INDEX

ABA Ethics 2000 Commission (US), 107 Abel, Richard, 72 ABN 60, 359 abuse of process, 192, 198 access to lawyers, 256 Ackland, Richard, 328 active case management, 318 active citizenship, lawyers, 39 activist approach, 28 Adam, Peter, 183 admissions, to legal profession, 65 Admissions Board (NSW), 69 adversarial advocacy, 165 adversarial advocate approach, 20, 22-5, 234 alternatives to, 31-2 and amoral legal advising, 345 and corporate legal compliance, 339 and ethical concerns, 324 and injustice, 202 challenging injustice, 198 duties to clients, 222 effects of excessive adversarialism, 163-6 government intervention, 198 in criminal practice, 156 law of lawyering, 250 lawyer-client conflicts, 263 limitations, 25-7, 240 moral responsibility for client misconduct, 342 onus of proof, 157 problems of over-charging, 282 trust in lawyers, 243 adversarial imperative, 166-74 and moral responsibility, 170 costs of, 167 effects on legal expenses, 168 effects on other parties, 168 litigation, 167 advice, from ethics advisors, 116

aggressive tax planning, 329 Allens Arthur Robinson, 322, 355 and drug companies case, 263, 269-70 alternative billing methods, 315-19 alternative dispute resolution, 204-6; abuses of, 212 aims of, 204 and ethics, 217-21 client behaviour in, 224 conflicts of interest, 214, 215, 228, 229 disclosure of breaches, 232 dispute prevention, 222 ethics demands on lawyers, 205 event-based fees, 317 facilitators' role, 213 good faith efforts, 219 lawyer-client assessment, 221 lawyers as third party mediators, 210-17, 239 lawyers' facilitation roles, 222, 240 standards of behaviour, 220 termination, 232 third parties, 232 voluntary resolution, 218, See also dispute resolution alternative values, 12 altruism, 200 Amaba Pty Ltd, 355 Amaca Pty Ltd, 355 American Bar Association, 102, 341 American Bar Association Commission on Professionalism, 94 animal rights. See Singer, Peter annual increases, of fees, 298 anti-Semitism, 4 anti-terrorism legislation, 66 Aquinas, Thomas, 9

arbitration, 213

Aristotle, 9 Arthur Andersen, 15, 107, 331, 362 Arthurs, Henry, 73, 74 asbestos compensation. See James Hardie ASCR. See Australian Solicitors' Conduct Rules Ashby case, 192 ASIO, 152 Assange, Julian. See Wikileaks Astor, Hilary, 235 asylum-seeker legislation, 154 attitudes to lawyers, 201 Auschwitz, 154 Australian Competition and Consumer Commission, 70, 74, 323, 341 Australian Corporate Lawyers' Association, 124 behaviour guidelines in companies, 349 ethics guidelines, 348 protection of whistleblowers, 349 Australian Federal Police, 113 Australian Financial Review, 115, 289 Australian Government, 13 Australian Law Reform Commission, 120-2, 201, Australian Lawyers' Alliance, Australian Lawyers' Values Study, 45, 292, 294, 373 Australian Securities and Investment Commission, 341, 358 Australian Solicitors' Conduct Rules, 77, 113 acting for two or more clients, 254 client confidentiality, 186, 375 client dishonesty, declaration of, 144

> Australian Solicitors' Conduct Rules (cont) conflict of interest toleration, 256 conflicts of interest, 247 courts, when misled and deceived, 136, 143 current client conflicts, 253-7 definitions of 'court', 181, disclosure failure, 186 emphasising real issues, 195 exceptions to confidentiality, 126, 267 financial conflicts of interest, 248 lawyer honesty and courtesy, 181 lawyer obligations to inform courts, 187 on client allegations, 192 on client interests, 112 on client loyalty, 263 on confidential information disclosure, 111-12 on false pleadings, 145-50, 147 on false statements to opponents, 211 on former clients, 257-63 on lawyer independence, 139, 180 on misleading courts, 181, 185 on profits and commissions, 247 on unfair advantage, 211 prohibited conduct, 181 prosecutors' duties, 133, 149, 150, 148-51 relations with clients, 246-51 reports on misconduct, 215 solicitors' duties to courts, 139 wills, 247-48 Australian Stock Exchange, 349, 356 Australian Taxation Office, 197, 341 Australian Workers' Union, 114

AWB, 13, 103, 117 and rationalisation, 338 case study, 127–8 kickbacks payments, 331

Baker Johnson, 84, 300
bankrupt barristers, 83
Bar Association (NSW), 82, 83
barriers to disclosure, 110
BAT case, 333
Clayton Utz, 23
Bentham, Jeremy, 8
best practice precautions, 306
Best Practice Principles for

Best Practice Principles for Corporate Governance, 349

billable hours, 289 billable hours method. *See* time-based billing billing practices

fee communication, with clients, 291

time-based model, 289–92 billing technology, 292 Black, Rufus, 183

Blake Dawson Waldron case, 263, 272–4

board corruption, 123 Bok, Sissela, 99, 109 *Bolkiah's* case, 257

Boswell, 273–4 Brayne, Hugh, 370

breaching fairness, 178
British American Tobacco

Australian Services, 2, 120

Brooking JA, 259, 260, 264, 274

Brougham, Lord, 23, 42 bullying, 211 bureaucratic management

practices in law firms, 350 business ethics

and legal ethics, 344–6 in corporate lawyering, 332–4

business model approach, 72–5

Business Review Weekly, 322 Byrne J, 274, 275

'cab rank' rule, 5, 24, 147–8 Caboolture Park, 188–90 Callinan, Ian, 188–90 *Cape Asbestos* case, 236–8 Caroline, Queen of England, 23, 42

case success

duty of consideration with clients, 197

Catholic Church

Toward Healing (child abuse) programme, 172 challenges to governments, 198 changing pleas in court, 146 child abuse confidentiality in, 224, 374

Towards Healing Program, 172

See also sexual abuse cases 'Chinese walls', 252, 261 Chinkin, CM, 235 Christian Youth Camps Limited, 183–5

cigarettes, plain packaging legislation, 2–3 civil courts' limitations of

civil courts' limitations of adversarialism, 180

civil litigation public and private concerns,

163 Clarke, Ben, 135, 136, 146

classing information, 189, 352 Clayton Utz, 23 and ethical misconduct, 323

BAT case, 23, 323
Foreman case, 313, 314
tobacco case study, 120

client adversarialism adding limits to, 201

client privileges, 116–23 dominant purpose test, 116 limits to, 118, 119, 121

privacy, 123 regulatory and judicial scrutiny, 122

subsidiary principles, 117 tobacco industry case study, 119–20



> client-client conflicts, 251-3 competing loyalties, 256 concurrent clients, 251 cures to, 252 duty to avoid, 263 former and current clients, clients behaviour in negotiation, 224 blackmail, 146 breaches of duty, 101 care of, 47, 97, 284 confidentiality, privilege of, disillusionment over bills, 281 entitlements of, 130 fraud, 126 identification of, 347-8 legal privileges, 97, 331 lovalty, 249 privacy, lack of, 106 protection of, 169 rights and fees, 303 silencing of, 136 See also lawyer-client relations 'cloud' computing, 104-5 'cloud' servers, 98 Cobaw case, 183-5 coercive powers, of police, 149 cognitive dissonance, 334 Cole, Terence, 128 Cole Royal Commission, the, 14, 15, 127 collaborative law, 225-6 definition, 225 key features, 226 collaborative negotiation, 219, 222, 225, 239 information sharing, 227 collaborative practice, 227 collaborative problem-solving, 220 commercial approaches to legal advice, 333 commercial conflicts of interest, 272

competition reform, 71 complaints against lawyers, 85 complaints handling, 73, 80 compliance, ethical conduct, compulsory disclosure, protection from, 108 conditional costs agreements, 299 conditional fees, 299 ethical dangers, 299 conduct standards breaches in, 211 breaching to prevent harm, confidentiality, 111-13 and illegal conduct, 106 and information access, 109 and privacy, 123 and public interest, 99, 112 between lawyers and former clients, 261, 262 breaches of, 101, 103 client embarrassment, 100 client privilege, 106-10 community attitudes, 98 disregarding consent, 258 enforcement, 128 exceptions to, 267 in Australia, 110-115 in dispute resolution, 224 in negotiations, 224 injunctions to ensure, 257 lawyers' obligations, 99 limits to, 98-105 managing conflicts, 262 public interest, 113 public interest defence, 126 to obstruct justice, 331 confidentiality of information, duty of, 97 acting against former clients, 97 conflicts of duties, 243 conflicts of interest, 78, 84 and global law firms, 244 and information barriers,

and lawyers' fees, 246

rules, 300

and professional conduct

ASCR toleration, 256 between clients 253 Blake Dawson Waldron case, 272-4 borrowing and lending money, 247 court interventions, 252-3 financial and property, 247 full disclosure in, 229 in alternative dispute resolution, 214, 215 in corporations, 343 joint representation, 254 lawyer disclosure to clients, 254 obligations of lawyers, 243 operational management, prohibition of, 255 secrecy towards clients, 92 wills, 263 conflicts of loyalty, 278 conformity, 67 Connellan, Greg, 158 conspiracies, accusations of, 70-2 consumer complaint resolution, 78 consumer complaint schemes, 233 consumer dispute resolution, 306 contest mention hearings, 134 contingent fee arrangements, 300 prohibition of, 300 contract law, 111 'controlled' accounts, 93 co-regulation, 79 NSW, 82 Qld, 85 Victoria, 89 corporate clients duties to, 342-3 identification of, 347-8 inappropriate behaviours, 177, 265 lawyers links to, 332-4 misconduct by, 321-65

Index 391

competition policy, 74

> corporate hierarchies reporting unethical conduct, 124 corporate lawyers and active responsibility, 343-4, 346 and corporate honesty 340 and creative compliance, 330 and legal manipulation, 329 and narrow legalism, 326-9 and negligence, 327 and obstructing justice, 331 and plausible deniability, 328 as adversarial advocates, 326 as corporate citizens, 339-44 as independent counsellors, 341 as responsible lawyers, 340-4 conduct obligations, 341-4 duties to corporations, 342 - 3duties to the law, 341-2 ethical business strategies, 349 - 50links to commercial clients, 332 - 4role of, 325 See also lawyers corporations law and ethics, 325-38 misconduct, 326, 345 scandals, 322 secrecy, 342 social responsibility, 176 wrongdoing, lawyers' obligations, 123 corruption-prone economies and cloud providers, 105 cost payments, 195 clients' rights to negotiate, 302 cost recovery, failure of, 301 cost wastage, 195 costs, disputes over, 306-9 costs assessments, 306 fairness of, 307 costs orders against lawyers, 196, 199

Council of Australian Governments, 77 court-annexed schemes, 224 court-controlled costs process, 317-18 Court of Criminal Appeal, 141, 142 court proceedings, abuses of, 191, 192 courts as public forums, 201 inherent jurisdiction, 180 Craven, Greg, 190 creative compliance, 330 creative rule interpretation, 336 criminal advocacy, 155 criminal defence advocacy, 132 criminal justice, 151-5 adversarial character, 160 and adverse political agendas, 153 compliance with governments, 151 fairness in, 152 criminal trials, 133-9 change pleas, 134 defence, 139-48 procedural trends, 134 public criticism, 133 reducing costs, 134 Crone, Tom, 103 Cummins J, 255 current affairs media, 149 current client conflicts, 253-7

Dare, Tim, 26
Deane J, 108
deceit in court, 146, 147
deception of courts, 186
deceptive conduct, 211
declining representation, 147
default corporate cultures,
353
defence by silence, 143–4
defence in criminal trials, 133,
139–48
defendant secrecy, 144
defending guilty clients, 135

delaying tactics, 137 deontological ethics, 9 Department of Immigration, 197 disciplinary action, 79-80 lawyers' breach of duty, 79 of lawyers, 179, 243 States and Territories, 79 disciplinary charges, against lawyers, 199 disclosure and cloud hacking, 105 and openness, 98 and slush funds, 250 Australian Solicitors' Conduct Rules, 111 client awareness of cloud storage, 105 consent processes, 254 consequences of, 116 costs of, 304 ethical basis, 123 in the public interest, 113 of misconduct, 344 reasons for, 112 unencrypted cloud storage, 105 disclosure protection, 117 disclosure trends, 122 dishonesty, by counsel, 135 dishonesty in courts lawyers' responsibilities, 187 dispute mediation, 227 dispute prevention, 222 dispute resolution, 46, 122, alternatives, 48 ethical considerations, 176 of fees, 306 processes in, 221-6 See also alternative dispute resolution dissent. 66

divorce and intervention case,

document destruction,

domestic violence, 233

penalties for, 324

dominant purpose test, 116,

45



and legal professional

privileges, 118 dotted line reporting

definition, 348 to CEOs and directors, 348 drafting laws in corrupt regimes, 151 duties of fairness, 133 duty of candour, 181 duty of care, 57, 97 duty of loyalty, 243, 252 interference with, 244 with former clients, 258 duty to clients, 186 duty to courts, 179, 186 Economides, Kim, 378 Edwardson, David, 376 English Law Society, 59 Enron, 107, 123, 326, 327, 331 and lawyers' conflict of lovalties, 361-4 links to Vinson & Elkins, 333 ethical actions in corporate contexts, 328 ethical brand identity, creation of, 51 ethical conduct policies in law firms, 350 ethical decision-making, 157 effects on virtues and values, 370 in corporations, 348 ethical infrastructures awareness of rationalising, 354 implementation, 351 in law firms, 350 ethical issues, 19-20 definition of problems, 348-9 personal dimensions of, 369 ethical leadership in law firms, 350 ethical norms, 6 ethical preferences awareness of, 371-3 ethical principles, 5, 99

ethical regulation, 75 ethical responsibility avoidance by lawyers and clients, 171 ethical responsibility in mediation, 217 ethical standard setting, 94 Ethical Standards for Mediators, 221 ethics and corporate law, 325-38 and escaping legal liability, 329 and open discussion, 369 and terrorism, 153 application of standards, 18 - 20building within law firms, 349-53 care values of, 220 choices in, 31 decision-making, 12, 20 identifying issues, 16 impacts on lawyers, 56 interests and values, 16, 17 personal and institutional alignment, 85 policy drafting, 51 practical application, 21 self-assessment of, 240 self-regulation, 58 teaching of, 372-3 ethics committees, 350 ethics of care approach, 9, 28, 33, 43-9, 169 and joint representation, collaborative law, 225 collaborative models, 227 conflicts of interest, 49 criticisms, 240 fair costs agreements terms, 305 holistic approach to, 45 impacts of, 49 lawyer-client relationships, 44, 49, 268 litigation withdrawal, 225 loyalty in, 267-9 obligations of truthfulness, 176

personal v social change, 49 values in, 367 ethics partners, 350, 352 ethics programmes, 352 event-based fees, 316-17 alternative fee structures, calculations of, 316 evidence cover-ups, 331 ex parte applications, 187 excessive adversarialism and misleading courts, 181 excessive billing, by lawyers, 280 expert witnesses, pressure on, 182 external lawyers and independence, 322 employment trends, 322 facts omissions, 211 fair agreements, 225 fair costs agreements, 308 terms of, 305 fair treatment negotiations, 229 of criminals, 132 fairness, 37, 188-99 clients' rights to, 302 in civil litigation, 163 of disclosure and negotiation, 307 of legal bills, 302 reduction of, 153 See also justice false statements, 211 family law, 227, 233 Fastow, Andrew, 363 fee costing methods and ethics, 284 fee recovery, 302, 307 building trust, 284 client misunderstanding of, 283 clients' rights, 303 complaints over, 280-3 double payments, 282 overcharging, 281, 283, 292, 295, 306

poor v rich litigants, 296

Index 393

limits to, 99

ethical reflection, 12-16

> fees (cont.) unrecoverable costs, 298 See also litigation; item remuneration billing; time-based billing fees budgets, 318 fidelity funds, 91 compensation, 91, 93 government use, 91 in South Africa, 93 in US, 93 lawyer non-declaration, 91 regulation, 90-4 fidelity to law, 36 fiduciary obligations, 243, 247 breaches of, 254 fiduciary relationships, 111 financial inter-dependence governments and organisations, 92 Fisher, Roger, 218 flawed evidence, 147 Flower & Hart, 188-90 folk practices, 31 force, use of, 208 Foreman case, 313-14 former clients, obligations to, 246, 257-63 Fox, Lawrence, 107 fraud, 307 free expression, 66 Freedom of Information requests, 130 French J, 41 Friedman, Milton, 71 Full Court of the Federal Court of Australia, 187 full disclosure, in negotiations, 229 gatekeeping obligations, 192 exemptions, 193 general theories of ethics, 39 Genn, Hazel, 234 George IV, King of England,

Gilligan, Carol, 43 GlaxoSmithKline, 269-70 global disclosure, 98 Global Financial Crisis, 107, 123 Goldberg J, 189 Goleman, Daniel, 370 good faith principles, 46 Google maps, 98 Gordon, Peter, 114 Gordon, Robert, 223 government, challenges to, 198 government regulation, 70 Greens, the, 4 Guantanamo Bay detention centre, 153 Guggenheim, Hans, 154 cultural and religious understandings, 136 Gulson, Fred, 120 Haigh, Gideon, 345 Hall, Kath, 335 Haller, Linda, 65 harm prevention, 267 Henry VIII, King of England, 69 Herscu, George, 188-91 High Court of Australia, 2, 64 client legal privilege recognition, 109 illegality exception, 129 Tuckiar, 146 HIH Insurance case, 311-12 Hilmer Report, 70-71 holistic approaches, 44, 45, 176 lawyering, 45 questions and problems, 348 Holmes, Vivien, 335 honest engagement, 224 hours, rounding up of, 293 Howard, John, 67 human feelings, 48 human relationships and social justice, 20 human rights, 151 Hussein, Saddam, 14, 103, 127,

332, 338

illegal conduct, 106 impartiality in mediation, 230 Imperial Tobacco, 2 inappropriate client behaviours, 178 Incorporated Law Institute of NSW, 59 independent regulation, 74 SA and WA, 89 Indigenous clients, 40 information, withholding of, 335 information barriers, 261, 262 clients with conflicting interests, 263 problems with, 262 responsible lawvering suspicions to, 265 See also 'Chinese walls' information security, 106 information sharing, 227 Inns of Court (England), 58 in-principle agreements, 217 Instagram, 98 institutional ethics, 56 intellectual property protection, 329 interest on clients' trust balances, 92 expropriation, 92, 93 lawyer discussion with clients, 92 payment, 93 taxation, 93 internal controls in corporations, 349 International Bar Association, 107-8, 113 International Framework Convention on Tobacco Control, 2 internet scams, 98 interpreters, use of, 304 Ipp J, 201 Australian wheat exports to, 14 See also AWB Iraqi government

illegal fees, 14

394 Index

23

Gillard, Julia, 114-15

Gillers, Stephen, 107

government of, 192



> issue conflicts of interest, 272 item remuneration billing, and costs assessments, 306 ethical issues, 286 Jackson, David, 327, 355, 356, 359 James Hardie, 327, 345 asbestos liabilities, 353, 354-9 Jesuits and child abuse, 171-3 joint representation, 253 jury nullification, 137 justice, 38 and legal practice, 39 court interventions to ensure, 252 equality of treatment, 43 in civil litigation, 163 lawyer assessment of, 266 obstruction of, 331 resolving dilemmas, 43 use of injunctions, 252 See also fairness; Guggenheim, Hans justice administration, public interest in, 110 Kantian ethics, 8, 93 Keim QC, 113 Kennett government (Vic), 87 Kirby P, 314 'knowing too much', 101 Kopper, Michael, 363 Kruse, Katherine, 37 Large Law Firms Group See also Law Council of

Ethical Standards for Mediators, 221, 230 Large Law Firms Group, 78 on dispute prevention, 222 law firm multiple client case, 276-7 law firms factory environment, 291 self-regulation, 352 Law Institute of Victoria (LIV), law of equity information classification, 111 law of evidence, protections of privilege, 119 law of lawyering and adversarial advocacy, 250 ethical conduct, 7, 179 in alternative dispute resolution, 215 perjury and false evidence, 181 Law Society (NSW), 82, 223, 234-5 Law Society of England and Wales, 92 lawyer-client relations abuse of confidentiality, 331-8 avoidance of responsibility, 170, 174 confidentiality, 106, 224 conflicts between, 246-51 conflicts of financial interests, 248-9 current client conflicts, 253-7 discarding confidentiality, 258 human relations dimensions, interviewing and advising, 175 limiting knowledge of fault, 194 on costs, 304 outlining litigation costs, 175, 307

owing money to clients, 247

truthful negotiation approaches, 223 uncompromising stands, 247 value billing, 318 See also clients; corporate clients lawyer disqualification, 262 lawyer independence, 139 lawyer regulation, 76-8 lawyer reputation, 199 lawyers and alternative dispute resolution, 210-17 and charging clients, 284 and duty of loyalty, 243 and free speech, 67 and just causes, 42 and whistleblowing, 124 as adversary advocates, 218 as entrepreneurs, 73 as mediators, 234 as ministers of justice, 133 as officers of the court, 244, 264 as third party mediators, 210-17, 239 avoiding bias, 36 complaints over fees, 280-3, 292 correcting client dishonesty, debates about ethical issues, different mindsets required, 240 ethics, 4, 154 identification with clients, incidence of dissatisfaction, 293-5 independence from the State, 62 interference with duty of loyalty, 244 internal morality and ethics, 108, 250 interviewing prospective employers, 348 long hours and family life,

Index 395

loyalty to clients, 265, 266

Australia

Lasry, Lex, 367

law abuse, 330

112-113

Larson, Magali Sarfatti, 71

criticisms of detainee

Draft Consultation Paper

policies, 152

(2009), 112

Law Council of Australia, 6, 76,

collaboration guidelines, 227

> lawyers (cont.) misleading and deceptive conduct avoidance, 223 obligations in court, 187 obligations to courts and clients, 179 obligations to whistleblow, 265, 325, 347 personal interests, 249 professional conduct, 6-7, 325 receiving profits or commissions, 247 reliance on cloud providers, responsibilities as gatekeepers, 193, 325, 340 responsibilities to clients, 46, 196, 244 rights to moral opinions, 322 role and conduct, 4-6, 234, self-assessment, 161, 194, 202, 241, 249-50, 266, 367, 380 self-protection of, 304 silence and impact on ethics, 153 social ethics, 7-10 social role, 34 subverting responsibilities, 178 unsatisfactory conduct, 197 virtues and values in, 370 See also Australian Solicitors' Conduct Rules; item remuneration billing; time-based billing lawyers and mediators different mindsets required, lawyers' duty of confidence risks to, 104 Lay, Kenneth, 362 lazy criminal defence, 137 Leech-Larkin, Lucien, 171-3 legal advice demarcation with ethics, 170 failures in ethics issues, 345 promoting ethics, 175

legal associations, standards and conduct, 58-62 legal bills complaints over, 281 cost blowouts, 291 courts awarding of, 296 fairness, 302 legal ethics preferences self-assessment of, 380-5 legal fee billing methods See also item renumeration billing; time-based billing legal fee regulation, 285 abolition of fee scales, 285 legal fees, challenges to, 308 legal liability escaping of, 329 in mediation, 217 legal options non-legal and non-financial consequences, 45 legal partisanships and lawyers' ethics, 368 legal privilege abuse, 122 legal privileges, of clients, 110 legal profession as a cartel, 71 as a community, 58 as Rule of Law social trustees, 59 as self-regulating moral community, 59, 61-2, 65 sanctions and disciplinary action, 63 social control of, 60 traditional self-regulation, 63 Legal Profession – Model Laws Project Model Provisions. See Model Laws Legal Profession Board (Tas), Legal Profession Disciplinary Tribunal, 313 Legal Profession National Law (draft), 77 Legal Profession National Law

2.2.3, 66

Laws, 90

Legal Profession Project Model

legal professional privilege, 117-18, 128 legal professional regulation, 60 legal regulation, 94 Legal Services Board (Vic), legalism, 6 legislated costs disclosure approach, 46 Leigh Day, 237-8 liberal democracies, threat to, 151 liberty, withholding of, 132 Liberty Victoria, 41 licensing, legal practitioners, requirements of, 65-7 Lincoln, Abraham, 42 Linked-In, 98 Liquor Licensing Authority, 207 litigation affordability of costs, 299 fees and costs, 295-9 limits, 178 unrecoverable costs, 298 See also fees litigotiation, 206-10 abuses of, 212 definition, 206 Logan, Alton, 102, 112, 137 Look Software, 259 loophole lawyering, 38 loss of clients, 278, 111 loyalty to clients See also confidentiality loyalty to public interest, 266 Luban, David, 39, 41 Mabo case, 198

Mamdouh Habib, 153

72

Mason CJ, 179

May, Larry, 249

Mayne, 269-70

market pressures and the law,

Markovits, Daniel, 26, 368



> McCabe, Rolah, 3 McCabe case, 332, 333. See BAT case McCabe v British American Tobacco Australia Services Ltd. See BAT case McGee, Eugene, 376-8 McMahon, Julian, 367 McPherson + Kelly, 259-60 'med-arb' processes, 214 mediation, 205, 299 abuses of, 212 client behaviour in, 224 conduct standards, lawyers, 210 - 12conflicts of interest, 228 definition, 212, 213 fair treatment of parties, 229, 233 lawyers as third party negotiators, 210-17 loss of neutrality, 229 neutrality and impartiality, 228, 229 termination, 232 See also alternative dispute resolution mediation ethics, 229 mediation openness, 224 mediator fees, 229 mediators' roles, 217, 231, 233, 235 Medical Research and Compensation Foundation, 345-6, 355 Meeran, Richard, 237 Menkel-Meadow, Carrie, 219, 220, 225 migration litigation, 198 Milgram, Stanley, 17 Minters, 273 misconduct within the law, 183 misleading courts, 143, 181-7, 211 on facts, 187 misleading evidence, 137 misrepresentation, 307 mistakes in court, 182 mobile banking, 92

and uplift fees, 301 cl 307, 66, 88 communication of costs, complaints, limitations to, 308 conditional costs agreements, 300 contingent fee arrangements, 300 ethical systems responsibilities, 351 lawyer-client disclosure obligation, 304 no-win, no-fee agreements, 301 self-regulation, 76 setting aside agreements, Model Rules, 76, 138 statements of principle, 77 Model Rules of Professional Conduct and Practice. See Model Rules Monty Python, 74 Moore, Robert, 259 moral activism, 126 self-assessment in, 386 moral activism approach and active responsibility, 344 moral activist approach, 33, 38-42, 157 and compassion, 266 and lawyers' personal values 40 and mediation, 235 challenging injustive, 198 disadvantages of, 42 loyalty in, 266-7 moral activist relationship with clients, 42 obligations to truthfulness, 176 reduced fees and volunteering, 40, 42 values in, 367 moral community, history of,

Model Laws, 76, 286

moral decision-making, 50 moral rationalisation and denial, 334-8 incidence of depression, More, LC, Sir Thomas, 69 Morgan, George, 184 mortgage scheme collapse (Tas), 86 Motor Accident Authority, 281 multicultural clientele, 304 Murdoch, James, 102-3 Murdoch, Rupert See also News of the World Myers-Briggs Type Indicator, narrow legal training, 328 narrow legalism, 326-9 National Alternative Dispute Resolution Advisory Council, 221, 228, 231, 235 National Law, 77, 78 self-regulation, 91 National Legal Practice Model Bill 2004, 6 National Legal Profession Reform, 77 National Legal Profession Reform Taskforce, 77 National Mediation Accreditation System (Cth), 214 practice standards, 214, 221, 224 requirements of practitioners, 214 national security, 98 negotiation and adversarial advocacy, 234 conduct standards, lawyers, 210 - 12conflicts of interest, 228 in good faith, 226, 231

neutrality in, 228

termination, 232

> negotiation (cont.) to avoid litigation costs, 299 See also alternative dispute resolution; mediation negotiation tactics conventional views on, 206, ethics involved, 207-10, 233 misleading conduct, 211 power imbalances, 231 truth and fairness in, 211 Neilan case, 140-2 neutral third parties, 230 News Corporation See also News of the World News of the World, The, 102 Nguyen Tuong Van, 367 Nicolson, Donald, 369 Nimmo, Jack, 84, 85 non-accountability principle, 22 non-adversarial dispute resolution, 46 non-Aryan legislation, Nazi Germany, 153 no-win, no-fee agreements, 280 and uplift costs, 301 and uplist costs, 301 NSW Court of Appeal, 68, 313 NSW Law Society, 59, 199 NSW Legal Fees Review Panel, 291, 318 NSW Legal Services Commissioner, 199 management systems 'ten commandments', 351 on time-based billing, 291 on uplift fees, 301 on value billing, 318 NSW Supreme Court, 59 obedience to the law effects on ethics, 170 obligations of confidentiality, obligations on lawyers, 202 obligations to refuse clients, omissions in court, 182 operational management, 277

organised crime, 148
overarching obligations, 177,
178
during litigation, 178
regimes of, 227
overcharging, 63, 292, 306
over-zealous lawyering
and social breakdown, 169
participatory approach, 46
party-party costs, 296

participatory approach, 46 party-party costs, 296 peer prosecution, 74 penalties for trial nonco-operation, 146 Pepper, Stephen, 368 perjury, 182 lawyer acknowledgment, 187 Permanent Trustee, 272-4 personal values awareness of, 371 commitments to, 368 self-understanding, 50 Pfizer, 269-70 Philip Morris, 2 philosophy of social ethics, 7 phone hacking, 102 PIAC. See Public Interest Advocacy Centre PILCH. See Public Interest Law Clearing House plausible deniability, 328 plea negotiations, 134 police accountability, 149 police misconduct, 133 positive morality, 74 Potts, Bill, 100 practising certificates, for

lawyers, 65
practitioner misconduct, 215
predetermining legal rights, of
clients, 196
price-fixing, as an offence, 342
principle of fairness
and terrorism, 153
principled negotiation, 218
principles of adversarial
advocacy, 22
privacy, 123
obligations to the
disadvantaged, 130

privilege claims, 128 pro-active corporate lawyering, 329-30 pro bono representations and conflicts of interest, 249 problem-solving negotiations, 219 process rules, abuses of, 198 professional advice other sources, 175 professional conduct and regulation, 61 breaches in, 207-10 professional conduct rules, lawyers, 210, 300 professional confidentiality limits of, 109 professional formation self-improvement, 75 professional indemnity insurance, 312 professional independence, 73 professional misconduct, 191, 247 lawyers refusing to act, 197 professional secrecy See also confidentiality professionalism and inequality, 72 project alliancing, 222 'Project Rose', 127, 128 proof of purpose, 199 proportional fee agreements. See contingent fee arrangements prosecution, role of, 133 prosecution in criminal trials, 133 prosecution pre-hearing disclosure rules, 158 prosecutors and ethical advocacy, 150 dispassionate punishments, 150 duties, 149

presentations in court, 150

pro-social behaviour, 123

107

protection of confidentiality,

public interest
case involvement, 41
duty of confidentiality, 112
protection of, 233–8
Public Interest Advocacy
Centre, 66
public interest defence, 126
Public Interest Law Clearing
House, 41
public interest lawyering, 40
public knowledge, assessing
confidentiality, 110
public professions, 35
public security and terrorism,
152

Qld Attorney-General, 84 Qld Legal Ombudsman, 84 Qld Legal Services Commissioner, 85, 86 Queensland Law Society, 84

Ramsay, Ian, 364 Raper, Mark, 172 rationalisation, legal and business ethics, 344-53 reactive corporate lawyering, 326-9 re-admission, disbarred lawyers, 64 refusing clients, 179 regulation of lawyers. See lawyer regulation regulatory and ethical compliance systems implementation of, 352 relational lawyering. See ethics of care approach relationship of care self-assessment in, 387 reporting serious crimes, 129 responsible advocacy, 130 responsible lawyering approach, 27, 37, 139 and injustice, 202 and negotiation, 235 client loyalty in, 264-6 conflict avoidance, 265 lawyer autonomy, 35 obligations of truthfulness,

reinforcing existing laws and practices, 198 relationship with clients, 35 self-assessment in, 387 social roles of lawyers, 34-8 values in, 367 rights-based approaches, 205 Rogers, Gavin, 259 romantic liaison case, 250-1 Royal Commission into Institutional Responses to Child Sexual Abuse (Cth), 173 Rule of Law, 62 and global terrorism, 153 concept of, 23 independence from market,

SA Legal Practitioners Conduct Board 377 Saket Bar Association, 4 Sampford, Charles, 74, 77 sanctions, 212 Santow J, 357 SCAG. See Standing Committee of Attorneys-General screening client cases, 201 secrets, classes of, 110 sedition, 66 self-regulation, 56 aims of, 62 and professional associations, 59 as self-interest, 72 legal profession as moral community, 65 maintaining lawyer selfrespect, 95 minimising competition, 72 NSW, 82-4 NT and ACT, 89 Qld, 86 Tasmania, 86-7 traditional practices, 61-5 value of, 73 Victoria, 87–9 self-serving actions, 335 sensitivity, in moral judgements, 337

134 servers depositing client information, 104 sex worker case, 47-8 sexual abuse cases, 64, 171-3, 232 sexual harassment, 328 sexual relationships with clients, avoidance, 263 Shaffer, Thomas, 44 share buy-backs, 273 Simon, William, 106, 126 Singer, Peter, 8 Skilling, Jeffrey, 363 Slater and Gordon, 114-15 slush funds, 114, 250 Smith, Abe, 138 social justice, 38 See also justice solicitor-client costs, 296 special purpose vehicles, 362 Spigelman CJ, 75, 287 Spincode case, 258-9, 264, 274 staff abuse, 294 stakeholders identifying interests, 16 Standing Committee of Attorneys-General, 76 state accountability, 132 States and Territories Model Laws regulation, 76 National Legal Profession Reform, 77 stock exchange listing law firms, 351 Stolen Generations, 40 Stuart Mill, John, 8 Styant-Browne, Nick, 115 subsidiary communications, 117 Sydney Law Library Society, 59 Sydney Morning Herald, 69

takeover litigation, 329

Tasmanian Law Society, 86

tax deductibility, legal fees,

Tampa case, 41, 132

sentence indication hearings,

Index 399

176



> tax evasion and avoidance, 330, 371 tax shelters, 330 teaching methods in ethics, 372-3 The 7:30 Report, 171 therapeutic jurisprudence, 160 third parties in alternative dispute resolution, 230 protection, 233-8 third party mediators, 210-17 time-based billing, 281, 286-92 and costs assessments, 306 and law firm values, 292-5 computerised billing, 292 fee accuracy, 288 setting fees, 288 timesheet padding, 291 time-wasting practices, 292 Tobacco Plain Packaging Act, 3 Tracey QC, 128 Trade Practices Commission. See Australian Competition and Consumer Commission traditional self-regulation, legal profession, 63 Trowbridge Report, 356 trust accounts, 90 truthfulness delays and expenses, 194 in pleading, 194 Tuckiar v The King, 145 Twin Towers attacks, 152 UN, Oil-for-Food Programme, 14, 15, 16, 103, 332, 338 undue pressure on witnesses, 137 unethical businesses practices, 329-30 unethical conduct, 64 prevention, 124

unethical practices, in litigation, 177 unfair types of conduct, 188 unfairness in negotiations, 230 to third parties, 232, 233 United Nations Security Council, 14 unrecoverable costs, 298 unsatisfactory conduct, by lawyers, 197 unsatisfactory conduct, of lawyers, 196 uplift fees, 299-302 ethical dangers, 299, 301 practise of, 301 Ury, William, 218 US 'torture memos', 151 UTi case, 255 utilitarianism, 8 value billing, 318-9 values, 266, 295 in professional conduct, 368-9 Victorian Attorney-General, Victorian Bar, 87 Victorian Civil and Administrative Tribunal, Victorian Council for Civil Liberties, 41 Victorian Law Reform Commission, 138 Victorian Legal Services Board, 88 Victorian Legal Services Commissioner, 88 complaints referrals, 89 Victorian Solicitors' Guarantee Fund, 87 Victorian Supreme Court, 3, 23, 255, 323 Village Roadshow, 272-4 Vinson & Elkins, 107, 327, 333,

361, 364

virtue ethics, 9-10

Walker SC, 296 war on terror, 148 watchdogs, 74 Watkins, Sherron, 362 Webb, Julian, 369 Wendel, Bradley, 36, 368 Wendy Bacon case, 67–8 Westpac, 92 whistleblowing, 111, 122, 123-8, 347 definition of, 126 protection measures, 349 White Industries case, 188-91 abuse of process, 195 cost blow-outs, 282 delaying tactics, 196 litigation options, 330 time length, 199 Whitlam Labor government, 67 Wikileaks, 98

voluntary agreements, in

voluntary resolutions, 218

mediation, 230, 231

Young CJ, 256 Young J, 117–18 YouTube, 98

Wilkins, David, 57

Wills, Michelle, 223

Wilson, Bruce, 114

'win-win' resolutions, 46

from perjury, 186 witnesses, role of, 142

work 'slavery', 294

worthy causes, 40

Workcover, 289

withdrawing representation

wills, 263

zealous advocacy, 107, 147, 168 and power imbalances, 339 and billing, 281 self-assessment in, 387

400 Index

unethical defence tactics, 138