

Legal Operations Glossary*

Term	Acronym	Definition or Description
Alternative Fee Arrangement	AFA	Fee for law firm services that is not on standard hourly rates, such as fixed fees by matter or phases of a matter. In strict sense, not at all based on the billable hour, so excludes blended or discounted hourly rates, but often these hourly fees are lumped in with true value-based fees.
Alternative Legal Service Provider	ALSP	ALSPs perform some of the functions traditionally provided by law firms, especially those in which volumes demand efficient, technology-enabled processes and quality-assurance focused metrics, including: litigation/investigation support, legal research, document review, eDiscovery and regulatory compliance. Category runs the gamut from Big 4 firms to staffing services and includes LPOs and managed legal service providers. Good summary here: https://legal.thomsonreuters.com/content/dam/ewp-m/documents/legal/en/pdf/reports/alsp-report-final.pdf
Artificial Intelligence	AI	The application of computer systems to perform tasks that normally require human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.
Continuous Active Learning	CAL	Continuously iterative machine learning document review that identifies & prioritizes the documents most likely to be relevant.
Contract Management	CM	The process of managing contract creation, execution, storage and compliance with contractual obligations.
Data Subject Access Requests	DSARs	A right of GDPR. A request from an individual to obtain a copy of their personal data as well as other supplementary information. It helps individuals to understand how and why you are using their data, and check you are doing it lawfully.
General Data Protection Regulation	GDPR	Regulation that went into effect in Europe (EU) in May 2018 that overhauls how business process and handle data; regulates, among other things, cross-border transfer of personal data. Dramatically affected information governance practices for multinational companies.
Knowledge Management	KM	The process of capturing, distributing, and effectively using both structured and tacit knowledge assets, from work products (such as legal memos) to understanding of an issue due to prior experience.
Law Company	LC	A term preferred by some to ALSPs (avoids "alternative," which can be seen as marginalizing). May also more narrowly refer to the managed legal services providers.
Legal Electronic Data Exchange Standard Task Codes	LEDES Codes	The electronic billing data exchange format types provide a standard data format for electronically transmitted invoices, typically from a law firm to a corporate client.
Legal operations	LO	Legal operations are activities focused on optimizing legal services for the corporation. Legal operations disciplines are rooted in business fundamentals, leveraging processes, data and technology. They are designed to build consistency and drive efficiency and value in a legal function's practice of law.
Legal operations function	LO or LDO (law department operations)	The dedicated staff function that takes responsibility for management of the legal department, at the behest of the general counsel.
Legal Process Outsourcer	LPO	A term for outsourced legal service providers, typically off-shore, often to India. Predates the ALSP moniker. Experts in providing people (including lawyers), highly efficient services, and leveraging data to manage performance and quality.
Legal Service Provider	LSP	Broad term for vendors in the legal space, including technology solutions providers and consultants.
Machine Learning	ML	Algorithm-based iterative training of systems.
Managed Legal Services	MLS	Law companies that handle a portion of legal work traditionally handled in-house, typically on-going, providing the combination of people (including lawyers), processes and technology - examples including contracting and legal operations.
Outside Counsel Management	OCM	The function of selecting law firms, negotiating pricing and terms, and managing their performance collectively (not management of specific external counsel by in-house counsel at the matter level).
Robotic Process Automation	RPA	Business process technology that performs basic tasks across applications just as human workers do, replacing and dramatically speeding up simple, repetitive tasks.
Subject Matter Expert	SME	The Know It All ;-). In the legal department, it's often a lawyer with knowledge that's specific to a certain practice area.
Technology Assisted Review	TAR	Machine learning document review that utilizes algorithms created using a seed set of documents reviewed by subject matter experts (predictive coding), or coding by human reviewers (continuous active learning) without creating a seed set.

*This is an informal glossary developed for ACC Legal Operations Boot Camp attendees by its faculty. Additional terms to include and alternative definitions are welcome - email LawDepartmentOps@ACC.com