CLOC

WHAT IS LEGAL OPERATIONS?

Table of Contents

CLOC

WHAT IS LEGAL OPERATIONS?

"Legal operations" (or legal ops) describes a set of business processes, activities, and the professionals who enable legal departments to serve their clients more effectively by applying business and technical practices to the delivery of legal services. Legal ops provides the strategic planning, financial management, project management, and technology expertise that enables legal professionals to focus on providing legal advice.

The multidisciplinary lineup of the legal ops team includes experts in such fields as finance, marketing, data analytics, learning and development, and engineering. These professionals work with management to identify strategic investments that build capacity for the organization. Their capabilities help legal organizations to more effectively manage risks, monitor compliance, adopt the right technologies, and deliver value to the enterprise by accelerating the business. A proactive legal ops team can anticipate and plan for challenges before they arrive. That's where CLOC comes in.

THE ROLE OF CLOC IN LEGAL OPERATIONS

CLOC (Corporate Legal Operations Consortium) introduced the legal operations role as an industry recognized profession and continues to drive Industry innovation and positive change through its global reach. CLOC Members, Law Firm Participants and the Legal Ecosystem answer the tough questions to enable department efficiency and professional development.

CLOC provides superior education, networking, and collaboration for the legal operations professional. Together, we incubate ideas that lead to the creation of actionable content, events, and programs that can be referenced and applied every day through robust digital experiences, comprehensive tools, an active and engaged community and ongoing industry communications.

CLOC joins industry thought leaders, experts and educationalists to innovate, take risks and challenge the status quo in order to streamline operations, reduce costs and leverage Business Intelligence to improve departmental Return on Investment. As departments, and the role of the legal operation professional evolve, CLOC's global community will continue to lead and support the legal operations professional in running legal department's like a dynamic, scalable business.

HOW DOES LEGAL OPS APPLY TO YOUR ORGANIZATION?

CLOC has defined 12 core functional areas that legal ops professionals can reference as the industry recognized knowledge source to achieve consistent functional and departmental maturity growth. Each organization invests in specific functional areas and identifies the competencies required to manage and sustain, depending on the organizational objectives, opportunities, and resources.

Each organization defines its success within each of the Core 12 functional areas. Many organizations experience similar challenges on the journey to optimize efficiency and maximize value in these areas.CLOC created the Core 12 to enable the legal ecosystem of operations professionals with resources, substantive data and case studies to support and guide those who are new to setting up their departments or existing departments who are encountering resistance to growth and change.

The size of an organization is not the only factor that determines maturity level. Large organizations may excel at managing their financials and struggle with knowledge management, whereas small organizations may be great at forecasting their strategic initiatives but have difficulty managing their outside counsel program. Wherever on the department maturity scale you land, there is always opportunity to grow and increase cross functional services to drive efficiencies.

THE EVOLVING ROLE OF LEGAL OPERATIONS

Legal operations is a fast-moving, evolving, and varied discipline. To be effective, legal operations must engage in various areas – from setting budgets, to selecting priorities, to managing people, and many others.

History of Legal Operations

Pre-1990
FOCUS ON RISK MANAGEMENT

– Fewer complex issues
– Managing of Outside Counsel with limited cost pressure

1990-Mid 2000s
STRATEGIC INSIGHTS

– More complex, regulated, international issues
– Heavy use of Outside Counsel with some sensitivity to costs

Mid 2000s - 2019
TRUSTED BUSINESS PARTNER

– Highly complex legal and business issues
– Strategic use of automation and legal service providers to drive efficiency and lower costs

Present
INNOVATORS

– Establish a culture of continuous improvement
– Strategic use of automation and legal service providers to drive efficiency and lower costs

WHAT DRIVES THE VALUE AND NEED OF LEGAL OPS?

CROSS FUNCTIONAL ALIGNMENT

Strategically align with other functions and business partners for improved collaboration and driving impact

DATA ANALYTICS

Use quantitatively and qualitatively data to identify opportunities to improve the function of the legal department

TECHNOLOGY

Maximize efficiency by using collaboration tools, workflow automation, Business Intelligence, and other solutions

OPTIMIZE RESOURCE UTILIZATION

Improve use of resources by matching the right work with the right provider

WHY IS LEGAL OPERATIONS IMPORTANT?

Key Outcomes

- Focus on impactful legal ops efforts

- Metrics that demonstrate the value of the legal function to the business

- Dedicated resourcing for greater visibility and predictability of legal spending

- Closer and more productive partnerships with selected external vendors and partners

- Alignment of tools with optimal business processes for consistent best processes and key data capture

- Diverse teams delivering legal solutions to internal clients that maximize organizational success and value

- Focusing legal professionals focus on legal work and shifting operational work to the professionals who can optimize, scale, accelerate, and improve these processes

- Quantifiable data analytics that provide metrics to improve processes and allow for better informed decisions

- Technology implementations that optimize and accelerate process and allow client self-service

ROI

	LAWYERS	OTHER STAFF
% of Time Dedicated to legal ops tasks	6.0%	7.6%
# of hours dedicated to legal ops tasks	3,600	4,000

Measuring the value and impact of a legal ops team is more than measuring departmental cost savings. One of the greatest benefits of legal ops is the ability to form strong partnerships with cross-functional business units like Finance, IT, and HR. Another is heavy involvement in department processes and life cycles.

For years, attorneys and legal staff have been managing numerous administrative tasks to support their clients. By shifting ownership of operational responsibilities to legal ops, organizations can effectively focus on their key objectives, while their employees focus on their core tasks.

Potential internal annual cost impact $530K

Potential reduction in compensation costs for the law department from work reallocation. Compilation of data from various legal work analyses conducted by HBR Consulting. Legal staff compensation data from the 2018 HBR Law Department Survey. Hours based on median department size of 30 lawyers and 26 other staff.

THE CLOC CORE 12

Journey to OPERATIONAL EXCELLENCE

© 2020 Corporate Legal Operations Consortium, Inc.

OVERVIEW

While every company and team has its own unique needs, the guidance in these functional areas – known as the "Core 12" – apply to many environments and requirements towards operational excellence.

Operational excellence is defined as the execution of a business strategy to lower risk, operating costs while increasing productivity, and increasing revenue through tactical and strategic objectives. It is a philosophy that embraces problem-solving and leadership as the key to continuous improvement and a mindset that embraces certain principles and tools to create sustainable improvement within an organization. To increase productivity and profitability, organizations should be continually evaluating processes and uncovering opportunities to deliver value that meet their client's needs. Discovering a client's need is more than collecting data; it is about turning data into insights, then translating these insights into effective strategies. Because of the complexity of law, business, and technology in recent years, there has been a growing demand to modernize the way in which the legal industry works. For business to remain successful, the legal industry must think of its strategic position and how it is going to do things differently in the future. To do so, it must invest resources and hire experienced professionals to improve processes and cross-functional relationships.

These teams become trusted advisors and help improve work culture, teamwork, procedures, tools, and technology by assimilating and extending practice to align the entire department as a cohesive entity and achieve operational excellence.

LEVELS OF DEPARTMENT MATURITY

Operational excellence is measured by two characteristics: organizational and functional maturity. The graph below demonstrates that an organization typically matures over a long period of time, as long as it effectively invests and manages its resources (people, processes, technology).

Long-term success depends on many factors, including ability to navigate change and having reliable resources.

The CLOC Core 12 measures organizational maturity based on the resources, scope, and experience level of the legal ops team. Because each function has a different level of complexity, CLOC strongly encourages organizations to determine their level of maturity in each functional area.

ADDITIONAL RESOURCES

FUNCTIONAL MATURITY

COMPLEXITY

LEADING

DEVELOPING

EMERGING

TIME

ORGANIZATIONAL MATURITY
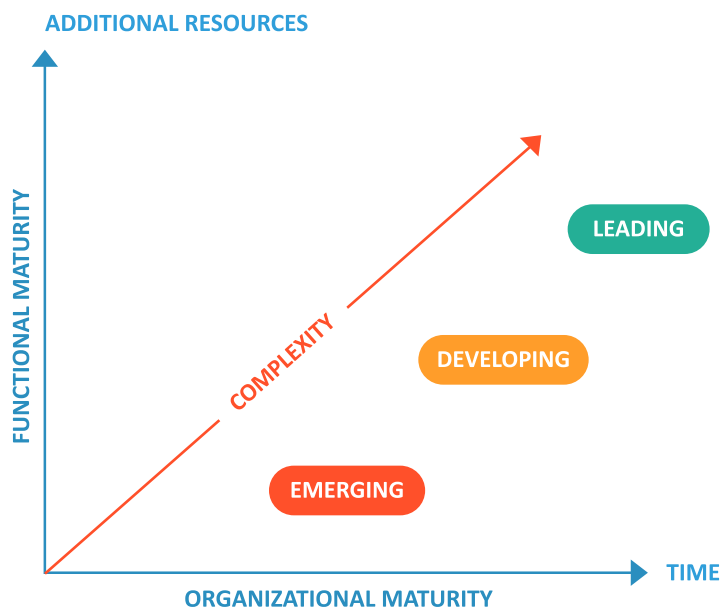
BUSINESS INTELLIGENCE
Make better decisions through data

Current reality

In-house departments often make minimal use of data and metrics. They may struggle to access or identity the right data, and lack the culture or tools to make consistent use of analytics.

Desired state

Manage and guide your organization through the strategic use of data, not intuition. Uncover hidden trends, find new efficiencies, and focus your team on clear and measurable outcomes that make a difference to the business.

- Determine the right data to collect and monitor

- Design and roll out metrics and dashboards

- Create data lakes and implement advanced analytics

- Spot patterns and identify hidden opportunities

- Improve short- and long-term outcomes through data analysis

Why is it important?

Business Intelligence is used to make better decisions through data. It goes beyond data reporting to create a set of processes and methodologies for transforming raw data into meaningful and useful information, to enable strategic and tactical insight, and quantifiable decision-making. A modern legal organization depends on data to make better and more informed decisions, cut costs, and spot inefficient business processes.

Because of the overwhelming amount of data available, in-house legal departments have historically focused on quantitative data, like legal spend and contract volume, which were easy to track and measure. With the evolution of technology and advanced methods of data analysis, legal departments can implement analytics and identify opportunities across the organization to optimize their processes and workflows. Legal ops teams can now create a data strategy to track and measure effectiveness, at the same time incorporating the overall objectives and priorities of the organization.

Click **here** to access our resources related to this topic. (Members only)

FINANCIAL MANAGEMENT
Maximize your resources through sound financial management

Current reality

In-house departments may operate with little clarity or predictability in their budgeting. This can lead to unexpected shortfalls, tensions with the business, and a lack of financial context when making investment decisions.

Desired state

Develop a strong and sustainable approach to financial management. Use your resources responsibly and help everyone on the team understand how spending connects to outcomes.

- Develop, manage, and communicate your budget

- Design an accrual and forecasting process that works for your team

- Spot new opportunities for savings and efficiency

- Bring more predictability and consistency to your budgeting and financial planning

- Improve communication and compliance with your corporate finance department

- Manage your eBilling accurately and efficiently

Why is it important?

In the past, legal operations have operated with little clarity and predictability in budgeting, which has led to unexpected shortfalls, tensions in the business and a lack of financial context when making investment decisions. Many finance departments classified legal as a cost center because it had large expenses without generating any revenue for the company.

Today, the trend in legal departments is to hire professionals with financial experience to design forecasting models that achieve predictability and cost savings, and transform legal from a cost center into a business center. Tight integration between finance and legal is paving the way for legal to spot new opportunities for savings and efficiency. It also improves communication and compliance between legal and finance.

Click **here** to access our resources related to this topic. (Members only)

FIRM AND VENDOR MANAGEMENT
Develop firm and vendor relationships that deliver value

Current reality

Firms and vendors are often selected either for tactical reasons or due to personal relationships. Lacking clear alternatives, in-house teams may default to traditional pricing and staffing models, which can deliver less accountability and value.

Desired state

Create, sustain, and strengthen firm and vendor relationships that support your business needs. Bring in talent and expertise that complement your capabilities. Define flexible, fair terms that improve transparency and reward value and innovation.

- Design fair, effective RFPs that reflect your business needs

- Negotiate rates and pricing models that create positive incentives

- Improve transparency and accountability through structured business reviews

- Uncover new opportunities for connection and alignment

- Avoid conflicts and ethical issues by performing due diligence on prospective vendors

- On-board new vendors and firms quickly and efficiently

Why is it important?

As organizations mature and gain a more competitive advantage in their purchasing power, there is a greater need for transparency and accountability into the relationships that have been built with external partners.

The goal of today's legal organization is to create, sustain, and strengthen firm and vendor relationships that support the business.Evaluate capabilities in-house, then compliment those capabilities with outside talent and expertise. You can then define flexible, fair terms that improve transparency and reward value and innovation.

A fair approach to firm and vendor management will reflect your business needs and enable you to fully utilize external resources and uncover new opportunities for stronger strategic partnerships that benefit your entire organization cross functionally.

Click **here** to access our resources related to this topic. (Members only)

INFORMATION GOVERNANCE

Design information policies that fit your business and minimize risk

Current reality

Many in-house departments have little or no structure in their information governance. They manage information loosely, if at all, making it difficult to get access to the right data, exposing the company to possible risk.

Desired state

Define and implement clear, comprehensive guidelines for sharing and retaining information. Support your team and cut risk by determining which digital and physical documents should be preserved to remain in compliance with your corporate standards and legal imperatives.

- Create clear and organized policies, without use of legalese, to lower corporate risk and exposure

- Develop a communication strategy, implementation plan, or both to ensure that all employees are aware of procedures and policies

- Manage and monitor access to all sensitive, confidential, and restricted information

- Create a modern information policy that covers physical documents, as well as digital material stored on-premises and in the cloud

- Ensure appropriate security for corporate records and information

- Work cross-functionally with IT, Finance, Information Security and other groups to enforce and operationalize the policies

Why is it important?

Information governance is a holistic approach to managing corporate information through processes, roles, control and metrics. Information is a valuable business asset and a robust information governance plan includes a variety of information types including physical records, data, and knowledge.

As organizations grow and technology becomes more advanced, companies may find themselves at risk of exposure through overlapping platforms, systems, devices, and even different formats of information. The days of a secured file room are gone and employees and third parties have access to company information through numerous access points, including mobile devices. Clear policies and procedures on how information should be processed, accessed, and monitored to ensure appropriate security measures are enacted needs to be put in place and key stakeholders such as IT, Finance, HR and Security should be tightly integrated into the process to ensure compliance.

By determining which digital and physical documents should be preserved to remain in compliance with your corporate standards and legal imperatives, risk can be lowered across the entire organization and conflicts for litigation can be avoided.

Click **here** to access our resources related to this topic. (Members only)

KNOWLEDGE MANAGEMENT
Tap the knowledge and capability of your entire organization

Current reality

Departments often struggle to find and retain knowledge and best practices. Most rely on unstructured "tribal knowledge" that fails to scale as the team grows or changes, forcing costly rework.

Desired state

Save team time and improve outcomes by making it easier to find answers and best practices. Nurture a culture of sharing, mutual support, and documentation across the organization.

- Facilitate knowledge hubs and centers of influence across the organization

- Ensure consistent response on topics and issues

- Design an intranet that makes sharing and finding best practices easier

- Encourage team members to document and share their work in standard templates and formats

- Guard against loss of valuable knowledge caused by staff departure and role changes

Why is it important?

Before legal operations existed, creating guides and resources was the responsibility of overworked attorneys who were also responsible for providing legal advice to the entire organization. As legal matters increase in complexity, there is a greater need to create a framework on knowledge sharing so legal teams members can access the most accurate, up-to-date information while advising on high risk and urgent legal matters.

While many organizations struggle to operationalize this function due to the various technology and levels of skill within the department, there is a great opportunity for legal operations to facilitate this knowledge and create a culture of knowledge sharing across the organization.

Click **here** to access our resources related to this topic. (Members only)

ORGANIZATION OPTIMIZATION AND HEALTH
Build effective and motivated teams

Current reality

Often, in-house teams are assembled without a clear overall vision, so that they may hire for short-term needs rather than overall fit and long-term effectiveness. In many cases, key aspects of the employee experience – such as career planning, skills development, and job satisfaction – are overlooked.

Desired state

Design and support balanced, driven, high-impact teams. Hire for team fit and bring in a diverse, complementary mix of skills and perspectives. Identify potential leaders and encourage promising careers through targeted programs that enhance the teams' education, experiences, and exposure. Help foster a positive and engaged culture through offsites and skill development.

- Bring a strong overall vision to your team and your HR planning

- Design a hiring process that is objective, fair, and leads to a diverse and effective team

- Encourage your best employees through promotions and special opportunities

- Support your team's wellbeing by focusing on work/life balance and mental health initiatives

- Create a pipeline of talent by investing in mentoring, internship programs, and succession planning

Why is it important?

As departments grow in size, organizational structures become layered and visibility of your department's specialized skills can get lost. Many times, in-house teams are assembled without a clear overall vision, meaning they may hire for short-term needs rather than overall fit and long-term strategy and effectiveness.

In order to create a high-impact team, it's critical to bring together a complementary mix of skills, support, and perspectives which include professionals of various backgrounds. To address the future needs of the organization, leaders should identify emerging talent and provide employees the opportunity to grow their career and enhance their profession through education, experience and exposure to the industry and within their own organization.

It's more than culture and employee engagement. Organizations that are optimized and aligned around a common vision, execute against that vision, and regularly check-in on organizations health improves innovation, creative thinking to meet the business goals and strategies. The key to a great legal team is the selection of its people and of the leaders who inspire them.

Click **here** to access our resources related to this topic. (Members only)

PRACTICE OPERATIONS
Free up your legal teams through focused practice operations

Current reality

In many in-house departments, lawyers often wear many hats out of necessity, and end up handling tasks that don't require a legal degree. Tasks often aren't assigned strategically or with expertise in mind. This adds cost and reduces the team's ability to contribute elsewhere.

Desired state

Enable your lawyers to practice law and minimize the time they spend on operational tasks and projects. Create flexible, efficient teams trained and experienced in practice-specific operations such as eDiscovery, contract management, IP management, and more.

- Lower costs by enabling legal teams to focus on highest-value tasks

- Understand current challenges and needs to identify opportunities to streamline inefficiencies

- Create better outcomes and higher quality through specialization

- Bring more speed and efficiency to overall legal output

Why is it important?

Although the practice of improving the overall efficiency of the legal department is often carried out by legal ops teams, some organizations aren't properly staffed to address the needs and complexity of every team. For more complex teams like Intellectual Property and Privacy, attorneys and paralegals are still expected to operate in an advisory and operational capacity even if it doesn't align to their expertise.

Legal ops departments often need to evaluate their own operational capacity and provide limited support to each team based on unique challenges and impact to the organization. As the operational efficiency of legal ops increases, legal teams can expect additional support to focus on high-value tasks, create better matter outcomes, and identify opportunities that may have been overlooked.

Click **here** to access our resources related to this topic. (Members only)

PROJECT/PROGRAM MANAGEMENT
Launch and support special programs and initiatives

Current reality

Most corporate legal departments lack specialized program management skills and experience, making it difficult for them to implement effective initiatives at scale.

Desired state

Design, implement, and lead department-wide and company-wide initiatives that work. Take on complex special projects without losing focus or effectiveness elsewhere.

- Staff your program teams with trained professionals – not with lawyers

- Design change management efforts that make the best use of your people and resources

- Engage and communicate with stakeholders across the company

- Comply with corporate initiatives without compromising the quality or volume of ongoing work

Why is it important?

When it's time to design, implement and lead department and company-wide initiatives, such as M&A integration, GDPR, CCPA, new policies or corporate restructurings, staff your team with trained project/program management professionals not with lawyers.

Project and program management professionals are key to allow your legal ops team to take on complex special projects and programs without losing focus or effectiveness elsewhere. Experienced Project Managers design change management efforts vital to program implementation. They work to make the best use of your people and resources, engage and communicate with stakeholders across the company, and comply with corporate initiatives without compromising the quality or volume of ongoing work.

Click **here** to access our resources related to this topic. (Members only)

SERVICE DELIVERY MODELS
Match the right work to the right resource

Current reality

In-house departments often assign work indiscriminately today, sending it to a "default" firm or vendor. This can lead to increased cost and diminished speed and quality.

Desired state

Create a complementary ecosystem of vendors, tightly connected to each other and to your business. Break down your case work and route each component to the vendor best suited to deliver the desired outcome, at the lowest cost.

- Analyze work types and processes (strategic nature, volume, skill level required) to identify insourcing and outsourcing opportunities

- Define and structure relationships with managed service providers and LPOs

- Disaggregate larger projects into distinct but connected elements

- Tap the best expertise and experience across both your in-house teams and your ecosystem of legal service providers

- Diminish reliance on high-cost and ill-suited law firm support

- Innovate using technology to connect diverse service providers

Why is it important?

Over the years, legal departments often assigned work to a "default" firm or vendor because of their limited headcount. This practice led to organizations having to manage hundreds of law firms and vendors, increased and unpredictable costs, and low quality work.

As corporations continue to invest in their internal resources and headcount, it is important to ensure that work is assigned to the appropriate resource that will deliver the best quality of work at the best cost. By analyzing work types and processes to identify insourcing and or outsourcing opportunities and disaggregating larger projects into distinct components, you can create an optimized sourcing model that taps into the expertise of your in-house teams, legal service providers, and law firms.

As corporations continue to invest in their internal resources and headcount, for best quality of work at the best cost, it is essential that work be assigned to the appropriate resource. To do so, departments need to create an optimized sourcing model that enables them to analyze work types and processes, and break down projects into distinct components that can be insourced and outsourced to the greatest advantage. Such a model is both expertise focused and cost-efficient in utilizing in-house teams, legal service providers, and law firms.

Click **here** to access our resources related to this topic. (Members only)

STRATEGIC PLANNING
Set strategic goals that matter

Current reality

Many in-house teams are entirely short-term and reactive in their planning, guided by the incoming work rather than larger strategic priorities.

Desired state

Set department mission/vision and develop strategic priorities that serve the needs of your department and the overall business. Bring a long-term, holistic perspective to business planning and ensure alignment with corporate imperatives.

- Connect short- and mid-term actions to long-term priorities that are aligned with the business

- Help your teams understand the bigger picture by creating a shared strategic framework

- Align with overall corporate priorities and direction

- Ensure strong alignment with business stakeholder needs

- Incorporate team and company values into your goals and execution

Why is it important?

Given the visibility that legal ops have within their department and beyond, they can help guide leaders to prioritize objectives based on resources, stakeholders support, and expertise available. Once priorities are established, they can serve in a strategic role by defining the success of the project, identifying gaps in expertise, optimizing resource usage, navigating through change management, anticipating roadblocks that may impact completion, and providing on-going support.

Legal ops has the business expertise to understand the bigger picture through a shared strategic framework of priorities, deliverables and timelines, which is a learned skill outside of the practice of law.

Click **here** to access our resources related to this topic. (Members only)

TECHNOLOGY
Innovate, automate, and solve problems with technology

Current reality

Teams often rely on manual, time-consuming, and fragmented point solutions. They may lack an overall technology vision and are deploying costly applications that are underused and disconnected from the team's workflow.

Desired state

Create a clear technology vision that spans all the needs of your organization. Automate manual processes, digitize physical tasks, and improve speed and quality through the strategic deployment of technology solutions.

- Create and implement a long-term technology roadmap

- Incorporate connected tools for eBilling, matter management, contact management, IP management, e-signature, and more

- Automate repetitive or time-consuming manual processes

- Determine where to build and where to buy

- Evaluate new vendors, suppliers, and solutions

- Assess emerging technology capabilities and incorporate them into your long-term strategic planning

- Structure an effective partnership with your corporate IT team

Why is it important?

Every organization has at least one system that is underused, obsolete, and disconnected from existing workflows, often because they design solutions based on current state of the business instead of future state. Organizations need to be mindful of how quickly technology is changing r and avoid falling for advertisements of new features and enhanced functionalities.

Make the best use of budget and implement a system that is going to work and will still be used in five years, even if it needs to be done in phases to solve for current needs while providing the flexibility to design for future ones Create a robust technology roadmap that considers all the processes and workflows, beyond those used in legal. This requires legal professionals with technical expertise to work with all stakeholders, including IT, to drive this vision and ensure long-term user adoption success.

Click **here** to access our resources related to this topic. (Members only)

TRAINING AND DEVELOPMENT
Support your team with targeted professional training

Current reality

Many teams do little to onboard new hires, missing an opportunity to activate and engage new team members. Departments typically offer fragmented training opportunities, or worse, rely on their HR teams to cover training and development.

Desired state

Help your teammates be effective, compliant, and energized by designing high-quality targeted training. Design a compelling new hire experience that equips your newest employees for success. Manage CLE requirements across the team to ensure compliance and help build skills in important emerging areas.

- Design and implement a new hire experience

- Nurture a strong sense of culture through ongoing training

- Track and support CLE requirements across the team

- Implement certification programs that help staff build their career and capabilities

- Build skills and knowledge in emerging high-value disciplines

Why is it important?

As more organizations recognize the importance of hiring legal ops professionals, they often overlook the complexity of onboarding,training, and development outside of attorney and paralegal roles. It is important that legal departments become effective and strategic in how they recruit, retain, and develop their talent.

By designing a compelling new hire experience that equips employees for success, you can build a team of effective, compliant and energized members. Effective training can help nurture a strong sense of culture and build skills and knowledge in emerging high-value disciplines, ensuring that CLE requirements are tracked and supported. Developing employees over the years also enables more effective succession planning. Through an effective program, legal operations can create a strong sense of culture, where employees feel recognized, appreciated, and energized.

It is important for legal departments to become effective and strategic in how they recruit, retain, and develop their legal operations talent. A compelling new hire experience aimed specifically at legal operations puts your organization on a path to success. Effective onboarding and training can help nurture a strong sense of culture, build skills and knowledge in emerging high-value disciplines, and ensure that CLE requirements are tracked and supported. Investments in professional development strategies enables more effective succession planning and increased functional area support. Through an effective program, the legal operation department can create a strong sense of belonging, where employees feel recognized, appreciated, and energized.

Click **here** to access our resources related to this topic. (Members only)

About CLOC

We are the Corporate Legal Operations Consortium (CLOC), a non-profit, global group of professionals aiming to improve the business of law. We are dedicated to helping individuals, teams, and organizations create positive change in the industry to make us all more effective. We drive change through education, idea sharing, the generation of new standards, and innovations.

As a member-driven organization, we emphasize partnership with all elements of the legal ecosystem. The CLOC community connects forward-looking, creative people with the professional skills and relationships needed to lead their organizations to succeed. Inspiring change that serves the legal industry in its entirety requires a diversity of skills and perspectives, including those of in-house counsel, law firms, service providers, technology providers, and academics. We offer solutions and approaches that make such change in the legal industry possible.

Global Events

- The CLOC Instituteis the world's premier event focused on education, legal operations, and the business of law.

- CLOC Virtual and live events, webinars and regional groups bring together legal professionals to create change, improve service delivery and learn from each other.

- Presentation, materials, and resources presented for legal ops professionals to stay on top of rapidly evolving trends, innovation and technology.

Thought Leadership

- CLOC defines industry standards across operational and legal practice areas.

- Conducts periodic surveys, gathering of metrics, and reporting to gauge pulse of the industry.

- Provide Forum discussions for members and law firms to exchange ideas and best practices for success.

Content and Resources

- Public and community library of content, resource guides and whitepaper briefs to help start or mature the legal ops function

- CLOC helps legal ops practitioners mature and develop with resources designed by experts with practical experience and expertise (no need to reinvent the wheel).

Our Five Pillars

- Education
- Improved delivery of legal services
- Industry change
- Connecting the ecosystem
- Networking

CLOC guides and supports the legal ops profession globally through its 2,300+ members, 600+ law firm participants, board of directors, and staff, creating change and advancing the legal ops role across the legal ecosystem.

cloc.org

CLOC