TAKING ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

SEMINAR  NOVEMBER 27, 2012
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TAKING ADVANTAGE OF LAW FIRM
KNOWLEDGE MANAGEMENT FOR
LAW DEPARTMENTS

AGENDA

7:30 am  Breakfast and Registration
8:05 am  Taking Advantage of Law Firm Knowledge Management for Law Departments
          Andrea Alliston, Partner, Knowledge Management, Stikeman Elliott
          Samantha Horn, Partner, Corporate and M&A, Stikeman Elliott
          Jolie Lin, Deputy General Counsel & Chief Knowledge Officer, BMO Financial Group
8:55 am  Question and Answer Period
9:00 am  Closing Remarks
TAKING ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

CONTENTS

SPEAKERS
Andrea Alliston, Partner, Knowledge Management – Stikeman Elliott
Samantha Horn, Partner, Corporate and M&A – Stikeman Elliott
Jolie Lin, Deputy General Counsel & Chief Knowledge Officer – BMO Financial Group

PRESENTATION SLIDES
Are You Taking Advantage of Law Firm KM?

RESOURCES
10 Ways to Take Advantage of Law Firm KM
Productivity and Priorities: An In-House Perspective on Knowledge Management
List of Other Resources

STIKEMAN ELLIOTT FIRM PROFILE
An overview of Stikeman Elliott
TAKE ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

PROFILES OF TODAY’S SPEAKERS

Andrea Alliston  
Partner, Knowledge Management  
Stikeman Elliott

Samantha Horn  
Partner, Corporate and M&A  
Stikeman Elliott

Jolie Lin  
Deputy General Counsel & Chief Knowledge Officer  
BMO Financial Group
Andrea L. Alliston

5300 Commerce Court West, 199 Bay Street, Toronto, Canada M5L 1B9
Direct: (416) 869-5694    Fax: (416) 947-0866    aalliston@stikeman.com

**Law Practice**

Andrea Alliston is a partner in the Toronto office, and is responsible for the strategic direction of knowledge management in Toronto, leading our knowledge management initiatives, spearheading programs to capture and leverage our intellectual capital and working with practicing lawyers on innovative approaches to delivering legal services to clients. She is also responsible for the Toronto office's strategic initiatives on legal project management, budgeting and fee arrangements, working closely with other senior management.

In her role, Ms. Alliston oversees our Toronto Knowledge Management team, works with our other offices on turning the firm-wide knowledge management strategy into actionable projects and consults with clients on their own knowledge management initiatives. She also leads the development and enhancement of the firm’s extensive precedent, legal resources and client facing collections, ensuring that our precedents, other legal resources and client materials are cutting edge and reflect the latest developments in the law and business practices.

Our practicing lawyers consult with Ms. Alliston on a variety of legal and drafting issues and she is also a member of the Toronto office Opinion Committee. Prior to her knowledge management role, Ms. Alliston practised corporate law with the firm for six years. Her practice focused on mergers and acquisitions, private equity funds and venture capital transactions. She also worked on a broad range of other corporate and commercial matters.

**Professional Activities**

Ms. Alliston frequently speaks internally and outside the firm on substantive legal topics, knowledge management, legal project management and fee arrangements. She is active in the legal knowledge management community in Toronto and is a member of the Toronto Legal KM Group. She is also a member of TOROG (Toronto Opinions Group) and the Canadian Bar Association.

**Publications**

Ms. Alliston's publications include:


"OBCA amended to make unanimous shareholder agreements binding on purchasers without notice", *M&A Update* (Stikeman Elliott), March 2007.

Ms. Alliston's presentations include:


> "Using Linked Taxonomies to Leverage Content", Taxonomy Bootcamp, San Jose, California, November 2007. Co-presented with Sylvie Hebert.

**Education**

Dalhousie University (LL.B. 1995), University of British Columbia (B.Com. 1991).

**Bar Admission**

Samantha Horn
5300 Commerce Court West, 199 Bay Street, Toronto, Canada M5L 1B9
Direct: (416) 869-5636   Fax: (416) 947-0866   sghorn@stikeman.com

Law Practice
Samantha Horn is a partner in the Toronto office of Stikeman Elliott and practices corporate and commercial law. Her practice is primarily in the areas of mergers and acquisitions and private equity and venture capital financing, including investments and buy-outs, as well as fund formation activities. Ms. Horn is the head of Stikeman Elliott’s Private Equity and Venture Capital Group in Toronto.

Ms. Horn has been recognized by the International Who’s Who of Private Funds Lawyers 2013, the 2012 Lexpert/American Lawyer Guide to the Leading 500 Lawyers in Canada for Corporate Mid-Market and The Canadian Legal Lexpert Directory 2012, as a leading practitioner in the Corporate Mid-Market and Private Equity sectors. She is also listed in The Best Lawyers in Canada 2010 for Securities Law, and PLC’s Which Lawyer as “highly recommended” for Private Equity: Fund Formation and “recommended” for Private Equity: Buyouts and Practical Law.

Professional Activities
Ms. Horn is a fellow of the American Bar Foundation and is the immediate past chair of the Private Equity and Venture Capital Committee of the American Bar Association’s Business Law Section. In August 2010, she was appointed to the Council of the ABA’s Business Law Section for a three year term. Ms. Horn is also a member of the Canadian Venture Capital & Private Equity Association, Women in Capital Markets and WAVE - Women’s Association of Venture and Equity, a U.S. organization. She is co-chair of Canadian Women in Private Equity. She is a committee member for the Capital Connection of the Association for Corporate Growth Toronto.

During the time she was an associate at Stikeman Elliott, Ms. Horn was seconded for a short period of time to Working Ventures Canadian Fund Inc., a labour-sponsored venture capital fund, as an investment analyst.

She has participated as a speaker in various seminar programs with respect to private equity and venture capital financing and fund formation, most recently at various ABA meetings. Recently, she moderated a panel on the Life of a Start-up at the IBA conference in Silicon Valley November 4-6, 2012, spoke on Shareholders’ Agreement exits for the Law Society program held on September 14, 2012 and spoke on Private Equity Investments in the Mid-Market at the Insight Conference on Private Equity on September 24 and 25, 2012.

Publications
Ms. Horn has written various articles on issues of interest to private equity and venture capital firms which include:
> “Working Capital as a price adjustment tool”.
> “To bind or not to bind: a recent case on a binding letter of intent”.
> “Top 10 Issues to Consider in Creating a Private Equity Fund”.
> “Employee Optionholders and Shareholders – Foresight is Key to Maintaining Flexibility for the Future”.
> “OSC Decision in Momentas Case Raises Registration Concerns for Private Equity and Venture Capital Funds”.
> “Representation and Warranty Insurance: A Better Way to Get Deals Done?”
> “Board Observers Beware: A Discussion of Liabilities and Risks Facing Board Observers from a United States, Canadian, and Italian Law Perspective”.
> “Staying Out of Jail: Beware of Section 347”.

**Representative Work**

> CAI Funds in connection with fund formations and various investments including in DynaPlas Ltd., Plastube Inc., and Shred-Tech Inc.
> OMERS Private Equity and Marketwire on the acquisition of Sysomos Inc.
> JLA Ventures in its investment in I Love Rewards Corp. and on the conversion of its existing investment in I Love Rewards Inc. into exchangeable shares.
> JLA Ventures in its investments in Glassbox Television Inc. and Blue Ant Media Inc.
> Canterbury Park Capital L.P. in its investment in Paragon Pharmacies Limited.
> XPV in its investment in Pionetics Corporation and Calco Environmental Group Ltd.
> QuickPlay Media Inc. in various financings and in the sale to Madison Dearborn.
> VentureLink funds in connection with numerous investments.
> Zylog in its acquisition of assets of the Brainhunter Group.
> Maximum Seafood in the sale of shares to Premium Brands Holdings Corporation.
> The founders of Bonnie Togs in the sale of their shares to Carters Inc.
> BiblioCommons Inc. in respect of various investments.
> Integra in the sale of its group retirement services business to Bank of Montreal.
> Investeco in fund formations and investments in Woodland Biofuels Inc.

**Education**


**Bar Admission**

Jolie Lin
Deputy General Counsel & Chief Knowledge Officer,
Legal Corporate & Compliance Group,
BMO Financial Group.

Jolie is responsible for the development and management of global knowledge management initiatives (information technologies, model precedents, legal research resources, legal risk management framework etc.), records and information management system, including centralized litigation support (e-discovery, litigation holds etc.), project management, internal collaboration systems, and coordinating internal training/professional development programs.

Prior to joining BMO, Jolie was a partner at Osler, Hoskin and Harcourt LLP in the firm’s Financial Services Group, and more recently prior to joining BMO, was Associate General Counsel at Vale Inco Limited, responsible for Knowledge Management.

Jolie received her Bachelor of Law degree from Osgoode Hall Law School in Toronto, Canada.
TAKING ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

PRESENTATION SLIDES
Are You Taking Advantage of Law Firm KM?

November 27, 2012
Agenda

- What is Knowledge Management
- Why Knowledge Management for in-house legal?
- 10 Ways to Take Advantage!
  1. CLE
  2. Current awareness
  3. Asking your external counsel for precedents
  4. Developing precedents together
  5. Building your collection beyond precedents
  6. Deal rooms/online collaborative spaces
  7. Access to your own information
  8. Legal project management
  9. Tailored value-based solutions
  10. KM and technology consulting
Are You Taking Advantage of Law Firm KM?

WHAT IS KNOWLEDGE MANAGEMENT?
Can you define it?

“Knowledge Management comprises a range of strategies and practices used in an organization to identify, create, represent, distribute, and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizations as processes and practices.”

Wikipedia
At Stikeman Elliott LLP:

- Developing and enhancing the firm's legal resources collections, ensuring that our precedents and other legal tools and resources are cutting edge.

- Capturing and managing the firm’s intellectual capital so as to make it available to those who need it, when they need it.

- Monitoring new developments and changes in the law which have an impact on practice and supporting practice groups in responding to these changes.

- Providing clients with access to meaningful legal content.

- Supporting efforts to meet increasing client demands for efficiency, budgets and alternative fee arrangements and offering new and innovative services to clients.

- Ensuring we have the people, technology and infrastructure to support these initiatives.
At BMO Financial Group:

- Organizing information into useful, re-usable, retrievable knowledge
- Developing best practices to ensure consistency and excellence of work product and greater efficiencies and productivity
- Capitalizing and leveraging intellectual expertise and maintaining institutional knowledge
- Enhancing continuing learning and professional growth
- Encouraging knowledge sharing and collaboration
Are You Taking Advantage of Law Firm KM?

WHY KNOWLEDGE MANAGEMENT IN-HOUSE?
Why KM In-House?

“If only HP knew what HP knows, we would be three times more productive”

Lew Platt
former CEO of Hewlett-Packard
Why KM In-House?

- At BMO, KM was brought into the department to among other things, enhance quality control, standardize and streamline processes and increase efficiencies.

- Enterprise wide there is a new focus on productivity – “doing more with less”.

- KM has taken a look at the services provided and rebranded to echo the enterprise’s new focus on ensuring that time, energy, talent and budget are distributed appropriately.

- We can now give substance to implementing change and seeing each process through a lens of improvement opportunity.

- See “Productivity and Priorities: An In-House Perspective on Knowledge Management”
Are you Taking Advantage of Law Firm KM?

10 WAYS TO TAKE ADVANTAGE!
1. CLE

- Make the most of client CLE sessions offered by external counsel.
- Ask external counsel to include you in internal CLE programs.
- Ask external counsel to develop tailored CLE for your in-house lawyers or business units.
- Develop your own list of CLE sessions and then ask your external counsel to help you with those sessions.
- Maintain a library of CLE/reference materials from internal and external sources

**Putting it into Practice:** BMO establishes a CLE calendar for the year setting out the sessions to be offered and who (inside or outside counsel) will be leading the session.
LCCG Learning Series

The LCCG Learning Series events are seminars or workshops designed to support you in your learning arc within LCCG. Each presentation provides current information, research and analysis on emerging issues in the legal and banking industries on a wide range of topics, and are often customized to BMO's particular position. While most events have a legal or compliance aspect, all LCCG members are welcome to attend. From time to time, we also invite clients of LCCG.

Click on any of the events to see more information, as well as the presentation materials. You will also find registration information.

Upcoming LCCG Learning Events

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<tr>
<th>Event Name</th>
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<tr>
<td>Who's Got Your Back? (PM Session)</td>
<td>11/20/2012 1:30 PM</td>
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<tr>
<td>Bank Liability for Fraud</td>
<td>11/28/2012 9:00 AM</td>
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<td>Developments in M &amp; A, Competition and Acquisition Finance</td>
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Upcoming External Events

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<td>11/19/2012 12:00 AM</td>
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<td>Proposed Amendments to the Income</td>
<td>11/20/2012 10:00 AM</td>
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<td>How to protect your operations and investments abroad from negative sovereign interference: prescriptive investment structuring and investor-state arbitration</td>
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<td>Current Issues in Privilege for In-House Counsel</td>
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1-3
## Continuing Legal Education - External Events

<table>
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<tr>
<th>Start Date / Time</th>
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<td>McCarthy Tetrault</td>
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<tr>
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<td>Proposed Amendments to the Income</td>
<td>Osler</td>
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<td>Register</td>
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| 11/21/2012 12:00 AM | How to protect your operations and investments abroad from negative sovereign interference; preemptive investment structuring and investor-State arbitration | Stikeman Elliott          | Toronto | For more information |}
| 11/21/2012 8:00 AM    | Leadership Series: Compelling Communication for Leaders                    | Boulton                   | Toronto | Registration Form  |
| 11/21/2012 8:00 AM    | Current Issues in Privilege for In-House Counsel                            | Davies                    | Toronto | Register           |
| 11/21/2012 8:00 AM    | Key Trends and Hot Topics for In-House Counsel                              | Tarys                     | Toronto | Register           |
| 11/21/2012 5:15 PM    | A Quick & Dirty Introduction to the Conflict of Laws (Part Two): The Jurisdiction of the Ontario Courts and the Recognition and Enforcement of Foreign Judgments (with Angela Swan) | Toronto Lawyers Association | -     | Register           |
| 11/22/2012 9:00 AM    | Autumn employment update                                                    | Allen & Overy             | London | Registration Form  |
| 11/23/2012 12:30 PM   | Taking security over financial collateral - an evaluation of the Financial Collateral Arrangements (No 2) Regulations 2003 | Allen & Overy             | London | Registration Form  |
| 11/26/2012 12:00 AM   | Competition Law: Effective Compliance in an Era of Active Enforcement       | Lexpert                   | Toronto | Register           |
| 11/27/2012 7:30 AM    | Legal Update for Banks - What’s New? (Part 1 of 2)                         | Fasken Martineau          | Toronto | Register by November 21, 2013 (or Progra |
2. Current Awareness

- Staying on top of changes in the law and new developments that impact your business or practice.

- How difficult is it to turn a law firm's internal processes into external ones? It sounds like a good idea but can be much more work than people bargained for.

**Putting it into Practice:** Stikeman Elliott turned an internal weekly securities law update into a blog and internal case summaries into an external publication.
IIROC to update guidance on marketplace disclosure for trade confirmations

POSTED ON AUGUST 1, 2012

On July 27, the Investment Industry Regulatory Organization of Canada (IIROC) released proposed guidance respecting the marketplace disclosure language it would deem acceptable for trade confirmations. The guidance follows its April 2010 proposal, expected to be approved by securities regulators on or before October 15, 2012, that would require trade confirmations to disclose the marketplace on which a trade was executed or other marketplace language acceptable to IIROC.

Assuming approval of the proposed amendments, IIROC would deem the following disclosure language acceptable where an order was executed on a single marketplace in Canada, multiple marketplaces in Canada, a foreign organized regulated market (including one in the U.S.), or any combination of one or more marketplace and foreign organized regulated markets:

"Traded on one or more marketplaces or markets, details available upon request."

The guidance would be effective October 15, 2012, which would coincide with the implementation date of UMIR amendments respecting the regulation of short sales, failed trades, dark liquidity. For more information, see IIROC Notice 12-0236.

TAGS: Continuous & Timely Disclosure, Self-Regulatory Organizations

Alpha proposals to bring dark liquidity changes to Intraspread functionality

POSTED ON JULY 27, 2012

Alpha Exchange yesterday published proposed public interest rule amendments intended to bring IntraSpread functionality in compliance with UMIR dark liquidity provisions that are coming into force on October 15, 2012.
2. Current Awareness

- Leverage current awareness publications produced by your outside counsel.
- Use free technology (Google reader; Yahoo pipes, Protopages, Twitter, Flipboard) to monitor free updates/blogs/newsletters.
- It just takes a bit of organization to get set up.

**Putting it into practice:** Stikeman Elliott was approached by a client for some help with monitoring class action developments in Canada. We worked with that client to set up a free internet RSS reader and assisted them in identifying available free resources that would meet their needs.
2. Current Awareness

- Incorporate the material into your own collections.

**Putting it into Practice:** BMO uses its intranet to post developments from a range of sources
LCCG Current Awareness and Professional Development

NEW LIBRARY ACQUISITIONS

Canadian Contract Law, 7th Edition

Did you know we receive the National Law Journal & LegalTimes on a weekly basis?

CURRENT AWARENESS

Here are this week’s highlights:

Legal, Corporate & Compliance Group

- Toronto Government Appointment Announcements to Bank of Canada Board of Directors
  - Risk Unit, How Are DTs Created? http://www2.boc.ca

Office of the General Counsel

- Project Management with an Organizational Psychology Approach

Compliance

- Data Privacy & Security Compliance Program

Capital Markets

- The Banks’ Appetite For Credit Is Taking a Break From U.S.

Securities

- Illinois Supreme Court Reconsidering Private Tort and Affairs of Entity: Legal Under Agency Law

P&I Canada

- Expert Second Thoughts on the Proposed Canadian Postal Card Regulations

Regulatory

- Always Be Prepared: Bank Inspections?

Lending

- Recent Weeks’ Impact From the EU

Securities

- Incontenentes Changes to Canadian Law

PROFESSIONAL DEVELOPMENT

Please contact Heather Knox if you would like to attend any of these events:

Upcoming LCCG Learning Events

- (16 Nov) Who’s Got Your Back? (Chicago)
- (22 Nov) What’s in Your Back? (Toronto, AM or PM sessions)
- (28 Nov) Bankruptcy for Fraud: Toronto (WebEx)
- (2 Dec) Recent Developments in M & A, Competition and Acquisition Finance (Toronto, WebEx)

Select Upcoming External Events

Visit the Professional Development Portal for a full list:

- (15 Nov) Recent Legal Developments in IP Protection – How They Impact Your Business (McCarthys, Toronto)
- (16 Nov) Current Transactions – Legal Documentation (Post-Global-Finance, New York)
- (21 Nov) Key Trends in the Technology Industry (Toronto)
- (21 Nov) Leadership Series: Connecting Communication for Leaders (Dudley, London)
- (24 Nov) Implications of Social Media for the Law (Toronto)
- (27 Nov) Legal Update for Banks – What’s Next? (Part 2) (Fischer Martinez, Toronto)
- (27 Nov) Taking Advantage of Law Firm Knowledge Management for Law Departments (Dentons, Toronto)
2. Current Awareness

- Automate it

**Putting it into Practice:** RBC automatically includes client updates and articles received from law firms into their fully searchable DM system. See “Law Firm-in-a-Box”

- Engage a firm to provide a custom tracking service on particular issues
To: RBC Financial Group [stikeman.law.sgo@worksite.rbc.com];
Sent: Tue 7/17/2012 10:10:32 PM
Subject: Working capital as a purchase price adjustment tool

From: Stikeman Elliott LLP

Stikeman Elliott Newsletter
ELLIOTT LLP
M8PPAYA update July 2012
3. Asking Law Firms for Precedents

- The in-house department perspective:
  - Will access to external counsel's precedents really help?
  - How will we keep them up to date?
  - Are outside precedents what we want as our source document?
  - What is the impact from a risk management perspective?
  - What is a reasonable ask?
  - Should we compensate the firm for them in some way?

**Putting it into Practice:** BMO’s ask for a confined group of documents where there were enough examples in the main and it was not work that would come to the firm.
3. Asking Law Firms for Precedents

- The law firm perspective:
  - It depends on what we are being asked for.
  - Are we giving away work that would otherwise come to us?
  - Is there liability that could flow from this?
  - What is the value of the documents?
  - What should we expect in return?
  - How can we be helpful without giving away our core intellectual capital?
4. Developing Precedents Together

- Engaging external counsel to develop your own precedents
- Why use external counsel?
  - Speed?
  - Expertise?
  - Cost effective?
- You need to think about how these documents will be kept up to date.

Putting it into practice:
- Private equity/venture funds
- MSLA and related documentation
5. Building Your Collection

- Tapping outside counsel for other materials for your collections: publications, articles, CLE materials, summaries.

**Putting it into Practice:** Mining Stikeman Elliott’s internal collection to share with clients.

- Building your own collection

**Putting it into Practice:** The Williams Companies, Inc. used Sharepoint wikis to build their own knowledge collection.
Legal Wikis

IMPORTANT: Our wiki pages are where we collect our knowledge and keep it up to date. Wiki pages are organized into category libraries. Everyone has the ability to use, create or edit any of the wiki pages, except those found under “Policies and Procedures” and “Corporate Governance and Compliance”. Although those particular wiki libraries are restricted in terms of who can create pages, everyone can participate in an “FAQ” page within each of those libraries.

- Business General Wikis (Moderator John Gammie)
- Corporate Governance and Compliance Wikis (Moderators Sarah Miller, Will Gault)
- Corporate History Wikis (Moderators Angela Hooper, Cher Lawrence)
- Environmental Wikis (Moderator Laura Hill)
- Gas Pipeliner Wikis (Moderator Randall Conklin)
- Human Resources and Benefits Wikis (Moderators Tony Gehres, Sarah Miller)
- Legal Aid Wikis (Moderator Angie Hooper)
- Litigation Wikis (Moderator Pam Shelton)
- Midstream Wikis (Moderator Mary Frances Edmonds)
- Outside Counsel Wikis (Moderator Danette Gallatin)
- Policies and Procedures Wikis (Moderator Danette Gallatin)
- Real Estate Wikis (Moderator Angela Hooper)
- Tips, Tricks, & Information Wikis (Moderator Mary Teague)
- Directory (Moderator Mary Teague)

Wikis Homepage
### Legal Templates

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<td>Business General</td>
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<tr>
<td>Corporate Governance and Compliance</td>
<td>Sarah Miller, Will Gault</td>
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<tr>
<td>Corporate History</td>
<td>Angela Hooper, Cher Lawrence</td>
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<tr>
<td>Environmental</td>
<td>Laura Hill</td>
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<td>Gas Pipeline</td>
<td>Randy Conklin</td>
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<td>Danette Gallatin</td>
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<tr>
<td>Real Estate</td>
<td>Angela Hooper</td>
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</tbody>
</table>

**Legal Template Library**: The template library is a resource for forms that the department considers "best practice". Use of the template forms is encouraged, but not required. To ensure the library's templates represent the department's best thinking - additions to the library must be pre-approved. Contact your LLT member or the template moderator if you wish to propose a new template.

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**Templates Homepage**
### Business General Template Library

#### Legal Knowledge Management

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Outside Counsel Wiki
## Outside Counsel Template Library

### Legal Knowledge Management

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6. Online collaborative spaces

- AKA Deal rooms and extranets
- Are you aware of what is possible and what your external counsel can offer?
- Should you ask for more work to be done this way?
- Who should host it?
  - The client:
    - The dream!
    - You can control the information and mine it as needed
  - The law firm:
    - It may be easier to piggy back on your law firms
    - Clients have to learn various different platforms
7. Access to your own information

- Going beyond the collaborative deal rooms, what other information could you ask for?
- Online “closing book“ room

**Putting it into practice:** A closing book room for one of Stikeman Elliott’s investment fund clients.

- Corporate minute books
- IP registration information
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7. Access to your own information

- Budgeting, financial and project management information.
  - What is the budget on this matter?
  - How are we progressing against it?
  - What is the status of the file?
  - Could be a range: from emailing budget reports to a real time "financial dashboard"
  - May be more important for smaller clients who do not have e-billing.
  - What can your law firm provide that e-billing can’t?

**Putting it into practice:** Stikeman Elliott will send a client weekly budget reports or post them to an extranet.
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* Standard Amount

Report Totals

Billed Amt ($) 13.00
Actual Hrs 0.0
Budget Hrs 0.0
Actual Amt ($) 13.00
Budget Amt ($) 13.00
Variance ($) 0
% Complete 0
8. Legal Project Management

- The link between LPM and KM
- There is a spectrum of involvement of KM in LPM
- What is your external counsel doing on LPM?
  - Is there training they could share?
  - Are there project management best practices that you could incorporate into your own work or into work you do with outside counsel?
  - Are there tools and resources you could collaborate on to make the process more efficient on both sides?

**Putting it into practice:** Stikeman Elliott has offered our internal project management training to interested clients. We are also working with clients to develop and pilot project management techniques in particular circumstances, including lessons learned at end-of-file debriefs.
9. Tailored Value-Based Solutions

- Collaboration with external counsel in innovative and value driven ways

“...major corporations and financial institutions have in-house legal functions that are being compelled to provide much more for much less. ...there are only two sustainable strategies here. The first is for in-house departments to continue working in the traditional and time honoured way, with the usual combination of in-house work and external service, but to be radically more efficient in so doing. The second strategy is for General Counsel to collaborate in one way or another and so share the costs of some common legal expenses.”

Richard Susskind – The End of Lawyers?
9. Tailored Value-Based Solutions

- Some potential ideas:
  - Subscription based services
  - Automating precedents
  - Client specific FAQ
  - Sophisticated process driven solutions
  - Collaborative spaces: Can you take this to another level?
    - i.e. could you partner with a firm to provide a collaborative space for your board of directors and couple that with relevant legal information for the directors?
    - How can internal and external counsel collaborate more together?
10. KM and Technology Consulting

- KM is easy to talk about and hard to do
- Learn from your external counsel's mistakes!
- There is a range of ways to ask external counsel for help
  - As sounding board
  - Put you in touch with experts
  - Help you develop a strategy or a plan
- Full KM support?
  - Could you engage members from an experienced law firm team KM team to help you demonstrate the value of KM?
  - Pay for KM support from outside counsel at lower rates?
10. KM and Technology Consulting

- You can do something similar with technology consulting
  - E-discovery

**Putting it into practice:** Stikeman Elliott shared its findings from technology testing with a client who was engaged in a similar KM project.
Questions and Answers

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Samantha Horn
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Jolie Lin
jolie.lin@bmo.com
TAKING ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

RESOURCES

10 Ways to Take Advantage of Law Firm KM
Productivity and Priorities: An In-House Perspective on Knowledge Management
List of Other Resources
WAYS TO TAKE ADVANTAGE OF LAW FIRM KM

1 CLE

- Make the most of client CLE sessions offered by external counsel, e.g. by making sure that the right people from your organization attend.
- Ask external counsel to develop tailored CLE for your in-house lawyers or business units or ask external counsel to include you in their internal CLE programs.
- Develop your own list of CLE sessions that would be meaningful to your legal team and ask your external counsel to help you with those sessions. Law firms appreciate suggestions for new CLE topics.
- If you have an intranet, DM system or even a shared drive, you can build your own collection of CLE/reference materials from internal and external sessions.

**Putting it into practice:** Some of our clients have an annual CLE calendar posted on their intranet that outlines the sessions to be offered and who (inside or outside counsel) will be leading the session.

2 Current Awareness

- Leverage current awareness publications produced by your outside counsel to stay on top of changes in the law and new developments that impact your business or practice.
- Use **free** technology (Google reader; Yahoo pipes, Protopages, Twitter, Flipboard) to monitor **free** updates/blogs/newsletters – it just takes a bit of organization to get set up.

**Putting it into practice:** Stikeman Elliott was approached by a client for some help with monitoring class action developments in Canada. We worked with that client to set up a free internet RSS reader and assisted them in identifying available free resources that would meet their needs.

- Incorporate the material into your own collections.

**Putting it into practice:** One of our clients has developed a simple process that automatically saves client updates and articles received from law firms into their fully searchable document management system.

- Engage a firm to provide a custom tracking service on particular issues.

ABOUT STIKEMAN ELLIOTT

Stikeman Elliott is recognized internationally for the sophistication of its business law practice. It frequently ranks as a top firm in domestic and international capital markets, M&A and corporate-commercial law by industry league tables and directories, and is widely regarded as a leader in business litigation. The firm has developed in-depth knowledge of a wide range of industries including energy, mining, banking, insurance, infrastructure, retail, telecommunications and technology.

Our Knowledge Management Group strives to ensure that all our clients receive the full benefit of the firm’s substantial intellectual capital and our lawyers’ shared legal expertise and have pioneered initiatives to enhance the efficient delivery of services for the benefit of our clients.

For more information about our Knowledge Management group or their initiatives, please contact:

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**MONTRÉAL**
Sylvie Hébert
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10 WAYS TO TAKE ADVANTAGE OF LAW FIRM KM
3 Asking Law Firms for Precedents?

- A tricky topic for everyone.
- The in-house department perspective:
  - Will access to external counsel’s precedents really help?
  - How will we keep them up to date?
  - Are outside precedents what we want as our source document?
  - What is the impact from a risk management perspective?
  - What is a reasonable ask?
  - What is the value of the documents?
  - Should we compensate the firm for them in some way?
- The law firm perspective:
  - Are we giving away work that would otherwise come to us?
  - Is there liability that could flow from providing the documents?
  - What is the value of the documents?
  - What should we expect in return?
  - How can we be helpful without giving away core intellectual capital?
- Are other service providers and sources the answer? e.g. ACC, ABA, PLC

4 Developing Precedents Together

- Consider engaging external counsel to assist in the development of your precedents.
- External counsel can bring a broader perspective to the project as a consequence of their exposure to similar documents for other clients.
- If speed is a concern or the project has stalled internally, external counsel can help push it along to completion.
- From a cost-benefit perspective, external counsel may have expertise and experience that will make the drafting process more efficient than doing it internally.

**Putting it into practice:** Stikeman Elliott worked with a client to develop a suite of precedents for technology, consulting and outsourcing arrangements. The documents are used by both the client and the firm when engaged by the client to ensure consistency and as a result are also kept up to date.

5 Building Your Own Collection

- Consider tapping outside counsel for other legal materials for your collections: publications, articles, CLE materials, case summaries, etc.

**Putting it into practice:** Stikeman Elliott was approached by a client for electronic copies of some of our client publications for their intranet. Taking it a step further, we mined our internal collections to identify other KM content that could be shared with that client.

6 Online Collaborative Spaces (aka Deal rooms and extranets)

- Are you aware of what is possible and what each of your external counsel can offer?
- Should you ask (require?) that more work to be done this way? Would it make your internal team and your external counsel more efficient if they worked this way more often?
- Ideally, you would be the host and external counsel would come to you. You can then control the information and mine it as needed.
- The reality for most in-house counsel is that they need to piggy back on what their law firms can offer. The disadvantage is that in-house counsel have to learn various different platforms.
Access to Information Beyond Deal Rooms

- Going beyond collaborative deal rooms, what other information could you ask for?
- Consider an online “closing book” room or online access to your corporate minute books.
- Some firms may also offer access to specialized information such as an IP portfolio.
- What about access to budgeting, financial and project management information.
  - Can your external counsel provide you with “real time” information on: the budget for the matter; progress against the budget; the status of the file; who has been doing what?
  - What can your law firm provide that e-billing can’t? Even more important if you don’t have e-billing.

Putting it into practice: Where requested by clients, Stikeman Elliott will send weekly budget reports or post them to an extranet. The reports typically show the phase or scope of the file agreed to with the client, the budget for the file, progress against the budget and any work done that is out of scope of the budget.

Legal Project Management

- What is your external counsel doing on LPM and how is KM a part of that?
- Ask your external counsel whether they have LPM training programs that they could involve you in.
- Ask your external counsel whether there are project management best practices that you could incorporate into your own work or into work you do with them.
- Consider collaborating with external counsel on tools and resources to make the process more efficient on both sides.

Putting it into practice: Stikeman Elliott has offered our internal project management training to interested clients and is working with clients to identify opportunities to develop and pilot project management techniques in particular circumstances, including lessons learned at end-of-file debriefs.

Tailored Value-Based Solutions

- Thinking beyond traditional legal work, how can external counsel deliver services in alternative ways that make the relationship more effective?
- Some ideas to consider:
  - Does your external counsel have a paid subscription based service or could you ask them to create a paid subscription based service that you would find valuable?
  - If you have precedents, can external counsel with document assembly expertise assist you in automating those precedents?
  - Is there a legal process that could be more efficient and could you partner with external counsel to develop a solution?
  - Can you take collaborative spaces to the next level? e.g. could you partner with a firm to provide a collaborative space for your board of directors and couple that with relevant legal information for the directors?

KM and Technology Consulting

- Learn from your external counsel’s mistakes!
- There are a number of ways to ask external counsel for help with KM and technology:
  - As a sounding board for your ideas
  - To put you in touch with experts
  - To help you develop a strategy or a plan

Putting it into practice: Stikeman Elliott has worked with a number of clients on their KM initiatives from recommending experts for particular projects to assisting a client to critically evaluate the organization of its legal department intranet to sharing findings from technology testing with a client who was engaged in a similar KM project.
After the 2008 financial crisis, the buzzword around legal services was “value.” Firms searched for ways to demonstrate value to their clients, which mostly translated, in the KM world, to supporting alternative fee arrangements and legal project management. Value meant showing clients that money spent was done so wisely on key advice, legal strategy and relationship strengthening.

That wasn’t enough.

In the next four years, public and private companies, large and small, continued to struggle. Everyone nods grimly, knowing about cuts, delays and shelved projects. Law firms soon heard the second incarnation of value: the stripped-down, bare-bones, tough-love kernel buried at the heart of value’s mantra of “doing more with less.” We have been asked to look at ourselves through another lens.

Ready? It’s productivity. It means carefully measuring the cost of making a buck (literally) and looking for every opportunity to reduce that cost. At BMO Financial Group and elsewhere, productivity means reducing and eliminating waste, and measuring and proving that reduction. This is more than budget clawbacks — it’s looking for innovative ways to deliver. We have shareholders to answer to, and our belts are tightening.

The good news is that this is, ironically, a perfect fit for KM — it is our raison d’être. BMO’s Legal, Corporate & Compliance Group (LCCG) brought KM into the department to among other things, enhance quality control, standardize/streamline processes and increase efficiencies. The only change is that we’ve now taken a look at the services we provide, and we’ve rebranded to echo the enterprise’s new focus on ensuring time, energy, talent and budget are distributed appropriately. We can now give substance to implementing change and seeing each process through a lens of improvement opportunity. Our new KM logo at BMO: “KM: Innovation for Productivity.”

A Look at Our LCCG Learning Series

Sometimes opportunities and solutions present themselves at the same time. Many law firms seized the introduction of mandatory continued legal education in various jurisdictions and offered incredible service by holding both substantive and practice skills sessions for in-house counsel. Professional development and training has always been a goal of KM, so this creates a great opportunity for KM groups to play a significant role in client development opportunities. In BMO’s case, we have partnered with local and international law firms to present sessions on relevant, trending issues at no cost — the LCCG Learning Series. It is clearly a win-win situation: Our attorneys receive excellent training, and laws
firms are able to demonstrate expertise to a wide cross-section of the group.

The LCCG Learning Series speaks directly to productivity. The KM team has made significant gains in centralizing quality professional development programming and bringing in-house a strong curriculum to support our legal community. We have planned and executed over 50 sessions since November 2009 (as of May 2012). We now have an average attendance of 40 to 50 people at each session (both in-person and remotely). Of course, we still encourage members to attend key outside sessions, but our goal is to provide BMO lawyers, in partnership with our external counsel firms, the ability to obtain 100 percent of their required CLE in-house. We have achieved accreditation from Wisconsin, Illinois, New York, Quebec and Ontario.

We have saved over $200,000. Without the LCCG Learning Series, our lawyers would have to incur costs to attend outside learning opportunities. We also cannot dismiss the amount of time it would take, especially in aggregate, for each lawyer to research, register for and travel to the sessions. In addition, many conference sessions are not held locally, so there would be travel and other associated costs. Not only are the internal sessions virtually free, but by having them onsite and available remotely through call-in, lawyers do not have to spend time and effort researching their individual CLE, nor do they have to leave the building, which reduces “downtime” between tasks. Our next step is to offer full videoconferencing, as well as recorded sessions for playback.

Finally, we are able to build on the internal sessions by focussing on bank-specific issues and working directly with the speakers. Most of the LCCG Learning Series sessions have been tailored for a BMO audience, ensuring that our law firm partners are aware of any BMO-specific interpretations. This creates a cyclical pattern, where our internal counsel can rely on firms that understand our risk tolerance and strategy.

How Law Firms Can Help: We can never get enough practice skills and management courses. In-house lawyers have no difficulty keeping up on current events in their own practice areas, but might have to scramble for credits on ethics and professionalism. For multinationals, what’s happening globally is as important as what’s happening in local jurisdictions. Speakers should be aware of cross-border issues and not speak only to the law of the local jurisdiction.

Law firms should be especially circumspect about approaching business units directly to provide legal updates without first speaking to the corporation’s legal group. Corporate counsel can provide direction on how the legal advice should be presented because they are familiar with the company’s particular challenges, risk tolerance and strategy. Even if a business unit has approached the law firm for support on learning, firms should circle back with corporate counsel and present the opportunity to work together.

Finally, if law firms have training or CLE tracking systems, consider offering them to clients. We take the position that each attorney is responsible for managing his/her hours, and we do not chase lawyers down to confirm they’re on track. However, we would like to have the information in a reportable format to provide to our executive level, to demonstrate the ongoing productivity investment we have created.

Productive E-Discovery
The BMO Legal Group has brought e-discovery in-house under the KM team to provide centralized litigation support across the enterprise. BMO aims to create a more systematic, defensible e-discovery process that will help protect BMO from the risk of potential sanctions and reduce overall litigation and regulatory investigation costs. Hold notices are centralized and issued through our automated e-discovery tool. Centralization allows for better tracking of who is under a legal hold, which helps safeguard against the inadvertent loss of records during other BMO standard processes, such as systematic records destruction in accordance with the enterprise record retention policy, computer hardware refreshes or server cleanups. We continue to raise our internal expertise in this field and work to reduce the amount of e-discovery work that would otherwise have to be outsourced to external law firms or to e-discovery service providers.

How Law Firms Can Help: Law firms might see BMO’s strategic decision to bring e-discovery in-house as a loss of revenue, yet opportunities remain. E-discovery is a tricky and still-burgeoning area. Clients could use law firm help to evaluate vendors and new technology. As best practices develop, law firms should impart these to clients at no charge. If a firm can demonstrate broad expertise in e-discovery practice and management, clients will rely on that expertise to get programs implemented and supported. Consider seconding your e-discovery technologists, associates and paralegals to help evaluate a client’s e-discovery program, even outside the context of an actual case.

Productive Matter Management
Before the KM office was established in the LCCG, legal professionals were using four disparate systems for file and matter management, largely due to corporate mergers between entities, or to track litigation separately for reporting purposes. The systems were outdated (including legacy software no longer supported by vendors), cumbersome or simply duplicative.

The KM team created one matter management system (MAX for Matter Administration eXchange) and migrated the data from these legacy systems. The new system is Web-based and customized to the needs of the legal group. Further refinements are always under development to increase functionality based on user requests. We are currently looking for ways to enhance reporting to executive levels to be more efficient. MAX allows the line of business’s lawyers to keep track of their own matters, and we leverage this data for reporting purposes.

Centralizing matter management in MAX increases efficiency by enhancing reporting, reducing duplicative and/or inconsistent efforts to track matter information, and providing a clearer view into the work the legal professionals do with their lines of business. Finally, MAX was designed specifically pursuant to enterprise file retention and destruction policy. Each matter “type” is mapped to a record retention series.

How Law Firms Can Help: This is an excellent area in which to make some KM headway. Matter management is KM 101, and
most law firms have years of experience and learning to share. Yet matter management and reporting has not had as much attention in the KM literature, nor have we heard much from our partner firms. Corporate counsel are under pressure to simply get their arms around all their files and quantify them to management and the board. What are the files worth? How many are closed each month and year? How much are they costing? Which files are of strategic value and which are nuisances? Consider offering tactical and technical help in managing the nonlegal details of their mandates. Firms will learn more about their clients, their strategies, their inefficiencies (where you can then offer support for improvement) by supporting such an exercise. And if you provide ways to actually manage all that information, your clients will be eternally grateful for being able to report in a simple and productive fashion to their boards.

**Productive Collaboration**

The KM team develops and maintains LCCG’s intranet sites (which are visible bank-wide) and the group’s internal team sites. Work on the intranet sites over the past few years was more in the nature of a “refresh,” including updating the general design to enterprise standards and managing the content for our “client groups” within BMO. The team sites (portals) are designed to enhance communication and collaboration. We continue to develop more central repositories for shared information, such as standardized templates, policies and personnel information. The group and team sites are highly consistent in look and feel and in navigability, and we have accumulated excellent content. We are now fielding multiple requests each month to develop new pages for subgroups and smaller teams. These sites allow group members (who are scattered across various offices and time zones) to locate shared information easily. (Substantive legal content is housed in our DMS, iManage.) We also maintain group calendars to note key events and meetings.

Here are some examples of how we’re leveraging SharePoint to increase awareness:

- We developed a “Flights” page for updated information about new hires, transfers and departures. Once a week, we aggregate this information into an email to more publicly announce and welcome new hires, as well as list open job opportunities.

- We maintain a “Current Awareness” page for all units across the LCCG, updated daily with news items and cases. This is also aggregated into an email once a week to share key developments across the group.

We are particularly proud of our work that directly helps attorneys support the business. Our trust group asked us to develop a workflow so that business units could submit legal questions and be assured that they are being serviced, and not bottlenecked. Using simple SharePoint workflow technology, we produced a central, highly secure and flexible site for legal questions to the trust group from across the enterprise. Once a question is submitted (using an attractive SharePoint form), all attorneys in the relevant jurisdiction receive an alert and someone takes responsibility for that issue. That step is reported to the business and legal managers, so everyone can see that things are under control. When an answer is ready, it is posted on the SharePoint site so the knowledge is captured appropriately. Everyone is happy with this solution: It is clear which questions are being handled and by whom, and which ones need attention. We built in a process for rush requests, reports require approval, and questions are marked by jurisdiction, entity and the general topic.

**Productive Cost Reduction**

**Kobo:** We introduced the Kobo e-reader with great success at our annual group-wide retreat in the fall of 2011. About 250 people attended from across all of our offices. In looking for ways to manage the distribution of materials to attendees, we could have used familiar cost-cutting methods like double-sided printing for our agendas and speaker notes, or perhaps not printing anything at all. Instead, we saw an opportunity to make an investment in long-term cost reduction, while accomplishing other BMO goals. We gave everyone a Kobo.

We made the business case that the Kobo was a business tool to be used to replace various sources of paper. It also supported BMO’s green initiatives. We were able to load all conference materials onto the Kobo for immediate use (no printing costs or binders to ship home) and demonstrate the benefits of e-learning.

While the initial distribution was framed as a surprise to generate excitement, we made it clear that the Kobos were not simply gifts — that’s not our corporate culture, that’s not value, and that’s certainly not productive.

The KM team then leveraged the Kobo to reduce library spending. We cancelled all standing orders of legislative materials and made it possible for users to download legislation to their Kobos, keeping only a few paper copies of key legislation.

We also continue to use the Kobo for a range of productivity-related initiatives. We have centralized our professional development resource materials and made them Kobo-friendly. When speakers are invited to BMO, they provide a slide deck, which we post on our portal. We also make it available in a Kobo-friendly format, so we no longer print the slide deck. Attendees can bring the Kobos to our learning sessions with the slide-deck preloaded, and it’s then available for later research.

**How Law Firms Can Help:** Kobos are only one version of portable devices that can be used to hold resource content and legal material. Law firms may wish to canvass their clients to determine which ones have bring-your-own-device programs (including unofficial programs), and how law firms can become key partners in supporting these initiatives. For example, the legal publishing world is slowly beginning to catch up to this idea, and more text books are becoming available as e-books. If law firms are willing to provide subscriptions, their clients will jump at the chance to sign up. Some public libraries have become e-book lenders; law firm libraries could create great business opportunities by doing the same.
Firms should continue to develop the delivery of legal content in contexts outside of email messages. This could include further developing an individual firm’s app, and search functions would be a great support.

**Productivity Metrics**

Ah, metrics. A KM conversation cannot be complete without wrestling with metrics. Legal departments often struggle with metrics, other than the obvious but always important one of external legal spending. But what else can we measure? How do we measure it? How do we identify key productivity indicators (KPIs) to track and measure over time? How do these KPIs relate to the finances of the enterprise? This issue is even more pronounced when looking at the KM team itself (just as law firm KM has trouble producing useful metrics). We might be able to show that a certain SharePoint portal site is valuable to group members by number of clicks, but how do we show that it is a productivity tool? For many tasks and technologies, we have been able to show both value and real, identifiable cost savings. We continue to develop new measurements, such as how business process improvement leads to greater knowledge acquisition.

**How Law Firms Can Help:** Your client law departments are being asked to justify their spending, their output, their value. Work with these clients to identify KPIs that will mean something in the larger context of the business. Then, identify areas of low-hanging fruit that can be easily improved. Examples might include the value of preventive law and risk management, as well as a close analysis of all litigation matters to determine which enterprise areas are at greatest risk and might require more sustained improvement.

**KM Productivity for Everyone**

Legal departments can benefit enormously from basic KM initiatives, but not every enterprise will be able to hire KM lawyers or specialists. If your clients are struggling with process, knowledge-capture and administrative issues, ask your KM team to step in and provide both theory and hands-on help. This will enhance clients’ management of legal issues, allowing them to demonstrate to the executive that they — and their partner firms — are increasing productivity.

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This article was published in ILTA’s June 2012 white paper titled “Knowledge Management: Tying the Organization Together” and is reprinted here with permission. For more information about ILTA, visit their website at www.iltanet.org.
List of Other Resources

- Slide presentation on free tools for monitoring news and legal developments: http://www.slideshare.net/conniecrosby/media-monitoring-and-current-awareness-new-tools


- Third Party providers of precedents include:
  - The American Bar Association
  - Practical Law Company
  - The American Corporate Counsel Association

- Some interesting thoughts on extranets:

- An example of access to IP information: http://duanemorris.com/site/ip_portal.html

- An example of project management initiatives with ACC Value Champions Rockwell Collins and Seyfarth Shaw LLP: http://www.acc.com/valuechallenge/valuechamps/2012champ_profile40.cfm


- Ron Friedman from Prism Legal maintains a list of online legal services: http://www.prismlegal.com/index.php?option=content&task=view&id=36&Itemid=47

- Example of a tailored value-based solution is the Littler Mendelson Case Smart as described in "The Commodity vs. Premium Work Debate: Observations on the Transcendent Role of KM": http://read.uberflip.com/i/34417/30

- An example of next-generation collaborative spaces: http://www.bakerdonelson.com/online-client-services/

- An example of e-discovery consulting: http://www.faegrebd.com/Client-Technology-Solutions

- For a comparison of various deal room providers see: http://virtual-data-rooms.findthebest.com
  Note that HighQ is missing from that list: www.highqsolutions.com
TAKEING ADVANTAGE OF LAW FIRM KNOWLEDGE MANAGEMENT FOR LAW DEPARTMENTS

FIRM PROFILES

STIKEMAN ELLIOTT FIRM PROFILE

An overview of Stikeman Elliott
Firm Profile

Stikeman Elliott is one of Canada's leading business law firms, with offices in Toronto, Montreal, Ottawa, Calgary and Vancouver as well as in London, New York and Sydney. The firm is recognized as a Canadian leader in each of its core practice areas – corporate finance, M&A, corporate-commercial law, banking, structured finance, real estate, tax, insolvency, competition/antitrust, employment and business litigation – and is regularly retained by domestic and international companies in a wide range of industries including communications, financial services, insurance, technology, transportation, manufacturing, mining, energy, infrastructure and retail. It was named as the 2011 Canadian Law Firm of the Year by the International Financial Law Review.

The firm’s Canadian offices are leaders in their respective jurisdictions and it has prominent cross-border expertise, as the first Canadian firm to open offices in London and New York, and extensive experience in the U.S., Europe, China, South and Southeast Asia as well as in Latin America, the Caribbean and Africa. Our 500 lawyers include many of Canada’s most prominent business practitioners and leading litigators, and our depth across practice areas enables clients to benefit from efficient, expert teams of lawyers at all levels.

The firm has also invested heavily in leading-edge knowledge management and project management systems in order to assure our clients of advice of the highest quality.

Stikeman Elliott has been recognized by national and international legal directories as a Canadian leader in business law.

> #1 for Lexpert/American Lawyer ranked lawyers in M&A, Corporate Finance and Corporate-Commercial

> #1 for Lexpert ranked lawyers in M&A, Corporate Finance and Corporate-Commercial

> #1 in the Best Lawyers rankings for M&A, Securities, Corporate Law and Arbitration

> Ranked Top-Tier in Corporate Law, M&A and Corporate Finance in Chambers Global’s The World’s Leading Lawyers and the International Financial Law Review IFLR 1000

The firm’s National Litigation Group, whose specializations include class actions, securities litigation, antitrust and restructurings, has been ranked among the top three business litigation practices in Canada by Lexpert. The firm is also well known for its extensive regulatory and government relations expertise; the latter anchored by its office in Ottawa.

“They go above and beyond the call of duty to come up with innovative solutions.” CLIENT INTERVIEW – IFLR1000
Our Offices

Stikeman Elliott’s Canadian offices are located in the major business and financial centres of Montréal, Toronto, Ottawa, Calgary, and Vancouver. Outside Canada, the firm’s network includes offices or representation in the United Kingdom, the United States and the Asia-Pacific region. Our unsurpassed international experience ensures that we can serve our clients wherever their business takes them.

Toronto
The Toronto office of Stikeman Elliott is a broadly based corporate-commercial law practice with a strong transactional focus. The firm’s Toronto lawyers include many of Canada’s foremost practitioners in the areas of M&A, securities, banking, structured finance, insolvency, tax, real estate, competition, employment, pensions, technology, outsourcing, mining and electricity law. The Toronto business litigation group is highly regarded for its record in commercial litigation, most notably securities litigation, class action defence and complex insolvencies and restructurings. The office is renowned for its expertise in cross-border transactional and litigation work and counts many major global corporations and financial institutions among its clients. The Toronto office has been recognized by local media as a top regional employer and one of the city’s most environmentally-sustainable businesses.
Montréal
The firm’s Montréal office is one of the most successful and respected in the city. Its practice is focused on M&A, securities, banking, cross-border financial restructuring, international tax and commodity transactions, real estate, environmental law, intellectual property, information technology, transportation, insurance and employment law. The Montréal litigation group is widely recognized as one of the leading business law litigation teams in Quebec. Stikeman Elliott's expertise in civil law and commercial transactions is particularly significant where an organization has operations in Quebec or in other jurisdictions with codified civil law-based legal systems, such as Central and Eastern Europe and South America. Much of the work carried out in the Montréal office has a strong international focus.

Calgary
Our Calgary office is home to some of Alberta’s leading lawyers. The Calgary office opened in 1992 and maintains a business law practice focused on M&A, securities, real estate, joint ventures, project financings, structured financings, tax, employment and banking. The office also has a significant international dimension, advising on foreign investment in the Canadian energy sector and cross-border trade in energy resources. In addition, the office maintains a commercial litigation practice and is renowned for its regulatory practice involving oil and gas and electricity related matters. The Calgary office has won four awards for its active role in the community.

Vancouver
Since 1988, our Vancouver practice includes a number of British Columbia’s leading lawyers in the areas of M&A, securities, banking, litigation and real estate. Our corporate lawyers lead local matters and draw on expertise of other Stikeman Elliott offices in national and international matters. We have one of British Columbia's most prominent real estate development and acquisition practices, while our Litigation Group has acted for all levels of government and offers a broad range of commercial dispute resolution and advocacy services, including significant class action expertise. A very experienced group of lawyers also practice in the areas of public-private partnerships, infrastructure development and project finance. The Vancouver office has a strong cross-border focus, acting as the firm’s Canadian gateway to the Asia-Pacific region.

Ottawa
The Ottawa office of Stikeman Elliott focuses on administrative law and regulated industries, with particular emphasis on competition law, intellectual property law, international trade, government procurement and public policy. Industry sectors in which the office has expertise include such federally-regulated commercial sectors as telecommunications, broadcasting, transportation, and energy, as well as those (such as packaging and labelling) that are subject to food and drug administration.

London
Drawing on over 40 years of experience in the city, Stikeman Elliott's London office has long been recognized for its leadership in international corporate transactions, including leveraged buy-outs, take-over bids and share and asset purchases. Our London corporate finance team is a leading advisor to Canadian companies with respect to Toronto Stock Exchange and AIM listings and has been recognized for many years as one of the most prominent international advisors in the Eurobond markets. We have also been at the forefront of developing the legal framework for the issuance of Maple Bonds in Canada. Our
lawyers have broad industry expertise, as well as significant experience in Africa, in the mining sector. The office also serves as the gateway for our India, Middle East and Sovereign Wealth Fund practices. As well, our private client practice ranks amongst the world’s leading practices in the area.

New York
The New York office of Stikeman Elliott has extensive experience in Canada-U.S. cross-border corporate transactions, with a particular focus on M&A, corporate finance, banking and structured finance. The firm’s New York lawyers provide Canadian legal advice on cross-border acquisitions, investments, banking, securities and regulatory matters to U.S. corporations, investment dealers, advisors, banks and funds.

Sydney
Stikeman Elliott’s Sydney office, the hub of our Asia-Pacific practice, is involved in multi-jurisdictional securities and M&A law with a sectoral emphasis on mining, cross border M&A, infrastructure development and project finance.

Asia
Stikeman Elliott regularly acts in transactions involving clients across Asia, including, in particular, India, China, Hong Kong, Thailand and the Middle East.Reflecting the position of Canada as a target for a rapidly expanding Asian region and as a significant source of capital, the firm provides advice on a large number of significant transactions from Asia into Canada, as well as advising on Canadian investment into Asia. The firm has a particularly high profile in resource-sector transactions and is involved in the vast majority of IPOs originating in Asia that involve placements into Canada.