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A Framework for a Paperless Office Strategy

ARMA Chicago Chapter Presentation

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Sharing today

- Paper/less Project Background
- Review the business case Mayer Brown developed to support the paper/less initiative
- Mayer Brown's four-pronged approach to paper reduction in the workplace
- Three goals of Mayer Brown's paper/less initiative
- Review the steps you can take at your firm to initiate your paper/less initiative.

Where we started...

Request from Managing Partner in 2011:

“Reduce the cost of records storage in the warehouse.”

What we asked...

What can we do about the existing records in the warehouse?

How and why does paper get to the warehouse?

What we learned...

Analyzing and solving the problem of paper in the warehouse yielded opportunities for greater business process transformation throughout the firm.

Paperless Project Background

- Other companies have executed on “Paperless Office” initiatives to drive operational efficiency, automate heretofore manual business processes, reduce costs and promote environmental awareness goals.
- The Firm had never made a deliberate, in-depth examination of the opportunities afforded by executing on such “paperless office” strategies.
- At the same time, various “green” initiatives have refocused the spotlight on organizations’ efforts to reduce their consumption of paper products as a means of reducing their environmental carbon footprint.
- IT received approval in 2011 to initiate an R & D project to assess the Firm’s maturity level in its paperless initiatives, and develop a portfolio of project proposals to achieve a stated maturity objective.

2011: “Paperless” Project Objectives

- Research and document how other organizations have executed on “paperless” strategies. Engaged Neil Cameron (outside consultant) to facilitate.
- Investigate and define which paperless model is most appropriate for Mayer Brown.
- Capture the Firm’s current state against a Paperless Office maturity curve.
- Identify the level of maturity most appropriate for Mayer Brown.
- Considerations include regional variations, environmental and regulatory environment, practice vs. departmental process, and change management issues.

What did our research uncover?

- While the concept of a “paperless office” has been around at least since the mid-1980s, with the introduction of the first word processors, its realization had not lived up to the marketing hype.
- Paper reduction in the workplace today is usually a result of Business Process Management (BPM) efforts combined with the implementation of new technologies such as scanning, OCR and personal digital devices. BPM looks at paper-based processes and attempts to replace them with electronic forms and workflow automation to promote productivity and efficiency.
- Surprisingly, we found that a “Paperless” Maturity Model did not exist that benchmarked various levels of paper reduction in the workplace.
- The Firm’s document retention policy had been in a state of revision for years and would need to be formally revised and approved to govern the disposition of paper and digital documents. The Firm had approximately 70,000 boxes of records in off-site storage that were incurring huge storage and withdrawal fees.

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Paperless Office Initiative

Business Case

- The Firm currently incurs \$2.4M in annual costs for the warehousing of records, some nearly 100 years old.
- Between the US and UK offices alone, over 80 million sheets of paper are purchased annually, at a cost of \$555,884. Projecting 'run rates' for paper and consumables across the remainder of the Firm generates an annual spend estimated at \$1,244,000.
- The Firm's investment in Matter Centricity promoted the filing of documents electronically thereby providing the opportunity to scan paper documents directly to the matter file making it available to those who need it. However, the Firm lacked the appropriate software to do this. (Universal Send vs. SSOP)
- Adopting a standard process for closing matter files in a consistent manner aligns with the Firm's risk objectives.
- Reclaiming precious office space that is currently consumed by records storage affords the Firm with the opportunity to re-purpose this space and defer expansion or release space commitments.
- Leveraging workflow automation to replace manual paper-based processes drives efficiency and promotes quality objectives.
- Paperless objectives are consistent with the Green Committee's goal for reducing Mayer Brown's carbon footprint and promoting environmental awareness.

State of “Paperless” in Law Firms

- More common in sole practitioner or small firms focusing on single practice (i.e., auto accident claims)
- SJ Berwin, Allen & Overy: leveraged office moves to accelerate move to paperless adoption (opportunity which Mayer Brown leveraged with its New York office move in 2015).
- Only 7 out of 52 (14.3%) 500+ lawyer firms currently scan incoming paper on a systematic basis – *Altman Weil Survey 2011*

State of “Paperless” at Mayer Brown (2011)

- Efforts of Green Committee have raised awareness of paperless agenda
 - Promoted use of 30% recycled paper
 - Ongoing communiqués regarding recycling efforts
 - Promoted duplex printing where available
- Current state presented an opportunity to:
 - Finalize and put in practice an effective modern document retention policy (enacted in 2012)
 - Address the utilization of warehouse file storage
 - Upgrade legacy scanning software to support scanning directly to matter file
 - Upgrading legacy printers to MFD-class printers
 - Transform the matter closing process to incorporate records filing and storage
 - Institute best practices regarding printing in legal and departmental activities

MISSION

Promote behaviors and leverage best practices and workflow technologies to reduce the persistence of paper in the workplace.



VISION

By 2017, the Firm will reduce its off-site records inventory by 60%, reduce its physical consumption of paper by 60% and have institutionalized supporting business practices and technologies that engender paper reduction in the workplace.

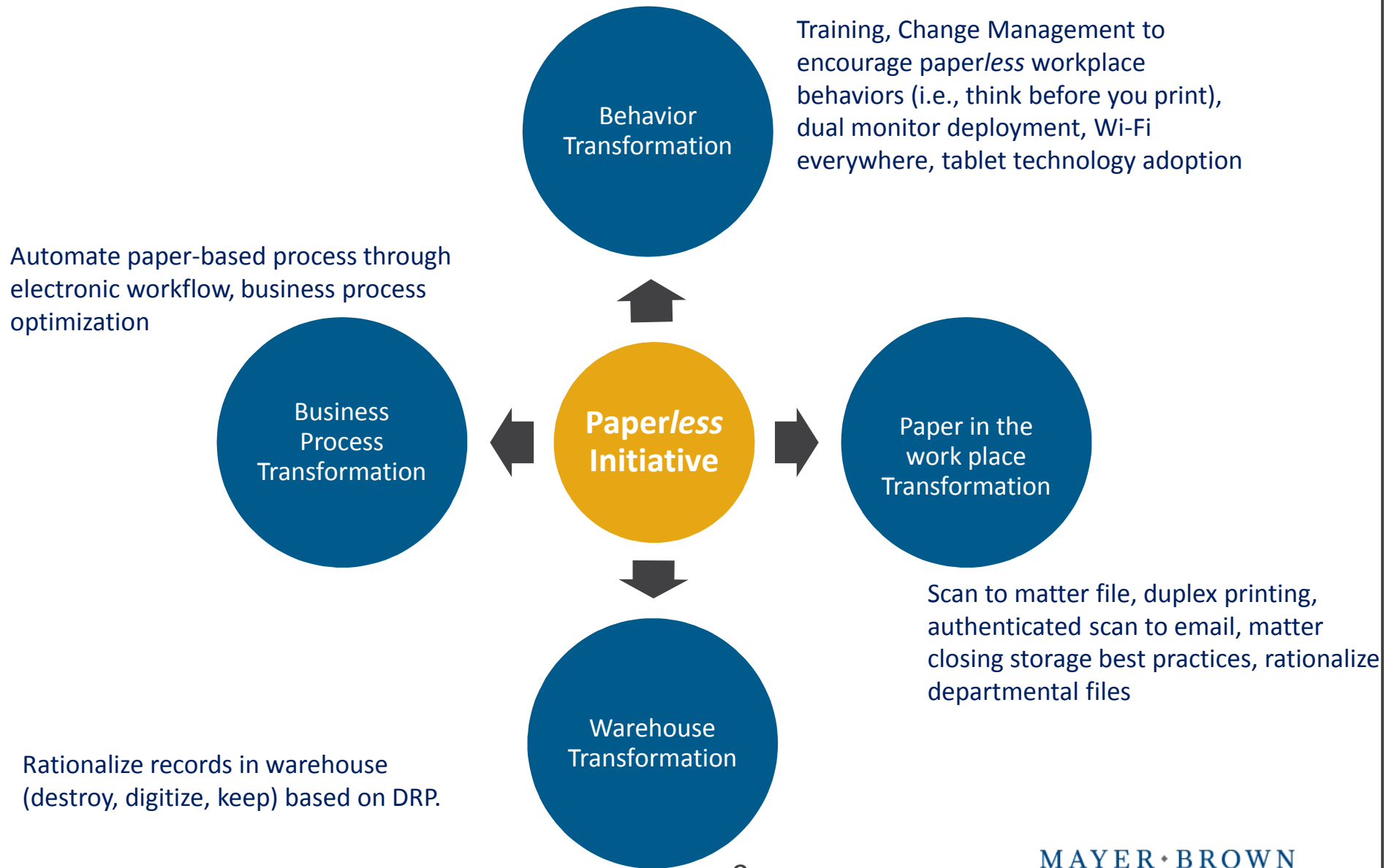
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Paperless Office Initiative

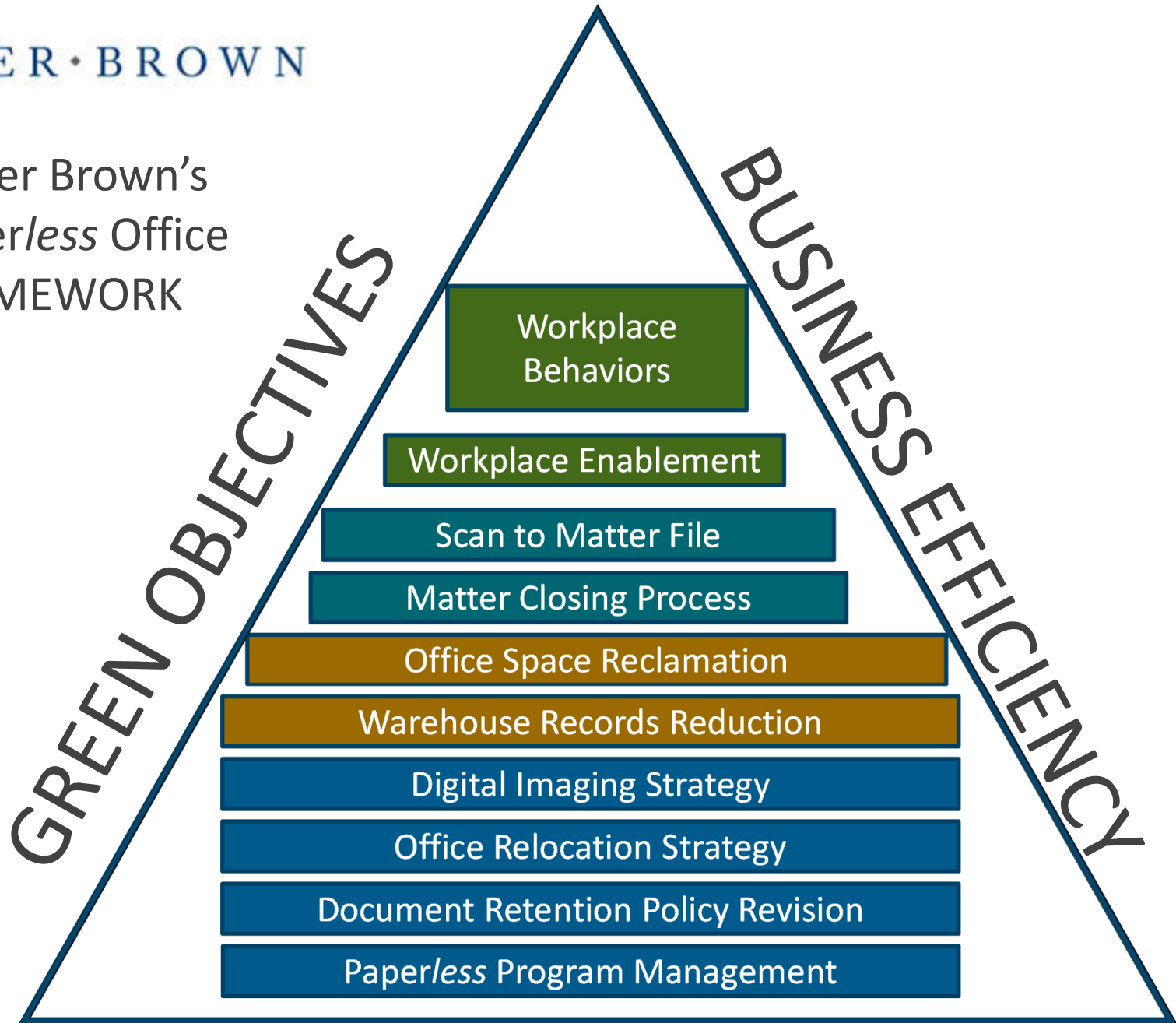
Guiding Principles

- The Paperless Office Initiative is a priority of the Firm's Management Committee.
- It is agreed that paper retention will be necessary in some cases and that the goal of this initiative is to *reduce* paper, not eliminate it altogether.
- The Firm's Document Retention Policy shall govern the disposition of paper in the workplace.
- Reducing paper usage will drive associated efforts to evaluate processes and lead to greater efficiency and cost reduction for the Firm.
- The Firm will select technologies that promote paper reduction in the workplace through the use of electronic signatures, workflow automation and imaging technologies.
- The Firm will commit to training and change management to reinforce workplace behaviors that promote paper reduction in the workplace.
- The Vision of the paperless office initiative will be achieved by a shared responsibility of all Firm employees.

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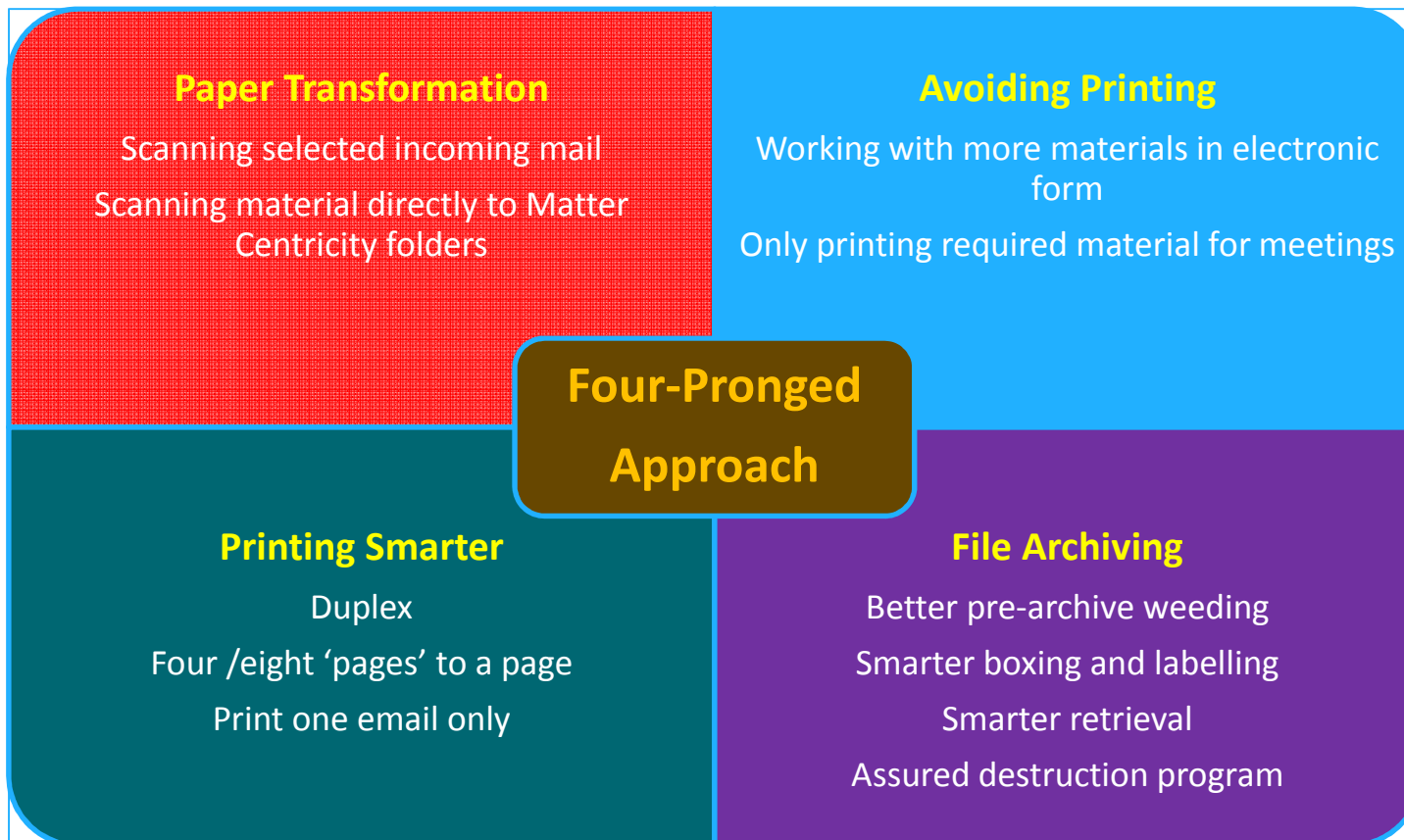
Mayer Brown's
Paperless Office
FRAMEWORK



Paperless Maturity Model Driven by Mayer Brown's Paperless Approach



Paperless Office Paper Transformation



Paper/less Office
ENABLERS

Enablers	Tactics	Paper Transformation	Printing Avoidance	Printing Smarter	File Archiving
Revised Document Retention Policy		✓	✓	✓	✓
Senior Sponsorship		✓	✓	✓	✓
Change Management		✓	✓	✓	✓
Metrics		✓	✓	✓	✓
Matter Centricity		✓			✓
Scanner/Printer Upgrade		✓		✓	
Wi-Fi extension			✓		
iPad/Tablet Integration			✓		
Smart printer drivers				✓	
Outlook Meeting Request etiquette			✓		
Two screens		✓	✓		
Dashboard			✓		
New archiving procedures					✓

Paperless Office

POTENTIAL FINANCIAL BENEFITS (example only)

	Annual Cost	Potential Saving %	Potential Saving \$
Paper/Toner Consumption	\$1,244,000	15-25%	\$185,000 - \$310,000
File Archiving	\$3,000,000	15-25%	\$450,000 - \$750,000
Total Potential Benefits			\$635,000 - \$1,060,000

Paperless Office Roadmap

	2012				2013			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Document Retention Policy Approval								
Disseminate and communicate Revised DRP								
Revise Matter Closing Process								
Implement Revised Matter Closing Process								
US Warehouse Records Rationalization								
Office Relocation (RM Linkage) Strategy								
Office Space Reclamation								
Digital Imaging Strategy								
Digital Imaging Strategy Pilot								
Digital Imaging Strategy Rollout								
Printing Smarter								
Wi-Fi Everywhere								
Dual Monitors								
Upgrade Legacy Printers								
Paperless Billing								
Finance Imaging								

Appendix: Paperless Office Roadmap Details

PAPERLESS INITIATIVE PROGRAM (PIP)				
Initiative	Category	Sponsor	Description	Timing
Revised Document Retention Policy (DRP)	Governance	Risk Committee	The revision and dissemination of the revised DRP is a dependency for multiple PIP initiatives	DRP to be presented to MC on 3/19/12
Disseminate and communicate Revised DRP	Governance	Risk Committee	The revised DRP needs to be communicated to all MB Staff	Consider announcement, training at Partners meeting in April 2012
Revise Matter Closing Process	Business Process	Practice Support	The current matter closing process need to be revised to implement changes from the revised DRP	2012: Q2 --> Q3
Implement Revised Matter Closing Process	Business Process	Practice Support	The revised matter closing process will be implemented	2012: Q4
US Warehouse Records Rationalization	Archiving	Records Center	US will apply the revised DRP against archival boxes in US warehouses to reduce or transform physically stored records (better pre-archive weeding, smarter boxing and labeling, smarter retrieval, assured destruction program)	2012: Q3 -----> through 2013
Office Relocation Strategy	Governance	Administration	The revised DRP will be applied to the Firm's office relocation strategy to guide future office moves and the amount of paper that migrates from the old to new office	2012: Q3
Office Space Reclamation	Workplace Enablement	Administration	Reclaim office space formerly used for storing boxes of records that have now been moved to warehouse or rationalized through revised DRP	2012: Q3 -->Q4

Appendix: Paperless Office Roadmap Details

PAPERLESS INITIATIVE PROGRAM (PIP)				
Initiative	Category	Sponsor	Description	Timing
Digital Imaging Strategy	Business Process	IT	Evaluate and select SSOP software to upgrade MFDs and support scanning directly to matter file and authenticated scan to email	2012: Q3
Digital Imaging Strategy Pilot	Business Process	Pilot Practice Group	Pilot selected SSOP solution (scanning directly into MCC folders)	2012: Q4
Digital Imaging Strategy Rollout	Business Process	Practice Support	Rollout "Scan to Matter File" after successful completion of pilot	2013: Q1 ---> Q2
Printing Smarter	Workplace Behaviors	Green Committee	Train staff to promote 2-sided printing, printing multiple pages on single page; print only what is required; meeting etiquette (consider bringing digital copy to meeting via iPad or laptop rather than printing hard copies)	2012: Q2-->Q3
Wi-Fi Everywhere	Workplace Enablement	IT	Assess current gaps in office Wi-Fi coverage; plan remediation and implement to promote ubiquitous Wi-Fi environment in Firm meeting rooms	2012: Q4
Dual Monitors	Workplace Enablement	Training	Document "best practice" of attorneys currently using dual monitors and create training to roll out to practice areas	2012: Q2
Upgrade Legacy Printers	Workplace Enablement	Administration	Accelerate upgrade of Legacy printers to MFD class printers	2012: Q2 ----> through 2013
Paperless Billing	Business Process	Finance	Recommended by the IT Strategy Project. Migrate the current paper-based pre-bill process to on-screen application to reduce complexity and AR cycle	2013
Finance Imaging	Business Process	Finance	Recommended by the IT Strategy Project. Scan paper receipts and attach the images to the accounts payable entry. The current manual processes for distributing and handling disbursement receipts in particular is time consuming, error-prone and labor intensive.	2013

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Paperless Office Initiative

Warehouse Records



The current rationale for keeping records ‘forever’ is the potential need to access records in the future. However:

- Across all US offices, 87% of all closed matter records in the warehouse had never been touched
- In Chicago, over 97% of all closed matter records had never been touched
- US and UK: average of 64% of closed matter records (less than 10 years old) had never been touched

State of “Paperless” at Mayer Brown (2015)

- Warehouse file reduction:
 - LegalKEY retention module training required (IN PROGRESS)
 - Testing, ironing out data issues between app developers and records management staff (COMPLETE)
 - Oldest matter destruction – waiting for approval (expect later in year)
 - Number of older boxes eliminated may be limited
 - 420 Reduction (attorney files) – destroy non-matter related material before sending offsite
 - Reduction in enterprise boxes going off-site(HR, Marketing, Finance, etc.)

State of “Paperless” at Mayer Brown (2015)

- Behavior Transformation
 - Ongoing focus/awareness promoted by Green Committee
 - Think before printing
 - Wi-fi everywhere (95% all offices globally)
 - Tablet adoption
 - Dual monitors
 - Video phones

State of “Paperless” at Mayer Brown (2015)

- Business Process Transformation
 - Matter Closing Process
 - Finance Imaging
 - Paperless Billing
 - eProcurement (procure-to-pay, contract management)

State of “Paperless” at Mayer Brown (2015)

- Paper in the workplace transformation:
 - Duplex default printing
 - Matter closing best practices
 - Leverage office moves for paper rationalization

Steps to consider for your Paperless Initiative

- Start with defining what paperless means for your firm
- Identify what you are already doing (green efforts, etc.)
- Identify targets for transformation
 - business process
 - behavior
 - paper in the workplace
 - warehouse/off-site storage
- Create a roadmap of projects with budgets and projected savings (multi-year program)
- Get executive buy-in (program sponsors)
- Build your team (participants from business, enterprise, IT)
- Consider executing on quick-wins to build momentum

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