VALL REVIEW

VALL Executive

President: Dorothy Cameron
BC Courthouse Library Society
Treasurer: Joan Mulholland
Davis & Company
Secretary: Thea Schmidt
BC Courthouse Library Society
Membership Secretary:
Joanna Thompson
Campney & Murphy
Program Co-ordinators:
Laura Cooney
& Pam Clancy
Legal Services Society
Past President: Jane Wells
BC Courthouse Library Society
VALL REVIEW Editors:
Anne Beresford
Borden Ladner Gervais
& Lynda Roberts
Bull, Housser & Tupper

Vancouver Association of Law Libraries
PO Box 48663, Bentall Centre
Vancouver, B.C. V7X 1A1

FROM THE EXECUTIVE OF VALL

Dorothy Cameron

Welcome VALL members with a special welcome to new and newly renewed members of VALL for the 2000-2001 VALL season.

Pam Clancy and Laura Cooney have been working hard to produce a blend of the substantive with the entertaining in this year's program. We have some confirmed speakers, a few tentative planned speakers and a number of suggestions. Our confirmed speakers are Jay Chalke from the Public Guardian and Trustee office who will talk on the new adult guardianship legislation. In October, John Simpson from the Legal Services Society will talk about Legal Aid and Pro Bono Services. After last year's success we are again joining with SLA for our social in December to hear Richard Rosenberg speak on, "The Social Aspects of the Internet". We are hoping that Madame Justice Nancy Morrison will be able to talk us about the independence of judiciary in January.

The rest of the Executive are pursuing routine chores and effecting changes to make their lives easier. Thea Schmidt is experimenting with the possibility of sending the Luncheon Notices by E-mail. We hope to reduce both the cost of postage and the time involved with stuffing envelopes by notifying members electronically. Joanna Thompson is at work mastering the different report capabilities of the membership database. Joan Mulholland is occupied with VALL finances and record keeping. Lynda and Anne will be busy with the VALL Reviews and appreciate any suggestions and contributions. Jane Wells, our Past President, and Amber Butler are working on enhancing VALL's Website.

Thanks very much to the outgoing board. Your time and your efforts are greatly appreciated by the membership. Serving on the executive is a fulfilling experience but we all know the sacrifices you make to do so.

We are looking forward to a busy and productive year.

VALL REVIEW

FROM THE EDITORS
Anne Beresford and Lynda Roberts

As we announced last term, the VALL Review has become an e-zine. It is currently available through the naiscent VALL website <http://www.vall.vancouver.bc.ca/vall.htm>. It can be viewed using Adobe Acrobat.

The next issue of the VALL Review will be published in December and we hope to put together an article on Intranet's in law firms. We welcome any tips and tricks that you might want to share with the membership., Submissions for the next issue of the VALL Review should be sent, by e-mail preferably, to: *Lynda Roberts*—ljr@bht.com or 646-2535 (fax) *or Anne Beresford*— aberesford@blgcanada.com or 687-1415 (fax). The Deadline for submissions is December 8, 2000.

FEATURE ARTICLE

Knowledge Management:
Going from Passive to Active
Submitted by Lynda Roberts

It was time for me to get proactive about KM. It seemed that everywhere I turned in the firm people were struggling to collect and organize information. For instance, everyone was having difficulty locating the firm precedents and model documents quickly and efficiently, our marketing attempts were constantly frustrated by incomplete and inaccurate records and the lawyers were not taking advantage of the skills, contacts and experience of others in the firm because there wasn't an effective means to communicate that information. By all accounts I was certain that we could benefit from a good Knowledge Management strategy. So I took the initiative to find out what the senior management knew about knowledge management and whether they would consider implementing a system in our firm.

To prepare for this I had to determine **what** KM is all about. *What is KM and what are the experts saying about KM systems in law firms?* Then, I had to ask myself **why** I should be promoting this to the firm. *Does our firm need to put resources into KM?* I also considered whether I should be the one promoting KM and **who** I should approach. *Who should be involved, who will champion the project, and who will make up the team that develops and maintains a KM system?* Then, I had to decide **when** to begin my campaign. *Is there any time like the present?* Once I answered those questions, I realized that I better have a good idea **how** to implement a KM system in our firm. *Where do I begin, what are the obstacles, and will I ever understand mapping?*

What?

I admit that I struggled with KM initially. I questioned the terminology and argued that knowledge could not be captured and managed. Once I began to read about KM it was obvious that a debate of this nature is of no consequence.   What is important is to understand *knowledge* in the context of the strategy of *Knowledge Management.* Moreover, it is essential, that if you begin a dialog on KM in your firm, everyone understands it as you understand it. You require a *firm* definition so to speak. I consider *knowledge* to "be information combined with experience, context, interpretation and reflection" (Gottschalk) and treat it as a manageable, renewable, re-usable resource that increases in value with experience.

Distinguishing the types of *knowledge* is more difficult but crucial to KM strategy. The type of information involved in the practice of law can be categorized as such:

- administrative data - includes all of the nuts and bolts and information about firm operations, such as hourly billing rates for lawyers, client names and matters, staff payroll data and client invoice data. Also, languages spoken in the firm, inventory and equipment, a list of staff qualifications, policy and procedure and quality manuals
- declarative knowledge - is knowledge of the law, the legal principles contained in statutes, court opinions and other sources of primary legal authority
- procedural knowledge - is knowledge of the mechanics of complying with the law's requirements in a particular situation: what documents are necessary to transfer an asset from

Company A to Company B, or what forms must be filed to create a new corporation
- analytical knowledge - is the conclusions reached about the course of action a particular client should follow in a particular situation. Analytical knowledge results from analyzing declarative knowledge (i.e. substantive law principles) as it applies to a particular fact setting (Gottschalk)

The *procedural and analytical* types of knowledge are tacit or informal and sit in people's heads as undocumented expertise. Tacit knowledge is exchanged in conversation, in e-mails or in discussions in meetings. This kind of knowledge generally has higher value. It can be used to drive innovative and signature work products. It can differentiate the firm in an otherwise homogeneous but nonetheless competitive global legal services market. (Maiden)

Knowledge management must also be defined for the firm. I particularly like the definition supplied by Carla Odell, co-author of *If Only We Knew What We Know: Transfer of Internal Knowledge and Best Practice*. KM, she says, "is about getting the right information to the right people at the right time, so that they can make better and more informed decisions than they would have otherwise".

Essentially the KM model is a cycle:
Work is created, ☞it is identified, ☞ it is collected, ☞ it is organized, ☞ then shared, ☞ adapted for new and different issues, ☞ then used to create new work, ☞ and the process repeats.

Why?

In many respects it is technology that is driving the need for a KM strategy. Bruce Dearstyne, in his article, "Greeting and Shaping the Future: Information Professionals as Strategists and Leaders" suggests that as the business, government and education communities rely more on the speed and responsiveness of technology there are expectations that accurate and relevant information should be available easily and immediately.

These expectations lead to increased pressure from clients for lawyers to take advantage of the benefits of technology and provide a more cost efficient service. For instance, a popular expectation today is that lawyers leverage their previous experience and charge a fixed cost for work product rather than an hourly rate. The idea that value can be attached to work product rather than time is an idea being heralded by accounting firms as they march into legal management. Consequently, competition offered by the multi-disciplinary practices also mandates that firms practice more efficiently.

A good KM strategy encourages collaboration and the sharing of knowledge and leverages this with past work experience in an effort to meet the challenges facing lawyers today. Effective knowledge management pays off in fewer mistakes, less redundancy, quicker problem solving, better decision making, reduced research costs, increased worker independence, enhanced client relations, and improved service. All of the KM literature presents the case that "[b]oth large and small organizations whose work product is knowledge-intensive have achieved significant returns on investment with information systems that facilitate knowledge reuse." (Platt)

When?

John Hokkanen, Legal Technologist at Alston & Bird, spoke at CALL this year. He suggests that if your firm is not engaged in some sort of knowledge management practice, you should start now. He admits that knowledge management practice and concepts can be somewhat confusing, but stresses that approaching them should not be intimidating. To begin with he suggests starting with small projects and warns that expecting perfection from the start can be futile to a KM project's success.

Who?

Dearstyne claims there is plenty of evidence that "[i]nformation has assumed a new, central, creative and supportive role for business, government and education and believes that information professionals "need to consider taking a more proactive tack that benefits the information-borne social transformation, fosters optimal institutional use of information resources, and keep us at

the centre of dynamic change." I believe that as the business environment changes, an opportunity exists in law firms for the librarian to take a proactive role in implementing a KM strategy.

Of course seizing opportunities requires a certain level of competency. Deb Wallace, in her article, "KM Challenge: Education for Knowledge management in a time of chaotic transition" stresses the need to standardize the characteristics of KM and develop a list of specific competencies required for professionals working in this field. She predicts this will be challenging as "effective knowledge management practice requires broad multidisciplinary competencies in information literacy, information management, organizational design, human resources and business processes. Also needed are skills in communication and leadership that encourage teamwork, innovation and continuous learning. The framework includes working in a global, technology-rich environment with a renewed emphasis on client needs."

If that seems daunting, focus instead on the inspiring words of that enduring SLA advocate, Guy St. Clair. He predicts that, "a new information services profession is emerging and it is a profession based on excellence in customer service, a customer service ethos that crosses all boundaries within the profession." Information Professionals, he concludes, "can do what [they] do well anywhere in the organization it is required."

Guy St. Clair is not the only one suggesting that librarians play a large role in KM. Tom Davenport, a leading consultant in KM and business management, said recently that librarians have been responsible for knowledge management in many companies without realizing it. "[I] have a lot of admiration for librarians", he said, "and have been heartened by the role they have begun to play in knowledge management. They need to change some things about how they do their work, but the awareness and application of knowledge has always been at the center of their jobs."

Perhaps I am too easily influenced by what I have read but it didn't take a giant leap of faith for me to believe that I was the one to work on a system that would ensure that information flows more efficiently throughout the firm. However, KM is never left up to one person.

Everyone in the entire organization is in some way involved if the strategy is to be a success. Collaboration and teamwork are the underpinnings of KM and everyone has to buy into it.

Our firm, like many, is comprised of lawyers, students, legal assistants, secretaries, office/central services staff, accounting staff, corporate services staff, human resources staff, marketing staff, library staff, and IS staff. However, we do not have a Legal Research department nor do we have a national affiliation or local branch offices. The group likely to fulfil the KM objective in our firm, i.e. collecting, indexing and retrieving the knowledge and work product, is a team of representatives from the Administrative departments with assistance from several lawyers to both champion the project and evaluate the information.

Collaborate efforts are already underway in our firm. The library staff and the Marketing department collect and circulate client and industry news. Together we also maintain a database of information on the competencies and the activities of the lawyers in the firm and disseminate this information through the Intranet and corporate website. The library staff and HR department publish a firm newsletter and maintain a staff directory on the Intranet. The library and IS staff work closely together in a number of areas. With technical assistance from IS, the library staff was able to create a firm Intranet along with a number of databases using DBTextworks and WebPublisher. Of course the library and IS were fused long ago when we struggled to set up a stable CD ROM environment! All that is needed to improve on these collaborate initiatives is a formal KM strategy and, of course, more hours in the day!

Finding time to work on KM was my first challenge. I presented a plan to the firm's Administrative Manager that would provide more time for me to dedicate to KM. It meant rewriting the job descriptions for the library staff and bringing in a junior clerk to do the filing for the library. The library staff members were consulted at almost every level of this process. Essentially what we did was break down the library operation into tasks, gave each task a value and then divided the work between the three library staff and the part time filing clerk. I will consult daily with the reference librarian

and will be available to assist with research. I will meet weekly with both the reference librarian and the senior library assistant to discuss collection management and invoicing issues. We will hold brief monthly staff meetings to monitor other issues. This plan may not work for everyone but we are lucky to have competent hard working staff members who work well as a team. In addition, a key component to our plan is having two librarians on staff.

I hope that ultimately representatives from HR, IS, Marketing and the Library will build managerial alliances and work as "cross functional" or broad based teams. For the purposes of KM I will likely co-ordinate the efforts of the team. Some firms may look at creating a new management position for KM. For instance Steve Matthews, of Clark Wilson, began as their Webmaster at a time when most firms were still just considering their presence on the Internet. In this non-traditional position his mandate appeared fairly broad. Initially he created their corporate website and their firm intranet, and managed resources for marketing purposes but his role expanded quickly to include setting up a Knowledge Management system for the firm. As his position grew and the staff in the firm changed he took over as Manager of the library services and hired a librarian to work with him.

Steve has not decided what his title should be yet. He has his Masters degree in Library Science and is a trained systems analyst but the traditional titles do not describe his role in the firm. Admittedly, *Librarian* may not carry the same business cache as Chief Knowledge Officer (CKO) or Chief Learning Office (CLO), titles emerging as organizations take responsibility for their intellectual capital. Steve is considering *Manager of Knowledge Services*: it implies a broader mandate than *Manager of Library Services* but includes the library resources. Whatever the title, the role involves "three critical responsibilities: creating a knowledge management infrastructure, building a knowledge culture and making it all pay off economically." (Maiden)

The initial proposal that I presented to the Office Administrator was to reorganize the responsibilities in the library and arrange for compensation reviews for the library staff. It included my objective to implement a

strategy for KM. The plan is to start small; address the immediate needs of those people that have shown an interest, and to build commitment and awareness. Since I am already managing the Intranet I will simply develop it further for KM *and beyond!* The Office Administrator backed the proposal wholeheartedly.

In the meantime I organized a few brainstorming sessions with three of our senior associates. We discussed ideas for a KM strategy and I familiarized myself with their document production issues. I also discussed KM with our IS Manager. He is interested in KM also and welcomed the chance to formalize a plan. I solicited support for the proposal to implement KM from three key partners: a partner on the Executive Committee, a partner on the Technology Committee and a partner on the Marketing Committee. As a member of the Technology Committee I arranged that KM be an item for discussion on the agenda at every meeting. I met with a group of litigation lawyers to discuss their document management issues. And finally, I met with groups that use Word templates and macros to create work product, e.g. the Corporate Services manager, Legal Assistants in Land, etc., to discuss issues they have managing documents. My initial proposal and the possibility of developing it further was eventually discussed at a Partners' meeting and endorsed by the Executive Committee. They also set aside financial resources for KM in next year's budget.

How?

While no single path to successfully implementing knowledge management in a professional services environment exists, recognizing key types of knowledge and carefully reading the organizational culture are critical to KM success. Unfortunately, the culture found in law firms, generally, is the antithesis of what you need to implement a KM strategy. KM requires a collaborative, co-operative environment but lawyers tend to work alone and focus on their own practice rather than nurture the firm. Some withhold knowledge for political reasons -- they may perceive a loss of power, or they simply may not trust the reliability of the infrastructure that currently exists for sharing information in the firm. Furthermore, since lawyers bill themselves out at an hourly rate, they literally cannot afford the time it takes to share knowledge. For

whatever reason, there is a lack of incentive to share knowledge within the firm and cultural changes need to occur for KM to work.

Lawyers must be encouraged to share knowledge. While some lawyers will not participate, far more will usually be willing to share knowledge among their peers where the subject matter or context is stimulating and relevant, or the benefits are self-evident. They will be inclined to share knowledge if it reduces the time to turn a document around to the client, if a core competency for partnerships is whether the lawyer is a good mentor or coach, or if the process for sharing is quick, simple and efficient. (Sbarcea) It will be necessary to devise creative means to reward lawyers for putting time into a non-billable knowledge transfer process. Non-billable time spent on KM will pay for itself many times over in the future.

Whether it is happening effectively in your firm or not, knowledge is already being shared and it must be captured within a KM system. All practice or industry groups, administrative groups and committees generate, use, mediate or synthesize various types of knowledge. Work product, expertise and information databases exist. Lawyers attend in house seminars, presentations and training sessions where people interact and learn key issues or new developments relevant to their practice area. All of this knowledge must be collected, mediated and made accessible and KM workers must attend as many practice/industry group meetings as possible.

More challenging is finding the knowledge that is not being shared or that you don't know exists. Many KM initiatives begin with an "information audit". This requires carefully and systematically observing how lawyers, professional managers and employees collaborate and reciprocate (or not as the case may be). Audit questions as suggested by Chris Maiden at the firm Appleby, Spurling and Kempe:
- how do you exchange key knowledge, learn and capture what you need to for your job?
- what skills and competencies do you possess that could be useful to others
- what categories of knowledge do you generate, mediate or synthesize?

- what internal and external contacts do you use for referral purposes or whom might you use to get the inside track on a problem?
- what rewards or incentives would induce you to share or exchange your expertise?

Most KM experts will then map the results of the audit. A map should illustrate who in the firm knows what, detail what knowledge exists, and chart how information flows and knowledge is transferred throughout the firm. The map will reveal the gaps in knowledge and in flow.

Knowledge Management and Technology

It has been more than a year since Martin Felsky discussed the concept of "knowledge management" at a VALL luncheon meeting. Those in attendance, likely all agreed with him that it was crucial for law firms to create and implement knowledge management policies and practices to manage the firm's intellectual capital. However, I suspect that many did not want to hear that a "work product retrieval systems" (wprs) was only one small aspect of KM. Most of us were there to discover which program was best suited to manage our documents, hoping that it was the biggest piece of the KM puzzle.

Every KM article emphasizes the same thing: "Strategy must focus on people, process and successfully changing your firm, first and foremost. Technology is simply an enabler to provide easy access to the knowledge, rather than the answer to the problem." (O'Connor) With this in mind it is best that the technology be easy to use and preferably provide access to all the information resources through a single interface. Intranets are often used in a KM system. In fact, portals, Internet technology that allows people to collaborate on-line and at the same time offers access to external and internal information and processes, are extremely popular in KM.

An Intranet or portal makes it possible to extract all relevant information from a range of repositories and view it as a single logical collection. Most firms provide access to information through a variety of repositories: library databases are accessible through software maintained by the library, work product is accessible through a document management system

maintained by IS, and the Internet is accessible through a browser. Without a single coordinated purpose these resources do not interact and without a strategy guiding them, they suffer from varying degrees of accuracy, currency and value. A system designed within a KM strategy must be reliable and relevant. Users have to trust the system before they will cooperate fully.

John Hokkanen writes extensively on KM systems and suggests that the following functional requirements are important in any system:

- The system must be easy for lawyers to use and browse through documents
- The system should support multiple, different search strategies to appeal to the differing cognitive style of various users - i.e. offer drilling down through links along with search boxes supporting Boolean logic
- The system must allow for "deep" document profiling of numerous fields – use metatags too!
- The system should use a first class search engine with a lot of flexibility
- The document profile information should be extracted from existing systems if possible – allows a user to use familiar terms to locate a document whether these terms are universally accepted or not and also provides the KM workers some insight into the users frame of reference
- The system must have flexible options for generating search results and allow for emailing search reports
- The system should support Web links so that internal and external resources can interrelate
- The system should allow cutting and pasting from the native documents into a new word processing file. There should be no loss of the formatting codes
- The system should provide for easy practice group classification of documents – personalized portals could be designed for practice groups
- The system should provide for easy removal of documents - documents could be vetted through a system that allows users to make comments about the usefulness of the document. KM staff would monitor the comments for instructions
- The system should allow the users to make annotations to the documents and that those annotations should be fully searchable

- The system should support conceptual, dynamic searching against Internet resources
- The system should have on-line, on demand video training clips to teach users how to access the full functionality of the system and opportunities to submit feedback
- The system should use client-server technology for high performance
- The system should be low cost -- Internet technologies generally have a low up-front cost, and, more importantly, a low maintenance cost.
- The system should include document profiling tools – since authors have difficulty profiling documents to a common standard it is important to control and validate the profiling vocabulary.
- The system should support routine automated document screening. New document lists can be sent to the KM manager for consideration on a daily basis. Since so many documents are created each day, tools can be built into the profiling stage that will ensure that some documents are vetted immediately thereby reducing the screening process.

Hokkanen suggests implementing "exclusion criteria" in the profiling stage and predicts that it can eliminate the need to review at least half of the documents created each day. For instance, documents profiled with key words such as "hockey" or "vacation" or "Associate evaluation" would be vetted immediately. Some suggested exclusion filters:
- Documents that had restricted access in the document management system.
- Documents which are identified by a particular client or matter that is particularly sensitive
- De minimis documents regardless of author
- All documents authored by key staff members whose documents are likely to contain sensitive materials
- Documents authored by administrative personnel
- Documents of certain document types authored by paralegals or secretaries
- Documents authored by lawyers, but which relate to the business of law, e.g. strategic plan, associate evaluation
- Documents identified as non business documents

Conclusion

We are only beginning to develop our KM strategy in this firm. There is a tremendous amount of work to do. We will strike a committee in the new year to set goals and implement ideas. But right now we are starting small; creating web pages for practice groups that contain links to some key model documents and precedents along with links to other internal and external resources. We are working with one practice group at a time. It is challenging and exciting now but maintaining the system will be the biggest challenge. We will have to train others to support the system and encourage people to get involved. Hopefully we can build up their trust and belief in a KM system.

Sources consulted

"An interview with Tom Davenport and Larry Prusak, about their new book, *Working Knowledge: How Organizations Manage What They Know*", @Brint Research Institute, 1998 <http://www.brint.com/km/davenport/working.htm> (accessed September 2000)

Dearstyne, Bruce W., "Greeting and Shaping the Future: Information Professionals as Strategists and Leaders", Vol. 4, No. 8, Information Outlook Washington: *SLA*.

Gottschalk, Petter, "Use of IT for Knowledge Management in Law Firms", 1999 (3)The Journal of Information, Law and Technology (JILT). <http://www.ej.warwick.ac.uk/jilt/99-3/gottschalk.html> (accessed September 2000)

Hokkanen, John, "Leveraging a Firm's Archives (with Law Office Memo Banks, Brief Banks, or Work Product Retrieval Systems), Law Practice Technology Center, August 1997. <http://www.lptc.com/articles/leverage.htm> (accessed September 2000)

Hokkanen, John, "Developing Collaborative Document Knowledge Systems", Law Practice Technology Center, February 1997. <http://www.lptc.com/articles/collabdoc.htm> (accessed September 2000)

Hokkanen, John, "Work Product Retrieval Systems", Law Practice Technology Center, (no date). <http://www.lptc.com/articles/workprod.htm> (accessed September 2000)

Maiden, Chris, "The Quest for Knowledge Management: One Firm's Transformation", ABA Law Practice Today, July/August 2000, *ABA Law Practice Management Section*. <http://4.21.247.201/magarticle12029_front.shtml> (accessed September 2000)

O'Connor, Kevin, "Trying to Define and Implement a 'Knowledge Management' Plan", Vol. 6, No. 10, Law Technology News, p. 37, October 1999. <http://www.ltpm.com/october99/second_opinions_p37.html (accessed September 2000)

O'Dell, Carla and Grayson, C. Jackson, Jr. If Only we Knew What We Know: The Transfer of Internal Knowledge and Best Practice, New York:The Free Press, 1998.

Platt, Nina, "Knowledge Management: Can it Exist in a Law Office?: Part I, LLRX.com, December 1997. <http://www.llrx.co/features/km.htm> (accessed September 2000)

Platt, Nina, "Knowledge Management: Part II, LLRX.com, February 1998. <http://www.llrx.co/features/km2.htm> (accessed September 2000)

Sbarcea, Kim, "Making Experience Count: The Knowledge Challenge for law Firms, Legal Anywhere, Inc., 1999. <http://www.legalanywhere.com/mec-km.htm> (accessed September 2000)

St. Clair, Guy, "Qualification Management in Information Services: My Grand Design", Vol. 4, No. 6, Information Outlook, p. 32, Washington: *SLA*.

Wallace, Deb, "KM Challenge: Education for knowledge management in a time of chaotic transition", Vol. 7, No. 3 Information Highways, p. 24, Toronto: *Shinwell Media Group*.

MEMBERSHIP MATTERS

New Members

Frances Wong, Assistant Librarian
Borden Ladner Gervais
1200 Waterfront Centre
200 Burrard Street
Vancouver, BC V7X 1T2
Phone: 640-4048
Fax: 687-1415
email: fwong@blgcanada.com

Nancy Souvestre, Library Technician
Borden Ladner Gervais
1200 Waterfront Centre
200 Burrard Street
Vancouver, BC V7X 1T2
Phone: 640-4048
Fax: 687-1415
email: nsouvestre@blgcanada.com

Steven Matthews, Internet Administrator
Clark Wilson
800 - 885 West Georgia Street
Vancouver, BC V6C 3H1
Phone: 687-5700
Email: stm@cwilson.com
Fax: 687-6314

Peggy Neal, Librarian
Clark Wilson
800 - 885 West Georgia Street
Vancouver, BC V6C 3H1
Phone: 687-5700
Fax: 687-6314

Moves and Marriages

Amber Butler is now Amber Lannon

Kelly Higgins, Librarian
Hewitt Associates
25 Sheppard Avenue West

Toronto, ON
M2N 6T1
Tel: (416) 361-0225
email: klhiggin@hewitt.com

Ana Rosa Blue (now working at CDNX)
304 - 307 W. 2nd St.
North Vancouver, V7M 1E2

UPCOMING EVENTS

Internet Librarian 2000
November 5-9, 2000 • Monterey, CA
Doubletree Hotel & Monterey Marriott

The fourth annual Internet Librarian is a mixture of leading-edge ideas and tools as well as exciting new events — all focused on information professionals and Internet-related technologies. This year the conference program is streamed around five themes:

- **WebWizards' Symposium**, 3 days including Web Tools and Systems
- **Navigating the Net: Searching and Searchers**, 3 days including Training, Search Engines, and Virtual Communities
- **eResources**, 3 days including Content Management and eRoles
- **Intranet Professional's Institute**, 3 days including Portals, Information Architecture, and Knowledge Management
- **Internet@Schools**, 2 days hosted by *MultiMedia Schools*

Preliminary Conference Materials can be found at <http://www.infotoday.com/il2000/overview.htm>

VENDORS CORNER

News from Carswell
                              Submitted by Kim Sorenson

Office Changes
Our Vancouver Office has moved to 12 Water Street effective June 15,2000. The telephone numbers remain the same, and Anne Marie Kelly

may be reached directly at 685-1109. As our two businesses move closer together in the development of work solutions, we needed to be in the same space. Our lease expired, and the Carsware office has more space so that location was renovated to meet the needs of both companies. This strengthens our presence in Vancouver as this is the core of our software component.

ECarswell Update
Our enhancement program continues to pick up its pace as we make many additions to these services. Some recent functionality changes, in response to our client feedback is described below:

Reverse Chronological Order
An option is now available so you may choose to receive your search results for both full text cases and Abridgment digests in order of relevancy, or in reverse chronological order. For full text cases, choose "reverse chronological order" from the pull-down menu entitled "order of results." For digests, choose the "table of contents order" option from the "order of results" pull-down menu. All digests within the same classification appear in reverse chronological order. Digests within the same year appear in alphabetical order.

Faster Citation Retrieval
In order to speed up the retrieval of judicial treatments of cases and statutes, we have streamlined the way this information is searched. Now even long lists are displayed quickly and are printable as a whole.

Enhanced Securities Template
We are about to release a new template for securities.pro that will facilitate searching for securities bulletins and other documents.

Content Additions to Database
Law.pro remains our core database and case law coverage is being strengthened to include unreported cases from 1986-1996. Our coverage of official and other commercial law reports expand to offer comprehensive coverage back to 1977 (currently at 1986). Carswell is also expanding its coverage of Quebec case law.

Legislative tools are also in the development stage for addition to law.pro and we will add comprehensive statutes from all jurisdictions, maintained as continuing consolidations. This will be balanced with comprehensive rules of practice from all jurisdictions.

In the area of Finding Tools, Carswell plans the addition of the Canadian Encylcopedic Digest as well as expanded Canadian Abridgment components, including Words & Phrases and the Index to Canadian Legal Literature.

Finally, specialty databases continue in development as we work toward providing practice specific work solutions.

News from CCH Canadian
Submitted by Janis Pethybridge

At long last, CCH has been given permission to publish information on the CDNX in the Canadian Securities Reporter. A special report has already been sent out to paper subscribers and will appear in the August updates for CD and internet users.

Canadian Corporate Secretary's Guide – Revamped, relaunched and better than ever! Almost the entire reporter has been updated and rewritten, with 10 new chapters on commentary and much, much more.

Securities Protos – this daily update service has been greatly enhanced since its initial launch early in the spring….definitely worth another look! Call now to arrange a free trial, complete with detailed instructions on setting up a profile in order to maximize the valuable information available from this service.

VALL REVIEW

New books:

Annotated Ontario Securities Legislation, 19th Edition, $59.95, with annotations by McCarthy Tetrault.

Bennett on Bankruptcy Precedents (book and CD package), $89.95 – Contains over 400 annotated precedents, forms and letters, which can be downloaded directly into documents.

The CCH Rapid Finder Index serves as a comprehensive index to all CCH subscription reporting services by subject. For example, look up "Corporate Governance" and the index tells you that information on this subject in contained within the Corporate Secretary's Guide and the Director's Manual. The Legislation Index lists statutes by province in a similar manner. Call Janis for complimentary copies of these two handbooks.

Note to internet users: QuickStart user guides are now available to help navigate through the platform. Contact Janis for your free copy.

To receive further information on the above publications or on any matters related to CCH, please contact your local CCH representative, Janis Pethybridge, at (604) 873-1161 or by e-mail at janis_pethybridge@ca.cch.com.

News from Quicklaw Inc

Submitted by Jeff Purkiss

Quicklaw Inc. is pleased to announce three new databases from Law Bulletin Publishing Co., Chicago, Illinois. These databases are the first of Law Bulletin's publications to be mounted on Quicklaw as part of a new alliance between the two companies.

The new databases are:

Chicago Daily Law Bulletin newspaper (access code CHID) The newspaper has been published for 145 years by Law Bulletin Publishing Company,

providing daily coverage of significant legal stories, summaries of court decisions, judicial profiles and articles on law firm management and legal technology. All issues since 1991 will be available on Quicklaw at this time.

Chicago Lawyer monthly magazine (access code CHIL) The magazine has been published monthly for 19 years, featuring articles and surveys on attorneys, law firms, issues and events affecting the legal community, as well as columns by attorneys in a variety of fields including ethics, personal injury, intellectual property and criminal law. All issues since 1991 will be available on Quicklaw at this time.

New Texts from Irwin Law:

Cassels' on Remedies: The Law of Damages (access code CASS) Jamie Cassels' text, Remedies: The Law of Damages, published by Irwin Law in 1999, is now available in Quicklaw database CASS. Irwin Law is a Quicklaw Inc. company.

Jamie Cassels is Professor and Dean of Law at the University of Victoria, where he teaches Contracts, Torts, Remedies and Legal Theory. He is the author of numerous books and articles, a member of the bar of British Columbia and Secretary of the British Columbia Law Institute. In 1999 he was awarded the Canadian Association of Law Teachers Award for Academic Excellence.

Osborne on the Law of Torts (access code OSBO) Philip H. Osborne's text, The Law of Torts, published by Irwin Law in 2000, is now available in Quicklaw database OSBO. Philip H. Osborne is a Professor of Law at the University of Manitoba, where he teaches the law of Torts and the law of contracts. He is co-author with J.C. Irvine and B. Sneiderman of Canadian Medical Law: "An Introduction for Physicians, Nurses and Other Health Care Professionals", second edition.

British Columbia Review Board (Criminal Code) Decisions New Quicklaw database BCRB. The British Columbia Review Board is an independent tribunal established under the Criminal Code of Canada to review the cases of mentally disordered persons who are alleged to have committed a criminal offence. This database will be backdated to 1992.

British Columbia Judgments Historical
Backdating continues daily on the database BCJH (pre 1985). Over 2000 judgments have been added

News from the B.C. Courthouse Library Society

The B.C. Courthouse Library has ordered the new Bob Berring tapes entitled *Legal Research for the 21st Century*.

The tapes cover the following:
Tape One: The Basics
Tape Two: Case Finding and the Future of Cases
Tape Three: Citators and Secondary Source Research
Tape Four: Statutes, Legislative History & Administrative Materials
Tape Five: Research on the Internet & Research Strategy

This 5½ hour video series completely replaces the *Commando Legal Research* videos. Law Librarians may borrow one or more tapes from the Vancouver Courthouse Library by contacting Dorothy Cameron at 660-2841 or 1-800-665-2570, fax (660-2821)or bccls@bccls.bc.ca

News from CLE

submitted by Karen Imeson

New faces
We're excited that Drew Jackson has assumed full time duties at CLE as Manager, New Media. Many of you know that Drew is responsible for the development of CLE's website and other new media

offerings as well as our award-winning Case Digest Connection E-mail and Archive services; he will discontinue his editorial duties. To help fill the gap in editorial, our books department welcomed legal editor Laura Selby as the lawyer responsible for editing our family law and litigation practice manuals.

Exceed Magazine
Welcome to *Exceed*, CLE's new bi-monthly guide to the CLE learning opportunities and resources that help you provide better service. Most of you received issue #1 in August, and know that *Exceed* includes everything CLE offers--from courses to publications, case digests, and brief articles on key practice points written by leading B.C. lawyers. With *Exceed*, we hope to reduce the amount of mail you receive by replacing our course Calendars and publications Catalogues and brochures. This magazine is a work in progress; CLE welcomes your comments and thanks those who've already provided feedback. Watch for issue #2 in mid-October.

CLE.web
If you attended the 4th Annual Law Librarians and Research Lawyers Lunch this past May, you heard about this project. For the rest of you, *CLE.web* is the working title of a significant revamping of our free website targeted for a November 2000 launch. Some features of our new site: (1) access updates on recent legislative changes, cases, and practice developments; (2) search a growing collection of articles analyzing legal and practice developments, written by leading practitioners; (3) access information through practice area home pages, putting at your fingertips all related articles, legal updates, course offerings, publications, and more; (4) keep informed with weekly e-mail updates, analysis, and features delivered to your desktop; (5) use a much improved search engine to easily and quickly find information, courses, or publications by keyword, area of practice, date, and more.

Thanks to those in the library community who gave their time and contributed valuable insight and ideas during the development of our web project. We are always interested in your feedback on our web initiatives; please feel free to pass on comments or suggestions to Drew Jackson at djackson@cle.bc.ca or Mary Conibear at mconibear@cle.bc.ca

New Publications
Buying & Selling a Business
This long awaited collection of annotated precedents for business acquisitions, will be available on October 27, 2000. *Buying and Selling a Business—Annotated Precedents* compiles precedents for business transactions, whether asset purchase, share purchase, or escrow agreement and includes concise practical annotations. To kick off this new title, we are holding a seminar on October 27, 2000 where the authors and editorial board will walk registrants through the book, section by section.

Annotated Family Practice, 2000-2001
Note the new name for the third edition of the former *Annotated Guidelines & Family Practice*! The new title better reflects the content, which now includes hundreds of annotations to the *Family Relations Act*, as well as continued annotation to the Child Support Guidelines and the *Child, Family and Community Service Act*. Key inclusions to this edition are the November 1, 2000 amendments to the Child Support Guidelines, new Supreme Court Rule changes, and amendments to the *CFCSA*. This up-to-date compilation of family law statutes, rules, and practice directions—current to September 1, 2000—is now available.

British Columbia Court Rules & Forms 2000-2001 on Disk
CLE's 2nd edition of *British Columbia Court Rules & Forms 2000-2001* is now available. This book and disk package includes all court forms from both the B.C. Supreme Court and B.C. Court of Appeal, as well as the full text of the consolidated rules from

both levels of court. The disks are formatted in Word 6 for Windows and WordPerfect 5.1 for DOS, allowing you to quickly create forms that are up-to-date, consistent, and accurate, and to search the Rules of Court for keywords and copy selected rules into other documents.

INTERNET CORNER

The Federal Court of Canada launched new Internet site on September 1, 2000 www.fct-cf.gc.ca.

Stuff about Google that you wanted to know but were afraid to ask:
The folks that developed Google were at university trying to finish their degrees in Sept. 1998 but got so excited about their dissertation project that they turned it into a company. Google works like this: The entire Web is constantly downloaded onto Google's computers, where it is aggregated, indexed and prepared for searches. Google has revolutionized searching on the web with its patent-pending PageRank^{TM} technology. PageRank leverages the structural nature of the web, which is defined by the way in which any web page can link to any other web page, instantly, directly, and without an intermediary.
In essence, Google interprets a link from page A to page B as a vote, *by* page A, *for* page B. Google assesses a page's importance by the votes it receives. But Google looks at more than sheer volume of votes, or links; it also analyzes the page that casts the vote. Votes cast by pages that are themselves "important" weigh more heavily and help to make other pages "important." These important, high-quality results receive a higher PageRank and will be ordered higher in results. In this way, PageRank is Google's general indicator of importance and does not depend on a specific query.
Of course, important pages mean nothing to you if they don't match your query. So, Google uses sophisticated text-matching techniques to find pages that are both important and relevant to your search.

For instance, when Google analyzes a page, it looks at what those pages linking to that page have to say about it.

In order to do the computation, Google splits up the work on hundreds -- and perhaps thousands -- of low-cost PCs running the free Linux operating system, linked together in a parallel and redundant network. The system turns the low-end PCs into a supercomputer at a fraction of the price. The google developers plan to use $25 million to beef up the company's infrastructure and technology and quadruple its staff from 23 to 100 by years' end. They have been buying PCs for its network in shipments of 80 at a time, though the company wouldn't disclose exactly how many computers it has.

SYMBOLS.com <http://www.symbols.com> contains more than 2,500 Western signs, arranged into 54 groups according to their graphic characteristics. In 1,600 articles their histories, uses, and meanings are thoroughly discussed. The signs range from ideograms carved in mammoth teeth by Cro-Magnon men to subway graffiti.

ConvertIt.com <http://www.convertit.com/Go/ConvertIt/> contains tons of measurement, time and currency conversion tools.

NEW PUBLICATIONS

(excerpt from the Business Information Interest Group Newsletter, an SIG of CLA) Most business librarians will recall Barbara Brown's *Canadian Business and Economics: A Guide to Sources of Information* (the third edition published by CLA in 1992). There have been requests to update it, or to provide new information on business sources for Canada. There will be a change of title, and it will be jointly published by CLA and the Business Research & Marketing Association. It updates BRMA's previous Directory. Barbara Brown's publication had a more academic approach, while

BRMA's was aimed at practising market researchers. The general layout will be by industry sector (broadly in NAICS order), with separate sections on general government, statistical, news and company sources, etc. (i.e. sources that are not industry-specific) and some other general information sections. It will cover print and electronic directories, databases, guide to periodicals and associations, important web sites, etc.
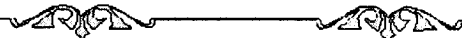
VANCOUVER ASSOCIATION OF LAW LIBRARIES
STATEMENT OF INCOME AND EXPENSES
August 1, 1999 - July 31, 2000

INCOME		
	Membership fees	1,960.82
	Bank charges / interest (Net)	9.75
	Lunch meetings (Net)	56.61
EXPENSES		
	Postage, printing, and stationary	299.34
	Post Office box	101.65
	Miscellaneous	1,487.21
NET INCOME		138.98
Chequing Account Balance	as of July 31, 2000	4,250.23
Shares		61.80
Peter Bark Memorial Fund		
	Term deposit (matures April 18, 2003)	10,500.00
	T-Bill Savings Account	2,226.54
	Shares	76.94