

Darcy McCarthy

JD | Technology Consultant

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Juris Doctor (University of Melbourne, admitted June 2026) with 5+ years' experience building technology solutions for law firms and ASX-listed clients. Fluent in both legal practice and software engineering principles, bridging the gap between partners and engineers, and applying legal judgement to AI governance, data architecture and system design.

Work Experience

Legal Technology Consultant

10/2022 – 04/2026

Maddocks

Product and engineering function for legal technology at mid-tier firm. Owned work end-to-end from partner discovery and business case analysis through to design, build, rollout, change management and production operations across all eight practice groups. Shipped firm-wide platforms, document automation, AI tools and set the engineering and security standards behind them. Advised partners on AI strategy and governance.

Discovery & Stakeholder Engagement

- **Stakeholder & process discovery:** Led co-design workshops and process-discovery sessions with partners, associates and IT across all eight practice groups, baselining KPIs and translating findings into functional specs, user stories and acceptance criteria.

Platform & Workflow Engineering

- **Matter management platform:** Designed and built a firm-wide matter-management platform consolidating billing, trust accounting, contract metadata and documents, with role-based permissions and audit logging to meet confidentiality and regulatory obligations.
- **Task automation engine:** Built a task-automation engine generating matter tasks from firm-wide templates, with dependency modelling and calendar/time-recording integrations to eliminate manual matter setup.
- **Knowledge indexes:** Built searchable knowledge indexes covering advices, clauses, precedents, case summaries and firm technology platforms across the eight core practice groups.
- **Integrated regulatory search:** Developed an integrated search system to perform searches across ASIC, Trademark and Intellectual Property Australia with conditional rules and live alerts, materially reducing the time lawyers spent on manual cross-register searches.
- **Market intelligence:** Built web-scraping services and live dashboards surfacing competitor intelligence for partner BD reviews.

Data, BI & Machine Learning

- **Power BI dashboards:** Built Power BI dashboards tracking team capacity, time reporting, allocations and solution adoption, used in monthly partner reviews with drill-through to matter-level detail.
- **ML pipelines:** Deployed machine-learning pipelines for narrative classification, clause extraction and data anonymisation, integrated into the firm's document workflows, with human-in-the-loop review and monitoring for drift and accuracy regressions.

AI Advisory & Enablement

- **Tool selection & vendor governance:** Authored vendor-evaluation rubrics covering security, accuracy, data residency and lock-in risk, ran structured POCs and negotiated pilot terms with vendors before firm-wide rollout.
- **Prompt engineering & workflow design:** Designed practice-area prompt libraries and retrieval pipelines for drafting, summarisation and due-diligence workflows, embedding AI output within existing matter and document tools.
- **AI governance & risk:** Drafted firm-wide AI usage policies and client-disclosure positions with risk, IT security and General Counsel, defining confidentiality, privilege and supervision controls and standing up a use-case intake process for new tool assessments.

Architecture & Engineering Standards

- **Architecture & engineering standards:** Maintained architecture diagrams, data models and API definitions, and authored system specifications covering secure design, coding standards, branching strategy and dependency hygiene.

Commercial Delivery & Adoption

- **Business cases & ROI:** Prepared business cases including build/buy analyses and three-year TCO models, tracking post-deployment ROI against committed benefits and identifying material annualised savings.

- **Business development:** Supported partner-led BD with dashboards, competitor-intelligence views, demos and thought-leadership content for client meetings and pitches.
- **Change management & adoption:** Ran firm-wide change management including communications, super-user networks and role-tailored training, tracking adoption metrics and running feedback loops to lift uptake.
- **Roadmap & delivery reporting:** Authored project roadmaps and quarterly OKR updates for firm leadership and the partnership board, aligned to practice-group priorities and budget envelopes.

Security, Integration & Operations

- **Integrations & identity:** Built API integrations across iManage, Elite 3E, Microsoft 365, Auth0/Azure AD and external registries, using event-driven patterns and contributing to SSO and role-based provisioning rollout.
- **Security, privacy & compliance:** Embedded privacy and security review into delivery, implementing least-privilege access, audit logging and key management, and supporting responses to client security questionnaires and ISO/SOC due diligence.
- **Production operations:** Ran platforms in production with full observability, on-call rotations, agreed SLOs and post-incident reviews feeding into runbooks and the secure-design framework.

Document Automation

- **Precedent development:** Supported precedent development across all eight practice areas, building the document-automation layer with clause libraries and variant logic adapting to deal type, jurisdiction and counterparty position.
- **Document automation library:** Built a composable library of reusable automation components integrated with workflow tools and webforms, materially cutting drafting time, with versioning and regression testing to prevent template drift.

Civil Litigation Lawyer (Placement)

11/2025

Hoyle Da Silva

Civil-litigation placement at a Victorian defendant-side practice, taking matters from intake through to counsel brief. Drafted and filed Statements of Claim, Counterclaims and Defences for the Magistrates, County Court and VCAT (with particulars of claim and quantum schedules); served Letters of Demand and authority-to-act documents; participated in discovery and interrogatories with privilege review; conducted land, PPSR, ASIC, FOI and police-report searches; prepared written advices, case summaries, chronologies and reconciled cost schedules for partner review; and curated counsel briefs.

Case Intake & Investigation

- **Instructions, evidence & client advice:** Conducted structured client interviews, collated evidence from witnesses, insurers and third parties, and drafted client advice letters covering prospects, costs exposure and settlement positions for partner review.
- **Legal research & advices:** Researched case law, legislation and Court Rules across limitation, jurisdiction, quantum and procedural issues, synthesising findings into memoranda of advice for partner review.
- **Case summaries & costing:** Prepared case summaries, chronologies and reconciled cost schedules (party-party, solicitor-client and disbursements) for partner review ahead of mediation and settlement.
- **Searches & information requests:** Performed land, PPSR and ASIC searches and submitted FOI and police report requests, synthesising results into due-diligence memos and tracking statutory deadlines.

Pre-Litigation & Authority Documents

- **Pre-litigation documents:** Drafted tiered Letters of Demand calibrated to debtor profile, coordinated personal service via investigators, and prepared authority-to-act documents including Appearances, Overarching Obligations and Proper Basis Certifications.

Litigation & Court Process

- **Pleadings & filings:** Prepared and filed Statements of Claim, Counterclaims and Defences in the Magistrates Court, County Court and VCAT, with particulars of claim and quantum schedules.
- **Discovery & interrogatories:** Prepared and served Notices for Discovery and Interrogatories, negotiated scope with opposing solicitors, and co-ordinated privilege review and production via e-discovery platforms.
- **Counsel briefs:** Curated counsel briefs with indexed pleadings, evidence and chronologies, and liaised with chambers on listing and conference scheduling.

Legal Operations Specialist

Telstra

01/2022 – 10/2022

Legal-operations role in Telstra's in-house function, focused on process improvement and platform delivery for the legal team. Designed and shipped Power Automate workflows, Power Apps interfaces and Dataverse integrations to remove manual effort across matter handling, correspondence and reporting. Built and maintained the Checkbox agreement template suite (Competition, IP, Trademark, Commercial) with SME-encoded clause logic and versioned releases. Owned day-to-day support, optimisation and post-update regression of the Checkbox client-intake platform in partnership with the product owner.

Process Improvement & Automation

- **Process improvement workshops:** Ran cross-functional workshops with legal, procurement and product stakeholders to identify high-friction processes and translate outputs into prioritised improvement backlogs.
- **Power Automate workflows:** Designed approval and routing workflows integrating SharePoint, Outlook and Teams, cutting manual correspondence and data-analysis effort by an estimated 20 hours per week.

Platforms & Template Management

- **Power Apps interfaces:** Built role-tailored Power Apps interfaces giving lawyers and business users self-service access to matter data, integrated with Dataverse.
- **Checkbox agreement templates:** Built and maintained automated agreement templates across Competition, IP, Trademark and Commercial law with SME-encoded clause logic, conditional sections and versioned releases.
- **Checkbox intake platform:** Managed and optimised Telstra's Checkbox client-intake system, triaging user issues, coordinating vendor fixes and running post-release regression checks across critical intake journeys.

Executive Remuneration & Governance Consultant

01/2021 – 01/2022

SW Corporate

Executive remuneration advisory to ASX200 boards and HR functions. Advised on executive employment contracts and incentive-plan rules under the ASX Listing Rules, Corporations Act and proxy-adviser guidance. Drafted remuneration reports, STI/LTI plan designs, proxy engagement packs and board-ready disclosure materials. Tracked the regulatory and remuneration landscape (ASIC, ASX, APRA, Treasury) and translated changes into client impact. Contributed to business development through pitch decks and outreach to listed-company prospects.

Business Development & Client Engagement

- **Client acquisition:** Contributed to over 15 new client engagements through bespoke pitch decks tailored to each prospect's industry and remuneration history, tracking pipeline and conversion metrics to refine outreach.

Executive Remuneration Advisory

- **Executive contract advice:** Advised on executive employment contracts and incentive-plan rules against ASX Listing Rules and Corporations Act requirements, drafting plain-language summaries for HR and board audiences.
- **ASX200 remuneration reports:** Designed remuneration reports for ASX200 companies, benchmarking pay outcomes against peer disclosures and drafting CEO and KMP tables to ASIC and ACSI standards.
- **Incentive frameworks:** Developed STI/LTI frameworks modelling performance scenarios, with deferral, clawback and malus provisions calibrated to regulator and proxy-adviser positions.
- **Remuneration narrative review:** Stress-tested remuneration narratives against proxy-adviser objections and aligned disclosures with broader strategy and ESG positioning.
- **Proxy engagement packs:** Compiled rationale, peer comparisons and pay-for-performance analysis into board-ready engagement packs and Q&A briefs for institutional investor and proxy-adviser meetings.

Regulatory & Market Intelligence

- **Regulatory updates:** Monitored ASIC, ASX, APRA and Treasury releases and provided weekly practitioner-ready impact summaries, mapping changes to client agreements and flagging required amendments.
- **Market intelligence tracking:** Maintained a structured database of executive pay, vote outcomes and emerging market practice, surfacing trend analysis used in BD conversations with new prospects.

Legal Innovation Volunteer

2021

Legal Tech Helper

Pro bono legal-technology volunteering with a small publicly-funded innovation team, researching the substantive law of divorce and separation in Australia and supporting the build of a trauma-informed client-intake tool for vulnerable users including those experiencing or escaping domestic and family violence.

- **Divorce & separation research:** Researched the substantive and procedural law of divorce and separation under the Family Law Act framework and translated findings into the intake tool's question flow, conditional branches and lawyer-facing triage summary.

- **Divorce client-intake tool:** Built a trauma-informed guided intake pathway for vulnerable clients including those escaping domestic violence, structuring questions so users could pause and skip safely and surfacing safety-relevant disclosures to the supervising lawyer.
- **Accessibility & safety design:** Embedded plain-language prompts, support-service signposting and a quick-exit pattern for safety, and built document-automation templates to reduce intake and triage time for volunteer lawyers.

Property Law Clerk

10/2020 – 12/2020

Nest Legal

Residential conveyancing clerkship at a Victorian family-and-property practice, supporting end-to-end settlements across Victoria. Coordinated PEXA workspaces and acted as primary client contact on settlement day, liaising with lenders, solicitors, agents and councils. Verified land registry documents, title deeds and contracts of sale, reviewed Section 32 vendor statements and prepared transfer and mortgage deeds aligned with PEXA and Land Use Victoria requirements. Generated client engagement letters and fee estimates in line with the Legal Profession Uniform Law, and contributed to the firm's content and marketing through a client-facing divorce-and-separation handbook and SEO analysis.

Client Engagement & Settlement

- **Settlements:** Settled residential properties throughout Victoria, coordinating PEXA workspaces with lenders, solicitors and agents to resolve fund and title discrepancies, and acting as primary client contact on settlement day.
- **Engagement & fees:** Generated terms of engagement and estimated fees and disbursement for clients, tailoring engagement letters to matter complexity, scope and fee structure, and reviewing cost estimates with supervising solicitors.

Property Due Diligence & Documentation

- **Title & contract verification:** Verified title deeds, land registry documents and contracts of sale, cross-checking for discrepancies and flagging caveats, easements and restrictive covenants.
- **Sales contract review:** Reviewed Section 32 vendor statements for completeness and identified special-condition risks, preparing advice on disclosure gaps and proposed amendments.
- **Transfer & mortgage deeds:** Prepared transfer and mortgage deeds to PEXA and Land Use Victoria requirements, coordinating stamp-duty assessments with State Revenue Office.
- **Funds & registration:** Confirmed receipt of mortgage funds, reconciled against settlement statements and confirmed registration with Land Use Victoria post-settlement.

Content & Marketing Support

- **Content & marketing:** Created a fifteen-page divorce and separation handbook and performed SEO analysis identifying high-value keywords and content gaps to improve the firm's online reach.

Infantry Soldier

Sandringham and Doveton | 2016 – 2019

Australian Army

Three years' part-time service in the Army Reserve as an infantry soldier (Sandringham and Doveton depots) while completing tertiary studies. Qualified at the Army Recruit Training Centre and School of Infantry in weapons handling, navigation, field craft, communications and combat first aid, held junior leadership responsibilities on exercise, and built the discipline, composure under pressure and team-first mindset now drawn on in client-facing delivery and tight-deadline project work.

Training & Soldiering

- **Infantry training:** Completed Army Reserve training at the Recruit Training Centre and School of Infantry, qualifying in weapons handling, navigation, field craft, communications and combat first aid.
- **Section operations:** Operated in section-level teams conducting patrols, reconnaissance, defensive routines and live-fire exercises under time pressure and physical strain.
- **Discipline & composure:** Developed discipline, composure under pressure and attention to detail across client-facing delivery and incident response, applying structured planning and briefing techniques to project work.

Leadership & Teamwork

- **Junior leadership:** Held junior leadership responsibilities including mission planning, orders delivery, briefing subordinates and after-action reviews.
- **Team cohesion:** Built cohesion in high-performing small teams through clear communication, mutual accountability and rapid resolution of friction.

Education

Practical Legal Training | Leo Cussen Centre for Law

Online | 2025

Juris Doctor | University of Melbourne

Carlton | 2019 – 2023

Bachelor Of Arts | University of Melbourne

Carlton | 2014 – 2017

Tools & Platforms

Legal Tech & DMS	Legal GenAI	Legal Research & KM	Litigation & eDiscovery
<ul style="list-style-type: none"> • iManage • Avvoka • Checkbox • HotDocs • Adobe Sign • Elite 3E 	<ul style="list-style-type: none"> • Harvey • CoCounsel • Draftwise • Lexis+ AI 	<ul style="list-style-type: none"> • Westlaw AU • LexisNexis • Jade • AustLII • Thomson Reuters • CCH IntelliConnect • Practical Law 	<ul style="list-style-type: none"> • Relativity • CourtConnect • Federal Court eLodgement • eCourtroom
Online Search & File	Low-Code & Power Platform	Productivity & Collaboration	M365
<ul style="list-style-type: none"> • AAT online filing • VCAT online • NDIS provider portal • VicGov FOI portal • IP Australia • ASIC Connect • PEXA • Land Use Victoria • InfoTrack 	<ul style="list-style-type: none"> • Power BI • Power Automate • Power Apps • Dataverse • Power Query • Copilot Studio • OutSystems 	<ul style="list-style-type: none"> • Notion • Slack • Zoom • Gmail • Jira • Confluence • Asana • Figma • Miro 	<ul style="list-style-type: none"> • Teams • Outlook • SharePoint • OneDrive • Word • Excel • PowerPoint • OneNote • Publisher
Cloud & Infrastructure	DevOps & Engineering	Data & Analytics	AI & Machine Learning
<ul style="list-style-type: none"> • Microsoft Azure • Google Cloud Platform • Docker • Kubernetes • Terraform • Bicep / ARM 	<ul style="list-style-type: none"> • GitHub • GitLab • Azure DevOps • Postman • Datadog • Application Insights 	<ul style="list-style-type: none"> • SQL Server / T-SQL • Python • Snowflake • Databricks • Azure Synapse • dbt • SSIS • Highcharts 	<ul style="list-style-type: none"> • OpenAI / GPT • xAI Grok • Google Gemini • LangChain • Semantic Kernel • Pinecone • Azure AI Search
Languages & Integration	Security & Identity		
<ul style="list-style-type: none"> • Back-end: C# & .NET • Front-end: JavaScript, HTML5, CSS3 • TypeScript • Python • REST & GraphQL APIs • BPMN tooling 	<ul style="list-style-type: none"> • Microsoft Entra ID • Auth0 • Microsoft Defender • Microsoft Purview • Conditional Access • MFA / SSO 		

Technology Skills

Strategy & Advisory	Delivery & PM	Architecture & Engineering	DevOps & Reliability
<ul style="list-style-type: none"> • AI strategy & governance • Transformation consulting • Cost & ROI analysis • Vendor due diligence • Vendor & licence management • Risk management • Compliance & RegTech • Negotiation & commercial • Legal operations & pricing 	<ul style="list-style-type: none"> • Legal Project Management • Agile & Scrum delivery • Product management • Change management & adoption • Stakeholder engagement & requirements • Technical writing & documentation • Training & enablement • Vendor & SOW management 	<ul style="list-style-type: none"> • Solution architecture design • Cloud-native architecture • Full stack application development • Software engineering fundamentals • API design & systems integration • Database design & modelling • Performance & scalability engineering • Microservices & event-driven architecture 	<ul style="list-style-type: none"> • DevOps & CI/CD pipelines • Containers & Infrastructure-as-Code • Cloud platform engineering & FinOps • Site reliability & incident management • Observability, logging & monitoring • Test automation & quality engineering • Disaster recovery & BCP
Data & BI	AI & ML	Automation	Security & Privacy
<ul style="list-style-type: none"> • Data architecture & engineering • Data governance & privacy • Business intelligence & data visualisation • Search & information retrieval • Knowledge management • Web scraping & data extraction • Data quality & lineage 	<ul style="list-style-type: none"> • Machine learning operations • Natural language processing • Prompt engineering & RAG • LLM application architecture • Vector databases & embeddings • Responsible AI & model governance 	<ul style="list-style-type: none"> • Process mapping & BPMN • Workflow automation (Power Automate, Logic Apps) • Robotic Process Automation (RPA) • Document & contract automation • Matter intake & conflicts workflows • E-signature & approval orchestration • Integration & connector design 	<ul style="list-style-type: none"> • Cybersecurity & threat modelling • Identity & access management • Data privacy by design • Encryption & key management • Information barriers • Incident response & breach handling • Cloud security & Zero Trust • Compliance (ISO 27001, Essential Eight)
UX & Design			
<ul style="list-style-type: none"> • Accessibility (WCAG) • User research & journey mapping • Wireframing & prototyping • Design systems & component libraries • Usability testing • Information architecture 			

Legal Skills

Client Engagement & Advice	Legal Research & Analysis	Litigation & Procedure	ADR / Settlement / Counsel
<ul style="list-style-type: none"> • Initial client interviews and advice • Letters of advice and opinions • File openings, conflicts checks and risk assessment • Client onboarding • Cost agreements and engagement letters • Trust account compliance and disbursements • Plain-English client communication • Practice management 	<ul style="list-style-type: none"> • Case law, legislation & Court Rules research • Statutory interpretation & construction • Research memoranda citing primary authority • Authority checking, noting-up & citator review • Comparative & cross-jurisdictional research • Legislative history & extrinsic materials • Regulator guidance, practice notes & rulings • AI-assisted research with verified citations 	<ul style="list-style-type: none"> • Court documents (pleadings, briefs, witness statements) • Subpoenas and notices to produce • Affidavits and statutory declarations • Discovery, eDiscovery and review • Litigation management and case strategy • Court filing and procedural compliance • Hearings, mentions and case management • Submissions and written advocacy • Costs schedules and assessments 	<ul style="list-style-type: none"> • ADR — mediation, conciliation • Settlement negotiations and offers • Drafting deeds of settlement and release • Briefs to counsel and instructions • Counsel and expert witness liaison
Pre-Litigation & Enforcement	Costs / Engagement / Compliance	Privacy, Security & Risk	Property & Conveyancing
<ul style="list-style-type: none"> • Letters of demand and pre-action correspondence • Enforcement of judgments • Recovery actions 	<ul style="list-style-type: none"> • Costs schedules and party/party costs • Solicitor/client cost recovery • Trust accounting requirements • Conflicts and ethical screens • Regulatory compliance 	<ul style="list-style-type: none"> • Privacy Act and APP compliance • Data breach response • Cybersecurity advice • Risk identification and mitigation • Confidentiality and information barriers 	<ul style="list-style-type: none"> • PEXA settlements and e-conveyancing • Title searches and land registry verification • Land and property due diligence; land-use advice • Caveats, easements and restrictive covenants • Section 32 vendor statements • Property transfers and mortgage deeds • Stamp duty assessments • Settlement coordination (lenders, agents, councils) • Land Use Victoria lodgement
Exec Remuneration & Governance	Banking & Finance	Corporate & Commercial	AI & Knowledge Management
<ul style="list-style-type: none"> • Executive remuneration advice • ASX Listing Rules and Corporations Act advice • STI/LTI plan drafting • Deferral, clawback and malus provisions • Remuneration report disclosures • Peer benchmarking & comparator-group analysis • Proxy adviser engagement • Regulatory tracking and updates 	<ul style="list-style-type: none"> • Drafting facility and loan agreements • Drafting amendments and variations • Security documents (mortgages, GSAs, guarantees) • Conditions precedent review • Drawdown mechanics and utilisation requests 	<ul style="list-style-type: none"> • Contract review and drafting • NDAs and confidentiality agreements • Company incorporation • Unit, discretionary and hybrid trust setup • Board and company resolutions • Share buy-backs and transfers • Competition law 	<ul style="list-style-type: none"> • AI governance and policy drafting • Acceptable-use policies and client-disclosure positions • Precedent drafting and clause library development • Legal knowledge management
Public Law	Searches & Registers	Employment	

<ul style="list-style-type: none"> • NDIA participant and provider disputes • AAT reviews and merits review • Administrative-law principles • Council planning, local laws and by-laws • Statutory decision review 	<ul style="list-style-type: none"> • PPSR searches and advice • ASIC company searches • Trade mark and IP searches and advice • FOI applications • Transaction revenue implications 	<ul style="list-style-type: none"> • Advice on client dismissals • Employment agreements (drafting)
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