

# Peer to Peer

ILTA'S QUARTERLY MAGAZINE

## *Trends and Terrible Ideas:*

HOW LEGAL TECH SHOULD LOOK AHEAD WITH CAUTION





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## Congratulations to ILTA's 2022 Influential Women in Legal Technology



On March 7, 2022, ILTA announced the recipients of the [2022 Influential Women in Legal Technology](#).

Since 2020, ILTA has annually honored five outstanding women leaders in the global legal technology community. Each March, during International Women's History Month, honorees are selected based on their history of mentorship and level of impact on Legal Technology.

For more information on the recipients, and the ILTA Influential Women in Legal Technology awards, please [click here](#).

Please join ILTA in congratulating the honorees for their outstanding efforts in legal technology!

### ILTA IS PLEASED TO SHARE THE LIST OF THE 2022 RECIPIENTS:



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*Founder and CEO, Documate*

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***Leah Molatseli***

*Head of Business Development, Legal Interact*

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***Joy Heath Rush***

*CEO, ILTA*

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***Naomi Thompson***

*Senior Vice President, Legal Solutions  
EMEA, Exigent Group Limited*

[learn more about Naomi](#)



**Joy Heath Rush**  
joy@iltanet.org

**H**appy Spring (at least here in the Northern Hemisphere!!) Like groundhogs (I know, that was last month), we are starting to poke our heads out above ground and engage with the world again. Wonderful!

Spring is full of leaps of faith and calculated risk. When can we put away the snow blower? How about taking out the patio furniture? Can the winter outerwear go back in the closet?

This issue of *Peer to Peer* is all about the risk equation. Managing the risk associated with technology change. Identifying risks before we even set out helps us determine how to mitigate those risks as quickly as possible.

Here are a few guiding principles that have helped me carry projects forward – at a variety of organizations in a variety of roles.

- **Define Success.** Having a clear vision of success keeps team members – and consumers – focused and helps prevent scope creep. In my experience, scope creep is a leading cause of risk.
- **Don't Forget Operational Excellence.** Your project plan needs to include how to support the new technology, including skills and processes.
- **Listen, Listen, Listen.** Listen to your team members. Your pilot participants. Your Business Partners. Incorporating their perspectives and addressing their concerns can make the difference between success and less-than-success.
- **Tell the Truth, Even When It's Uncomfortable.** Every relationship eventually comes down to trust. When we tell it like it is – “warts and all” – then people will believe us when we say everything is going to be OK.
- **Reward Curiosity.** Welcome questions from team members and project participants. Give them as much of the big picture as possible. Communicate that vision of success early and often. When people know more, they connect the dots – and connecting the dots is a great way to manage risk.
- **Remember the Customer.** Know who that customer is, and always keep the customer front and center.



## ILTA's Board of Directors

Before we close for this issue, I would like to take a moment to call out one of our Distinguished Peer Awards – a new one for 2021. The Trailblazer Award is designed to recognize a collaborative initiative between a member entity and a business partner. This collaboration takes the form of an early deployment of a new product and/or service and is focused on a ground-breaking new technology.

For 2021, nine pairs of ILTAns took the plunge and applied to be the inaugural Trailblazer Award winners. Here, I would like to recognize runners-up Fisher Phillips with LegalMation, in addition to 2021 winners Simpson Thacher and Jigsaw. Well done to all!!!

If you were not able to join us for the Distinguished Peer Awards, I strongly recommend that you listen to the recording of the awards program. Several of our winners specifically address issues around managing risk and scope creep. And you will also be inspired by the stories of our Lifetime Achievement Award winners – their journeys and the risks they took. Click this link to access the recording: <https://www.iltanet.org/peerawards/home>

When next we meet in *Peer to Peer*, we will be discussing collaboration – something that has evolved quickly over the past two years. I am anxious to see what collaboration looks like when the office is a purposeful destination rather than a default place to work and how the hybrid workplace chooses to address collaboration. Let's hear what you have to say on this! Article submissions are open in the month of April.

So, until June, Happy Spring (and Fall!!) Hugs to all!! **ILTA**



### THERE'S MORE ONLINE!

For more great insight on ILTA's CEO, listen along online as she sits down for another CEO podcast!

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# *Trends and Terrible Ideas: How Legal Tech Should Look Ahead with Caution*



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**[CHECK OUT AND COMPLETE THE FORM »](#)**

## FROM THE EDITOR

### *I am grateful for Spring.*

This season, and this issue, brings renewal: new ideas, new articles, new events, a chance to reconnect.

The title of this Spring issue of P2P is Trends and Terrible Ideas: How Legal Tech Should Look Ahead with Caution. When I wrote the Editorial Calendar for 2022, I did so post-ILTACON (conference hybrid style), still wearing my mask and socially distancing in every public place, at every event. All those months ago, amid the second year of the pandemic, not being fully back in person influenced the way ILTA Publications and Events looked ahead to 2022.

And now that it is 2022, and Spring has arrived, we have much more optimism, but we still must be cautious. In this issue, ILTA CEO Joy Heath Rush and ILTA VP of Service Delivery, Dawn Hudgins, talk about going back in-person in Q2 and beyond, and what the legal tech space will look like as we press on. Also highlighted in this issue, we showcase two Award groups and feature articles that are taking a forward-thinking approach. Virtually, on April 5, we are hosting a publications webinar panel talking “The Future State”, and lastly, we’re sharing another iteration of our ILTA Travel Survey—one that asks new and important questions about the state, and security, of our legal tech world.

We have arrived at the place where, we hope, ILTA and our sister organizations can look ahead with caution and come back together, in person. We know that collaboration succeeds when we can mingle people and ideas: this is the ILTA innovation strategy.

We are peer-powered – we are people powered... and this is *Peer to Peer*. Enjoy the read. **ILTA**



**Beth Anne Stuebe**

*Director of Publications and Press, ILTA*

# Peer to Peer

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# *Law Firm Pricing and Project Management Professionals Leveraging Pandemic-induced Changes to Drive Meaningful, Lasting Change in an Essential, Growing Industry*

For the last 14 years, the Blickstein Group has closely charted the expanding role and influence of law department operations professionals with the Annual Law Department Operations Survey. And since 2020, it has collaborated with Legal Value Network on the Survey of Legal Pricing & Project Management to deliver a new perspective with a parallel survey and report to offer a detailed look at legal pricing and project management professionals (LPPMs) at major U.S. law firms to provide an exclusive look at their perspectives as compared to—and their relationships with—those in parallel roles at corporate law departments (LDOs).

The survey results show the coronavirus pandemic has inexorably accelerated change for LPPMs—as evidenced by the fact that 61% agree that “my job is primarily change management,” down from almost 75% last year—creating an opening to reorient their focus from constantly trying to sell the importance of change to implementing the structures and tools needed to effectuate it.

As we saw last year in the inaugural report, these two groups deal with many of the same challenges but from opposite sides of the table. Some of their perspectives are at odds, demonstrating their distinct goals and interests, while others are closely aligned, reflecting the similarity of their work.

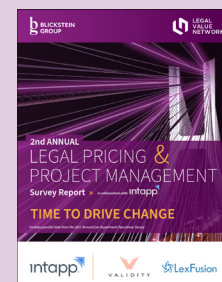
But while some aspects of this year’s survey echo previous findings, this year’s survey results show that the industry is at a crucial moment in which legal pricing and project management professionals can leverage pandemic-induced changes into refocusing from trying to sell the importance of change to implementing the structures and tools needed to effectuate it.

Long known for their aversion to embracing change and technology, lawyers in both law firms and corporate law departments were forced to change quickly during the pandemic, with many surprisingly effective results. As evidence of this trend, 64% of LPPM survey respondents stated that their ability to serve their clients’ needs in a timely and effective manner had increased despite tremendous disruption. Firms responded in part by adopting and integrating new technologies, with 78% of LPPMs reporting that the pandemic

had sped up their use of technology. Other trends uncovered in the report include:

- 21% of law firms still do not use profitability metrics to inform their pricing decisions.
- A majority of LPPMs report that their clients do not provide feedback about how well they are performing.
- We are starting to see some alternative fee arrangement (AFA) fatigue—and that might not be a bad thing.
- There continues to be a disconnect between law firms and clients regarding innovation, with an increasing number of LPPMs who don’t believe that their clients want them to innovate.

The survey was produced in collaboration with Intapp, which provides connected firm management solutions to create the digital backbone that transforms law firms’ businesses, and also unwritten by Validity Finance and LexFusion.



**[DOWNLOAD REPORT »](#)**





# *Trends and Terrible Ideas*

BY CINDY MACBEAN

Given the uncertainty that we have in our lives, I am taking some topics and talking about trends and how they can be (or may not be) terrible ideas. In legal tech it seems we walk the tightrope between success and challenges all the time – because failure is not an option.

**Trend - Artificial Intelligence is relevant in all areas of technology.** Ultimately, if there is data-heavy tasks to address, the software company / service provider has implemented an AI solution. In my experience in litigation support with discovery documents, “artificial intelligence” usually means there is a new yet-to-be-named technology. Structured Analytics and Cognitive Analytics began life as “a new AI feature”. Similarly, data indexing for records management and contract review analysis and review all began life as “a new AI feature”. Oxford languages provides the definition “the theory and development of computer systems able to perform tasks that normally require human intelligence...” AI is proving to provide results that are better than humans can perform – where there is consistent data, e.g. contract review and analysis, there can be tremendous value in implementing AI solutions.

**Terrible idea - Artificial Intelligence can only step into processes in a well-defined workflow.** The mantra “good process is good process” (which is my favorite!) is a key staple to all technology processes for very good reasons. In my discovery work, it can leverage to a defensible process, to provide documented, reliable, repeatable and logical steps through data analysis. As we saw at Legal Week, many providers will tout “we provide AI solutions to leverage dynamic synergies and complete work with higher quality and lower cost!!” (FYI dynamic synergies is my favorite useless phrase). That may be irrefutable, but without a foundation of documented, reliable, repeatable and logical steps through the manual process – no technology can successfully automate a poor process. Often, new technology takes the blame for time taken to navigate processes to a condition where they can be automated effectively.

### **Trend - Returning to work in a hybrid model.**

As businesses plan and implement their returns to the office, there is benefits to having employees full-time in the office or full-time remote. Although hybrid models can be preferred, there are tech challenges that firm leaders may not consider - as they are the logistical details often overlooked.

**Terrible idea - returning to work in a hybrid model without a logistical plan.** Without thought and planning with attention to detail, the tech of a return to office is going to be quite a challenge. Employers who wish to offer hybrid remote / office working need to give a lot of thought to the office and home tech setups. When returning to the office less than full-time, employees may submit requests for tech at their desks as they removed their work equipment when they headed home.. As someone who is enamored with her high-definition monitors, if I were to select a hybrid work location- I would have to decide where the good monitors are located. My productivity and well-being is fairly tethered to my docking station. IT budgets are usually pared down, but this additional hardware purchase may not be feasible both from a cost and availability standpoint. Further work to provide additional tech in the office can be rife with desk sharing scheduling and conflicts, office hoteling challenges and cost over runs.

**Trend - Service provider mergers and acquisition result in software / services consolidation.** Legal tech has always been subject to mergers and acquisitions as companies acquire technologies they want to leverage in other areas or otherwise add to a portfolio.

**Terrible idea - the frustration of unsupported applications.** As products are acquired, there is usually a broad sweeping notification that nothing will change in the support of existing products. After a honeymoon period, however, products can become unsupported. The potentially terrible aspect of this situation is that

there is unplanned evaluation, implementation, training and supporting products – that can tax already slim IT resources. While the program features that are foisted upon us may actually gain features and better programs, the extra effort can be terrible.

As we have seen, trends are not always rife with terrible ideas. Hopefully as we head into summer 2022, we can avoid seeing #TerribleTrend posts !! **ILTA**



**Cindy MacBean** is Litigation Support Manager at Honigman LLP. Cindy is a highly-experienced Litigation Support professional who has recommended technology solutions to support discovery workflow to provide innovative, appropriate and cost-effective solutions in law firms, their clients and corporate legal staff. Cindy has utilized her business education and diverse experience to demonstrate excellence in solving problems, mitigating risk, providing tactical direction, overseeing operations, planning strategic initiatives, implementing solutions and supporting legal teams with the utmost commitment to customer service. In addition to her MBA in Technology Management, she maintains certifications in eDiscovery (CEDS), Information Governance (IGP) and US/Europe Privacy (CIPP/US, CIPP/E).



# DATA MIGRATION

## PRE-MIGRATION PLANNING AND ACTION ITEMS (PART I)

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BY ANN HALKETT

**M**igrating data between evidence software platforms is a task that you will need to do at some point in your litigation support career. The key to a successful migration is the planning. When developing the plan spend time thinking about what you will need to do over the course of the entire project. Also think about deadlines, resources, budget, template development, testing, and archiving. This article provides a high level look at what a typical migration plan will contain where you have chosen a software tool.

## **The Plan**

If you know you will be moving to a new software platform and are in the process of choosing a new one, start planning for the migration now. Choosing a new platform and working towards the migration of data from one platform to another should be done at the same time. Your users will need access to their data immediately upon roll out of the new software.

An important step in planning is to determine what steps are involved in moving to the new platform. Writing down the steps using a work breakdown table (Gantt chart) is extremely helpful as it will demonstrate:

- gaps and/or areas requiring further investigation and/or instructions,
- work dependencies as certain tasks must be completed before others can be undertaken,
- which tasks can be run at the same time,
- how many people are needed and their skill sets, and
- the length of time required for the project.

## **Deadlines**

Are you working toward a deadline? Is it a hard deadline or soft deadline? What are the consequences of missing that deadline? Have you consulted with your users to determine how they will be affected by the deadline? Be sure changes in deadline are communicated to stakeholders and users so everyone is aware of what is happening. No one likes surprises. Missed deadlines also do not bode well with management.

## **Insource/Outsource**

Will your team be able to do all the work? If so, is this something that will need to be done after hours or can they do it during hours? If your team is doing the work are there ethical considerations related to the data they will be working with? That is, ethical walls and/or confidentiality considerations where only certain people can do the work? If so, you will need to divide the work accordingly.

What if your team does not have capacity to undertake the work, can you involve a vendor? A vendor could assist in making the process go faster by providing additional bodies and/or by developing a tool to streamline the process. Does your firm have restrictions on the use of vendors? Can you only use a vendor in your region/country due to client data privacy concerns? It is always a good idea to use a Confidentiality and Non-Disclosure agreement with any vendors you are working with. Additional concerns related to working with a vendor are how much access they have to your network and what restrictions and/or monitoring systems can you put in place with respect to same. There may also be ethical and/or confidentiality concerns.

## **Budgets**

To determine the budget, you need an understanding of how much work is involved, the resources required,

deadline, and how long the work will take. Creating a work breakdown structure will assist with this. While it may seem less expensive if your team does the work, consider that they will not be billing and therefore, determine the amount of lost revenue. Be sure to factor in:

- overtime costs as your team will likely be doing the work in the evening and on weekends,
- an allowance for meals and things that will keep your team motivated throughout the process such as pizza, coffee cards, etc., and
- an end of project celebration so everyone has something to look forward to.

If hiring a vendor, be clear in what the expectations are for what you will do and what the vendor will do on the project and put this in writing along with the costs. Data migration can be expensive so begin investigating vendors and their capabilities early in the process and be sure to ask multiple vendors for quotes. Also ask for references to see who else they have done work for and then speak with those individuals to determine what exactly the vendor did and did not do and why. On any project, it is also helpful to factor in an additional 10 to 15% for unknowns.

## Templates

An important part of any migration is the development of templates. A template allows you to match up the data and work product in one platform with that of the new one. It also sets the stage for how your users will use the platform. The template should be easy to navigate and use. It is important to spend time in developing a good template at the outset. Consider working on the template with one

of your lawyer power users to ensure you are on the right track with what is needed. Do not make assumptions regarding what your users need. Consider creating layouts according to user workflow needs. Ask for input and confirm security settings in terms of who will be allowed to do what and why in the new platform. Consider the risks associated with certain groups of users undertaking specific tasks and communicate same to management.

For a smoother user experience, it can be helpful to mimic how information is displayed in the old platform so users can quickly find what they need upon roll out, and then

transition them to a newer template as newer databases are created. The newer template can take advantage of all the features which the new software platform provides. In developing the template, you will need an understanding of how both platforms work. The following are important areas to address in developing a template and matching up the information from one platform with that of another:

*"It is important to spend time in developing a good template at the outset."*



- **Fields** – What fields are used in your existing software and what exist in the new software? It would be prudent to run a script to pull out ALL fields used in your existing platform and then go through these and consider whether the information they hold is necessary. You will likely be faced with hundreds of fields. There may even be variations of the same field which will require further investigation to determine whether you can merge the contents into a standard field in the new platform. Consider the field types/purpose of each platform to ensure the information matches and is not lost due to field formatting issues. Fields will need to be mapped and/or new fields will need to be created in the new platform to meet your needs.
- **Redactions** – How are these handled in each platform? Will you be able to carry over redactions from one platform to the other? You may need to burn in the redactions to the images you are importing into the new platform.
- **Notes on Images** – Could users make notes on images? If so, is this data stored in a field within the old platform? You may not be able to replicate it on the image in the new software platform, but you can import it if it is in a field.
- **Highlighting** – Did users highlight portions of records for a particular purpose? It is unlikely that this information will be able to be transported to the new platform. Is there a field in the old platform which will indicate whether highlighting exists and if so, which records were highlighted? Consult with the lawyers to determine if the highlights are required in the new platform.
- **Tags/Issues** – Determine what fields are used to store tags/issue codes and how to replicate same in the new platform.
- **Saved Searches** – You will not be able to easily replate these in the new platform. Determine if the information is contained within a field so that you can replicate the searches if needed.
- **Productions** – Does the old platform hold productions and/or information pertaining to productions? If so, you will not be able to replicate this information, but you should be able to export the fielded data. The productions themselves should be exported to a common folder structure on your network.
- **Hyperlinking** – Could you hyperlink to files or folders in the old platform? E.g., 3D drawing software and associated files to view the images on a construction matter. The new platform may not allow for hyperlinking. However, could you input the path information in a field that users can copy and use to access the hyperlinked data? Keep in mind that the data will remain in place in this scenario, but you can update the path if you need to move it.
- **Native files, Images, and Text files** – Can you create a load file to export this information from the old platform for importing into the new one? Can you point to the existing location without moving the data to shorten the time involved? Create export and import profiles for a faster export and import process.
- **Security** – How is security configured in the old platform vs the new one? Who has access to what databases? You will need to compile this information

to replicate it for the new platform. Someone will need to go through all the databases to be migrated to determine who had access and what their rights were so this can be replicated.

## Testing

Work with a group of users over several months who will navigate the new platform and templates to assist in streamlining workflows and further fine-tuning of the templates. This group can act as your champions when you roll out the software.

Also conduct migration testing. Conduct multiple tests to ensure the process goes as planned and to assist with correcting issues and mapping out the steps that you will take when undergoing the migration itself. It is strongly recommended that you choose your largest and worst file for testing purposes. It should have everything in it such as redactions, saved searches, etc. Testing assists in determining whether there are any issues with your template and workflows. Are there additional pre-migration or post-migration checks you need to take? It also assists in determining how long the migration process itself will take. You can then extrapolate based on the size and complexities of further databases as to how long it will take to migrate them. Be sure to build in a window of additional time should something unexpected come up. A common question from users is how long it will take before they can access their database again.

## Archiving

As you are working toward implementation of your new software platform, you should also be communicating with your users to determine which matters have settled so that databases can be archived. Be sure to do this on a quarterly basis as you will be left with fewer databases to migrate which will save time and money. It also serves as a reminder

to the users about the project and gives them a sense of when it will proceed.

Create a list of all existing databases and add to it as new ones are created on new matters. Consider having categories for the workspaces to assist with migration such as: Delete, Archive, Migrate, and Limbo. Databases to be deleted could be those used for testing or similar purposes. Databases to be archived are those on files which have settled. You will need to determine how to archive databases should the existing platform no longer be available in the future. Databases assigned a Limbo status as those where the lawyer is not sure whether the matter will settle or not. If the matter does not settle, then the status is changed to Migrate when you are ready to undertake the migration.

## Conclusion

As you can see, there is a lot to consider when migrating from one evidence software platform to another, so it pays to spend time planning the project at the outset. Be sure to seek input from others. No one expects you to have all the answers, but they do expect you to ask questions. **ILTA**



**Ann Halkett** joined Alexander Holburn in 2000 as a senior paralegal and has more than twenty years of experience. Ann became the Litigation Support Manager in 2014 and Director of eDiscovery Services in 2021. She advises and assists on a wide variety of litigation support systems and technologies including evidence management, electronic discovery and specialized databases and trial presentations.

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# *How RPA and Machine Learning Create New Workspaces*

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**BY BEN LIU**

**T**here are opportunities for automation in almost every workplace. Many of them hide in plain sight as tedious tasks and workflows caught in bottlenecks, easy to dismiss with a wave of the hand and "that's just the way we do things here."

Despite the ubiquitous integration of computer systems into business today, many firms still rely on manual workflows for many processes. From the admin assistant trying to manage patient scheduling to the AP clerk typing the same invoice information into multiple systems, such tasks can consume a large amount of the workday. Over the course of a fiscal year, these tasks require a massive number of employee work hours—with corresponding impacts on payroll.

Modern automation platforms, especially those with integrated solutions for RPA and machine learning, let businesses remake these processes from a fundamental level. With intelligent automation deployed appropriately to enable better ways of working, it's possible to create an exciting new workspace: a hybrid of employees doing their best work and supportive software robots that enable enhanced analytical insights.

## Defining Automation

Let's examine what "automation" means in modern business. In the simplest terms, automation transforms a task or process so that it is as self-sufficient as possible. Automation reduces the amount of human interaction required to do something.

Automation comes in many forms today. Some types are strictly rules-based, carrying out a pre-defined series of steps that is the same every time. Others, such as machine learning and artificial intelligence, use advanced algorithms to "learn" from large amounts of data, improving their output with each successive round of training until they provide a functional way to automate a business-specific process.

## How Should Automation Fit into Modern Business Operations?

How much should businesses automate today, and how much of a focus does automation deserve? A quick look around commerce reveals that many leaders already think that automation should be a priority today and well into the future. According to a 2020 McKinsey survey, only 20% of businesses had no plans to automate—most respondents were already using automation or were in the process of deploying such solutions.

The potential value for businesses is immense. It is possible to not only reduce payroll costs with automation but also improve the outcomes of automated tasks. In an increasingly crowded marketplace, automation is a key weapon in the fight to remain competitive while staying agile enough to create excellent consumer outcomes.

## What Is RPA?

As we consider the place that automation has in business, pay attention to one specific tool that is the gateway technology for many businesses: RPA, or robotic process automation.

We're all familiar with the robotic assembly arms found in automotive manufacturing—they're one of the clearest examples of automation that we can see. In an office context, physical robots aren't responsible for automation. Instead, automation depends on computer software. The differences between a car assembly robot and an RPA software robot are primarily physical: behind the scenes, the "brain" behind the operation is similar: each form of automation depends on following specific steps.

The purpose of RPA is to target repetitive tasks that require too much human input. These tasks might include common workflows, such as marking invoices for approval, querying a customer's account across multiple databases, or making sure that a customer service request goes to the right



person. To deploy RPA requires defining for the robot how to navigate software, such as where to click and what to do.

Today, many RPA platforms use a "low/no-code" approach, enabling businesses to create custom robots capable of working with both public and proprietary software. By mimicking the way that a human interacts with these systems, software robots quickly automate low-level tasks that cause larger process slowdowns.

## The Benefits of Using RPA and Machine Learning

The immediate advantage of RPA is clear: taking the most time-consuming tasks out of human hands and letting advanced software systems complete them. What does that advantage mean for a business? There are several tangible benefits, including:

- **Enhanced productivity and efficiency.** Tasks that might have taken hours now require minutes. Processes that wasted a client's time are now complete in seconds. With well-developed and well-implemented robots, you can do more with every day.
- **Dramatically reduced error rates.** There's always the possibility of a typo or error in transposition when employees handle data entry tasks. With software robots that follow the same rules every time, you can guarantee 100% accuracy in critical data-handling tasks.
- **Improved employee morale.** With less time wasted on menial or mentally taxing efforts, staff members have more time to do what they do best: apply their skills, knowledge, and experience to produce better outcomes.

There are many solutions available for RPA today, and it's possible to tap into these benefits immediately. However, many businesses often find that RPA alone is insufficient to meet their larger, longer-term goals for automation throughout the organization. Advanced solutions such as Kofax RPA do more than offer a low barrier to entry and the opportunity for quick wins: they integrate into larger automation frameworks, including those driven by machine learning and artificial intelligence.

Such integration offers an even greater number of benefits to business operators. With a more comprehensive solution, it's possible to:

- **Generate better business insights.** Identify departmental-level issues, uncover and break down silos, and learn how to orchestrate entire processes with more advanced automation.
- **Speed the transition towards a paperless office** with AI-powered cognitive capture and natural language machine learning that creates custom business automation solutions.
- **Scale effortlessly.** As your business grows, intelligent automation ensures that your tools and technology grow along with it—a "future-proof" strategy.

An investment in RPA and its related technologies today has the chance to pay dividends in both the short- and long-term outlook for a business.

## What RPA Offers Businesses Today

With clear benefits, it's easy to see that RPA is an asset for organizations. In a commercial environment undergoing continuous and rapid change, automation does more than make each day easier. It aids in preserving a competitive

edge, especially with tools that allow a business to realize immediate initial improvements.

These early wins both introduce automation to the business and provide the chance for the organization to gather and analyze data to reveal additional opportunities to evolve. Improvements that a business wasn't even aware that they needed are now on the table.

In some cases, responding to that illumination means developing more robots with more complex cross-system integrations. However, in other cases, RPA may reveal an issue for which it can't provide a solution.

RPA is only one element of a larger push towards automation in the workplace. To drive the digital transformations necessary to develop a greater competitive edge, businesses must develop an intelligent strategy for automation. Using RPA as an integrated part of a larger suite of technologies, including machine learning and process orchestration, opens the door—and businesses will witness the impact of those results on their bottom line.

## Shaping the Workplace of Tomorrow with Advanced Automation

RPA has much to offer to businesses today, especially for companies that have not previously made extensive investments in automation. As the digital landscape continues to change, RPA is only one piece of the puzzle—and true intelligent automation means looking at the big picture.

Combining the power of these tools and deploying RPA in the office can foster the creation of new workspaces and new ways of working. With rote tasks relegated to automated systems, knowledge workers can identify other opportunities for improvement, ultimately streamlining processes at the highest levels. Workplaces where software robots and employees work together to seamlessly complete tasks and analyze mission-critical data are the way of the future.

With so many opportunities for making improvements on both the smallest and largest scales within your business, a sound strategy for intelligent automation using RPA and ML platforms is essential. For businesses ranging from the ambitious startup to titans of industry, these tools have triggered the next digital revolution. Now is the time for businesses to position themselves at the forefront of that revolution. **ILTA**



**Ben Liu** is an experienced ecommerce director from Irvine, California with more than 15 years of experience building brands and refining the development of revenue streams. After generating more than \$100 million of incremental revenue improvements in previous positions for heavy hitters across the tech industry, Ben joined the Kofax team. Now a driving force behind innovative marketing efforts and the growing popularity of Kofax Power PDF with SMBs, he continues to improve outreach via innovative chatbots, data-driven marketing analysis, and a dedication to consumer-first content. By bringing an engineer's eye for detail to Kofax along with a passion for helping brands to reach their potential, Ben hopes to continue charting a course for success with Kofax.

The background is a green-tinted photograph of an office. In the foreground, there's a desk with a computer monitor, a telephone, and some office supplies. In the background, several people are working at their desks. Overlaid on the entire image is a white network diagram consisting of numerous nodes connected by lines, representing a complex system or data flow.

# *Financial Strategies that Improve Security and Optimize Your Technology Spend*

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**BY MIKE HENDERSON, WHITNEY JONES, AND BILL PITCAIRN**

**L**aw firms increased their technology spend by 7.1% during the 12-month period through November 2021, according to Thomson Reuters' State of the Market Report 2022. This uptick comes despite overall expense cuts but should come as no surprise. How and where work is performed has been transformed by the pandemic. There's been a change in mindset that will not likely be reversed, at least not any time soon. According to a recent Gartner study, the options look like this:

- **Option No. 1.** Reject the hybrid environment and force a return to the traditional location-centric model and work schedule (Monday through Friday, 9 to 5, in many countries or first, second and third shifts). This incurs the risk of employees leaving for more flexibility elsewhere – up to 39% of your workforce.<sup>1</sup>
- **Option No. 2.** Accept the hybrid environment but decline to evolve the work model — continue virtualizing site-centric practices (such as meetings), as was common during the pandemic. This incurs the risk of exacerbating worker fatigue.<sup>2</sup>
- **Option No. 3.** Reinvent work around a human-centric design for the new hybrid environment that ensures performance, innovation and equity — getting it right requires experimentation, learning and iterating.<sup>3</sup>

Firms are in the midst of wading through these options and, as a consequence, are experiencing the hottest attorney lateral market in almost 20 years as remote work flexibility becomes a key benefit. At the same time, many firms are actively reinventing work around a more human-centric design for the new hybrid environment—and that takes increased technology, infrastructure, and security.

With employees around the world trading offices and conference rooms for email and other messaging platforms, criminals were presented with an increase in opportunity. In 2020-2021, there was a 64% rise in threat volume of malicious email attacks<sup>4</sup> and employees clicked on 3x more malicious emails than they had ever before.<sup>5</sup>

Data breach costs increased from \$3.86 million to \$4.24 million in 2021, the highest in the past 17 years. The average cost of a data breach increased by \$1.07 million due to remote work. The logic is straight forward: when employees work from home, there are simply more attack vectors made available to hackers, such as phones, tablets, and PCs.<sup>6</sup>

With the exponential increase in security threats, it is more important than ever that attorneys and remote staff be equipped with the most recent versions of their laptops, mobile devices, hardware and software.

Leasing and financing firms' technology needs is a sound financial practice that helps firms continually invest and refresh their technology to ensure their attorneys and staff are properly equipped to meet not only the modern security threats of a hybrid workforce, but also to ensure their productivity is optimized in the new workflow.

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1,2,3. Gartner: *C Suite Redesigning Work for a Hybrid Future*

4,5. Mimecast: *Securing the Enterprise in a COVID World*

6. <https://www.cybertalk.org/2021/12/02/alarmed-cyber-security-facts-to-know-for-2021-and-beyond/>

In fact, leasing and financing not only helps to improve security for the organization and productivity for the attorneys, it also improves operational flexibility, financial liquidity all the while cutting IT costs and providing fixed financing in an period when interest rates will be increasing. Here's more about these benefits, below.

### **Technology refresh to ensure productivity work tools are up to date**

Leasing and financing help firms shift large capital expenses that cut deep into partners' pockets to a monthly expense that spreads these costs out over time. With the right partner and right arrangement, leasing and financing can also help firms cut IT costs over time, not increase them.

But more than this, leasing and financing helps ensure the firm has the right technology for the right amount of time. The right technology is an essential building block to successful adaptation in today's market—and that includes legal where it is leveraged as a crucial part of law firm productivity and client service. With these positive changes in the use of technology comes challenges such as these:

- Law firms are faced with exponentially increasing pressures from both corporate and private clients when it comes to cybersecurity and proof of an asset management system or strategy.
- Decreasing useful life of the technology and equipment the firms have come to rely on to compete, adapt and succeed.

It is oftentimes overlooked that law firms—as businesses—are successful based on their use of equipment and not from the ownership of that equipment—and it is

clear that the useful lifespan and the security lifespan of your firm's technology and equipment are decreasing. This means it may not be strategic in the current environment to own equipment, as the depreciable life will most likely outlast the equipment's useful life as well as its security protocols.

Instead, your firm should put together a workable disposition plan combined with a technology refresh mechanism that will protect the firm from keeping outdated equipment in use that doesn't adhere to new and increasingly high security standards—and this points to leasing as the optimal option to procure technology and equipment over its useful life.

This is a strategy of paying attention to fundamentals. Because of the inherent refresh options built into the leasing process, there need not be any delays when the necessary upgrades or replacements must be made according to your firm's needs and your clients' demands. At the same time, in the midst of the rush to spend our way out of security troubles, leasing is a financial strategy that allows firms to procure technology needs within a predictable and budget-friendly monthly expense.

### **Asset Management to Improve Security for Hybrid Operations**

With the right partner, leasing and financing also comes with the additional benefits of asset management that further enhance a firm's security efforts while reducing costs. With modern asset management, IT can know in real time the location and chain of ownership tied to any piece of equipment. Finance can manage all contract expirations and lease language from a single place, putting them in an optimal position to proactively manage terms and conditions and reduce costs.

In light of today's hybrid operations, however, asset management needs to be taken to the next level including:



- Mobile and remote capabilities with a mobile app to enable barcode scanning of both in-office and offsite assets. IT will know in real time the location and chain of ownership tied to any piece of equipment. Finance can manage all contract expirations and lease language from a single place, putting them in an optimal position to proactively manage terms and conditions and reduce costs.
- Lease information at your fingertips, including start and end dates of leases, make and model, serial number, PO number, address, original equipment costs, and more to enable firms to be proactive in the financial management of your assets.
- The ability to make quick and informed decisions on a global or granular basis from being able to access centralized important information.

### **100% Financing of Software and related Soft Costs such as Training, Implementations and Consulting**

Firms can manage the cost of a software implementation or upgrade in several ways, but the fundamental decision is purchase versus financing. In that process, there are several important factors to consider:

- Monthly expense vs. total cost—monthly payments may secure a more cost-effective solution over the life of a lease. The costs are spread out to the partners that are utilizing the software.
- Spreading costs over a 36-to-60-month lease is less taxing on cash reserves, allowing partner distributions to proceed regularly.

- Software costs also carry associated soft costs that may not be factored into an outright purchase price
- Financing terms may offer more flexibility and incorporate upgrades that would otherwise pose additional after-purchase costs.

While compatibility with existing systems is central to any software deployment, large firms support complex information technology infrastructures and may discover that additional hardware and software upgrades are required.

Spreading that expense over a longer term makes the investment more manageable. In addition to the software expense, the best integrations also require other consulting services that add to both the cost and complexity of the project.

This can include many conversion expenses that don't necessarily happen on day one of the installation, and the firm may decide it requires more or less of these implementation line items along the way. Some example conversion costs could be hardware upgrades, training, maintenance contracts, and additional software packages. Having a full grasp of these items and managing the payment logistics involved requires a deep knowledge of the entire life cycle of the implementation.

### **Key Benefits of Financing Software to Consider**

- Monthly expense vs. total cost – monthly payments may secure a more cost-effective solution over the life of a lease.
- Spreading costs over a 36-to-60-month lease is less taxing on cash reserves, allowing partner distributions to proceed regularly.

- Software costs also carry associated soft costs that may not be factored into an outright purchase price.
- Financing terms may offer more flexibility and incorporate upgrades that would otherwise pose additional after-purchase costs.
- It is fixed rate financing in an interest rate increase environment

### **Avoid Onerous Terms and Conditions in Lease Agreements**

Lease restructures are a time-tested financial strategy to put cash back into your firm. There are a couple of factors to consider here, one of which is whether your current lease agreements are providing adequate flexibility, as well as the useful life of the assets.

The total cost of your Master Lease Agreement (MLA) is not solely determined by the lease rate. Some MLAs contain onerous terms and conditions that significantly increase the true total cost to your firm. We proactively educate the market about many of these leasing land mines including potentially onerous terms and conditions. Here are a few of which to be aware:

- Fair Market Value Purchase Option for Software and Services. A leasing company that asks for the Fair Market Value for software and/or services financed either by themselves or as part of a hardware package can be extremely expensive. Financing implementation services and software on a lease can provide a way to stretch these costs out over a term. However, having these fully amortized during the lease term and then added to the cost of hardware at the end of that term could be a negative outcome for your firm.
- Extended Pro-Rata Rental Periods. Installation of a project takes time. However, some Lessors will charge you rent for equipment as it is installed, which can run six months or longer, and in some cases over a year in duration. This can make a lease transaction much more expensive than you originally realized.
- Difficult or Tricky End of Term Notice Provisions. Some lessors want a written notice that has to be given in a 30-day (or less) window, many times between 3-6 months prior to lease end. If you miss this window, the lease then renews for a specific period of time – most often six to 12 months – at the original lease rate.
- Late Return Equals Notice Cancellation. Contracts that stipulate that returning equipment late (i.e. anything over 10 days beyond the end of the lease term on one lease) negates your notice and automatically renews that lease for another year (or period of time). This is absurd, but it happens.
- No Return Provision at End of Term. Customer must purchase the equipment or extend the lease. Some contracts that look like three years end up in reality being three and a half or four years long. Do you want to be stuck with obsolete technology?

### **Sale & Leasebacks and Tax Incentives**

Sales & leasebacks is a strategy that we are working on with our clients to inject capital back into their firm from equipment they already own and can considerably help offset un-budgeted expenses. One Am Law 100 client we work with was able to recently refinance their office equipment and gain \$5 million back in liquidity.

Section 179 accounting rules help leasing and financing customers save money on taxes at the end of the

year and means that for most small businesses the entire cost of qualifying equipment can be written off on the 2022 tax return:

The deduction limit for Section 179 is \$1,080,000 in 2022 up from \$1,050,000 in 2021.

This means U.S. companies can deduct the full price of qualified equipment purchases, up to \$1,080,000, with a “total equipment purchase” limit of \$2.7 million (up from \$2.62 million in 2021). This deduction is good on new and used equipment, as well as off-the-shelf software.

The 2022 Section 179 deduction threshold for total amount of equipment that can be purchased is \$2,700,000.

This means that you can purchase more equipment and still have the benefit of the Section 179 deduction. This is the maximum amount that can be spent on equipment before the IRS Section 179 Deduction available to your company begins to be reduced on a dollar-for-dollar basis. This spending cap makes Section 179 a true “small business tax incentive”.

## Conclusion

These are the challenges we face now—and the only thing we know with guaranteed certainty is that things will continue to change as we rise to the challenges laid before us. Great challenges are always met with great opportunities. Ensuring the firm has financial and operational flexibility, a continuously up-to-date equipment technology fleet to improve security as well as mobile asset management to manage it all are the tools needed to compete successfully moving forward—and leasing is the financial strategy that supports these requirements. **ILTA**



**Mike Henderson** is a Regional Manager at CoreTech Leasing, Inc. He initiated his career in technology and equipment leasing with an 18 year tenure at US Bank's Equipment Finance Division with the Oliver Allen Corporation where he was pivotal in building the group's impressive portfolio along with CoreTech's president and founder, Scott McFetters.



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**Bill Pitcairn** is a Senior Account Manager at CoreTech Leasing, Inc. Prior to CoreTech, Pitcairn was elected to the Comdisco's CEO Executive Sales Council where he closed upwards of \$160 million in lease and financing structures in one 18-month period, and managed the two largest leasing relationships at AT&T and Verizon. He also served as VP of the Northeast Region for GE Capital where he was awarded as one of the company's top salesman over multiple years. Additionally, he was vice president of Sales at Presidio Technology Capital where he led a multi-million-dollar managed services contract with a major university. He most recently served as vice president of First Financial Corporate Services.



# *iManage*

## *More Than Just Document Management*

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BY SHAREE SCHUCHARDT & ELIZABETH DELUNA

**L**egal professionals often equate iManage strictly with document management. In reality, the solution's add-ons allow users to incorporate other sources of analytical and practical data and discover contextually relevant content, expertise, best practices and insights no matter what device they are using. Instead of cobbling together solutions from a variety of different vendors, these add-ons allow firms to accomplish tasks natively within iManage. In this article, we will discuss the add-ons available to iManage users and explain the benefits law firms can gain by utilizing them. To get started, let's look at the basic system of iManage Work.

### **iManage Work**

iManage Work, the core product in the iManage ecosystem, is an intelligent document and email management system (DMS) that transforms business content and communications into knowledge. Law firms run on knowledge and information. iManage Work activates that expertise to create value. iManage Work offers a single secure source for storing documents and emails, which makes it the centralized hub of content for legal professionals. With a combination of automation, powerful search, better visibility and collaboration, iManage Work helps legal professionals create and share content securely from any device anywhere. Work 10 is the new iManage client with an intuitive interface that allows users to work from

anywhere. It incorporates new and improved technology to aid productivity. It is also integrated into ecosystems besides Microsoft, including Google and Apple, making it truly device-agnostic.

### **iManage Drive**

iManage Drive, an add-on client feature that is available in both cloud and on-premises versions of iManage, allows a

user to store, search and access files no matter when or where they are working, even when they are offline – especially important with the increase in remote work. iManage Drive enables effective information management by increasing DMS adoption while eliminating data silos and improving security and governance by providing workers with a familiar Windows Explorer interface. From a user perspective, iManage Drive looks and feels like a shared network drive, enabling users to easily store, search and retrieve documents

with no training required. Best of all, with iManage Drive, legal professionals can take documents or entire workspaces offline.

### **iManage Share**

One of the biggest challenges to any law firm is providing file-sharing to external parties. Consumer file-sharing solutions like Dropbox create data governance and security challenges for law firms due to the industry-specific governance policies, access control and audit trails

*"One of the biggest challenges to any law firm is providing file-sharing to external parties."*

that must be replicated and maintained across systems. iManage Share solves these challenges by providing a file-sharing solution that is as easy to use as consumer applications but satisfies a law firm's data governance and security needs while integrating seamlessly into the legal professional workflow so that productivity is enhanced rather than hampered. iManage Share is included in a cloud subscription. It can be separately purchased and connected to an on-premises environment.

### **iManage Closing Folders**

iManage Closing Folders is a leading legal transaction management solution also available as a cloud-based add-on.

With iManage Closing Folders, legal professionals can automate repetitive and error-prone tasks to reduce risk and improve delivery. iManage Closing Folders can also automate complex transactions and workflows with the same results. iManage Closing Folders offers real-time reporting to quickly assess the task and next steps. iManage Closing Folders will help reduce administrative overhead.

### **iManage Tracker**

iManage Tracker delivers task and checklist management to improve work visibility, reduce risk and empower legal professionals.

iManage Tracker is a unique utility because it organizes all tasks and content at the project level. iManage Tracker is the first and only project-centric task management solution fully integrated with iManage Work. It is also the only task management solution where the task panel is accessible from everywhere you work, legal professionals do not have to switch between applications. iManage Tracker is fully integrated into Microsoft Office and iManage Work so users are only one click away from the document or email needed. iManage Tracker provides both a high-level and detailed overview of all tasks,

organized at the client, project, user or matter level for better visibility into progress. iManage Tracker is in beta at the time of this writing, with a general release coming in 2022.

### **iManage Extract**

Legal professionals, like all knowledge workers, make better decisions when they are fully informed. By transforming unstructured information from legal documents into useful structured data, iManage Extract gives legal professionals the ability to get more value out of existing documents, expedite review time and leverage extracted data to gain insight into business and contractual risk. iManage Extract powers Contract Intelligence, a solution that combines artificial intelligence and search to improve visibility into legal risk within your contracts, allowing legal teams to do what they do best, and providing insight into business and contractual risk to make better business decisions. This allows teams to inform negotiations and make decisions faster.

### **iManage Insight**

iManage Insight makes it simple to connect and surface information to adopt best practices and locate experts. It helps build connections across people, systems and content and gives highly relevant and accurate search results. Users can discover the best knowledge and content held by colleagues and other resources in the firm no matter where it is stored and reuse best practices all with a single search.

### **iManage Business Intake Manager**

iManage Business Intake Manager is sophisticated, evolved and flexible intake software designed to simplify and accelerate compliant business procedures. Legal professionals can streamline client and matter acceptance, surface key information and minimize manual processing



from any device. Law firms can achieve auditable compliance with organizational internal policy and external regulatory requirements throughout the onboarding process. The add-on can surface critical data for key intake user roles, supporting multiple subprocesses and tasks. iManage Business Intake Manager provides intake workflows that are scalable, configurable, modular and secure. iManage Business Intake Manager helps guide legal professionals through the intake process by getting certain information to specific users regarding business decisions and compliance decisions. It lets the data do the work by leveraging things like the logged-in user to specific field values to send notifications or route data or change the request based upon actions taken by a team member. iManage Business Intake Manager also leverages data to enforce client policies and handle common exceptions. With automation, the intake team can move through repetitive tasks quickly and focus on novel requests.

### **iManage Business Conflicts Manager**

iManage Business Conflicts Manager, heavily integrated with Business Intake Manager, provides efficient conflict checking and clearance management for the law firm records professionals. Firms get a 360-degree view of both ethical and business conflicts, thus optimizing loss prevention efforts and increasing revenue to bring relevant information to the surface quickly.

iManage Business Conflicts Manager allows for the addition and maintenance of conflicts relevant information that is not officially contained in other systems and allows that extended information to relate to records from other systems. It provides several options for tracker clearance of surfaced issues. AI-supported issue spotting, interactive multidevice clearance options and comprehensive audit history are all implemented and continuously enhanced

and supported by industry experts. iManage Business Conflicts Manager delivers long-term cost-effective risk management that helps standardize and ensure a fast, simplified conflicts check process that eliminates lengthy and complex staff training. It leverages data contained in firm systems to provide insight into current and historical relationships. It can also read from other firm systems to provide insight and context around results, including integration with iManage products such as iManage Work and Security Policy Manager.

### **iManage Security Policy Manager**

iManage Security Policy Manager is an add-on product available both on-premises and in the cloud. Depending upon the cloud subscription a law firm uses, it may be included in the package. iManage Security Policy Manager is the most comprehensive confidentiality solution, delivering need-to-know access to sensitive material regardless of location and information barriers that enforce separation for lateral hires, new clients or mergers.

iManage Security Policy Manager allows law firms to enforce need-to-know security and information barriers at scale to meet the growing needs of clients, regulatory and company obligations without sacrificing user productivity and system performance—from an intuitive, role-based interface with anywhere, anytime access. Law firms can secure critical content across multiple repositories or databases.

Whether used on-premises or via the iManage cloud, it delivers data protection at scale to meet the complexity of security policies, without impacting organization productivity or inconveniencing professionals by getting in the way of how they want to work. It reduces organizational risk by segmenting critical content, minimizing the impact of a cybersecurity breach by limiting data exposure.

## iManage Threat Manager

iManage Threat Manager is an add-on product available on-premises and in the cloud. Depending upon the cloud subscription chosen, it may be included in a law firm's package. iManage Threat Manager is a monitoring service that delivers threat detection, monitoring, forensic investigation, alerts and reporting to protect sensitive information in iManage Work. Threat Manager monitors every user according to variables (large data transactions) administrators set and alerts the administrators whenever one is out of compliance.

iManage Threat Manager was designed to meet the needs of CIOs, CSOs and compliance officers who are charged with protecting sensitive data. Threat Manager uses historical and contextual information in the iManage system to provide fast identification of both external and internal threats and avoids the false positives that plague many other approaches. Users can manage and reduce the risk associated with lateral departures, employee attrition and user error. The add-on protects sensitive information with cutting-edge technology and advanced forensics that will detect threats faster to safeguard critical work.

## iManage Records Manager

iManage Records Manager is an add-on product available in the cloud and on-premises.

Legal professionals can use iManage Records Manager to manage both electronic and physical records on any device and from any location. The web-based interface provides governance and legal hold capabilities for physical files, electronic documents and emails, ensuring information is retained based on retention policies and then disposed of when it reaches end of life. Law firms can manage both physical and electronic records without slowing down legal professionals by using integrated governance policies that monitor and enforce compliance.

With seamless iManage Work integration, iManage Records Manager controls risk, reduces cost and increases user adoption. iManage Records Manager provides flexible retention policies that can be applied to content in iManage Work and Records Manager, as well as Windows file shares and other systems. It incorporates a single policy control system, eliminating the need to control and manage records retention policies across multiple systems.

## Conclusion

As the security and threat landscape continues to evolve and create ever more complex challenges, iManage strives to meet these challenges with various products. Through intelligent document and email management, iManage turns the information locked in business content and communications into actionable knowledge.

Building upon iManage with these other products allows legal professionals to know that they are working smarter, productively and securely. **ILTA**



**Sharee Schuchardt** is a senior systems engineer with Innovative Computing Systems, Inc. With over 15 years of IT experience, she has specialized in iManage support for nearly a decade. Sharee can be reached at [sschuchardt@innovativecomp.com](mailto:sschuchardt@innovativecomp.com)

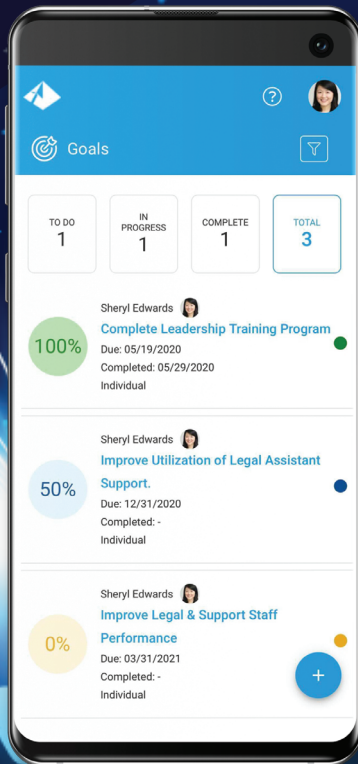


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 **MICRON**  
S Y S T E M S



# SECURE AND EFFICIENT BY DESIGN

*Law Firms' Digital Mail and Records Rooms  
for Hybrid Operations*

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BY MICHAEL HERZOG

## What is Design Thinking?

At its core, design thinking is a human-centered process for creative problem solving that encourages organizations to keep a focus on the key stakeholders the current problem involves. If implemented correctly, design thinking leads to more innovation, better products, services, and internal processes.

When an issue arises that requires a solution, a top question should always be, “What’s the actual human perspective behind this solution?” Design thinking defines the creative process for non-creatives and creatives alike by using a systems approach.

System Thinking:

- Ask the right questions to solve any problem and properly identify the underlying challenges.
- Visualize and organize information effectively to foster creative collaboration.
- Involve the necessary stakeholders who the problems affect.

## Why do Law Firms Need Design Thinking?

Law firms find themselves facing unique challenges due to the COVID-19 pandemic. Work from home, hybrid work situations, and the return to office planning and implementation are disrupting operations in ways that just were not a consideration before the COVID-19 pandemic. Not to mention, the ever-evolving security threats and the complex nature of information governance.

The costs and inefficiencies that permeate from paper records rooms and offsite storage are problems that can be solved with a design thinking mindset.

The value proposition of office space is a driving force of change, but while some firms are right sizing for a smaller real estate footprint, others must contend with new challenges from growth.

Design thinking processes can benefit law firms as they prepare to tackle these issues in a dynamic business environment that is unprecedented. Design thinking processes aid law firms by helping them to start asking the right kind of questions, involve the people directly affected, and create innovative solutions that address the following topics:

- **Work From Home**

How can internal office operations or contracted facilities management process daily mail more efficiently and securely by re-designing the mailroom to become a best practice digital mailroom?

How can firms better serve attorneys’ document requests in a distributed workforce environment?

- **Office Restack, Consolidation, and Expansion**

How can law firms eliminate the paper footprint and need of physical records rooms?

How can law firms eliminate costs and put a stop to the flow of physical records into offsite storage?

- **Security**

What are actionable steps law firms can take to reduce the risk of evolving security threats targeting law firms and their sensitive documents?

How can the process of mail distribution and records storage become more efficient and secure?

- **Adapt to Change**

The COVID-19 pandemic affected all businesses. What solutions can law firms put in place that will have an immediate impact and enduring value to address environmental and systemic threats?

### **Applying Design Thinking to a Specific Problem: Paper-based Mail and Records**

We are in an age of rapid digital transformation, yet many firms are still being held back by one thing: paper. A primary source of paper in the law firm is the postal mail in the mailroom. When the COVID-19 pandemic shut down the law firm's physical space and sent the workforce home, firms had to adapt so because the postal mail must be processed.

The methods used to deliver daily mail were rapidly cobbled together and they have allowed law firms to get by during the COVID-19 pandemic, but as presently constructed, they are not long-term solutions, because they were never designed to be.

Similarly, a hybrid workforce of in-house and at-home attorneys cannot be supported securely or efficiently when records room workflows are paper-based. Clients expect their law firms to be productive and secure, but attorneys cannot be productive when file requests can take hours or days. Attorneys using paper files in their home offices simply isn't a sustainable practice.

*"Attorneys using paper files in their home offices simply isn't a sustainable practice."*

Creating a digital mailroom and digital records room, as a best practice, reduces a law firm's costly and inefficient paper footprint. The results are essential digital workflows that are better by design. It's now a must-have to keep attorneys and staff productive no matter if they are working from home, in a hybrid work environment, or working in the office.

### **Key Stakeholder Requirements**

In design thinking, identifying the key stakeholders is the first step in being able to properly create innovative solutions for them. For digital mailrooms and digital records rooms, the key stakeholders are security officers, attorneys, mailroom operators, and records managers.

### **CISO: Security**

Legal mail items contain sensitive client information. The quick and easy fix conjured up during the pandemic of scan-to-email puts client information at risk. The weakest point of security and compliance in the lifecycle of matter documents and client information is from sending documents as file attachments in an email message. Specifically:

- **You lose confidentiality**

When you send a confidential file via email, there is no way to prevent it from being shared inappropriately. Even with an explicit declaration



that a file attachment is confidential, the firm has no control over the document and there is nothing to stop someone from sharing that file and it makes no difference when that happens due to someone making an honest mistake.

- **You increase security risks**

Sending document by email attachment means storing the same file on multiple devices; on the computer's local hard drive, in an Outlook Sent Items folder, in all the recipients' Inboxes, on all their computers, on Exchange email servers and more. Even if all parties take every precaution to keep the file confidential, the file itself becomes more vulnerable to cyber-attacks.

- **Wrong recipient**

Sending an email attachment with sensitive information to the wrong person, i.e., 'wrong recipient' threat, has caused more damages than data breaches themselves.

A best practice digital mailroom operation is the answer because it delivers documents not as email attachments but directly into the firm's document management system where sensitive client information can be properly secured and governed.

Most firm's existing scanning systems are not suited for this. The typical scan-to-email approaches are short-sighted and, in many ways, dangerous. The modern mailroom is digital by design. A digital mailroom utilizes intelligent, asynchronous processes to enable clerical operators to work efficiently and securely. It delivers the daily mail, including your client's sensitive documents, into the document management system.

A best practice digital records room operates in a similar fashion because it facilitates a digitization project for scanning large volumes of physical records and storing them in the digital management system.

### **Attorneys: Mail Notifications**

Implementing a best practice digital mailroom gives attorneys and legal staff assurance that their inbound mail, such as sensitive client information, gets processed into the DMS as securely and efficiently as possible. It negates all the risks

that manifest from sending documents as conventional email attachments and this helps attorneys focus their time on the practice of law.

From the perspective of attorneys and legal administrative assistants, the most critical element of digital mail is the inbound email message that confirms when new mail gets delivered to them digitally into the document management system. This email message needs to be fast, informative, and immediately actionable when

*"The typical scan-to-email approaches are short-sighted and, in many ways, dangerous."*

necessary. The attorney's experience of receiving an email message remains consistent and familiar because it is the same mechanism, but the email they receive from the digital mailroom offers far more utility.

Airmail2 notifications include a secure link to the digital document, a thumbnail image, and information about the mail item that enables recipients to make decisions and take next steps, including whether the physical mail needs to be kept for legal record keeping purposes. Attorneys always have the option to flag any physical mail item they want kept, but it is getting rare for that to be required by a government entity or the courts. The mail notification message is multi-purpose:

- It has import to the addressee
- It represents a task to the practice team
- It is a step forward in the efficiency of handing-off paper

The simple and quick alert of incoming mail should contain enough information to triage and accurately file the digital document. This better facilitates any further work on the related matter. Delivery of digital mail is faster because it eliminates all worker location constraints that are the result of handling physical mail manually. For example, a law firm spending \$3,000 per month to pay for courier drivers to deliver physical mail to attorneys working at home fails to compare, of course. Speed wins.

*"Delivery of digital mail is faster because it eliminates all worker location constraints that are the result of handling physical mail manually."*

## **Mailroom Operators: Simplicity and Reliability**

From the mailroom perspective, this work can feel like a grind, so they need help with repetitive portions of this time sensitive task. The Airmail2 software enables quick labeling of each item based on information visible on the envelope. Everything else is pre-configured according to routing rules in the software.

Scanning and quality control can be done separately to batch the work with simple checklists. When the operator is done, they need to verify the delivery status, image quality and page count. That mail delivery session is then closed, and the operator starts the next one. If needed, they can easily go back to retrieve and fix a mail item. Paper handling is constrained within a few feet of the front door rather than travelling further inside the building. Or worse, travelling miles further outside the building. Most importantly, the documents get to their intended recipients fast.

## **Records Managers: Integration with the Matter File**

For Records Managers, digital mailroom requirements are to clear the clutter and capture the true documents as early as possible in the digital matter file. With permission to shred after scan and with reasonable quality controls, mailroom and information governance (IG) staff can

focus on efficiency of the operation including careful identification and training on naming conventions and any exceptions to the firm's scan and shred policy.

The implementation of a digital mailroom and digital records room helps Records Managers immensely because workflows are optimized according to a best practice that meets the unique requirements of the firm. As their workflow and their workload begins to be optimized, Records Managers will see a new level of efficiency—making their jobs easier.

Requirements will include the ability to direct the digital documents to the best places possible in the document management system.

## What Clients Want and Need

Understanding the client's needs and desires is crucial when creating the digital mailroom and digital records room according to a design thinking methodology. These documents in question, while created under the law firm, are not owned by the law firm—they are owned by the clients. Knowing this, it is important to recognize that what clients truly need is proper information governance and to know that their property and privacy, whether on paper or in digital, is being protected and handled correctly.

Email is nearly impossible to govern. The firm's document management system enables lawyers and staff to securely govern and protect the privacy and confidentiality of client's information in ways that quick fixes spawned from survival mode during a pandemic never could.

Clients also want speed and efficiency. An attorney who must wait for hours or days for a document request will not be competitive in contrast to attorneys who operate in a much more timely and responsive manner because they can retrieve any document in minutes.

## Conclusion

The COVID-19 pandemic completely changed the way that businesses operate, and, for law firms, changed the way that you need to look at daily mail. The solutions that have helped law firms get by for the last 18 months are not long-term solutions. Law firms have unique requirements and no two are exactly alike, but this is the reason why design thinking is the smart way to achieve your goals. In order for law firms to push forward and move into modern times, they need to adopt modern solutions. By implementing design thinking principles, law firms will be able to transform their mailrooms into a modern, best-practice digital mailroom that works in conjunction with the firm's document management system.

DocSolid uses the principles of design thinking to develop the Airmail2 Digital Mailroom and Digital Records Room software and supplies. These are proven solutions with certified integrations for iManage and NetDocuments. Are you looking to adopt a best practice because your law firm needs to deploy a mission critical Paper2Digital Transformation like this? DocSolid is leading the way. **ILTA**



**Michael Herzog** is a director on the Customer Success Team who also manages all of DocSolid's marketing programs, website, and Sales Team resources.

# Women Who Lead: Prachi Soni

**MANAGER OF APPLICATION DEVELOPMENT SERVICES  
AT MARSHALL, DENNEHEY, WARNER, COLEMAN, & GOGGIN**



*ILTA's Women Who Lead Advisory Committee put out a call for names to identify women who have recently experienced a job transition into their first management role. WWL will be profiling four new women leaders in Peer to Peer, one profile in each of the next four issues. WWL will also do an interview with them as part of our podcast series throughout the next year, so stay tuned!*

## **How did you get interested in the field you are currently in?**

Growing up I loved Science and especially Math. I had a great Math teacher who taught me problem solving and used to say "it's only difficult until you learn to solve it, then it is easy." My dad was an engineer so that intrigued me. I felt the desire to lead people the way I wanted to be led, by example.

## **What led you to your career? Was there a defining moment?**

I believe in structure and organized work, being proactive rather than reactive. I was very impressed with agile principles and its working. It implements an empirical process, which provides adaptation, transparency and inspection. Investing in my professional development helped me pursue my passion. I became a certified POPM, SAFe Agilist and PSM. I strive for excellence and work on my tasks in the best possible ways.

**What are you most proud of accomplishing?**

Taking a career break was a very difficult choice that I made for child care. Being determined to be back and now in a leadership role is one of my accomplishments.

**What life lessons has your work taught you?**

To be kind. Being kind does not mean you are not assertive and shouting out loud does not mean you are right. I choose to be kind and do the right thing. Staying true to yourselves is important and finding your path even if it means leaving your comfort zone and going for the unknown. It is ok to take risks.

You miss 100% of the shots you don't take – Wayne Gretzky – Michael Scott” so give your best shot every time.

**What qualities makes a good leader?**

Being passionate elevates one's commitment level, then you work for your passion instead of the job. Emotional Intelligence and empathy helps to reach out to people. To be able to delegate one must trust and extend trust. Being self aware and the ability to motivate. Listening is key to effective communication. Acknowledging people's effort and setting them up for success. To be able to Challenge the constraints, to think big and different and remembering to always check the basics.

**What do you pull from for inspiration?**

I choose to be inspired by things around me, Nature boosts creativity and helps me with my emotional and physical well being. Reading books challenges my thinking, audio books help me multitask. Music, workouts and walks uplifts me. Mindfulness inspires me to be a better listener and be an empathetic person. I aspire to be a lifelong learner, Ted talks motivate me. My parents, siblings and close friends have been a huge part of who I am. My husband thinks out of the box, that truly

inspires me. My kids - they are resilient, they inspire me to never stop trying. I have had my fair share of success and learnings along the way and that's OK, my learnings inspire me to keep moving forward.

**What advice would you give to your younger self?**

Be the pretty you - pretty smart, pretty kind and pretty strong. Believe in yourself, Know what you are good at and work on those things to be great at. Be yourself and don't let your inabilities define you, growing up, especially in my teens, I had a tough time accepting myself. I had polio that compromised one of my legs. I couldn't wrap my head around, why me? It took a lot of faith, support and love to be able to move forward. I would tell my younger self to keep moving forward, Matt Haig said it well - “A pawn is a queen-in-waiting. All you need to do is find a way to keep moving forward. One square after another. And you can get to the other side and unlock all kinds of power.” **ILTA**

**CONTINUING THE CONVERSATION**

Prachi was a great guest for our team and we enjoyed our thoughtful and insightful conversation. There's also a fantastic podcast to accompany this article.

**TUNE IN NOW!**



*International Data Transfers are  
More Complicated Than Ever  
Before. These Five Steps Help Ease  
the Burden for Counsel.*

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BY CHRIS ZOHLEN



Since the Schrems II ruling came down last year, invalidating the legacy Privacy Shield framework, lawyers have worried over the implications to their existing and future cross-border e-discovery matters. Indeed, transferring data from the EU to the U.S. has become far more complicated without Privacy Shield. But even before that ruling, the General Data Protection Regulation (GDPR) and other global privacy laws had made cross-border data transfer a risky business.

Today, most legal teams will encounter some degree of multi-national e-discovery that requires the movement of data between jurisdictions—often from regions with strict data privacy laws (such as Europe, China, Japan and Australia) to the U.S., which is considered by many countries to lack sufficient protections for personal and sensitive information. One [survey](#) of legal professionals reported that nearly 60% have been required to balance discovery obligations in one region with data protection regulations in another.

One of our team's current clients, a European-based pharmaceutical company, had relied upon Privacy Shield for years as its primary method for transferring data to the U.S. for litigation and regulatory investigations. The implications of Schrems II are significant for this company, and as a result it has halted all flows of data to the U.S., until it has a new approach that will hold up against regulatory standards.

With prolonged travel restrictions due to the COVID-19 pandemic and heightened concerns about an impending uptick in litigation across industries, counsel are under pressure to adjust and button up their approaches to multi-national e-discovery matters. With the aim of standardizing privacy best practices, our team has compiled a set of five steps counsel can take to build defensible data protection into their cross-border data

transfers. Initially, counsel should exhaust other mechanisms to limit the cross-border need, including descope the data in question to only what is potentially relevant, reviewing if the data can be captured in other jurisdictions, and/or following data minimization techniques. As these are exhausted and cross-border transfers are required, the following steps are recommended to proceed:

*"Counsel are under pressure to adjust and button up their approaches to multi-national e-discovery matters."*

**1. Before data is moved, perform and document a Data Protection Impact Assessment (DPIA).**

The DPIA serves as evidence that counsel has reviewed the data, evaluated the steps needed to protect it, and integrated those considerations with the creation of a broader risk and safety net. The DPIA documents all of these steps and accounts for anticipated risks and pitfalls that may impact the protection of sensitive or personal data. Investing the time up front in a DPIA reduces the risk of breaching data protection regulations and establishes a consistent

process that can be standardized and repeated in future matters.

**2. Create a “Matter Data Protection Policy.”** This policy should be aligned with the highest legal standard applicable to the dataset (in most cases, this will be GDPR), to help ensure appropriate handling of personal data through the duration of a matter. Counsel should also draft and socialize a quick-hit sanctions policy that enforces safeguards and outlines the implications of non-compliance.

**3. Establish and document a control toolbox to define and itemize every safeguard put in place.** The toolbox should address matter-specific data handling training for all parties involved on the case, processes to intake reports of data misuse or loss and automated removal, redaction or anonymization of all personal data categories deemed non-responsive to the matter. Outlining the individual data categories the team is permitted to transfer, and likewise blocking transmission of data that is not permitted (or redacted), will support overall documentation and defensibility.

**4. During transmission, establish and maintain all controls defined in the control toolbox, and add others that may apply as the matter evolves.** Encrypt all datasets to the extent possible in transit and at rest using industry-approved encryption standards. Chain of custody procedures that document all instances of data duplication through transmission, and all individuals that physically handle hardware containing personal data, are highly recommended to maintain integrity at every step.

**5. Once data has been transmitted and is in use for discovery purposes, a team member should be appointed to oversee ongoing privacy safeguards.**

This privacy controller should conduct frequent usage checks on the dataset and initiate disposal of any items not actively in use. As the matter continues, counsel should ensure disposition of all personal data is performed and logged upon the completion of review.

Cross-border e-discovery teams are often under extreme pressure to move quickly in getting to the data. But with no Privacy Shield safety net, and increasing data protection scrutiny, the risks of not addressing data privacy in cross-border data transfers now outweigh the conveniences of a fast and loose approach. Thinking through the programmatic steps to safeguard data will show good faith with DPAs, support privacy compliance and ensure evidence remains valid in high-stakes litigation and investigations. **ILTA**



**Chris Zoblen** is a Managing Director based in the LA office. As a senior member of FTI Consulting's Technology Information Governance, Privacy and Security Services (IGP&S) practice, Chris brings more than 15 years of experience in information governance and legal technology to help legal, records, privacy, IT and information security departments identify, develop, evaluate and implement in-house e-discovery, privacy, and data governance processes and programs. Relying on his background in applying technology to transform and solve business challenges, Chris works with clients to create solutions that produce the largest ROI while simultaneously reducing risk.



# *Information Governance, Automation, and eDiscovery: How the Next Generation of Legal is Optimizing their Information Environment*

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**BY NICK INGLIS**

**B**y leveraging automation (AI, machine learning, and active learning) and driving collaboration between the disciplines of Information Governance and eDiscovery, the next generation of information professionals is achieving new successes in driving efficiency while reducing risk and costs.

### Better Together

We've all heard the adage that we're "stronger together," and nowhere is that more true of late than the disciplines of Information Governance and eDiscovery.

Over the past decade, two major trends have emerged in the information profession: Information Governance has become pervasive, and eDiscovery has become more reliant on advanced technology. Today, these two trends are driving directly into one another, and companies, law firms, and service providers embracing the convergence are reaping the benefits.

The goal of bringing the two disciplines together is so engrained in leading professionals that they've updated the currently dominant model in eDiscovery, the EDRM. The current version of the dominant model for eDiscovery provides a visual representation of eDiscovery that includes a solid nod to the discipline of Information Governance.

Additionally, we're finding that early adoption of processes that bridge the gaps between eDiscovery and Information Governance delivers new benefits to their programs including:

- Optimizing their information environment
- Assuring greater compliance
- Increasing confidence in privacy capabilities
- Supporting security
- Finding relevant information faster (saving time and money)

There are many other downstream benefits of bringing together IG and eDiscovery, enough that it has sparked an organizational and automated approach in aligning the disciplines for many organizations.

### Enhancing the Review Processes

While not two companies or law firms, or service providers, there are significant commonalities in the processes when we bring the two disciplines together.

For example, usually, in the eDiscovery review process, reviewers are generally looking for just a few types of data or documents:

- **Responsive:** These are the items that have to do with the case - they are the 'smoking gun' and everything related to it.
- **Not Responsive:** These are the items someone collected because they weren't sure if they were related to the case. It turns out they're not.
- **Privileged:** These items are subject to attorney-client privilege and, as such, don't need to be delivered to opposing counsel.

These three categories are the most commonly utilized because they represent the needs of the case. However, the opportunity exists to stop thinking solely about the matter at hand and broaden the review goals to include the organization's underlying goals.

Information Governance professionals can identify many areas where a human review would likely be beneficial to meet these goals.

Imagine a review process that includes a PII option to identify PII, regardless of whether the PII is related or unrelated to the case. As the review is happening, it could

provide a new avenue for organizational improvement. Imagine a review process that also includes a duplicate option to identify near-duplicates. That could be enticing too.

Things get interesting when we start including AI and active learning into this process - we could identify through the use of AI and active learning across any number of information deficiency categories, then use the review process as a point of human validation when necessary.

Bringing together IG and eDiscovery can combine all these types of processes, resulting in stronger, more accurate review.

## **The Impact and Result of Automated Collaboration**

This process, as described above, could begin the work of optimizing your information environment(s) without adding new work. No, not every piece of information will go through a review, but let's take advantage of the fact that a fair amount of organizational information will, depending on your organization, whether you have these processes or not.

When you put all these practices together, what should happen in this modified process when someone identifies a new category of deficiency during a review? Surely, deliver that news to someone who has the organizational seating to remediate that deficiency: Information Governance.

While, in an ideal world, Information Governance and eDiscovery professionals would be walking hand-in-hand towards information improvement, the reality is that in most companies, that isn't the case today. Too often, these disciplines remain completely siloed from one another.

A common point of crossover where any exists is the legal hold process. I urge professionals in both fields to use the legal hold process as a beginning point of gathering - set up a meeting to discuss that process and the interaction

between the disciplines; it's a targeted opportunity to start to build the bridge that both disciplines will need to cross soon.

## **Culture Change Impacts IG Success**

It should come as no surprise then that we can impact IG's success by changing the disconnected cultures between these two disciplines. When we're able to build the IG-eDiscovery bridge, we're building a bridge not just for the professionals to pass over but for improvement to flow over as well.

Many processes in eDiscovery are informed by how well Information Governance has succeeded (e.g., if IG has recently run a deduplication project that directly impacts eDiscovery).

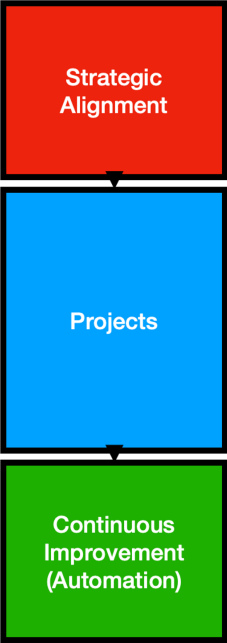
The direct impact of culture change has been elusive to measure but seems obvious to those of us who work across companies and can see, plainly, the differences between a functioning, collaborative culture between IG and eDiscovery and one that isn't functioning.

The functioning, collaborative culture doesn't just make for a better workplace (it does), but it also makes information advancements much easier to achieve. Information Governance is supposed to be a collaborative discipline; it will take some more bridges being built in some companies to realize benefits.

## **Harnessing Information Governance as a Process**

In my recent work, I've been evaluating Information Governance as a process. It's an intriguing look at how the work we do as Information Governance professionals grows and matures over time.

We've found that most programs, despite a wide variety of activities, tend to follow a common path in the types of activities they are performing.



First, organizations begin by aligning their approach(es) - harmonizing the various policies and policy documents across an organization. They look to standard policy documents from information-related disciplines, such as records retention schedules, IT policies, legal operations, etc., and their corporate governance documents.

Once policies are aligned, organizations begin to undertake projects, often one-time projects targeted at solving whatever problem or problems led to the formation of Information Governance. Projects here can include applying legal holds or legal hold audits, ROT (redundant, outdated, trivial) cleanup, and deduplication projects.

Other projects include:

- Data access governance and sensitive information access minimization
- FOIA/FOIP/ATIP
- M&A due diligence
- Any number of other information-related projects

Lastly, in mature Information Governance programs, we see the application of automation. Most of the time, when you ask, it's automation to make up for understaffing, which continues to plague IG efforts. Automation areas include everything from auto-classification and sensitive information movement monitoring to lockdown and fencing and automated report generation.

When you start to look at Information Governance as a process, it starts to unlock new understanding.

Examples include:	Content Strategy	Corporate Governance	Data Governance	Document Strategy	Freedom of Information (FOIA) Requirement	Strategic Alignment
	Information Security Policy	IT Governance	Legal Operations	Privacy Policy / Privacy Notice	Records Governance / Retention Plan	
Examples include:	Legal Holds	Legal Hold Audits	ROT Cleanup & Deduplication	Data Access Governance	PII/PHI Compliant Repositories	Projects
	Sensitive Data Access Minimization	Migration & Cleanup	Data Minimization	M&A Due Diligence	Privacy Compliance Audits	
	Information Security Audits	Assign Ownership for Orphaned Information	Retention Policy Compliance Audit	Industry-Specific Compliance	FOIA / FOIP / ATIP Request Processing	
Examples include:	Sensitive Information Scanning (PCI, PHI, PII)	Auto-Classification	Sensitive Information Movement Monitoring	Role-Based File Access Provisioning	Quarantine	Continuous Improvement (Automation)
		Permissions Change / Attempt Monitoring & Alerts	Permissions Change / Attempt Prohibition (lockdown & fencing)	Custom Reporting		



## Automating Information Governance

It's in this last box (in green above) that things are developing rapidly. We're seeing a much greater application of automation today. We're seeing a broader range of automation tasks that are falling to IG professionals - tasks that had previously lived in security, privacy, and yes, even legal (think legal holds and legal hold audits). There are seemingly more tasks that are moving up a level and executed under the umbrella of IG - these are frequently multi-stakeholder tasks or tasks that don't fit neatly into a single sub-discipline. With tasks increasing and staff also growing, but at a slower rate, IG professionals are now reliant on more automation.

One area of particular note is how frequently we're seeing organizations leveraging sensitive information scanning for things like PII (personally identifiable information), PCI (credit card information), and PHI (healthcare information). An early trend I'm noting is companies leveraging those scans to begin proactively remediating their information deficiencies - a combination of automation and human oversight.

Another area of automation that has been discussed in-depth but had previously been less frequently seen 'in the wild' is auto-classification - or automating the proper filing of information. Auto-classification has been around for quite some time, first primarily driven by workflow processes - and now, more frequently, artificial intelligence capabilities.

While at the surface, the pandemic, remote-work years of 2020-21 have looked like a step backward in our Information Governance capabilities, I don't believe this is the start of a long-term trend, but rather, a reset. Things were darkest when ARMA International's Information Governance Maturity Index Report shared their 2021 results:

*"However, maturity rankings are down as compared with the previous year across all areas with the exception of infrastructure. In some cases, they are down considerably. ... We would have expected an upward trend in IG programs over time. However, the data for this year's report were collected towards the end of 2020, a year that was far from ordinary."*

*– ARMA International. "Information Governance Maturity Index Report – 2021." April 2021.*

I believe that a "far from ordinary" year only displayed a downward trend in Information Governance, but what I see as I'm talking with companies across all sectors isn't a long-term decline, but a reimagining. Companies have been busy determining what's possible as they utilize new capabilities and draw their Information Governance programs closer to eDiscovery. With all these trends coming together simultaneously, I expect the coming years to show substantial ongoing progress for Information Governance and eDiscovery maturity. **ILTA**



**Nick Inglis**, CIP, IGP, INFO, is recognized as a passionate thought leader, advocate, and supporter of Information Governance. He has nearly twenty years of experience supporting learning, innovation, and economic development in facilitating the creation of the profession of Information Governance. Today, Nick serves as the Director of Information Governance at IPRO and Founder/Show Host at InfoGov.net (Show, "The Strategy of Information").

FROM THE LIT SUPPORT CCT

# DATA MIGRATION

## CONSIDERATIONS AND ACTION ITEMS DURING AND AFTER THE MIGRATION (PART II)

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BY ANN HALKETT

**T**his article picks up from **Part I** and delves into the actual data migration stage itself and important considerations such as tracking, quality control (checklists), who is responsible for what, how to motivate the team, user training, and lessons learned. Communication is key during the migration stage as there are many people doing the work and many people who need to rely upon the work product.

## Migration Tracking Database

You tracked workspaces during the pre-migration stage to determine which databases could be archived, and now you need to continue to do so during the migration itself. While Excel spreadsheets are great for listing information, they are not good when it comes to collaboration and sharing information. Consider creating a database to be used to track the status of database migration. What information will the individuals working on the project need to access? It can be faster to have everyone input information in one location as opposed to using multiple spreadsheets. Your stakeholders will also want to know what the status of their databases are, and it can be helpful for everyone to be able to access this information and report within seconds.

You will also need to prioritize the databases you migrate. For databases marked as Archive, you can export same at any time to load files as there will not be any issues with accessing them. This also applies to those marked as Limbo. However, you will need to coordinate the migration of active databases with your users according to their schedules to cause the least amount of disruption and stress for them.

## Quality Control (Checklists)

Checklists are invaluable during a migration project where the pace is fast, and the work is monotonous so it can be

easy to forget steps. It is helpful to have a pre-migration and post-migration checklist. You may need to fine-tune your checklists in the early stages of the migration as you may come across some things you forgot to include. Be sure those doing the work communicate any issues they come across as others may also experience same. It is best to sort out issues earlier rather than later.

### *Pre-migration Checklist*

Having someone conduct a pre-migration check enables the process to go faster when migrating the data as the person doing the migration does not need to go back to the old database to check same. They simply look at the checklist. Things to track in the pre-migration checklist will depend on what you need to migrate/create, but can include:

- security settings and user access,
- number and type of records (images, native files, text files),
- whether hyperlinks exist, to what and their number,
- the existence, type, and number of tags/issue codes,
- production particulars and where same are stored,
- the existence of redactions and whether redactions have been burned in,
- the number of notes associated with images,
- saved searches and whether these need to be replicated in the new platform, and
- if there are fields particular to a database that need to be displayed for the lawyers.

Consult with the lawyers to ascertain whether specific information needs to be replicated. E.g., saved searches. Do not assume though, be sure to ask your users as they may not require specific types of information which will save time and effort during the migration.

**Post-Migration Checklist**

Having a post-migration checklist is helpful to ensure work was undertaken as expected. Some items you can include on your post-migration checklist are:

- removal of access to the old database prior to starting the migration,
- email notice to users to notify them that their database is being migrated,
- confirmation that users have access to the new database (security settings), and have the platform installed on their computer,
- a reminder to check log files upon importing data for any errors/issues,
- to confirm the number of records (native, images and text) that were imported,
- confirm the correct number of tags/issue codes are present,
- a reminder to set the field display, if needed on a particular database and notes regarding what it should be,
- to check redacted records to ensure the redactions are present,
- to recreate saved searches if needed and any other things that cannot be created through the data import,

- to run indexing and any other processes needed and then conduct a few searches to ensure the search feature is working properly,
- to email users to notify them that the database has been migrated and that they can access same again along with times for training.

**Responsibility Matrix**

Be sure that the migration team members are clear on who will be doing what and at what stage of the process. Have team members note when they have undertaken a particular stage. For example, if you have a team member conducting pre-migration checks ensure they are tracking which databases have undergone the check as another team member will need to undertake this task if the person was not able to complete same. This is when having a migration tracking database is helpful as you can see immediately what was and was not done.

Having team members undertake assigned tasks also streamlines the process and ensures that steps are not missed. Be sure to track the number of databases migrated each week and, if you can, set a goal for your team to meet so that you can meet your target deadline. If a team member is overwhelmed with their daily tasks, then see if someone else can step in for them so that the project does not fall behind. The key is to keep the project moving along.

It is also helpful to cross-train team members so they can undertake different tasks. Rotating team members to undertake different tasks/roles can also help to keep the work interesting.

**Motivation**

It is difficult to keep people motivated during a migration project due to the nature of the work. Therefore, little things can go a long way. Have a pizza lunch or go as a group for coffee to help build morale. Involve team members in planning the end of project celebration so they have something to look forward to and talk about. See if the firm will give team members half a day off or even a whole day off for all their hard work. Remember, much of the work is being done in the evening and on weekends for an extended period. Check in with team members to see how they are feeling and doing and watch for signs of burn out.

Communication with your team throughout the process is key. Be sure to thank team members for their hard work and acknowledge their hard work to upper management and on their reviews.

**Training**

Training goes hand in hand with the roll out of a new software platform. It is something you can plan for and work on early in the process and particularly during the template creation stage. What information will your users need to start working right away? After all, many have deadlines they need to meet. Your users, particularly if they are lawyers, will also have a limited amount of time to spend on training. Can you limit training to a maximum of 30 or 40 minutes? If you created a template that has similarities with the old platform, be sure to show users where they can find the data/information from the old database in the new platform.

Simplify the information at the start so that users are presented with only what they need to

know to get working right away. Then build upon this as time goes by as they become more familiar with the software. Training should be according to user role and skill level. For example, you may have designated some users as power users at the outset as they will be in the platform more often and need (and or want) to undertake more advanced functions.

Training can in groups and/or one-on-one. However, it may be easier if you can train people in groups where you are migrating everyone at once. Track who attends the training sessions. It will be up to the firm whether to make training mandatory and/or strongly recommended. If a user cannot attend a group session set aside one-on-one time with them.

If multiple people are doing the training, ensure each is covering off the same functions during the training process. It is also recommended to have reference materials for users which they can refer to following training on tasks that they will often need to do and/or for tasks which may result in the loss of work product if they do not undertake the task correctly.

Follow up with users following training to see if they have any additional questions and/or require additional assistance and/or further training. You may also want to consider creating a firm email which will be monitored for urgent user after hour requests to provide ease of mind for people.

## Lessons Learned

If you can, keep track of lessons learned at each stage of the project, but if you cannot do this, at the very least, look back on the steps taken and make notes on same. What worked and did not work? What would you do differently? Seek feedback from your team, stakeholders and management. This will assist you should you need to undertake a similar project in the future as you will be able

to further streamline the process to save time and money. The goal is process improvement.

## Conclusion

Migration projects are stressful and exhausting but rewarding when you have completed them. You know the project is successful when the majority of your users tell you they like the new platform better as it is so much easier to use. This is only achieved through planning, hard work, lots of communication and what seem like endless checklists. **ILTA**



**Ann Halkett** joined Alexander Holburn in 2000 as a senior paralegal and has more than twenty years of experience. Ann became the Litigation Support Manager in 2014 and Director of eDiscovery Services in 2021. She advises and assists on a wide variety of litigation support systems and technologies including evidence management, electronic discovery and specialized databases and trial presentations.

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# *Boost Project Engagement & Productivity by Leveraging Microsoft Teams*

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BY CINDY FOELLMER, PARITA KANEVSKIY AND DAWN SHERIDAN



## What is Microsoft Teams?

MS Teams (“Teams”) is a chat and collaboration platform for Microsoft 365 customers designed to simplify group work for people who work closely together on a common goal. You may create teams for projects (e.g., product launch, deployment), by a department or functional area within a department (e.g., PMO, HR, IT), or to address any cross-collaboration needs.

Teams is also Microsoft’s answer to competing platforms such as Slack and Zoom. Teams’ integration with other Microsoft services allows users to share files and calendars, work collaboratively, and easily switch between voice, video, and text chat.

Benefits of Teams: Allows all project site members to have:

- Document collaboration and co-authoring
- Conversation posts which allow for visibility among the team
- Reduced email traffic
- Real-time chat during meetings, as well as continued meeting chat afterwards
- Easy on-the-go connection with Teams phone app

## How is Teams set-up for collaboration?

### *Public vs. Private Teams*

Refer to the ILTA blog [Vendor Governance to Integrate Teams and Document Management Systems](#) that explains this.

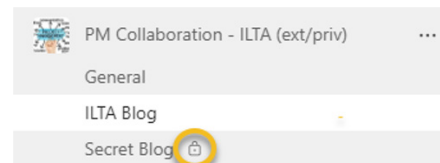
### *Standard vs. Private channel within a Team*

Within a Team, you have the option to create a standard

or private channel. Every Team will automatically have a standard channel, General. The owner(s) of the Team can add additional standard or private channels; however, your organization’s Microsoft admin will ultimately control the policies of who can create Teams and channels within your tenet.

A standard channel is a space within the team. Channels are often named by topic, project, or team and inherit the full membership list from the team.

There is also an option of having a private channel. This is a focused private collaboration space within the team. The Team owner(s) can create a private channel and will have the ability to add a subset of the members from the team. If external users or guests are added to the general channel, you may want to create a private channel for your internal team to keep internal sensitive data secure. The padlock next to the channel name indicates a private channel.

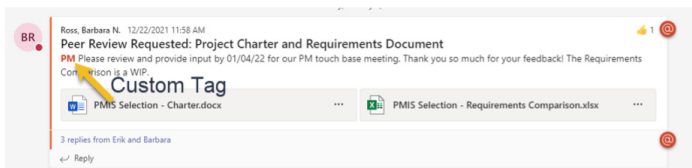


## Boost Project Engagement and Productivity via Teams

Teams is integrated with Microsoft 365, which means it is tied to other Microsoft Office services, such as Word and Excel, as well as its cloud storage and sharing services such as SharePoint, PowerPoint, OneNote, Tasks by Planner and To do (formerly referred to as Planner), and Power BI.

Since we have started using Teams, the amount of email traffic within our departments has decreased significantly. Here are some ways we were able to achieve this outcome:

- Create a Teams site for each project.
- Provide awareness to those on the project team that may not have been cc'd on an email. For example, can you imagine cc'ing a CIO on every email? Our CIO is a member of most Teams and even if he isn't tagged, he has a peek into the project without waiting for a status update.



- Use Teams' conversations to streamline communication and reduce the confusion of someone responding to an email that isn't the most recent. From the Posts tab, click New Conversation to get the discussion started. Through format feature, add a bold subject line for quick recognition within Posts. By the very nature, conversations via Posts invites channel members to participate.

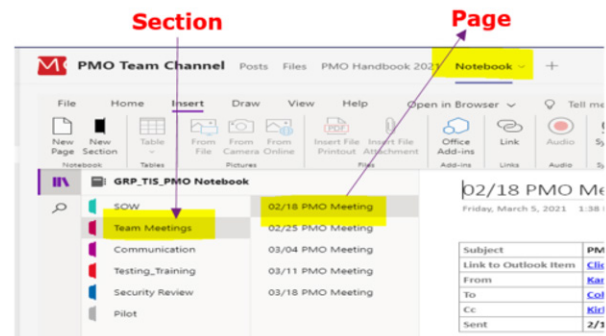


- Save project artifacts under "Files" for easier document collaboration. A particular file can be easily be pinned to the channel as a "tab" for easy access by anyone on the project team. As you add files to conversations, they are automatically added to Files. It is helpful to review the organization of your Files tab periodically and move the files to the desired location.

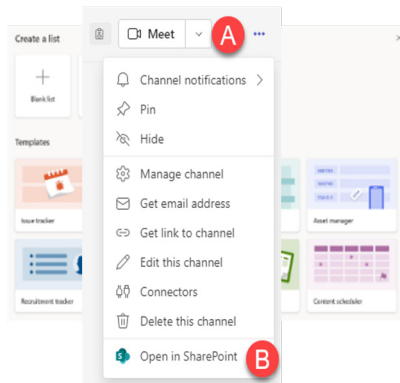
Name	Modified	Modified By
Approved Processes	March 24, 2021	Kanevsky, Parita
PMO Banner	April 7, 2021	Kanevsky, Parita
Process Assessment	March 24, 2021	Kanevsky, Parita
Templates Assessment	March 24, 2021	Kanevsky, Parita
Comms_TemplateGuides.docx	April 7, 2021	Kanevsky, Parita
ESUS PMO PM Onboarding Guide.docx	January 14	Kanevsky, Parita
Firm Stakeholder List.xlsx	June 3, 2021	Kanevsky, Parita

- Conduct scheduled or meet now video meetings or simply call right from Teams.
- Add a Notebook (aka OneNote) for each project. Add your notebook as a tab on the site for easier access. If you haven't already incorporated this tool to your workflow, we highly recommend it. A shared OneNote notebook adds a layer of collaboration that is unmatched in one application (e.g., storing critical project communications, emails, and meeting notes for review and reference, research). You can also standardize the tabs in the Notebook for your projects, see screenshot, for easier viewing and consistency across your projects.

### Notebook in Teams



- Access the full power of SharePoint Online from Teams, in the upper right-hand corner of the Team, click the ellipses and choose Open in SharePoint. Because Teams is built on the SharePoint online platform, there are many things you can do behind the scenes.



- a. Create a custom list (e.g. RAID, Lessons Learned) by selecting Site Contents, create a custom list or choose from a template.
- b. Utilize the site calendar to track team resource outages and key dates.

Standardizing Teams creation and content will help your project teams acclimate more quickly. Watch for a future blog that will cover how we achieved this.

## Tips and Tricks using Teams for Project Collaboration

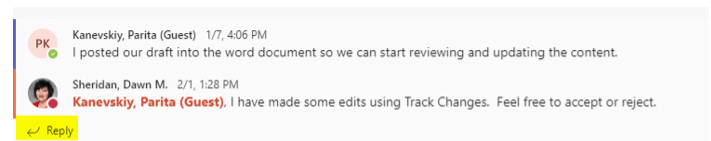
**Think about your project before you create the Team.** What channels are needed? Will any of them need to be private?

- Example: you cannot set a General channel to private. If you have internal conversations in the General channel and then later need to add a third party (e.g., vendor), they will be able to see the prior discussions. If you know you need a private channel, create that in the beginning so you don't have to create additional channels.

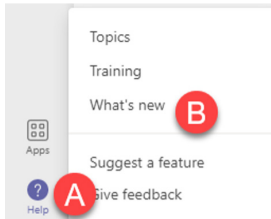
**Create conversations with subject lines.** With heavy usage, posts will run together if subject lines are not utilized. It is easier to absorb content and search posts when using subject lines.

- Click New conversation.
- Click the Format button.
- Enter a subject line that is a good description of the post.
- Create the body of the message.
- Don't forget to click Send. (Enter will not post the message from format.)

Make sure everyone on the team knows **how to reply to a conversation** and not start another one.



Teams' changes so much, make sure everyone knows how to access the *What's New* portion of Help.



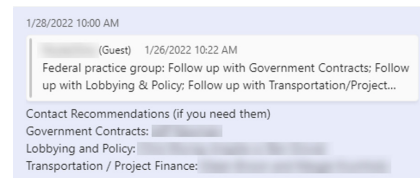
*There are many different levels of tags.* Typing “@” will allow you to tag a person, a Team, a channel, or a custom tag. Since you don't know how everyone has set up their notifications; tags allow you to draw their attention to your post by using the tag. Tags are helpful when there are different functional groups on a project (e.g., Business Office, HR, IS). To create a custom tag:

- Click the ellipses next to the Team name.
- Click Manage tags.
- Click Create tag.
- Provide a tag name, a description, and add the people for the tag.

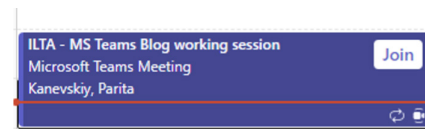
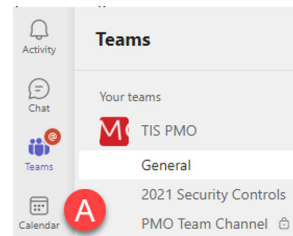
*Change the picture for your Team.* It may sound minor, but if you preface your Teams with "Project - , " it becomes difficult to locate the Team. Using a picture helps it stand out when scrolling.

- Click the ellipses next to the Team name.
- Click Manage team.
- Click Settings.
- Expand Team picture and upload the picture of your choosing.

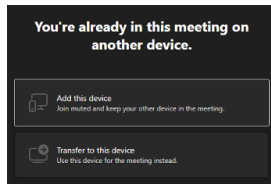
When utilizing the chat feature, the group is unable to create subject lines and headers like they can in posts; therefore, it becomes difficult to know what someone is responding to, if time has elapsed. To counteract that, *right-click the chat that you want to respond to and choose Reply.* A snippet of the chat will display in a new chat so it is clear to the group what the message is referring to.



*Easy to join a meeting via Teams* instead of switching to Outlook. Go to Calendar in MS Teams

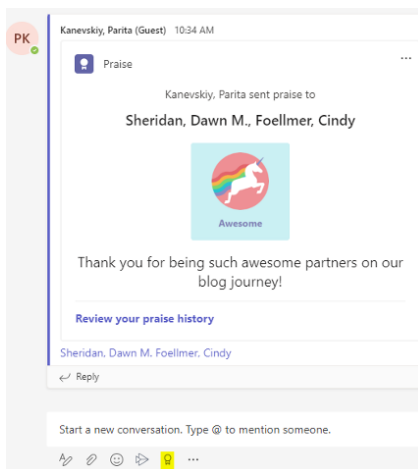


- There may be time when you want to Join a meeting on two devices. For instance, I frequently join meetings on my iPad. When I need to share my screen, I can add a device. The audio and video stay on my iPad while allowing to share options via my desktop.



Bring some fun into work, brighten up the day, and **build team culture by using GIFs**. Click on GIF icon and add it to a conversation or chat. Remember to keep it professional. Your organization's Teams' admin can enable this setting.

**Give a Praise** – Everyone loves to be recognized and it's good for Team Morale. In a conversation, click Praise and choose a badge. **ILTA**



**Cindy Foellmer** is an Applications Manager who has worn several “technology” hats since 1996 beginning with creating Word Perfect templates to managing enterprise applications. Her expertise includes, application analysis, design, development and management; end user documentation and training; user experience testing, validation and workflow processes and project management,. Cindy possesses excellent analytical skills and is able to identify potential issues and resolve those issues to ensure continued productivity. Cindy is an end user advocate and designs, implements, tests and manages applications to ensure strong user acceptance and adoption. Cindy specializes in various desktop applications, including Microsoft Office, Microsoft Teams, Forte, DocXtools, Innova, Change-Pro, Contract Companion, pdfDocs, Workshare Professional, Acrobat, Best Authority and document management systems.



**Parita Kanevskiy** heads the Project Management Office (PMO) at Eversheds Sutherland (US) LLP. The project management team provides best practices and standards for successfully executing projects across the firm. Parita is also responsible for project portfolio management. Parita holds a Master's degree from DePaul University, an advanced project management certificate from the University of Chicago and has PMP and Scrum Master Certifications. Outside of work, Parita enjoys oil painting, bowling, attending theater, volunteering, and travelling.



**Dawn Sheridan** has been with Thompson Coburn for over 20 years. Dawn honed her skills as a Training Specialist and Business Analyst before becoming the Manager of Business Analysis and Projects. Dawn's experience in the Firm helped her develop a solid understanding of the Firm and the software used while building relationships with legal teams. As Manager of Business Analysis and Projects, she and her team are excited to be the first to provide formalized project management methodologies and practices within the Firm.



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# Announcing the 2022 Programming Priorities

*Each year the senior volunteer leadership team – the Program Planning Council – meets to reflect on the current state of the industry.*

Looking forward, researching trends, and asking those within their networks the council then determines key priorities for the upcoming year. The purpose of these priorities is to provide a framework to all of ILTA's essential volunteer groups. With these, ILTA can provide unified programming and content throughout the year.

These peer-led teams continue to produce the essential education they are tasked to complete, but they will sprinkle in programming aligned with these priorities. The goal is to develop a variety of formats where ILTAns can participate, consume, and learn on the topics most essential to their development and success, both personally and professionally.

We encourage all to take these back to their individual groups and identify ways the support them – through conference sessions, publications, webinars, podcasts, (virtual, or hopefully in-person) local meetings, blogs, and more!

For our Business Partners, we encourage you to review these priorities and discuss them with your colleagues. Ask: How can you contribute expertise and share insights related to these priorities? Your understanding of what organizations face and the solutions you can recommend are essential to the continued success of the legal tech industry.

If anyone wants further details on these, or is interested in contributing content aligned with the 2022 Programming Priorities, please reach out to Nicole – [nicole@iltanet.org](mailto:nicole@iltanet.org). **ILTA**

**2022 ILTA PROGRAMMING PRIORITIES**

ILTA's Program Planning Council has identified three priorities for 2022. Underneath each category, you will find examples of topics that fall within them which can be used to create programming. If you have any questions around these priorities or want to discuss these further contact Nicole Gomez ([nicole@iltanet.org](mailto:nicole@iltanet.org)).

- 1 Taking Care of People**  
**WORKPLACE CHALLENGES**
  - Identifying Existing Challenges, Training Challenges, Financial Challenges - very few technology exist
  - Remote Hybrid Work (e.g. conferencing tools and policies on tools)
  - Training (learning of staff (e.g. job of several past lawyers))
  - Loss of Knowledge
  - Global Challenges**SOCIAL RESPONSIBILITY**
  - Diversity & Inclusion Initiatives
  - Eliminating bias
  - Pro bono work
  - Access to justice
  - Challenges for parents (e.g. child care)
  - Focus the employee's perspective**CHANGE MANAGEMENT**
  - Navigating across firms within the organization
  - Leadership training (e.g. making people comfortable with technology and change)
- 2 The Balancing Act - Security, Data, and Innovation**
  - Emerging Security risks
  - Innovation in Technology and Training
  - Expansion in Data Utilization
  - The Balancing of Resources for Different Sized Organizations
- 3 The Evolving Business of Legal**
  - Reassessing relationships and processes with Business Partners
  - Automating the end-to-end, or automating the viability of new business models
  - Supporting new ways of working with clients (law firms/legal departments)
  - Working the legal ecosystem to adopt new regulations
  - Leveraging data to drive strategic business decisions

**CLICK HERE TO DOWNLOAD**



**Nicole Gomez**  
Education and Content Manager  
ILTA

# Spring Tweet

*ILTA's Education Team asked some of their active volunteers to share their story on how they got into the legal technology profession. Over the last quarter, we've sat down with our CCT (Content Coordinating Team) volunteers and asked them to give us "Tweet sized bites: How did you get into Legal Tech?"*

## From our Practice Management CCT:

**Tracey** - I was supposed to be a lawyer. I went to law school, started working in a library and liked research. I got a research job at Cooley, and since then it's progressed in Business Analyst role.

**Nikki** - Lawyer for 10 years in private practice and in house. I moved to Canada and thought it would be easy to be a lawyer in Canada. I heard about KM through a book club in KM. First job was with a big firm, for a three-month contract position and I loved it.

**Harriet** - I had planned to become a lawyer when I had a small child. So, I started working at a law firm and decided no to become an attorney. I was drawn to the KM field and had an amazing director at the time.

**Mike** - I was supposed to be a dentist! I went to grad school, and someone in class said they were taking an LSAT. I became a lawyer and practiced for 15 years for pharma. I got burnt out practicing law, reached out to a friend at Paul Hastings who had a KM opening. I've been here ever since.

**Marlene** - I was a court artist for a mock trial in high school. This is where my interest began. I started off working in a private practice, for 6 years. The hours became tiresome and I liked the appeal of research, and how to do things online. I returned to school and got a library masters, which has worked for various firms in research/education and management. I saw the need for a KM role, so pitched it and created the position.

**Kristin** - When I graduated, I was a paralegal. Started off in labor law, on the union side as a paralegal or case manager. I really enjoyed managing processes, people, etc. An opportunity opened at Akin Gump for a practice coordinator role. The growth and stability were appealing to me. I was there for 6 and half years and am now at Paul Hastings.

## From our Knowledge Management & Marketing CCT:

**Amy** - I have a background in fine arts and visual studies. Initially, I wanted to go into the FBI art crimes unit. Getting into law school proved difficult, coming from an arts background, but I got in. While in school, the FBI disbanded the program, and I did not want to be a regular FBI agent nor a traditional attorney. I found my way into KM and the rest is history!

**Daniel** - I wanted to be an NBA player, but that didn't really work out. I enjoyed history and convinced myself to major in it, to become a teacher one day. I answered a law ad for a law firm to review documents and had no knowledge of the legal profession at that point. So I started as a paralegal, and twenty years ago, they started the non-traditional knowledge base group within the firm. They were ahead of curve in some ways. I became interested in general counsel and took a training on databases. This is now where I saw myself, but I enjoy it a lot and am still here today.

**Rachel** - Went to college for marketing/public relations and had no idea what I wanted to do right out of school. So, I started with a financial services/advisory

company, and eventually became tired of commuting. I applied for a job in law firm, thinking it would be temporary while I finished grad school. That was 13 years ago, and I am still thriving and growing!

**Caroline** - During college I was a poly sci major. After graduation, rather than going into law school, I networked with professionals and got into Dorsey. I really wanted to become a fashion merchandiser, but under my father's guidance I started at Dorsey and left retail behind.

**Barbara** - I wanted to be a journalist but had to decide early on what I wanted to be. From high school I went straight to law school. My profession began as a lawyer for 17 years, and I practiced for over 10 years. I attended a conference, and it was there I first heard about KM and what it was. I took that back to my firm and was able to implement a KM program!

**Shefali** - When I started college, I thought I wanted to be a doctor but figured out it wasn't for me. I thought the next logical choice was to become a lawyer. The business side of legal is what interested me most, corporate law. When I started, I worked with startups. After time there, I shifted and went into product design and design thinking. There, I learned more about the legal tech and innovation space. This was a perfect combination of my skill sets, and still use my law degree to a certain extent.

**Holly** - I did not expect to be doing this, since my undergrad was in international affairs. While in grad school, I had library jobs, but they paid poorly. I decided to switch, and get a job in computers, working for few startups. I then worked for Microsoft and met Gwyn at ILTACON one year. I took a job Perkins Coie and have been here eight years. **ILTA**

July 21, 2021

## ILTA SmartBrief



News for tech professionals supporting the practice of law

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### TOP STORY

#### Remote document review could have staying power

Remote document review came to the fore during the early days of the pandemic and isn't going away anytime soon, as it cuts stress on personnel and offers cost savings. Clients could be the sticking point for sustained remote document review adoption because some have "a great level of uncertainty about it," says John Davis of Crowell &

Moring. **Full Story:** [Legaltech News](#) (7/20)



### APPLICATIONS

#### MercusCase adds tools from court tracker CalendarRules

MerusCase's cloud-based platform for practice management is now linked to CalendarRules, which tracks deadlines for more than 1,800 rule sets linked to state and federal courts in the US. MerusCase clients must have a subscription to CalendarRules to take advantage of the integration. **Full Story:** [LawSites blog](#) (7/20)



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**SIGN UP FOR OUR ILTA SMARTBRIEF**



**TJ Johnson** is AVP, Legal Sector Strategist at Qualitest ([www.qualitestgroup.com](http://www.qualitestgroup.com)). She has great fun focusing on “StrategicIT” – looking at innovation, internally and for clients, and thought leadership around new ways to help clients deliver successful projects. TJ has deep experience in legal technology. A familiar and well-respected figure in the legal technology industry, TJ worked in various capacities for law firms and legal departments. Most known for her recent role on the executive team of ILTA (International Legal Technology Association) where she led the strategy development and execution of ILTA’s global portfolio of events, was instrumental in growing their premier conference, ILTACON, and was responsible for the vision and execution of many strategic projects.

# How Do We Get From Here to There?

## The ILTA Annual Tech Survey Volunteer Committee Journey

by TJ Johnson

It’s Spring in much of the world, although not where I am right now in Winnipeg, Canada. Here we wait for our Spring in late April. It may seem we are still in hibernation but we are busy in the background planting seeds indoors to be ready. Similarly, ILTA members wait for the 2022 ILTA Tech Survey results in August. While they wait, the ILTA Tech Survey Committee gets ready to send out the new survey and primes ILTA members to respond to the survey, so the results will bear the fruit we all crave.

When ILTA asked me to join the ILTA Tech Survey volunteer group in December 2019, I had little appreciation for how much work goes into the development of the survey, how much we would all learn, and the fun we would have doing it. Two years and a bit later, having gone through the full year of committee work for 2020 and 2021, we are in the throes of the whole exercise again for 2022.

This year’s committee is made up of long-term members Todd Corham (Saul Ewing) and Jim McCue (Rodey Dickenson), with Cindy McBean (Honigman), Howard Russell (RBRO) and me now in our third year, plus new member Mark Grazman (Conversant Group), Board Liaison Chris Hunt (Sugarman Rogers) and ILTA staffers Beth Anne Stuebe and Teresa Laird. The group has a wide range of experience and expertise, all using their powers for good.

Each year, the committee reviews the questions and results from the previous survey. Questions are adjusted for clarity, new questions are added, and questions that are stagnant or no longer relevant are either skipped for a year or two or are permanently removed. This review is used to create the next iteration of the survey.



Our main duties as a volunteer group run from December through September each year:

- Dissect the prior year's survey and update the survey questions (December – March)
- Review and proofread the survey questionnaire prior to it going out to members (April)
- Review the survey data after the survey closes and has been consolidated by the survey vendor (June-July)
- Finalize the charts for the formal ILTA Technology Survey publication (August)
- Write the Tech Survey Executive Summary and additional commentary as required (September)

We start by linking to the prior year's Tech Survey questions and begin to tear those questions apart, thinking about use case, readability, current market and products/services, and all the things that we had wanted to see or find in the tech survey, but were not there. We were also to take a look at demographics, jobs, roles, etc. and take a historical look back at changes in the legal industry and the technologies supporting it.

We have a kickoff call in early January, starting with the mission of the 2020 ILTA Tech Survey:

- Provide robust survey data with deep insights into the legal technology landscape and key technology decision points facing the legal profession, to assist everyone in the legal ecosystem leverage the strategic advantages of technology in the legal profession.

We review the Goals of the survey:

- Provide a single source for substantive data against which to benchmark a legal organization's technology implementations and future plans
- Provide a resource for IT Budgeting and Strategic Planning
- Track Historical Trends
- Provide Insights for Future Outlook

We also discuss the value proposition of the survey:

- Large number of contributing law firms
- Single response per law firm
- Anonymity in results
- Member firms who participate, receive the survey results at no cost
- Historical consistency in questions
- ILTA members and business partners assist in developing questions – for use case, readability, current market and products/services
- ILTA members and business partners provide commentary on results

We begin to meet as a team weekly (sometimes twice weekly) to keep us on track to meet the deadline to send the survey questionnaire out to ILTA members, and the

absolute deadline to publish the results in the executive summary before ILTACON. We come to every meeting prepared to dissect the survey and talked candidly about what we want to continue to evolve the survey into.

We are each given a couple of sections of the survey to dig deeply into. Mine were “Operating Systems” and “Remote Access/Internet/Telecom” in 2020. This year I’m covering Office Applications (including MS Teams questions) and Document Management Systems (DMS) & Enterprise Content Management (ECM).

Our duties related to our Survey sections:

- Look at the section of questions, what’s missing, is the grouping appropriate?
- How does the question provide value and to whom?
- Are the results so similar from year to year so we shouldn't include this year, should it be potentially an alternate year question?
- Is it a branching question, or drop down, what fits for this question? If branching, make sure the branches make sense.
- What are the answer options for drop down, any to add or change?
- Will the format of the question and the responses provide good data analysis OR is it intended as an interpretive answer that will be used to help with themes, narratives etc.?



- Will any changes to the question impact the historical results and is the improvement more important than the historical trend?
- Is the question clear or are there multiple interpretations that may lead to confusion?
- Does the question cross over with other questions?
- Is the question the subject of any other ILTA surveys?

We review the changes with the committee in our weekly calls, in an iterative process, some questions easily continue with minimal or no changes, others we discuss at length, sometimes resulting in further research being done. Then we come back together and agree on what will be published.

2020 was, as we all know, a somewhat less than usual year for the legal industry and for all of us. In the end we added a whole section of the Tech Survey with COVID 19-related questions. In 2021 we changed that to a section called “Strategy”, adding several open-ended questions related to Work-from-home and other Technology Issues and Concerns. We have continued that pattern for 2022.

In 2021, we changed the structure of the survey to align more with how IT is organized in law firms. We changed the sections and questions to focus on Infrastructure, Desktop/Laptop Hardware and Operation Systems, Office Applications (adding a whole section on MS Teams), DMS/ECM, Practice Management, Business Applications, Collaboration and Communication, Mobile Device Usage and Reimbursement, Security, Business Continuity, Strategy, and Vendors.

Now in 2022, we are focused on the trends coming out of the pandemic, removing some old questions that aren’t used by many people anymore and adding more

strategy and future trend questions. One of the challenges we have is the continued consolidation of legal vendors and the branding changes of numerous companies. To combat that, this year ILTA sent a message out to business partners asking them to help us make sure we use their preferred branding in the survey questions and results by submitting any branding changes.

As I write this, Teresa Laird is consolidating our ILTA Tech Survey final volunteer review notes and confirming the questions to send to the survey company, who will work to prepare the anonymized survey. In a few weeks the draft survey will come back to us in the form ready to test and proofread prior to it going out to ILTA members in early May.

I’m really looking forward to seeing the results of the ILTA 2022 Technology Survey in August. With all the changes and losses over the past two years, it’s so good to know the Tech Survey will continue to provide information to all the survey audiences about the biggest trends and helping everyone make those important strategic and budgetary decisions. And we look forward to hearing from all of you about how well we hit the mark! **ILTA**



## ILTA's 2021 Technology Survey

ILTA's most prestigious publication each year is our annual Technology Survey.

The Tech Survey provides substantive data against which you can benchmark your organization's technology implementations and future plans. This year's Survey has incorporated a new section related to COVID-19 and the free Executive Summary's narrative will address some of the lingering, and possibly enduring, effects that COVID-19 has on the legal technology landscape.

The 2021 survey included insight from over 460 firms representing 125,000 attorneys and approximately 250,000 total users.

Many of our ILTAns receive a Complimentary copy, based on survey participation or sponsorship levels. For more information on accessing the survey, or to purchase, please visit the [2021 Technology Survey page](#).

### Executive Summary

## Technology is the business enabler for law firms.

BY TODD CORHAM, TJ JOHNSON,  
JIM MCCUE AND BARRY SOLOMON

*ILTA's Technology Survey is a crucial research document for the entire legal industry. From the CIOs of global law firms to IT leaders wearing multiple hats in smaller firms, to heads of legal operations in corporations, to technology consultants, developers, and vendors, they all use the survey results as a blueprint for future development and planning.*

ILTA's volunteer Technology Survey Committee elicited many and varied perspectives from across the legal ecosystem to analyze this year's survey results. We looked at the mission critical applications and services for the next year and what's become irrelevant, where are people simplifying, consolidating and reducing spend, and where they are accelerating, investing, and innovating. Many assumptions we had going into the survey were validated - "More" cloud, MS Teams and Zoom, O365, laptops, IG concerns, automation, and the effects of vendor consolidation. There were surprises - cloud first philosophy was even higher than expected with the pace of movement to cloud-based DMS and CRM more on that later in this summary. Those who are using Teams are mostly provisioning them manually (75%), which means firms are still figuring all this out. Next year, a very different picture will likely be painted.

What follows is a compilation of many perspectives, voices, opinions and conjecture to help you, whatever your role in the delivery of legal services, talk with your stakeholders and make decisions to improve the business and practice of law in your organization. We've included a new section with opinions of what ILTA's solution providers find useful in the survey results. Those are also of interest to the law firms they serve.

ILTA'S 2021 TECHNOLOGY SURVEY: EXECUTIVE SUMMARY 6

Find more insights into the 2021 Technology Survey results in the Executive Summary.

FREE DOWNLOAD

**We have a TON of new recordings, now available!**

[Click here](#) to check out the Recordings and for purchase options

## WELCOME TO NEW AND ENGAGING CONTENT ON DIVERSITY, EQUITY, AND INCLUSION FROM THE ILTA DEI TASKFORCE!

Over the next year, our Taskforce will be bringing ILTAns fresh and innovative articles and a brand new podcast series on DEI.

We hope that you will take the time to learn, grow, and continue the forward-march of Progress! For now, please join us for our first-ever DEI podcast, **EQUITABLE CONVERSATIONS**.

This all-new podcast is hosted by Karina Willes, PhD, MBA, PMP, Senior Project Manager at Foley & Lardner LLP and ILTA's own Beth Anne Stuebe, Director of Publications and Press.

They sit down with a rotating series of ILTAns, industry-leaders, and SMEs in legal and technology to talk about how diversity, equity, and inclusion are not just buzz words, but practical business choices that move the needle of progress ever-forward.



**TUNE IN TO EPISODE #3**

## *Season Two of Bleeding Edge is well underway!*

We're excited to share brand-new podcasts, content, interviews, and a whole lot of fun!



**TUNE IN TO EPISODE #5**

For our sophomore season, we are led off by Cindy MacBean, Litigation Support Manager at Honigman LLP in Detroit, MI. Cindy is also the Publication liaison and to the ILTA Program Planning Council. Alongside Cindy will be Beth Anne Stuebe, ILTA's Director of Publications and Press, and joining them both will be a rotating cast of characters from the ILTA Business Partner world, along with some fantastic subject matter experts!

**SPONSORED BY:**



# 2022 *The Year of 'Let's Get Back To It!'*

*When writing this, I thought, "I should title this, the year we went back to normal..." but let's face it, we will never get back to the way things were in 2019.*

We have grown. We have learned new skills. We have adopted new and better practices. We are living in a new age. As we look toward 2022, I am exciting for the things we are doing at ILTA and for the things to come! '

I can't wait to see you in person! Being an exhaustive introvert, I never thought I would greatly miss socials and in person events as much as I have. I am so excited for what 2022 has to offer. In the first two quarters of the year, all of our events will indeed be digital. However, upon launching ILTACON, we will be launching in person events as well.

In Q2, look for the Women Who Lead Road Show; we have an event in March and one in June. In May, we have a great Microsoft Teams event coming up, if all goes well... you might see us repeat that one! For the second half of the year, we start off with ILTACON at the Gaylord National. In October, we will have Legal Sec Summit, in person, in beautiful San Antonio, Texas. In November, we will continue with Women Who Lead, and return to ILTACON Europe, hosted in person at the Allen and Overy offices in London. These will be some great in person events, full of education, networking, and the learning of new technologies by our business partners.

As we look toward ILTACON, be sure to check out our website, and tune in to all of the webinars that will be taking place. During these webinars, you and your team can learn all you can about what is being offered. The ILTACON Start-Up hub is back and to spotlight innovation, we will be hosting an Innovation Hub so you can learn more about new technologies that are all the buzz!

Although ILTA will not be hosting in-person 'events' till Q2, our Member Liaisons ARE hard at working pulling together in person activities all across the country! So be sure to check out our Local Meetings page to find out what new local meetings are popping up near you or in a city near you. And if you don't have one, and want one to help create one, please give Maribeth Torbik a call and she will sign you up!

I am truly looking forward to 2022 and seeing YOU throughout the year. **ILTA**



**Dawn Hudgins**  
VP of Service Delivery  
ILTA

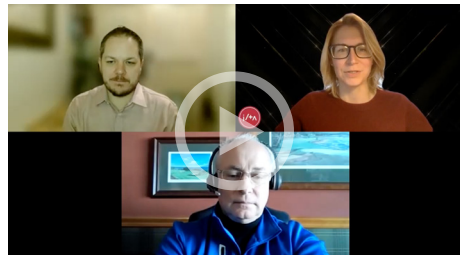
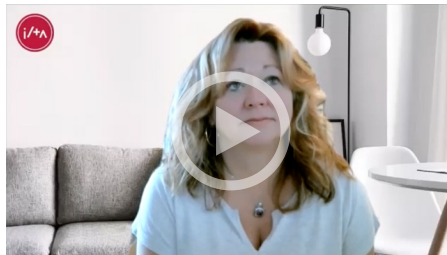
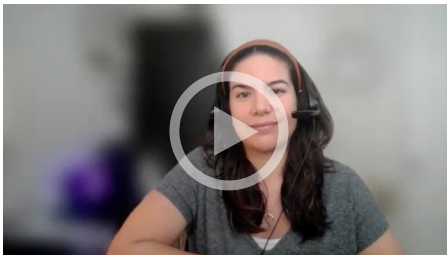
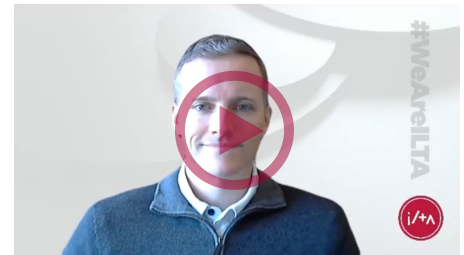
## *Coming back for an updated version, check out the April 2022 ILTA Travel Survey!*

New questions on your firm's policies on work-from-home, travel, budgets, and security!

Learn from your fellow ILTAns and help your HR team and your firm make informed, safe, decisions. A full year of data, post this survey version, will be trended and reviewed, with published results available later this year! Participate now and have a voice!

**CHECK OUT THE TRAVEL SURVEY**

*Check out these six highlight videos from the 2021 ILTA Annual Report, which will be published and available, for members in good standing, in April 2022. These videos give a quick view into ILTA staff, strategic goals, and more! Watch now!*



# CONGRATULATIONS TO ILTA'S 2021 DISTINGUISHED PEER AWARDS HONOREES!

On Tuesday, January 25, 2022, ILTA hosted an online event, honoring the recipients of the 2021 Distinguished Peer Awards.

These prestigious awards include several updates for 2021, including two Lifetime Achievement Awards: one for Members and one for Business Partners.

There was a new award, specifically created to honor Corporate Legal Department members. Further, a new award was created to highlight collaboration between an ILTA Business Partner and a Member entity. It will recognize a team that first leveraged new technology, embracing the risk and reward of doing so.

ILTA congratulates all the honorees for the 2021 Distinguished Peer Awards and looks forward to the online Awards Presentation.

## YOUNG PROFESSIONALS TO WATCH LIST

**Brian Balistreri**, Education Coordinator, ILTA; **Victoria Barakat**, Scientist, Fisher Phillips; **Sasha Forbes**, Legal Project Manager, NetDocuments; **Crystal Kelley**, IT User Support Manager, NetDocuments; **Jaimes Lee**, Learning Development Specialist, Traveling Coach; **Joshua Moore**, Solutions Expert, NetDocuments; **Katsiaryna**, Global; **Zorik Pesochinsky**, Dir Large Law Firm Market Development, Fisher Phillips; **Amanda Stuart**, Client Value Lawyer, Robins Kaplan; and **Beini Wu**, Legal Operations, Robins Kaplan.

## CONSULTANT OF THE YEAR: Justin North, Morrison

## SOLUTION PROVIDER OF THE YEAR: eBriefing

## INNOVATIVE LEADER OF THE YEAR: Evan S

## IMPACTFUL INITIATIVE OF THE YEAR AW

## TRANSFORMATIVE PROJECT OF THE YE

## TRAILBLAZER AWARD: Simpson Thacher + Jigsa

## LIFETIME ACHIEVEMENT AWARD, ILTA M

## LIFETIME ACHIEVEMENT AWARD, ILTA BU

ILTA thanks all Judges, staff, volunteers, and nominees for

ILTA's 2022 Peer Awards program will open in the third quarter. We'll post more detailed information on how to nominate later this year for a list of the awards being

We'll also post more detailed information on how to nominate





### (16 HONOREES):

**now**, Product Manager, Norton Rose Fulbright; **Amanda Bayless**, Data  
ger, Davis Wright Tremaine; **Heather Golovnya**, Demand Generation Senior  
anager, Troutman Pepper; **Elizabeth Kittner**, VP of Finance & HR, ILTA;  
aches; **McKenzie Mayer**, Customer Success Manager, NetDocuments;  
**na Pazniak**, Associate, Strategic Advisory & Compliance , Morae  
elopment, Thomson Reuters; **Stacy Rushing**, Sr. KM & Data Analytics  
er of Special Projects, Shearman & Sterling; **Mary Vareberg**, Manager of  
ns Analyst, Hall and Wilcox

rae Global

a

henkman, Fisher Phillips

**ARD**: Corporate, Liberty Mutual

**R AWARD**: Ogletree Deakins

aw

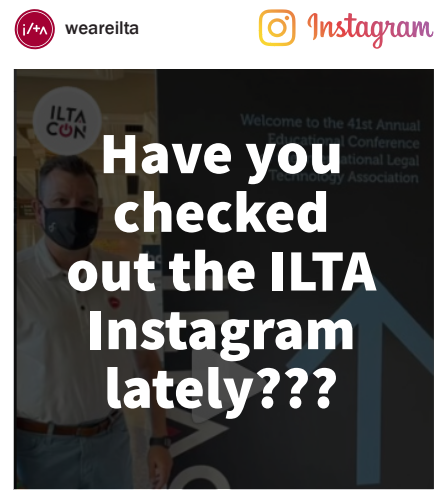
**EMBER**: Catherine Reilly

**USINESS PARTNER**: Alvin Tedjamulia, NetDocuments

their work and submissions for the 2021 Distinguished Peer Awards.

arter. Keep an eye on this page and watch for email and e-group  
g offered in the 2022 ILTA Peer Awards program.

nate your peers (or yourself), and how to apply for an award!



**We've got a TON of new content, new contests, and new Reels and Stories to keep you entertained and up to date!**

Check out [https://www.instagram.com/reel/CS2wo-qHy96/?utm\\_medium=share\\_sheet](https://www.instagram.com/reel/CS2wo-qHy96/?utm_medium=share_sheet) for a great Reel from our travels to ILTACON!

And, give us a FOLLOW **@weareilta**

We're here to:

- + Grow your network
- + Improve legal
- + Create the future

Follow along with our hashtag **#WeAreILTA** and find new and exciting ways to interact with # legaltechnologists and others online, 24/7!