HYPERION presents
FUTURE-PROOF YOUR PRACTICE MANAGEMENT:
DOCKETING CHALLENGES & BEST PRACTICES FOR OPERATIONAL EXCELLENCE
National Docketing Association
2014 Annual Conference

7 OCTOBER 2014
HILTON PALACIO DEL RIO
SAN ANTONIO, TEXAS
Premier Global Consultancy to Law Firms and Law Departments

We work with AmLaw 200 law firms and Global 1000 corporations to manage the challenges of their business

- Operational, process, organization and technology management issues
A FRESH APPROACH

- We Provide A Fresh Approach:
  - A consultancy of experts, thought leaders
  - We focus only on the areas we know better than anyone else
  - We focus on “cutting edge”
  - We don’t follow “Best Practices” – we create them
AREAS OF FOCUS

- Leadership and Expertise in Practice Management – *the business of law*:
  - Intellectual Property Management
  - Case/Matter Management
  - Workflow & Automation
  - Litigation Strategy & Management
  - Information Strategy & Management
  - Emerging Technologies
HGP PRACTICE MODEL

PROCESS

OPERATIONS

TECHNOLOGY

ORGANIZATION

PRACTICE MANAGEMENT
PROCESS MANAGEMENT

- Best Practices and Process Optimization
  - Evaluate risk and mitigation methodologies
  - Develop Practice Management best practices
  - Establish mechanisms to leverage enterprise information for strategic gains
  - Multidisciplinary approach to information management
  - Enhance client service
  - Maximize return on investment (ROI)
OPERATIONS

- Practice Management
  - “The Business of Law”
Aligning the organization for maximum effectiveness and client service.
TECHNOLOGY BEST PRACTICES

- Our focus is on how technology can best be *used*.
- Backed by the deepest knowledge of business management systems, concepts and best practices in the industry
  - Requirements Definition
  - System Selection
  - System Implementation
- *We know the market, and often help develop many of the leading technologies and solutions.*
HYPERION RESEARCH
LEGAL MARKET INTELLIGENCE

- Launched January 2010
- Market Research and Advisory Services for the Legal profession
- Insight and objective perspective on trends, issues and opportunities in Legal technology
- Work with corporate law departments, law firms and other legal organizations, as well as the vendor community
- Supports and Supported by Hyperion experts
Docketing Practice Management

BENCHMARKS AND METRICS:

What Are Your Peers and Clients Doing?

Let’s Go to the Research!
MARKET TRENDS:
LEADING FOCUS AREAS IN PRACTICE MGMT

- Workflow Automation and BPM
- DMS and Paperless Environments
- Externally Hosted Solutions
- New Models for Portfolio/Case Life-Cycle Services

Source: Hyperion Benchmarking Survey, 2014
## MARKET TRENDS
### EFFICIENCY IMPROVEMENTS DRIVEN BY WORKFLOW AND BPM

<table>
<thead>
<tr>
<th>Area of Improvement</th>
<th>Not Important</th>
<th>Somewhat Important</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased productivity of attorneys</td>
<td>0%</td>
<td>9%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Increased productivity of support staff</td>
<td>0%</td>
<td>9%</td>
<td>55%</td>
<td>36%</td>
</tr>
<tr>
<td>Better process consistency and standardization</td>
<td>0%</td>
<td>27%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>Improved quality of processes</td>
<td>0%</td>
<td>18%</td>
<td>55%</td>
<td>27%</td>
</tr>
<tr>
<td>Reduced turnaround times</td>
<td>0%</td>
<td>18%</td>
<td>55%</td>
<td>27%</td>
</tr>
<tr>
<td>Improved transparency into processes</td>
<td>18%</td>
<td>9%</td>
<td>64%</td>
<td>9%</td>
</tr>
<tr>
<td>Ability to change processes easily</td>
<td>18%</td>
<td>36%</td>
<td>36%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Source: Hyperion Benchmarking Survey, 2013
Expected Investment in 12-24 Months

- Decreasing: 0%
- Staying the Same: 0%
- Increasing Somewhat: 36%
- Increasing: 36%
- Increasing Significantly: 27%

Source: Hyperion Benchmarking Survey, 2014
MARKET TRENDS
GOING “PAPERLESS” IS A FOUNDATIONAL CAPABILITY OF PRACTICE MANAGEMENT

How Extensive is the Use of DMS

<table>
<thead>
<tr>
<th>% Users of DMS</th>
<th>100%</th>
<th>50% - 99%</th>
<th>25% - 49%</th>
<th>&gt; 25%</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Users of DMS</td>
<td>10%</td>
<td>55%</td>
<td>24%</td>
<td>6%</td>
</tr>
</tbody>
</table>

What are the Major Impediments to DMS Use

- DMS Lacks Required Features 70%
- Not Integrated to How Users Work 68%
- Not Easy to Find Documents 64%
- Budget 58%
- Attorneys Do Not Use the DMS 38%
- Cannot Work Remotely 27%

Source: Hyperion Benchmarking Survey, 2014
MARKET TRENDS
PAPER “LITE” ENVIRONMENTS

Are You Pursuing a Paper “Lite” Environment

- No - Not a Priority: 20%
- Yes - Fully Implemented: 42%
- No - But a High Priority: 20%
- Yes - Early Stages: 18%

Source: Hyperion Benchmarking Survey, 2014
MARKET TRENDS
NEW TECHNOLOGIES ARE DRIVING CHANGES IN REQUIREMENTS

Cloud-based Solutions are Rapidly Emerging

<table>
<thead>
<tr>
<th>No Hosted or Cloud-based</th>
<th>2011</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Preference for Internal Hosting

<table>
<thead>
<tr>
<th>2011</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>35%</td>
<td>17%</td>
</tr>
</tbody>
</table>

No Preference for Internal v. External

<table>
<thead>
<tr>
<th>2011</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Preference for External Hosting

<table>
<thead>
<tr>
<th>2011</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Mobility is Reshaping Data Access Requirements

Law Firms

<table>
<thead>
<tr>
<th>Smartphones +Tablets</th>
<th>Smartphones</th>
<th>BYOD</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>76%</td>
<td>10%</td>
<td>14%</td>
<td></td>
</tr>
</tbody>
</table>

Corporate

<table>
<thead>
<tr>
<th>Smartphones +Tablets</th>
<th>Smartphones</th>
<th>BYOD</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>24%</td>
<td>44%</td>
<td>12%</td>
<td>20%</td>
</tr>
</tbody>
</table>
WHERE CLIENTS ARE FOCUSING THEIR ENERGIES

- Increased capabilities and “end-to-end” process
  - Beyond docketing
  - Workflow
  - DMS
- Improved visibility and participation
- Reporting
- Spend management
COLLABORATION THROUGH ACCESS

Do You Provide Access to Internal Systems for Outside Counsel (Excluding E-Billing)

- Yes: 20%
- No: 80%

Does Outside Counsel Provide You Access to Their Systems

- Yes: 39%
- No: 61%
WHERE VENDORS ARE FOCUSING THEIR ENERGIES

- Enterprise Legal Management
- Workflow Automation and BPM
- DMS and Paperless Environments
- Externally Hosted Solutions
- Use of Court/PTO Data
- KPIs, Metrics and Performance Management
Docketing Best Practices:
MAXIMIZING POTENTIAL
A WORD ABOUT BEST PRACTICES

- BEST PRACTICES *Are*:  
  - Guidelines for excellence  
  - Generally based on broad success  
  - Situational

- BEST PRACTICES *Are Not*:  
  - Immutable  
  - Always applicable

- *Understand when they’re backwards looking*
BUSINESS DRIVERS

- Efficiency of process...
  ...to become cost competitive
- Effectiveness of practice
  ...to deliver highest quality of service
- Mitigation of risk
  ...to manage exposure effectively and completely
- Binding of clients
  ...to drive strategic objectives
KEY OPPORTUNITIES FROM BEST PRACTICES

OUR CORE PHILOSOPHY

- **People**
  - Move beyond docketing
    - Direct access by practitioners to the electronic case file
    - Proactive portfolio management
  - Expanded role of data management staff
    - Information gatekeepers

- **Process**
  - Shift from optimizing the flow of *paper* to the flow of *information*
  - Open process to critique and improvement
  - Institute service level agreements

- **Technology**
  - Formalize and codify policy and procedure
  - Integrated functionality with enterprise systems
  - Leverage firm-wide authoritative sources
ORGANIZATIONAL STRUCTURE

“THINK GLOBALLY, ACT LOCALLY”

- Centralized Practice Support
  - Policy making
  - Standards
  - Technology
- Locally Deployed Resources
  - Central coordination
  - Serve local constituents
ORGANIZATIONAL STRUCTURE
“THINK GLOBALLY, ACT LOCALLY”
“NEXT-GENERATION” PRACTICE MGMT

- “Just Docketing” just doesn’t cut it anymore
- Paradigm shift to Litigation Management
- Use technology *smartly* to leverage:
  - Workflow
  - Automation
  - Collaboration
  - Knowledge Management

*(That’s WACK!)*
WORKFLOW

- This is where Practice Management gets interesting!

- Intra-practice: filings, actions, reviews, approvals, work product
- Firm-wide: New business intake, Conflicts, Records, Billing
  - Leverage staff
  - Automate
  - Delegate
  - Collaborate
  - Paperless processes
AUTOMATION

- **Document Assembly**
  - Automated compilation of filings

- **Matter Modeling**
  - Predictive
  - Build risk management and logic into data entry

- **Electronic Data Exchange**
  - Online data downloads and validations
  - Leverage related data from authority systems
COLLABORATION

- **Practitioner’s Desktop**
  - Push information to the practitioner
  - Involvement and accountability in real-time

- **Client’s Desktop**
  - Collaborate with your clients
  - Partner in the process

- **Portfolio Management**
  - Develop a firm-wide *context*
  - Legal and business units in alignment
Define, manage, control and analyze institutional knowledge

Capture every knowledge perspective – internal, clients, agents, PTO, governing bodies

Power to **ACT** swiftly and measurably
Practice Mgmt Implementation:
APPLYING THE VISION
THE IMPORTANCE OF PLANNING

- You purchased a new Practice Management System – now what?
- This is a lot like building a house:
  - Architect first
    - Know what you’ll build before you hammer that first nail
  - Use a project manager
    - Management may be paying for this, but someone has to own it
  - Develop a plan
    - Inclusive of all components, participants
    - Timelines, responsibilities, deliverables
SOME CORE PRINCIPLES

- Understand that this is about more than *installing software*
- Represents the core of what you do
- This isn’t an IT project – it’s a FIRM project
- Involve all stakeholders in the process
- Don’t dictate – incorporate
- Apply the Core Philosophy to every decision point
SO HOW DO WE DO ALL THIS?
“USE” VS. “INSTALL” PARADIGM

- IT projects are about installing software
  - Changing the perspective means implementing a System
- Vendors are charged with installing the system
  - Their business is to collect a license fee
  - The vendors know their business well – not yours
- Practice Management is all about legal content expertise – which only you can inject into the process
- Focusing on process and “use case” requirements will ensure users actually use the system

- The software license is usually only 1/3 to 1/2 the total cost of implementation
PROJECT MANAGEMENT

- This is a major investment – treat it like one.
- Designate a project manager to oversee the implementation
  - Must be able to devote 50%+ of their time to the project
- Coordination of firm-wide resources:
  - Lawyers
  - Legal Staff
  - Vendor
  - IT
  - Management
- Start with a Project Management Methodology
- Planning is the key
- Understand the tasks, the commitment, the resources, and the cost
- Be realistic – don’t overdo it or overcommit
- Some projects are better rolled out in phases
System Implementations typically consist of the following key components:

- Project Management
- System Design
- System Configuration
- Data Evaluation and Data Mapping
- Data Conversion
- Data Reconciliation
- Forms
- Reports
- Deployment
- Testing
# PROJECT MANAGEMENT BEST PRACTICES

## Project Plan and Calendar

All phases and tasks, for all project members internal and external

<table>
<thead>
<tr>
<th>Task</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management</td>
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<tr>
<td>Project Kickoff Meeting</td>
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<tr>
<td>Data Evaluation</td>
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<td>Data Mapping</td>
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<tr>
<td>Design Workshops</td>
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<tr>
<td>System Design</td>
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<tr>
<td>System Configuration</td>
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<tr>
<td>Reports</td>
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<tr>
<td>Integrations</td>
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<tr>
<td>Data Conversion</td>
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<tr>
<td>Data Conversion - Test 1</td>
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<td></td>
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<tr>
<td>Testing and Reconciliation - Test 1</td>
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<td></td>
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<tr>
<td>Data Conversion - Test 2</td>
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<td></td>
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<tr>
<td>Testing and Reconciliation - Test 2</td>
<td></td>
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<td></td>
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<tr>
<td>Data Conversion - Final</td>
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<tr>
<td>Double Docketing</td>
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<td></td>
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<tr>
<td>Training</td>
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<tr>
<td>Core Team User Training</td>
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<td></td>
</tr>
<tr>
<td>Test Conversion 1 Refresher Training</td>
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<tr>
<td>Go Live Training</td>
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<td></td>
</tr>
<tr>
<td>End User Training</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Status Meetings and Meeting Minutes

- Take the time to create meeting artifacts
- They matter, and they are your most important communication tool

Docketing Project Implementation
Status Report
Project Status Meeting Minutes - Week ending xxx

Following are the minutes of the PM Project Team's status meeting held on xxx.

<table>
<thead>
<tr>
<th>OFFICE</th>
<th>ATTENDEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
<td></td>
</tr>
<tr>
<td>Washington, DC</td>
<td></td>
</tr>
</tbody>
</table>

Project Components Status
The following are the project updates reported during the Status Meeting.

Short-term Deliverables
The following table outlines our short-term tasks and deliverable requirements, including assigned responsibilities and due dates. Deliverable dates are subject to change pending the project calendar updates.

<table>
<thead>
<tr>
<th>DATE</th>
<th>DELIVERABLE</th>
<th>RESPONSIBLE PARTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/16</td>
<td>Finalize contracts</td>
<td></td>
</tr>
<tr>
<td>1/17</td>
<td>Get for Certificate for Server</td>
<td></td>
</tr>
<tr>
<td>1/19</td>
<td>Obtain updated vendor Services Proposal</td>
<td></td>
</tr>
</tbody>
</table>

Project Milestones
The following table outlines the key upcoming project milestones. Milestone dates are subject to change pending the project calendar updates.

<table>
<thead>
<tr>
<th>DATE</th>
<th>MILESTONE</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 26</td>
<td>Docket Configuration Phase 1 Complete</td>
</tr>
<tr>
<td>March 30</td>
<td>First Test Conversion Delivered</td>
</tr>
<tr>
<td>April 1</td>
<td>UAT Testing commences</td>
</tr>
</tbody>
</table>
Regular Management Updates

- Create a one-page dashboard
- Use it to highlight major project critical path activities
  - Highlight the wins
  - Don’t forget the risks!

### Docket System Implementation

<table>
<thead>
<tr>
<th>Risks</th>
<th>Actions</th>
<th>Key Milestone Status Update</th>
</tr>
</thead>
</table>
| Interfaces  
- Competing projects, focus on development, proper scope definition and tight testing timelines |  
- Tight progress monitoring and reporting  
- Regular status check-ins and work product review  
- Coordinated support for requirements and development  
- Pre-defined escalation process |  
| Configuration for Offices | 8/21 | 65% |
| Global Vendor Setup in LM | 8/30 | 75% |
| Interface Development: First Draft | 9/5 | 33% |
| Development and Production Environments  
- IT bureaucracy, timely provisioning, proper configuration, system/user rights approvals |  
- Tight progress monitoring and reporting  
- Ensure for significant lead times |  
| Interface: Ready for Testing | 10/15 | 25% |
| Infrastructure | 8/15 | 0% |
SYSTEM DESIGN

System Design is about defining requirements, planning and documenting the implementation:

- Process and workflow design
- Screen design
- Database Design
- Codes and Parameters
- Security Schema
- Third-Party Integrations
DOCUMENT THE DESIGN

- “System Configuration Manual”
  - Screen shots
  - Tables
  - Matrices
- Cover every inch of the system
- Get sign-off from all stakeholders before commencing configuration
DATA MAPPING

- Data mapping is a discipline
- For converted data:
  - Field to field mapping from current system(s) to new system
  - Data transformation instructions
  - New code pick lists and drop-downs
- If no current system:
  - Worksheets and personal databases?
  - Manual data entry needs a plan, too
DATA CONVERSION

- Vendor should convert data based on collaborative specifications
- This will never be 100% the first time around
- Plan for 2 – 3 test conversion cycles
  - The second and third tend to be iterative
- Seeing your data in the new system will often prompt you to change conversion instructions
  - Plan for this in your scope and expectations
DATA RECONCILIATION

- ABSOLUTELY CRITICAL

- Third-party verification of the conversion
  - Was it performed correctly?
  - Were there any errors, omissions?

- Do NOT rely on the vendor to provide this

- Deliverables:
  - Reconciliation document
  - Revised conversion instructions
FORMS AND REPORTS

- Key Outputs of your new system
  - Collect those you have now to be created in new system
  - This is a great opportunity to review, update and streamline your forms and reports

- Forms: Automated document assembly

- Reports
  - Management reports
  - Don’t forget tactical reports and client reports
DEPLOYMENT AND TESTING

- Develop Testing and Deployment Plan
  - Performance and Stress Testing
  - System performance modifications
  - Acceptance Testing

- Deployment
  - Consider the timing, effort, and business impact
  - Phased approaches often work best
  - Target your power users first
Some Advice on Deployment

- Recruit evangelists
- Train “power users” in local practices, offices
  - First line of defense
- Management buy-in and endorsement is critical
A SPECIAL NOTE ABOUT DOCKETING

CONVERSIONS OF DOCKET DATA ARE THE MOST CRITICAL

• Dockets represent key point of risk exposure to the firm
• No way to map one rules engine to another
• Docket dates are contextual
  • Converting the context is an art
• Assign a special team to deal with docket data
• Plan for “double-docketing” period
CHANGE MANAGEMENT

- Though you’re working with machines, remember the humans
- The fatal flaw of any implementation project is the exclusion of the users
- Know your audience, and play to them
- Sometimes firm politics will get in the way
- Communicate often, broadly and to excess
CLOSING THOUGHTS

- Most Practice Management Implementations are 6 – 9 month projects
- Use the opportunity to transform your practice
- Leverage the capabilities of the new system to provide *exceptional client service*

- Don’t forget to HAVE FUN!
Thank you!

EYAL IFFERGAN
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