Project Submission #2: Client Matter Intake and Maintenance (CMIM)

1. Problem Statement:

The Firm outgrew its labor intensive paper based client and matter intake process. During our data review this process in particular was troubling because it is the wellspring for so much data used downstream in dependant and subordinate systems. Weaknesses in this process exposed the Firm to unnecessary risks, caused a tremendous amount of data re-key in other systems which further perpetuated data quality problems. The technology folks couldn't wait to dig into this system because so many of our data issues stemmed from the process. Our Accounting Director, Andrea Myers, couldn't wait either because often she was the one who had to explain and clean up accounting reports due to faulty data. Denise Devries, who works for Andrea, was also a key player in representing requirements for this effort.

2. Project Objectives:

We wanted to utilize our new development methodology (proven with HRPG) to develop a new process that supported the Firm's client and matter intake needs and accommodated dozens of practice groups' unique requirements. Additionally we wanted to ensure we accounted for all of the data that we should collect at intake and pass that data to the right system in the right format at the right time. This was a key element of our data quality initiative outlined earlier.

We also leveraged some of the lessons learned in HRPG so users could track the progress of their requests near real time via dashboards based on SharePoint and Handshake. Again InfoPath would be critical in ensuring data quality and play a key role in passing data elements in reports. By the way… we use Rippe Kingston LMS V for our accounting system running on an IBM DB2 iSeries server. Yes, that made things much more interesting!

3. Project Strategy:

We worked very closely with Andrea and Denise on the functional requirements of this effort. There were a lot of them, more than we'd encountered in any other effort thus far. Also this was our first interdepartmental effort which encompassed Accounting, Information Services and Marketing. As the effort matured we involved our secretaries and attorneys.

Developing a sustainable process supported by new policy and procedure would ensure we had the management mandates for these new processes to succeed. Andrea worked closely with the Firm's COO and General Counsel to relate complicated functional issues related to the new process and ensured we had the right policies and procedures in place at rollout.

We spent a lot of time initially working through use case scenarios, developing mock forms and war gaming workflows. This required a lot of back and forth between functional requirements and capabilities of the technology along with our experience with SharePoint and InfoPath. From a technology perspective the CMIM form is the most complicated we've developed to date as it has to accommodate so many Firm requirements and unique practice needs.

As form development continued we also worked hard on understanding how the Accounting system's DB2 data was stored, how we could leverage client, matter, industry and matter type information within the system. We leveraged Handshake against a good bit of this work and had them assist us in profiling the accounting system which allows us to pull back a wealth of existing accounting data into the dashboards! This was a very exciting development for us because now we could display data from Accounting into SharePoint.

Handshake was also our tool of choice to create CMIM dashboards so secretaries and queue owners could manage their requests and workload. Staff only see their work items and issues are highlighted for their attention.

4. Project Benefits:

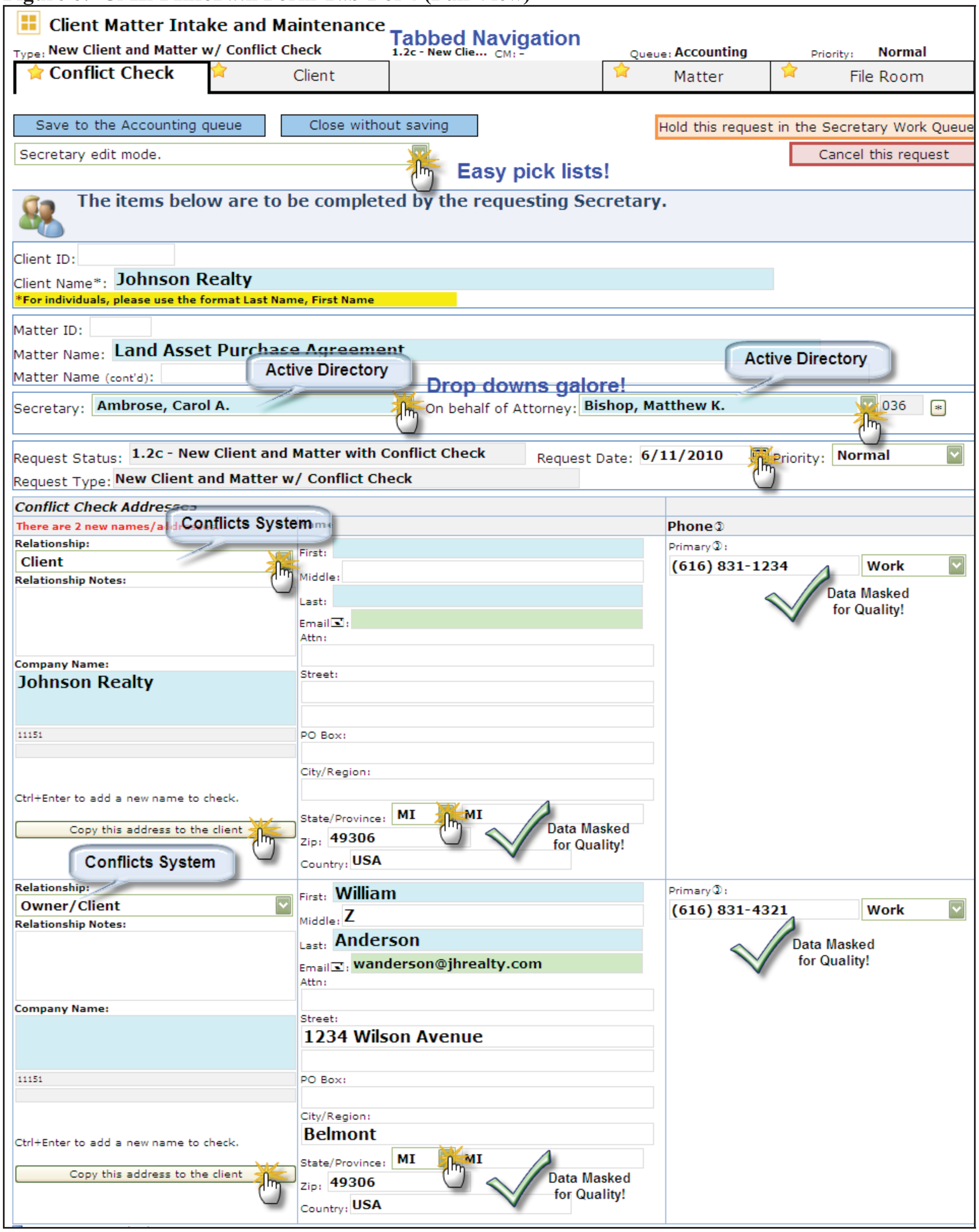
User acceptance is very high despite the fact the process accounts for much more than it previously had and requires structured data input via InfoPath. Users of the system also like the fact that data they input is readily available in other Firm systems such as the Marketing, Records, cost recovery and document management.

Everyone at the Firm now has a much better grasp of the importance of the client intake process and its complications. This is an important factor driving user acceptance. As users were brought into the new system Denise and Andrea lead the training which helped bond the new process to the functional owners. This ensured folks knew this was not just a technology project and that the data they input into the system had a persistent affect on them over the lifecycle of a client or matter. Long term this awareness will perhaps be the most important benefit of the project.

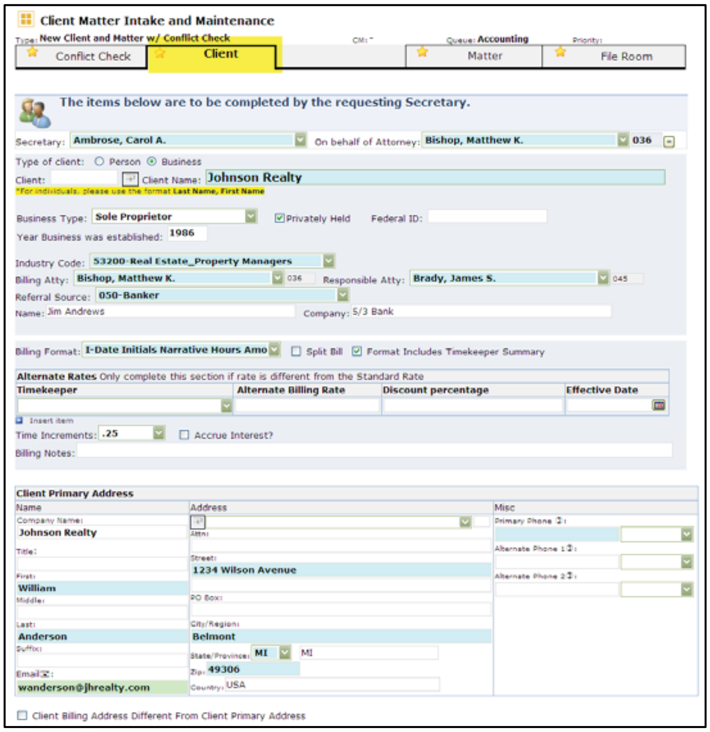
Dashboard look ups help functional owners of Conflicts, Records and Accounting processes stay on top of their workload because they can quickly determine what is in their queue and respond to secretarial requests. Secretaries quickly know the status of any request, where it is in the pipeline how long it has been at a certain stage and who is responsible for it. This helps direct calls and emails to specific individuals rather than blast emails to *everyone* looking for status updates.

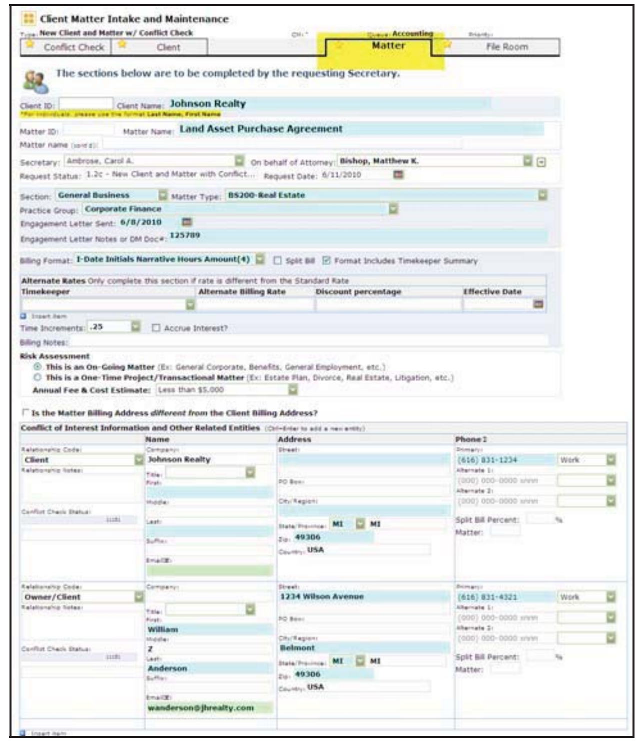
Client Matter Intake and Maintenance Screenshots

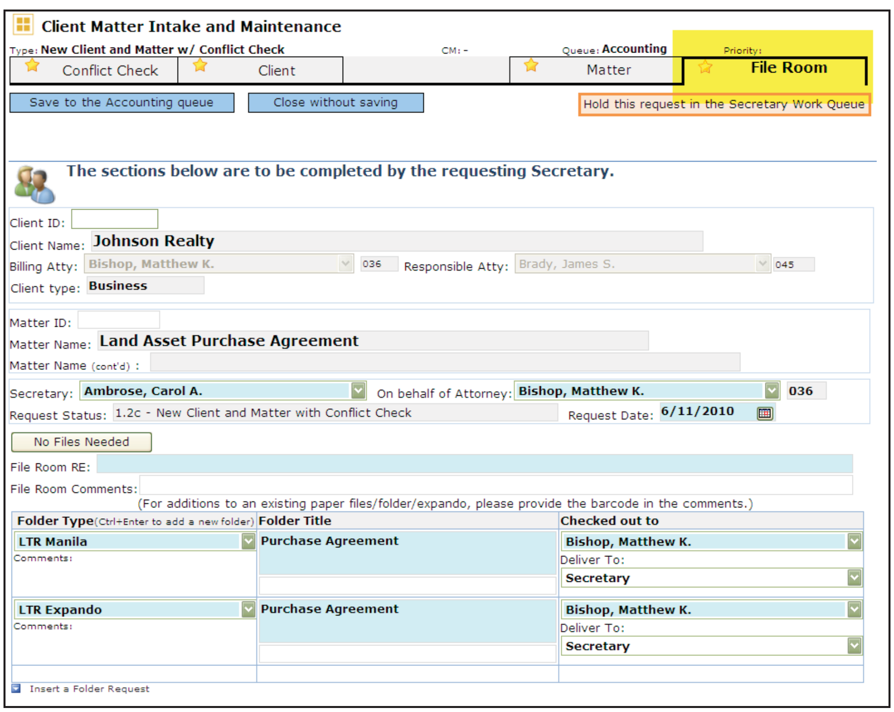
Figure 6: CMIM InfoPath Form Tab 1 of 4 (Full View)

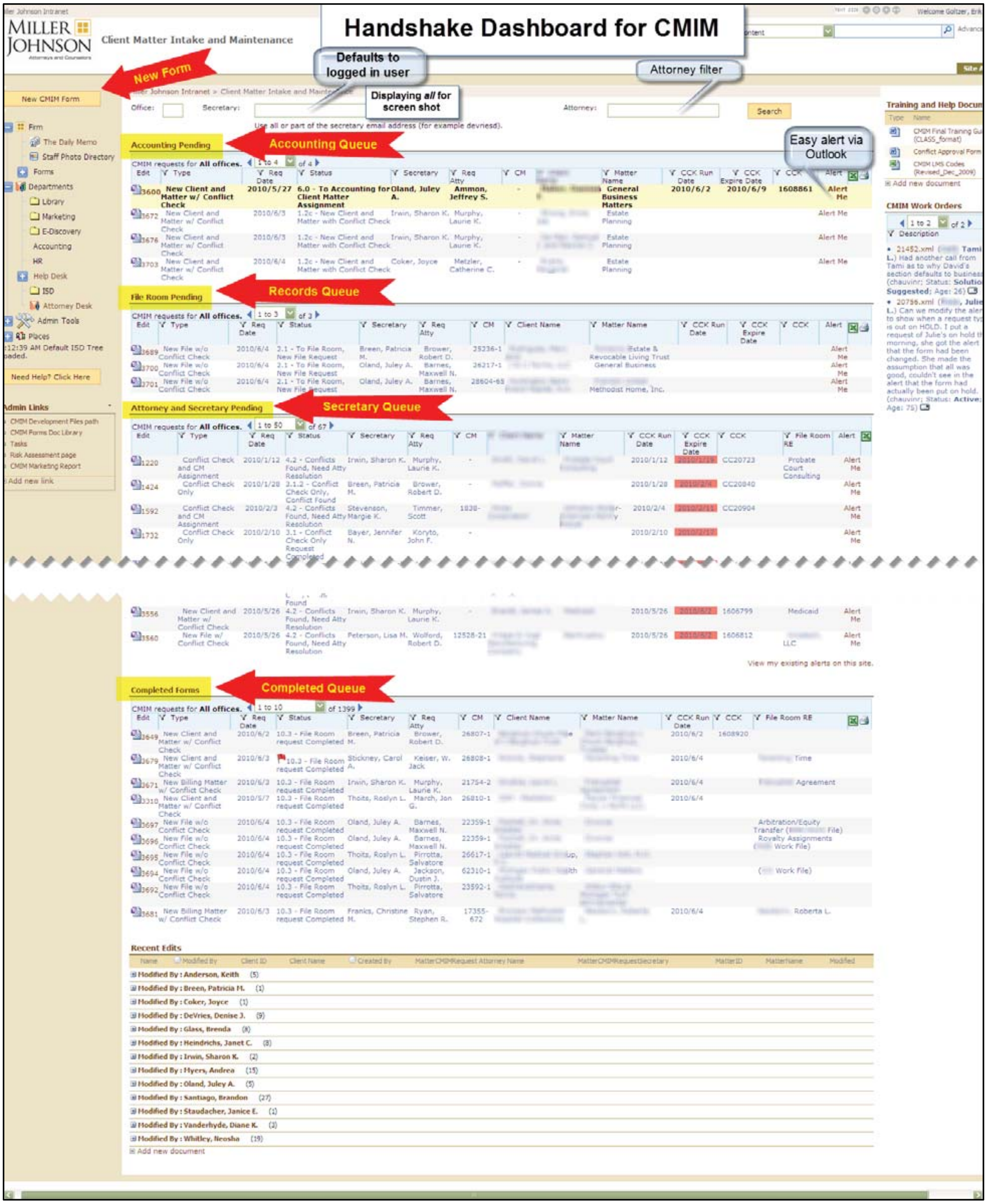


Tab 1 of 4 of the CMIM InfoPath form. Navigation for the form is functional via tabs. The other three tabs are depicted in smaller format below.


Client Matter Intake and Maintenance
Type: New Client and Matter w/ Conflict Check
Conflict Check
Client
Matter
File Room
The items below are to be completed by the requesting Secretary.
Secretary: Ambrose, Carol A.
On behalf of Attorney: Bishop, Matthew K. 036
Type of client: Person Business
Client Name: Johnson Realty
Business Type: Sole Proprietor
Privately Held
Federal ID:
Year Business was established: 1986
Industry Code: 53200-Real Estate_Property Managers
Billing Atty: Bishop, Matthew K.
Responsible Atty: Brady, James S.
Referral Source: 050-Banker
Name: Jim Andrews
Company: 5/3 Bank
Billing Format: I-Date Initials Narrative Hours Amo
Split Bill
Format Includes Timekeeper Summary
Alternate Rates Only complete this section if rate is different from the Standard Rate
Timekeeper
Alternate Billing Rate
Discount percentage
Effective Date
Time Increments: .25
Accrue Interest?
Billing Notes:
Client Primary Address
Johnson Realty
1234 Wilson Avenue
William
Anderson
Belmont
MI
49306
USA
wanderson@jhrealty.com
Client Billing Address Different From Client Primary Address


Client Matter Intake and Maintenance
Conflict Check
Client
Matter
File Room
The sections below are to be completed by the requesting Secretary.
Client Name: Johnson Realty
Matter Name: Land Asset Purchase Agreement
Section: General Business
Matter Type: 85200-Real Estate
Practice Group: Corporate Finance
Conflict of Interest Information and Other Related Entities
Johnson Realty
1234 Wilson Avenue
Owner/Client
William
Anderson
wanderson@jhrealty.com


Client Matter Intake and Maintenance
Type: New Client and Matter w/ Conflict Check
CM: -
Queue: Accounting
Priority:
Conflict Check
Client
Matter
File Room
Save to the Accounting queue
Close without saving
Hold this request in the Secretary Work Queue
The sections below are to be completed by the requesting Secretary.
Client ID:
Client Name: Johnson Realty
Billing Atty: Bishop, Matthew K. 036
Responsible Atty: Brady, James S. 045
Client type: Business
Matter ID:
Matter Name: Land Asset Purchase Agreement
Matter Name (cont'd) :
Secretary: Ambrose, Carol A.
On behalf of Attorney: Bishop, Matthew K. 036
Request Status: 1.2c - New Client and Matter with Conflict Check
Request Date: 6/11/2010
No Files Needed
File Room RE:
File Room Comments:
(For additions to an existing paper files/folder/expando, please provide the barcode in the comments.)
Folder Type (Ctrl+Enter to add a new folder)
Folder Title
Checked out to
LTR Manila
Purchase Agreement
Bishop, Matthew K.
Comments:
Deliver To:
Secretary
LTR Expando
Purchase Agreement
Bishop, Matthew K.
Comments:
Deliver To:
Secretary
Insert a Folder Request



The Handshake CMIM dashboard allows users and Departmental owners track the status of requests and what is in their queue to process. These dashboards have been very successful for us and well received by the secretaries! Administrators see everything so nothing falls through the cracks.

PROJECT SUBMISSION #3: CROSS SELL SITE

1. Problem Statement:

The Firm found its manual business development cross selling process cumbersome to maintain, difficult to communicate to others and often out dated. The Firm desired a system that would quickly tell who had primary and emerging relationships with a client or who had expertise with an industry or matter type. This problem was adversely affecting the partnerships' ability to navigate the adverse economy of 2009.

2. Project Objectives:

Our goal was to rapidly develop a system that would allow any Attorney or Administrator to determine internal or external relationships or expertise via a simple web based look up by name, client or matter ID. There was a pressing need for this system and the desire was to have it done in a "few weeks".

3. Project Strategy:

The Firm's Marketing Director, Lance Hartman, outlined the needs and we turned around a beta within 72 hours. Upon his review we took a couple more days and turned around the final product. This project leveraged SharePoint and Handshake against a variety of systems however our previous work on the Accounting system really shined here. Our profiling of the Rippe Kingston data warehouse allowed us to present a wealth of historical data regarding our attorney, clients and the complicated relationships between them.

Utilizing Handshake we developed a web dashboard providing dynamic filtering connected web parts that would allow attorneys to look at many different facets of client, practice and attorney data. This introduced the Firm to a CRM-like modeling and analysis tool that would shape and drive client relationship/business development discussions.

4. Project Benefits:

Attorneys and Marketing were surprised at the rapid turn around of this system. However they were even more impressed the amount of information we could return in a web page query via a very simple point and click interface. Not only were we able to answer the traditional who knows who questions we also provided a wealth of other information:

1. Primary and emerging attorney and paralegal relationships in rank order to clients
2. Primary and emerging attorney and paralegal expertise in rank order in an industry or matter type code
3. Rank ordered client relationships to an industry or matter type code
4. Who within the Firm had an index value associated to a client contact
5. Which client contacts had been indexed by which attorneys or paralegals

Attorneys are able to quickly understand in context of their business development decisions which internal teams to assemble to meet client needs and which faces to contact in those companies.