



## **ACC’s Law Department Executive Leadership Series 2008**

### **“STRATEGIC PRACTICES FOR STAFFING, TRAINING & PROFESSIONAL DEVELOPMENT FOR THE GLOBAL LAW DEPARTMENT”**

**Hosted by Jeff Isaacs, Chief Operations Officer- Law, Compliance and Business  
Ethics for Prudential Financial**

**September 17, 2008  
10:00 a.m. – 3:00 p.m.  
Le Parker Meridien, New York City**

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### **Participants’ Briefing Materials**

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## SUMMARY/ OUTLINE OF DISCUSSION TOPICS

### STRATEGIC PRACTICES FOR STAFFING, TRAINING & PROFESSIONAL DEVELOPMENT FOR THE GLOBAL LAW DEPARTMENT

The following outline is intended to provide a short overview of some of the issues at the heart of this discussion topic. There may be other issues we've not identified or perspectives on the identified issues that are not adequately represented in the outline: you should feel free to raise these additional thoughts, as you like. *The outline is merely intended as a starting point to help you identify discussion topics and tee up your conversation.*

#### **I. Organizational Structure for Global Law Department: What are the structural reporting relationships? What is the impact on the provision of coordinated global legal services of the models you employ (or wish you employed)?**

- **Global Law Department; centralized structure where everyone ultimately reports to CLO:** Lawyers around the world are all part of a single, unified global law department. All lawyers ultimately report on a solid-line basis to the CLO.
- **Lawyers Embedded within the Business Units; de-centralized legal structure:** Lawyers providing legal services to a given business unit are 'embedded' within the business unit (wherever those lawyers are geographically located), and the lead lawyer for that business unit ultimately reports organizationally to the head of that business unit. Reporting relationships among lead lawyers for various business units may not exist on a formal basis, but instead informal coordination among these lead lawyers occurs.
- **Lawyers report to local business management with possible dotted line to CLO located at company's headquarters:** This structure blends the centralized and de-centralized structures and creates reporting relationships based on geography. Lawyers outside of the headquarter location ultimately report on a solid-line basis to the head of the local geographic business unit (may have regional business lines). In addition, the lead lawyers for each geographic location may report on a dotted-line basis to the CLO located at headquarters.
- **Corporate Center/business-line blend:** Lawyers providing business counseling to business units are considered to be embedded within those business units and ultimately organizationally report on a solid-line basis to the head of the business unit. Lawyers within the 'corporate center'—a group that provides shared legal services across the organization-- organizationally report to the CLO located at the company's headquarters.
- **Law Department as separate business subsidiary of the company:** Is the law department part of the company or a separate administrative services company? If the latter, why is it structured this way? What are the pros and cons?
- **Other law department organizational structures?**
- **Other 'business areas' reporting into the law department?** Do other functions report organizationally to the law department—such as the company's Office of Compliance & Ethics, Government Relations, Privacy Office, Internal Audit, etc..? What are some of the challenges in having these functions report into the law department? Do lawyers specializing in Tax report to the CLO or to the Controller/Treasurer group? If they report to another group, are they subject to

whatever policies you may have in place for your law department (such as an Sarbox reporting up policies)? How (if at all) does the law department coordinate with them?

## **II. Law Department Management Structure; Law Department Executive Leader's Role and Function**

- **Law Department Management Committee:** Does the law department have an executive management committee? Who is on the committee? Are you as law department executive leader a member of the committee? How often does the committee 'meet'? What are the key responsibilities of the committee? What is the committee's role in connection with staffing and professional development for the law department? Does the committee play a role in connection with setting strategic objectives (or other policies) for the law department's outside counsel management strategy?
- **Reporting Structure for Law Department Executive Leader:** Do you as the Law Department Executive Leader report organizationally directly to the CLO? Do you participate on the law department's management team?
- **Nature of Role:** Are you able to devote 100% of your time to law department management or does your portfolio consist of additional responsibilities? If the latter, what types of additional responsibilities? What are the pros and cons of either approach?
- **Centralized Law Department Management Function:** Does your law department have a centralized law department management function that you lead? What are the pros and cons of having a centralized function? How is the function organized? Does it include individuals who perform HR, technology, finance and other specialized functional roles? Do these individuals report organizationally to you (solid or dotted line)? Do they have an organizational reporting relationship to other corporate functional groups (e.g., to HR, IT, Accounting, etc.)?
- **Size of Law Department Management Function:** Do you have a law department management team or function that reports organizationally to you? How many are on your team? How is it organized? Does it include the administrative and para-professional individuals within the law department?
- **Key Responsibilities of the Law Department Management Function:** What are the key responsibilities of this function? Do you set strategic objectives, guidelines, etc. for managing outside counsel? Do you set, track, report on law department metrics? Do professional development objectives (and/or training for the law department) fall within the scope of services provided by your team? Do you procure and manage legal service providers?
- **Coordination with other Corporate Functions:** What types of practices have you implemented to enhance coordination and interaction with other corporate functions (e.g., such as HR, Security, IT, Facilities, Procurement, etc.)? Are there areas where you've had to advocate for specialized personnel within the law department because needs are different? Are there areas where you have 'dedicated' or 'specialized' personnel who report organizationally to (and maybe even are co-located with) other functions but provide services primarily to the law department? What is your role in coordinating these services?

## **III. Staffing; Models for Delivering Legal Services**

A. **Staffing Mix & Practices:** What types of staffing practices does your law department implement? Are matters primarily handled in-house? Are certain types of matters handled by outside legal service

providers (e.g., legal research by a legal research vendor; immigration or litigation matters outsourced, etc.)?

- **Primarily In-House Legal Staff:** Is staffing set so that most matters are primarily handled in-house? Does this depend upon the type or size of the matter (e.g., deals of a certain size are handled in-house; litigation matters are handled by outside counsel; corporate secretarial function is outsourced, etc.)?
- **In-house Mix of Lawyers and Other Professionals:** What is the proportional mix of lawyers and other professionals within the law department? Are there certain practice areas where the law department uses higher numbers of paralegals or other non-lawyer professionals? Do you encourage certain staffing mixes in your relationships with outside counsel?
- **Use of Contract Personnel:** Does your law department use contract lawyers or paralegals? Do they perform their work co-located with the law department or from their own office locations? Are there certain types of matters that lend themselves to greater use of these professionals? Do you have preferred service providers that you go to for contract personnel staffing? What's the typical duration of use of a given contract professional? Who manages the contracts? Who supervises these individuals? Does the law department provide protections for these individuals (such as professional liability insurance, indemnification, etc.) or are any protections provided primarily by the contracting agency? What are the pros and cons of using contract staffing?
- **Secondment:** Is secondment part of your law department's staffing mix? How does it work? What are the challenges and benefits of this type of arrangement? What is the general duration of these types of arrangements (e.g., 6 months, a year, etc.)? What level of service provider do you generally second (e.g., an experienced partner? a less experienced associate? A paralegal)? Who is on point to supervise these lawyers?
- **Off-shoring:** Has the law department established a group of lawyers or paralegals who are either considered part of the in-house corporate legal staff or who are employed by an entity that is otherwise affiliated with the corporation (e.g., a subsidiary, joint venture or other affiliate) and located this group 'off-shore'? What types of services does this group primarily perform? What were the challenges in setting this up? What are the benefits? Are these lawyers primarily U.S. lawyers located outside of the United States? Are they local lawyers? What types of ethical considerations are there?
- **Outside Counsel Services:** What is your law department's approach to using outside counsel (e.g., are matters primarily handled in-house; are matters primarily handled by outside counsel; does it depend upon the type or size or complexity of the matter)? Are preferred providers or master agreements with outside law firms part of the law department's approach? What is the role of your group in procuring or managing these arrangements? What is the length of these arrangements/how often are they re-negotiated? Can business personnel engage outside counsel directly?
- **Outsourcing:** Are there certain types of legal matters that are outsourced to law firms or other legal service vendors? Are there areas of the world where all legal matters are primarily handled by outside legal service providers? What were the drivers for this approach? Who manages these arrangements? What key factors should be considered in entering into these types of arrangements? What types of reports or communications are in place to ensure consistency

with corporate objectives? Do corporate governance guidelines and/or law department policies extend to these service providers? What are the key challenges and best practices in this area?

- **Alternative Work Arrangements:** Does your law department implement alternative work arrangements? Are these specific to the law department or does corporate HR set the parameters of permissible alternative work arrangements? What types of work arrangements are in place (e.g., job sharing, part-time, flex time, telecommuting)? What types of policies are in place regarding these alternative work arrangements? What are the benefits and challenges of these arrangements?
- **Other Staffing Mixes and Considerations?**

#### B. Law Department Positions and Job Titles

- **Lawyers:** Is the law department structured so that there are ‘levels’ of lawyers? How many and what types of levels? Are these tied to compensation or job titles? Is the organization ‘flat’ or hierarchical? What are the pros and cons?
- **Paralegals:** Is the law department structured so that there are ‘levels’ of paralegals? How many and what types of levels? Do paralegals report organizationally to a paralegal leader or coordinator OR do they report organizationally to lawyers?
- **Job Titles for lawyers:** Do you use a uniform system for job titles for lawyers for all lawyers around the world? Do local customs impact the job titles for lawyers in certain countries? What are the advantages or disadvantages of having consistent job titles for lawyers? How did you select the job titles for lawyers? Are job titles linked to compensation opportunities (e.g., are lawyers with a Senior Counsel title and above, the only ones who are eligible for incentive compensation, etc...)?
- **Job Titles for paralegals:** Same questions above, but relating to paralegals
- **Additional Staff and Professional Positions within the Law Department:** What types of additional staff and professional positions are included within the law department? What is the organizational reporting structure for these staff? What is your role in recruiting and managing this staff?
- **Job Descriptions:** Do you have written job descriptions for all staff within the law department? Are these job descriptions specific to each job or do they describe ‘levels’ of positions (e.g., General Counsel, Associate General Counsel, Managing Counsel, Senior Counsel, Counsel, Senior Paralegal, Paralegal, Contract Specialist, etc...)? Who writes, reviews and updates these job descriptions? How often is this done? Are job descriptions used to help inform compensation decisions? What are the pros and cons of having job descriptions?

#### C. Models for delivering services:

- **‘Law Firm’ Model with practice groups:** Under this model, the law department is a unified global law department with all lawyers around the world ultimately reporting into the CLO. Within the law department are various practice groups organized according to substantive practice area (e.g., Intellectual Property, Real Estate, Environmental Health & Safety, Corporate & Securities, International, Labor & Employment, etc..). Business personnel from anywhere around the world may tap into any lawyer within the centralized group and will select a lawyer based on the nature of the question.

- **Law department ‘silos’ set by business line or geography:** Under this model, each major business group or geographic region has its own law department. Each law department may have practice groups or specialists who provide legal services only (or primarily) to that business group or geographic region based on its needs. Some will have IP lawyers and others will have environmental counsel and others will have neither.
- **Business line lawyers plus shared specialists:** This model is a blend: certain lawyers who handle day-to-day business counseling for the business groups are ‘dedicated’ to those groups and provide legal services exclusively (or primarily) to them. In addition, on ‘specialized’ issues (such as IP, EHS, etc.), the business clients may tap into lawyers who are part of shared specialist legal teams based on substantive expertise and provide legal services to many different business groups and geographic regions around the world based on their expertise area. Do clients go first to business lawyers who then refer them directly to the specialist lawyer? Do the business lawyers have lawyer-to-lawyer conversations with their specialist colleagues and then transmit the advice to clients (e.g., business lawyer as the ‘go-between’)?
- **Use of local outside counsel outside of headquarters:** Under this model, outside local counsel are the primary legal service providers in geographic areas outside of the company’s headquarters location. Do you have lawyers retain these outside counsel, or local business people? What criteria do you use in determining to primarily ‘outsource’ legal service delivery for a given location? Is recognition of in-house counsel and attorney-client privilege a consideration? Is volume of work a consideration? Who hires and manages the legal work of outside counsel? Do you require them to follow headquarters’ law department policies?
- **Separate lawyers for parent and subsidiary organizations:** Do lawyers for the parent organization also provide legal services to the subsidiaries? Does this hinge on whether the percentage of the ownership interest in the subsidiary? How do you coordinate (if at all) providing legal services to the subsidiary? What types of mechanisms have you developed in connection with these services?
- **Additional Questions to Consider:** Are there challenges in the consistency of legal advice when the service delivery model is via business or geographic silos or a mix of business line lawyer and shared specialist? Have you encountered situations where lawyers in different business silos have different interpretations of rule or have taken different positions with the same regulatory agency? What mechanisms have you implemented to encourage consistency and a single, corporate voice? Are there issues with ‘reinventing-the-wheel’? How do you maximize efficiency so that lawyers are not reinventing the wheel?

#### D. Location of Legal Staff:

- **Co-located with clients:** Are your lawyers primarily co-located with their clients? What are the advantages of co-locating them? What are there challenges associated with co-location? Do clients tend to ask the lawyer beside them to provide advice on everything rather than going to specialists for specific questions? Do lawyers feel isolated from the law department and pressured to provide answers that clients most want to hear?
- **Legal Staff sits together:** If you have a centralized global law department, do your lawyers sit together at headquarters (rather than with the clients)? For locations outside of headquarters, do you have single-lawyer outposts or are your law department locations designed so that at least 2 lawyers are co-located with each other? What are the pros and cons of locating your lawyers

together? Are lawyers less likely to be viewed as part of the business team? Is it easier for them to take a hard line with clients on tough issues?

#### E. Cultural/Jurisdictional Differences

- **Encouraging clients to bring issues to lawyers:** How do you encourage clients to bring issues to lawyers in countries that don't recognize in-house counsel as lawyers or where the value of consulting a lawyer with a problem isn't as embedded in the business culture or a natural inclination? Is privilege a consideration?
- **Role of lawyer:** Is the lawyer's role different depending upon where the lawyer is located? In some jurisdictions is the role more of a business role? Do business clients in some countries view the lawyer's role as primarily reactive (e.g., help us out when we're in a jam) as opposed to strategic or preventive? How do you educate them on the possibilities?
- **Encouraging lawyers to follow global law department or company-wide standards and policies:** How do you encourage lawyers outside of headquarters to follow global law department and corporate policies when local customs or practices might conflict or suggest a different approach? Do you bring these lawyers to headquarters periodically to help them feel part of the law department? Do you visit them periodically?
- **Lawyers on subsidiary Boards:** Do lead lawyers for subsidiaries 'sit' on the Boards of those companies? What are the pros and cons of these roles? What types of legal management and liability issues are associated with these roles?
- **Tracking Different Jurisdictional Requirements:** What practices does your law department implement to help track different jurisdictional requirements? Who is on point for monitoring legal developments in the various countries that your company does business?
- **Conflicts of Laws:** How does your law department handle conflicts of laws issues? What types of practices do you implement to address these conflicts situations? Which ones are most thorny?

#### IV. **Professional Development; Training**

- **Professional Development Programs:** Does your law department have a professional development program? Is it the same/an adaptation of your company's broader professional development program? Did you develop it internally (e.g., within the law department and/or with help from HR) OR did you receive help from an outside consultant? What are the key components of your law department's professional development program? Who are the key players?
- **Mentoring:** Does the law department have a mentoring program? Who participates in it? Do lawyers or other professionals within the law department have business mentors within the company but outside of the law department? Does the law department encourage or have programs that pair lawyers or other professionals within the law department with mentors outside of the law department and company? What are the challenges and benefits of these programs?
- **Developmental Assignments:** Do you offer developmental assignments in countries other than a lawyer's native country? What types of issues are associated with planning for and implementing these assignments? What is the typical 'rotation' length? What are the goals? How do you select lawyers for these assignments? Is it an unwritten assumption that lawyers

need to complete an assignment outside of their native country in order to move up within the legal organization?

- **Leadership Development:** Does your law department (or company) have a leadership development program that identifies high-performing/potential leaders and provides specialized professional development training/opportunities to these individuals? If it is a company-wide program, what is the process for including lawyers?
- **Executive Coaching:** Does the law department (and/or company) provide executive coaching for high potential lawyers? Do lawyers have to be nominated or selected to receive this training? How does the executive coaching process work? Is it performed internally? Do you use outside consultants? Do lawyers who receive coaching have the ability to help select their coaches? How do you decide what areas a lawyer might receive coaching in? What types of feedback does law department management receive on the progress of coaching?
- **Training:** What types of training does the law department offer to lawyers? Who is on point (if anyone) within the law department to determine strategic training objectives and offerings? Do you offer substantive legal training? Do you offer business training? What types of training would you like to offer/how can ACC help? Is training performed in-house? Does the law department have budgets for training? Do individual lawyers have budgets for training? Is training mandatory or optional—for any training or for certain modules? Do outside law firms provide training? Do you require preferred providers to provide a certain amount of training? Does the law department impose minimum requirements for CLE?
- **Communicating; Tracking Training Opportunities:** Does the law department implement practices to communicate upcoming training opportunities? Does the law department track completed training? Does the law department track completed CLE training? What types of practices does the law department implement to communicate and track training?

## V. Performance Assessment; Succession Planning

### A. System for Performance Assessment

- **Performance Assessment & Compensation:** Are these separate from or linked to professional development programs? How did you determine the key assessment criteria for in-house lawyers? Do you have individual lawyer metrics and/or law department metrics?
- **Global Considerations:** Do you use a single performance assessment and compensation system for lawyers around the world? If so, did you need to make any adjustments for local requirements? Are there privacy considerations/constraints that prevent you from being able to evaluate lawyers across jurisdictional lines? What types of practices have you implemented to address any limitations? If your systems are different based on location, how do you manage the different processes?
- **Assessment Roles; leadership committee:** Who is on point for creating the performance assessment strategy for the law department? Who is on point for implementing it? Is there a leadership committee that reviews all in-house lawyers (and/or legal staff) across the law department on a periodic basis? Who is on that committee? How often are these reviews performed? What is the



- **Competencies; Criteria:** Does the law department have a set (or sets) of competencies against which legal staff is evaluated? Who created these competencies? What are they? Are there different competencies for different ‘levels’ of positions or are the competencies constant with varying expectations of proficiency?
- **Inputs to the Performance Assessment Process:** Who is involved in providing inputs to the performance assessment process? How is information gathered? Is self-assessment part of the process? Are 360-reviews part of the process? Do you seek input from business clients? Do you seek input from outside law firms?

#### B. Advancement; Succession

- **Advancement:** Can a lawyer be promoted (and receive compensation rewards) within a given position or does one need to be promoted to a different position to advance (e.g., if your Senior Environmental Lawyer’s position has a certain salary grade attached to it, once he/she maxes out in the salary range, does he/she need to move to another role or practice area to receive additional compensation)? If the latter, what tools does the law department provide to help train for the transition?
- **Open Positions; Posting:** When positions open (or new positions are added) within the law department, are they posted or communicated internally to allow legal staff to self-nominate or ‘apply’ for the position? Is there a requirement or expectation that open or new positions will be communicated to (and that any who apply will be considered first) in-house staff prior to conducting an external recruiting effort?
- **Supervisory/Management Responsibilities:** Do the top lawyer positions necessarily include a supervisory role? What are the pros and cons? How do you prepare people for these roles?
- **Experience Expectations for Advancement:** Does the law department have certain experience expectations for advancement for the top-most positions (e.g., must any top-level lawyer have rotated through certain key legal positions? Must any top-level lawyer have worked in several countries? Etc.)? Are these expectations communicated formally or informally? Is business experience a must? Is global experience a must? Is there a ‘feeder path’?
- **Succession Planning:** What is the succession planning process within the law department? Who is involved? Is the process part of an overall corporate leadership succession strategy or is it law department-specific? Does it apply to all levels within the law department or only the upper-levels? How often is succession planning conducted?
- **Experience/Rotation Criteria for Legal Leadership Positions:** Are there stated or unstated experience expectations in order to be promoted to the most senior levels of the law department (e.g., are there requirements for serving as a lead lawyer for more than one business unit or division? for global companies: is there an experience criteria requiring lawyers on the leadership track to hold positions in more than one country? etc.)?

#### C. Communications

- **Job Descriptions:** Does everyone have access to all job descriptions within the law department? If access is limited, who gets it? What are the pros and cons of open access to job descriptions? Who is the ‘keeper’ of the job descriptions?

- **Job Openings:** Are job openings or new positions ‘posted’ or communicated within the law department to enable interested persons to ‘apply’? Who is on point for managing this process? Do all who ‘apply’ have an opportunity to be considered?
- **Expectations; Competencies; Evaluation Criteria:** How does the law department communicate performance and evaluation expectations? How often are these expectations communicated? What have you found to be most effective?
- **Advancements; Promotions; Successes:** Do you communicate advancements, promotions and successes within the law department? How are they communicated? Does HR play a role in these communications? How do HR and the law department coordinate?
- **Failures; Terminations:** Do you communicate performance failures or violations of company or law department policies? How do you communicate these matters? Are matters ‘cleansed’ so that identifying information is removed? Are these types of matters communicated via email, via intranet? Are they communicated to only certain portions of the law department (e.g., leadership only, etc.) or to the law department as a whole? Are terminations communicated? What is the appropriate level of information to communicate? What are the pros and cons of communicating this type of information? What role does HR play? What are the challenges in coordinating with HR on these issues?

## VI. Recruiting; Retention; Outplacement

- **Recruiting:** What practices do you implement to recruit lawyers for open positions? Do you use certain set recruiting firms? Do you handle recruitment internally? Does HR handle this for you? Do you provide recruiting firms and/or HR with guidelines? Do you encourage consideration of a diverse candidate slate?
- **Online Recruiting Tools:** Have you used online recruiting and resource tools? Are you familiar with ACC’s In-house Jobline<sup>sm</sup> feature and have you had success as a participating employer? ACC’s In-house Jobline<sup>sm</sup> enables employers to create an account, post jobs online, have resumes emailed to you, and allows you to browse a database of resumes. Currently, ACC’s In-house Jobline<sup>sm</sup> has approximately 830 in-house positions listed, just under 8,000 resumes and includes access to a library of career-related resources. Here’s a link for more information on/to access ACC’s In-house Jobline<sup>sm</sup>: <http://jobline.acc.com/>.
- **Interview Process:** Who is generally involved in interviewing lawyers for open positions? What role does the CLO play? What role (if any) to business leaders play?
- **Conflicts; Non-competes:** Does your company request/require lawyers to sign non-compete agreements? What types of practices do you implement in hiring new lawyers or the exit interview process for lawyers leaving the department relating to managing potential business conflicts issues? What practices or processes do you implement if a lawyer from your department leaves to go work for a competitor or a government regulatory agency?
- **Retention:** What types of practices do you implement to help retain lawyers—especially in ‘flatter’ organizations where there may be less vertical opportunities for advancement? How does law firm compensation impact retention discussions? Are alternative work arrangements part of the mix of offerings to help with retention?

- **Outplacement:** For law departments with limited career advancement opportunities, have you engaged in efforts to help place high-achieving lawyers in positions on the business side or even outside the company?

## REFERENCES

Following is a sampling of a variety of resources relating to our session topic. For additional ACC resources, search ACC's Virtual Library at [www.acc.com/vl](http://www.acc.com/vl).

### ORGANIZATIONAL STRUCTURE

Article: Tips & Insights "Global Law Department Management" (ACC Docket, 2008)

<http://www.acc.com/resource/v9764>

Article: The Business Case for Having a Chief Administrative Officer in Your Law Department (insights from Rick Palmore, Sara Lee Corp., 2008)

<http://www.acc.com/resource/index.php?key=9269>

Article: Managing the Global Legal Department (ACC Docket 2008)

<http://www.acc.com/resource/v9768>

Article: Global Law Department Design and Service Models: What Companies are Doing (ACC Leading Practices Profile, 2004)

[http://www.acca.com/protected/article/international/lead\\_globallaw.pdf](http://www.acca.com/protected/article/international/lead_globallaw.pdf)

Article: Management of Law Department Resources: Structuring A Corporate Legal Department (ACC Quick Reference, 2007)

<http://www.acc.com/resource/v3707>

Program Material: Are You a Seamless Fit Within Your Company? (ACC Corporate Counsel University, 2003)

[http://search.acc.com/results\\_html.cfm](http://search.acc.com/results_html.cfm)

### STAFFING; USE OF NON-LAWYER PROFESSIONALS; RELATIONSHIPS WITH HR

ACC's In-house Jobline<sup>sm</sup>

<http://jobline.acc.com/>

Article: Job Titles for In-house Lawyers: What Companies Are Doing (ACC Leading Practices Profile, 2005)

<http://acc.com/resource/v5986>

Article: When A Lawyer Just Won't Do: The Secret To A More Efficient, Productive Law Department (ACC Docket 2005)

<http://www.acc.com/resource/v5260>

Article: Using Non-Lawyer Personnel To Help Perform Legal Functions (ACC Leading Practice Profile, 2004)

<http://www.acca.com/resource/v5904>

Article: Recruiting and Retaining In-House Staff (ACC InfoPAK 2006)

<http://www.acc.com/resource/v5800>

Article: Diversity in the Law Department (ACC Leading Practice Profile 2005)

<http://www.acc.com/resource/v5898>

Blog Piece: on pedigreed contract lawyers and secondments (MacEwen 07/02/08)  
[www.bmacewen.com/cgi-bin/mt-tb.cgi/864](http://www.bmacewen.com/cgi-bin/mt-tb.cgi/864)

ABA Formal Opinion 08-451 *Lawyer's Obligations When Outsourcing Legal and Nonlegal Support Services* (08/05/08)  
[www.abanet.org/cpr/08-451.pdf](http://www.abanet.org/cpr/08-451.pdf)

Ethics Opinion: Virginia State Bar – Legal Ethics Opinion 1712: “Temporary Lawyers Working Through a Temporary Placement Service”  
<http://www.acca.com/protected/article/ethics/vabar1712.html>

Program Material: The Role of the In-House Paralegal (material from a 2003 CLE program)  
<http://www.acca.com/protected/reference/smlaw/paralegal.pdf>

Article: Collaboration between Corporate Legal and Human Resources Departments on Non-Litigation Matters (ACC Leading Practices Profile, 2007)  
<http://www.acc.com/resource/index.php?key=8720>

#### **OUTSOURCING; OFF-SHORING**

Article: Strategic Outsourcing And Alternative Service Models (ACC Leading Practices Profile article, 2004)  
<http://acc.com/resource/v5903>

Article: The Brave New World of Global Outsourcing (ACC Docket 2003)  
<http://acc.com/resource/v4882>

Article: When Should You Outsource Investigations (ACC Docket 2006)  
<http://acc.com/resource/v7530>

Article: Outsourcing Transactions (ACC InfoPAK, 2006)  
<http://www.acc.com/resource/v7547>

#### **COMPENSATION & RETENTION**

Article: Compensation & Retention Strategies for In-House Lawyers (ACC Leading Practices Profile, 2004)  
<http://acc.com/resource/v5905>

Article: Recruiting and Retaining In-House Staff (ACC InfoPAK 2006)  
<http://www.acc.com/resource/v5800>

Article: Ten Lessons Learned by CLOs About Executive Compensation From the Stock Options Crises  
<http://www.acc.com/resource/v8042>

Article: Recruiting and Retaining In-House Staff (ACC InfoPAK 2006)  
<http://www.acc.com/resource/v5800>

Article: Corporate Social Responsibility: What Every In-House Counsel Should Know  
<http://www.acc.com/resource/v4852>

## TRAINING & PROFESSIONAL DEVELOPMENT

### ACC Training and Education

ACC Annual Meetings

<http://www.acc.com/php/cms/index.php?id=41>

ACC Mini MBA

<http://www.acc.com/minimba/>

ACC Executive Leadership Institute

<http://www.acc.com/leadership/>

ACC Continuing Legal Education Online

<http://www.acc.com/php/cms/index.php?id=44>

ACC Webcasts

<http://webcasts.acc.com/>

Article: The Value of Mentoring Programs for Corporate Legal Departments (ACC Docket 2007)

<http://www.acc.com/resource/v8866>

Article: Motivating In-House Lawyers So They Thrive and Don't 'Die-on-the-Vine':

Insights of Michele Mayes, CLO Pitney Bowes, Inc. (ACC CLO Executive Bulletin, 2006)

<http://www.acca.com/protected/reference/performance/mayes.pdf>

Article: Recruiting and Retaining In-House Staff (ACC InfoPAK, 2006)

<http://www.acc.com/resource/v5800>

Article: Job Titles for In-house Lawyers: What Companies Are Doing (ACC Leading Practices Profile, 2005)

<http://acc.com/resource/v5986>

Article: Making Your Gig (Job) a Hit: Why and How Corporate Counsel Should Learn Career Lessons From Musicians (ACC Docket 2008)

<http://www.acc.com/resource/v9995>

Article: From Lawyer to Business Partner: Career Advancement in Corporate Law Departments

<http://www.acc.com/resource/v467>

Article: Tales from the trenches: recruiting, keeping and motivating talent by (*Global Counsel*, October 2003)

[http://www.acca.com/protected/gc.php?key=20031117\\_23492](http://www.acca.com/protected/gc.php?key=20031117_23492)

Program Material: Recruiting, Developing, & Retaining Diverse Candidates (ACC 2002 Annual Meeting)

<http://www.acca.com/education2k2/am/cm/808.pdf>