

# Risk management can be outsourced

TRADITIONAL CONCERNS OVER QUALITY assurance, data transfer and control of process need not be a bar to clients making savings by outsourcing legal work to another jurisdiction, such as India. Advice can even play a key role in risk management (RM) strategies, claimed Robert Glennie, former senior partner of McGrigor Donald, and founder of Mumbai-based legal services business NewGalaxy Partners.

Although critical of some legal processing organisations (LPOs), Glennie said his work for insurers and civil engineering companies has demonstrated that adhering to certain good

practices can produce the consistency required. 'You need to use only qualified lawyers,' Glennie told *IHL* on a recent visit to London. 'And you need them to have had exposure to working in the sort of business environment that's given them an insight into client priorities, and the language and style of advice wanted - such as working in the UK in a City firm or in-house.' He added: 'Some LPOs work as script-dependent call centres - that is going to be frustrating for the client.'

Glennie said space was needed for hands-on relationship management as well: 'The client needs to feel there is a dialogue.' A particular contribution is made to RM, he said, by having contracts reviewed for risks offshore prior to a bidding process: 'Bidding for large projects is expensive, and there's the risk of losing, or agreeing early to a risk-balance that is different to that which you believe you are getting in to.'

## French work law changes

NEW LAWS PROMOTING WORK, employment and purchasing power introduced in France promise mixed opportunities for businesses.

Amendments to the law allowed for a variety of flexible regimes that increased overtime payments by up to 25% for the first eight hours worked and 50% for any others over the statutory 36 hours a week. Salans lawyers said that French feedback indicated the new system would be difficult to manage and, although there would be compliance, the progress of implementation would be difficult and a likely source of problems.