

Book Reviews

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ALLAN, Neil *Managing culture and knowledge: a guide to good practice*. London: British Standards Institution, 2003. ISBN 0-580-33341-8 (loose-leaf pages): £25.00. xviii, 218p. (PD 7501). Also available as a .pdf file for download from <<http://www.bsi-km.com/>> at £64.62 including VAT.

HELLEHER, Dominic and GOURTNEY, Nigel *Guide to measurements in knowledge management*. London: British Standards Institution, 2003. ISBN 0-580-33342-6 (loose-leaf pages): £25.00. vi, 83p. (PD 7502). Also available as a .pdf file for download from <<http://www.bsi-km.com/>> at £52.87 including VAT.

BRITISH STANDARDS INSTITUTION *Knowledge management vocabulary*. London: British Standards Institution, 2003. ISBN 0-580-33340-X (loose-leaf pages): £20.00. iv, 44p. (PD 7500). Also available as a .pdf file for download from <<http://www.bsi-km.com/>> at £29.38 including VAT.

[The prices stated above are those notified by the BSI on 16th June 2004, and are less than the original prices.]

The British Standards Institution is developing a series of publications on knowledge management (KM), which appears to have succeeded BPR “business process re-engineering”, and TQM “total quality management” as the latest technique for running a successful organisation. It published the basic text *Knowledge management: a guide to good practice*¹ [1], written by Dominic Kelleher and Simon Levene of PricewaterhouseCoopers, in 2001, and the three items reviewed here are supplementary documents which build on what was covered there.

The first thing to be aware of, from a librarian’s point of view, is that knowledge management is more about management than about knowledge. The success of a knowledge management programme may well depend on our professional tools and techniques for cataloguing, classifying, indexing and organising knowledge for storage and retrieval, but this is rather glossed over. There are references to the use of information technology, knowledge databases, content management systems, intranets and email, but these are not discussed in any detail.

Applied in the way suggested, it will mean a revolution in the way many organisations work. Management structures and relationships will change; attention will be paid to the views of people actually doing a job, who increasingly know more about it than their supervisors; errors will be welcomed as an essential part of learning; sharing will be encouraged by rewarding teams rather than individuals; people will be given time to think and talk about their work rather than keeping their heads down all day; job

satisfaction and recognition are more important than monetary reward. These ideas are not novel, but now they are brought together with the value of “tacit knowledge”, which exists only in the minds of individuals, and the importance of converting it into “explicit knowledge” which has been recorded so that it remains within the organisation even when the staff have gone home.

Recording and making knowledge available is something that librarians should be well equipped to do, but knowledge management presents wider challenges. It envisages jobs called “knowledge manager” and “chief knowledge officer”, and suggests that these people should draw upon the skills of specialists such as librarians, anthropologists, IT managers and others. There is an opportunity here for library and information staff with the appropriate breadth of vision and ambition to take the lead rather than remaining in a subsidiary role.

The first document deals in depth with the different cultures that can exist within an organisation, looking at individuals, groups and communities, how they are managed and how they interact. It gives guidance on how to change culture to promote co-operation and increase the sharing of knowledge: first review the starting situation, then decide what the future state should be and how to achieve it, and finally review whether the action taken has been successful. There are many checklists for action, and 72 pages of appendices setting out various cultural models, techniques and case histories, covering topics such as “neuro-linguistic preferences”, “learning styles”, “managing dilemma”, “encouraging engagement”, “trust networks” and “the organizational comfort zone”.

The author has made some effort to make the text readable, often switching into the second person when setting out what you should do. It could still benefit from some editing by an expert in plain English, though, as it lapses too often into “management speak”, with expressions like “Dialogue rather than discussion provides the best situation for surfacing true experiences safely and dealing with them”, “incentivise” and “organisation chart silos”. There are too many errors and typos, which break the train of thought by making the reader work out whether they are really mistakes or just convoluted sentences.

There is a bibliography of 103 specific references from the text, plus a further reading list of 111 items. Although there is a detailed contents list, there is no index, which regrettably makes it very difficult to find specific nuggets of knowledge that you know are somewhere in this publication.

The *Guide to measurements in knowledge management* tackles something that has caused problems for library and information people for many years: quantifying the

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value of knowledge. In the past we needed measurements to justify our budgets, and now these are being applied across the whole organisation. Intangible assets such as intellectual capital are becoming more important in the balance sheet than physical assets, but their value is still hard to measure. This publication gives a comprehensive review of the techniques that have been developed, with many checklists and examples of good practice. Even when it is impossible to assign a monetary value, it may still be possible to develop measures that show change as a result of a knowledge management programme, such as customer satisfaction, the number of ideas brought up for consideration, the length of time taken to perform processes, numbers of errors and time to resolve them, and the use of explicit knowledge resources and systems. It may not be possible to attribute changes in such indicators specifically to knowledge management initiatives, as it is never possible to keep all other variables constant, but taken together they should indicate a beneficial effect from the change in culture and attitudes that a knowledge management programme requires. This publication has 111 *Notes and references*, but again no index.

The third document, *Knowledge management vocabulary*, contains definitions of, and notes on, 145 terms, starting with “Absorption : application of new codified insights to create new understanding that can be applied in different situations” and ending with “Yellow pages : structured directory of internal contacts”. This vocabulary is sometimes useful in interpreting the jargon found in the knowledge management literature, though it is a pity that it should be necessary. Some of the terms are self-evident, while there are other common words that are defined as having a specialised meaning in this context. The entry for that much-misused and misunderstood term “Taxonomy” gives little help, the definition being “A mechanism to support the navigation and location of intellectual capital”. Most terms have links to one or more of the 41 references consulted in compiling the definitions, and there are 63 items for “further reading”. This publication, which needs it least, does have an index, but one that has been produced mechanically rather than intellectually, as a KWOC (keyword out of context) index of the defined terms only.

Notes

¹ KELLEHER, Dominic and LEVENE, Simon. *Knowledge management : a guide to good practice*. London: British Standards Institution, 2001. ISBN 0-580-38412-8 (pbk): £95.00. 120p. (PAS2001:2001).

Also available as (i) a .pdf file for download from <<http://www.bsi-km.com/>> at £50.00 plus VAT and (ii) on CD as *BSI electronic book: knowledge management*. London: British Standards Institution, 2003. £125.00 plus VAT. (EP210). This is a .pdf file containing the text of PAS 2001 with added hotlinks and functionality.

Leonard Will
Information Management Consultant
Willpower Information
<<http://www.willpowerinfo.co.uk/>>

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GILCHRIST, ALAN & MAHON, BARRY eds. *Information architecture: designing information environments for purpose*. Managing Information in the Knowledge Economy Series. London: Facet Publishing in association with TFPL, 2004. ISBN 1-85604-487-4 (Hbk) £44.95. 266pp.

This book consists of a series of papers of varying levels of complexity from a variety of UK, European and US authors, which deal with aspects of information architecture.

It is a relatively new discipline which has emerged with the electronic revolution in information provision and encompasses a variety of skills, which the editors state, attempts to describe “how LIS skills can fit with other technical and skill requirements to achieve the overall objective: the efficient use of information”.

The book is divided into four subject areas, each of which has an introduction and then contains a mixture of case studies and chapters. They are the design environment; software environments; managing metadata and the user interface. There is a preface by Peter Morville, the US guru of information architecture (and a trained library and information graduate).

The design environment was fairly hard going. The first chapter “Developing an information model for information and knowledge based organisations” is by Mike Fisher, who is now a consultant with Neil Cameron, and much of this chapter is based on the work he did whilst working at Freshfields. I therefore expected to have little difficulty in following it, but I think it would have benefitted from tighter editorial control. It contains a section on Metadata standards which is repeated elsewhere in the book and I felt unnecessarily repeated the notion of “static” and “dynamic” views of information models within the chapter. The next chapter by Catherine Leloup on “Document, information, data content. How to model information? is intended to “formalise a possible approach to modelling information through in-the-field observations, illustrated by a practical example in the banking sector” I felt it was too long but it may well be that for the more technically minded reader, these chapters are fine. The final chapter in this section, by Mary Rowlett described the development of Seamless UK which is a project led by Essex County Council to develop an information gateway for the ordinary citizen to access information from both national and local government sources. This was very interesting and highlighted the issues which can arise when trying to undertake joint working on an IT project and ends with a useful checklist.

The theme of the software environments section is “moving from a print to IT-based environment: the need to understand the problem before plunging in to software solutions” and the contributors consider what the editors regard as the most controversial question in software procurement – whether the organisation has already committed to a particular vendor’s software platform and the concomitant issues.

There is a good chapter by Bob Wiggins on “Specifying and procuring software” which contains useful and

comprehensible checklists and advice on the specification and procurement stages of an IT contract. John Gregory of the US Postal Service provides a more “colloquial” account of how he acquired new software to enhance the content management element of an inherited portal. He invites us to beware of “enterprise”-wide software which means that the buyer is in thrall to one supplier. He also states that “the price is *never* the price” and ends with a simple list of do’s and don’ts. This chapter provides some welcome light relief from the heavier areas of the book.

The section ends with a case study “A flexible architecture for managing current awareness” which deals with the use of Lotus Notes and Domino in Henkel, a large German industrial company, to manage periodical supply and circulation and then integrate intelligent news management services into the system by the use of information architecture.

The introduction to the section on managing metadata suggests that “metadata management may be considered to be at the heart of information architecture”. It consists of some quite technical chapters including one by Derek Sturdy on “Why and when would you use XML in text-based systems?” which despite the author’s easy writing style, this reviewer found pretty difficult. Bob Bater writes about “Topic maps: indexing in 3D” which is another emerging concept. A topic map is “an index to the content of some collection of information resources, usually but not necessarily digital in form” and it is itself computer-based and therefore has “distinctive characteristics [which] derive from differences in the dimensionality of the information spaces addressed by topic-maps and paper-based indexes respectively”. Although a certain amount of jargon needs to be got to grips with in this chapter, it describes very interesting ideas relative to the idea of the three-dimensionality of electronic information, in relation to navigation, resources and subject matter.

Stella Dextre Clarke writes about “A devolved architecture for public sector interoperability” which deals with developments in the UK public sector aimed at improving public access to information. It is a useful update to the article she wrote in *LIM*¹, and includes some more recent case studies on how individual government organisations are now mapping into the Government Category List. Elizabeth Scott-Wilson from the Stationery Office covers “Identifiers and Interoperability”. Amy J. Warner from Lexonomy in the US deals with “Information architecture and vocabularies for browse and search” which is a general introduction to taxonomies.²

There is also a short chapter by one of the Editors – Alan Gilchrist – entitled “The taxonomy” which takes us through what a taxonomy is and how to implement one in your organisation. This is followed by a useful case study by Liz Maclachlan of the implementation of an electronic records management project at the DTI. This is an excellent chapter, clearly laid out and it advocates that “a fully developed information architecture needs to include information literacy programmes, which not only provide the basic skills in storage and retrieval but also teach staff how to evaluate the reliability of what they find”.

The final case study in this section is “Building a business taxonomy: a work in progress”. The authors are to be congratulated on their refreshing honesty in putting in print the fact that they did not do enough background research to ensure the success of the project, which involved a European company which merged with a North American company, and the need to set up a single information repository. The communication problems between the taxonomy builder, the document management system provider and the information staff are documented.

The user interface section contains a most interesting chapter by Janice Fraser on how her company worked with the UN on the information architecture of a website called ReliefWeb, and their use of conceptual user research at the beginning of the design process. This method involves the use of “mental models” to develop a “holistic view of how users work”. Your reviewer did not find that the interview with Genie Tyburski (who is a law librarian and Web manager for a US law firm and runs her own legal research site The Virtual Chase) added much to the content of the book. Surely we could have found a UK candidate for this? The final case study recounts how PeopleSoft, who provide collaborative enterprise software to over 4,000 organisations in 107 countries, managed to integrate 20 websites into one site.

My overall feelings on this book are that it is an extremely useful collection of writing on Information Architecture. At a cost of £44.95 it may be beyond the reach of the individual and, as the editors say, it is not a book which one would sit down and read through in one go. They do provide guidance on how it should be used in their introduction. I felt that some of the case studies were the most useful parts of the book and for anyone venturing into information architecture I would thoroughly recommend it particularly as there is not a lot of material available on the subject in this country. One final caveat is that the reader will need to get used to some of the information domain and information space-type jargon!

Notes

¹Dextre-Clarke Interoperability: love it or loathe it. *Legal Information Management* 2003, 3(3/4), 185 about the e-GIF, the e-GMS and the Government Category List.

²This subject is again dealt with more of a legal perspective in the Summer 2004 issue of *LIM* in an article by Leonard Will on “Taxonomies: classification by another name”.

Christine Miskin
Editor, LIM

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NORMAN, S., *Practical Copyright for Information Professionals. The CILIP Handbook*. London: Facet Publishing, 2004. ISBN 1-85604-490-4 (pbk): £24.95. 208p.

One of the reasons I was keen to review this book was that I felt it would force me to read something on the subject of copyright from cover to cover and hopefully clarify many of the points which I felt I did not understand fully. It was

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interesting, therefore, on reaching the section on *Case studies and frequently asked questions*, that the author says:

“However experienced or knowledgeable an information professional becomes, they will still need reassurance on copyright issues and so there will be more questions”.

This statement in itself was reassuring, as I was beginning to think that perhaps age or stupidity was getting the better of me, when I found so many copyright issues confusing.

Sandy Norman is a well-respected copyright expert and, as an information specialist, is aware of the everyday questions posed by members of CILIP. In writing the book, she aims to reach those library and information professionals who have no knowledge of the subject, whilst also acting as a refresher for those with a deeper understanding.

To achieve her aim, the author has set out the chapters thoughtfully. At the beginning of each one are listed the subjects to be covered and at the end a list of items to be remembered. This is helpful because these key points can be looked at before reading the chapter in full. Those with some knowledge of copyright will not want to read every word.

The first Chapter deals with copyright basics. Points are arranged by subject and the relevant section of the Copyright Designs and Patents Act 1988 or relevant SIs have been cited alongside each subject heading. Although the table of legislation found in law texts is missing, there is a list of statutory material and another of treaties on page 167 of Chapter 10. I found it strange that something as important as primary legislation was hidden in a chapter entitled *Learning More About Copyright*, but of course this book was not written solely for legal information professionals.

Exceptions and limitations are dealt with in the following chapter. Here, the main exceptions relevant to information professionals are outlined, including fair dealing. Declaration forms and copying charges are discussed and there is an interesting section on electronic signatures.

Issues of public lending dominate the next chapter, followed by copyright compliance split into three chapters. Chapter 4 discusses statutory solutions, whilst reminding the reader that despite offering guidance on the limits, copying can still be challenged. Chapter 5 deals with contractual solutions, with a useful sample letter seeking permission from the copyright holder to copy an item. The reader is advised that prosecutions for infringement can take place up to six years after the year of an alleged offence, so any procedural records must be kept for seven years.

When discussing contracts and licences, the author reminds us that a licence is a legal contract, with conditions written in small print and legal jargon and so recommends seeking the advice of a legal expert. It was here that I realised how readily I take for granted the expertise of my colleagues, simply by sending contracts to the upper floors for examination and how many times they have been returned to me, querying a small, but important point. As the book says:

“Librarians understand information; lawyers understand contracts”

Licensing solutions are discussed in greater detail in Chapter 6, including very good sections on the Copyright Licensing Agency and the Newspaper Licensing Agency.

In the Chapter 7, infringement and liability are discussed. Although it is unlikely that an information professional would be accused of copyright infringement, the book outlines the areas that would apply and these should be noted in view of the Copyright Directive changes. A copyright policy within every organisation is recommended. Within this chapter there are very interesting details of several copyright disputes, which should certainly make the reader sit up and take note.

Chapter 8 sees an explanation of international and European copyright. Included are discussions of conventions and the World Intellectual Property Organisation. European measures are examined in detail, as are those of three English-speaking countries, the USA, Australia and South Africa.

In the section of frequently asked questions, the reader becomes aware of the wide array of information professionals for whom the author is writing. Although very interesting to read, I doubt if many legal information professionals would need to worry about the implications of downloading music from the internet or networking local studies material. The diversity of questions shows how well the author has covered all aspects of her profession.

The final chapter is entitled *Learning more about copyright* and includes ways to lobby on behalf of the profession. There is a list of web addresses to obtain free information on copyright and a bibliography of further reading. Copyright declaration forms can be found in the appendices, along with a list of contact details of relevant organisations.

I found this book easy to read, which is exactly what my fuzzy head needed when dealing with a complex subject. If I need to clarify or refresh my knowledge of certain points, I can do this quite easily by using the index or the bullet points in each chapter. The book is well laid out, and I think the author has excelled in bringing together issues relevant to such a disparate profession. Information for commercial and academic copying is provided and the sections on copyright in public libraries is useful background knowledge for non-work related activities. After all, copyright doesn't just affect us in our work environment.

Michelle Celik
Librarian
Middleton Potts

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KILKELLY, U., ed. *ECHR and Irish Law*. Bristol: Jordan Publishing Limited, 2004. ISBN 0-85308-9264 (pbk): € 75. Iviii, 368p.

Despite the fact that Ireland ratified the Council of Europe's European Convention on the Protection of Human Rights

and Fundamental Freedoms (ECHR) nearly fifty years ago, it was not until the European Convention on Human Rights Act 2003 (ECHR Act 2003) came into effect at the end of last year that the Convention became incorporated into Irish law. In the meantime the Convention had been binding on Ireland but not within Ireland. Ireland was bound by decisions of the European Court of Human Rights but apart from this the Convention had little impact on the Irish legal system. With the enactment of the ECHR Act 2003, the Convention became part of the municipal law of the State and this situation was altered.

ECHR and Irish Law is the first discussion to be published concerning the incorporation of the ECHR into domestic Irish law. It focuses on the relationship between the Irish legal system and the ECHR and, more importantly now, on how the incorporation of the ECHR will potentially impact on various aspects of domestic law. This publication is comprehensive enough for the academic and practitioner yet also clear and accessible to students, and is a very timely and welcome volume.

It begins with a foreword by Mary Robinson, former President of Ireland and former United Nations High Commissioner for Human Rights, who asserts that the book has “fulfilled the important task of introducing many legal practitioners to European human rights law for the first time in the context of Irish law.” (p.v). It then continues with a very useful Introduction by the general editor Ursula Kilkelly, who succinctly describes the background to the enactment of the ECHR Act, starting with a brief discussion of the historical background to the ECHR itself.

The main text is divided into ten different Chapters that can, in turn, be separated into three distinct ‘sections’. The first ‘section’ consists of two chapters, one by Donncha O’Connell and the other by Gerard Hogan, which deal with a discussion of the ECHR Act 2003 itself, including deliberations on the rather controversial issue of the method whereby the ECHR was incorporated into Irish law and a comparison with how the ECHR was incorporated into domestic law in other jurisdictions, e.g. the United Kingdom and Sweden. Hogan’s chapter will probably be regarded by many as the highlight of this book with its authoritative and scrupulously detailed discussion. His chapter deftly discusses three main issues;

1. What difference will the incorporation of the ECHR make to the Irish legal system?
2. How should Ireland have incorporated the ECHR? and
3. Whether the method of incorporation effected by the 2003 Act will, in practice, actually distort substantive constitutional law.

The second ‘section’ contains just one chapter, written by Cathryn Costello and Eimear Browne. This deals with the absorbing, and sometimes neglected, topic of the ECHR and the European Union, and also includes a discussion of the European Union Charter of Fundamental Rights declared at Nice in 2000.

The following chapters each concentrate on one particular aspect of Irish law on which the ECHR Act 2003 could

potentially impact. The areas dealt with are: Refugee Law written by Suzanne Egan, Child and Family Law by Ursula Kilkelly, Criminal Law by Ivana Bacík, Detention by Anna Austin and Emma McClean, Discrimination Law by Gráinne Mullan, Privacy and Media Law by Patrick Dillon-Malone and finally Property, Housing and Environment by Pádraic Kenna. The various authors all deal with each topic effectively and comprehensively. In addition to discussing the relevant case law of the European Court of Human Rights, the writers also set out the areas of Irish law and policy on which the ECHR Act could impact. While it is difficult to say how the new legislation will, in fact, influence Irish law, it is very interesting and informative to read the opinions of these authors. It will be even more interesting to look back on this publication down the line and see if their predictions were, in fact, correct.

The ECHR Act 2003 itself is to be found in an appendix. There is also a fairly useful index which refers the reader to pertinent paragraphs. There is a detailed table of cases, a table of Irish enactments, a brief table of UK enactments and a very brief table of national legislation and finally there is also a table that combines both EC and international material.

Overall, this is an excellent book, and as a result of its scholarship and clarity it will, most likely, quickly become a standard reference for academics, practitioners, and indeed students of human rights in Ireland, and perhaps abroad.

Noelle Higgins

School of Law and Government
Dublin City University

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HOLLANDER, C., *Documentary Evidence*. 9th Edition. London: Sweet and Maxwell, 2003. ISBN 0-421-83950-3 (hbk): £169. 542p.

This book is designed as a practitioner text and is considered to be one of, if not the, leading texts in the area of documentary evidence, it being frequently cited in court. I believe that it would be a very useful purchase for law libraries, even where the university, like my own, does not provide the vocational courses.

The book concentrates on the civil law and this is a welcome balance, as many texts concentrate on the criminal trial, given its interest and complexities. The book is extremely well written and this is why I believe it would be a useful addition to a law library. As a practitioner text it provides information that is current and in a way that allows the reader to understand the position immediately. Whilst, therefore, it may not provide the historical justification of an academic text, it does ensure that a reader fully understands the position as of now. I can foresee a number of courses where this text would be useful (most notably Evidence of course!) but it is likely to be of particular use to dissertation or Masters students.

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The structure is organised so that it largely deals with evidential issues as one would experience them, i.e. from pre-trial, to proceedings, disclosure and then the trial. The chapters on disclosure, discovery and privilege are extremely well written and the analysis of the implications of Article 6 on privilege is well thought out and offers a pragmatic view of the situation. The publishers argue that the timing of this edition is useful because it is written when both the Civil Procedure Rules and Human Rights Act 1998 have begun to settle down. Whilst not everyone will agree with this, it is probably correct in this field, and it has allowed the author to review the major decisions that have defined this area and adapt his analysis into opinions on how the law will be shaped in the future. Given the fact

that he is one of the leading Queen's Counsel currently at the Bar one can also have confidence that the opinions are likely to be accurate.

If one bears in mind its primary audience then it is difficult to fault this book for purchase by a law library. Whilst it would never replace textbooks in the field (not least because of its expense!) it could be an extremely valuable resource for both staff and students who wish to understand what can be a complicated area of law.

Alisdair Gillespie
Principal Lecturer in Law
University of Teesside