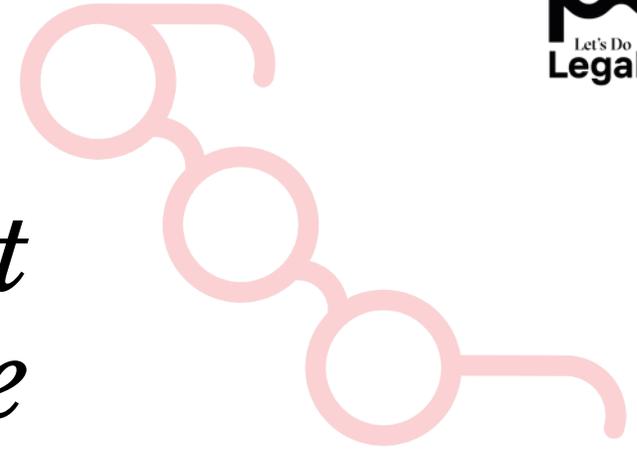


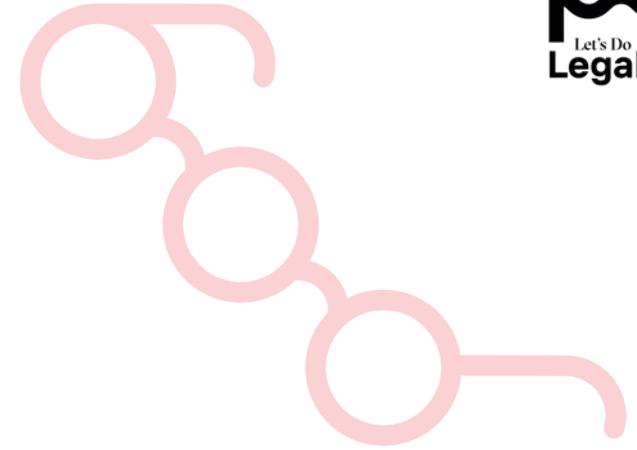
Die Bedeutung von *LEGAL DESIGN* für die Idee von 'Justice Operations'.

Juni 2024

*Gutes Design beschränkt
sich auf das Wesentliche
und befähigt Nutzer.*



Legal Design ist der
Schlüssel zur Befähigung
der Nutzer im Recht.



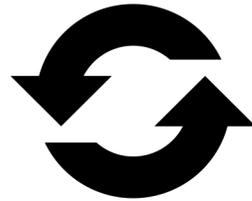
Wer sind die Nutzer der Justiz?

- ALLE Verwaltungsbeteiligten.
- Bürgerinnen und Bürger.

WAS IST LEGAL DESIGN?

Innovations-
methode

- + DESIGN PROZESS (Design Thinking)
- + DESIGN (Gestaltung)
- + RECHT (Rahmenbedingungen)



Ziel:
Rechtliche profunde
Lösungen,

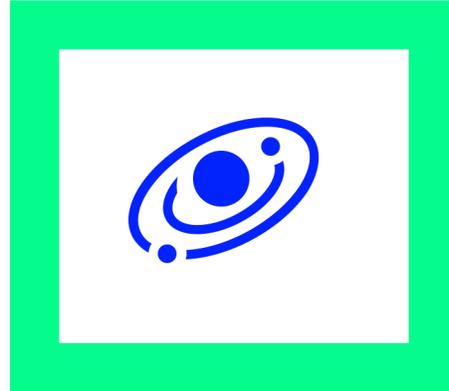
- + die bedarfsgerecht, nützlich, leicht verständlich und intuitiv sind.

WAS WIRD MIT LD GESTALTET?

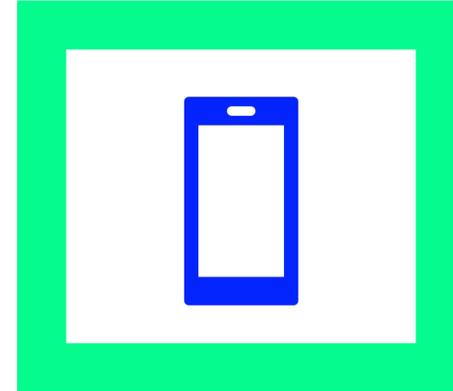
SERVICES



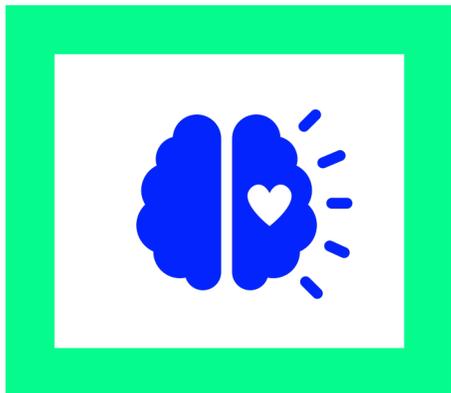
SYSTEME



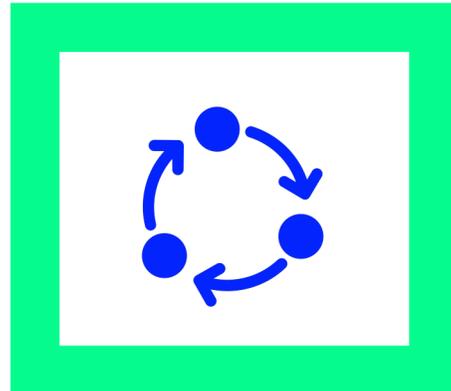
ANGEBOTE



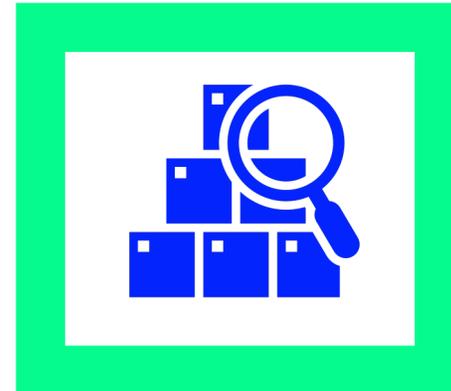
MINDSETS



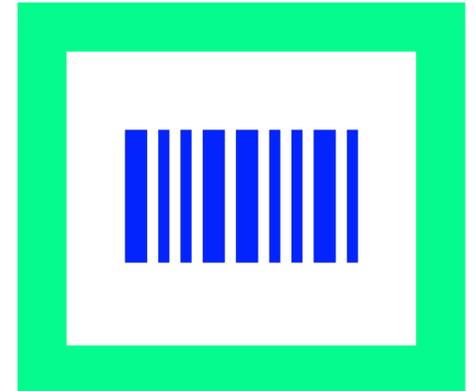
ABLÄUFE



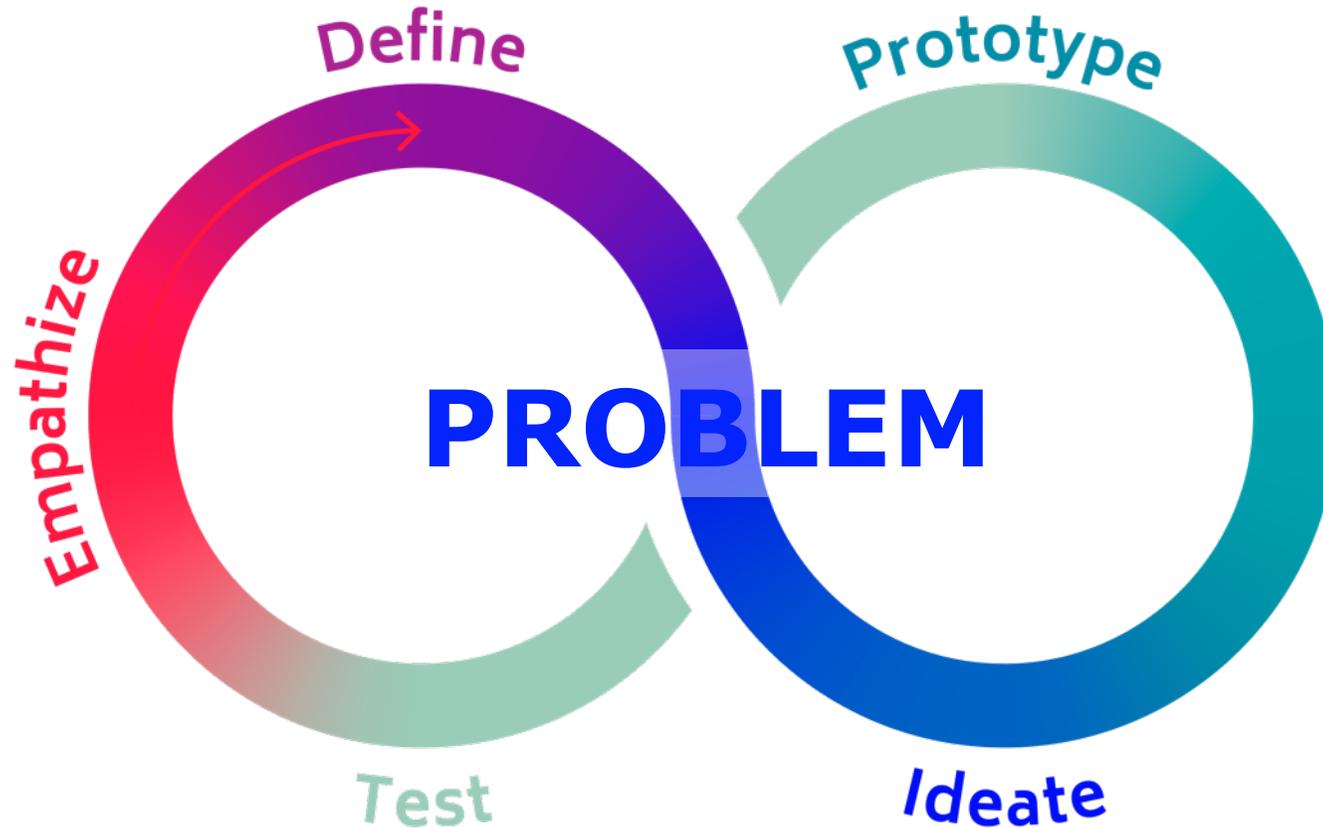
INHALTE



TECHNIK



DESIGN PROZESS



Multidisziplinär

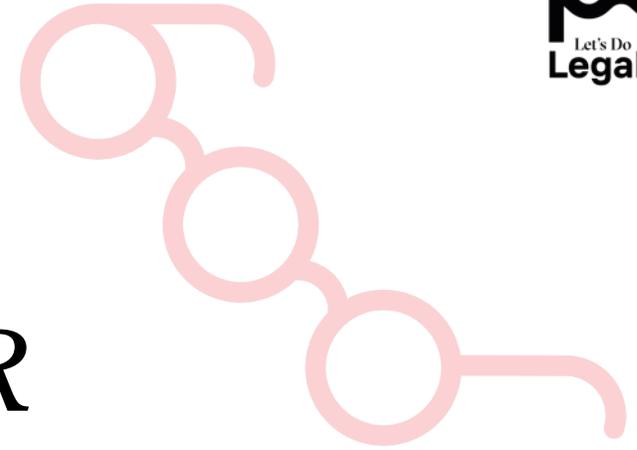
Kollaborativ

Human centric

ZIEL UND HUMAN CENTRICITY



**Verschiedene
Bedürfnisse
erkennen und
adressieren!**



WARUM STEHT DER MENSCH IM ZENTRUM?

..und nicht nur Tech?



Viele technische Angebote:

- + treffen nicht den echten Bedarf,
- + gehen am Workflow vorbei,
- + sind unkompatibel,
- + lösen die Probleme nicht...

...und werden daher nicht genutzt.





Viele GEN-AI Angebote:

- + bieten ungeahnte Möglichkeiten,
- + sind aber oft nicht rechtssicher,
- + verbrauchen erhebliche Ressourcen,
- + machen vielen Menschen Angst..

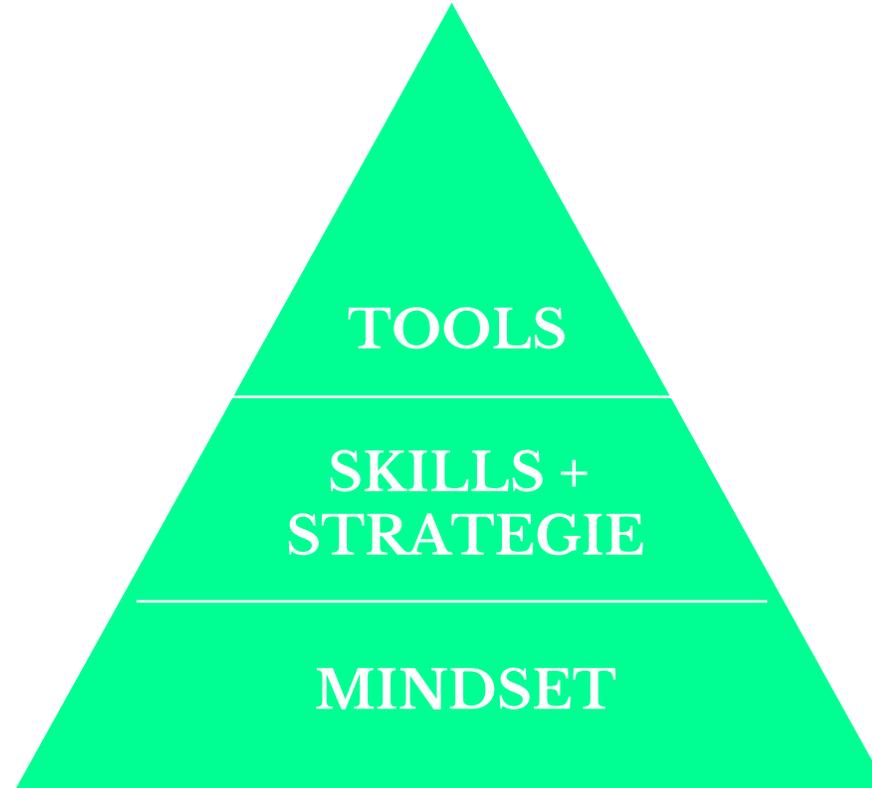
... und lösen die echten Probleme nicht.

INNOVATION IM RECHT?



HÄUFIGES MISSVERSTÄNDNIS!

LEGAL
INNOVATION
=
LEGAL TECH



PROBLEM FIRST!

„Welches Problem
muss ich lösen?“

NICHT

„Welche Technik
brauche ich?“

UND WAS IST MIT KI? Ja, aber sinnvoll!



KI
=
NUTZUNG GROSSER
DATENSÄTZE

...basierend auf der
richtigen Problem-
beschreibung



MENSCH ZUERST!

„Welches Problem
muss ich lösen?“

NICHT

„Welches KI Tool
brauche ich?“



LEGAL DESIGN
=
Kreative Methode
zur

**PROBLEM-
FINDUNG
&
LÖSUNG**

WAS IST LEGAL OPERATIONS (LOPS)?



CLOC (Corporate Legal Operations Consortium)

CLOC hat die Rolle der Legal Operations als anerkannte Berufsgruppe eingeführt und fördert durch globale Reichweite Innovationen und positive Veränderungen in der Branche.

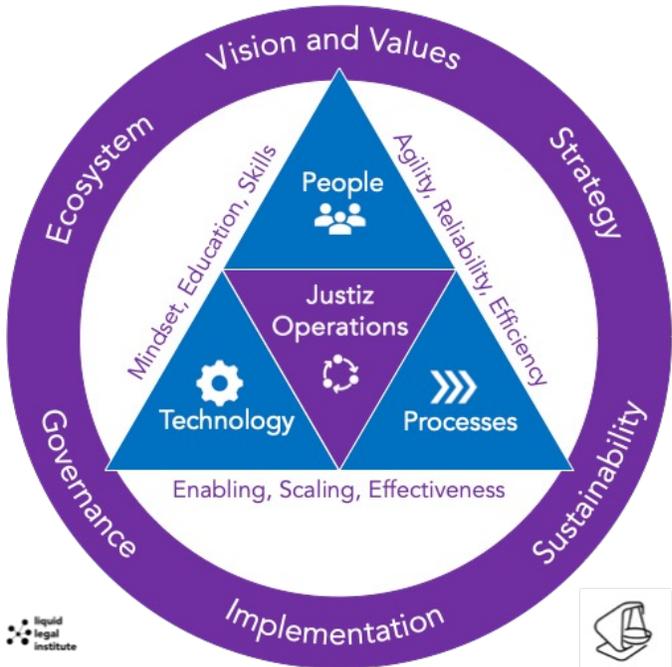
Definition und Zweck von Legal Operations

- Geschäftsprozesse, Aktivitäten und Fachleuten, die es ermöglichen, Kunden (bisher von Rechtsabteilungen und Kanzleien) effektiver zu bedienen, indem sie **betriebswirtschaftliche** und **technische** Praktiken auf juristische Dienstleistungen anwenden.
- Ziele: strategische Planung, Finanzmanagement, Projektmanagement und Technologiekompetenz, sodass juristische Fachkräfte sich auf die Rechtsberatung konzentrieren können.

Nutzerzentrierung
Fehlt!!!



WAS KANN JUSTICE OPERATIONS (JOPS) VON LOPS LERNEN?



WAS KANN JOPS VON LOPS LERNEN?

Justice Intelligence

Daten und gesammeltes Wissen als Dreh- und Angelpunkt für Erkenntnisgewinne und Entscheidungen nutzen.



Operations Management = Umsetzung orchestrieren, Einzelne Prozesseinheiten an geeignete Dienstleister übergeben.



Strategische Planung, Vision

Ziele und langfristige Planung definieren = ganzheitliche Perspektive für ein funktionierendes, modernes Justizsystem entwickeln.



Risiko- und Compliance-Management

Digitale Lösungen müssen den gesetzlichen und regulatorischen Anforderungen entsprechen.



Finanzmanagement

Transparente Budgetierung, Verantwortungsbewusster Mitteleinsatz



Projekt- & Prozessmanagement,

abteilungsübergreifende Maßnahmen und Strategien der Zusammenarbeit. Arbeitsteiliges Herangehen.



Technologie

Prozesse streamlinen, nutzergerecht gestalten, intelligenter Einsatz von Tools



Externes

Ressourcenmanagement

Nutzung externer Ressourcen, wie IT-Dienstleister und Berater



Optimierung & Gesundheit der Organisation,

engagierte Kultur, faire Einstellungsprozesse und bedürfnisgerechtes Mentoring



Leadership, Schulung & Entwicklung,

Hilfestellung für alle Beteiligten, um neue Fähigkeiten zu entwickeln. Förderung innovativer Ideen zur Verbesserung.



Information Governance

Verwaltung und Schutz von Informationen sind von zentraler Bedeutung.

Informationsmanagement

Entwicklung von Best Practices, datengesteuerten Prozessmöglichkeiten sowie erkenntnisreichen Datenclustern



Wissensmanagement:

Zentralisierung und Zugänglichkeit von Wissen und Informationen, Zugriff auf standardisiertes Know-how



Interdisziplinäre Teams

Wissen teilen, alle Beiträge verschiedener Fachrichtungen gleichermaßen einbeziehen und wertschätzen.



WAS IST JUSTICE OPERATIONS?

Mögliche Definition von "Justice Operations"

Justice Operations ist die systematische Anwendung von ~~betriebswirtschaftlichen und~~ [?] nutzerzentrierten Prinzipien, nützlichen Technologien und innovativen Prozessen im Justizsektor, um die Effizienz und Transparenz zu steigern sowie den Zugang zum Recht zu verbessern.

Bedeutung: Die Optimierung von Arbeitsabläufen, das Betreiben von Ressourcenmanagement, die Integration moderner Technologien und die Förderung interdisziplinärer Zusammenarbeit, um eine effektive und bürgerfreundliche Justizverwaltung / ein transparentes Justizsystem zu gewährleisten.

WAS HEISST DAS GENAU?

**Interne wie externe
Prozesse aufräumen und
beschleunigen sowie
Fehler reduzieren.
Standardisieren.**

**Intuitive und auf alle
relevanten Beteiligten
zugeschnittene, digitale
Lösungen schaffen...**

**...für ein zeitgemäßes und
funktionierendes
Justizsystem sowie
gerechten Zugang zum
Recht.**

WIE GEHT LEGAL OPERATIONS DESIGN?

LEGAL DESIGN

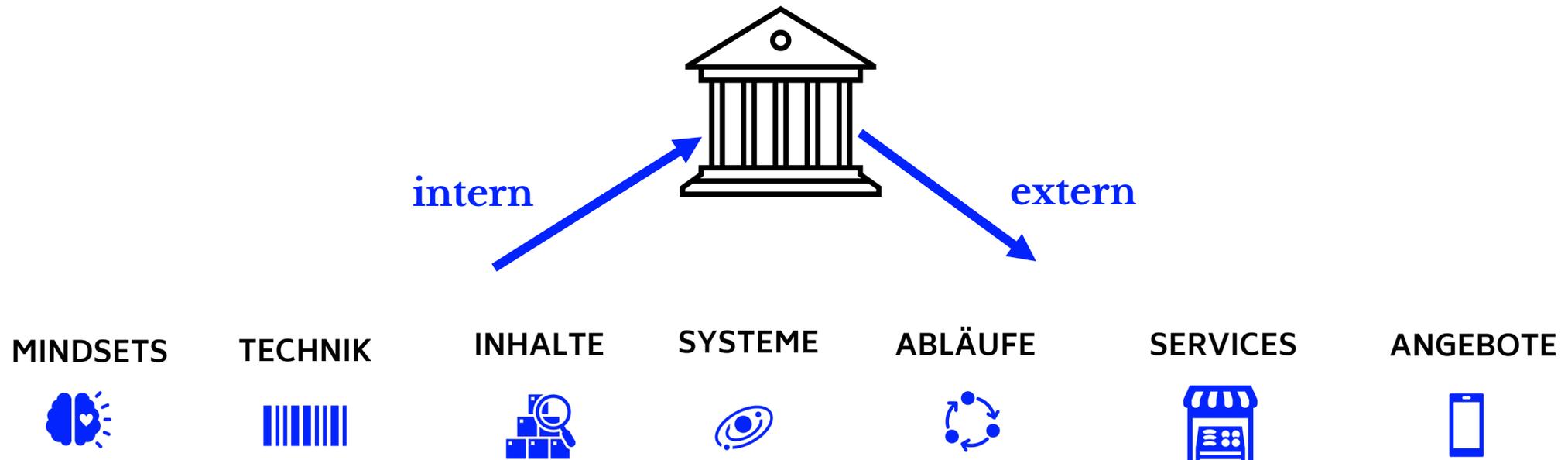
Vorgänge, Technik und Inhalte neu strukturieren, arbeitsteilig vorgehen, digitale Tools und KI sinnvoll einsetzen.

Menschen in den Mittelpunkt setzen: Nutzerorientierte Lösungen gestalten, die intuitiv funktionieren.

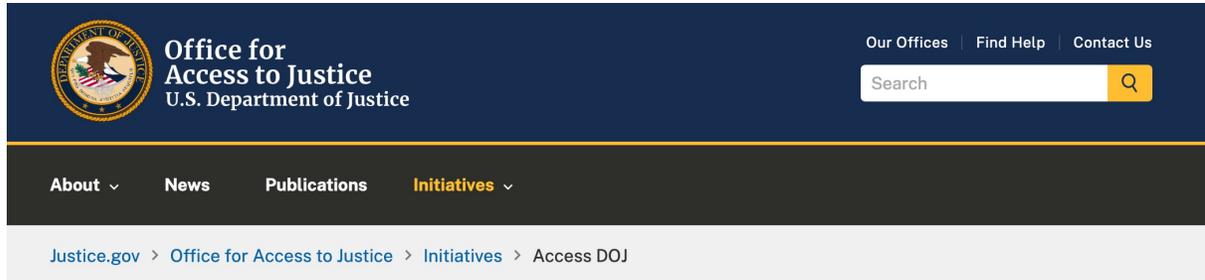
WAS IST JUSTICE OPERATIONS DESIGN?

...ist die **bedarfs- und nutzerorientierte** Gestaltung effektiver Lösungen, die **anwenderfreundlich sind, funktionieren und die richtigen Probleme lösen.**

JUSTICE OPERATIONS DESIGN



BEISPIEL USA: Designing Access to Justice



Access DOJ

Case Studies



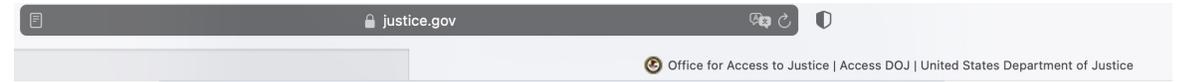
Access DOJ

Share



Designing people-centered solutions to make our services more accessible, effective, and efficient.

Millions of people interact with DOJ every day through our mission to uphold the rule of law, keep our country safe, and protect civil rights. Simplifying access to our programs, services and resources will enhance our ability to deliver on this mission.

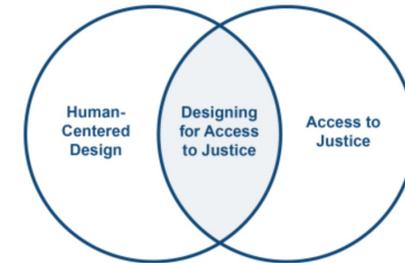


Our Approach: Designing for Access to Justice

[Human-centered design \(HCD\)](#) is a people-centered problem-solving process used to develop solutions that address people's needs. Scholars, experts, and practitioners are increasingly exploring how human-centered approaches can expand access to justice.

Here's how it works:

- ★ **Learn** – Review existing research and talk with the people most impacted by the justice gap about their needs.
- ★ **Create** – Identify and shape solutions to help DOJ better meet those needs.
- ★ **Evaluate** – Test the solution to ensure the justice gap is being closed.



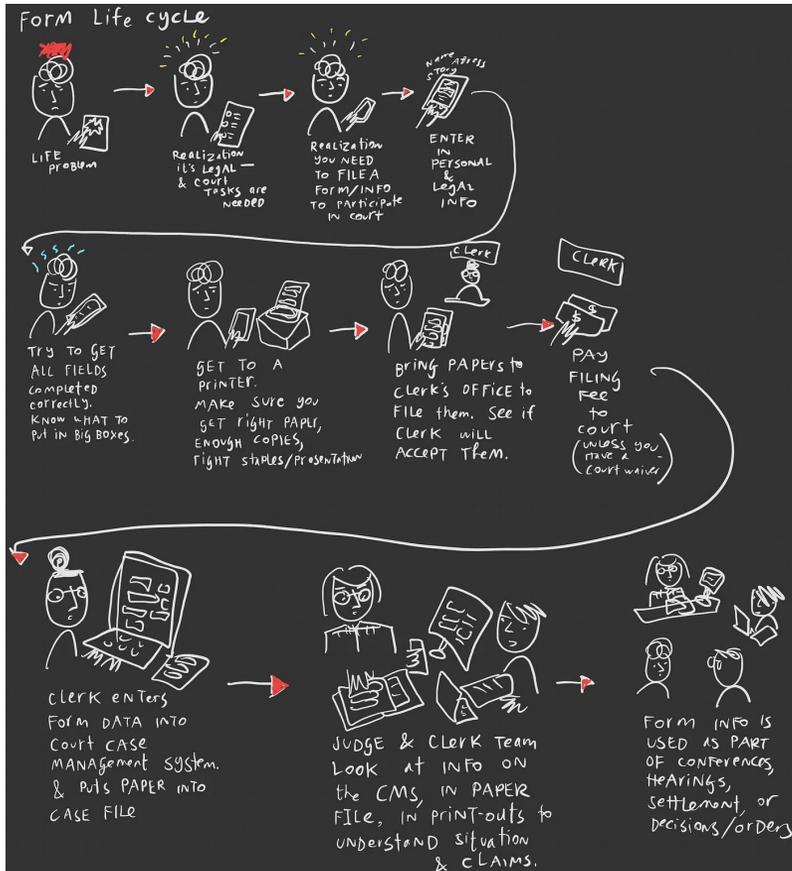
What this looks like in practice:

- **Usability Testing** – Getting feedback from people who use DOJ's forms, websites, and services to identify opportunities for improvement.
- **Researching Best Practices** – Identifying and incorporating approaches proven to expand access to justice.
- **Listening Sessions** – Engaging with diverse voices, including the community, advocates, legal aid providers, public defenders, and access to justice leaders to inform simplification efforts.
- **Analyzing data** – Reviewing data on public engagement and interaction to expand access to public-facing information.

BEISPIEL USA: Design Standards for Court & Government Forms

Forms Are Services

Notably, the Form Design Rubric is **not just about plain language & visual design**. Though these are often the factors discussed around forms' accessibility, they are not the sole criteria by which to judge a form. Rather, this Rubric recognizes that the form is a service — with a “before”, “during”, and “after”. The form is not just effective if it's understandable and clear. It's only effective if people are able to find it and trust it (the “before”). And if people are able to complete it, file it, and complete all the other steps necessary for it to be valid (the “after”).



FORM DESIGN RUBRIC

Evaluate your court forms with this rubric. Rate the form on each factor, from 1 to 5. Have your court team, advocates, community members, & past users rate the form. Tally the ratings and find where you need to improve your form.

1. DISCOVERABILITY /5

How easy is it for people to find the form?
 Search Google for the form name and for the problem a person has. Rate high if the form consistently appears in the top 3 search results.
 Rate high if the summons links directly to the form, or if the court requires the form to be included in a served packet.

3. ORGANIZATION /5

Is the content laid out in a clear, logical way for a person to follow?
 Rate high if there is a distinct hierarchy, with clear organization and purpose.
 Rate high if the most important info for a user is emphasized through font size, color, and white space.

5. PLAIN LANGUAGE /5

Can a stressed-out person easily read and comprehend the content?
 Rate high if the sentences are short, direct, and supportive, so a person understands what is being asked of them.
 Rate high if the language is at a 5th grade reading level.



2. BRANDING /5

How easy is it for a person to identify that this form is right for them?
 Rate high if the form's name clearly describes its value to the public.
 Rate high if the form is presented with an explanation about what & who it's for.
 Rate high if the form signals authority, like with official logos or seals.

4. VISUAL DESIGN /5

Is the content presented with white space, alignment, and accessible visual design?
 Rate high if the content is sectioned into distinct, usable zones of work -- and is not over-packed, cluttered, or stressful.
 Rate high if a person, including with disabilities, can easily see & use the content.

6. SUPPORT /5

Does the form include clear instructions about how to fill it in, file it, and serve it?
 Rate high if there is guidance for each section and the overall form.
 Rate high if it includes links, phone numbers, or other off-ramp support for people who cannot do it themselves.

FORM DESIGN RUBRIC

7. COMPLEXITY /5

Does the form strike the right balance between complexity & simplicity?
 Does it ask for enough details to help a person share key info, without taking too much time or being over-complex?
 Rate low if people might avoid using it or abandon it, because it is long, confusing, or overwhelming.
 Rate low if it is overly simple.

9. TIME /5

Does the form set clear expectations of the time needed to fill in and file it?
 Rate high if it gives estimates of users' average time to complete the form.
 Rate high if it describes the time needed for a person to successfully file and serve it, and presents a typical timeline of the form journey.

11. NEXT STEPS /5

Does the form help the user complete the form journey, like with easier signatures, notarizations, attachments, filing/efiling, and service of process?
 Rate high if it reduces the burdens/costs, like reducing printing, office visits, re-typing info, mailings, or visiting multiple websites.
 Rate high if it gives user-friendly explanations of how to do next steps.

8. PRICING /5

Does it help a person understand the financial costs & options for filing?
 Rate high if the form makes clear the cost to file it with the court, and what other fees to expect for e-filing, service of process, or other filing tasks.
 Rate high if it makes fee waivers clear and simple, or even integrates them into the form directly.

10. DATA /5

Will a person know how their responses will be stored, shared, or exposed?
 Rate high if the form clearly explains who may see the info a person is filling in, and how long it will be retained or visible.
 Rate high if it gives users choices about how their data will be shared or sold -- and if there are default privacy protections built in.

OVERALL SCORE & NOTES

/55

BEISPIEL USA: Design Standards for Court & Government Forms

Outcome Indicators to Measure

Good Form Design

Good Legal Outcomes

- ❑ High **completion rates** of those that (appropriately) start the form
- ❑ High **acceptance rates** by the court clerk
- ❑ Strong **judge/clerk rating** of relevance & helpfulness of the info included in the form
- ❑ Person's **ongoing engagement** with their court process
- ❑ Person's **increased capability & sense of empowerment** in their justice journey

The Big Picture Outcomes

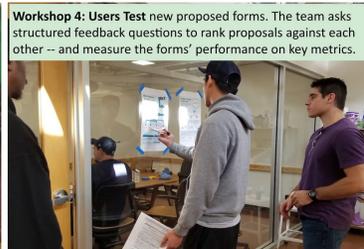
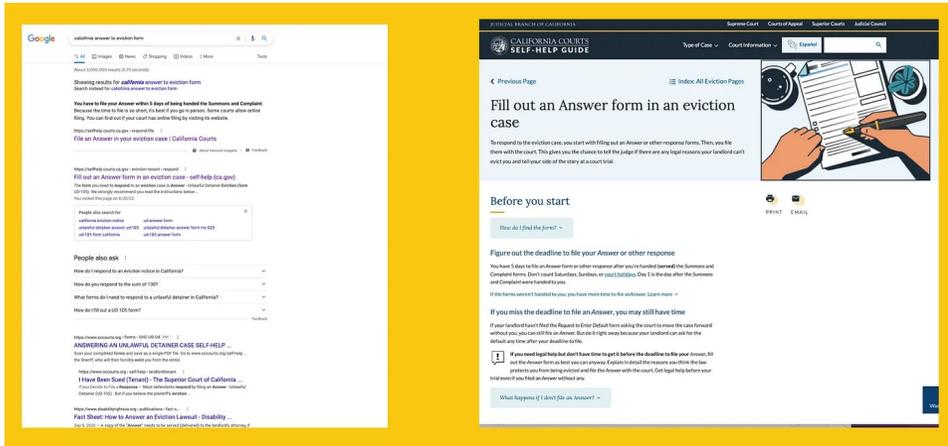
Good Form Design

Good Legal Outcomes

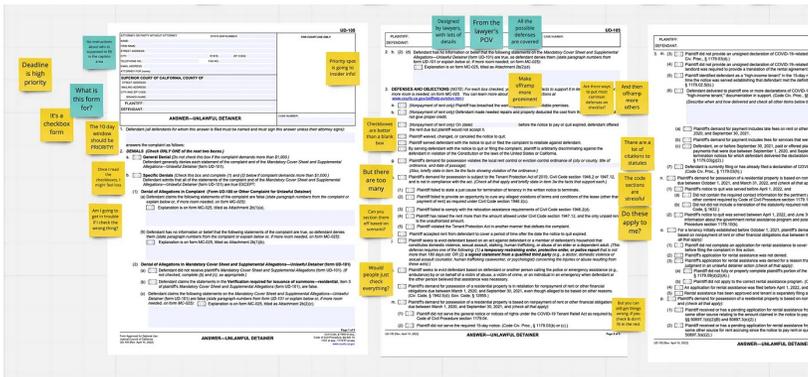
Good Life Outcomes

- ❑ Conflict resolved effectively, one's rights protected
- ❑ Less \$ ordered to pay, more \$ saved or recovered
- ❑ Increased stability in one's housing, finances, family, and beyond
- ❑ Improved sense of trust in justice & govt. institutions

BEISPIEL 2 USA: Good Court Form Design Beteiligung



What kinds of form design workshops can you run in your court?



Use visual design to emphasize key info & tasks.

Establish a visual **HIERARCHY** among your info, using **font size & color**

Put the key info in the right location.

COMPOSE from the top left for highest priority, then scanning down & right, and down the left edge, bottom right for the least important

Use a grid to ensure content is clean, aligned, balanced.

Standardize with a 'grid plan'. Divide the page into consistent zones, consider columns. Always align!

Use color sparingly, take baby steps.

Have a standard, simple color language.

More White Space.

2 FONT MAXIMUM

If you must use two, use two that contrast: serif & non-serif, large & standard

Have a standard, simple font language. Prioritize legibility!

Don't overstuff.

More than White Space.

Key design principles that court form designers can use

ZWISCHENFAZIT

JUSTICE OPERATIONS DESIGN

**Bietet unendliche Möglichkeiten der nutzerbezogenen Verbesserung.
Und sollte daher eine zentrale Rolle in allen Projekten spielen.**

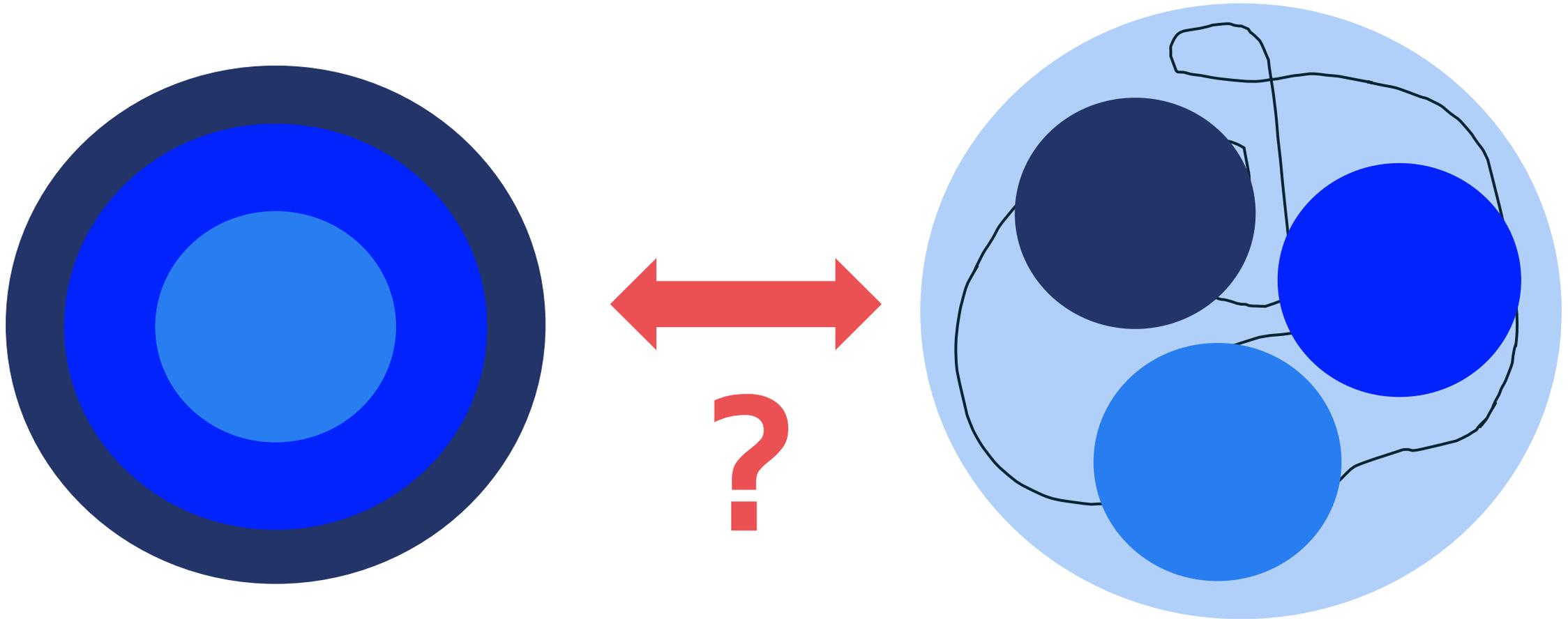
HM---- UND JETZT?

JUSTICE OPERATIONS DESIGN

klingt ganz gut ... aber sind wir damit schon am Ende?

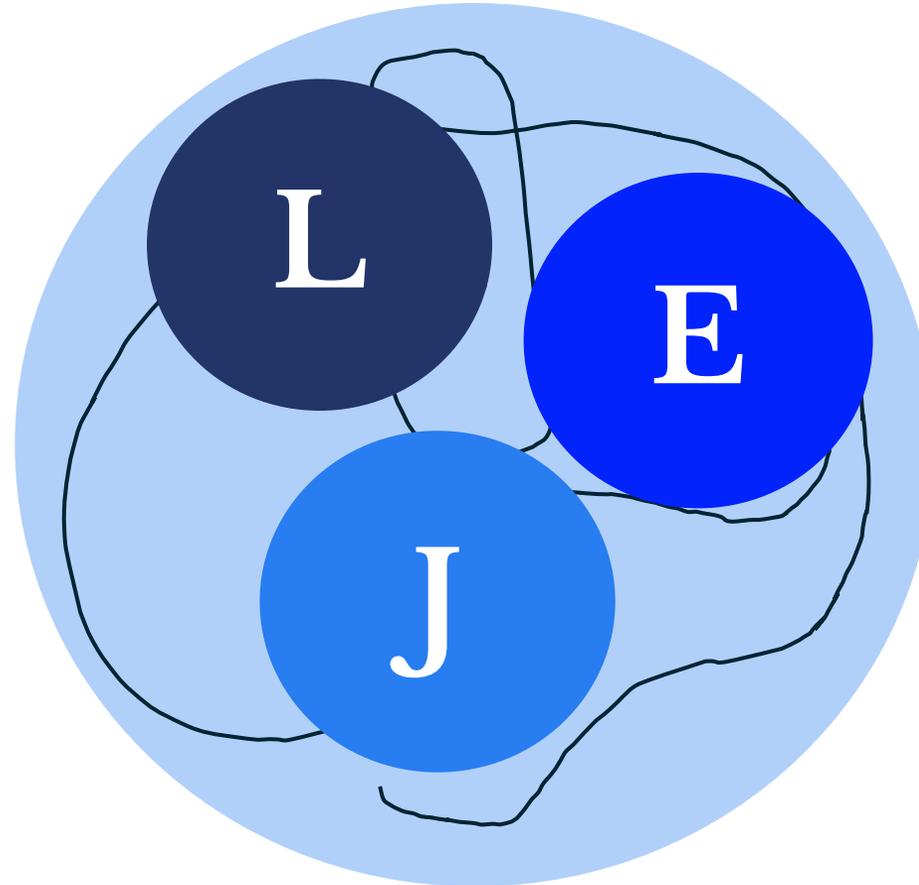
Die Grundfrage muss lauten: wo liegen die Ursachen für die derzeitigen Herausforderungen der Justiz bzw. ihrer Nutzer und wie hängt alles miteinander zusammen?

SYSTEM DESIGN UND HOLISTIK



- Es genügt nicht, „nur“ den Justizsektor separiert zu modernisieren / digitalisieren.
- Wir brauchen ein ganzheitliches Systemverständnis, das alle 3 Gewalten und Beteiligten einschließt.
- Zentraler Einfluss der Legislative auf die Exekutive und Judikative und vice versa.

JUSTICE OPERATIONS = SYSTEMDESIGN



Unter Wahrung der:

- Gewaltenteilung
- Richterlichen Unabhängigkeit
- Selbstverwaltung

MINDSETS



TECHNIK



INHALTE



SYSTEME



ABLÄUFE



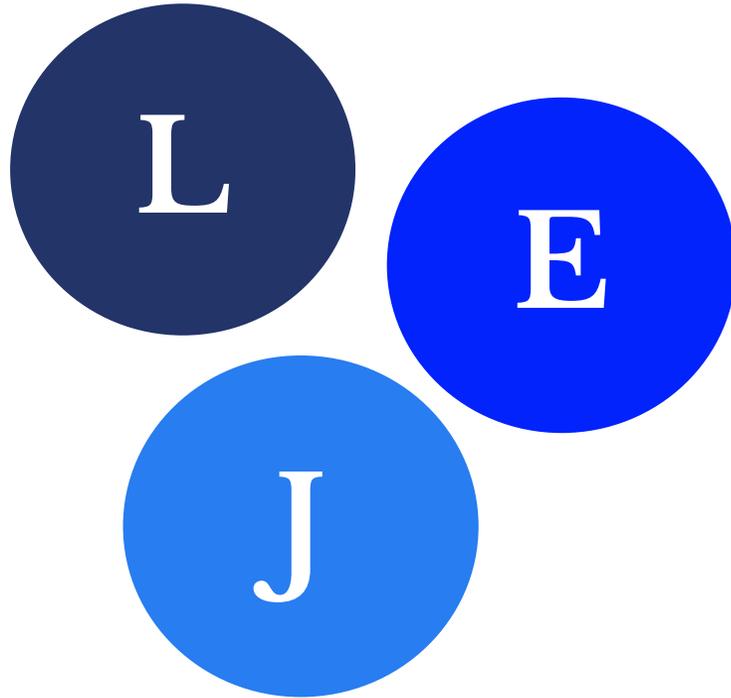
SERVICES



ANGEBOTE



DIE ROLLE VON LEGAL DESIGN



Unterstützt: In der Analyse und Lösung der einzelnen Herausforderungen.

Befähigt und verbindet die „Macher“ der Veränderungen und stattet die Handelnden mit den nötigen Fähigkeiten und den dazu gehörenden Gestaltungs-Instrumenten aus.



Sichert den Erfolg, da bedarfsbezogen.

MINDSETS



TECHNIK



INHALTE



SYSTEME



ABLÄUFE



SERVICES



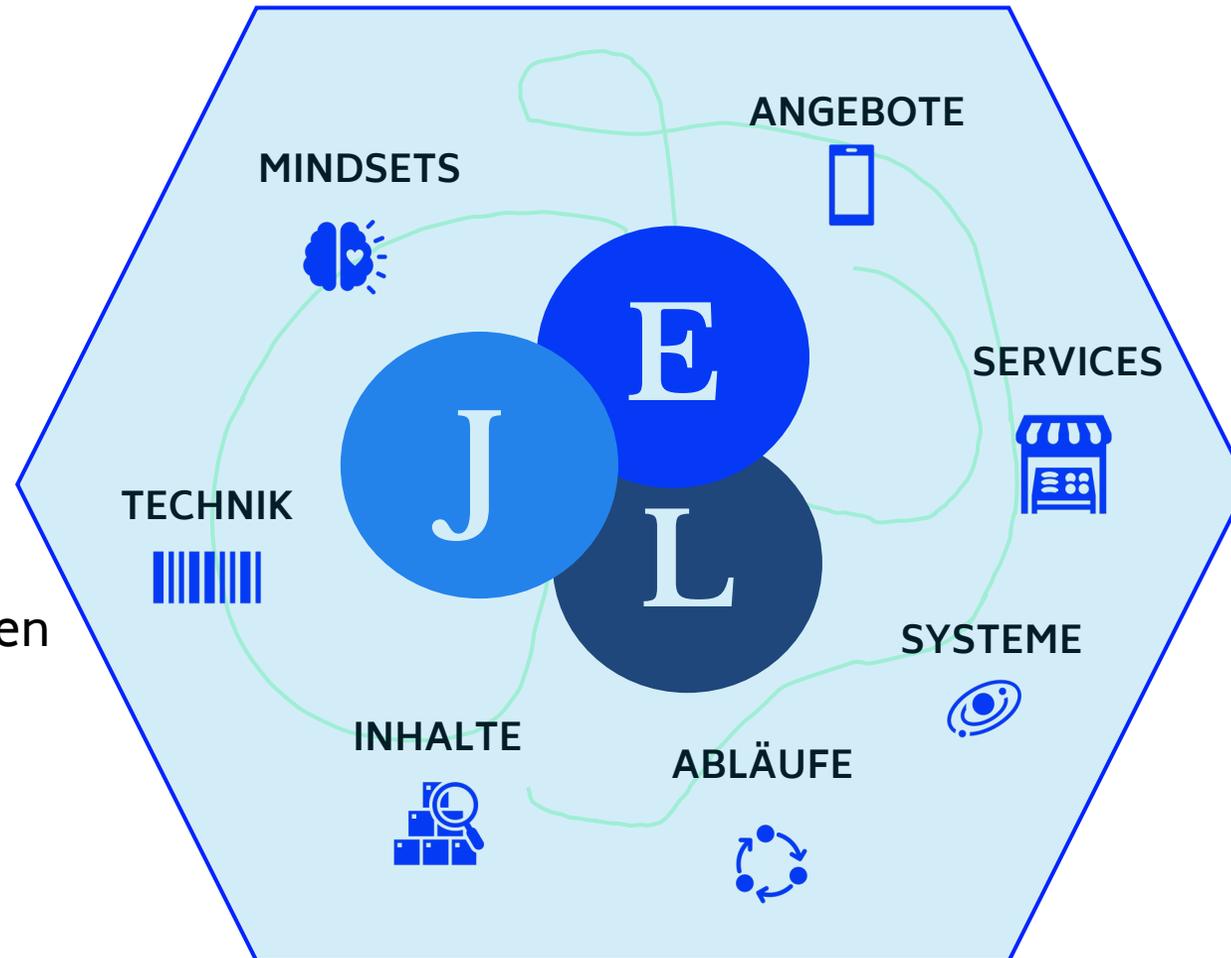
ANGEBOTE



Wie?

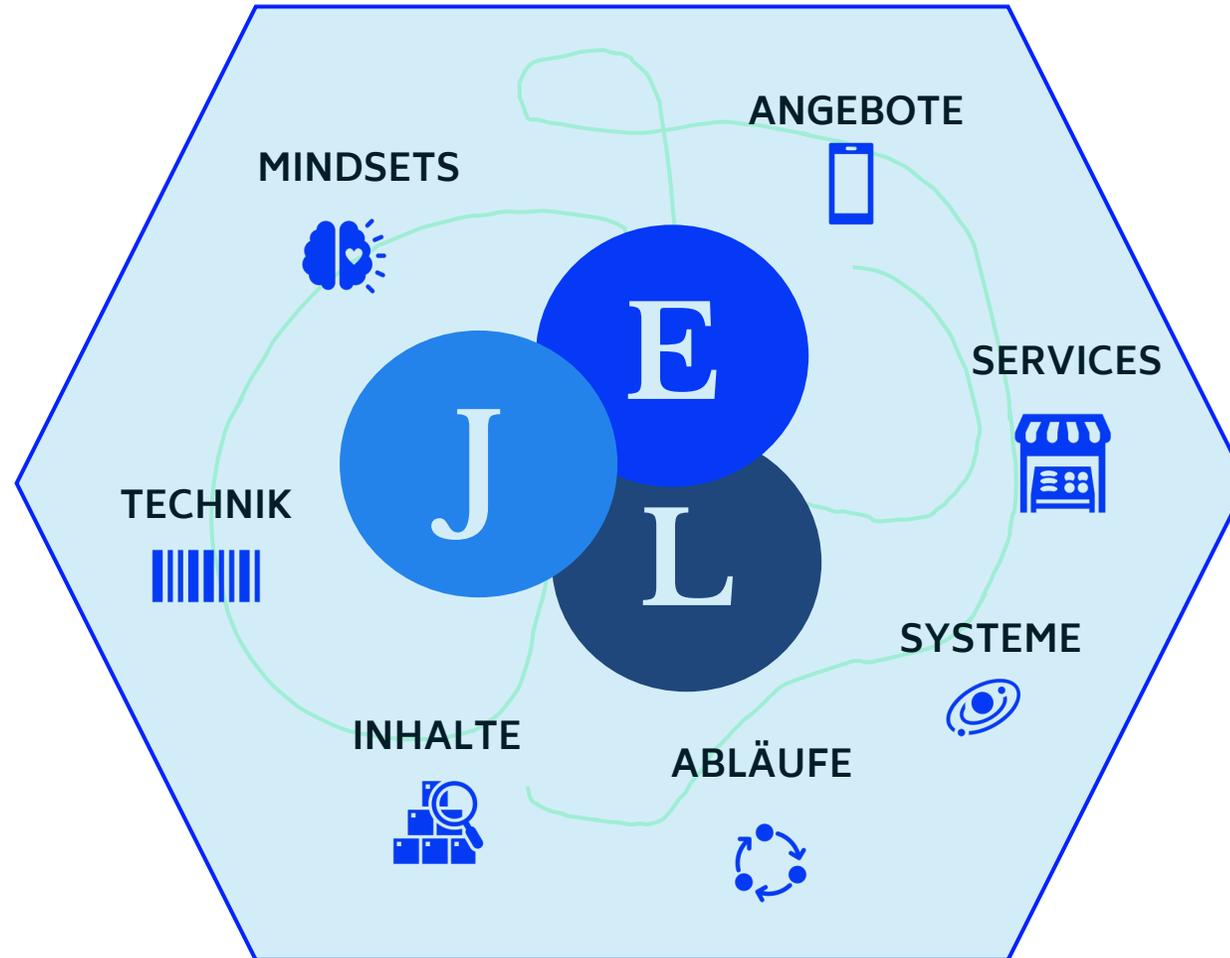
MEINE IDEE: Ein deutsches **LEGAL DESIGN / LEGAL INNOVATION LAB** – als Innovationszentrale für Schulung, Forschung und Entwicklung – für alle Stakeholder.

- Vereinfachung
- Transparenz
- Bedarfsgerechte, nützliche Lösungen
- Im Einklang mit den Rechtsstaatsprinzipien
- ...

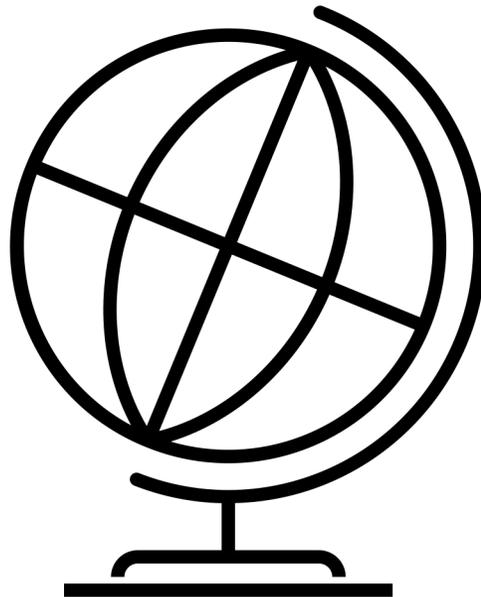


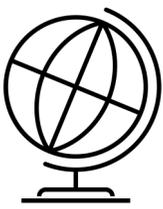
- Moderiert,
- Effizient,
- Open Source,
- ...

LEGAL DESIGN = SYSTEMDESIGN

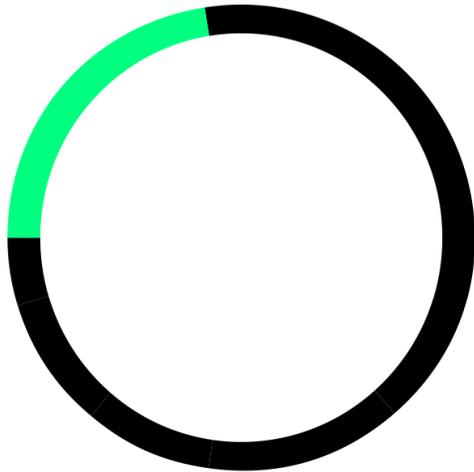


WIR WÄREN NICHT FIRST MOVER





LEGAL DESIGN LAB



EIT Lab, Hungary
<https://eit.europa.eu/>

Dutch legal Design
Delft University

Istanbul Bilgi University, Turkey
Bilgi Legal Design

Berkman Klein Center for Internet and Society
(1998),
Harvard Law School: cyber.harvard.edu.

Center for Civic Media (2007), Massachusetts
Institute of Technology civic.mit.edu.

NuLawLab (2012), Northeastern University
School of Law: www.nulawlab.org.

Legal Design Lab (2014), Stanford Law School:
www.legaltechdesign.com.

The Law Lab (2015)
Illinois Tech Chicago-Tech College of Law
www.thelawlab.com/rnd-lab.html.

Suffolk Law School LIT Lab (2017)
www.suffolklitlab.org.

Duke Center on Law & Technology (2017),
Duke University Law School:
<https://law.duke.edu/dclt/>.

Innovation for Justice (2017),
University of Arizona School of Law
www.innovation4justice.org/.

LiTE Lab (2018),
The University of Hong Kong
litelab.law.hku.hk.

Vanderbilt Program on Law & Innovation (POLI)
(2018):
[law.vanderbilt.edu/academics/academic-programs/
law-and-innovation/](http://law.vanderbilt.edu/academics/academic-programs/law-and-innovation/).

Initiative for Digital Public Infrastructure (2020),
The University of Massachusetts at Amherst:
publicinfrastructure.org.

IDEO Legal Design + Innovation Practice Group
(2015): www.ideo.com.

Legal Design Initiative, Civil Rights Division, US
Department of Justice (2015): www.justice.gov.

Corporate Accountability Lab (2016):
<https://corpaccountabilitylab.org/legal-design>.

Movement Law Lab (2017)
<https://movementlawlab.org>.

Laboratorio de Diseño para la Justicia (2019)
<https://labjusticia.uniandes.edu.co>.

Legal design alliance
www.legaldesignalliance.org

Stand 2022

BEISPIEL LEGAL DESIGN LAB STANFORD

Our 4 Tracks

AI & Access to Justice

We are researching, designing, and evaluating how AI platforms can be used to increase access to justice, and how to improve the quality and accountability of these platforms. We are interviewing users, experts, and advocates about how they use AI, and what kinds of systems they want. We are also evaluating the responses of AI platforms when asked about common legal problems. Sign up for the the AI for Legal Help policy labs, and be in touch if you are interested in this work.

[LEARN MORE](#)

Justice System Innovation

Legal Design Lab is developing pilots, leading national innovation cohorts, and teaching classes on how to make the civil legal system more people-centered and impactful. Since 2020, our primary focus is on interventions to address the eviction crisis.

[LEARN MORE](#)

Better Legal Internet

The Legal Design Lab has built datasets, tools, and research efforts to make the Internet a better place for people to find legal help. This includes a national cohort of legal technologists, machine learning project Learned Hands to spot people's legal issues, Schema.org markup standards to improve the quality of search engines' legal queries, and the LIST taxonomy that standardizes legal issue codes.

[LEARN MORE](#)

Eviction Prevention

We partner with national non-profits, local and federal government agencies, and justice system professionals to identify & spread the most promising initiatives to prevent evictions & forced displacement.

[EVICTON INNOVATION SITE](#)

BEISPIEL LDL DOMINIKANISCHE REP.

The screenshot shows a presentation interface with a dark blue header and a white content area. On the left, there is a sidebar with the Creative Bureaucracy Festival logo and three speakers: Laura Heshusius, Jose Torres, and Daniela Velez, all from Lexia Abogados. The main content area is divided into two sections. The left section, titled 'Session Agenda', lists three items: '1. Our Thought Process Behind the Creation of the Lab', '2. Concrete Initiatives', and '3. Lessons Learned'. The right section, titled 'How to Design a Government Innovation Lab: The Case of the Justice Innovation Lab', contains two numbered points: '1. How to design a Lab?' and '2. Who are the stakeholders for the LAB?'. The first point includes a vertical flowchart with four steps: 'Research' (green), 'Context and Needs' (orange), 'Strategy' (orange), and 'Evaluate and Iterate' (green). The second point includes a diagram showing three window-like shapes (blue and green) connected to three stakeholder categories: 'Law Firms', 'In-House Counsel', and 'Academia'.

<https://creativebureaucracy.org/discover/videos/how-to-design-government-innovation-labs-the-justice-innovation-lab-of-the-dominican-republic/>

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BEISPIEL AMERIKA

i4J Keys to Unlocking Change

i4J's theory of change focuses on three disruptive strategies to spark change: **Service**, **System**, and **Structure**. See below for more information about our work in these three impact areas.

<https://www.innovation4justice.org/>



Service

Creating new legal service models

Lawyers have declared a monopoly over a service they are not providing: only lawyers are legally permitted to give legal advice, and 92% of low-income civil legal needs go unmet. Legal aid and pro bono alone will never close that justice gap. i4J is leveraging regulatory reform of the legal profession to create new service pathways to legal empowerment for under-represented populations.

Service Impact Area



System

Improving justice-sector technologies

With digital transformation demands increasing dramatically, i4J is applying user experience (UX) methodologies to evaluate and redesign existing and emerging public-facing justice sector technologies, such as online dispute resolution, court websites, and navigator tools, to ensure that they serve the needs of all court users as they navigate the civil legal system.

System Impact Area



Structure

Building tools for policy advocacy

Innovations that advance access to justice can only succeed if the laws on which legal structures are built permit the innovation. Effective policy change requires access to and amplification of accurate and usable information about social justice problems and their ripple effects. i4J builds tools that aggregate the information advocates need to call for and advance disruptive change in their communities.

Structure Impact Area

The nation's first and only cross-discipline, cross-institution, and cross-jurisdiction legal innovation lab.

i4J designs, builds, and tests disruptive solutions to the justice crisis.

MEIN APPELL: VONEINANDER UND MITEINANDER LERNEN. MIT METHODE



ABOUT



1 Jahr
LAW FIRM

10 Jahre
INSURANCE
INDUSTRY

2 Jahre
SERVICE
DESIGN
INDUSTRY

6 Jahre
EDUCATION



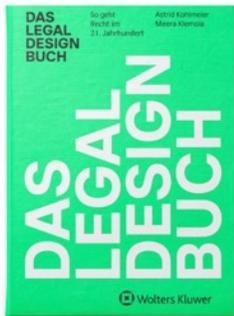
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EXECUTIVE EDUCATION



3 Jahre
ADVERTISING
INDUSTRY

5 Jahre
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NON PROFIT
ORGANISATION

LAWYER
+
DESIGNER



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