

legislation, with Delaware being ranked 38th. Tracking down one of the few pieces of legislative history for the Delaware incorporation statutes led a librarian to three binders hidden on a dusty shelf in a disused basement. Although there was not a Douglas Adams' inspired "Beware of the Leopard" sign to keep away users, the materials were not kept out in the open. When the librarian began reading

the material, she recognized a lot of legislator's names who were later convicted of assorted crimes. When asked if the materials could be made public, the librarian/state employee responded with "Are you kidding? The state makes a lot of money from the tax revenue."

Unfortunately, the bottom line is what dominates corporation law.

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Life at a Large US Law Firm

Joan Batchen, who is Firmwide Library Services Manager for Kirkland & Ellis LLP, describes the entrepreneurial nature of the organization and outlines the services offered by the library and information services within this context.

Introduction

Founded in 1908 by two Chicago attorneys, Kirkland & Ellis LLP is now an international law firm of over 1,100 attorneys with offices in (listed in order of opening): Chicago, Washington, D.C., Los Angeles, New York, London, San Francisco and Munich. We recently announced plans to expand to Asia with an office in Hong Kong within the year. So, with our 100 year anniversary around the corner, Kirkland has evolved from a Midwestern U.S. law firm to a global enterprise.

As with our other office expansions, the Hong Kong office will be established by a K&E partner who will relocate to Hong Kong to lead the office in the "Kirkland" manner. This "transplanting" of seasoned Kirkland attorneys to open other offices is a tradition at the firm. For example, our Los Angeles office was founded in 1989 by several litigation partners from our Washington, D.C. office. Shortly thereafter, our New York office was established with a core group of partners and associates from existing offices. So, although each office has its own unique culture, a common Kirkland thread runs through them all.

Kirkland is truly a multi-disciplinary law firm with core practice areas in corporate, litigation, intellectual property and restructuring. Our attorneys often work on cross-disciplinary teams because of the nature of the project or matter at issue. For example, Kirkland trial



Joan Batchen

lawyers have worked on contested tax matters with our tax lawyers; corporate lawyers routinely have worked as part of a larger team on insolvency and bankruptcy matters; and IP and corporate lawyers have worked together on deals and in litigation to protect client's intellectual property rights. The library supports all of the firm's practice areas in terms of both access to resources and research support.

Entrepreneurial culture

The Kirkland culture is often described as entrepreneurial, and with good reason. Kirkland uses a unique "free market system" of assigning work to associates. They get to choose their assignments and partners have to compete for associates. Kirkland provides excellent in-house training for its associates. The Kirkland Institute of Trial Advocacy (KITA) runs national mock trials with actors hired as witnesses and partners acting as judges. Each major practice area spends a considerable amount of time developing their own training programs. The other unique feature is the amount of client contact that young attorneys receive. This policy gives associates a great deal of freedom and responsibility early in their career. Not surprisingly, this also means long, long hours for both associates and partners alike. You can drive through downtown Chicago at any hour of the day or night and pick out the Kirkland floors in the Aon Center – the ones with the lights on all the time.

Library services

Each Kirkland library has a Library Services Manager who is responsible for the library operations and research services. Our Munich office is managed remotely by the London Library Manager. As Firmwide Library Services Manager, I am responsible for the Chicago library operations and research services as well as all firm-wide library projects and initiatives. With input from the library managers in each office, I prepare and track the library budget which includes all new acquisitions, print and electronic subscriptions and online databases. I negotiate and monitor any firm-wide contracts or licences, including our Westlaw and LexisNexis contracts. I coordinate firm-wide projects, such as last year's upgrade of our library catalogue software and the rollout of a "webcat" to all attorney desktops. This year, we will implement two large technology-related projects: 1) An online library research request database and time tracker and 2) An e-resource management system for password management, client/matter validation and usage tracking. We work very closely with the firm's technology department, meeting on a regular basis to discuss issues and plan projects.

As with many U.S. law firms, the physical space known as the library has evolved over the years. When I started at Kirkland 14 years ago, the library stacks alone occupied almost half of the 54th floor (almost 20,000 square feet). Around the same time, my predecessor negotiated a preferred provider agreement with Westlaw and we successfully transitioned the attorneys from print reporters to online case law searching. We also reviewed many of the multi-volume print sets and, where possible, cancelled our print subscriptions and transferred to CD-ROM (now web-based) subscriptions. We moved the majority of the remaining print collection to compact, movable shelving. The compact shelving is less than ideal, particularly since we have only one open aisle in the Chicago library, but it has allowed us to have more space for the library staff, including private offices for the research staff. We were also able to keep a library reading room with a beautiful view of the Chicago River and Lake Michigan.

The shrinking of the physical library means that we have to deal with the perception that the library "no longer exists". Of course, this viewpoint is generally held by people who have been at Kirkland for a long time and remember the "old-fashioned" library. The reality is that the library has expanded beyond the physical realm to the intranet and attorney desktops. We continue the traditional library practices of collection development, only our assets are increasingly more electronic than print. There are inherent problems in this shift to electronic products. In the past, I could purchase an expensive print periodical, but route it to several people to help justify the cost. Now, the trend by publishers is to charge a per-user licence or an exorbitant amount for enterprise access to an electronic resource. It seems that I struggle more in making decisions to purchase electronic licences. I am hoping that



Chicago skyline

with the implementation of our e-resource management tool this year, I will be able to track usage accurately of the electronic services and, armed with actual usage data, be able to negotiate different licence arrangements or cancel services altogether.

Research Services

The Library Research Services department is staffed by professional librarians (called research specialists) who perform all types of research to help support the firm's practice areas. Our research specialists all have advanced degrees in library science, business or law. More than half of the research specialists have been with the firm more than eight years, six of them have been with us more than fifteen years. This stability, experience and dedication of our staff is critical to our success.

Our research specialists conduct all types of research for the firm's attorneys and staff, but firm policy prohibits them from conducting legal research. The definition of legal research is fairly strict – we cannot do case law searching or interpret statutes. We can, however, assist attorneys in starting out their legal research project by recommending resources, whether it's print or online. With the ubiquitous web, we no longer receive as many "ready reference" types of questions – company address, attorney contact information, etc. Our research specialists are viewed by the firm as expert searchers and are often given the more sophisticated or complicated projects (often prefaced by "I don't know how you are going to find this, but..."). For the litigation group, we do any type of fact-based or statistical type of research. We also do a fair amount of research on expert witnesses, whether it's research on opposing counsel's experts or research to identify experts in a particular area of knowledge. The intellectual property group keeps us busy with patent and trademark research. We support

the corporate group with SEC filings research, including searching for precedent materials. Generally, there's a great deal of variety to the types of requests we receive which keeps the job interesting and sometimes entertaining.

Chicago Library – Reference Services

Since our Chicago library has the largest research staff, we have devised a reference desk system which ensures that all requests are taken, assigned, reviewed and completed by the requester's deadline. We call it the Triage system— a very 1980's term, but accurate nonetheless. Each research specialist is assigned to work the Triage Desk for a week at a time. All attorneys and staff are directed to call a central library telephone number for any type of library request – whether it's for research, to request a book, to add their name to a periodical routing list, to report a problem with a Westlaw printer, etc. For research requests, the research specialist is responsible for conducting a complete reference interview, including the nature of the request, the context, the deadline, the billing information and any cost constraints. The researcher then prioritises all of the requests and assigns them to available research specialists. This workflow management means we are able to effectively manage any "crisis" requests. We've had attorneys call us from outside a courtroom for a crucial piece of research or a copy of a cited article that they need within minutes. Another key responsibility of the person working Triage is to be available for consultation with other researchers working on projects to brainstorm about ways to answer the research question as completely as possible. Finally, the Triage librarian reviews all completed research requests before they are delivered to the requester, including reviewing the research results, the search strategies and the cover memo to make certain that the research is of the highest quality. Currently, the research work flow is managed using carbon copy paper request forms, but within the next few months, we will be rolling out an electronic database that will handle these functions for all Kirkland libraries.

Although we bill our time for research projects, we do not have any billable hour targets or requirements. Our billing rate is equivalent to a legal assistant (paralegal) rate. Although the majority of our time is spent on client billable research, we have experienced an increase in the number of marketing or client development research requests within the last few years. The requests range from background information on a potential client to more sophisticated analysis of legal trends and market analysis. Our marketing department has hired their own internal researcher for this type of work, but the library is often called upon to assist with overflow or work on the more complicated requests.

Marketing

The marketing of our library and research services is fairly straightforward. We make sure that we meet every new attorney and legal assistant during their first week or so for a library orientation. It's our one opportunity to meet directly with our future patrons and inform them of the services that we provide. We provide each attorney with a library orientation pack with contact information, description of services, Westlaw/Lexis passwords and other information tailored to their practice group. We monitor the "request for information" e-mails sent by attorneys to group distribution lists and offer our research services when possible. We send out a quarterly Research Services newsletter with information on new resources or interesting projects. In each issue, we advertise our "10 minute Google" rule of thumb - advising attorneys and staff that if they spend more than 10 minutes looking for something on the web, they should contact the library for assistance. Often, our most effective marketing initiatives are quick conversations in the elevator or hallway - finding out what people are working on and offering our assistance.

In my position as Firmwide Library Services Manager, I report to the Director of Information Services who is responsible for the library as well as a whole host of departments under the loss prevention umbrella (conflicts, records, docket, audit letters). As a former library manager at Kirkland, the Director of Information Services is a strong advocate for the library. I feel very fortunate to work for someone who is uniquely aware of the strengths and capabilities of the library and research staff. Recently, the Director of Information Services formed several cross-departmental knowledge management working groups to work on initiatives such as enterprise search, work product retrieval, precedent collections and other intranet/portal projects. This group consists of people from the library, records and technology departments.

Conclusion

Since I have never worked for a law firm other than Kirkland, it is hard for me to compare the experience to anywhere else. I feel grateful that the partners and upper management recognize the value of librarians and the library as a whole. In fact, Kirkland has a history of promoting librarians to positions outside the library - for example, in technology, operations and office administration. I believe the future means we will take a more active role in knowledge management initiatives, such as implementing a firmwide enterprise search engine and assisting attorneys in development precedent and forms collections. I feel fortunate to work in a profession that is constantly evolving and meeting new challenges.

Biography

Joan Batchen is the Firmwide Library Services Manager at Kirkland & Ellis LLP, an international law firm of 1,100 attorneys with offices in Chicago, London, Los Angeles, Munich, New York, San Francisco and Washington, D.C. She joined K&E in 1992 as a research specialist, responsible for providing a wide variety of research and reference services to the Firm’s attorneys and legal staff. In 1998, she became the Firmwide Library Services Manager, responsible for the day-to-day operation of the Chicago library, as well as firm-wide co-ordination of all libraries.

Prior to joining Kirkland, Joan worked for 10 years in commercial real estate in various capacities. She then came to her senses and became a librarian. Joan holds a B.A. in English and History as well as an M.B.A., all from Loyola University of Chicago. She is a member of the American Association of Law Libraries and the Special Libraries Association.

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Going Global, Acting Local: Multi-Site Management in US Law Firms

Over-paid, over-worked, and over here? From a trickle of firms arriving in the UK 50 years or so ago, US law firms are now a noisy presence in the London and wider European legal marketplace. They are expected by some estimates to commandeer 10% of the UK legal market within the next couple of years. Linda Maynard examines what it is like working in such a firm, in particular, looking at multi-site law firm management from the fringes rather than the centre.

Introduction

The old stereotype of a couple of American lawyers sent to a distant outpost to nurse their UK clients has long disappeared as US firms have developed wide-based London and European practices. This growth has created opportunities for many legal information professionals. Although I am grateful to a number of colleagues who have shared their experiences of working for US law firms, this article is predominantly based on my own experiences at Howrey LLP.



Linda Maynard

offices across the US and Europe and its unofficial head office is in Washington DC. Many people are surprised that most of our lawyers in London practice UK and European law. Although this is partly due to the nature of our practice areas, it is common for US firms based in London to have substantive English and European practices alongside their US capabilities.

Management structure

Howrey espouses the concept of “One Howrey” and support departments tend to be organised either on regional or practice-based lines in an attempt to avoid the parent/satellite office tensions that can develop in

The Mother Ship

Howrey LLP has over 560 lawyers and staff. Specialising in competition, intellectual property and litigation, it has 14