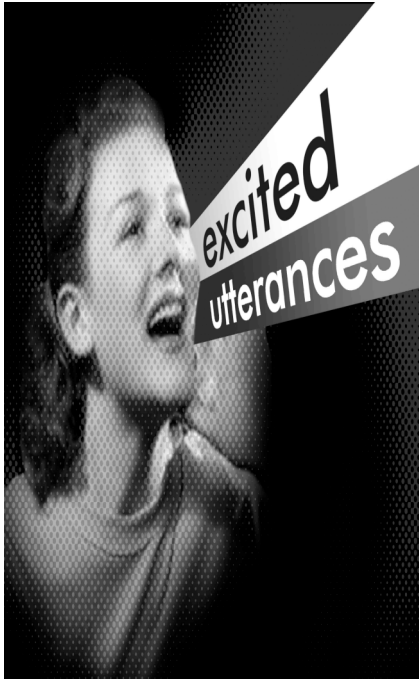




# Law Librarians News

*ignorantia juris non excusat*



## Issue 144: 14 March 2008

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Legal Technology Insider Charles Christian (UK)

excited utterances Joy London (USA)

Charon QC Blog (UK)

Hitwise (Australia)

## Table of Contents

### Editorial

#### excited utterances

##### Articles

Working with What You Already Have . . .Improving Findability Across Your Organisation

e-Learning and KM

##### Surveys & Research

Survey Predicts more Use of Outsourcing: More UK and US Law Firms Set to Save Costs in India, Eastern Europe and the Philippines

##### Books

Making Knowledge Work: the Arrival of Web 2.0

#### LLN News Stories

Avvo's Persistence Is Paying Off

JD Supra Goes Live

Linklaters Contract With Kluwer To Distribute Blue Flag

Citeulike

Collexis Buys Lawriter LLC

New On LLRX.com Eight Legal Technology Trends for 2008 & More / 27 February 2008

Halsburys Stirs Up Hornets Nest : Posted House Of Butter Blog 5/3/08

Message From PreCYdent

LexisNexis Adds IP DataDirect-Patents Solution

University of Queensland (Aus) Publishes New Legal Journal

CLIG (UK) Seminar Why Web 2.0? The Opportunities & Challenges For The Legal Sector

UKSG (UK Serials Group) Creates Facebook Page

Private Equity To Buy RBI Rather Than Publishers

William S. Hein & Co., Inc. & the American Association of Law Libraries Are Looking For Authors

#### Blogs Du Jour

Weird & Wonderful Blogs At LexBlog (USA)

#### Charon QC

Latest Podcasts

#### Trawling

**Article:** Informa reports strong FY, bucks media trend with positive outlook

**Article/Survey:** Information Overload Pushing Workers to the Brink

**Article:** Thomson's expansion on hold. The business and legal data publisher is holding off on any firm plans for a major expansion of its Eagan corporate campus

**Awards:** Canadian Assoc Of Law Libraries: Hugh Lawford Award For Excellence In Legal Publishing

**Bibliography:**Western Language Works On Chinese Law

**Blog Article:** Public Facing Legal KM

**Blog New:** Lii Cornell Launch Blog

**Blog Post:** Law-Firm Blogs: Marketing Device or Mere Diversion?

**Blog Post:** Lawyer Blogs Vs Law Firm Brands

**Blog Post:** PreCYdent setting the Precedent

**Financial Database Product:** NASDAQ and EDGAR® Online Partner to Create 144A Reference Database

**Ranking:** Canadian Lawyer Magazine's Top 10 Canadian Legal Blogs

**Report / Survey:** The Law Firm Of The 21<sup>st</sup> Century – Published By Eversheds (UK)

#### Legal Technology Insider News:

Open Source For Search - ISYS Launch Enterprise Search For Linux 5/3/08

#### Law Librarians & Legal KM Jobs Board

##### UK / EUROPE

Head of Knowledge Management London / Head of Corporate Know How / Know How Manager Sheffield

Library Assistant Fladgate Fielder London / Rare Books Cataloguer – Faculty Of Advocates Edinburgh

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##### USA

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Director of Knowledge Management Reed Smith

#### New & Forthcoming Titles / Products

ASIL (USA) / Gower Publications (USA) / Hein (USA) / Library Of Congress (USA)

## Editorial

In excited utterances Joy talks with Kate Simpson in her article.

### **Working with What You Already Have . . . Improving Findability Across Your Organisation**

*Joy writes. Kate Simpson took the leap just last year from permanent work to freelance information architecture with her company, Tangledom Ltd. Her specialist areas of focus are: information architecture, findability and information retrieval, user experience and usability, faceted classification and tagging, knowledge and content management.*

In essence Kate suggests it might be worth looking at existing systems you already have in place rather than spending yet more money on new IT that might only be able to do the same as your current technology with a few extra tweaks.

In Law Librarians News it is the usual selection of heroes and villains. In one corner we have Avvo's ceaseless battle in the US to try and create a rating system for lawyers that might actually reflect their real strengths and weaknesses. Also we congratulate UK firm Linklaters on their deal with Kluwer to distribute their blue flag service. Hopefully we'll be seeing more firms understand the worth of their knowledge and turn it into product that can be successful in the market.

In the other corner we have LNB (Lexis Nexis Butterworths) in the UK and their inflexibility over choice with firms subscribing to the Halsburys series. Last week they published via LIS LAW UK their response to concerns clients had mentioned with the publication back in January. Rather than placate: LNB's response/pr piece raised two key issues.

The constant re-issuing of indices and citatory and the associated costs Information choice have to receive the publication as a all or nothing option and are increasingly weary of paying for a product who's content they use only a portion of.

You can read the full story in.. Halsburys Stirs Up Hornets Nest

Thankyou as always for reading and please don't hesitate to get in touch if you have any comments on what we've published

Best wishes Sean Hocking / Joy London  
LLN / eu

From Kluwer Law International ...

# Kluwer EU IP Cases

[www.kluwereuipcases.com](http://www.kluwereuipcases.com)

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- A selection of EPO Board of Appeal decisions



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### Give yourself the edge over your competitors

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## excited utterances

### Articles

#### **Working with What You Already Have . . . Improving Findability Across Your Organisation**

Kate Simpson took the leap just last year from permanent work to freelance information architecture with her company, Tangledom Ltd. Her specialist areas of focus are: information architecture, findability and information retrieval, user experience and usability, faceted classification and tagging, knowledge and content management.

Last June, just days before floods left Sheffield and much of northern England under water, Kate made my way to the annual British and Irish Association of Law Librarians (BIALL) conference. The theme was "Too Much Information," a theme perhaps all too well shared and understood by anyone working in today's world. Her paper to the conference seems just as relevant one year on: How do we make it easier for our users to find the stuff that they need when they need it when there is just so much stuff out there?

Kate provides asks and answers some important questions.

How can we use what we already have to improve or handle these findability problems better?

I propose we should all take a moment . . . a brief pause before barrelling ahead with buying this new system or integrating that new tool or starting the next new IT or information infrastructure project, and take stock.

Perhaps it really is possible to work with what we already have to improve the findability and usability of our key information across our organisations. Perhaps by taking a more holistic view of our systems, our content and our users we really can start to understand how to deal with the information-tangle statements of last year.

#### The Complicated Tangle of Systems

Our firms and organisations over recent years have made large investments in either best-of-breed systems or developing in-house bespoke applications. We now have document management systems, content management systems (and often more than one under the guise of needing to manage different types of content), and perhaps

records management systems (for the forward-looking organisations!). And then there are the systems needed to view and share that content, whether intranet, portal, wiki, SharePoint installations [etc. etc . . . fill in the blanks here as your mileage dictates].

And of course to implement all of these "solutions" our poor IT departments have had to jump through all sorts of back-end integration hoops to encourage these complex systems to get on with each other.

And now? Now you open the latest KM article or new Technical Report/Press Release and apparently we should all be investing in the new Business Intelligence solutions, Metadata and Taxonomy Management Tools and definitely the new Text Mining and Analytics software... all to help us make the content our organisations produce every day, more structured and more findable. And then of course there's the new breed of "enterprise search engines" that allow our users to find content from across the organisation, from all of our different information repositories and from one "simple" search box (yes, thanks for that Google™).

So now our organisations are overloaded with all these different systems, these repositories, these tools and these "solutions".

#### The Complicated Tangle of Information

This is the point at which all the suppliers and consultants get those scary-but-tired-looking graphs out. Y'know the ones, showing the exponential growth in volume and frequency of information that we are all having to deal with now compared with the Stone Age (or some-such)?

And as if we weren't aware enough of the reality of "Too Much Information" we have our external information providers (whether it be Reuters, Thomson, Factiva, LexisNexis, or the myriad of legal/business information websites that have sprung up to fill the informational gaps in provision), one of whom is proud enough to put this quote on their website: "access to over 4.1 billion documents from more than 32,000 sources . . . "what hope have we?

So now our organisations are overloaded with all this information flowing in, around, and out again. We have more information, and more information types to manage, find and store than ever.

What do we do? Reduce the number of systems? Limit the amount of information that circulates our organisations? These do not seem ideal solutions for these tangled times.

#### Complex Problems & Smart Solutions

It's at this point in my presentation last year when I turned to Dogbert™ for help that unfortunately (due to legal reasons) I can't reproduce here. The point that he so insightfully makes however is that: as the world gets more complex, our ability to learn new skills and new ways of trying to manage this complexity is not keeping up. Such rate of change is outpacing our skills to sort, process and find information.

That we are basically drowning in information. He is so very right in this (though his solution of choosing "Dogbert as Supreme Ruler of Earth" to help us is not so reliable).

Perhaps it's time for us to catch up with the pace of all this new complexity.

And get smarter:

- Smarter about what we are trying to do with our systems and our information
- Smarter about how our systems are supposed to be working
- Smarter about the information we're trying to present to our users.

Perhaps if we could just take stock in that brief pause I was talking about earlier, to maybe work with what we already have? To review how the systems are being used, by whom, and to access what types of information?

### Smarter Us & Smarter Users

We need to make sure we are using all the best features of our systems that we could or should be. Today's technology and "solutions" are built with very generic requirements in mind – they have to if they are to be sold to as many different organisations and industries as possible. Therefore it really is all about our individual implementation and deployment demands that will make 'System Vanilla' fit our unique requirements and organisations.

These unique requirements, and the tweaks that we'd like to make, are only possible if we actually understand the features on offer.

We need to ensure our systems are kept up to date and relevant for our users. As technology tirelessly marches on we have to make sure that the systems we already have remain current and as good as what is out there on the market. We're lucky in being able to rely on some rather decent independent and unbiased online resources to keep up to date with the technical changes happening around us. Sometimes it really doesn't require large-scale redevelopments, re-launches or replacements. A bit of time looking under the bonnet/hood may reveal some worthwhile improvements that can be made (and perhaps even reach some of that low-hanging fruit people keep talking about).

These quick wins can only be achieved if we use these resources and discussion forums to force our suppliers to continue investing their time to fix our problems (i.e., the ones that they were so eager to fix before we signed that contract).

### Smarter Systems

We need to review and understand how well our systems have been deployed and integrated around our organisations. I'm not suggesting looking at system integrations like a techie might; I'm thinking that we should be reviewing those systems that were implemented pretty independently of each other. We now have systems with their own working practices, their own data standards, metadata structures and data sets.

These differences need smoothing out and normalising in some way if our systems are ever to achieve true interoperability.

We need to understand what problems our users are having with our systems. When user acceptance of a system is low – why is that? When they say they can't use it or find anything – what do they mean? This, perhaps unfortunately, isn't about sending out a SurveyMonkey™ and hoping that, out of the half-dozen returns we might receive, there'll be six insightful and well-articulated responses to our questions. It's more about understanding the underlying problems our users are having – and these, definitely unfortunately, are usually hidden and take a more detailed study of how they are using the system.

These insights to the usage and usability of our systems will help us talk to our suppliers in clear requirements for developing those smarter systems that we need.

### Smarter Information

And finally, we need to understand our organisation's information supplies as well as the demands. We need to make sure that the right information is accessible, as well as being accessed, by the people who need it when they need it. This is about making sure we understand what information we actually have before considering what we need. Who's using it? When? How? Why? That content audit we had done *was* worth it and *can* provide helpful insights into the problems our users are facing in the different stages of the information lifecycle, whether it be creating, storing or trying to find it again.

This appreciation of our information landscapes allows us to make better and more informed decisions about what can and should be done to improve that information lifecycle.

But then we need to take the next step and look at what can be done to that information to make it more findable, more useful and more usable. What information is not being found easily? Why? This is where we must turn our analysis to our metadata and taxonomies, our data structures and schemas, and our information governance and control. We should be looking at how to achieve true information interoperability: sharing metadata and information across systems, creating really useful business intelligence that can be acted upon, and really seeing the benefits of faceted search across multiple systems.

This focus on the detail of our information landscapes helps us to create smarter information within our smarter systems that our users can find, use, re-use and share.

I'm advocating that during the pause we've just created by not buying that new system or integrating this new tool or starting the next new IT or information infrastructure project, we take stock of what we already have. That by taking the time to understand our users, our information, our unique business contexts and the systems themselves, we can ensure they are fully optimised for improved information retrieval and findability.

Reference: Tangledom Ltd.  
[www.tangledom.com](http://www.tangledom.com)

## **e-learning and KM**

by Pip Johnson of Ad Alta Learning Ltd, specialists in online learning for the legal sector, asks if e-learning and KM will merge.

KM in the legal sector continues to suffer from three main problems:

- the frequent difficulty knowledge managers encounter in trying to extract the knowledge from the best practitioners;
- the need to keep things up to date, especially considering that legal knowledge is often most valuable in the most rapidly changing fields;
- the need to measure the effectiveness of knowledge systems: are lawyers understanding and interpreting the know-how correctly?

In an article in the September/October 2007 issue of Infolaw, Clare Line and Ann Hemming illustrated the success of transaction simulation as a training tool. It seems that it is not that hard to get lawyers to share their knowledge by audio-visual means, where they can see the practical benefits to their teams – they do not have to write! Writing is time consuming and therefore unwelcome to time-stressed people. Many of our most successful lawyers are excellent – and prolific – talkers and presenters. We already make use of this virtue, especially in capturing seminar talks in video. We can do much more to make use of it, in role-playing, in delivering transaction-based know-how, and in voice-over commentaries which apply the words of experienced lawyers to the transaction simulations, seminar videos, or other material:

- it is much quicker, for the person delivering the knowledge, to do it by talking than by writing;
- nuances of emphasis, and of tone of voice, carry significant extra meaning which is hard to communicate in documents;
- it is (mostly) more palatable to users, who can access the relevant nuggets of know-how online, while the media-rich format makes the material easier to assimilate;
- it allows us to capture the “water-cooler” type of knowledge.

All know-how gets out of date, but some gets out of date faster than others. Whether or not a piece of know-how has been formally updated, it must be possible to incorporate searches of the online resources (PLC, Westlaw, Lexis-Nexis, Justis, BAILII, and so on) to see any new cases, regulations, legislation, or commentary that may affect the know-how.

This ability is not just a way for users to update the material they are looking at: it can also be used by those charged with maintaining the know-how, whether originators or not, to see if changes are needed to the material (most publishing houses offer automatic updating alerts and feeds as well).

One way to handle the online research component within know-how is to incorporate a search that provides access to the critical law in its widest sense – whether case law, legislation, regulatory sites, or whatever – relevant to each topic discussed in the know-how. This might include direct citations, carefully considered topics, known short-cuts such as PLC’s Topic IDs, and so on, in a well-crafted query. Passing this query to a search federator, or ideally an enterprise search engine, the user can just click a research link to see the latest state of play. What is stored in the know-how is not the answers to the research at the time the know-how was created, but a carefully crafted way to find the up-to-date answers and present them to the user when they are using the know-how.

There is now a range of reasonably-priced and sophisticated tools available to help with building such products: for example, Adobe’s Captivate and Articulate; for network capabilities, Atlantic Link and Wimba; for online offerings, Brighttalk. Many of these multi-media products are developed as part of an e-learning offering, allowing PSLs and managers to track usage and to incorporate assessments within the products. e-learning authoring tools allow PSLs and others to create effective, assessed know-how easily and quickly. The development of hybrid know-how tools can be supported by a growing number of experienced authors and technicians, so that a firm can get up to speed with their developments quickly and efficiently. Law firms (Addleshaws, Ashurst and Beachcrofts are just a few at the top end of the alphabet) are showing great interest in using these tools, so they can form an attractive part of a client-facing KM strategy. Technical support for doing the work is readily available from outside suppliers; there is no need to devote expensive and scarce internal resource to the “techie” pieces. It is, therefore, entirely practical to pull together the vital components:

- the videos of interviews, presentations, seminars, transaction simulations, etc;
- the voice-over and interjected commentary, including practice notes;
- interactive elements (discussion sites, blogs and wikis);
- crafted searches to pull in the external resources and updating elements.

For the kind of integration outlined here, there are three key project management jobs:

- getting a scope and programme of work agreed for each job, so that the required technical stages – filming, processing, editing, adding other-media pieces such as research, and packaging – can be scheduled with the right sort of people; this is a task which can be outsourced to a specialist;
- deciding on the content, which is naturally the province of the firm’s lawyers or PSLs; this is a task which would be done in-house;
- providing the back-up editorial work to put the research links in place, which can be done by PSLs, or by specialists in legal information whether internal or external.

The specialist module in money laundering compliance, produced and sold by Vinciworks using its Legal Learning Management System (and working with 14 of the UK’s largest law firms), illustrates how some aspects of legal know-how can be turned into a standard product, the cost of which to a law firm is a small fraction of what it would cost to produce internally. We believe that this is just the start of a trend where compliance and risk management initiatives will impact on the firm’s KM policies.

Specialist internal know-how is unlikely to become commoditised in this way. There is, however, scope to integrate know-how not just with the additional research component, as we have outlined above, but also with the assessment and effectiveness monitoring typical of e-learning, thus linking with professional development programmes. This will require the design of each piece to be carefully controlled to ensure that each module can be accessed in convenient, cumulative time-slices, rather than in one large indigestible chunk. This is where instructional design skills and project management skills are really important.

For many areas of know-how deployment, we suggest that firms can make use of techniques already in use in their organisation for training, and combine them with the access to legal research that today's enterprise search engines make easy. This will make know-how easier and quicker to extract from its current holders, and easier to deploy to users at the time they need it – when they are doing the work – rather than in specific sessions which might be poorly, or sporadically, attended. Much of the work can be outsourced, reducing costs and increasing consistency and quality.

Reference: Internet Newsletter for Lawyers & Law 2.0  
<http://www.infolaw.co.uk/newsletter>

### **Surveys & Research**

#### **Survey Predicts more Use of Outsourcing: More UK and US Law Firms Set to Save Costs in India, Eastern Europe and the Philippines**

A new survey has predicted that 20% of law firms' staff will be based in the low-cost overseas market by 2015.

The move will save UK and US firms £2 billion a year, according to the report from outsourcing consultancy firm, princeOMC and *Legal Business* magazine.

The princeOMC Legal Industry Outsourcing Trends survey, in association with *Legal Business*, asked more than 100 senior law firm representatives in the UK and US about their predictions for the future of outsourcing and offshoring in the legal industry. The research showed a significant acceleration in the pace and scope of outsourcing, with 25% currently offshoring some aspect of their business (primarily IT and support services) and a significant 53% predicting that elements of specialist legal work will be commonly offshored in the next five years.

The drivers behind the new pressure for offshoring in the legal industry were primarily financial, with pressure from clients to reduce costs (27%) and increased competition (22%) pushing cost reduction to the forefront of legal business planning. Ian Prince, chief executive of princeOMC, said: "Offshoring has been a reality in many industries for a number of years, but its increasing importance in highly skilled and specialised markets such as the law is surprising for some.

"The potential for cost savings has always been there, but what has changed has been the quality and specialisation of providers in regions such as India, Eastern Europe and the Philippines.

"The similarities between the UK, US and Indian legal systems mean that the region is the destination of choice for many law firms looking to outsource."

Reference; princeOMC  
<http://www.princeomc.com/>

### **Books**

**Note: Law Librarians Newsletter/excited utterances paid subscribers receive discounts on all Ark Group books and events.**

### **Making Knowledge Work: The Arrival of Web 2.0**

Making Knowledge Work is a unique, uncompromising examination of the practical considerations that influence the success of KM in a corporate context.

From exploring the various definitions of KM to understanding the arguments against KM programmes, Making Knowledge Work equips you with the knowledge and theories to effectively champion and implement KM at your organization.

Whether you are introducing KM to your organization for the first time, or understand the huge potential and growing importance of Enterprise 2.0 to your existing KM strategies, this report is essential research in helping you realize the massive benefits while avoiding expensive pitfalls.

Since the first Making Knowledge Work report was published in 2004, there has been an enormous amount of implementation of KM-oriented technology, both with respect to systems architecture and the integration of KM-oriented capabilities like enterprise search, taxonomy, document management and more. The 2nd edition of this sell out report takes into account all these advances and most specifically, the massive impact of Web 2.0 on information management, collaboration and organizational culture.

Reference: Ark Group  
[www.ark-group.com](http://www.ark-group.com)



<http://www.precydent.com>

## LLN News Stories



### **Avvo's Persistence Is Paying Off**

Avvo came into the lawyers rating mid 2007 and caused somewhat of a stir with their peer rating system.

It doesn't seem to have discouraged them and last week an article entitled **Disrupting the Lawyer Ratings Paradigm: A look at a new client input system** by Joseph M. Campos of Internet Law & Strategy and published in Law.com's legal Technology magazine and website asserts...*for nearly 150 years, clients' opinions about their lawyers have been relegated to word of mouth. Information passed on in this manner is not recorded in any organized way and is therefore not available to the general public. In that time, the only organized source of information about lawyers came from lawyers themselves. All of that is now changing in a rapid, dramatic and explosive fashion, opening new channels and communities of information for legal services consumers, and creating exciting marketing and business development opportunities for lawyers and law firms.....*

*Today's Web 2.0 business models have completed the paradigm shift by eliminating the barriers to global publication and distribution of client opinions..... Companies such as [Avvo.com](http://www.avvo.com) now give clients, as well as lawyers, the power to publish opinions about lawyers easily, instantly and without cost, in a medium that reaches a global audience.*

And support appears to be flowing Avvo's way.. Simple Justice blog writes:  
*Campos notes that Avvo embraced, while Martindale-Hubbell rejected, the notion of client reviews. M-H was always about lawyers rating other lawyers. Clients could watch from afar, but could never get in the door. Avvo welcomed clients. This cause massive initial fear by lawyers, because of the concern that the only clients who would be inclined to make the effort to review would be the dissatisfied ones. Dissatisfaction is a much stronger motivator than satisfaction. This fear has yet to be realized. There has been no mass attacks against lawyers at Avvo, which either reflects Avvo's promise that they will vet reviews to maintain their integrity or that clients don't hate lawyers nearly as much as lawyers think.*

Interesting, because Simple Justice in mid 2007 sat in the Avvo won't work camp.

Law.com: Disrupting the Lawyer Ratings Paradigm

<http://www.law.com/jsp/legaltechnology/pubArticleLT.jsp?id=1204287434436>

Simple Justice : Avvo Dinner Is Served

<http://blog.simplejustice.us/2008/03/02/avvo--dinner-is-served.aspx>

Also reported at

Garrett Worley.com

<http://www.garrettworley.com/?p=94>

12 March 2008

This story just in about Avvo and it's battle for access to lawyer records in New Jersey published in Seattlepi.com who write.

***Avvo battles for lawyer info in New Jersey***

*Avvo has once again found itself at the center of a legal brouhaha*

*This time, the Seattle online attorney rating service says that the state of New Jersey is blocking access to public information related to lawyers. Avvo today petitioned the New Jersey Supreme Court to release names and other information about lawyers who practice in the state.*

*You may remember that Avvo was sued shortly after its debut last year, a matter that was resolved in the company's favor last December.*

*The Associated Press has more on the latest dispute, reporting that clerk of the Supreme Court, Stephen W. Townsend, maintains that bar admission records are confidential.*

*Avvo already operates in nine states and the District of Columbia. It has run into some minor push back in some states, but nothing quite like what is going on in New Jersey.*

*Backed with \$13 million from Ignition Partners and Benchmark Capital, Avvo does have a war chest to fight some of these battles. But you've got to wonder how many of them it will take on.*

Full story here

<http://blog.seattlepi.nwsourc.com/venture/archives/134120.asp>

**JD Supra Goes Live**

We thank Connie Crosby for noticing that this site has now gone live. You see see her post on the subject at <http://conniecrosby.blogspot.com/2008/02/sharing-legal-documents-jd-supra-goes.html>

The JD Supra site is yet another model that illustrates how collaboration and new technology are slowly shaping the way that legal information is going to be shared in the future.

In their about us section they describe their modus operandii

They write:

*Lawyers, law firms, and other members of the entire legal community create JD Supra's database of legal documents by posting their court filings, decisions, articles, and much*

*more. At JD Supra you can access and read legal documents, or find a lawyer, in a number of ways:*

*Search our free database to find a full array of documents from cases just like yours and the lawyers and law firms that have worked on those cases, have won favorable decisions, or have written articles about the issue(s) you are facing.*

*Browse profiles of law firms, lawyers, and public interest organizations by location and practice area.*

*View detailed, individual lawyer and law firm profiles, including practice area, education, awards, association membership, links to websites and posted articles, court filings and decisions, and much more.*

Currently their top 10 providers of information are as follows

Electronic Frontier Foundation [687 docs]  
Morrison & Foerster LLP [263 docs]  
Aviva Cuyler [83 docs]  
Schatz Nobel IZard, P.C. [79 docs]  
Lane Powell PC [55 docs]  
Cato Institute [52 docs]Mintz, Levin, Cohn, Ferris, Glovsky and Popeo - Employment,  
Labor & Benefits Section [32 docs]  
Clark Wilson LLP [21 docs]  
Doug Cornelius [20 docs]  
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo - Immigration Group [18 docs]

With another 144 firms and organizations currently contributing.

In the short term we doubt they'll cause much of a nuisance to the established publishers but it is telling to note that both Morrison & Foerster and Clark Wilson are already involved with the project.

Also the founders of the site are no slouches with founder Aviva Cuyler working with leading US legal marketer Larry Bodine, Steve Matthews of Stem Legal and Adrian Lurssen (ex Yahoo) who acts as the site's managing editor.

The site makes keyword searches easy by US court jurisdiction, type of filing or subject matter. It also allows you to choose from legal documents, legal articles and newsletters or legal forms

Finally. It's interesting to note that they are not only pitching the site towards the legal community but also the media making it easier for media outlets to research legal cases or topics of interest.

<http://www.jdsupra.com/index.aspx>

### **Linklaters Contract With Kluwer To Distribute Blue Flag**

Wolters Kluwer Financial Services announced last week that it has contracted with Linklaters, to offer their Legal Compliance Services solutions from the firm's Blue Flag® product suite.

This marks the first time Blue Flag products, which were created by Linklaters for its clients in the financial services industry to provide regulatory compliance information on conducting international business, will be available to the broader financial services market.

Wolters Kluwer Financial Services say that they will work with Linklaters to bring three of its online services to clients

Regulatory Shareholding  
Disclosure  
Funds

The press release goes on to say...

Blue Flag Regulatory - A cross-border legal risk management tool for investment banks, securities firms, commercial banks, asset management firms and hedge funds, this tool covers 35 countries in Europe, Asia and the Americas, and addresses a number of topics, including licensing, conduct of business rules and marketing restrictions for various financial services activities and products.

Blue Flag Shareholding Disclosure - Designed for companies and financial institutions that face the challenge of complying with detailed shareholding disclosure rules, which differ from country to country, this resource shows how disclosures apply in relation to large shareholding positions in 41 jurisdictions.

Blue Flag Funds – This solution assists fund managers and portfolio managers in developing appropriate marketing strategies for the promotion of funds in different jurisdictions; interprets the applicable regulatory provisions that govern the sale of financial products in a variety of markets.

“As financial services firms conduct more international business in an increasingly complicated regulatory environment, they need information and tools that can help them access and understand the regulations that apply in the different jurisdictions in which they do business,” said Stephen Fletcher, partner at Linklaters. “By working with Wolters Kluwer Financial Services, we can help to meet this growing demand by expanding the reach of Blue Flag to offer truly useful multi-geographical tools for the financial marketplace.”

“For more than 65 years, CCH Wall Street has helped securities professionals navigate the ever-changing regulatory environment,” said Mark Coronna, executive vice president of Securities and Insurance at Wolters Kluwer Financial Services. “With our recent expansion into the U.K. marketplace, we are focused on broadening CCH Wall Street's international content. Offering the Blue Flag legal risk management tools complements this effort and will undoubtedly appeal to financial firms facing the challenges of global growth.”

CCH Wall Street offers customizable compliance tools addressing written supervisory procedures, investment adviser compliance manuals, employee personal trade surveillance and records management. With its flagship online platform, [cchwallstreet.com](http://cchwallstreet.com), subscribers can access a suite of rich databases and resources that

offer compliance insight and in-depth regulatory analysis.

Our congratulations more so to Linklaters than to CCH. As we've hoped for a while a law firm has in essence become a high end publisher offering a product better than the publishers could create themselves. Hopefully, over time firms, will become producers rather than consumers of content and use their internal knowledge to create new revenue channels.

<https://blueflag.linklaters.com/Pages/BlueFlagHome.aspx>

### **Citeulike**

We hadn't come across citeulike before and thought it worth a quick mention although it isn't yet specifically linked into any legal information providers.

In their introduction they write that CiteULike *is a free service to help you to store, organise and share the scholarly papers you are reading. When you see a paper on the web that interests you, you can click one button and have it added to your personal library. CiteULike automatically extracts the citation details, so there's no need to type them in yourself. It all works from within your web browser so there's no need to install any software. Because your library is stored on the server, you can access it from any computer with an Internet connection.*

Currently only the following sources of papers are supported but as they say you can post any other article from any non-supported site on the web - you'll just have to type the citation details in yourself.

The system currently supports: ACL Anthology, AIP Scitation, Amazon, American Chem. Soc. Publications, American Geophysical Union, American Meteorological Society Journals, Anthrosource, arXiv.org e-Print archive, Association for Computing Machinery (ACM) portal, BioMed Central, Blackwell Synergy, BMJ, Cambridge University Press, CiteSeer, Cryptology ePrint Archive, DBLP, EdITLib, Education Resources Information Center, HighWire, IEEE Explore, informaworld, Ingenta, IngentaConnect, IoP Electronic Journals, IUCr, IWA Publishing Online, Journal of Machine Learning Research, JSTOR, Mary Ann Liebert, MathSciNet, MetaPress, NASA Astrophysics Data System, National Bureau of Economic Research, Nature, Open Repository, Optical Society of America, Physical Review Online Archive, PLoS, PLoS Biology, Project MUSE, PsyCONTENT, PubMed, PubMed Central, Royal Society, Science, ScienceDirect, Scopus, Social Science Research Network, SpringerLink, Usenix &Wiley InterScience.

<http://www.citeulike.org/>

### **Collexis Buys Lawriter LLC**

First up our apologies as we are a little behind the 8 ball with this one.

Collexis who describe themselves as a leading developer of high definition search and knowledge discovery software building conceptual profiles of text, called Fingerprints, from documents, Websites, emails and other digitized content and matching them with a comprehensive list of pre-defined "fingerprinted" concepts to make research results more relevant and efficient.

Announced 4 February that they had acquired Lawriter LLC, which owns the US legal research service Casemaker®. for \$9 million, including cash, common stock at \$0.75 per share and future financial obligations, plus an earnout arrangement.

Bill Kirkland CEO of Collexis said on the purchase "We are very excited about the acquisition of a fast-growing and profitable company like Lawriter. Our technology coupled with Casemaker's content will certainly benefit Casemaker users,"

He added. "Over the next six to twelve months, Lawriter plans to introduce a Casemaker premium service and a suite of knowledge discovery and workflow tools.... We understand the

importance of Lawriter's legacy of strong relationships with state bar associations, and we intend to build on their past successes so that Lawriter may continue to provide even more services as a high quality provider."

According to Joe Shea, founder of casemaker. Collexis plans to further expand Casemaker's content and information retrieval capabilities, adding multiple new product offerings and delivering customer options that should make searching Casemaker more intuitive than ever before.

<http://www.casemaker.us>

<http://www.collexis.com>

## **New on LLRX.com Eight Legal Technology Trends for 2008 & More / 27 February 2008**

Eight Legal Technology Trends for 2008 – Good Times, Bad Times or Hard Times in Legal Tech? by Dennis Kennedy

<http://www.llrx.com/features/techtrends2008.htm>

Interesting on a number of fronts. Kennedy reckons that Instant Messaging may start to compete with email as a way of communication messages now that spam has become prevalent. He also notes that a lot of internal email has in essence also become spam blocking up inboxes with pointless information

He suggests that in 2008 legal podcasting and law firms communicating by video will break through the fear net. Here at LLN we are always searching for interesting legal posts and topics on You Tube and find that there is nothing there.

And finally collaboration .. he writes. *if you want to think about the next step in the evolution of legal technology, collaboration technology is a great place to start. I'll also note that e-discovery is a classic example of an area where collaboration tools are essential. The economy might go up or down, but, no matter what, lawyers will need to work together with others.*

### Also in LLRX this month

E-Discovery Update: Resolving Client-Vendor Disputes, by Conrad Jacoby

Happ-eee with my Eee PC, by Bette Dengel

Knowledge Discovery Resources 2008, by Marcus P. Zillman

The Government Domain: What's New in DotGov and Beyond, by Peggy Garvin

FOIA Facts: The Congressional Role in FOIA Operations, by Scott A. Hodes

Mexico and its Legal System, by Prof. Jorge A. Vargas

CongressLine: The Budget, by Paul Jenks

The Caribbean Court of Justice: A Research Guide, by Yasmin Morais

Burney's Legal Tech Reviews, by Brett Burney

More Recommendations from MacWorld 2008, by Nicholas Moline

Commentary: The Theory of the Unitary Executive and the FY2009 Budget, by Beth Wellington

<http://www.llrx.com>

## **Halsburys Stirs Up Hornets Nest Posted House Of Butter Blog 5/3/08**

At the end of January after a number of complaints about Halsburys from UK legal librarians David Percik the BIALL(British & Irish Law Librarians) Liaison manager asked Lexis if they wouldn't mind issuing a general statement with regard to concerns about the future and direction of the product to the UK legal library community... Yesterday Percik posted Lexis' response (see below) on UK LIS LAW and asked for comments.

It's quite some time since we've seen an issue rile so many librarians on LIS LAW.

Below the Lexis response we highlight some of the issues concerning the library community

### ***Lexis Statement***

***As the only complete narrative statement of the law in England and Wales, Halsbury's Laws remains excellent value. It is relied upon as the definitive legal encyclopaedia and is a unique product in its field.***

***The price of new reissue volumes reflects the increased quantities of new material added to each current volume and the greater investment that we make in our authors and editorial teams, together with our production costs and the general overheads of our business at the time of publication. Just in the past year or so, there have been many hundreds of new cases, 43 new public general Acts and more than 1500 general Statutory Instruments, in addition to a wealth of quasi-legislative material and related content. As the volume of current law grows, the time taken to organize and distil the information into a format that can be used easily also increases proportionately.***

***As you have noted, the law is changing more rapidly than ever. There have been wide-ranging and complex reforms in areas such as company law, employment and tax to name but three. Halsbury's Laws volumes are reissued more frequently to reflect the pace of change and ensure that subscribers have access to the most up to date information. To minimise the risk of relying on out of date material, an ongoing subscription to the work is vital.***

***We appreciate the apparent anomaly between the pricing of the set and the new reissue volumes. However, our desire is to make the benefits of Halsbury's Laws available to as wide a range of customers as possible. We work closely with our customers to provide them with the best research solutions and are consequently aware of the budgetary considerations that they face. The price of a complete set of volumes is therefore significantly lower than the cost of purchasing the same volumes individually to encourage entry to the work, and represents particularly good value given the wealth of material it contains.***

***In summary, the pricing of Halsbury's Laws as a whole reflects the quality of the product and its utility to subscribers. If subscribers have any further questions, we suggest that they contact their account manager who would be pleased to discuss our services and pricing in more detail.***

***We understand the query about how the 5th edition will work, and would like to reassure you on that front. The short answer to the question is "yes" - it will be a natural replacement, in the way that the reissue volumes work at the moment. In that sense it is a continuation of the reissue programme, and existing customers can treat each fresh volume in the way that they currently do. If a new volume is not an exact replacement of a previous one, we will give clear guidance on that. So for a time a complete "set" of Halsbury's Laws will be a mixture of 4th and 5th edition volumes. It is intended to be a seamless process, so that coverage remains comprehensive, but at the same time the 5th edition developments - including the reorganisation of the title scheme - will be introduced.***

***We will ensure that subscribers are all kept fully informed of the materials that will go to make up a set of Halsbury's Laws for the period that it takes for the 5th edition to be complete. The Supplement and Current Service will continue to update the 4th edition material which remains part of the set. The Publisher of Halsbury's Laws is writing to subscribers to introduce this process, and we propose to follow in due course with fuller details.***

So. What do the librarians make of this? Well..most seem pretty unimpressed and it comes down to two core issues

A) The constant re-issuing of indices and citators. That firstly cost too much. We learn from one librarian posting that Tables and Index Volumes are usually are over £350 each. Secondly those commenting also mention the colossal waste of paper producing these volumes. Information that becomes superceeded fairly quickly which can't exactly be an environmentally friendly way to approach the problem.

B) Information by subject matter. Subscribers have to receive the publication as a all or nothing option and are increasingly weary of paying for a product who's content they use only a portion of.

One librarian also warns that if you cancel Statutes online Lexis may take away discounts on other services.

In terms of alternatives it appears it's either PLC or a firms' own bank of precedents.

If you are loathe to throw out old citators and TOC's it is suggested by another library manager to get in touch with

The Statute Law Revision Society, DX17212 Hereford 1,  
Mr. Victor Stockinger  
email address: [stockinger@statutelaw.net](mailto:stockinger@statutelaw.net)

Finally a little out in the wilderness there is one reluctant supporter who writes....

*Whilst I hate to seem like I am defending Lexis over this- I'm not. But I do think it is important to get some perspective over this- if that all important volume of Halsbury's happened to be out of date then there would be an outcry of equal measure- it is a unique publication and uniquely useful. ....*

*If only electronic versions were the way forward; but sadly (coming from*

*someone responsible for e-resources), once you're committed to them long term, then expect to see the cost increase far more dramatically than for print and once you cancel the subs you will be left with... nothing to show for the investment.*

So. The hornets nest has been stirred we'll be interested to see if Lexis issue another statement.

### **Message From PreCYdent**

We mentioned the new PreCYdent online research site a couple of weeks ago but thought readers may be interested to see the messages they are sending out to legal bloggers to tout the service online. We see from the release that they are starting to target students via Facebook and have a tutorial video up on You Tube.

This is what they say:

Dear Blogger

We are pleased to invite you to visit our alpha site, [www.precydent.com](http://www.precydent.com).

PreCYdent believes that all lawyers, law librarians, law students, and the general public should have access to state-of-the-art search technology to help them navigate the large and complex body of legal authority.

We have heard law students ask about online legal research: "Why can't I just do my search with a few search words, like I do on Google?" PreCYdent has an answer: Now you can.

PreCYdent also believes that all judicial opinions and statutes should be in the public domain, in practice as well as in theory. To us this means that effective legal research in all of these materials should be free to the user. Not expensive or inexpensive. Free. This open access to law is of vital importance in the United States, and all countries that aspire to the rule of law.

The PreCYdent alpha contains U.S. Supreme Court and U.S. Court of Appeals cases, and we are working hard to extend our service to cover all U.S. federal and state cases and statutory materials.

We already have recent cases of many important States such as New York, Florida, California and Illinois.

By registering you can also become a member of the PreCYdent professional network we are building. We are creating a space where people interested in law will be able to share knowledge, find help and to exchange experiences. We are going to integrate our effort with existing successful social communities.

You can install a PreCYdent widget on your blog. This will allow your visitors to do a search for a case directly from your blog. If you blog about law, this would be a useful feature for your users.

Here's the link where you can find the code, which you just have to copy and paste into your page:

<http://www.precydent.com/onyourweb.html>

We want to change the way lawyers find law, and make it so easy you don't have to be a lawyer to do it. We plan to apply our technology also in other domains as well.

We've created a cause on Facebook to support the spread of free legal knowledge over Internet:

[http://apps.facebook.com/causes/view\\_cause/65268?recruiter\\_id=7998628](http://apps.facebook.com/causes/view_cause/65268?recruiter_id=7998628)

You can join us.

Have a look at our demo video on Youtube:

<http://www.youtube.com/watch?v=0RbljrnaAs>

Best regards

The PreCYdent team

### **LexisNexis Adds IP DataDirect-Patents Solution**

6 March 2008 LexisNexis announced a new product called IP DataDirect-Patents

They write:

*LexisNexis® IP DataDirect-Patents*

*A new addition to the suite of IP services is LexisNexis® IP DataDirect-Patents, which allows customers to directly access IP information and populate that information into internal proprietary systems. Customers who license data through IP DataDirect-Patents gain access to an unmatched collection of full-text data from 22 patent authorities – more sources than available from any other single provider.*

*IP DataDirect-Patents includes:*

*Bibliographic and abstract data from 96 authorities*

*English-language machine translations*

*Clipped images*

*Legal status, forward and backward citations, and patent-family data*

*PDF images in searchable, bookmarked, and compressed format*

*The data is supplied in XML ST.36 format, which is the World Intellectual Property Organization's standard for patent data. Daily updates are available through an FTP site 24 hours per day.*

### **University of Queensland (Aus) Publishes New Legal Journal**

The Queensland Law Student Review (QLSR) published its inaugural issue this month and is also available online

The university reveals that the journal has been created to highlight the best research papers written by UQ law students. Senior Lecturer at the TC Beirne School of Law and one of the QLSR editors, Dr Andreas Schloenhardt, said the QLSR was an initiative to foster analytical research and contribute to UQ's reputation as a leader in critical analysis of contemporary legal and justice issues. "This publication offers TC

Beirne School of Law students the opportunity to connect with students and academic readers around the country and overseas through an entry-point into academic publishing

The QLSR will be available electronically online with two issues to be published each year. The first issue features articles on a range of contemporary issues including the return of refugees to Iraq, the criminal liability of drug dealers, the passing of risk for sale in contract law, the liability of corporation in international criminal law, and an article on the recent review of the defence of provocation in Queensland. The editorial team of the QLSR includes academic staff, undergraduate and postgraduate students.

<http://www.uq.edu.au/news/?article=14143>

### **CLIG (UK) Seminar Why Web 2.0? The Opportunities & Challenges For The Legal Sector**

We're told this seminar which looks beyond the "hype at the challenges and opportunities Web 2.0 provides for information professionals in the legal sector."

Their speaker will explore some of the technologies that are currently available and provide practical examples of how these can be used within an Information Services unit.

James Mullan works as an Information Professional at a large City law firm and is an active blogger, owning the Running Librarian Blog. He is a well known Web 2.0 evangelist and administrates BIALL's blog and Facebook group. He has also spoken at numerous events including Knowledge Management for the Legal Profession and Online Information and has written widely on the subject of harnessing collective intelligence through the use of Web 2.0 technologies.

. The booking form can be found at <http://www.clig.org/Flyers/Web2.pdf>

Venue: Macfarlanes, 10 Norwich Street, London, EC4A 1BD

Date: Thursday 13th March 2008 Time: 6.15pm to begin at 6:30pm

### **UKSG (UK Serials Group) Creates Facebook Page**

We learn that UKSG now has its own group on the Facebook networking site.

They say in their press release that they created the page to enable members and non-members alike to be able to interact with each other outside the more formal networks provided by lis-e-journals etc.

They say they'll be posting seminar and conference information (which will still be available/communicated through the usual channels), and other items of interest to the Group and add very sensibly . "This is just an exercise at this stage to determine the site's usefulness for our type of organisation, and it won't replace the website, discussion list, blog or any other outlet we currently have."

There are already 81 members in the group although we also note that no discussions or wall posts have yet appeared.

If you're interested you can find the group at

<http://www.facebook.com/group.php?gid=21810140156>

### **Private Equity To Buy RBI Rather Than Publishers**

The Guardian (UK) media section reported 5 March that there's no shortage of private equity organizations vying to pick up Reed's Business To Business Magazine Group. They write:

*Last month, Apax was named as an interested buyer, joining Providence, Candover, CVC and the investment firm Cinven.*

*Reed has been keen to court private equity firms after two leading business-to-business publishers, Informa and United Business Media, said they are not interested in RBI's assets, but investment firms may face a challenge raising money for the bid in the current credit climate.*

*The company is looking at a number of options for the RBI division as part of a wider restructure, but will retain the lucrative exhibitions operation.*

You can read the full report here

<http://www.guardian.co.uk/media/2008/mar/05/pressandpublishing.reedelsevier?gusrc=rs&feed=media>

And as the UK Press Gazette reports.. It's still business as usual for RBI .

They write.

*Reed Business Information has bumped up its information-publishing portfolio in a sign of "business as usual" at the up-for-sale b2b publisher. RBI has bought a gas information publisher, Heren Energy, to form part of its commodity market information business.*

### **William S. Hein & Co., Inc. & the American Association of Law Libraries Are Looking For Authors**

Hein and the AALL sent out the following notice last week. Are you the new Suuskind?

*Do you have an idea for a new publication? The AALL Publications Committee, together with William S. Hein & Co., Inc. welcomes proposals relating to law librarianship for additions to the AALL Publications Series. Publications within the series vary widely in their subject matter, covering traditional technical services, information technology, advances in technology with respect to library functions, and subject-specific manuals, bibliographies, and research guides. To review titles currently available within the series, visit AALL's web site at [http://www.aallnet.org/products/pub\\_series.asp](http://www.aallnet.org/products/pub_series.asp).*

*Instructions on how to submit a proposal can be found at <http://www.aallnet.org/committee/publications/proposal.htm>.*

### **Stu Rees Cartoons**

**All LLN/eu Subscribers Receive 10% Discount on Any Purchases**

**Use Code **PRAC** When Ordering From**

**Current Law Cartoons: <http://stus.com/blog/>**

**Archived Law Cartoons: <http://www.stus.com/>**

**excited utterances presents**

**Conferences and Events**

Note: conference descriptions may not include every program session. For your convenience, excited utterances has included only sessions/workshops focusing on legal KM, and its closely related issues.

**Note: Law Librarians Newsletter/excited utterances paid subscribers receive discounts on all Ark Group books and events.**

See these Ark Group events:

2008

March 19<sup>th</sup>  
New York, NY

**Capitalizing On the Client-Focused Practice Support Function at Your Firm**

April 1<sup>st</sup>  
London, United Kingdom

**Leveraging Intelligence in Law Firms**

April 22<sup>nd</sup> – 25<sup>th</sup>  
London, United Kingdom

**Knowledge Management for the Legal Profession**

\*\*\*\*\*

March 19<sup>th</sup>  
New York, NY

**Capitalizing On the Client-Focused Practice Support Function at Your Firm**

From KM to Business Intelligence: The Redefinition of the KM Function in the UK 'Magic Circle' Firms

- The strategic context for KM in large law firms
- Reactions to commoditization of legal services
- Trends in clients' demands for legal knowledge
- The evolving role of the professional support lawyer
- Demarcation of the KM function from IT and marketing

David Jabbari, Global Head of Know-How & Training, Allen & Overy LLP (London)

Delivering Value Directly to the Client: Bolstering the Business through Practice Support and KM

The role of practice support and KM in business generation and direct client support is rapidly evolving, and many firms are taking a flexible approach to remain competitive. This session will analyze the tension between delivering content and delivering a capability from the preliminary proposal through the development of longstanding

client relationships.

Mary Panetta, Director of Knowledge Management, Akin Gump Strauss Hauer & Feld LLP

The Client Team Approach: Why it Won't Work (Or What You Need to Consider to Make it Work)

- Developing a clear plan and operating structure (and taking into account the many issues involved in the change management process)
- Gaining management alignment
- Leading without authority (coordinating resources across firm administrative departments)
- Gaining partner engagement (and dealing with the elephant in the room: reward and recognition)
- Ensuring client impact: aligning with clients' needs

Oz Benamram, Director of Knowledge Management, Morrison & Foerster LLP  
Kelly Brown, Director of Client Relations, Morrison & Foerster LLP

Client Impact: Should Law Firms Combine Disparate "Support" Functions Into One Practice Support Department? (Panel)

And if so, which functions would make sense to merge into this Department? This panel discussion will ask the question: can we serve our clients better by realigning practice support functions? What are the implications of merging the various practice support functions? Take for example the business development/client support function -- should this merge with KM? Should KM and IT merge? Or should we maintain the status quo? What is the upside in keeping them separate? What type of support alignment best serves the interests of our clients?

Moderator: Joel Alleyne, CMC, Chairman and CEO, Alleyne Inc.

Christian Liipfert, Programme Director, Global Information & Records, BP America Inc.,  
John S. Gillies, Director of Practice Support, Cassels Brock & Blackwell LLP, Kelly Brown, Director of Client Relations, Morrison & Foerster LLP, Chris Boyd, Senior Director of Professional Services, Wilson Sonsini Goodrich & Rosati

The CKO becomes the CCO (Chief Collaboration Officer): Knowledge Work and Collaboration Meets BPM

- How client-focused practice support leads to a tighter linkage between firm/client collaboration activities and firm/client business process linkage
- Focal Points: Law firms rely on three levers: (1) Quality/Superiority of Legal Services/Products (2) Operational Excellence: Right Services/Right Cycle Time/Right Cost/Right Profit and (3) \*Client Intimacy: Is the firm "easy to do business with?"  
Does outside counsel understand how my business needs to address legal situations?
- Session will discuss how a mature practice support function can address all three levers as appropriate to firm capabilities and client needs

Phil Zawa, Director Practice Services, Seyfarth Shaw LLP

Practice Support at the Crossroads of Matter Management and Loss Prevention

This session will explore the benefits of positioning Practice Support as an embedded matter team resource. The benefits that can be directly attributed to loss prevention and matter management will be explored in addition to real-world examples of how practice support has direct influence on client service. An organizational model will be presented that engages dedicated Practice Support specialists, Records Management specialists, and an extended network of Legal Assistants to focus on process improvement and risk mitigation.

Stacie Capshaw, Firmwide Records Manager, Kirkland & Ellis LLP

Reference: Ark Group

<http://www.ark-group.com>

March 19<sup>th</sup>

**Managing Bi-lingual Media Taxonomies (Teleconference)**

Agenda to be determined.

Reference: Montague Institute

<http://www.montague.com/roundtable44.html>

March 26<sup>th</sup> – 27<sup>th</sup>

Washington, DC

**Taxonomies, Search & Sharepoint**

Learn how to plan a search function in MOSS 2007 and use taxonomies and metadata to enhance information retrieval.

Reference: Montague Institute

<http://www.montague.com/sharepointseminar.html>

April 1<sup>st</sup>

London, United Kingdom

**Leveraging Intelligence in Law Firms**

In an increasingly competitive marketplace, conducting research and analysis internally and on clients, markets, sectors and your competitors will ensure your firm is in the best possible position to identify and capitalise on any new opportunities as well as to improve and identify any gaps in your firm's own service offerings. Although most law firms do conduct some form of research and analysis, very few firms are actually utilising this information to maximise business opportunities for their firm.

This conference will examine the different approaches leading law firms take to gather and utilise intelligence on clients, markets, sectors, competitors or internal management information. Featuring case studies from firms leading the field, this unique event will examine the rise of the business analysis function and demonstrate how firms can obtain

value from business analysis that will ultimately impact on the bottom line. Highlights include:

- Osborne Clarke: the role of research and analysis in law firms
- CMS Cameron McKenna LLP: moving from a basic research model to a focus on strategic research
- Freshfields Bruckhaus Deringer: identifying potential gaps to upgrade or develop new products
- Eversheds LLP: conducting and extracting value from research and analysis
- Halliwells LLP: translating information into behavioural change

Designed for all marketing and business development professionals in law firms, this event will leave you feeling inspired and armed with strategic and practical action points to take back and implement in your own firm. Don't miss this unique opportunity to learn, benchmark and network directly with your peers!

Brian Stewart, Team Leader, Strategic Research and Current Awareness, Freshfields Bruckhaus Deringer

David Lennie, National Bid Manager, Halliwells LLP

Eleanor Windsor, Head of Business Intelligence, Osborne Clarke

Jeremy Knott, Director of Marketing and Client Service, CMS Cameron McKenna LLP

Jonathan Jackson, Senior Manager, Business Analysis, CMS Cameron McKenna LLP

Mark Brodaty, Senior Marketing Manager - Analysis, Eversheds LLP

Quentin Vaile,  
International Business Manager, Berwin Leighton Paisner LLP

Tom Vaughan, Director of Marketing, Burges Salmon LLP

Reference: Ark Group  
[www.ark-group.com](http://www.ark-group.com)

April 11<sup>th</sup> –13<sup>th</sup>  
Dallas, Texas

### **It's a Brave New World—Reengineering Training for Today's Law Firm**

- Trends in the Legal Industry  
To provide perspective of the industry in which we are conducting training, we'll overview the current status of the legal industry, past trends, and what is being predicted for the future.

- **Partnering with Purpose—Getting Management Buy-In**  
 How should you initiate or update legal research training in a law firm environment? Before you set up a training program, there are issues that must first be addressed by the librarian and the firm administration. We'll outline ways for you to talk to your firm management about the type of training you wish to offer, and help you outline the benefits. Getting Management's "Buy-In" and support is critical!
- **We're All In This Together—Tie-In With Other Firm Departments**  
 All firms have different corporate cultures. We are all used to doing our personal best and trying to make the library department look good. However, many offices are now placing more of an emphasis on teamwork and collaboration. In a teamwork environment, people understand and believe that training, planning, decisions and actions are better when done collaboratively. To accomplish the Management Buy-In goals, we need to Tie-In our training efforts with the other departments in the law firm. These include working with attorney practice groups as well as the departments of Accounting, Conflicts, Docket, Human Resources, Facilities, Information Services, Marketing, Paralegal, and Records. We really *are* all in this together!
- **Needs Assessment: Gathering the Information Necessary to Provide Successful Training for Your Firm**  
 Explore ways you can gather the necessary information needed to meet your firm's objective to provide the best possible legal service to their clients. Learn ways to conduct needs assessments with all segments of your firm to determine what training will best meet each department's needs. Come away with ideas on how to use the needs assessment to achieve backing by the powers that be in your firm for your proposed training sessions.
- **Diff'rent Strokes: Understanding Adult Learning Styles**  
 It's no surprise that adults learn differently than children, but it might come as a surprise that adults can have radically different ways of learning as well. These different learning styles might vary by age, experience, and personality – but one thing is certain: these differences can significantly impact the effectiveness of your training. This session will outline the various types of adult learners, and teach you to identify the learning style of your patrons on-the-fly, so that you can instantly adjust your teaching method to be more effective. In today's multi-generational workplace, understanding adult learning styles isn't just handy, it's crucial.
- **Enhance Communication Skills**  
 Librarians are constantly presenting information - in informal settings, through formal presentations, and increasingly through electronic mediums. The goal of presenting this information is to deliver the right message, at the right time, to the right person, in the right format. Communicating is a critical aspect of our role within the firm, and in this session we'll review techniques for planning strong presentations, how to tailor communication to the audience of one or many, how to capture and hold attention, and how to communicate effectively with other departments in the firm.

- **Expand Your Training Horizons: Technology Solutions for Point of Need Training**  
Formal training sessions in a training center or classroom are so old millenium. Break out from your physical training space to a virtual one. Expand your training horizons by using web conferencing to reach your users wherever they might be; in their office, at home or on the road. Learn how to incorporate Web 2.0 tools such as blogs, wikis and screencasts for effective, on the spot training. Discuss how to choose the right tool for your particular training need.
- **Your Library Helps The Whole Business Succeed—Market That!**  
Marketing first requires recognition of where the true value of your library lies. This interactive session will teach participants how to determine the value of their library. We will then dedicate most time to marketing ideas for any private law library short on time and/or money.
- **Maximizing the Teachable Moment**  
This session is an opportunity to put into practice all that we've learned throughout the weekend, with practical tips that help you succeed.

Reference: LexisNexis

<http://www.lexisnexis.com/infopro/profdev/education/TRIPLL/2008.asp#facts>

April 14<sup>th</sup> – 15<sup>th</sup>

Costa Mesa, California

**DFTECHEXPO 2008**

Join Data Fusion Technologies and other Thomson Elite users for their fourth annual technical exposition. Once again, Data Fusion Technologies will be hosting firms from all over the country and featuring in-depth lecture and hands-on sessions covering everything from electronic bill tracking to managing your upgrade.

Reference: International Legal Technology Association

[http://www.iltanet.org/connections/meeting\\_detail.aspx?nvID=000000010005&h4ID=000001070305](http://www.iltanet.org/connections/meeting_detail.aspx?nvID=000000010005&h4ID=000001070305)

April 15<sup>th</sup>

London, UK

**Insight 2008**

Knowledge Management - Do You Get what you Pay for?

KM offers a compelling opportunity to enhance the bonds between law firms and in-house counsel. Many law firms have rich know-how resources (people, processes and technology), while many in-house legal departments, operating as overheads to the business, are comparatively poor. As a result, many in-house legal departments are becoming increasingly assertive about accessing their law firm's knowledge assets, be they assets they have paid the firm to develop or broader assets the law firms have developed independently. And we all know this is not restricted to firms the legal department instructs! Our panel of in-house legal department and law firm representatives will explore the needs of in-house counsel and the creative solutions

progressive law firms are providing.

Reference: International Legal Technology Association  
[http://www.iltanet.org/connections/meeting\\_detail.aspx?nvID=000000010005&h4ID=00001099505](http://www.iltanet.org/connections/meeting_detail.aspx?nvID=000000010005&h4ID=00001099505)

April 15<sup>th</sup> – 18<sup>th</sup>  
New York, New York  
**Corporate Counsel Forum**

Agenda to be determined

Reference: Corporate Counsel  
[www.corporatecounselforum.com](http://www.corporatecounselforum.com)

April 22<sup>nd</sup> – 24<sup>th</sup>  
San Francisco, California  
**Interwoven's GearUp 2008**

The Business Solutions Track will provide valuable insight into increasing awareness, satisfaction, and profitability from your customers, as well as building collaboration, compliance, and security into your business processes. Come learn how the latest content management solutions and trends, new technologies, and fresh interfaces deliver on these key business needs while helping you unlock the value of content to drive growth for the business.

The Technology Solutions Track will explore in greater depth the specific solution and product categories available today. Participants will learn about the many aspects of managing, storing, delivering, and preserving content. Through case studies, presentations, demonstrations, and discussions, technology track attendees will come away with an in-depth understanding of the requirements, options, and possibilities one needs to consider when formulating a company strategy.

The Developer Track covers a variety of technical themes, such as site development, application architecture, extending API functionality, and best practices from around the world. Sessions are presented by Interwovens DevNet members, a growing community of over 20,000 members worldwide, select industry partners, and key Interwoven technical staff and promises to give an insiders view of optimizing your Interwoven installation with tips, hints, and tricks from the gurus that know it better than anyone.

Reference: Interwoven  
[http://www.interwoven.com/templatedata/events/gearup\\_2008/index.html](http://www.interwoven.com/templatedata/events/gearup_2008/index.html)

April 22<sup>nd</sup> – 25<sup>th</sup>  
London, United Kingdom  
**Knowledge Management for the Legal Profession**

Day One

How will the credit crunch and an economic downturn affect KM?

Making KM more business-focused and delivering real value

The impact of the Legal Services Act on KM

Extending enterprise search; implementing and enhancing cutting-edge internal search capabilities

Capturing post-matter experience

Managing knowledge sharing and transfer internationally

Implementing blogs and wikis and the future for Web 2.0

PSL remuneration and career paths

Managing increasing demands from clients for KM services

### Day Two

An Australian perspective on KM

The future of legal know-how provision

The case for outsourcing and offshoring KM beyond the provision of legal know-how

Electronic filing of emails

Strengthening your firm's knowledge sharing and capture culture

Innovation, collaboration and KM

Examining SharePoint implications and development for KM

Developing an expertise location system

A futurologist's perspective on KM in the legal profession

### Day Three

The Role of PSLs

Examining the pressures facing the PSL role

What differentiates a great PSL?

Embracing the client-facing PSL role

Fostering closer relations with other business support functions

Tips for PSLs on how to achieve success

Examining PSL career structure and remuneration

The future role of the PSL

Ann Halpern, Director of Practice & Organisational Management, Norton Rose LLP

Annette Magnusson, Professional Development Lawyer, Mannheimer Swartling

Chris Bull, Chief Operating Officer, Osborne Clarke

Dave Snowden, Founder and Chief Scientific Officer, Cognitive Edge

David Halliwell, Chief Knowledge Officer, DLA Piper UK LLP

Deborah Brown, Northern Europe, Middle East, India and Africa Risk, Ernst & Young LLP

Julia Randell-Khan, Director of International KM/BD Development, Freshfields Bruckhaus Deringer

Juliet Humphries, Founder Pierian Spring Consulting

Matthew Parsons, Former CKO, Linklaters LLP

Neil Richards, Head of Knowledge Management Systems, Linklaters LLP

Oz Benamram, Director of Knowledge Management, Morrison & Foerster LLP

Paul Maharg, Glasgow Graduate School of Law, University of Strathclyde

Rachel O'Connor, Director Knowledge Dynamics, Allens Arthur Robinson

Sam Dimond, Global Knowledge Systems Manager, Clifford Chance LLP

Tim Castorina, Managing Professional Support Lawyer, Linklaters LLP

Wendy Small, Head of Information Services, Eversheds LLP

Reference: Ark Group

[www.ark-group.com](http://www.ark-group.com)

May 1<sup>st</sup> – 2<sup>nd</sup>

Chicago, Illinois

APQC's Knowledge Management Conference: The New Edge in KM

Explore a hotbed of new KM approaches and issues in world where knowledge is the key to growth, innovation, and effectiveness (for individuals and organizations). This conference will showcase the leading organizations and people exploring The New Edge in KM.

Reference: APQC

<http://www.apqc.org>

May 5<sup>th</sup> – 8<sup>th</sup>  
Seattle, Washington  
**American Association of Legal Administrators**

### Day One

#### Top Trends Breaking with Traditional Technology

Technology's future lies in mobility and in the Web. Increased mobility will allow access to data anytime and anywhere. In this session, explore what's happening in Web applications, business intelligence marketing and management. After participating in this session, attendees should be able to:

- Recognize current technology trends and their impact on law firm operations
- Discuss appropriate uses of various digital communications—such as e-mail and instant messaging—in a law-firm setting
- Identify the features of a mobile office and how it contributes to lawyers' productivity

George W. Nicholson, Founder and President, Sage Solutions Group (SAGE).

#### Intranets and Extranets: Getting the Most Out of Your Portal

Intranets and extranets have been around for a while, and during this session, we'll discuss what we have learned—the best practices of creating useful intranets and extranets, and common mistakes that cause them to be unused or cumbersome. Learn how to create a truly useful solution and consider issues such as what to—and what not to—put on an intranet or extranet site, the difference between intranets/extranets, portals and the concept of the digital dashboard. At the end of this session, participants should be able to:

- Recognize the key pieces of information for their firms' sites
- Identify common mistakes
- Determine the differences between these communications channels—for firms, clients and potential clients

Martin Metz, Director of Information Technology, O'Melveny & Myers LLP

### Day Two

#### Technology Idea Exchange

During this idea exchange, attendees will share ideas, ask questions and offer solutions to today's technology challenges with other legal professionals. Learn what's hot and what's not, what works and what doesn't. Specific topics for discussion include scanning and the paperless office, records retention in the age of e-discovery, protecting your

practice in the event of digital and natural disasters, and issues related to remote and mobile computing.

#### Make vs. Buy: When to Outsource?

Outsourcing allows legal organizations to concentrate on their core business of practicing law. When does it make sense to outsource important services such as mailroom, photocopy, benefits administration and human resources? Learn how to prepare a financial analysis of the true cost of providing these services in-house as well as how to evaluate outside vendors' proposals. Is cost the final determinant? How does your organization's culture affect the decision to outsource? Does outsourcing make sense for smaller organizations? After attending this session, participants should be able to:

- Analyze the issues involved in outsourcing, including the financial and people impact
- Identify firm operations that could be outsourced and why
- Determine how to control the selection process

Karen Glowacki, Executive Director of Sherin and Lodgen LLP

#### Leveling the Playing Field: Client Relationship Management Tools

Success of client relationship management (CRM) implementation has far less to do with the technology product selection and far more to do with the attorney understanding and buy-in. Firms of any size can greatly increase the chance for long-term CRM success by determining the objectives and desired outcomes from the beginning. After attending this session, participants should be able to:

- Identify components of CRM systems that would strengthen their firms' business
- Analyze systems to determine the features that best fit their firms' needs
- Discuss the cultural barriers within their firms that will challenge an effective CRM system implementation
- Identify ways to overcome these barriers and encourage acceptance throughout the firm
- Explain how to integrate CRM tools into other office software
- Discuss the strengths and weaknesses of out-of-the box software

W. Sean, Associate Director of IT, Bracewell & Giuliani LLP

## Day Three

### Managing a Paperless Office: A Day in the Life of a File

Is it just a dream? Can a law firm really go “paperless”? This session focuses on ways to create a paperless office and how to develop policies to manage one. The speakers will offer examples of technology and policies used to create a working paperless office. Tips and strategies for moving away from paper in the law firm will also be shared. After participating in this session, attendees should be able to:

- Define policies needed to implement a paperless office
- Discuss the advantages of less paper and the efficiency in finding information electronically
- Identify the various technologies that can support a paperless office

Reference: ALA

<http://www.alanet.org/conf/index.html>

May 6<sup>th</sup>

New York, New York

### **New Age Digital Centers of Knowledge – Legal Librarians Leading Change**

Today’s Legal Librarian plays a crucial role in mining, organizing, and managing information for law firms and legal departments. Tech savvy librarians are partnering with the practice support and knowledge management professionals at their firms to manage information that contributes to successful outcomes in both transactional and litigation matters, as well as business development, conflict assessment and client intelligence.

Reference: American Lawyer Media

[http://www.almevents.com/conf\\_page.cfm?instance\\_id=24&web\\_id=1097&pid=707](http://www.almevents.com/conf_page.cfm?instance_id=24&web_id=1097&pid=707)

May 14<sup>th</sup> –15<sup>th</sup>

### **Legal Industry Outsourcing Forum: For Both Work Product and Support Services**

New York, New York

ALM has designed a two-day program to provide legal departments and law firms crucial information needed to develop a successful outsourcing program. You can protect against the risks of outsourcing if you know what to expect and plan ahead.

Hear from companies who have successfully outsourced their work, both domestically and globally. What challenges did they face? How did they beat the odds? Learn what to look out for, what to include in your contracts, how to select vendors, and how to protect your data.

Reference: American Lawyer Media

[http://www.almevents.com/conf\\_page.cfm?instance\\_id=24&web\\_id=1092&pid=702](http://www.almevents.com/conf_page.cfm?instance_id=24&web_id=1092&pid=702)

May 24<sup>th</sup> – 28<sup>th</sup>  
Saskatoon, Saskatchewan, Canada  
**Canadian Association of Law Librarians**

Reference: CALL  
<http://www.callacbd.ca/>

June 1<sup>st</sup>  
London, UK  
**Knowledge Management**

Why in-house counsel need to think about how they develop, manage and exploit their knowledge

- What does this mean?
- What business issues are you trying to address?
- Collaboration with law firms or going it alone
- Business benefit in getting it right

Making the most of your law firms - the client's perspective

- Panel reviews and pitches - a time for leveraging 'value add' from your law firm
- Meeting specific business needs
- What does collaboration mean in this context?
- Where do law firms get it right?
- Where do law firms get it wrong?

Making the most of your law firms - the law firm perspective

- What can law firms provide to their clients by way of knowledge products, tools and advice?
- Ensuring you deliver real value to your clients
- Understanding the clients and their different needs
- What is the business benefit from the law firm's perspective?

Getting started with KM: HSBC's story of building a global in-house KM function

- First steps. Key considerations in creating (and communicating) a successful KM strategy
- Categorising knowledge. Focusing efforts on getting the right knowledge from the right place
- Going global. Using technology to enable knowledge sharing for our global practice groups
- What next? How does KM fit into the bigger picture at HSBC?

Client/law firm collaboration - what, why and how?

- 'Real' collaboration: what does it mean in practice?
- 'Real' value: is it worth the effort?
- 'Real' life: an Allen & Overy case study

Can one size ever fit all?

- Examples of generic and bespoke solutions
- When is it fair to charge?
- Generic solutions and the role of commercial providers
- Three way collaboration

Panel session - questions raised by participants

Reference: Hawksmere

<http://www.hawksmereltd.co.uk/hawksmere/event.php?product=2319&type=public#45479>

June 4<sup>th</sup> –10<sup>th</sup>

Lisbon, Portugal

**Legal Week Strategic Technology**

Reference: Legal Week

<http://www.legalweek.com/events/details.aspx?liEventID=1082460>

June 10<sup>th</sup>

London, UK

**Leading and Managing an Effective In-house Legal Department**

Day Two

KM

- what knowledge do we need to access
- systems available
- the easy way to start

Matthew di Rienzo, Head of Online Research and Development, Clifford Chance LLP

Reference: Hawksmere

<http://www.hawksmereltd.co.uk/hawksmere/event.php?product=1359&type=public#45434>

June 12<sup>th</sup> – 14<sup>th</sup>

Dublin, Ireland

**British & Irish Association of Law Librarians**

Agenda to be determined

Reference: BIALL

<http://www.biall.org.uk/home.asp?id=n144>

June 14<sup>th</sup> – 17<sup>th</sup>

Seattle, Washington

Special Libraries Association – Legal Division

Agenda to be determined

Reference: Special Libraries Association

<http://units.sla.org/division/dleg/index.htm>

June 15<sup>th</sup> – 18<sup>th</sup>

Seattle, Washington

**Special Libraries Association**

Agenda to be determined

Reference: SLA  
<http://www.sla.org/>

June 26<sup>th</sup> – 27<sup>th</sup>  
Los Angeles, California  
**LegalTech**

Agenda to be determined

Reference: [www.legaltechshow.com](http://www.legaltechshow.com)

July 10<sup>th</sup> – 11<sup>th</sup>  
Melbourne, Australia  
**Legal Technology Conference 2008**

Agenda to be determined

Reference: Victorian Society for Computers and the Law  
<http://www.vscl.org.au/>

July 12<sup>th</sup> – 15<sup>th</sup>  
Portland, Oregon  
**American Association of Law Librarians**

Agenda to be determined

Reference: AALL  
<http://www.aallnet.org/events>

August 7<sup>th</sup> – 12<sup>th</sup>  
New York, New York  
**American Bar Association**

Agenda to be determined

Reference: American Bar Association  
<http://www.abanet.org/>

August 17<sup>th</sup> – 21<sup>st</sup>  
Rio de Janeiro, Brazil  
**International Law Association**

Agenda to be determined

Reference: International Law Association  
[http://www.ila-hq.org/html/layout\\_conferences.htm](http://www.ila-hq.org/html/layout_conferences.htm)

August 25<sup>th</sup> – 28<sup>th</sup>  
Dallas, Texas  
**International Legal Technology Association**

Agenda to be determined

Reference: ILTA  
<http://www.iltanet.org/home.aspx>

September 16<sup>th</sup> – 17<sup>th</sup>  
New York, New York  
**Chief Marketing Officers' Forum**

Agenda to be determined

Reference: American Lawyer Media  
<http://www.almevents.com/>

September 17<sup>th</sup> – 19<sup>th</sup>  
Perth, Australia  
**Australian Law Librarians' Association Conference**

Agenda to be determined

Reference: ALLA  
<http://www.allg.asn.au/conference/index.htm>

September 23<sup>rd</sup> – 25<sup>th</sup>  
San Jose, California  
**KM World & Intranets**

Agenda to be determined

Reference: KM World  
<http://www.kmworld.com/kmw08/>

## **Blogs Du Jour**

Our solution when we don't come across any new legal blogs that shout and say include us in "Blogs du Jour" is to pop over to Lex Blog in the US and see who they've managed to add to their network.

Lex Blog (<http://www.lexblog.com/cat-portfolio.html>) as most of you will already know are a service that help SME law firms create and publish blogs on their specialist practice areas. Some of it makes for dull reading, some of it very interesting and some of it just plain weird.

These are some of our latest favourites:

**Equine Law Blog: Updates & Articles On Equine Law & Related Legal Developments**  
<http://equinelaw.alisonrowe.com/>

She writes. Alison M. Rowe of Alison Rowe Equine Legal Services, PC, focuses her practice on providing legal services for owners of horses and business involving horses. Based in Dallas and Bryan, Texas, she specializes in representing individuals and

owners in disputes and litigation, preparing contracts and agreements, and creating legal entities surrounding ownership and other business activities. Alison was admitted to the State Bar of Texas in 2001.

Recent posts include.. [How To Deal With Trespassers On Your Property](#) and we particularly like this piece of Texan advice... *allows you to use "reasonable force" to protect your property. Reasonable force includes any force that is not potentially lethal. This would probably include physically blocking the trespasser's entry onto the land and perhaps even showing the trespasser that you have a gun and are prepared to use it if warranted. However, as discussed below, an actual discharge of a firearm, unless clearly not aimed anywhere towards the trespasser, may expose the land owner to unwanted scrutiny by law enforcement.*

And advice on How to Enforce Texas Stable Keeper's Lien, Legal Advice for Sellers at Horse Auctions etc

Another great blog title is

### **Botulism Blog**

<http://www.botulismblog.com/>

Which unsurprisingly deals with the Botulism and food poisoning issues.

They write:

The Seattle food safety lawyers & attorneys at Marler Clark Law Firm manage and maintain their latest food safety blog, the Botulism Blog. Attorneys from the firm use their Botulism Blog to update readers on botulism news and outbreaks.

Blog topics include:

Botulism Information

Botulism Watch

With posts that will put you off breakfast, lunch & dinner such as Risk of Botulism In Dried Fish, Unpasteurized Carrott Juice Adds Up To Botulism Lawsuit and Dip recalled for possible botulism risk

Finally. Although this may seem a little esoteric any firm doing work in China may be interested in

### **ChinaLat Law: Business and Legal Issues Affecting China Latin America & The United States**

<http://www.chinalat.com/>

China's increasing integration into the global economy raises a great deal of issues and opportunities and its interesting to see Miami law firm Diaz, Reus, Rolff & Targ, LLP who describe themselves as a full service independent international law firm revealing the issues that arise for US companies when China trades with Latin America

They write in their about us section:

*Our firm offers a civil and criminal trial and appellate practice in complex litigation and*

*arbitration matters in all U.S. Courts.*

*We concentrate on complex civil litigation and white-collar criminal defense, including international and domestic fraud and financial crimes litigation. Additionally our firm offers a full range of employment, corporate, tax, trust and estates, immigration and family law services.*

*Our clients include domestic and international corporations, financial institutions, private individuals and entrepreneurs, and foreign governments including officials holding public office. The law firm has correspondent and co-counsel law offices throughout the Americas, Europe and the Far and Middle East.*

Recent posts include:

Chinese Ambassador to Chile Praises Soaring L America-China Trade

Bring on the Chinese

Briefing on Uruguay-China Bilateral Import and Export 2007

Latin America-China trade surpasses goals

The Dangerous Decline of Latin America and What the U.S. Must Do

Brazil and China: An Uneasy Partnership



<http://www.hitwise.com>



**Charon QC**

<http://charonqc.wordpress.com/>

**Charon's Weekend Review 8-9 March 2008 – Link Above**

**Henry Porter on the erosion of civil liberties in Britain.** A well constructed and impassioned piece...

**My thanks** to Geeklawyer for reminding me of an excellent piece by Henry Porter in the Observer today - a thought provoking article: "Why I told Parliament: you've failed us on liberty."

**A Tale of Tourettes**

RollonFriday can usually be relied upon to find something to amuse as, indeed, can the US legal system. So a hat tip to RollonFriday for alerting me to the story about Judge Robreno and the client who swore 73 times in court. A taste for you...

**Wider (the client) erupted, saying:** *'I'm taking a break. Fuck him. You open up the document. You want me to look at something, you get the document out. Earn your fucking money, asshole. Isn't the law wonderful?'* In another passage, Bodzin said: *"We're going to adjourn this deposition if this happens again because you are offending every single person."* According to Robreno's opinion, Wider responded: *'Don't speak for anybody in here except yourself fuck face.'*

Robreno said the transcript showed that Wider "used the word 'fuck' and variants thereof no less than 73 times." By contrast, Robreno noted, the word "contract" was used only 14 times.

AbovetheLaw reports: **Law Students with Guns: Bad Idea, or Worst Idea Ever?** Dan Filler at The Faculty Lounge gives his response:

"I fancy myself a Second Amendment moderate - I believe in a well-regulated right to bear arms - but I'm not at all excited about having armed students in class. For one thing, it changes the dynamic of a classroom when any odd turn during Property immediately creates the risk of armed conflict"

**Somewhat ironic is a story from across the pond:** "The Manitoba Bar Association has pulled out of the upcoming Taman Inquiry because of a lack of money to hire a lawyer, association president Mike Law said today." Winnipeg Free Press

### **Podcast 51: Nigel Savage, CEO, The College of Law on the cost of legal education.**

Posted on Thursday, March 6, 2008

Today I am talking to Nigel Savage, Chief Executive of The College of Law about the rising costs of legal education on the LPC and BVC. In *Legal Week* this week there is a story about BPP Law School hiking its fees for the LPC by a 'whopping' 10% despite already being the most expensive postgraduate law school in London.

**I have invited Peter Crisp, Chief Executive of BPP Law School to do a podcast.**

As yet he has not been able to return my call. Nigel Savage has characteristically robust views about legal education and comments on the rise of 5% applied by The College of Law, contrasting it with the 10% rise by BPP.

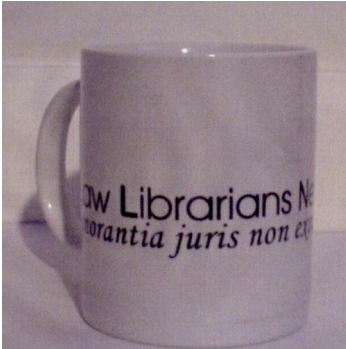
### **Podcast 50: Timothy Dutton QC, Chairman of The Bar**

Posted on Tuesday, March 4, 2008

**Today I am talking to Timothy Dutton QC, Chairman of The Bar.** Timothy Dutton QC was born in 1957 and was called to the Bar in 1979. He took silk in 1998. He practices in General Commercial, Public, Regulatory and Administrative Law, Professional Negligence and Disciplinary including sports.

**In his inaugural speech, Timothy Dutton said:**

"My job is to promote the Bar and our system not just at home but internationally. All of us are operating in an international market with English law as an attractive option in commercial disputes. In criminal law there is an increasingly international aspect to the work, and in family also. I intend to promote the values and skills of the Bar as advocates, arbitrators and mediators abroad."



Drink From The Font Of All Knowledge

### The LLN Coffee Mug

No self respecting law librarian would want to drink out of anything other than this e-bay collectable

**All LLN pdf subscribers can have one of these for the cost of P&P only  
Aus CN NZ \$12.50 / £5.50 / US \$10.00**



## Trawling

**Article:** Informa reports strong FY, bucks media trend with positive outlook  
<http://www.hemscott.com/news/latest-news/item.do?newsId=60917668826976>

**Article/Survey:** Information Overload Pushing Workers to the Brink  
[http://news.thomasnet.com/IMT/archives/2008/03/information\\_overload\\_pushing\\_workers\\_to\\_breaking\\_point.html?t=recent](http://news.thomasnet.com/IMT/archives/2008/03/information_overload_pushing_workers_to_breaking_point.html?t=recent)

**Article:** Thomson's expansion on hold. The business and legal data publisher is holding off on any firm plans for a major expansion of its Eagan corporate campus  
<http://www.startribune.com/business/16395006.html>

**Awards:** Canadian Assoc Of Law Libraries: Hugh Lawford Award For Excellence In Legal Publishing  
<http://www.callacbd.ca/index.php/publisher/articleview/frmArticleID/174/>  
Entries Close 31 March 2008

**Bibliography:** Western Language Works On Chinese Law  
[http://lawprofessors.typepad.com/china\\_law\\_prof\\_blog/2008/02/bibliography-of.html](http://lawprofessors.typepad.com/china_law_prof_blog/2008/02/bibliography-of.html)  
2007 edition currently being worked on. Previous editions online at the link above

**Blog Article:** Public Facing Legal KM  
<http://vancouverlawlib.blogspot.com/2008/03/public-facing-legal-km.html>

**Blog New:** Lii Cornell Launch Blog  
<http://blog.law.cornell.edu/>

Legal information institute at Cornell have launched a blog. To be honest there doesn't seem much in it that will interest KM's or librarians at the moment. Seems more directed towards legal students

**Blog Post: Law-Firm Blogs: Marketing Device or Mere Diversion?**

[http://blogs.wsj.com/law/2008/03/03/law-firm-blogs-marketing-device-or-mere-diversion/?mod=googlenews\\_wsj](http://blogs.wsj.com/law/2008/03/03/law-firm-blogs-marketing-device-or-mere-diversion/?mod=googlenews_wsj)

**Blog Post: Lawyer Blogs Vs Law Firm Brands**

<http://law21.ca/2008/03/03/lawyer-blogs-vs-law-firm-brands/>

**Blog Post: PreCYdent setting the Precedent**

<http://www.techcoastreview.com/2008/03/precident-setting-precident.html>

**Financial Database Product: NASDAQ and EDGAR® Online Partner to Create 144A Reference Database**

<http://www.edgaronline.com/investor/news/022808.aspx>

**Ranking: Canadian Lawyer Magazine's Top 10 Canadian Legal Blogs**

<http://www.canadianlawyermag.com/index.php?option=content&task=view&id=265>

**Report / Survey: The Law Firm Of The 21<sup>st</sup> Century – Published By Eversheds (UK)**

<http://www.eversheds.com/21stcenturylawfirm>

You will need to register to see this information

## Latest News From Legal Technology Insider (UK)



Editor: Charles Christian <http://www.legaltechnology.com>

For more information about LTI products and services contact Charles Christian via the LTI web site at the URL above

Stories Taken From LTI's Blog "The Orange Rag"  
<http://theorangerag.com/>

### Open Source For Search - ISYS Launch Enterprise Search For Linux 5/3/08

Yesterday, at the AIIM International Exposition & Conference taking place in Boston (Mass), ISYS Search Software – a supplier of enterprise search solutions for business and government – announced the availability of ISYS:web and ISYS:sdk for the Linux operating system.

ISYS:web for Linux is a direct port of ISYS:web for Windows to the Linux platform and therefore transfers the majority of capabilities and supported file types to the new system. ISYS:web for Linux provides users with enterprise search functionality, such as automatic categorization and entity detection, while administrators can take advantage of controls that enable rapid implementation and instant monitoring of search trends and performance.

ISYS:sdk for Linux provides software developers and system integrators with the ability to incorporate the power of the ISYS search API into custom applications and solutions, whether for commercial distribution or internal use. Over the years, ISYS has licensed its ISYS:sdk technology to a variety of organizations, including EMC Corporation, Autodesk and TOWER Software.

Recognising that over the years various legal IT vendors had tried, without much

success, to generate interest in law firms over 'open source' alternatives to Windows, we asked Dave Haucke – the VP for global marketing at ISYS – whether he thought there was any demand for a Linux version? This is what he replied...

"Re your question about demand in the legal sector, the answer is we don't expect to generate too much demand directly from the legal firms themselves, but there are some exceptions to that outlook.

"1. Legal software vendors looking to embed best-of-breed search from a third party often offer both Windows and open source versions of their software. The problem we ran into in the past is these vendors (both inside legal and outside) wouldn't give us serious consideration with having just a Windows version ... did them no good to integrate us only into their Windows apps. That right there was the primary motivator for us, since like you, we've never seen much value in offering an open source version otherwise. We can't turn away chunky OEM deals when they come calling. :) This also relates to the point we made in the release about being ready for anyone hesitant over selecting FAST, MS or Autonomy. As you know, we're not trying to compete with FAST or Autonomy, but we are actively marketing our stuff as an effective and affordable short-term solution while companies wait and see what happens with the high end vendors.

"2. Law firms to some extent need this, and general counsel most definitely needs it. Think of the e-discovery scenario – you're tasked with indentifying and collecting information, some of which resides on open source systems. Now, ISYS has always been able to go out and get that stuff, but you've never been able to install us natively on a Linux box. So, from that standpoint, we reduce the headache somewhat by giving firms and GC a tool that can run natively, which means indexing and searching is faster, and the whole "pre-discovery" process is faster. Make sense? I have a current real-world example of that with the firm Robins, Kaplan, et al in Boston. They're excited about the prospect of a Linux version for the very reason I cited above."

## **Law Librarians & Legal KM Jobs Board**

### ASIA PACIFIC

#### AUSTRALIA

#### CANADA

#### MIDDLE EAST & AFRICA

#### NEW ZEALAND

#### UK / EUROPE

Head of Knowledge Management London

Head of Corporate Know How

Know How Manager Sheffield

Library Assistant Fladgate Fielder London

Rare Books Cataloguer – Faculty Of Advocates Edinburgh

Assistant Librarian General Services – Faculty Of Advocates - Edinburgh

#### USA

Marketing Knowledge and Technology Coordinator

Corporate Librarian/Corporate KM Specialist

Practice Resource Attorney -- Litigation

Practice Resource Attorney -- Private Equity

Director of Knowledge Management Reed Smith

**ASIA PACIFIC  
AUSTRALIA  
CANADA  
MIDDLE EAST & AFRICA  
NEW ZEALAND  
UK / EUROPE**

### **Head of Knowledge Management London**

Job# AJW / 9340

This is a unique firm with an international focus looking for contract cover (for circa 6 months) for a senior KM position.

There are a number of important KM aspects to this role which include:

- Maintaining an overview of the firm's KM
- Supervising the publication and maintenance of KM
- Supervising technical audits
- Liaising with the firm's IT and marketing departments
- Overseeing risk management and budgets
- Assisting with training and day-to-day management

This role will give any ambitious lawyer or PSL a genuine insight into law firm KM management and would be ideal for any current PSL who needs more genuine central KM exposure to progress to a long term head of KM role. There is little technical, black letter law involved.

You must have a discernible interest in KM and management issues and a clear and persuasive communication style. Evidence of past team management would be ideal as would the credibility and gravitas to speak to lawyers and partners at all levels within this firm.

Reference: totallylegal

<http://www.totallylegal.com/jobs/head-knowledge-management-596800.html>

### **Head of Corporate Know How**

Ref. # V043303Y

Salary: £100,000 per annum

Following significant expansion in the corporate group, a fantastic new role has arisen to be responsible for the design, commissioning, roll-out and operation of an integrated know how, precedent and project management system for our clients Corporate Division.

This is a strategically significant role, which will require the successful candidate to display vision, drive and enthusiasm.

Reference: totallylegal

<http://www.totallylegal.com/jobs/head-corporate-know-592186.html>

### **Know How Manager Sheffield**

Reporting to the Head of Department the position will be responsible for managing one assistant and providing current awareness bulletins, legal research training, assisting with projects and supporting the automation of services, and managing the know how database on behalf of the organisation's legal departments. The post will also be responsible for the delivery of a range of value added client services.

The successful candidate will have previous experience in a law firm environment and information management or a professional legal qualification is also required. Excellent communication skills and personal presentation are essential as this post will involve dealing with staff and Partners positively and at all levels. Candidates should be team players, who can work on their own initiative, and who have a committed approach to service delivery, with excellent accuracy, attention to detail and be familiar with legal information databases and web technologies in a work context.

Reference: jinfo

[http://web.jinfo.com/jobs/search/detail.php3?job\\_id=8689](http://web.jinfo.com/jobs/search/detail.php3?job_id=8689)

### **Library Assistant Fladgate Fielder London**

Part time role of Library Assistant at a West End firm. Duties involve dealing with post, looseleaf filing, circulating journals, organising binding and some enquiry work. Salary pro rata according to experience. 21 hours per week (exact days flexible).

Please apply with CV and covering letter to:

Caroline Greenberg, HR manager Fladgate Fielder

[cgreenberg@fladgate.com](mailto:cgreenberg@fladgate.com)

### **Assistant Librarian General Services**

FACULTY OF ADVOCATES - Edinburgh

Fixed Term Contract (Linked to a period of Maternity Leave)

01 April 2008 – 31 March 2009

Ref 08/17

Salary: £23,072 per annum

Grade: 3a

The Faculty of Advocates is one of Scotland's most ancient and prestigious organisations with a membership of about 460 practising Advocates. The Advocates Library was inaugurated in 1689 and, in addition to providing library and information services to the Scottish Bar, is the statutory deposit library for law publications in Scotland, working closely with the National Library of Scotland. The library operates the Voyager Library Management System.

The post of Assistant Librarian – General Services, reports to the Senior Librarian and is accountable for the management of the Court papers division of the Advocates Library and the co-ordination of all Library IT matters.

Other key responsibilities include deputising for the Librarian: Reader Services in their absence, supervising Library Assistants assigned to the division, advising the Senior Librarian on budgetary requirements and expenditure for General Services and maintaining policy guidelines, work manuals and user guides for General Services.

Consequently, the successful candidate will need a degree or post-graduate qualification in library studies. As indicative guidance, 2 years Library experience is desirable; however the post holder may have fewer years experience, provided they possess the necessary experience to perform the role. Knowledge and understanding of information technology and related skills, in a library context are essential.

For further information and an application form, please telephone 0131 260 5669 (24 hour voice mail) quoting ref 08/17, or e-mail [recruitment@advocates.org.uk](mailto:recruitment@advocates.org.uk).  
Closing date: Completed application forms: Friday 21 March 2008 (12 noon)

### **Rare Books Cataloguer**

Ref 08/16

FACULTY OF ADVOCATES - Edinburgh

Salary: £23,764 per annum

Grade: 3a

Fixed Term Contract - 01 April 2008 – 31 March 2009

The Faculty of Advocates is one of Scotland's most ancient and prestigious organisations with a membership of about 460 practising Advocates. The Advocates Library was inaugurated in 1689 and, in addition to providing library and information services to the Scottish Bar, is the statutory deposit library for law publications in Scotland, working closely with the National Library of Scotland. The library operates the Voyager Library Management System. As a result of the secondment of the present incumbent the following vacancy has arisen:

The post of Rare Books Cataloguer, reports to the Librarian: Bibliographic Services and is accountable for cataloguing and classifying the pre-1801 material owned by the Advocates Library, together with associated bibliographic activities.

Key responsibilities include supporting the Librarian: Bibliographic Services in matters relating to the pre-1801 collection, assisting with enquiries for Rare Books and promote collections by means of exhibitions and presentations.

Consequently, the successful candidate will need a degree or post-graduate qualification in library and information studies together with cataloguing experience. As indicative guidance, a minimum of 2 years experience is desirable but applicants may have less years experience providing they possess the necessary skills to perform the role. Experience in the cataloguing and classification of pre-1801 material, especially law-related material, would be advantageous. A good working knowledge of Latin is essential; in addition, a working knowledge of other European Languages is desirable.

For further information and an application form, please telephone 0131 260 5669 (24 hour voice mail) quoting ref 08/16, or e-mail [recruitment@advocates.org.uk](mailto:recruitment@advocates.org.uk).  
Closing date: Friday 21 March 2008 (12 noon).

### **USA**

New York

## **Marketing Knowledge and Technology Coordinator**

Salary: \$50,000 to \$60,000/yr

A major NYC law firm seeks to fill a position within their Marketing Department.  
Marketing Knowledge and Technology Coordinator

The Marketing Knowledge and Technology Coordinator will focus on managing the Firm's information resources and will spearhead KM initiatives.

- Maintain and develop the firm's marketing database: Attorney Capabilities, Representative Experience, other Firm information
- Develop new custom database applications as required
- Manage Firm website: maintain current website and supervise the redevelopment of a new site (ASP.NET/SQL Server)
- Updates on intranet
- Update and submit new Firm information on Martindale-Hubbell
- Perform competitive intelligence research requests: prospective client companies and industries
- Marketing material development and updates: recent representations, attorney professional biographies
- Assist with the production of customized PowerPoint presentations, brochures and RFPs as requested
- Accomplished computer and technical skills, including: Strong knowledge of Access/VBA, Dreamweaver/HTML, SQL; Proficiency in PowerPoint, Excel, MS Word; Proficiency in Photoshop, ImageReady, IIS, SQL Server; Proficiency in ASP.NET, Javascript; Recommended knowledge of Microsoft SharePoint Server
- Experience with database design and development
- Experience building graphical user interfaces
- Knowledge of computer graphics file formats
- Proactive, independent and motivated
- Strong ownership of work product
- Detail-oriented
- Strong design sense
- Ideal candidate will have worked with a law firm or within professional services
- Bachelor's degree required

Forward resume to: [gallagher@imgtech.net](mailto:gallagher@imgtech.net)

Reference: Smart Hunt

<http://smarthunt.com/Smartjob.cfm?projectid=40938>

## **Corporate Librarian/Corporate KM Specialist**

Job Ref. ND-04

Leading international law firm is seeking a highly qualified candidate for its growing KM Group.

Monitor, review, and process submissions of new user-submitted corporate content to the internal work-product database on the firm's portal. Maintain corporate precedent databases. Respond to requests from portal users for information related to mergers & acquisitions, private equity, and other corporate finance transactions. Review corporate portal records to establish accuracy and consistency in search results. Monitor need for changes to portal metadata values based on new submissions. Work with other KM staff

members to develop and maintain consistent metadata values and standard coding practices. Train and supervise the Metadata Specialist. Work with Library Reference and Research Staff and liaise with the Marketing Department to answer general, business, corporate, and legal reference requests.

The Corporate Knowledge Management Specialist will work under the supervision of the KM Manager and Library and KM Director and will also work closely with the Library Research Manager.

- BA/BS minimum--an advanced degree (ex. MLIS, MLS, JD, MBA) preferred
- Experience as a corporate librarian, corporate information specialist, corporate paralegal / legal assistant, or corporate lawyer
- An understanding of and familiarity working with corporate and securities documents, transactions, and issues
- Strong knowledge of the US & Global capital markets
- In-depth knowledge of SEC filing content and procedures
- Experience using Lexis, Westlaw, and other financial or business research resources
- Good internet research skills, writing skills, and attention to detail
- Ability to work in a fast-paced environment
- Ideally, also: Intermediate Microsoft Excel skills; able to work with formulas, filters and auto-lookup. Familiarity with portals, especially Plumtree or BEA Aqualogic

Contact: Sarah Warner, Wontawk, [swarner@wontawk.com](mailto:swarner@wontawk.com) (212) 869-3348  
[www.wontawk.com](http://www.wontawk.com)

### **Practice Resource Attorney -- Litigation**

Currently seeking a highly successful litigation attorney to work in a non-billable capacity in a newly created position called a Practice Resource Attorney. This position represents a unique opportunity for highly qualified lawyers to work at a leading international law firm without the billing, client development, travel and other demands of practicing attorneys. The PRA position is specifically tailored for qualified lawyers who thrive in the kind of environment offered by a preeminent firm but who also seek flexible working hours and potential to telecommute.

- Five or more years' litigation experience is highly recommended
- Substantive interest in law is required
- Understand the work processes and knowledge needs of a litigation practice
- Initiative and the ability to work independently and meet self-imposed deadlines, as well as to set clear goals and to take full responsibility for achieving them

- Strong written and oral communication skills and the ability to advocate the application and benefits of knowledge management to a broad range of users
- An ability to understand the business needs of the group and translate those needs into knowledge management initiatives
- Strong team building, leadership and motivation skills in order to engage staff at all levels and to coordinate and guide the work of others
- Able to balance practice and firm priorities to implement KM initiatives
- Admitted to the bar in New York State; Resume and law school transcript

Reference: Max Hire

[http://www.maxhire.net/clients/MH537-legal/jobsearch\\_detail.asp?reference=93873](http://www.maxhire.net/clients/MH537-legal/jobsearch_detail.asp?reference=93873)

### **Practice Resource Attorney -- Private Equity**

Ref. #93876

Seeking a highly successful corporate transactional attorney to work in a non-billable capacity in a newly created position called a Practice Resource Attorney. This position represents a unique opportunity for highly qualified lawyers to work at a leading international law firm without the billing, client development, travel and other demands of practicing attorneys. The PRA position is specifically tailored for qualified lawyers who thrive in the kind of environment offered by a preeminent firm but who also seek flexible working hours and potential to telecommute.

- Three or more years' corporate transactional experience is essential
- Understand the private equity business and its needs relating to legal records
- Initiative and the ability to work independently and meet self-imposed deadlines, as well as to set clear goals and to take full responsibility for achieving them
- Strong written and oral communication skills and the ability to advocate the application and benefits of KM to a broad range of users
- An ability to understand the business needs of the group and translate those needs into knowledge management initiatives
- Strong team building, leadership and motivation skills in order to engage staff at all levels and to coordinate and guide the work of others
- Able to balance practice and firm priorities to implement KM initiatives

Reference: Max Hire

[http://www.maxhire.net/clients/MH537-legal/jobsearch\\_detail.asp?reference=93876](http://www.maxhire.net/clients/MH537-legal/jobsearch_detail.asp?reference=93876)

Los Angeles

### **Director of Knowledge Management**

Reed Smith

As a member of the KM team, the Director of KM will work with the Chief Knowledge Officer (CKO) in the development and execution of a global KM strategy. This position

requires two principal design competencies: technologist (able to understand which technologies can contribute to capturing, storing, exploring and sharing knowledge) and environmentalist (able to create social environments that stimulate and facilitate arranged and chance conversations and able to develop events and processes to encourage deliberate knowledge creation and exchange). The Director of KM should be a self-starter, a calculated risk-taker and an entrepreneur who is driven by creating a vision and seeing it through to completion. By aligning new ideas with the business needs of the Firm, the Director will act as a consultant, driving innovation that fit the Firm's knowledge vision and global strategic plan.

- Demonstrated understanding of both the practice and the business of law.
- Expertise in KM concepts, including taxonomy development and best practices. Working knowledge of all major legal applications, including Interwoven, Elite, WestKM, Recommind, Extranets and Intranets.
- Experience with implementing matter-centric computing with Interwoven. Understanding of enterprise search, SharePoint 2007/BDC, web 2.0, Silverslight, RSS, mashups and other leading-edge technology.
- Understanding of data warehousing and enterprise data integration methods.
- Excellent writing skills, including the ability to gather due diligence, perform research and document conclusions and recommendations.
- Excellent verbal and presentation skills, including the ability to address large group meetings.
- Partnering with CKO to develop and implement KM strategy.
- Lead the requirement-gathering and documentation efforts for all new initiatives including, but not limited to, the Firm's new intranet and extranet.
- Act as the primary liaison between the KM Department and the lawyers.
- Help define the Reed Smith set of best practices.
- Develop and instruct educational sessions, including one-on-one training with key lawyers.
- Assist with annual budget and on-going focus on expense management.
- Participate in meetings with prospective clients.
- Create monthly reports monitoring the utilization of various KM and Library systems.

Undergraduate degree is required; advanced degree or J.D. preferred. At least 5 years working in a large law firm environment and KM experience are required. International law firm experience preferred. Experience implementing SharePoint, Recommind or related systems also preferred.

Reference: Reed Smith

[http://www.reedsmith.com/careers/job\\_search.cfm?cit\\_id=18790&faArea1=customWidgets.content\\_view\\_1&usecache=false](http://www.reedsmith.com/careers/job_search.cfm?cit_id=18790&faArea1=customWidgets.content_view_1&usecache=false)



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**Hare:** Documentary Credits - Law and Practice - due March 2008

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**Todd:** Bills of Lading and Banker's Documentary Credits - 4th ed 2007

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## **New & Forthcoming Titles**

### **ASIL (USA)**

Twice a month the attorney-editor of ASIL's *International Legal Materials* publishes an electronic resource entitled *International Law in Brief*, which is a collection of analytical abstracts of and links to significant primary documents related to the latest developments in international law. For your reference, the March 10th issue of *International Law in Brief* is available at <http://www.asil.org/ilib/2008/03/ilib080310.html>.

Past issues are accessible at <http://www.asil.org/ilib/ilibarch.htm>.

### **Hein (USA)**

#### **Pension Reform:**

##### **Legislative History of the Pension Protection Act of 2006**

This new legislative history from Hein contains nearly 200 documents representing approximately 22,000 pages on one **fully-searchable DVD**. *The Pension Protection Act of 2006* represents the most extensive revision of American pension law in more than 30 years. This DVD includes all relevant documents related to the legislative history of the Act, including hearings, reports, bill versions, congressional committee prints, CBO estimates, presidential comments and the final Act as passed.

##### **Antitrust Modernization Commission Report and Recommendations**

This reprint from Hein is the 23rd installment in Hein's Electronic Documents Reprint Series. The Antitrust Modernization Commission was created pursuant to the Antitrust Modernization Commission Act of 2002 and consisted of 12 members: four appointed by the President, four appointed by the leadership of the House of Representatives and four appointed by the leadership of the Senate. This report sets forth the Commission's recommendations and findings on how antitrust law and enforcement can best serve consumer welfare in the global, high-tech economy that exists today.

### **It's Harder in Heels:**

#### **Essays by Women Lawyers**

This book, published by **Vandeplas Publishing**, contains essays by and about women lawyers, stories about women practicing law, hitting the glass ceiling, amazing lawyer-mentors, professional achievements, personal and professional hardships, and the stress of juggling multiple roles. The essays describe women's satisfactions and struggles. Order your copy from Hein today!

#### **Sports Law: Cases and Materials**

This new title from **Vandeplas Publishing** covers a broad range of topics and issues dealing with both professional and amateur sports. Familiarity with a variety of topics will provide the best foundation for students to determine which aspects of Sports Law they would like to pursue. This book also contains a chapter on Sports Agency.

#### **Israel Law Reports**

Hein is pleased to announce that we recently obtained the multi-media rights to this unique collection. The Israel Law Reports aim to provide English translations of the proceedings and decisions of Israeli Supreme Court cases. Cumulative tables are included for reference to other volumes in the collection, as well as to select cases for specified time periods.

[marketing@wshein.com](mailto:marketing@wshein.com)

#### **Gower Publications**

#### **The Project Manager's Guide to Purchasing**

Contracting for Goods and Services

by **Garth Ward**

This practical guide describes the whole process of contracting for goods and services, from selecting tenderers to placing a contract. Garth Ward details the key topics that are necessary for success, such as contract strategy, contract types, contract law and evaluating tenders. Whilst the book also addresses the project context in which purchasing takes place, the subject matter can equally be applied to any business context.

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#### **Tools for Complex Projects**

by **Kaye Remington** and **Julien Pollack**

In this reference for understanding and managing the increasing complexity of projects and programmes, the authors provide detailed guidelines on the use of a series of 14 project tools.

*'Complexity theory has been heralded as the "New Science" by supporters and rejected by rationalists as unconvincing or too general to be of practical use. This book deserves wide attention because it bridges the divide by connecting complexity theory with an impressive array of useful tools. ...'*

**Willie Tan, National University of Singapore**

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