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PRACTICE TIP

Focusing on the Business Process, Not the Technology

By David E. Otte

When selecting and implementing new technology, many CIOs and IT professionals are challenged when the business process that the application is supposed to address plays second fiddle to focusing on a specific technology or product. With a new technology implementation, many key business sponsors (*i.e.*, owners of the application or department leaders whose teams use the application) want to be involved in the selection process, weighing in on requirements, definition, functionality, "look and feel" and expected output. This is similar to building a new home: The new homebuilder wants to select the style of home, amenities, paint, etc. In both scenarios, the buyers are concerned with the output, which is very understandable, as they desire useable products.

SUBSTANCE OVER STYLE

Unfortunately, when selecting new technology or initiating projects intended to automate existing business processes, these sponsors do not focus enough attention on the business process itself. When defining the business requirements, the *business process* should be clearly stated and drive the technology

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Electronic Discovery's Impact: Policies, Technology and Security

By John Connell and R. Jason Straight

This was the decade of electronic discovery. Rapid development of technology, law and business processes, both in and out of the courtroom, brought legal and technical issues involving electronically stored information (ESI) to the fore. Although the General Counsel's office was the primary recipient of this uninvited wake-up call, legal is not the only department impacted by this change. IT departments across organizations must now understand the impact of ESI discovery obligations and regulations. Collaboration with legal is needed to create and implement new policies, while altering existing policies to keep pace with the rapidly evolving data storage and communication methods coinciding with the rising tide of ESI.

As a result of this role evolution, IT can no longer afford to lag behind legal with regard to knowledge of ESI policies and technology any more than legal can avoid assessing the impact of planned technology implementations inside the organization. A common theme that emerged from the *Fourth Annual ESI Trends Report*, a survey commissioned by Kroll Ontrack, was the growing gap between IT and legal's awareness of implemented company technologies, such as an archiving platform, legal hold tool and early case assessment (ECA) technology. The report also revealed a knowledge gap in terms of the existence of an ESI discovery strategy — whether it had been tested, and how repeatable and defensible the policy appeared to be. Encouragingly, the survey revealed that legal and IT are cooperating and sharing responsibility for managing ESI for discovery requests now more than ever. [Note: The report is based on an independent survey conducted by Echo Research Inc. on behalf of Kroll Ontrack. A total of 203 online interviews were conducted among IT and in-house counsel at commercial businesses in the United States. Survey questioning was completed in June 2010.]

POLICIES, TESTING AND DEFENSIBILITY

A majority of survey respondents indicated that they have a systematic policy in place for retaining and disposing of an organization's print and electronic

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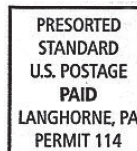
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documents in accordance with a designated retention schedule. This is one finding where legal (85%) outpaced IT (72%) in knowledge. Document retention policy implementation and enforcement is typically managed by IT, so the knowledge gap is somewhat surprising. Although it is the responsibility of legal to craft a policy that satisfies legal and business obligations, IT professionals must enforce the document retention policy as defined and developed by the organization's legal and record management departments, as it is critical to successful and optimized data storage and essential for litigation preparedness and response, regulatory compliance and investigations.

Similar to document retention policy enactment, companies are increasingly implementing an ESI discovery strategy — a pre-defined process for managing ESI in preparation for, or in response to, litigation, investigations or regulatory matters. Fifty-two percent of companies indicate they have this strategy in place, representing an increase from 46% from 2009. Unlike the document retention policy finding, a higher percentage of legal respondents (27%) are less knowledgeable

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about whether a policy exists than their IT counterparts (18%). However, IT and legal are sharing an increasing responsibility (44%) to develop and enforce the company’s ESI discovery strategy, as compared with 35% in 2009. Thus, legal and IT (and often other key groups such as records management) must get on the same page in order to address the complexities posed by ESI and collaborate effectively.

Finally, simply implementing these policies is never enough — companies must conduct tests to ensure the policies are achieving the intended effects. Despite the importance of testing, only 38% of companies have tested their ESI discovery strategy, yet 63% either tend to agree or strongly agree that their policy is repeatable and defensible. Are companies simply being too optimistic? Without conducting the necessary tests and modifying policies where necessary, companies should not be confident in policy effectiveness. Many organizations feel that their response policies and procedures are repeatable, simply because “that is the way we have always done it” or because their policies have not been subjected to challenge. While the process may have been repeated in various matters, it may not have been tested as truly defensible. The next case with a more sophisticated plaintiff, or the next investigation by a zealous regulator, may expose inadequacies in the overall process.

ARCHIVING AND LEGAL HOLD TECHNOLOGY

In the *ESI Trends Report*, roughly three in five companies indicated that they possess an archiving platform. Although that number appears high, experience suggests that not everyone is on the same page regarding what makes an archiving solution efficient and effective. Is IT simply purchasing a solution without considering the legal reasons why an archive is necessary? An effective archiving solution allows multiple content types to be archived and stored, fully indexes the data contained therein,

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Case Study

Aon's Matter Management Solution

By David Cambria

Aon experienced significant growth in the 1980s and 90s, both organically and through a series of strategic acquisitions. The growth brought about tremendous business gains, but created operational challenges that lingered for many years. One of these was the legal department.

Aon had expanded its global legal staff to more than 100 attorneys and an equal number of support staff to manage its growth and meet an ever-changing and complex regulatory environment. Each new acquisition that expanded our reach into a new market brought a host of new legal questions. However, by the mid-2000s, each of our legal offices were using a different system to manage documents and legal processes. We sought an enterprise class legal document and matter management system that would standardize the department's processes and also give us company-wide visibility into legal matters, spend and liabilities, as well as compliance and regulatory issues.

OUT WITH THE OLD

The company had been using a company-designed Lotus Notes-based application to manage legal matters. As our operations grew, the limitations of that application made it increasingly inefficient and lawyers and staff began adopting their own systems. Eventually, our legal department operations had become a hodgepodge of in-house applications, Excel spreadsheets, Word documents, e-mail messages, legal pads, sticky notes — the gamut. And because different offices used their own organizational formats, compiling company-wide reports

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became a significant challenge and limited visibility across the enterprise. The disparity in tools used also presented security challenges when legal matters reached a sensitive stage. Settlement information, for example, must be kept confidential and accessible to a limited number of professionals. Because the various systems employed didn't provide the necessary levels of access control, settlement documents were being managed separately by the select lawyers and business unit managers with required access.

Clearly, our legal tools had fallen out of synch with the processes the company had come to demand. We decided we needed a single platform that could manage all aspects of legal matters and would be accessible by all of the company's global legal staff, as well as outside counsel law firms, key business unit managers and other outside partners.

Realigning the tools with corporate processes, while planning for future demands, required the adoption of a comprehensive matter management platform. The goal was to work with as few different applications as possible to lower the overall administrative overhead and simplify the processes. A study of how our legal issues had evolved in just the few years prior to the project signaled that we needed technology that would adhere to our needs, rather than require us to adjust to the design. This was particularly important because the legal department employees were dispersed throughout 22 global offices and we had to take into account international, systemic differences as well as cultural interests.

TEAMCONNECT

We decided to work with Mitrat-ech's TeamConnect matter management platform. The solution came with a series of individual out-of-the-box applications that were fully integrated and built on a framework we could leverage to customize key functionality and edit over time. The deployment four years ago took nine months, but the process of adjusting and expanding the capabilities

of our chosen technology solution to meet our changing requirements and conditions continues today.

We needed a centralized database of secured information to ensure consistency and confidentiality with so many locations, individual departments, and outside counsel law firms participating in the process. Further, we wanted a platform that could reach across the enterprise, to include representatives from the IT, risk management, procurement, finance and human resources departments, as well as the executive suite. Adopting an integrated matter management platform has enabled us to operate more efficiently and cost-effectively, while ensuring all legal information is gathered, stored, controlled and shared uniformly across the enterprise.

The use of an integrated platform improved our process for managing the highly confidential litigation settlement process. Prior to TeamConnect, lawyers in charge of matters that had become contentious would gather and record relevant case information — allegations, arguments for and against, findings and determinations, relevant statutory references, etc. If necessary, they would also develop a settlement memo using various office productivity tools that would document settlement terms and methodology. This was done, in most cases, on paper and the documents would be distributed by hand throughout the legal department and the impacted business units for review and approval.

Our lawyers now manage this entirely within the TeamConnect platform. Case information, from the history to final approvals, is stored within the system. The managing attorney, or "Main Assignee," creates the matter and then enters his or her case notes electronically using a standardized format. Pull down menus, such as "offer/demand date" and "offer/demand type," simplify the record-keeping process and preserve the matter's start and end points. When it comes time to draft settlement documentation, the attorney creates the material

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in the system but then utilizes access controls within TeamConnect to designate specific individuals with the required level of privilege, enabling only some people to view sensitive materials.

Using the comprehensive tools in TeamConnect also dramatically simplified the legal holds process. Our department receives a significant number of third-party subpoenas each year because a major part of the company's business involves serving as an insurance/reinsurance broker. We needed to track and manage witness and documents requests, interviews and information sources, but we also wanted to track these activities and materials by the entity that had been subpoenaed. Managing the legal hold process is now straightforward using TeamConnect's matter management approach, in which everything is linked to its originating matter. This has helped simplify the process and limit the amount of time our attorneys or support staff spend inputting third-party subpoena information. And the access controls within TeamConnect ensure the process is managed confidentially.

Finally, the platform has dramatically simplified our governance, risk and compliance (GRC) processes. The legal department, working with risk management, plays a key role in monitoring and enforcing the company's compliance initiatives. We're regulated by a number of government agencies charged with enforcing brokerage and insurance regulations. We also operate in 120 countries, so the number of foreign government bodies and agencies with which the company must interact is quite substantial.

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efficiently stores the archived data (e.g., single-instance storage, or data de-duplication), and has an efficient and effective output/search/retrieval mechanism. Legal should work with IT to define requirements for it

ELECTRONIC RECORDS

For GRC management purposes, it's integral that we record and track every inquiry the company has received and how the company responded. A systematic and repeatable approach to addressing compliance is also paramount should we ultimately face a government audit or litigation. We have to demonstrate that we've made all attempts to comply with regulations and document how we addressed any gaps in the systems. Mitrastech's TeamConnect provides a centralized platform where one of our attorneys can quickly create an electronic record should an informal inquiry come in or a formal government audit or investigation is launched. With the tools for capturing and collecting that information, including what triggered the event and how it was resolved, we now have a much broader understanding of our overall risk portfolio.

Being faced suddenly with the capacity to do just about anything with a new technology posed an interesting challenge. We staged a number of dialogues within the legal department and among key business units to explore how the technology was to be implemented. The struggle was in setting and holding limits on how we were going to utilize the new platform. The range of possibilities was so immense that the project risked being slowed by analysis paralysis.

Once we established the deployment parameters, the greatest challenge was addressing global differences; from the way the lawyers themselves communicated in other countries, to governmental security requirements for IT, to simple bandwidth limitations. We also had to take into account how the user in-

wants to be archived, and define requirements for speed of output. Often, the attorneys do not realize how long it may take to search for and extract data from an archive when large, sweeping searches need to be performed in response to a litigation matter or regulatory inquiry.

terface would have to adhere to local nomenclature. In the U.S., for example, the word "litigation" is used quite freely and refers to a wide range of activities, while in other countries, the word refers to specific steps and the matter overall is called "contentious." Rather than force professionals working in global offices to conform to a single standard, we customized the platform to match local terminology.

Since the platform was deployed, we have continued to evaluate how it was being used and to make alterations to meet changing needs or evolving best practices. As we became more adept at utilizing reports, for example, the legal department repeatedly revisited how it captured activities and costs to create new views and analysis. Earlier this year, we deployed the contract management module from TeamConnect, which integrates automatically with the system. Then in August, we deployed the TeamConnect Legal Hold module to take advantage of broader functionalities specifically designed for that process. Our future plans include implementing a process for tracking timekeepers in multiple rates and currencies and early case assessment management tools.

CONCLUSION

Ultimately, the platform solved a significant problem up front, but it also enabled us to continue to address problems, head them off or simply adjust the tools to meet changing processes. The decision to move onto new technologies is usually driven by the need to solve a problem, but the solution needs to solve problems not yet visualized or foreseen — the kind that pop up three or four years after the purchase.



Archiving platforms can also contain automated legal hold functionality. Only 53% of the companies surveyed have a mechanism in place to suspend their document retention policy, while 24% do not possess a legal hold tool and a further

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23% are unsure whether a tool exists. The ability to suspend an automated document retention protocol when litigation or an investigation is reasonably anticipated is critical to any ESI discovery readiness program. Companies must identify what information is needed for a legal matter and preserve potentially relevant material immediately. Suspending the entire document retention policy is not a wise strategy as often the policy never gets turned back on, which may cripple an organization in terms of data storage and presents risks in relation to overpreservation. Therefore, a more sophisticated and targeted suspension mechanism is preferred.

Preservation and collection presented the number one discovery concern among survey respondents (24%). After recent court decisions, such as *Victor Stanley, Inc. v. Creative Pipe, Inc.*, 2010 WL 3703696 (D. Md. Sept. 9, 2010), in which the defendant company's president was ordered to be imprisoned for a period of two years or until the plaintiff's attorney's fees were paid for preservation failures, it is clear that courts are losing patience with companies that struggle with proper preservation techniques. Possessing an archiving tool with legal hold functionality will help companies better fulfill their preservation obligations and avoid the court's wrath.

Another consideration when choosing an archiving system is the space allocated to both sending the e-mails into the archive and retrieving them. Having 32 servers allocated to process and capture e-mails into the archive, but only one server to retrieve the e-mails when needed, will render the search functions contained within an archiving tool relatively useless. Legal and IT should collaborate on these types of concerns and evaluate tools accordingly. Investing in an archive without choosing the proper system for the company's needs is a poor investment.

Similar to the document retention policy and ESI discovery strategy, organizations must test their archiving tool to ensure it is functioning properly. Is all of the data that is meant to be archived actually being captured? When searching for material via keyword, is it finding all instances of that word effectively (*i.e.*, are the indices functioning properly)? If the answer to either of those questions is "no," then the tool is not functioning as it should. In order to certify to a court that the archive is capturing relevant data in a reasonable manner, companies should perform audits and conduct tests. Best practices call for checking the tool at least every six months to a year to verify that information was in fact being archived and checked for indexing, corruption, etc. By conducting these tests, a company can certify that the system appeared to be functioning normally; however, companies should not certify that all data is in the archive as there are too many opportunities for a user to fail to archive data properly, or for the archive capturing system to fail.

DATA MAPPING AS AN OFFENSIVE LITIGATION RESPONSE TOOL

Another important tool is a data map, which outlines a company's information systems and processes, allowing for the quick identification of important sources of potential ESI. Not surprisingly, IT (53%) is more aware of the existence of a data map than legal (35%).

However, despite the benefits presented by a data map, more than half of the companies surveyed do not have or do not know if their organization has an inventory of where all data is stored. Given the increasing complexity and risk associated with ESI, organizations must take proactive measures to understand where data is stored — and how. Otherwise, a company may be faced with the task of producing ESI for an extended period, which occurred in *Takeda Pharmaceutical Company v. Teva Pharmaceuticals USA, Inc.*, 2010 WL 2640492 (D. Del. June 21, 2010). In that case from the District of Delaware, the court or-

dered the plaintiffs to produce ESI for an 18-year period, despite the demonstration that the requested information was not reasonably accessible and would cost between \$1 million and \$1.5 million to retrieve. An up-to-date data map would have allowed the plaintiffs to more easily determine where the data existed and devise a smart strategy to retrieve it. In the formulation of a burden argument, they could have had more accurate information to define and predict the potential glut of data (and associated costs of reviewing and producing that data) that may have been required in this case. This could have allowed them to argue more effectively for sampling or cost sharing/shifting that may have reduced their costs.

SAFEGUARDING SECURITY

In addition to implementing policies and technology, safeguarding sensitive company information is a key aspect of corporate governance in an age where information is often a company's most valuable asset. Implementing security measures and policies will bring a significant return on investment by reducing the chance of a costly data breach. According to the *ESI Trends Report*, companies experience at least one data breach on an annual basis. Security threats to sensitive information are pervasive, and proactive risk management is required to reduce the likelihood of these costly incidents, whether they are internal or external, malicious or benevolent. Threat identification and ongoing system risk evaluation are imperative to developing plans and procedures to prevent data breaches. Unfortunately, these tasks are far more challenging as emerging technologies, such as cloud computing, social networking and mobile technology, add a new layer of potential targets to the traditional corporate IT landscape.

Despite an organization's best efforts, security breakdowns can — and do — occur. Any time a breach occurs, or an organization believes a breach has occurred, time is of the

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essence. Corporations must therefore assess their risks, develop and implement policies to prevent breaches, and establish plans to quickly respond to incidents when they occur. These plans should include the responsibilities of the response team and protocols to iden-

tify, preserve and collect evidence of the breach.

CONCLUSION

The past decade of high activity and change in the area of ESI discovery has had a “maturing effect” on companies with respect to preparedness and policy enactment. Organizations now understand the value of defining how they will manage ESI for discovery requests.

Justifying expenditures for preventative measures and proactive policies may be difficult in a tough economy, but the costs are quantifiable, predictable and can be budgeted. Investing up front to mitigate risks in the future is a smart strategy for any organization. After all, good companies manage costs; great companies manage risk.

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selection, *not* vice versa. It’s often more flashy to be involved with the technology than the process, so the product sales people may gloss over the essential elements of a solid implementation in favor of highlighting product features.

Far too often the business process is treated like an afterthought of the project. For instance, if you are implementing an application to improve efficiencies or workflow, you must understand your business process to determine if the new application will meet your requirements or, perhaps, if you need to change your process to leverage the new application. Although the business process may be addressed within the business requirements, many times adequate due diligence is not performed because the benefit is not easily measurable. Just like the house building example, the future homeowners focus on the end product because it’s the fun part of the experience. The homeowners typically do not want to focus in the nuts and bolts of the house (*i.e.*, plumbing and cinder block) until, of course, the house starts to sink and leak. An application or technology by itself cannot usually fix or improve a business issue, no matter what the sales person tells you. Usually, this lesson is painfully learned toward the middle to end of the project.

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UNDERSTAND THE PROCESS

The business process is the function or functions that the technology or project is trying to automate or somehow improve, perhaps through workflow, integration, etc. For example, a business process could be contact management, knowledge management or human resource process. Thoroughly understanding the business process is essential to selecting and implementing a technology. Ideally, the selection team should fully understand how the process will be affected (hopefully improved) by implementing the new technology.

Why is this often overlooked? First, the business process may be labor-intensive, undocumented, or worse — not correctly understood and inconsistent in its execution. This may also be the very reason that an organization is implementing the technology — to improve or redesign the process. Maybe the technology *can* help, but the process needs to be understood and documented, and proposed improvements must be supported by the new technology.

Most importantly, management must support the new business process. Politics and processes can be closely tied. There is nothing worse than implementing a new technology or redesigned process only to be derailed by politics impeding it.

To understand and define a solid process, individuals familiar with the existing procedure, whether financial or operational, must be involved up front in designing new business processes. Seek out internal experts who understand the current process and can help identify what works,

what does not work and ways to improve it. Occasionally, however, internal resources can act as barriers to change. Some processes are complex and require specialists with “under the hood” knowledge, and outside process experts or consultants can provide a fresh view. Business sponsors may not understand this type of deep business process knowledge; however, the knowledge is essential in making good decisions.

CONCLUSION

Defining the existing and new business process can be a difficult, yet rewarding challenge. This part of the project sometimes happens “behind the scenes” and therefore does not get the attention, press or praise that it deserves. However, if you fail to focus on your business process — both in pre-selection and pre-implementation — you will have significant problems, regardless of what the sales people tell you. Dedicate the right staff to commit to the new processes — those willing to dig into the details of your current business processes and set operational goals to be achieved by the new process. Take special care in your requirements definition and pay the business process the attention it deserves. The new process will then drive your technology, not vice versa.

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First-Time DMS for Lindsay Kenney: The Choice Is Worldox

By Dirk Fleming

Lindsay Kenney LLP (www.lklaw.ca) is a full service Canadian West Coast law firm with approximately 50 lawyers and about 140 staff providing legal services from offices in downtown Vancouver and Langley, British Columbia.

For many years, the firm managed its electronic documents and files without a document management system (DMS) by using Windows Explorer to navigate folders and Windows Search to execute searches when needed. However, we reached the point where we had approximately 1.2 million documents (mostly Word documents) across both offices, sorted by year, client and matter, and were not searchable in an efficient way. We wanted to select a DMS that could easily store client-related e-mails in the same repository as the other documents, and provide efficient searching functionality.

COST FACTOR

We looked at several DMS solutions, but were concerned about the high cost of the system implementation for some of them. The features and functionality of our two final candidates were comparable, so there was not a major difference there. The software licensing costs were not drastically different either, but the implementation costs for Worldox using Baker+Cadence Solutions (BCS) (www.bakercadence.com) were considerably lower. Also, Worldox does not require a SQL server database, and we could use a workstation-class machine as the Worldox indexer rather than a server. We spoke with a number of Worl-

dox clients that were approximately our size, and we received favorable feedback. So in September 2009, we signed the purchase order for 140 concurrent Worldox licenses.

To facilitate a successful implementation project, we worked with Bill Baker and Mike Crouch of BCS to set up planning meetings prior to the implementation, and they spent two days with the Lindsay Kenney team. Crouch met with user groups, departments, management and IT

One of the recommendations

... was to have staggered rollouts. We only rolled out 10 or 12 users at a time rather than doing a full cutover for the entire firm all at once.

staff to determine the profile structure (each document in Worldox is profiled with fields such as client, matter, author, doc type) and planned the training schedule. Charlotte Quiroz of BCS was the designated trainer, and we knew her role was going to be incredibly important since some of our employees were very resistant to the idea of change, and the training was intrinsic to the project's overall success.

BCS recommended that we leave the pre-existing legacy documents in their current document structure and build a text index of them so they were all text-searchable by document name or content. The legacy document store was marked read-only so when lawyers or staff found a document, they would then need to profile and save it into the Worldox repository. It took a full weekend for BCS to build this text index since we had such a large volume of files.

There were no conversions or data migrations because we did not have a prior DMS. The only integrations we needed to worry about were with applications we used where Worldox would need to pop up

the File/Open, File/Save and File/Save As commands, and these were handled by hook files that Worldox technical support provided.

IMPLEMENTATION

For the most part, the Worldox implementation went smoothly. One of the recommendations from BCS was to have staggered rollouts. We only rolled out 10 or 12 users at a time rather than doing a full cutover for the entire firm all at once. The lawyers and staff would attend training and when they returned to their desks, Worldox would be live so they could apply their newly learned skills immediately.

We did experience a technical problem when the users were moving legacy files into the new Worldox structure. Profile data was being dropped during the move and the document name was not appearing within Worldox, only the document number. This issue appeared during the first few days of the project. BCS discussed the problem with Worldox software developers, as they had never seen this problem before. An investigation was conducted and BCS ran tests on different workstations and operating systems, and found that the users having the problems were on the Vista operating system, and Vista was also the operating system on the Worldox indexing workstation. BCS's research showed that there had been some problems reported with Server 2008 and Vista workstations, the issue stemming from a new Microsoft file handling logic called SMB. BCS conducted some more tests and found that the problem was resolved by using SMB 1 protocol instead of SMB 2. Worldox technical support created a utility to correct the issues with the documents that had already been converted during the first two days. We were kept informed by

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BCS and Worldox during the investigation and I was involved in many of the conference calls. Eventually, this issue was completely resolved and we had all worked as a team to make that happen.

Another issue that came up was that our Langley users experienced slow loading of the profile tables because they were being downloaded for every use from the Vancouver server. BCS configured the system to clone the tables to Langley several times a day, thereby speeding up searching in the Langley office.

TRAINING

As mentioned previously, we knew that training was going to be a critical part of ensuring Worldox's successful adoption at our firm. Our Managing Partner, Kelvin Stephens, chaired our Worldox project, and ensured that all staff attended training. In total, there were six days of training: four in Vancouver and two in Langley. Each session was three hours long with 10-12 users at a time, and we used already converted data to make the training a more "real world" experience. This allowed us to train based on real-life documents rather than sample documents, providing a more accurate and realistic platform. In order to accommodate the staff's busy schedules, we held training sessions over several days and also ran individual sessions for staff that were out of the office during the core training sessions. We also had BCS come back two months later for two days of follow-up training sessions. The benefit of this was that users were now familiar with Worldox and had been using it daily. The follow-up sessions allowed staff to ask BCS about specific issues and additional functionality.

In terms of how Worldox was received, some people were resistant to the change whether it was meant

to improve their work or not, so we did have some users that were reluctant to adjust to the new system. BCS walked the floors of our offices after the training sessions to help users adjust and troubleshoot any issues that they had. They did one-on-one sessions with the users that struggled or were reluctant to start using Worldox. Our helpdesk calls spiked after each user group went live, as we could have predicted with a brand new rollout, but once the preliminary learning curve was

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flattened out, the calls dwindled in number.

The lawyers like being able to save and profile e-mails into the central Worldox repository and are now able to find a document very quickly, either by searching by name or using the text search function. They can also find precedents easily and quickly.

Another feature that we use frequently within Worldox is the Ethical Wall function. We have designated a number of restricted Worldox Profile Groups, for lawyers and others. BCS set these up for us initially, but now we can do the setup ourselves. The Ethical Walls feature prevents unauthorized parties from accessing files they are not privy to, thereby assuring proper security for our firm's sensitive documents. These files do not show up in searches unless the user has access to them. For example, access to our Accounting and Human Resources profile groups is restricted to their

respective staff members. Also, our General Litigation and Insurance law practice groups require establishment of ethical walls to accommodate particular clients or cases. Worldox's Ethical Walls need to be taken down by a system administrator using the Worldox Admin console — a very restricted application. The permissions are set within Worldox and are replicated within Windows Active Directory so users cannot circumvent Worldox permissions.

We have been using Worldox for approximately 10 months, and many of our users have become "power users" of the product, including some of our "resistant to change" users. We now have approximately 315,000 documents within Worldox, comprised of new documents and converted documents. Users move legacy documents to Worldox as required and profile them into Worldox, and all new documents are profiled automatically into the system.

CONCLUSION

Overall, Worldox has become part of our culture and nearly everyone using the software benefits from and appreciates its capabilities. BCS and Worldox Technical Support did a very good job of implementing the technology and keeping us informed as all the implementation issues were resolved. It was crucial to the project that our Managing Partner, Kelvin Stephens, and Managing Director, Carmen Arndt, were champions of the project, so that adoption and buy-in came from the top. I'm very glad that we have the Worldox DMS installed now — it has brought a great deal more efficiency to the firm.



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