

## **EARTH DAY - April 22<sup>nd</sup>, 2008**

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## **April 2008** **Inside this Issue**

- ❖ Editor's Message
- ❖ A Letter from Dee Nevett
- ❖ March General Meeting - Summary
- ❖ Cost Recovery by the Numbers
- ❖ What is RSS?
- ❖ Offshore Legal Outsourcing
- ❖ How to Safely virtualize your IT environment
- ❖ Take Responsibility for your own Communication ...
- ❖ Ten Key Differences in Canadian, U.S. Employment Law
- ❖ Laugh Lines

## **Schedule of Events**

**HR SIG -**  
**LAUNCH OF 2008 SALARY SURVEY**  
Thursday, May 1, 2008

**CONFERENCE COMMITTEE**  
Wednesday, May 7, 2008

**GENERAL MEETING**  
Thursday, May 15, 2008

**BOARD OF DIRECTORS MEETING**  
Wednesday, May 21, 2008

**CONFERENCE COMMITTEE**  
Thursday, May 29, 2008

**JUNE SOCIAL**  
Friday, June 6, 2008

**CONFERENCE COMMITTEE**  
Wednesday, June 11, 2008

**CONFERENCE COMMITTEE**  
Thursday, June 26, 2008

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## OFFSHORE LEGAL OUTSOURCING A NEW TREND IN CANADA

### Paradigm shift

Law firms face a plethora of challenges, including a growing demand for legal services; fierce competition; greater volume of work; higher expectations; quicker turnaround times; higher lawyer salaries; higher operating costs; and lawyer attrition. Managing a successful law firm today is as much about providing quality legal services as it is about running an efficient business.

Legal services have traditionally been provided exclusively by lawyers, paralegals and law clerks. The conventional approach to providing legal services has historically been that all legal services would command a premium price, because the expertise required to provide the services could not easily be duplicated.

The legal landscape is changing rapidly due to various factors, including technology, globalization, and commoditization. Many law firms have benefited from outsourcing technical support, HR and IT-related work. Offshore outsourcing of legal services is beginning to take root in the United States, United Kingdom, and now in Canada. For those who are unfamiliar with the concept of offshore legal outsourcing, the phrase simply refers to the contracting out of legal work that was previously done by lawyers (or law clerks) within a law firm to an external third party in a separate country.

### What legal services could be outsourced?

Lawyers generally serve as legal advisers to their clients; and perform qualitative, skill-intensive legal tasks (or at least that's the goal). The more complex the work; the higher the fees lawyers can charge their clients; and the more profitable the work is. By contrast, offshore legal outsourcing vendors typically perform quantitative, "lower-skilled" legal tasks, and serve as a support to law firms. This support is crucial where a law firm is under-resourced – particularly where a law firm needs to gear up periodically from time to time.



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The nature of the work that could be outsourced is varied and includes document review, document drafting, legal research, due diligence, and much more. The main category of work that is increasingly being outsourced offshore with a high degree of success is document review. Document review work could include a review of documents for litigation purposes (e.g. discovery) or corporate commercial purposes (e.g. due diligence). Offshore legal outsourcing vendors typically work closely with their law firm clients to identify the ideal work that could be outsourced.

### India as an offshore destination

India is the leading destination for offshore legal outsourcing. It has the largest pool of English-speaking graduates outside of the United States and is an ideal destination for outsourcing legal work because the Indian legal system is similar to Canada's English common law legal system. Legal education in India

*Continued on page 11*

is similar to Canada in that the medium of education is English; and studies encompass a wide range of substantive and procedural laws. A law degree (or LLB) can be obtained either through a three-year post graduate degree in law or a five-year full-time law degree after graduating from high school. In addition, many lawyers continue their education with a master of laws (LLM) degree. For these reasons, lawyers in India are competent and well-equipped to provide Canadian law firms with quality legal services. Furthermore, there is a 10.5-hour time difference between India and Canada (EST), which can prove helpful in managing workflow. The differences in time zones between India and Canada means that lawyers in India can perform services whilst their Canadian clients are asleep.

Lawyers in India earn on average 10 to 20 percent of what their North American counterparts would earn, which translates into significant cost savings. The legal talent pool in India is highly scalable, and by some estimates, there are about 1 million lawyers in India, with about 70,000 law students graduating each year.

### Benefits of offshore legal outsourcing

Aside from the cost savings, increased turnaround times and quality of work already mentioned, using the services of an offshore legal outsourcing vendor can improve the morale in a law firm and assist the firm with its goal of retaining its “best and brightest” lawyers. By providing the more “interesting” complex work to a law firm’s lawyers; and sending the less “interesting” repetitive work to an offshore legal outsourcing vendor, morale in the law firm can be improved. There is nothing quite like a spirit-crushing review of thousands of documents to lower morale in a law firm. Offshore legal outsourcing now provides law firms with a compelling alternative when it comes to routine repetitive-type legal work.

### Offshore legal outsourcing in Canada

Canadian law firms face many of the same challenges that their United States and United Kingdom counterparts face. Factors such as growing demand for legal services; fierce competition; greater volume of work; higher expectations; quicker turnaround times;

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higher lawyer salaries; higher operating costs; and lawyer attrition are as prevalent in Canada as they are in the United States and United Kingdom.

The beginnings of transformation in the Canadian legal services market are evident today. With appropriate oversight, most law firms will likely find that outsourcing certain legal work to India is an effective way of significantly reducing costs and improving turnaround times; whilst maintaining the quality of the work and improving morale at the same time.

Is offshore legal outsourcing a new trend, or is it merely an extension of an already successful and entrenched outsourcing trend? In the final analysis, it likely does not matter. One thing is for sure: The legal services market in Canada is changing.

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company provides a variety of outsourced legal services to law firms and in-house lawyers across Canada through a team of English Common Law lawyers based in Mumbai and Pune in India. Legalwise serves the diverse needs of clients in multiple industry sectors across the country. For information, email Gavin at [gbirer@legalwise.ca](mailto:gbirer@legalwise.ca) or visit [www.legalwise.ca](http://www.legalwise.ca).

## HOW TO SAFELY VIRTUALIZE YOUR IT ENVIRONMENT

Over the last year the uptake of virtualization technologies has risen sharply due to the many benefits it can deliver for businesses. These benefits include simplified server management, reduced hardware overheads and increased agility. Yet, an undesired consequence of virtualization is that it increases the risk of unplanned downtime; a risk that can have costly consequences. **Nick Turnbull**, director of sales, EMEA and Asia Pacific, Marathon Technologies, provides top tips that businesses need to consider before virtualizing their environments.

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## Assess the business case for a virtualized environment

Before implementing a new virtualization technology, businesses need to assess whether the technology will provide a reasonable return on their investment. IT executives should first take a hard look at how they are using servers today. Do they have common applications running on a number of different servers? Do they have enough servers that could and should be consolidated? Is the number of applications increasing and the capacity required for the applications continuing to expand? Is the business planning to undertake other large-scale technology implementations, and if so, how will this fit in with a possible virtualization development? In short, the IT department has to make a convincing business case in order to ensure executive management buy-in. Tools to calculate ROI and support the business case are readily available online, helping businesses conduct a quick assessment.

## The implications of a new implementation

While any new technology implementation sets out to benefit the business in some way, it is important to understand any associated risks, and whether this could ultimately negate any benefits reaped. Reasons for adopting virtualization should not be simply because it's a trend – and so an unnecessary cost – but because it will truly benefit the business. For example, businesses may be unaware that the original licensing terms and conditions for the applications may no longer apply after the applications have been migrated to the virtualized environment. In addition, it may be that the providers of the organisation's key software applications do not support virtualization systems, and are unable to offer technical support for the applications after the migration to a virtualized environment.

## Spend enough time planning

As any IT manager knows, implementing a new system requires dedicated resources, budget and time. Industry experts have estimated that the planning stage constitutes 90 percent of a virtualization

*Continued on page 13*