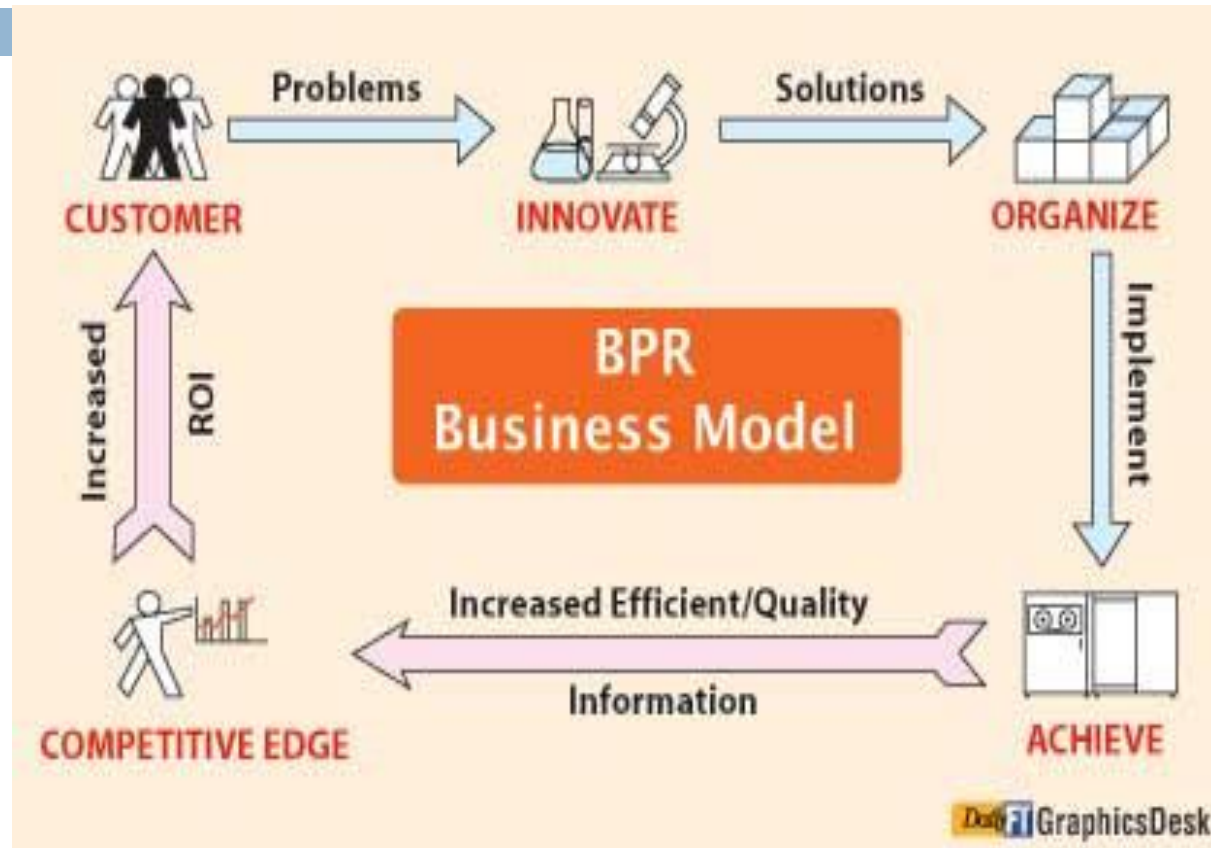# ARTIFICIAL INTELLIGENCE & LAW

Ermo Täks

What is BPR?

- A collection of activities designed to produce a specific output for a particular customer or market

- Emphasis on <u>how</u> the work is done within an organisation rather than production

- A specific ordering of work activities across time and place

- Clearly defined inputs and outputs

Tharanga Thilakasiri, **Importance of business process reengineering**
, http://www.ft.lk/2010/11/11/importance-of-business-process-reengineering

The need

- Public sector processes are highly structured
  - hard to have these old and complex procedures transformed
- Government is the only one that provides public services.
  - Interaction with government is not a matter of choice.
- There is a big fragmentation of workflows
- There are many levels of decision-making and centralized control.
- political leaders ignore matters related to IT
  - and delegate them to technical experts

Business process improvement

- equivalent to re-decorating a house
- usually within a single department

Business process reengineering

- usually targeting different departments, cross-functional

- supports the company's Business Plan.

- Focus to support of mid-term targets (three to four years in the future)

Business process architecture

- objective to achieve an overall change
- Investment, time usage and the risk are substantial
- No guarantees of achieving the desired returns
- unlimited in scope

BPR fundamentials

- **Fundamental** rethinking and **radical** redesign of business **processes**
- to achieve **dramatic** improvements in critical, contemporary measures of performance, such as
  - cost,
  - quality,
  - service,
  - speed

Fundamental

- ask the most fundamental questions
  - about their organizations
  - how they operate

## **Why do we do what we do? And why do we do it the way we do?**

BPR Methodology

1.Establishing an organisation's approach to BPR

2.Identifying the opportunity

3.Analysis of an existing process

4.Process re-design

5.Implementation of the change

6.Performance monitoring

BPR in Public Sector

- Different types of interactions of the government:
    - G2C (to Citizens),
    - G2B (to Business),
    - G2G (to Government),
    - B2G (Businesses to Government
- One-Stop Government (OSG),
    - a concept related to e-government, consists of the integration of services from the viewpoint of users
        - citizens,
        - business
        - public servers

Application layers of e-Gov
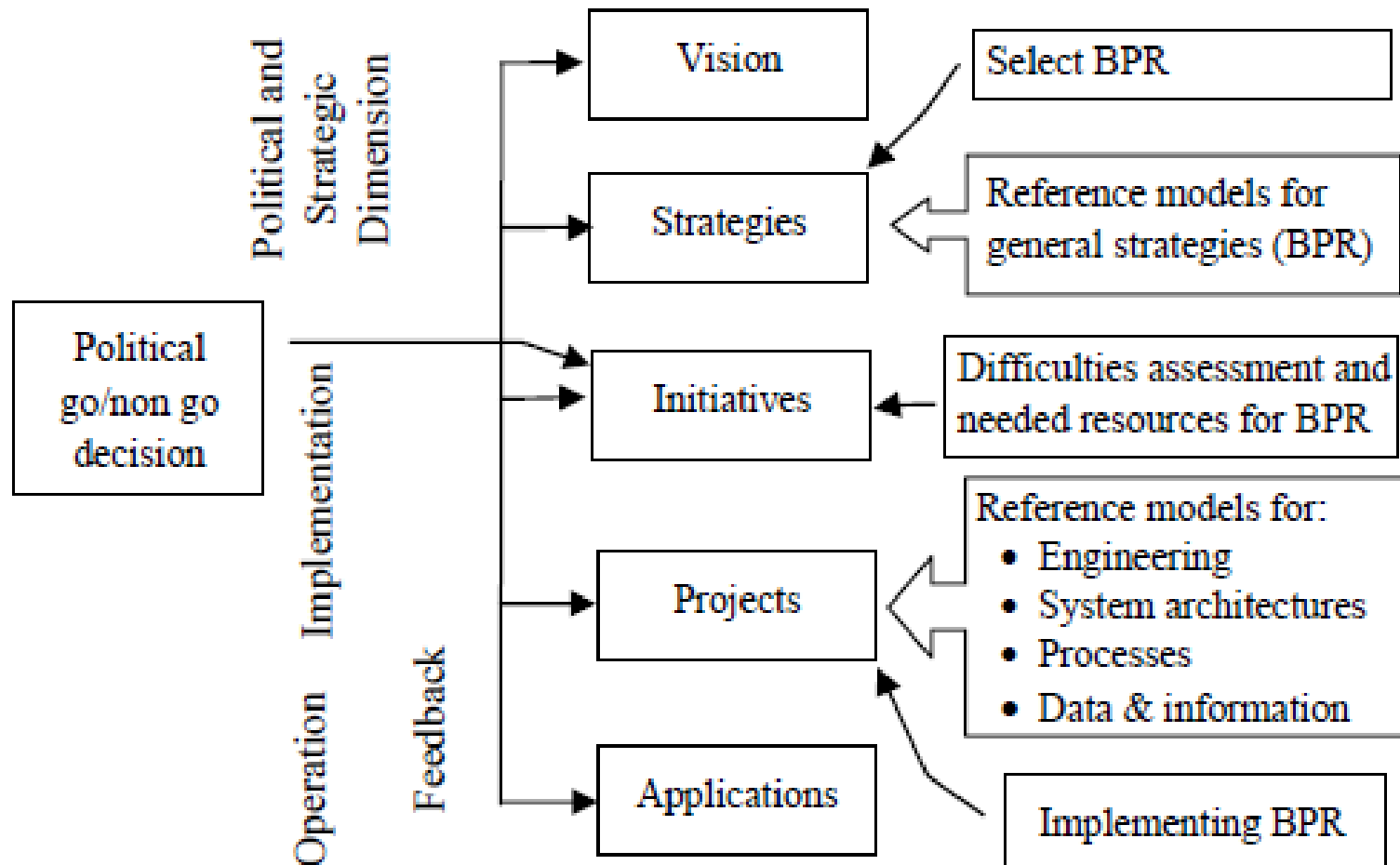
Difficulties of BPR in Public Sector

- *Attitude*- Willingness to apply the radical changes derived from BPR.
- *Scope* - Changes depth. The more drastic the change, the wider its scope.
- *Extension* - Amount of functional areas and entities included in business processes.
- *Knowledge*- Abilities of leaders and team members in charge of BPR.
- *Leadership*- Project leader influence and authority.
- *Objectives* - Definition degree of objectives to be attained with the project.
- *Institutional Restrictions* - Legislation and standards that restrict the development of new proposals.
- *Resources*- Availability of human and financial resources.
- *Techno centrism* - Focusing on technological uses and ignoring other organizational aspects.

Risks of applying BPR

- A focus on top-down design at the expense of **employee participation** and **concerns** about implementation;

- **Less meaningful interaction** of organization members and a loss of organizational culture.

- A danger of **increased organizational rigidity**;

- Inadvertent **deflation of the knowledge asset** which is central to public sector organisations;

Transformational Process

□ is made up of four key components:

  ■ the work to be done by the organisation,

  ■ the individuals who do the job,

  ■ the formal structures and processes in place to motivate performance

  ■ the informal arrangements such as communication and influence

Transformational Process

- a critical factor:
  - What is it that the organisation hopes to achieve? How will success be measured?
  - What structures need to be put in place to ensure there is support for the change?
  - Who will lead the change?
  - Are there those who will act as champions of the change?
  - How will the organisation build the confidence of staff?

Resistance to Change

- handling people's reaction to change is difficult to anticipate and manage

- one needs to see it from the perspective of the person experiencing it, bearing in mind the culture they live in.

Minimising resistance to change

- 6 key activities:
  - Avoid over organising.
  - Communicate like never before.
  - Work at gaining commitment.
  - Turn perceptions of threat to opportunities.
  - Ensure early involvement.
  - Provide help to face up to change.

Lawyers work decomposed

R. Susskind, „Tomorrow's lawyers: an introduction to your futuure", Oxford University Press, 2013

- Document review/probleem analysis
- Legal research
- Project management
- Litigation support
- (electronic) disclosure
- Strategy
- Tactics
- Negotiation
- advocacy

Document review/probleem analysis

- is the process whereby
  - each party to a case sorts through and analyzes the documents and data they possess (and later the documents and data supplied by their opponents through discovery)
  - to determine which are sensitive or otherwise relevant to the case
- During the doc review process,
  - each document may be tagged according to certain categories, including whether it is relevant to an issue in the case,
  - whether it is responsive to a discovery request (and therefore may need to be produced as part of the discovery process),
  - whether it is confidential,
  - whether it is attorney client or otherwise <u>privileged</u>

Legal research

- the process of
  - identifying and retrieving information
  - necessary to support legal decision-making.
- legal research includes each step of a course of action that
  - begins with an analysis of the facts of a problem
  - concludes with the application
  - communication of the results of the investigation