

The CLOC 12 Core Competencies Reference Model



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The 12 core competencies represent areas of focus that every legal department must manage to have a disciplined, efficient, and effective legal function. They are also part of a bigger picture: determining legal department maturity. The 12 competencies serve as a benchmark to compare a department's growth to others in the industry and break down legal operations departments into foundational, advanced and mature in order to improve and grow systemically.

Competency	Level	Description
Financial Management	Foundational	Manage the departmental budget. Track accruals and forecasting. Work with Finance to identify spending trends, potential cost savings and efficiency opportunities.
Vendor Management	Foundational	Create a vendor management program to insure quality outside counsel support at the right rates and under optimal fee arrangements. Hold regular business reviews. Negotiate fee agreements. Drive governance of billing guidelines.
Cross-Functional Alignment	Foundational	Create and drive relationships with other key company functions, such as HR, IT, Finance and Workplace Resources. Represent the Legal organization at CLOC.
Technology & Process Support	Foundational	Create a long-term technology roadmap including tools such as e-billing/matter management, contract management, content management, IP management, business process management, e-signature, board management, compliance management, legal hold, subsidiary management, etc.
Service Delivery & Alternative Support Models	Advanced	Drive departmental efficiency by leveraging the right resources for the right matters, including using managed services, LPOs, and other service providers and technology as appropriate.
Organizational Design, Support & Management	Advanced	Deliver improved GC Staff and overall team performance by globalizing the team and creating a culture of growth, development, collaboration and accountability.
Communications	Advanced	Work collaboratively across the legal ecosystem to create consistent global processes, from on boarding to complex project management support. Publish regular departmental communications, plan and execute all-hands.
Data Analytics	Advanced	Collect and analyze relevant data from department tools and industry sources, define objectives to provide metrics and dashboards, that drive efficiencies and optimize spend, etc.
Litigation Support & IP Management	Mature	Support e-discovery, legal hold, document review.
Knowledge Management	Mature	Enable efficiencies by creating seamless access to legal & department institutional knowledge through the organization and centralization of key templates, policies, processes, memos, and other learnings.
Information Governance & Records Management	Mature	Create a records management program including a record retention schedule, policies and processes. Support Intellectual Property Matters.
Strategic Planning	Mature	Create a long-term strategy, aligning yearly goals and corresponding metrics.