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> " We take pride in being a dynamic, member-driven organization, committed to an elevated standard of excellence as we serve individuals comprising the legal industry. "

Getting the Most From Your Membership

We're fresh off another successful ALA Annual Conference & Expo! As the ALA presidential baton was passed to me from Laura Broomell, CLM, in Denver, it was a truly inspiring moment. I've been so fortunate to have made so many professional and personal connections through my ALA membership — lifelong friendships that I know will stay intact long after I retire.

It made me take stock of just how much ALA has to offer. So for my first *Legal Management* letter, I wanted to reflect on what a vast array of resources and opportunities ALA provides for our members.

ALA is truly your all-inclusive source for legal management thought leadership, resources and networking. It serves almost 9,000 management professionals worldwide in law firms, legal departments and other legal-related organizations. As the undisputed leader for the business of law, ALA is focused on the delivery of cutting-edge management and leadership products and services for the global legal community. We take pride in being a dynamic, member-driven organization, committed to an elevated standard of excellence as we serve individuals comprising the legal industry — wherever that person works or whatever the role he or she holds.

ALA provides it members and customers with solutions for the most critical, strategic and operational challenges they face today, while preparing them for the opportunities and challenges of tomorrow. This Association enriches members' professional development through collaborative educational opportunities, leadership development, and a diverse and inclusive sense of community.

Our members rely upon the benefit of ALA membership now more than ever before. Browse our website to learn more about the latest innovations in the Association's offerings, from

its educational programs and award-winning publications, to its many other resources such as its career and diversity resources, and ALA's renowned Certified Legal Manager CLM℠ program.

Not a member? Well there's not a better time than now to begin investing in yourself, your future, and your firm or legal-related organization's success. You can learn more about ALA by visiting the member benefits section on the website.

If you would like to contact me directly about ALA, please do not hesitate. I welcome the opportunity to visit with you, and would love to share how ALA has enabled me to grow professionally, and personally, throughout my legal management career!

Finally, a huge shout out to the New Jersey Chapter who, in 2017, is celebrating 50 years as an organization! Congratulations on such an amazing accomplishment! ■

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📈 **Alternative Approaches to Secretarial Support**

🏛 **Financial Reporting Checklists Every Firm Should Be Doing**

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ALAN WILSON
National Program Director
GLJ Benefit Consultants

"
Your firm has something to say; the online community is already searching for information that you have valuable expertise on. Will your firm be among the voices they hear? "

The Online Presence Toolkit: Visual Content Marketing Tools You Need to Build a Standout Online Presence for Your Firm and Attorneys

The biggest mistake law firms make, according to *Forbes*, is the belief that they do not need an online presence. In fact, as noted by Khalil Salman, a Galveston attorney, "A firm that doesn't have a strong online presence is failing to reach a great cross section of potential clients and just giving up those potential clients to their competitors."

So how does a leader in the business of law help his or her firm and attorneys begin to stand out in this new age of online proliferation? Let's look at a few strategic tools that every firm should have in its toolkit to tackle the process of building a strong online presence.

TOOL #1: WEBSITE
If you're not online, you don't exist. But with more than a billion websites at a consumer's fingertips, you've got to make your online voice heard. One of the best ways to do that is to begin with a modernized website.

What do you expect when you visit a website? While this list may not surprise you, comparing your current firm website to this list might:

- **Clear message:** Does your homepage communicate who you are and your firm's mission?

- **Enhanced presentation:** When was the last time you updated headshots of your attorneys? Do the images on your website convey a message, or are they simply space fillers?

- **Progressive navigation:** Is your site intuitive, or do your clients get lost and frustrated trying to find pertinent information? Do you employ crosslinks throughout your site to help facilitate engagement and improve search engine optimization (SEO)?

- **Easy-to-find contact information:** Is your contact information easy to locate, or is it hidden below the fold? You may be surprised to find out that 68 percent of firm websites do not have an email address on their homepage, and 27 percent do not have a phone number listed either.

- **Mobile-friendly view:** According to Cisco, smartphone traffic will exceed PC traffic by 2020. Is your website prepared?
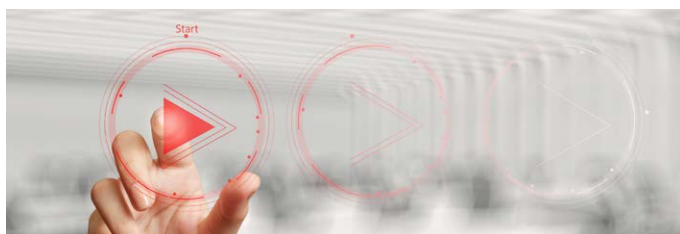
TOOL #2: VIDEO

About 6 out of 10 executives would rather watch a video than read text. They're certainly not alone. Video is the choice of today's generation and helps to reach and engage your audience.

Have you invested in high-quality video that communicates the message and culture of your firm and attorneys? If not, you are likely falling behind the pack faster and faster each day. Law firms are using video to tell their stories with firm mission statements, answering area-of-practice FAQs, and projecting their attorneys' expertise with video bios — and they are attracting new clients for their efforts.

- **Attorney bios attract clients.** In fact, the bios page of a firm's website is typically the most visited page — 56 percent of page views within a firm website are to attorney bios. In a world where the average attention span is a mere eight seconds, employing video here is one more way to help gain and maintain interest. Bio videos can also help personalize the experience for potential clients.

- **YouTube is your new best friend.** YouTube is the No. 2 two search engine in the world. If you create video content that can help inquiring individuals answer simple questions in an easy-to-follow manner, YouTube will serve it up and help you reach more people. What's more, with YouTube's annotation feature, you can create links within your videos to

your website — that's an incredibly powerful way to drive engaged prospects to an opt-in page!

- **One video can go a long way.** Once you have created your video and uploaded it to your YouTube Channel, you can leverage it in your blogs to increase its reach. Promoting your videos on social media platforms (Facebook, LinkedIn, Twitter, Google+) or in an electronic newsletter, email campaign or podcast can help a firm to expand its visibility. Countless inexpensive customer relationship management (CRM) systems allow a firm to establish a social media strategy that can rapidly distribute video content and other information in a coordinated manner. And if tackling the online element seems outside of your wheelhouse, invest the expertise of a business partner.

TOOL #3: BLOGGING AND NEWSLETTERS

Establishing individual attorneys or firm practice groups as experts in their areas of practice, and communicating to your consumer base in an easy-to-understand, down-to-earth manner, is priceless. Blogging and/or a consistent newsletter with a targeted topic supported by real-life examples, "how-to" checklists, or specific recommendations are seen in the online community as expert information.

Blogs and newsletters posted to social media, along with links to your website filled with educational white papers, videos and Q&As, can create a linked environment of quality information with staying power. Your firm has something to say; the online community is already searching for information that you have valuable expertise on. Will your firm be among the voices they hear?

Remember, these three tools are not intended to be all-encompassing. Start with these areas and have fun creating a client experience that you would expect to receive from anyone you do business with. Good luck, and remember to stand out! ◾

┌─ **ABOUT THE AUTHOR** ─────────────────────

Alan Wilson is the National Program Director at GLJ Benefit Consultants and Co-Founder of Visual Image Building Enterprises (VIBE), an ALA VIP Business Partner.

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> " The cultural implications to your firm will be very positive, illustrating to your employees that you were thoughtful of their needs and supported them when they needed it most. "

Employee Benefits: Six Benefits Beyond the Astronomical Premiums

Premiums are super high. Over the past 10 years, your premiums have probably doubled, and that's for coverage that likely has even more out-of-pocket costs. So what's a law firm to do to attract and retain top talent in today's competitive legal market?

It often seems there are no more ways to make your employees appreciate the expensive benefits you're providing them. However, here are six employee benefit strategies that don't cost you a penny in higher premiums and will be appreciated by your employees.

1. **Offer voluntary benefits.** These plans are optional insurance offerings, where employees can opt to spend their own money on additional insurance policies. Employees will enjoy group discounts and access to a broad range of products unavailable in the individual market. The most popular voluntary programs are sickness and hospital indemnity (pay-per-admission) plans. The plans work in addition to your firm benefit plans.

2. **Sponsor tax efficient accounts.** Various types of plans can assist your employee and actually save your firm money, too. If you properly set up Flexible Spending Accounts, employees can use the pretax funds to pay for allowable health costs and/or dependent care. Employees get to pay with pretax money, and the firm gets to exclude these funds on their payroll totals, saving their portion of the payroll tax.

3. **Allow your employees to pay for their disability insurance.** Allow your employees to pay for their disability insurance. In addition to making sure that all of your employees are properly covered by a group disability insurance plan, allow for employees (including partners) to pay the premiums themselves. The premiums are relatively insignificant, and by paying the premium themselves with post-tax dollars, they can collect the benefits tax-free in the event of a claim.

4. **Implement a robust wellness program.** Much has been written about the benefits of wellness programs and their impact on law firm absenteeism and presentism. Many insurance companies provide for a basic program, and in some cases your insurer may even give you a budget to implement a program that will work for your unique group. Your insurance broker should be able to set this up for you at little or no out-of-pocket cost.

5. **Enroll the firm in an Employee Assistance Program (EAP).** Many ancillary insurance policies (i.e., dental, disability) provide a free EAP program. The EAP will help your employees resolve short-term personal issues, such as financial and emotional crisis management, and provide short-term counseling.

6. **Provide higher-cost health insurance options.** This might seem counterintuitive, but employees appreciate being given choices that might better suit them — even more expensive choices. Due to complex medical needs, some of your employees will want to select a more comprehensive health plan than your average law firm benefits policy. Accommodate them at no cost to the firm by offering a very high comprehensive plan side-by-side with your base plan (or plans) and allow the employee to pay the difference (in a pretax method) from your base policy. Work closely with your health insurance broker to set this up.

Bonus: Though it is not free, it is well worth the upfront cost to implement a Human Resource Information System (HRIS). A full system will include a suite of services that includes a PTO system, HR component and full compliance integration. These systems often pay for themselves by fulfilling smaller HR department needs and large improvements in employee

satisfaction. Employee benefit administration can usually be included in the system to allow for online trackable enrollments, a seamless administration, and an online employee benefit portal.

These strategies can deliver impactful results to employee costs and firm costs. The cultural implications to your firm will be very positive, illustrating to your employees that you were thoughtful of their needs and supported them when they needed it most. ◾

ABOUT THE AUTHOR

Uri Gutfreund is the National Law Firm Practice Leader for Risk Strategies Company, a national top 25 insurance broker. He and his multidisciplinary team advise law firms on all types of insurance and benefits. Gutfreund is a frequent speaker at legal conferences, and a writer and blogger on insurance and risk management.

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Association of Legal Administrators

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ERIC WANGLER
President
North American Business Unit
BigHand

" With analytics, firms can see at a glance if one staff member is extremely busy while someone else down the hall or in another office is available to take on more work. "

Why Analytics Make Workflow Technology Mission-Critical in Today's Law Firms

Law firms today have new opportunities to improve service delivery and better manage resources by implementing workflow systems designed specifically for law firms. With better information at their disposal, firms can allocate resources effectively to improve efficiency and ensure better value for their clients.

The benefits of workflow technology can make a big impact. The key for law firms is to deploy a system that provides robust tracking and analytic capabilities that will help streamline and improve processes while reducing costs.

Legal managers play a critical role in helping their firms understand what to look for with workflow technology, including the ease of implementation and adoption.

WHY FIRMS NEED ANALYTICS AND WORKFLOW SYSTEMS

Most law firms have processes in place to manage common tasks, such as updating legal briefs and transcribing dictations. However, often these processes have been developed ad hoc or adapted from existing systems, such as IT ticketing software, that are not ideal. More likely, firms are handling these tasks via email and shared inboxes, resulting in a lack of clarity around project requirements and virtually no vision to deadlines and overall quantity of work.

These approaches are highly manual and do not allow for real-time tracking of specific tasks or managing overall workflow. Implementing a workflow system allows attorneys and secretarial staff to easily track the status of their projects, which is critical to ensuring a smooth transition to the new structure and process.

In addition, the skill set of legal support staff set of legal support staff evolves and positions become increasingly more specialized. With a workflow system, tasks can be automatically routed to the people best suited to accomplish the work, allowing for a more streamlined organization, improved client service and increased ROI.

INSIGHTS THAT ANALYTICS CAN UNCOVER

Without a system in place, or with a poorly adapted system, law firms struggle to understand the scope of work their cases require and whether that work is being handled in the most efficient way possible. This is where workflow systems that produce solid analytics can provide invaluable insights and allow legal managers to transform how work is assigned and completed.

Firms should look for workflow systems that can provide the following specific types of data. The following tips can help.

Quantifying the amount of work requested by attorneys and staff: Many law firms do not have an accurate way to determine how much work back-office staff needs to complete and where it comes from. Without the ability to quantify this information, it's impossible to gauge how many tasks are assigned by specific attorneys, departments and offices, and the time it will take to complete the work. Workflow analytics can help to provide this information.

Who is managing what work and whether that makes sense: Without workflow systems, it is difficult to know who is working on what and the status of each task. It is also hard to know on a macro level how much time it takes to complete certain types of tasks and whether the most capable person has been assigned. Conversely, is work that can easily be completed at a lower cost going to the right resource? With analytics, firms can identify how long each task takes and the most efficient resource to manage it based on skill, cost and capacity.

Whether the firm is efficiently allocating projects: With analytics, firms can see at a glance if one staff member is extremely busy while someone else down the hall or in another office is available to take on more work. This type of information allows the firm to seamlessly shift work from staff who are overwhelmed to others who have more capacity.

Determining if staff are as productive as possible: The right software will also allow firms to understand which staff can handle work as efficiently as possible. With this type of

insight, firms can assign work to those who are exceptionally good in particular areas. Firms can also provide additional training and support to those who may have challenges completing particular tasks in a timely manner. This type of insight can be especially beneficial to firms looking to specialize or centralize certain functions.

Determining if there is a better way: With the right analytics, firms can gain insight for decisions about staffing, resource management, and short- and long-term goals. When administrators and their firms understand how much time is spent on jobs such as word processing, they can decide whether these tasks could be more effectively outsourced or if it makes sense to add more staff to focus on that area.

Still wondering if a workflow system is worth the investment? If so, consider a firm that has 3,000 jobs a month. When just 6 to 10 minutes can be saved per job thanks to a dynamic and thorough system, that system will quickly pay for itself. Additionally, projects that are completed correctly and on time improve overall client service. ◼

ABOUT THE AUTHOR

Eric Wangler is President of the North American business unit for BigHand. With more than 15 years of experience in the legal industry, he has grown the North American business and the BigHand customer base significantly. In addition, Wangler led the acquisition of Esquire Innovations (Now BigHand Office) in Temecula, California.

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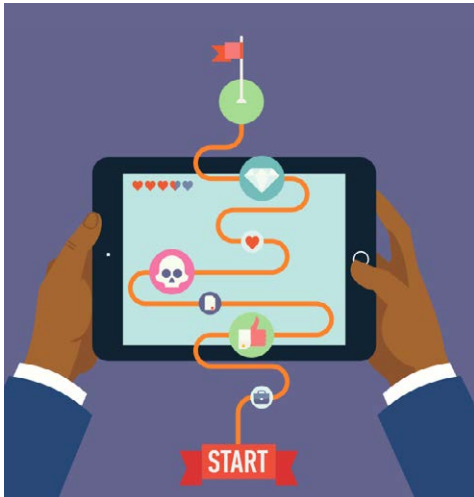
GAMIFICATION FOR MOTIVATING EMPLOYEES

According to surveys of millions of workers conducted by the Gallop organization, the best way to improve performance is to increase the engagement of the workforce. For law firms, that means finding ways to fire up the troops, and developing approaches that can turn seemingly low-return, nonbillable tasks into activities they will enthusiastically embrace.

Read how you can achieve this through gamification, in this month's cover story by David H. Freeman, JD, Founder of Law Firm Culture*Shift*.

STUDY FINDS IN-HOUSE MARKETING AND BUSINESS DEVELOPMENT TEAMS UNDERUTILIZED IN FIRMS

Bloomberg Law and the Legal Marketing Association (LMA) released the results of their survey of marketers and business development professionals at law firms. The findings revealed that many law firms are failing to leverage the strategic insights of their in-house marketing and business development teams:

- 71 percent of respondents noted that they were highly involved in supporting their firms' top strategic priorities, but only 36 percent participated in actually setting those strategic priorities.

- A majority of respondents (66 percent) predicted that their firms would increase spend on marketing technology more than on any other area over the next two years, including content marketing (54 percent) and paid advertising (50 percent).

- Firms with 2 to 99 lawyers had an average annual marketing and business development budget (excluding staffing) of approximately $505,000, while that budget jumped to more than $5.4 million for firms with more than 300 attorneys.

MAKE AN IMPACT WITH VIDEO

According to Nielsen's "Impact of Attention" research, attention paid to video ads on YouTube was 1.8 times higher than on social media platforms. For more insight into how video can enhance your marketing, check out this month's BP Perspective, "The Online Presence Toolkit."

Decoding the UPBMS

Roughly three years ago, ALA began developing a code set that could change the way the industry hires employees, evaluates efficiency and staffs back-office operations. Find out what effect it could have on the way your organization does business.

ERIN BRERETON
Owner, Chicago Journalist Media

You may have heard someone in ALA use the phrase UPBMS in the past year; if you aren't sure what it means — or what impact it stands to have on the industry — we've got the answers to your most-pressing UPBMS questions to get you up to speed on ALA's ambitious undertaking.

WHAT DOES UPBMS STAND FOR?

The ALA Uniform Process Based Management System (UPBMS) is a set of codes being developed to provide a standard framework for defining and classifying legal operations.

WHAT PROMPTED THE INITIATIVE?

In 2014, ALA's newly formed Professional Development Advisory Committee (PDAC) began examining ALA's published and educational course content to determine if it was sufficiently serving all potential audiences.

Fairly early on in the effort, the group decided that to conduct a proper analysis of all the data, it needed to find a way to classify the various topics ALA had covered, which included

identifying the specific segments of the legal industry ALA's courses and other offerings had targeted — which had been intended for paralegal managers, which were designed for HR professionals, and so forth.

Clarifying which legal industry roles comprised ALA's audience, however, wasn't easy. Titles can mean different things from firm to firm. A legal secretary at one law firm can be a vastly different role at another; some firms might want an HR course to focus on payroll procedures, whereas other firms' HR professionals may not be at all involved with that activity.

As work progressed, the committee realized the problem extended far beyond its content concerns — and that the classification system it'd been discussing could potentially provide something the legal industry desperately needed: a taxonomy that would standardize support roles, potentially improving hiring, efficiency and other aspects.

"As a result of that, we said, why don't we consider creating a new standard that would be implemented and used by the entire industry, so they were all operating off the same kind of language?" says ALA Executive Director Oliver Yandle, JD, CAE.

With support from its Board of Directors, ALA organized a Standards Development Team, with PDAC committee member Bill Mech, Executive Director, Cunningham, Meyer & Vedrine P.C., serving as Team Leader. Their goal was to promote the continued development of a role-based taxonomy, consisting of numeric codes, paired with descriptions and definitions.

"The effort snowballed into a really serious recognition in the Board and from Oliver [Yandle] that we were on to something," Mech says. "Developing this taxonomy was not only important to ALA; it had industry-wide importance beyond even our own use."

HOW CAN THE CODE SET BE USED?

The codes have a number of potential applications — for example, to strengthen the hiring process. If law firms had a uniform definition of each role, they would potentially be able to create a more accurate job description for open positions, which could help firms attract the most qualified candidates.

On an even broader scale, the codes could help law firms improve overall operations —an increased focus for many since the Great Recession prompted clients to start pushing back on annual billable hour rate increases, according to Yandle.

"Clients started demanding a lot more efficiency in the delivery of legal services, and a lot more transparency," Yandle says. "To be more successful, you need to have a deeper, detailed understanding of all back-end processes. There may be a duplication of efforts going on; there may be ways to reduce the time it takes certain things to be done — unless you measure it and have a way to categorize and analyze the information, you're really just guessing."

By only tracking attorneys' time, and not support functions, firms can't accurately convey the true costs associated with delivering services. They risk losing business to clients who think they can handle the work for less.

"If you look at legal spend, what law firms sell has been stagnant, if not going down slightly. A lot was brought in house," says ALA taxonomy team member Adam Stock, Chief Marketing and Client Services Officer at 220-attorney San Francisco law firm Allen Matkins Leck Gamble Mallory & Natsis LLP. "That means more competition for law firms, so they need to do things differently. The set of codes are about efficiency and describing what they do."

Law firms aren't the only entities that stand to benefit from using the code set; other legal-focused organizations may also find the system useful, according to Catherine Alman MacDonagh, Chief Executive Officer and Founder of the Legal Lean Six Sigma Institute, who recently joined the code set committee.

Law firms aren't the only entities that stand to benefit from using the code set; other legal-focused organizations may also find the system useful.

"It would certainly fit many smaller law departments, legal aid offices and law firms that have a real interest in creating a high-performance environment," MacDonagh says. "It's something for organizations of all sizes to use."

WHAT WILL THE CODES COST TO IMPLEMENT?

ALA's code set is available for free. "Once public, they're for everyone to take and use," Mech says. "That's notable; ALA is really viewing this as a way to give back to the legal community in a very, very tangible way."

ALA's code set will be updated on an ongoing basis, at least for the foreseeable future, with at least one new version being issued annually.

WHO IS ON THE COMMITTEE?

The Standards Review Committee includes a diverse array of industry professionals, including ALA members, nonmembers and law firm in-house corporate legal department representatives.

WHAT'S THE PROJECT'S CURRENT STATUS?

The development team created the initial code set partially by examining how other industries develop standards, reviewing typical structural approaches, and comparing processes with other organizations that were developing standards.

"We're learning as much as we can from other efforts," Mech says. "For example, there's a whole science behind coding sequence, the numbering and creation of the codes. It took us at least three iterations before we settled on the right one — because it's not only complex enough to reflect everything we have to say, but also flexible enough to be able to change in the future."

Industry members were able to contribute suggestions from May to June 2016 after the initial code set was shared on ALA's site. The input was incorporated into the second and most current adaptation, version 1.1.

WHAT'S PLANNED FOR UPBMS' FUTURE?

Given the nature of code sets, continuous updates are somewhat necessary, according to Toby Brown, Chief Practice Management Officer at 1,000-plus-attorney firm Perkins Coie, who is involved in a separate effort to create a matter-based legal industry standard and has spoken to ALA's committee about its taxonomy effort.

"Standards aren't static," Brown says. "The world is always changing; the standard needs to be able to evolve with reality."

ALA's code set will be updated on an ongoing basis, at least for the foreseeable future, Mech says, with at least one new version being issued annually. "When we publish a version, we immediately start working on changes," he says. "It's a never-ending process. There's no hard and fast deadline [for the next version's release] because it's a little bit of a

judgment call to assess a volume of changes by committee," Mech says. "Within a year, being in a position to publish the next version is certainly feasible."

In the meantime, ALA is working, through its website, speaking engagements and other opportunities, to inform the legal community about the code set's existence, how to use it — and why ALA is spearheading the effort.

"Our members are the ones who are responsible for managing all of these processes; they have the best understanding of what it takes to deliver legal services and are often at the center of responding to client demands for greater transparency," Yandle says. "So who better than the organization that represents those professionals to come up with a uniform taxonomy in a uniform language to help firms deliver even better client service?"

With each new release, ALA will hopefully be able to further clarify each support staff members' role — and help law firms and other organizations better understand the value firms' legal teams provide.

"This effort is about developing and then showcasing our deep understanding of how we do our work so we can be more productive," MacDonagh says. "We're going to be able to explain the likelihood of each and every possible scenario happening and really show how we manage a project — and that we can do it collaboratively." ◼

ABOUT THE AUTHOR

Erin Brereton is a legal industry marketing consultant and freelance journalist who has written about the legal industry, finance, business and other topics for more than 50 legal associations, magazines, websites and other publications.

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Get Your Game On

Gamification is more than just a buzzword. When implemented correctly, it can help your firm achieve its strategic goals.

DAVID H. FREEMAN, JD
Founder, Law Firm CultureShift

You've certainly had your fill of articles that open with something like, "The legal industry is experiencing unprecedented change …" so let's not bore you with those givens. We all know change is coming. The question is, can you get your people to adapt?

Such adaptation is a (not-so-simple) two-part harmony: You need plans, and you need lawyers and staff who fully implement those plans.

According to the Altman Weil 2016 Law Firms in Transition survey, 83 percent of firms surveyed engage in a formal strategic planning process, which means the planning part is generally covered. The bigger issue is found in other data — only 8 percent of law firm leaders feel highly confident in their firm's ability to keep pace with the challenges of the new legal marketplace. So, even though most firms have plans, 92 percent of firm leaders are not fully convinced they have the ability to turn those plans into results.

For leaders managing with an eye toward the future, fully implementing strategic plans becomes the golden ticket, the major differentiator between otherwise similar firms. With that in mind, the game becomes, how can they raise their performance in that area?

By tapping into people's natural desires for competition and achievement, you can take something that is potentially tedious and make it enjoyable to do.

According to surveys of millions of workers conducted by the Gallop organization, the best way to improve performance is to increase the engagement of the workforce. For law firms, that means finding ways to fire up the troops, to develop approaches that can turn seemingly low-return, nonbillable tasks into activities they will enthusiastically embrace.

As a leader, you've been fighting this battle for a long time. So are there different tactics you can employ to get people more fully engaged in achieving the firm's strategic goals?

ENTER GAMIFICATION
One approach that is gaining significant traction in management circles is the use of gamification. Brian Burke, a Consultant with the Gartner Group and author of *Gamify*, simply defines gamification as "the use of game mechanics … to engage and motivate people to achieve their goals."

By tapping into people's natural desires for competition and achievement, you can take something that is potentially tedious and make it enjoyable to do. According to estimates from the Gartner Group, "40 [percent] of Global 1000 organizations will use gamification as the primary mechanism to transform business operations (by 2016)." That's worth repeating and emphasizing: *"the primary mechanism to transform business operations."*

Our corporate cousins are way ahead of our industry when it comes to running a business, so perhaps we should take a page from their playbook by incorporating a tool like gamification into our operations.

How is gamification being used to teach, inspire, remind and accelerate action? The following are several examples from other industries:

- The software company SAP used it to increase employee engagement.

- Sun Microsystems used it for new-hire onboarding.

- T-Mobile used it to create a collaborative community designed to transform customer service.

- In Stockholm, the government used gamification to decrease speeding by fining those who sped. Then, via a lottery, they distributed the proceeds from those fines to those who did not speed in that area.

- Astra Zeneca used it to teach their sales agents about a new medicine.

- A 2,000-person consulting firm used it to help employees learn the names and faces of their colleagues.

- Allstate used it to solicit innovative ideas from their employees.

- Hewlett Packard used it to achieve $1 billion in sales growth over a three-month period.

- Ford used it to help sales and service teams become familiar with car models, financing plans, technologies and options.

- Pep Boys used it to reduce retail loss and increase safety for its 19,000 employees.

- Salesforce.com used it to raise awareness of the importance of security.

- DIRECTV used it to increase knowledge sharing, learning and employee engagement.

- Lawley Insurance used a two-week contest to close more sales than in the previous seven months combined.

- Objective Logistics' use of gamification increased profit margins by 40 percent.

Once you figure it out, you can tap into a new source of energy, focus and time that can be channeled toward achieving your most important strategic goals.

Now, many of you may be thinking, "My lawyers would *never* play a game." But take a look around you. People are playing meaningless games on their phones, they log on to Facebook all day long, and they are highly engaged — some might say addicted — to continue regularly with these practices.

Many of those same people are your lawyers and staff, who are already comfortable with gamified experiences. More specifically, based on surveys I conducted with law firm leaders, some firms have already successfully employed gamified approaches to drive desired behaviors.

One firm was highly aware of one of the major obstacles to such an initiative — the perception there is little time for something "extra."

"We created the Take 10 Challenge, which was ultimately designed to negate the idea that business development and marketing has to be so time-consuming and complicated," says Kate Tompkins, Business Development Manager at Lathrop & Gage. "We wanted to get people excited about business development and show them what they could accomplish if they could take 10 minutes out of their day or week to focus on networking and developing new relationships."

To those of you who have may have tried this at your office and found that it didn't work, often the culprit is the structure of the gamified process — not the concept itself. Just cobbling together a program that has points, a leaderboard and success badges may not be enough. In fact, the Gartner Group estimated that 80 percent of corporate gamification efforts will fail because of poor design.

It is well worth the effort to build it right the first time, because you may not get a second chance if it crashes and burns.

DESIGN ELEMENTS
There is a ton of science behind crafting an effective gamified solution. For example, in addition to providing external motivators like points, badges and physical prizes (such as cash or other swag), a well-designed approach might incorporate elements like intrinsic rewards — elements that provide a sense of personal satisfaction.

It is well worth the effort to build it right the first time, because you may not get a second chance if it crashes and burns.

In his book *Drive*, Daniel Pink points out that real change occurs when efforts focus on activating internal drivers like autonomy, mastery and purpose. In fact, truly comprehensive programs take into account factors like game dynamics, motivational psychology, behavioral economics, user experience, user interface, neurobiology, technology platforms and business systems in order to maximize sustainable results.

USING GAMIFICATION IN A LAW FIRM
You are limited only by your imagination and business needs. You can gamify business development initiatives like client service, cross-selling, team activity, conference participation, individual business development, leadership, writing blog posts or publishing alerts, alumni relations, and LinkedIn activity.

Other examples identified in the surveys include:

- Teaching substantive legal skills

- Improving time entry

- Innovation to identify emerging, overlooked and untapped possibilities for the firm

- Increasing billable activity and engagement in collections

- Developing a team approach to problem-solving

- Holding an annual drive to support local charity

Whatever you choose to gamify, best practices suggest starting small, running pilots, and working with the coalition of the willing. Beginning with your early adopters will allow you to gather data and collect successes that can serve as a springboard for wider adoption. Learn from each experience, and apply lessons learned to the next iteration of your rollout.

Once the rollout begins, realize you're working within a bell curve. Your top 20 percent will stay at the top, and your bottom 20 percent will do very little. Therefore, your best results will come from your middle 60 percent. Focus on this population, and once the process is going, flip on your internal PR machine to keep the momentum going. Lavish praise on those who participate and make progress, and provide acknowledgement at group meetings, in internal publications, and during one-on-one meetings.

You can also stoke healthy competitive fires (individual and team-based) by making results transparent.

"Tapping into lawyers' competitive instincts worked well for us when we wanted to improve the quality and read-rate of client alerts," says Betsy Spellman, Chief Marketing Officer at Steptoe & Johnson. "In this pilot project, we tracked their progress on a leader board so the results were transparent. We achieved significant improvement and provided praise and prizes to reward progress. We'll definitely keep experimenting with gamification to achieve our goals."

GETTING CREATIVE

Organizations worldwide are constantly looking for ways to improve results, and gamification has become a powerful new addition to their management toolbox. Creating a successful gamified program requires analysis, planning and design. But once you figure it out, you can tap into a new source of energy, focus and time that can be channeled toward achieving your most important strategic goals. ■

ABOUT THE AUTHOR

David H. Freeman, JD, Founder of Law Firm Culture*Shift*, is a two-time best-selling author who has written four books on law firm leadership and business development. He has worked with nearly 200 law firms, has repeatedly been voted the top law firm business development coach and consultant in major nationwide surveys, and is a Fellow in the College of Law Practice Management.

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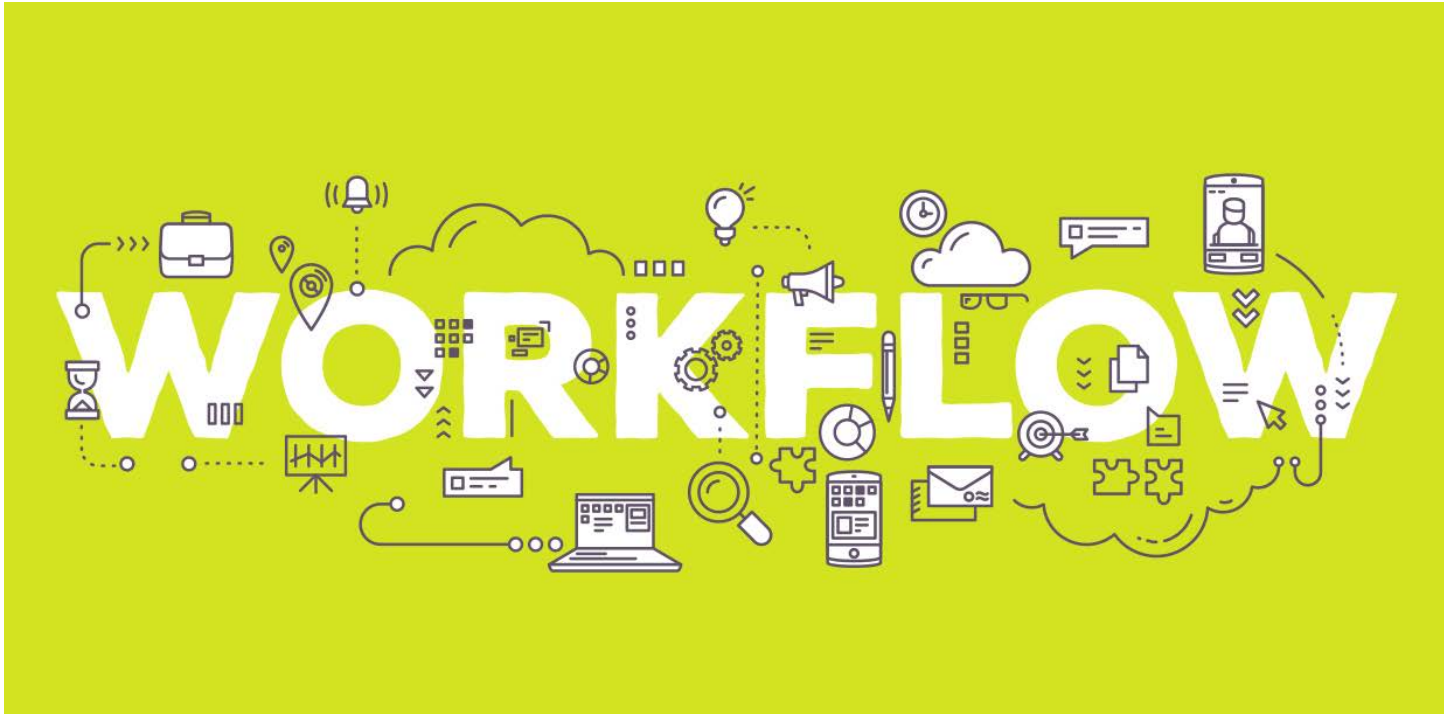
Do You Know Your Biggest Workflow Issues?

Identifying and amending problems can mean the difference between your firm being profitable — or falling short of its goals.

ERIN BRERETON
Owner, Chicago Journalist Media

Six years ago, the file-sharing process at Dorsey & Whitney LLP's Palo Alto, California, office wasn't as efficient as partner Terence M. Kelly would've liked it to be.

Clients had to wait for someone at the firm to pull a file, copy or scan it, and fax or email it, which sometimes proved problematic if the recipients' server wouldn't accept large files.

Because the firm caters to clients around the world, time difference was also an issue. Clients who requested an item outside of normal business hours had to wait until the office was open again to receive it. To provide easier access to information, the office decided to implement a simple cloud-based document storage system. Now, files can be retrieved and shared in a matter of minutes.

"Staff members love the system," Kelly says. "You don't have to dig through paper files, and you know where to look for things. And you're able to share information and access it remotely if you're on the road, which is fantastic."

Law firms that are experiencing workflow issues can employ several tools and techniques to prevent procedural setbacks from having a damaging effect on productivity and profitability.

With increased pressure from clients to offer more efficient services — 93 percent of law firm leaders think a focus on improved practice efficiency will be a permanent trend, according to Altman Weil's 2016 Law Firms in Transition survey — a number of firms are beginning to re-examine and revise workflow processes like document management.

The payoff, according to Liam Brown, Founder and Executive Chairman of legal industry consultancy Elevate Services, can be significant.

"It's not uncommon to be able to squeeze out 25 to 35 percent of the cost of a process by applying a workflow approach," Brown says. "If you're competing in the marketplace, suddenly you're able to price something at 20 percent less than you were historically able to — that's a competitive advantage."

CORRECTING PROCESS CONCERNS

Workflow weaknesses, according to Brown, have cropped up at firms because of the way they've grown.

"For the most part, processes inside law firms developed idiosyncratically, without any real design," Brown says. "People made it up as they've gone along. It's like running a bakery; if you make bread based on what the baker before you designed, then that's all you know."

But several tools and techniques can prevent procedural setbacks from having a damaging effect on productivity and productivity and profitability. Industry members are addressing several of the most common concerns in these ways:

Consolidating services to increase output. Having employees or an external supplier be responsible for certain tasks, such as word processing, can potentially help improve workflow, according to Stephen Cole, Director of Client Technology and Strategy at legal business process consulting company Mattern & Associates.

"Law firms have realized having middle and back office operations in a centralized location, whether it's a firm office

with a lower cost of labor or a third-party outsourcing provider, can offer standardized services to all users and expanded hours," Cole says.

Restructuring responsibilities to prevent redundancies. Erin Levine, Chief Executive Officer and Managing Attorney at Levine Family Law Group, finds having an attorney manage younger associates cuts into the attorney's profitability and makes the associates feel micromanaged.

Having employees or an external supplier be responsible for certain tasks, such as word processing, can potentially help improve workflow.

Instead, firm members now gather twice a week for lunch to discuss difficult cases, and two managing attorneys are available to answer questions on an as-needed basis.

"It's a whole lot more profitable and efficient than having someone stand over [younger associates] day and night," Levine says. "Our Yelp reviews have changed over time. Now people refer to us as a team in a way they didn't before — they've bought into the idea of getting more value for their money. We've gotten more reviews and more referrals."

The Emeryville, California-based law firm has also transitioned its top paralegal into a new case manager role to track hearing dates and other case-related deadlines so attorneys can focus on legal work.

"We're a family law firm, so we have a really high-volume practice that's very deadline-driven," she says. "It was taking up a lot of attorneys' time that could be billable. That has changed [productivity] dramatically for us."

Instituting policies to ensure consistency. Cole has found, in his work with law firms, that client records can exist in multiple iterations and locations — for example, in a document management system, a separate file sharing

system, on attorneys' home computer hard drives, and in paper format.

An information governance policy that includes a standardized system for naming files may help make retrieval faster and prevent incorrect documents from circulating.

"[That type of] inefficient workflow is leading to lower productivity — not being able to find documents, whether that's paper or electronic," Cole says. "It's very difficult for users to determine which document they should be working on."

Streamlining and improving processes through automation. Time-tracking and billing software, which 82 percent of ABA TechReport respondents said was available at their firm, can help improve efficiency and increase firms' chances of being paid if their clients' e-billing tools tend to reject items unless they follow stringent billing guidelines.

To help one law firm successfully submit bills that adhered to a number of clients' varying guidelines, Elevate built a software tool that compares time entries against customers' e-billing rules when lawyers enter them, with a dashboard that lets attorneys identify which documents they don't need to review.

"Lawyers can select items and say, 'These are all correct,'" Brown says. "But, because it involves a high-profile client or the client is picky about billing guidelines, they can pick other ones to focus on."

Roughly 80 percent of the invoices can now be approved without changes being sent back and forth between the attorney and the firm's billing department.

"By bringing in technology, they found they could create an online way of approving these things so they don't spend $3,000 a year on shipping invoices around the world to get approval," Brown says. "That reduced work for the billing department, and the customer doesn't reject so many bills, so lawyers are happier and bills get paid on time."

Auditing operations to identify points where processes can be improved, such as an ineffective billing step, and implementing software or practices to correct the issue can help firms delegate resources internally — and may help them win favor with both pre-existing and potential clients.

"Without a methodology, it's just not good enough anymore to say, 'Trust me, I'm an AmLaw 100 firm and hire really smart attorneys,'" Brown says. "Law firms' customers don't want to hear that. They want to know you've actually got a process in place." ■

ABOUT THE AUTHOR

Erin Brereton is a legal industry marketing consultant and freelance journalist who has written about the legal industry, finance, business and other topics for more than 50 legal associations, magazines, websites and other publications.

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How to Solve the Paper Records Workflow That's Killing Your Firm

By Steve Irons
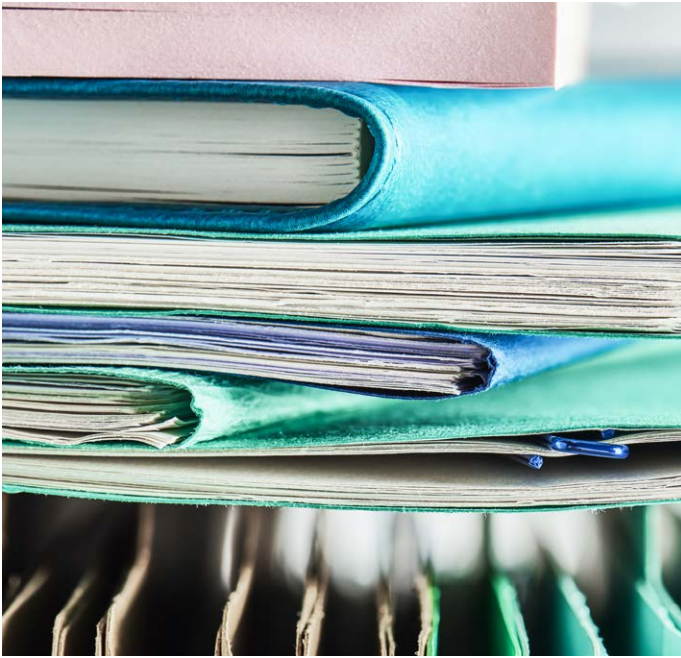
Of all the paper formally filed in a law firm, 57 percent is a printout from the firm's electronic file in the document management system (DMS).* And that bloated paper matter file would grow another 39 percent if you gathered up all the other DMS-printed paper that is scattered around the firm, on lawyers' desks, in secretaries' workstations, and in hallway boxes.

So, if we already have these documents properly stored in the DMS, why do we print, file, store and archive them as paper?

To start, we print because many attorneys like to work with paper. That is why almost all law firms still run enormous paper filing operations. We keep filing, refiling, moving and storing DMS-printed paper documents because the filing staff, and even the attorney, aren't sure if the corresponding electronic version is in the DMS — and the paper is filed, and the print-file-store-archive cycle continues.

However, the defacto cycle of print-file-store-archive is unnecessary, costly and loaded with risk. Hard-cost effects are related to real-estate expense for on-site and off-site records storage and related labor. The table below represents the hard costs related to filing paper that has been printed from the DMS —for storage alone:

	100 Attorneys	300 Attorneys	500 Attorneys
Monthly	$2,919	$8,756	$14,594
Annual	$35,025	$105,076	$175,127
5 Year	$175,127	$525,381	$875,635

When an electronic document is in the DMS, it is secured by the network and the login access and privilege of the DMS. But when that document is printed, all that security goes away completely. Efficiency is compromised, along with corresponding profitability, by the workflow drag of constantly managing and reconciling a paper matter file to the related electronic DMS matter file.

The frustrating workflow of print-file-store-archive gets extended at matter closing, when these extraneous paper documents, more than half of the file, are then packed, boxed and shipped off-site for the maximum retention period. Firms rarely have a structured way to remove duplicates from closed files before they're sent off-site; there is no more billable time and the culling process requires someone familiar with the matter. Like other off-site records, they occasionally get retrieved, driven back to the firm, refiled and returned to off-site records.

You would think we'd call out the print-file-store-archive workflow as an unsustainable burden for a law firm. Yet, lacking a solution, we keep repeating the cycle.

While most paper-loving attorneys are resistant to change their habits, what we don't want to do any longer is to permanently file and store these duplicate documents. The related workflow needs to change.

While most paper-loving attorneys are resistant to change their habits, what we don't want to do any longer is to permanently file and store these duplicate documents.

This new workflow would physically identify any document printed from any desktop application if the corresponding source file is in the DMS. By marking these printouts, a destruction process could eliminate all the laborious steps of handling, filing and storing these unnecessary documents. Once these printed documents are marked, they can be shredded at any time in their lifecycle, by policy, during the active or inactive stage of the legal matter.

For example, one 1,000-attorney New York-based firm adopted a solution that:

- Seamlessly achieved a DMS printout marking through the application of infrastructure technology.

- Applied the marking/barcode at print time, so that no change was made to the actual electronic document stored in the DMS.

- Was triggered by the desktop print process itself, regardless of whether the printed file was an email, a PDF or a word-processing document, and regardless of the application that initiated the print.

The bottom line with this new process is that paper can be shredded instead of completing — and repeating — the inefficient print-file-store-archive-archive cycle. Even better, more than half of the paper that bogs down a legal practice can now be eliminated. Additionally, information governance can be substantially improved by ending the exposure of unsecured printouts.

For firms looking to improve matter management workflow, fixing the print-file-store-archive problem now is low-hanging fruit. ■

2016 DocSolid IG-Records Survey

┌─ **ABOUT THE AUTHOR** ─────────────────────────────

Steve Irons is the President of DocSolid, a provider of enterprise scanning, printing, workflow and consulting solutions for the legal market. DocSolid is the third document imaging venture Irons has founded. He holds 12 patents in this field, and is a thought leader about the intersection of paper and people.

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October 5–7, 2017
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Human Resources Conference for Legal Professionals

October 5–7, 2017
Palmer House Chicago
Chicago, Illinois

Registration opens in May

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How AI is Transforming Today's Law Firms

By Matt James

It all started with tech-enabled review. As lawyers increasingly inundated one another with information to bury opposing counsel and delay cases, it became apparent that review of these large documents could no longer be done manually.

The grandfather of artificial document intelligence (ADI) is U.S. Magistrate Judge Andrew J. Peck, who authored the first-ever court decision approving the use of technology-assisted review in e-discovery (and was awarded the Champion of Technology award by Legaltech News). Before long, judges began mandating the use of e-discovery.

WHAT IS TAR?

Technology-assisted review (TAR, aka CAR: computer-assisted review) represents the productive marriage of humans and technology. Essentially, the human reviewers train the technology, and then the technology uses what it has learned to go through potential electronically stored information (ESI): documents, emails, etc.

This is the same concept used by retail sites that collect your shopping behavior and provide recommendations of what else you might like to buy.

This technology has been applied to upload a collection of documents into a firm's repository and allow users to train the systems about what information is relevant. This can be used for due diligence or when someone comes to the firm with new documents or a new client. The technology is able to review all of the documents and then identify relevant sections upon request, or proactively make recommendations to new documents as they are being drafted, based on recurring sections in other similar documents.

MILLENNIALS DRIVING ADOPTION

Millennials now make up more than a third of the U.S. workforce and as much as 21.5 percent of lawyers in the United States, according to the U.S. Bureau of Labor Statistics. Even if a law firm's luddites wanted to ignore the incredible efficiency delivered by this technology, their younger attorneys wouldn't let them.

Leveraging technology-driven efficiency is at the core of how Millennials work. If you don't support them, you will handicap their productivity, and they will eventually figure out a way to do it on their own. It is critical that every firm provide the capabilities they want and the built-in protections that the firm requires.

Inevitably there will be inconsistencies generated by TAR, and also when a firm's Millennial lawyers pull content from outside sources like Google. Anticipating and protecting against this is good for the security of the firm and provides a comfort level to the more senior lawyers who are cautious about new technology.

It also elevates your firm's recruiting appeal to Millennials.

INCREASED EFFICIENCY = INCREASED EXPOSURE

As predictive technology evolves, it will get better and better, but like all nonhuman intelligence, it will never perfectly replicate the human thinking process. Who among us has not received a recommendation on Amazon for something we have no interest in, or a song suggestion on Pandora we don't like?

Unlike e-commerce sites that experience very little downside in suggesting another purchase, law firms have everything to

Imagine the time savings delivered by software that automatically generates a new contract based on a lawyer's favorite language from every similar document they have ever created!

lose if they fail to catch and correct an inaccurate prediction based on technology.

The idea of an engine that can offer a clause from your firm's repository for use in a document you are actively working on is seductively convenient. However, the current challenge is that it could be adding ambiguity due to subtle differences in documents, or introducing a term that you haven't defined.

This is where proofreading solutions help to maximize the efficiency benefits that TAR delivers, while minimizing the potential risk. While lawyers, chief information officers (CIO) and chief technology officers (CTO) admire the efficiency of proofreading software, the greatest service it provides is protecting the user from the risk of errors, inaccuracies and inconsistencies, including those generated by TAR. This is what partners worry about and what their clients care about.

If your reputation is damaged or you become entangled in costly litigation because of a mistake in a document, efficiency becomes irrelevant.

An internal repository goes a long way toward minimizing exposure. Ideally you want to use only content that you trust that is consistent with the way the rest of your documents are written.

WHAT'S NEXT?
We are seeing progressive firms push for more sophisticated comparisons and information. Lawyers want the assurance of knowing that nothing is missing from their documents. They also want confirmation that the language is consistent: 1) throughout a given document, 2) with similar documents created for the same client, and 3) with all documents created by their firm.

A likely evolution of this search functionality is the ability to create a dynamic template that pulls content from all the documents a lawyer has "liked." Imagine the time savings delivered by software that automatically generates a new contract based on a lawyer's favorite language from every similar document they have ever created!

IT'S ALL IN THE METADATA
What we are seeing now is the ability to set up stipulations within internal repositories regarding what should be made available for use and what shouldn't, e.g. documents that haven't been accessed or modified within five years, or were created by someone no longer at the firm. Did a partner work on it? Who drafted it? When was it last proofread? This information is all in the metadata.

Applied in the right way, metadata can be leveraged internally for analytics and AI, and it can make a firm's repository easier to navigate and more reliable. Just don't forget to scrub any documents that are going to leave the firm!

One of the more creative applications on the horizon provides insights into a judge's ruling by sharing document language from winning cases they've ruled on in the past. These smart edits or corrections could pop up on a lawyer's screen during the drafting process to offer favorable language for a certain judge or red-flag words that might be unpopular based on their previous rulings.

Now that the gates have been opened, there is no turning back. The mindset of lawyers has shifted, and they are now asking: What else can technology do to save time? ■

ABOUT THE AUTHORS

Matt James is the Lead Sales Engineer for Microsystems and runs the Account Management team for its Sales Division. James works within the legal industry with law firm experts to advise and support their growing technology needs.

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BILL & PHIL
The Bill and Phil Show
Tech News & Reviews

> "What was really nice was being able to enjoy an activity with no encumbrance and capture that active experience on a 1080p video camera."

SunnyCam: A Wearable Camera That's Actually Wearable

You can travel all over the world and experience amazing sights and sounds, but the real joy of those experiences is in sharing what you have seen with family, friends or even the world (via YouTube).

We love to capture life experiences on camera. As such, we probably use our smartphones more for photos and videos than phone calls.

However, the problem with the smartphone cam is that it is sometimes difficult to capture an activity in the moment.

The desire to capture a run along the beach, a bicycle ride on an autumn day, or a parasailing adventure has given rise to a plethora of active cams, with GoPro being one of the most popular. Outdoor enthusiasts tend to wear them conspicuously mounted on top of their bicycle helmets. We love the quality of the video these cameras capture and the hands-free mode of recording, but we don't particularly like being seen wearing a video cam perched on top of our heads. We also don't care for some of the high price tags these cams carry.

So, we have abstained from purchasing an active cam — until now.

We saw the SunnyCam product at the Consumer Electronics Show and immediately signed up to purchase once they started shipping to the United States. SunnyCam is a pair of glasses with a 1080p video camera nestled inconspicuously in the frame, between the eyes. What we like about the design is that the glasses (with either tinted lenses for sunglasses or clear lenses for indoors) look like real glasses, not the nerdy half-glasses/half-cyclops design of Google's failed Google Glass experiment.

The SunnyCam frames are very sturdy and substantial without looking nerdy (at least, we don't think we look nerdy when we wear them).

Once these SunnyCam glasses passed the fashion test, the more important determination was whether the process of video recording would be effortless — and the resulting video of good quality. We tested a little around the office and were pleased with the results but decided to send SunnyCam on a rugged test.

It just so happened that Phil was getting ready to embark on an early spring ski vacation in the Utah mountains. He took SunnyCam on a more rigorous test drive down the ski slopes and along some rough terrain in a snowmobile. The results were fantastic — the glasses held up quite well despite occasionally getting inadvertently buried in some snow drifts (no knock on Phil's skiing ability, of course).

It is very easy to begin recording by simply pressing a button on the glass frame. The camera located between the eyes begins capturing whatever you are looking at. To stop recording, you press the same button. The captured video is stored on the built-in 16 GB memory card, which can hold up to three hours of footage. You can also capture still photos while recording by pressing the button on the frame.

The battery life on the SunnyCam was a little disappointing for our taste, giving only one hour of recording time on a single charge. It's easy, however, to recharge the battery with the included USB cable. You could also elect to bring a backup power source to plug in via the USB cable once the battery starts to drain.

Viewing and downloading the videos from the glasses is easy once you get back to your computer. And the quality of those videos was actually quite stunning. While the skiing action was fast (sometimes), the snowmobiling action was fast and very bumpy. Surprisingly, the recorded videos even from the snowmobile runs were not excessively jumpy or unwatchable. What was really nice was being able to enjoy an activity with no encumbrance (other than a pair of sunglasses, which we would have worn anyway) and capture that active experience on a 1080p video camera.

Of course, devices like SunnyCam raise all sorts of privacy issues, as it is virtually impossible for someone to notice that you're recording a video while wearing them. There is a small

red light on the face side of the glasses that illuminates when the camera is recording, but this light is unseen from the onlooker's perspective. One can imagine that there will be all sorts of litigation interest in videos captured from these types of gadgets as they become more popular.

SunnyCam is made by a company in the U.K. and can be purchased online starting at 120 euros (roughly $130 U.S). There will be distribution through some U.S. retailers, per the company website.
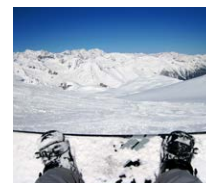
Whether you want to take this device on vacation to capture the moment while living the moment, or just to capture a home improvement project, a child's soccer game, or a fun day in the park, we think SunnyCam is up to the task. ∎

ABOUT THE AUTHOR

William Ramsey, Partner at Neal & Harwell, and LogicForce Consulting President **Phil Hampton** are best known for The Bill and Phil Show. The duo tours often and provides technology news and reviews on their website, *www.thebillandphilshow.com.*

twitter.com/billandphil

Anniversaries, Awards and Appointments

MEMBERS ON THE MOVE ›› ›› ››

Shari Doidge, member of the Dallas Chapter, is now Director of Administration at Drinker Biddle & Reath LLP in Dallas, Texas.

CHECK IN FOR ANNUAL CONFERENCE COVERAGE IN MAY ISSUE

As this issue of Legal Management arrives in your inbox, we're just wrapping up another successful Annual Conference & Expo. Check out our May issue — out May 12 — for all the highlights from Denver!

IN MEMORY…

ALA extends its condolences to the family, friends and peers of Jenae Burbank, an ALA member and the Chief Administrative Officer at Miller Nash. Jenae passed away February 9 in the presence of her family after a period of illness. She will be greatly missed.

ALA recently heard of the passing in January of David Bowman, of Stone, Granade & Crosby, and Audrey Young, of Starr, Gern, Davison & Rubin PC. We extend our condolences to David's and Audrey's family, friends and colleagues.

MEMBERS SPOTLIGHT: WE WANT TO FEATURE YOU

Have you been training for a marathon in your spare time? Recently undertaken a new project at work that led to great results? We'd love to hear from you! We're always looking for ways to feature our members and share their inspiring stories with others. If you have a recent accomplishment that you'd like to share with other members, send us an email at *publications@alanet.org.*

What's Happening at Headquarters?

LEGAL MANAGEMENT CAN HELP YOU EARN YOUR CE

Seeking continuing education credits on the topic of HR and/or substance abuse? Now you can earn one credit hour by reading a *Legal Management* article, "Confronting Addiction in the Law Firm" by Link Christin, and taking an online exam.

And you can still take our CE Course, "The Ever-Evolving World of Legal Ethics," by Steve Wingert, CLM, and earn one credit hour in ethics.

Visit *alanet.org/education/publications* and click on *Legal Management* for more details.

TUNE IN FOR TIPS ABOUT YOUR RETIREMENT PLAN

Learn the ins and outs of administering a retirement plan in a changing environment on the latest episode of *Legal Management Talk*. Ginger Brennan, National Director of Sales and Marketing for ABA Retirement Funds, joined the show to share her expertise on the topic.

SAVE THE DATE FOR ALA'S 2018 ANNUAL CONFERENCE & EXPO

ALA's next stop for Annual Conference & Expo is at the Gaylord National Resort & Convention Center in National Harbor, Maryland. Plan to join us there, May 3–6, 2018!
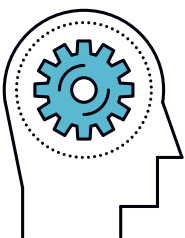
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The Career Center provides a variety of articles and resources to help you develop your skills and enhance your career. Find resources to help you advance your own career or help your firm evaluate their employment needs. You can also browse through our database of job-related articles and Q&As from our partner, Robert Half Legal, along with sample job descriptions to get you started on your hiring needs. Visit ALA's Career Center: *alanet.org.*

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PASSOVER STARTS

APRIL 16

HAPPY EASTER!

APRIL 18

PASSOVER ENDS

APRIL 19 | 2 PM, CENTRAL

REIMAGINING YOUR APPROACH TO PERFORMANCE REVIEWS

Everybody hates them and the yearly chore instills fear and loathing into the hearts of employees and managers alike. But is there a better way to carry out performance reviews? The speaker will outline how to completely reimagine each element of your review process so it is more relevant for a contemporary workplace and more valuable and less daunting for both employees and managers.

Questions about this event? Contact *psiems@alanet.org.*

APRIL 25 | 2 PM, CENTRAL

**THE NEW WAGE & HOUR COMPLIANCE REQUIREMENTS:
IS YOUR LAW FIRM WELL POSITIONED?**

The U.S. Department of Labor has recently expanded worker coverage under the Federal Fair Labor Standards Act (FLSA), extending overtime protection to almost 5 million white-collar workers by significantly increasing the minimum salary for exempt status employees and bringing misclassified independent contractors under the umbrella of the FLSA. In this webinar, you will learn about the most recent significant changes in federal wage and hour laws, including FLSA exemptions, independent contractor misclassification issues and joint-employment liability, as well as suggested best practices by our presenters to make sure your work force is in compliance with the applicable wage and hour laws.

Questions about this event? Contact *psiems@alanet.org.*

WHY AND HOW TO OUTSOURCE YOUR IT SUPPORT
Approximately 50 percent of law firms are still supporting their IT needs in-house or selectively outsourcing specific projects. IT support for both the help desk and network/server support is no longer a one-person or small department responsibility as it has become such a highly specialized field. Serious consideration should be given to outsourcing your firm's IT to a professional company to reduce firm liability, increase cybersecurity, improve client service, increase user productivity and ensure disaster recovery. Not to mention, in most cases, there is a major cost-saving benefit ranging from 20 to 50 percent.

Questions about this event? Contact *psiems@alanet.org.*

BUILDING A CULTURE OF EMPLOYEE ENGAGEMENT IN GOVERNMENT
These are tough times for the public sector. Government is under enormous pressure to maintain and improve performance, while at the same time doing more with less. One proven response to this leadership challenge is to improve the level of employee engagement. Empirical research has clearly and convincingly shown that improving employee engagement will drive higher levels of individual and organizational performance.

Questions about this event? Contact *psiems@alanet.org.*