDO managers have allowed the general counsel to refocus their own efforts on more high-level legal issues. Knowledgeable LDO managers allow general counsel to delegate the day-to-day functions of the law department to the LDO manager, including oversight of outside counsel spend, system purchases, training and communications items and oversight of nonlegal staff; thus freeing up the general counsel and attorneys to focus on legal and risk management.

The recession in 2008 increased the pressures on law departments to focus on budgets. To an unprecedented degree, law departments came under increasing scrutiny by the CEO, CFO and COO. Before the recession, general counsel claimed they could not predict legal spend since there was no way to control what issues arose or how they would be resolved. Few general counsel still make this claim. Yet very few general counsel are interested in the nuances and responsibilities of managing legal spend. This is one key area where LDO managers have proved their value: cost management has matured and become more accurate.

LDO managers have succeeded in managing legal spend by heavily leveraging technology. In 2011, approximately 45 percent of large organizations had matter management and e-billing systems. That has slowly increased; now 70 percent of corporations do, including nearly 100 percent of organizations with more than \$10 billion in revenue.

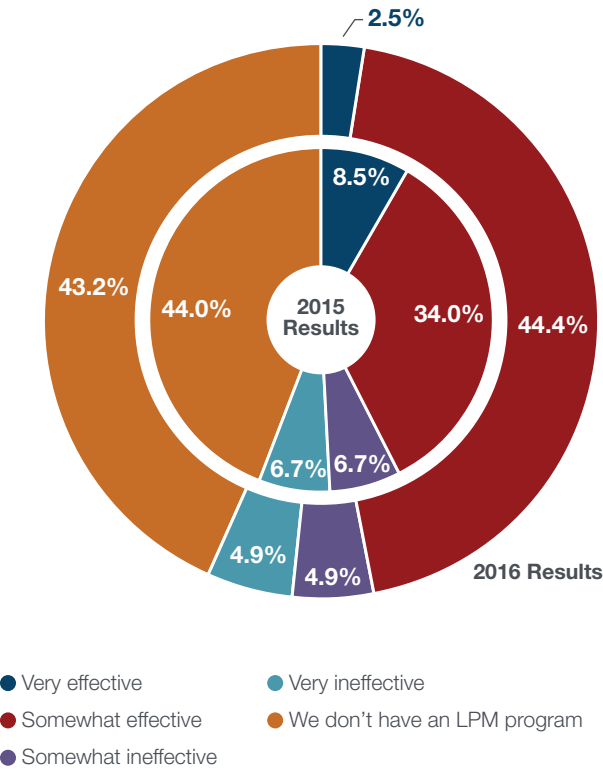
As the technology and the professionals in place to oversee law department operations continue to grow in sophistication, LDO managers will only become more important to their law department, their general counsel and their organizations.



**Robin Snasdell**  
Consilio



How effective is your Legal Project Management program?

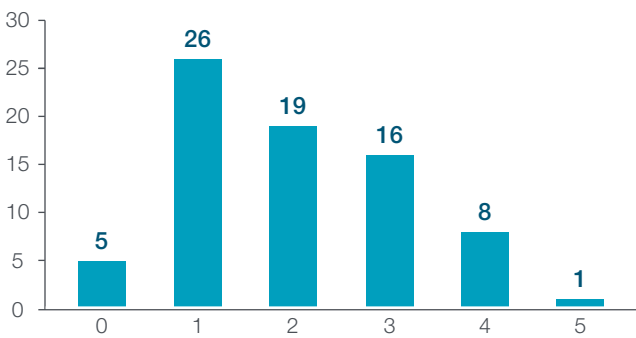


“An indispensable predicate to excellent legal process mapping or workflow improvement involves establishing quantifiable benchmarks as to how legal services were delivered in the past and who delivered them,” said Joseph R. Tiano Jr., founder and chief executive officer of Legal Decoder. “The genetic blueprint of the attorney-client relationship can be found in billing/invoice data. Innovative technologies can be used to analyze this data to evaluate the precise, discrete activities and tasks undertaken by legal professionals for any matter.”

CHANGES TO THE ROLE

LDO professionals are also achieving a higher degree of responsibility within their organizations. Of the respondents to this year’s survey, 59 percent report directly to the general counsel or chief legal officer, compared to 50 percent last year. Eight percent of respondents said they report to the CEO, compared to 6 percent in 2015. Another 17 percent report to the deputy, associate or assistant general counsel, compared to 29 percent last year.

How mature would you rate your reporting and metrics program?



- 0 = We don't have one
- 1 = Primarily manual, Excel or Access based, distributed through email, ad hoc in nature
- 5 = Fully automated, reporting system based, automated distribution, distribution schedule

It only makes sense for LDO professionals to report to the head of the legal department, according to Elizabeth Jaworski, director, legal operations at Motorola Mobility. “The LDO professional is a very strategic role. Because of the scope of work the LDO professional touches, they need to be at the right hand of the general counsel,” she said.

REPORTING AND METRICS

Among survey respondents, 63 percent reported having a formalized metrics/reporting program. For the first time, we asked them to rate the maturity of their programs on a scale from one to five, with one representing “primarily manual” and five representing “fully automated.” The mean score was 2.13, with the number of respondents consistently reducing as the maturity goes up. They are still working their way to optimization. More than half of this year’s respondents report that their law department makes effective use of the information that metrics provide. However, this still leaves a great deal of room for improvement.

“In order to understand and control their legal spend, organizations need to develop the right reporting and metrics programs,” said Sailaja Meesaraganda, associate vice president, client solutions of QuisLex. “Getting the right metrics are critical: Tracking the wrong metrics can prove unhelpful (while burdening resources), or even worse, misleading. With the right information about their spend, law department operations professionals can help their organizations control costs and improve the predictability of their budgets.”

# Freeing Up Resources to Focus on Strategically Relevant Issues

**Sailaja Meesaraganda**, Associate Vice President, Client Solutions, QuisLex

**W**hile it may seem like forever for those legal operations professionals who have been struggling for resources, budget and change, it is fair to say that legal department operations is still a nascent concept. In fact, more than three-quarters of respondents note that their first dedicated LDO professional was designated in 2014. Given this, it is unsurprising that change management would loom large as a central challenge.

While strategies for managing this change will vary, the fundamental goals—business improvement and cost mitigation—are common to all. This focus is not just apparent from the survey, but voiced by our clients and echoed in the legal operations associations and in the legal operations conferences now routinely held.

With clarity of purpose evident, it is disheartening that more time is spent on administrative tasks (19 percent) than any other aspect including strategy (13 percent) (See graph on page 4). Add to this that 69 percent of respondents have no budget at all for operations, and the prospects for achieving the desired improvements begin to look Sisyphean. Internal resources must be freed to focus on the substantive issues and strategically relevant matters that demand their expertise.

Alternative legal service providers like Legal Process Outsourcers (LPOs) can help tremendously in this regard, not only in planning and executing the sought-after changes, but managing them for continuous improvement and establishing the measures and reporting schema for tracking key performance indicators and other metrics.

LPOs are already used by many corporate legal departments for managing document review in discovery and contract life cycle management (See graph on page 12), and LPOs have become increasingly involved in an ever widening array of legal department operations that include such things as

- legal spend management programs
- analytics and assisting with dashboard reporting to the general counsel
- managing legal knowledge portals and other databases
- help desk support and training on policy and procedures for new hires
- establishing new matters in the matter management system
- supporting ethics and compliance initiatives
- pre-acquisition due diligence and post-acquisition integration activities
- open source/third-party license review process management
- other areas that can carry a high administrative burden and benefit from process expertise

Helping to develop more efficient processes, executing the work and providing ongoing management, LPOs with proven legal ops and process expertise operate in a framework of continuous improvement that can significantly impact the bottom line. Some of these endeavors can even be “self-funding,” like legal spend management programs that help recapture dollars. Just as important, the introduction of quality control and management with measured and reported KPIs that quantify the value of legal operations initiatives aids in securing buy-in and funding for further initiatives.

Several LPOs have the scale and flexibility to provide the necessary resources and expertise where and when they are needed. Acting as a force multiplier, LPOs can free your internal resources to pursue legal operations strategy and other relevant matters that demand their expertise. Ultimately, going it alone may leave your in-house experts wearing too many hats, overstretched and frustrated by too little improvement as they push the rock of change up that hill.




**Sailaja Meesaraganda**  
QuisLex



When  
transformation  
is **essential**,  
an experienced  
partner  
**makes you  
stronger.**





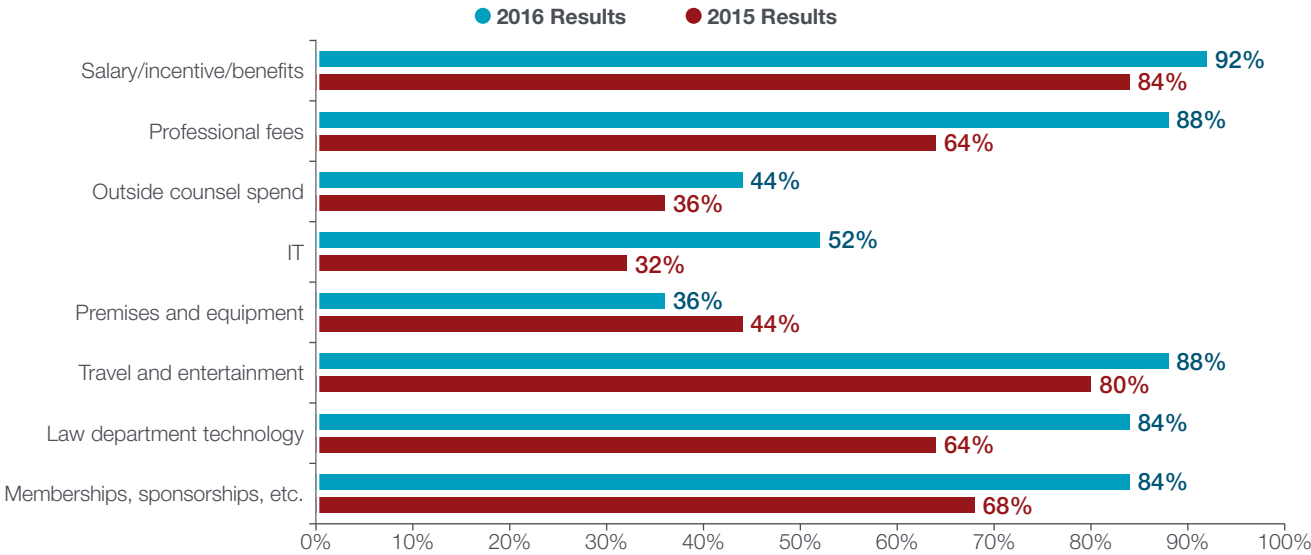


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What is included in the legal operations budget?



BUDGETS

A look at operations budgets uncovers the kind of dichotomy that is typical as a function matures. Only one-third of survey respondents reported having a distinct operations budget. However, survey respondents who do have a dedicated operating budget tend to have a comprehensive one that is increasing in scope. More respondents have budget responsibility for every single line item we asked about (with the exception of “other general expenses”) than they did in 2015.

ELECTRONIC DISCOVERY

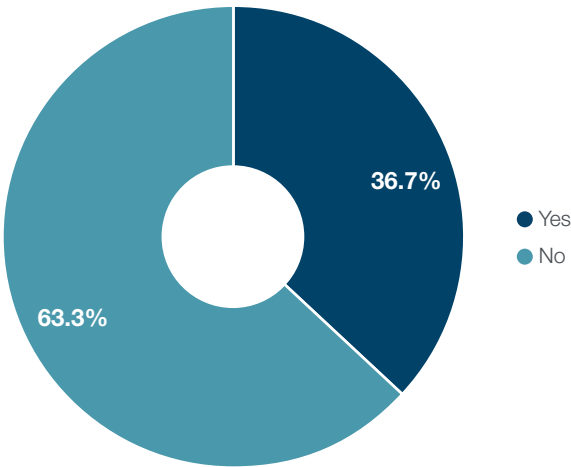
LDO professionals are certainly familiar with the different stages of the Electronic Discovery Reference Model from

information governance to presentation. For years, there has been talk about “moving discovery in-house,” but action has been generally limited to processes on the “left” side of the EDRM, in areas such as preservation and collection. For the first time, more of the downstream processes, or those on the right side of the EDRM, are moving in-house.

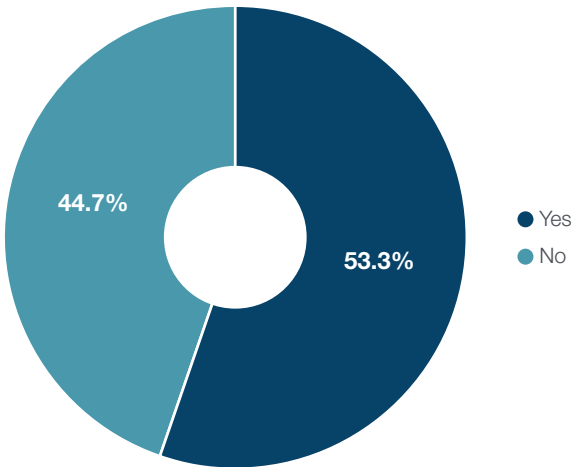
While the percentage of respondents who handle preservation and collection fully in-house has remained steady, hosting has jumped from 12 percent to 23 percent; document review from 13 percent to almost 19 percent; and production has climbed from more than 14 percent to almost 23 percent.

When it comes to planning new initiatives, 38 percent of respondents said they are planning something in the next

Do you have a formalized metrics/reporting program?



Do you feel your law department makes effective use of the information that metrics provides?



# Are You Leveraging Billing Metrics for Savings and Improved Relationships?

By **Bill Sowinski**, Director of Decision Support Services, Wolters Kluwer ELM Solutions

**A** strong, effective corporate legal cost management strategy is built on good relationships with outside counsel. Collaboration, communication and strategic alignment are key, for which formal reviews and consistent feedback are the principal tools. Part of that feedback should include a review of law firm billing practices because poorly executed billing tasks lead to excess costs that hurt corporate profitability and funding for in-house staffing.

From my experience helping clients use their invoice data to improve their bottom line, I have identified 10 frequent billing issues that often result in unnecessary costs:

**Six-minute Billing:** Billing a large number of six-minute (0.1 hour) entries. When six-minute line items are prevalent in a law firm biller's history, it can indicate that the biller is invoicing one-tenth of an hour for every small task, even those that take far less than six minutes.

**Upbilling:** Rounding up time entries to the hour or half hour. If a timekeeper records time properly in six-minute or one-tenth of an hour increments, statistically, time entries should show roughly equal numbers of time units to the right of the decimal place, e.g., 2.3 hours, 1.6 hours or 3.5 hours. But if a timekeeper has a tendency to round up to the nearest half hour or hour, then the time entries will show a disproportionate number of entries for half-hour (x.5) or full-hour (x.0) units of time.

**Block Billing:** Including more than one task in invoice line items. Each line item in an invoice should reflect one task, describing the generation of one item of work product.

**Heavy Billing:** Billing many hours in a single day, for example 9, 10, 12 or 16 hours. Legal rates are high, and peak efficacy is therefore reasonably expected. Individuals who routinely bill high numbers of hours generally cannot provide the expected value.

**Duplicate Billing:** Using the exact same wording on multiple time entries, which doesn't provide adequate detail for invoice review.

**Low-value Billing:** Small amounts of time billed by timekeepers who are unfamiliar with the matter. While there may be occasional exceptions, generally work by such a timekeeper brings lower value than work by someone who is familiar with the matter.

**Late Billing:** Submitting invoice line item entries several weeks after the work was performed, when recollection of details has faded.

**Unusual Entries:** Entering invoice line items that include extraordinarily high or low rates.

**"Other" Billing:** Coding time to nonspecific UTBMS task codes, which lowers the value of the data.

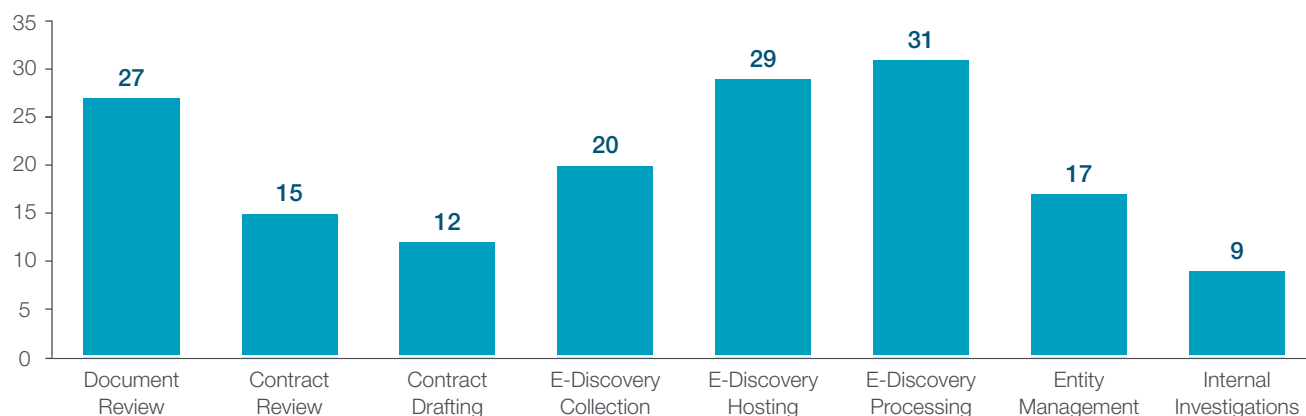
**Weekend Billing:** Billing many hours on Saturdays or Sundays. While this is sometimes appropriate, it can indicate that the firm is giving a low priority to the work.

I have seen the above practices to varying extents within every law firm examined in my career. The estimated unnecessary cost is usually in the hundreds of thousands of dollars per client, eroding savings secured through effective rate negotiations. When provided with this information, law firms usually implement positive changes, enhancing the relationship and reducing client cost.



**Bill Sowinski**  
Wolters Kluwer  
ELM Solutions

### We use alternative staffing/non-law firm vendors for:



12 months, while 62 percent have no plans for new initiatives. This percentage has remained fairly consistent for the last two years.

Continuing another trend, survey respondents report that electronic discovery budgets are flattening—in 2016, 77 percent reported that their budgets are flat or decreasing, compared with 72 percent in 2015.

### ALTERNATIVE APPROACHES

LDO professionals are continuing to explore innovative ways of getting work done.

A distinct, but growing, minority is using legal process outsourcing. Twenty-one percent of this year's respondents are using LPOs, compared with 17 percent last year. Even more telling is that another 39 percent would consider using LPOs, up from 22 percent last year.

In addition to LPOs, survey respondents are exploring a wide array of uses for "alternative staffing/non-law firm" vendors. That includes some more sophisticated work, such as internal investigations (9 percent) and entity management (17 percent). Other areas where alternative staffing/non-law firm vendors are used include electronic discovery processing (31 percent), electronic discovery hosting (29 percent) and document review (27 percent).

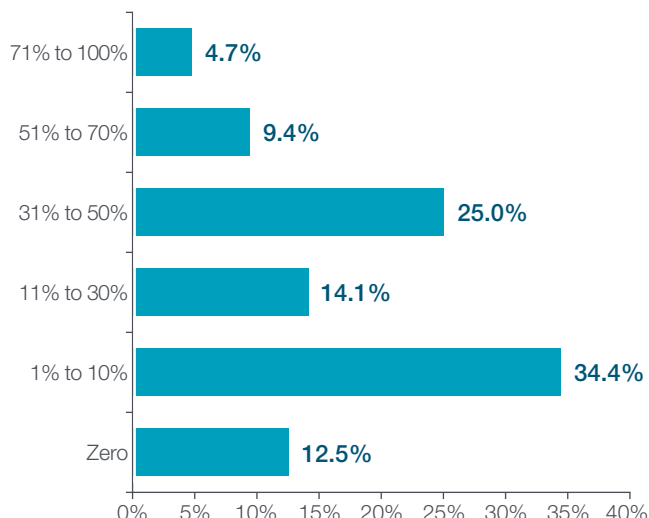
"There is increasing use of alternative service providers by legal departments to get work done, such as LPOs, non-law firm vendors and other staffing solutions, because many traditional law firms continue to struggle with innovation and the development of new 'value-based' service delivery models," said Jeffrey D. Paquin, who was until recently chief counsel, legal operations for General Motors LLC. "Likewise, most legal departments provide minimal guidance and direction to traditional law firms with respect to expectations and how clients now measure value. As a result, alternative service providers that take the initiative to disrupt the legal

industry, without sitting back and relying on legal departments to initiate such change, will continue to receive more and higher-quality work from legal departments."

Even after decades of the traditional in-house counsel-outside counsel relationship, there is still a great deal of room for improvement, according to Paquin. "Alternative service providers are recognizing and seizing upon this opportunity."

LDO professionals are also looking for new models for the work that does stay with traditional law firms. A very large majority, 87 percent, use some form of alternative fee arrangements. The number of respondents that use AFAs for 31-50 percent of legal spend increased to 25 percent in 2016, compared with 8 percent in 2015. The number of respondents that use AFAs for 1-30 percent of their legal spend flipped conversely—48 percent in 2016, down from 75 percent in 2015—as more departments are getting more work done under AFAs.

### What percentage of legal spend is via alternative fee arrangements?



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“As this year’s survey demonstrates, legal departments continue to view AFAs as a viable way to manage significant portions of their costs. We have seen that the combination of robust outside counsel consolidation in addition to AFAs can make a material impact on cost reduction,” said Robin Snasdell, managing director at Consilio. “The key to successful AFAs is to ensure that they are beneficial to both corporate legal departments as well as law firms.”

While it is growing, at most respondents’ organizations, the typical amount of AFA spending is still a relatively low percentage, which is probably appropriate. However, this also signifies that the hourly billing rate is still very popular, and the predictions of its demise are premature. “As more companies rely on business-savvy LDO professionals to improve their processes, we are seeing much more interest in alternative delivery and billing models,” said Blickstein. “But the traditional law firm hourly bill is still king.”

## CONCLUSION

Since the inaugural Law Department Operations Survey in 2007, respondents have reported increasing levels of responsibility and respect. This year’s survey continues that trend, while also demonstrating that there is still room for growth.

David Cambria, who is the global director of operations – law, compliance and government relations at Archer Daniels Midland Co. and chair of the Law Department Operations Survey Board of Advisors outlines some of the steps the profession needs to take in his introduction on page 3; specifically the building of standards and practices and formalizing training and certification through innovation and collaboration.

Benchmarking and sharing information with peers will also to continue the evolution, according to Motorola Mobility’s Jaworski. “Sharing information can validate when you are doing something right—or wrong,” she said. “We continue to see that in how many respondents participated in this year’s survey. It makes the results more valuable and reliable.”

### Inside the Numbers

# An Evolutionary Paradigm Shift in Enterprise Legal Management

By **Eric M. Elfman**, CEO and Co-Founder, Onit, Inc.



**Eric M. Elfman**  
Onit

**F**or quite a few years, enterprise legal management (ELM) has focused on matter management and spend management. It’s fair to say that effective ELM platforms were, and still are, good at what they do best: only matter and spend management. But many of these platforms were designed solely for the storage

and access of data and not a whole lot more than that. This is the problem, and these systems need to be laid to rest.

Now for the good news. There has been a distinct paradigm shift and evolutionary branching off from those older ELM systems. Nowadays, the best ELM platforms facilitate engagement, are focused on process, offer an environment where the user experience is crucial and can be augmented to manage other legal processes.

While matter management tracks various details in a centralized database and spend management gives good visibility into financial information, it would hardly be accurate to say that these areas make up the totality of what law departments need to track and manage. In truth, there is so much more. Today’s definition of ELM includes all of the following tasks:

- Contract management
- Legal service requests
- NDAs
- Legal holds
- Knowledge management
- 10-Q/K reporting
- Compliance
- Settlement requests
- Ethics violations
- Invention disclosure

There are solutions available that are highly focused on each of these tasks. Many innovative legal departments have acknowledged the evolutionary ELM paradigm shift and have augmented their matter and spend management arsenal with this cutting-edge technology.



# A Platform for Enterprise Legal Management (ELM) and Beyond: The Onit Advantage

Onit's ELM solution represents a new paradigm that is transforming the e-billing and matter management landscape and improving how corporate legal departments deliver legal services. Our process-driven solutions integrate workflow and collaboration, unlike any other ELM provider. Our unique approach allows you to define the legal business processes that are critical to your organization and deliver a comprehensive ELM solution.

- ▶ Innovative legal departments acknowledge “the paradigm shift” and the need for process automation
- ▶ Matter Management & Legal E-billing is a decades old industry served by decades old technologies
- ▶ Our solution focuses on “process” to drive efficiency, increase transaction velocity and reduce cost
- ▶ Our customers have unprecedented customer adoption rates and our retention rate exceeds 95%
- ▶ Our platform extends “beyond” legal to serve the broader business
- ▶ Our customers have processed millions of transactions in more than 175 countries

“With its emphasis on “process management” as a means of introducing content scalability to legal operations, Onit can be seen as a disruptive player among ELM solution providers — possibly a paradigm shift brought about by the same team that shifted the market a generation ago.”<sup>1</sup>

– Hyperion Global Partners

<sup>1</sup> Hyperion MarketView™ Report: Enterprise Legal Management — E-billing and Matter Management for Corporations, October 2015.

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# Results of the Ninth Annual Law Department Operations Survey are based on responses from large U.S. companies

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For more information about the survey, or to purchase the full LDO survey results package, please contact Brad Blickstein at [brad@blicksteingroup.com](mailto:brad@blicksteingroup.com) or 847.256.5298.

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