# Supporting an Alternative Staffing Model

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# Session Description

- Downward pressure on fees has given rise to much-increased use of contract lawyers, staff lawyers, non-lawyer professionals and others outside of the traditional partner-associate model.

- What business imperatives drive the shift to alternative staffing? What metrics are impacted as more work is done outside the traditional model?

- What technologies are needed with increased use of alternative staffing--for communications, for financial management, for project management? What areas of practice make the most use of alternative staffing models?

# Business Imperatives

- What are the business and marketplace imperatives that prompt law firms and companies to use alternative staffing models—contract lawyers, staff attorneys, temporary lawyers, and non-lawyer professionals?

# Metrics

- What metrics are impacted as more work is done outside the traditional model?

- What impact on profitability does increased use on alternative staffing models have—

    - Where the work is staffed on an outsourced basis?

    - Where the work is done inside a firm?

# Management Processes

- What management processes are necessary to assure that quality, cost and schedule requirements are met when using alternative staffing arrangements?

- Are those processes in place in law firms now? If not, what issues are presented?

- What role does project management play in assuring the success of alternative staffing models?

- Is there a role for Six Sigma or other quality management processes in managing alternative staffing models?

- How can firms best manage change in staffing models, lawyer reactions to change being what they are?

# Technologies

- What technologies are necessary to support alternative staffing models?

  – for communications

  – for financial management

  – for project management

# Areas of Practice

- eDiscovery

- Do we see much use, either now or in the future, for alternative staffing models in areas of practice *other* than eDiscovery?

  - due diligence

  - records management

  - compliance?

# Career Issues

- Does outsourcing create or perpetuate an underclass of legal workers?

- What is the impact on partner-track professionals of increased use of alternative staffing arrangements? On other professionals inside the firm?

- Are there crossover opportunities for IT or other project management professionals to move from that side into the practice side with respect to alternative staffing arrangements?

- How best might such professionals prepare for such a move?

# Risks

- What ethics considerations apply to the use of non-lawyer and non-firm resources?

- What risks are present when firms staff their own alternative models?

- What risks are present when outsourcing document review or other due diligence review work?

- What additional risks and issues arise when outsourcing overseas (e.g., India)?