



## Curriculum Vitae – Jo Sherman



### Contact Details

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### Qualifications & Achievements

- Arts Degree with major in Computer Science - University of Queensland 1988
- Bachelor of Laws - University of Queensland 1989
- Finalist in Telstra Businesswoman of the Year Awards (IT Division)
- Appointed to the editorial board of National magazine, *Managing Information Systems (MIS)*
- Co-presented with the Honourable Michael EJ Black, AC, Chief Justice of the Federal Court of Australia at the 7<sup>th</sup> Worldwide Common Law Judiciary Conference, London 2007 “Challenges for the Judiciary in the 21<sup>st</sup> Century”
- Competitive marathon runner (Personal Best 3 hours 01 minute – most recent race - New York Marathon Nov '09)

### Skills & Experience

- Extensive experience in the application of technology and innovation within the legal sector particularly within courts, law firms and justice agencies
- Highly tuned executive management skills and board experience developed through the public and private sectors
- Extensive exposure to international litigation technology trends and developments
- Well developed skills in relation to formulation of business & technology strategy
- Proven business analysis and process innovation expertise
- Excellent communication, presentation and writing skills



## Professional Experience

Managing Director  
Azure Pty Ltd  
2001 – current



During 2001 Jo established Azure, to provide strategic business and technology consulting advice within the justice sector. Some key engagements are summarised below.

- Consultant to the Department of Justice and Attorney-General and the Courts in Alberta, Canada to review a large scale reform of the justice system. The program of work incorporates legal process reform, court business reform, policy change and technology innovation and involves a budget of between \$50-\$150 million. Jo's role was to review the vision, the roadmap, the strategy, governance arrangements, resourcing and reporting structures, technology architecture, program and project management methodologies and to provide recommendations for the future in each of these areas (2010 to current).
- Ongoing consultancy to the Federal Court of Australia to provide advice regarding software architecture to support strategic business objectives and eCourt initiatives (2010 to current).
- Oversee the design and development of a *next generation* eCourtroom solution to facilitate on-line resolution of applications without court attendance (2010..current).
- Participate in the Better Resolution of Civil Trials Committee established by the Senior Judge Administrator of the Supreme Court of Queensland. Provide advice to the committee in relation to the potential to draft a new Practice Direction to address document management challenges particularly during electronic discovery and electronic trials (2009 to current).
- Consultant to the Federal Court of Australia to develop and implement a new eTrial strategy, a supporting practice note and complimentary document management protocols (March 2007 to current). This engagement culminated with the release of Practice Note 17 by the Chief Justice of the Federal Court in January 2009 after Jo's extensive consultation with the Australian legal profession and other interested bodies. The engagement also involves the development and delivery of training for the Federal Court's "eRegistrars" and ongoing provision of advice to the court and profession in relation to strategy and implementation (March 2007-current).
- Consultant to the "Future Courts Program" within the Queensland Department of Justice and Attorney-General. The vision for the program is to implement improved business processes and innovative technology throughout all Queensland Courts. During her engagement as Director of the program from July 2007- June 2009 Jo provided leadership and articulated the strategy for an experienced team of consultants, contractors and operational staff. The delivery of a broad range of on-line court services and implementation of electronic courtrooms and paperless registries are key components of the program. Since July 2009 Jo has been engaged on an ongoing basis as a strategic advisor to the program.



- Consultant to the Chief Justice of the Supreme Court of Victoria to review the Case Management Practices in the Civil Jurisdiction within the court including analysis of the legislative framework and registry processes. The project necessitated research into international court case management models and trends and analysis of their suitability within the context of the Victorian Supreme Court. A key focus was to investigate the potential implementation of a “*docket*” case management system. A “differentiated case management” model was developed to ensure that a “hands on”, proactive docket could be trialled in cases best suited to this approach. (2007)
- Consultant to a number of large law firms within Australia and the UK regarding management and processing of electronic evidence and the use of technology to support litigation processes (2002-current).
- Consultant to the Federal Court of Australia to develop an *eCourt Strategy*. This included development of a conceptual design for integrated *portal* based services for the legal community. The initiative evolved into the “Commonwealth Courts’ Portal” (sometimes called the “MyFiles” project). Ongoing work involves provision of advice from time to time in relation to design, architecture, options analysis and market consultation. The Family Court and the Federal Magistrates Court also participated in this project. (Nov 2003-June 2008)
- Consultant to the Federal Court of Australia to develop strategy and provide ongoing advice regarding electronic delivery of services and implementation of electronic registries generally. (2004 to current)
- Facilitation of a business process improvement and change management program for Queensland Courts including a performance measurement framework to monitor operational performance in line with organisational goals and strategies. This Continuing Process Improvement Program (“CPIP”) was the precursor to the Queensland Courts Future Courts Program (2005-2006).
- Provision of strategic analysis and development of a business case for the Department of Justice & Attorney-General Queensland to secure Treasury support relating to the implementation of an Enterprise Wide Case Management System to support all courts and tribunals across the state (June 05-December 06). This project evolved into the Future Courts Program of work after Treasury support for the program of work was secured.
- Preparation of a detailed Post Implementation Review in relation to the roll out of Casetrack, a case management system within all registries of the Federal Court of Australia. (Jan-Aug 06)
- Development of business requirements specifications and provision of strategic advice in relation to case management systems in the Tasmanian courts. (Oct 05-Jan 06)
- Prepared Functional Requirements for the Federal Court eLodgment system (2006)
- Project managed a team of 15 experienced technologists to develop and implement a new human resources system for the Brisbane City Council (2004-2005)



- Prepared an “IT Master Plan” for Safe Food Qld alongside and delivered strategic advice in relation to Whole of Government directives. (Dec 2003-Sep 2005).
- Evaluated product opportunities for a niche yet traditional legal publishing company and developed recommendations to deliver products on-line (2002).
- Prepared business analysis and functional specifications in relation to the civil case management requirements of the Higher Courts of Queensland (2003-2004)
- Provided strategic advice to a start up technology company in relation to the commercialisation of its superannuation software including e-commerce, marketing and on-line delivery components (2005).
- Provided strategic advice to an innovative US information technology company including securing venture capital and R&D funding, conduct of market research and competitor analysis, investigation into reseller and other channel opportunities and leverage of intellectual property to turn their data mining *software* into *products* designed to meet emerging opportunities in the international litigation domain.
- Consultancy to a niche law firm to assist with expansion through strategic alliances, marketing and commercialisation of intellectual property (2003).
- Business analysis for the Brisbane City Council regarding implementation of on-line tools for community consultation. Project included stakeholder consultation, workshop facilitation, requirements analysis, evaluation of options & best practice, presentation of recommendations (2004).
- Project Management of the Higher Courts of Queensland “eCourts” initiative involving preparation of strategic technology plans and advice for the Higher Courts of Qld in consultation with the judiciary, the Justice Department and other stakeholders. Management of business analysis, requirements definition, procurement, stakeholder engagement, design and system implementation activities. (2002 - 2003)
- Consultancy to an innovative “start up” engineering company to prepare business plans, conduct market research and competitor analysis and to recommend capital and growth strategies with emphasis on off shore distributorship and reseller opportunities (2002).
- Invited to guest lecture at the Queensland University of Technology in a post graduate Project Management course (2003).
- Facilitated workshops for the Integrated Justice Information System (“IJIS”) initiative driven through the Queensland Premier’s department (2003).



## Professional Experience

Chief Executive Officer  
eDiscovery Pty Ltd  
2002 – current



EDISCOVERY TOOLS™

In 2002 Jo founded a “start up” software company to develop software products to support the management of electronic evidence for litigators. [www.eDiscoveryTools.com](http://www.eDiscoveryTools.com).

The company’s products were commercialised during 2006 and eDiscoveryTools has since then established itself as an international market leader in this niche domain.

Clients now include some of the largest Australian and International law firms, government agencies and accounting firms. The company is now focussed on international expansion through partner channels. Jo fulfils the role of Chief Executive Officer.

Managing Director  
LawNow Limited  
1998 – 2001

**LawNow.**

In 1998, the Queensland Law Foundation commercialised its on-line portal for lawyers (“Themis”) that serviced law firms, insurance companies and financial institutions. The Law Foundation sold 95% of its stake in the business to venture capital investors and as project founder and director, Jo was appointed to the role of Managing Director for the new company.

Under Jo’s guidance the business shifted its focus towards on-line publishing and software development for the legal sector. Over three years, LawNow established offices in three states, acquired two other businesses, and grew its staff base from 2 to 25.

The company successfully secured \$1.5 million in R&D grant funding and raised three successive rounds of venture capital from private and institutional investors including Wolters Kluwer, the parent of CCH Australia.



## Professional Experience

The company doubled its revenue and client base each year and by February 2001, LawNow was providing on-line commercial services to over 650 law firms, government agencies, courts and corporate clients.

Lexis Nexis acquired the core LawNow business in late 2001 and the court software development business established during Jo's term continues to provide software and services to Australia's premier courts and tribunals.

Jo was a finalist in the Queensland 1999 Telstra business woman of the year awards (IT division) in relation to her work with LawNow.

### Consultant to the Council of Chief Justices - Australia & New Zealand 1998

- Investigated production of appeal record books including business processes and information management requirements and identified potential areas for improvement,
- Researched international trends regarding electronic filing, registry case management, judgment production and publication and court transcription,
- Presented recommendations to the Council of Chief Justices.

### Information Technology Manager Qld Law Society 1996 – 1997



- Developed & implemented strategies to facilitate uptake of ICT within the profession,
- Developed strategic technology plans and initiatives for the Society and its members
- Managed a small team of technology professionals,
- Managed procurement of ICT services,
- Participated in Law Society's Management Team to provide general input into policies, strategic direction and service delivery issues,
- Provided technology consulting services and general strategy advice to law firms,
- Project managed a number of technology initiatives,
- Developed an acute awareness of the demographics of the Queensland Legal Market (eg. high percentage of sole practitioners, regional challenges etc)
- Established and managed a project to deliver on-line services for lawyers ("THEMIS").



## Professional Experience

Registrar  
Court of Appeal Queensland  
1992–1996



- Established management structures, operational procedures and a regulatory framework including new practice directions to support the operations of the newly established Court of Appeal,
- Managed the day to day operations of the Court under the guidance of the President, Justice GE Fitzgerald,
- Managed all court of appeal registry staff, budget and operational activities,
- Liaised with representatives from the Director of Public Prosecutions, the Legal Aid Office, the private legal profession and the private bar to manage the throughput of cases generally,
- Project managed, designed, developed and implemented a new computer system to support registry operations and to service statistical analysis and benchmarking requirements.

Business Analyst  
Clayton Utz Lawyers  
1990 to 1992

**CLAYTON UTZ**

Minter Ellison Lawyers  
1989 to 1990

**MinterEllison** | LAWYERS

Jo worked for three years as a systems and business analyst within the national law firms of Minter Ellison and Clayton Utz. During this time she:-

- analysed legal work practices to identify the potential for automation,
- developed software requirements specifications for new systems,
- provided training and user support,
- implemented knowledge management systems to capture valuable resources such as precedents, research materials and prior work product,
- developed software solutions to automate document production in the areas of wills, debt recovery, conveyancing and personal injury litigation.



## Professional Experience

Analyst and Legal Officer  
Australian Airlines, Melbourne  
1988 to 1989



Analysis and planning of aircraft utilisation & schedules based on a range of computer based modelling tools. Issues such as load factors (target percentages of occupied seats compared with aircraft capacity), trends in terms of flight times and advance bookings and seasonal weather conditions were all analysed using spreadsheet models, databases, graphical tools and other, more sophisticated software.

During the pilots' industrial dispute in late 1989 Jo was appointed as a legal officer within the airline's legal department where she undertook a range of activities including:-

- Commercial lease negotiations,
- Trade mark registrations,
- Management of various trade practices issues, and
- Management of unfair dismissal actions.

Restaurant Manager,  
Club Med, Colorado, USA  
1988



From 1984 to 1988, Jo held a number of roles in the hospitality industry on a part time basis while undertaking university studies. In 1988, during a working holiday in the USA Jo was appointed to manage a large restaurant in a Club Med resort in Colorado.

This involved the management of 45 staff, mainly French speaking nationals with very little English, including eight chefs and a large number of casual staff from all over the world who were more interested in day to day skiing and snow-boarding opportunities than their employment responsibilities.

Each day the restaurant served five meals to over 450 village guests and while there was a very strong emphasis on customer service within the Village, this was extremely difficult to achieve due to high staff absentee levels (particularly when the snow conditions were favourable) and also due to cultural and communication barriers between waiters from many international locations, French chefs and Spanish speaking kitchen staff.

This engagement taught Jo how to work under pressure, how to deliver to rigid deadlines and how to foster teamwork and commitment under challenging circumstances. It also helped her to learn how to deal with cultural issues sensitively and how to think creatively to manage crisis situations.



## Interests

- Marathons and Distance Running – Jo has represented Queensland in numerous distance running and cross country events and has completed four marathons and numerous triathlons. In the Paris Marathon on 4<sup>th</sup> April 2004 she completed the 42.2 km race in 3 hours and 5 minutes finishing in the top 1% of all female competitors and in the Gold Coast Marathon 2004 she achieved a personal best and was the 12<sup>th</sup> female across the line with a time of 3 hours and 48 seconds. In New York during 2009 she completed the course in 3 hours 12 minutes, finishing in the top 1% of all female competitors.
- Road Cycling – Jo trains and races in various open womens B grade road events.
- Swimming
- House Renovation
- Travel
- Cooking
- Theatre
- French language and culture
- Permaculture

## Referees

- Mr Warwick Soden, Registrar, Federal Court of Australia
- Robyn Hill, Director Queensland Courts
- Justice Martin Moynihan, Former Senior Judge Administrator, Supreme Court of Queensland
- Ms Alison Stanfield, founder and CEO e.law Australia Pty Ltd ([www.elaw.net.au](http://www.elaw.net.au))