

PLL PERSPECTIVES

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ON VENDOR RELATIONS – TRAINING, PARTNERSHIPS AND NEEDS ASSESSMENT

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KEYWORDS

Vendors, librarians, trainers, computer-based-training, on-the-job training.

“I need to learn how to ...”

“I just learned how to use that software and now they’ve changed it again ...”

“Why did they change platforms? ...”

TRAINING OPTIONS AND OPPORTUNITY

Does it seem that the resources that librarians and their patrons use every day are undergoing constant upgrades, changes in platforms, and changes in formats? The changes are so frequent and so pervasive that it is virtually impossible for librarians to keep pace, and yet librarians are the very persons who have taken responsibility for assisting their patrons in keeping up with technology changes. As frustrating and time-consuming as this responsibility is, librarians take very seriously their patrons’ angst over this constant change. For both librarians and patrons alike, the assumption is that the new technologies presumably offer efficiencies for work product, but this is only the case when training programs have been created and implemented to meet business objectives.

Library patrons assume that librarians keep pace with technological changes. Librarians have compensated for these technological challenges by offering point-of-need (just-in-time) training, as well as troubleshooting problems, when patrons ask for their assistance. Although librarians may not be aware of, or take advantage of, all vendor-sponsored training opportunities, most vendors do provide some level of training in the use of their products. It is safe to assume, however, that some presentations are nothing more than canned, single-scenario examples, highlighting fancy capabilities, that do not meet the needs of the patron/trainee.

TRAINING ASSESSMENT

Imagine how much greater the effectiveness of the training program would be, if the librarian and the vendor partnered together to offer these training programs. This partnership would allow the librarian and the vendor/trainer to conduct the appropriate needs assessment of the patron group, based on organizational needs and goals. Such information combined with the trainer’s thorough knowledge of their product would make for meaningful and relevant training sessions. The task of creating the needs assessment together helps engender a collaborative effort between the librarian, the vendor and the organization. When organizational needs are met, it makes for a trusting, long-term relationship.

Librarians represent the context in which a given product will be used by their patrons, as well as how the product complements other products and services in their libraries. This unbiased representation makes the training session less of a selling pitch and more of a true educational program. The professional trainer is an advocate for their product, and possesses in-depth knowledge of their product, including the “bells and whistles” and system efficiencies. By training together, the librarian and the vendor/trainer cover the broadest base of instruction in the effective use of the product.

What are the qualities of a good training program? The quality of the program in many instances is determined by what happens before the training event. The first task the librarian must undertake when planning for a training event (and also during the training event) is to ask questions in the form of a needs assessment instrument. The number one complaint from trainees is that sessions were irrelevant and did not meet their needs. A proper needs assessment can avert this problem. The information gathered allows the librarian and the vendor/trainer to tailor and customize

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FROM THE CHAIR

by Kathie J. Sullivan, Downs Rachlin & Martin PLLC
Burlington, VT

“Gateways to Leadership” was the title of the homework assignment for all SIS Chairs this year. We were encouraged to write about leadership themes, but I wanted to be sure to highlight the accomplishments of our SIS and its members. It could have been a nearly effortless task: Keep notes on members and SIS activities, read about Leadership, then digest all the random thoughts into a one-page essay to be distributed on a quarterly basis. The key word is “nearly.” While it is enjoyable to find clever examples to pique reader interest, write these essays and be visible to the members, our wonderful editor Jan Brown has had to put up with my frequent ignorance of due dates and deadlines. My tardiness has not been a picnic for her. Invariably, I have been traveling or swamped at work right at the time materials were due in her hands. Missing deadlines, serving the voting members, and leadership qualities... the stuff of another column!

However, highlighting the accomplishments of members is not so simple as it seems. Many of you toil in near obscurity, doing your jobs with great skill on a regular basis; but no one ever hears about your innovations. Why is that? Why do we have a fear of promoting ourselves, our creativity, our cutting-edge ideas that will save our firms money, make them competitive and fill our own need for increased self worth? Sometimes I think we fail to see ourselves as vital parts of teams, as leaders, as professionals who really have our fingers on the pulse of legal information needs and developments. We fail to recognize that our leadership roles come in many forms and guises, and we fail to promote ourselves. We wait for someone else to do it or invite us to contribute before we feel comfortable in patting ourselves on the back.

If Oprah did a show on librarians, we’d feel differently. She’d start the show by reading the SIS Purpose Statement, the idea that explains why we bother to join an SIS: “A self-selecting group of members with a common interest, which serves as a forum, contributes educational value, serves as a resource for expertise, advocates, and provides leadership group opportunities.” And then she would poll the audience for examples of how they were leaders in their own jobs and how they were a resource for colleagues.

From this poll, it would be clear: We can be big leaders in small ponds or small leaders in big ponds, but we all are leaders in ponds, regardless. PLL leadership group activities (and in a larger sense, leadership in the field of librarianship) come in many disguises. We don’t work in vacuums, we’re not islands, and we don’t walk alone. We connect on basic

and personal levels, looking to colleagues for support and examples of leadership tactics that work. The traffic on our professional listservs and the connections we make in our professional lives support this notion. We’re everywhere, and it makes me grin when I think about it. It’s really cool to be in a group of professionals at a meeting, talking about work-related matters and crises and then realize the conversation has migrated to matters of life, among friends. Stop and take a look at what you gained or enjoyed just because you got out of your office for a conference, meeting, or collegial lunch! Some of your energy, commitment and good feelings may have come because you took the time to perform a little professional outreach or you were seeking information. Some of the experiences you have gained over time happened because you attended a professional meeting, such as the AALL annual meeting, and you connected with some interesting people from similar work situations.

But AALL meetings are not the only educational opportunities available to us, and I think we need to be creative in our outreach efforts. Have you considered the National Online Meeting? Internet Librarian? SLA annual meeting? An AALL satellite broadcast? A local chapter meeting? Applying to Teaching Research in Private Law Libraries (TRIPLL) or Advanced Management for Private Law Libraries (AMPLL) or the Information Innovator’s Institute (III)? A TTIPS (technology tips) program near you? A PLI law firm library management program? Many of these programs have PLL members on their boards or faculty, making the programs relevant and interesting to us. The SIS Impact Statement is fulfilled because of these PLL and other programs and activities: “Energized and committed members benefit from creating and participating in a strong, multi-faceted, vibrant community that is the core of their professional lives.”

You will have a chance to participate in a discussion of the issues surrounding the core(s) of your professional lives: AALL and SLA and their respective legal sections. Whether you are attending the SLA annual meeting or the AALL annual meeting, be sure to attend the programs sponsored by the SLA Legal Division and PLL regarding membership and service issues. These programs came about because many of us heard, one too many times, “the organization isn’t meeting my needs.” So attend these sessions, get out of your usual patterns, be a creative leader, and when you think about the “pond” not meeting your needs, ask yourself: Am I helping to meet the needs of the pond? ■

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On Vendor Relations, continued from page 1

the training event to maximize trainees' needs. Training goals and objectives can be articulated in advance of the training event, and real case scenarios or case studies can be sought for training examples.

A well-designed questionnaire can serve several purposes in the planning stages of programs and also be used at the time of presentation of the program. These essential purposes are to:

- determine knowledge levels (be aware of varying skill levels and determine whether more than one training session should be held to accommodate divergent skills)
- expose product attitudes (provide a heads-up on criticism of the product and receive in-depth examples of the trainees' true product knowledge and experiences)
- stimulate discussion and communication
- share knowledge
- directly tie training to business results by using real case studies provided by the trainees

The information provided from these questions will accomplish two essential outcomes:

- 1) help the librarians and the trainer to understand user needs and organizational idiosyncrasies
- 2) help create future training programs as necessary, built upon an initial training experience.

The vendor/trainer will also be able to share how other customers have used the product to their benefit. Vendor/trainers learn from their sessions by seeing how users anticipate a product should work. This in turn provides useful feedback that can be forwarded to the product design team as future upgrades are planned.

The format of the needs assessment instrument will vary depending on the type of training you are planning, the amount of time you have in advance of training, and the patron group for which the training will be developed. The instrument may be formal or informal, long or short, manual or electronic, interview, multiple choice, survey, questionnaire, etc. Do not assume that you will receive 100% feedback, no matter how simple and easy your assessment instrument. Continuing the questions during the presentation of the product will help fill some of the gaps in your assessment. Whatever format is used, remember your assessment tool is the foundation for your training and a preventive measure to guard against possible problems. By identifying potential problems, a needs assessment saves time and money, and provides the framework for connecting training to future performance.

RESOURCE LINKS

The Internet has an incredible amount of sources for information on the needs assessment and needs analysis process. The following Web sites have been routinely used by the authors as excellent tools for self-study and knowledge enrichment. Both librarian and vendor/trainer can benefit from this further exploration.

American Society for Training and Development

(<http://www.astd.org>)

The ASTD produces two monthly journals, *Training and Development* and *Technical Training*, and a monthly performance-specific bulletin, *Info-line*. Membership has its privileges, but even non-members can find helpful materials on their Web page. In addition to training links, the Web site offers **free** reading lists, FAQs, Hot Topic Lists and customized research.

International Society for Performance Improvement

(<http://www.ispi.org>)

The ISPI is dedicated to improving individual and organizational performance in the workplace. This association publishes many books and periodicals in addition to providing useful information and links on their Web site. Their monthly journal, *Performance Improvement Journal*, is full of how-to guides, training instruments, and ready-to-use job aids. Their Web site provides a table of contents for issues from the last two years.

The Training Doctor (<http://www.trainingdr.com>)

Specializes in technical training. The Training Doctor creates customized training programs. The Web site offers some useful links.

The Training Supersite (<http://www.trainingsupersite.com>)

One of the most comprehensive collections of human performance and productivity resources available on the Internet.

Training and Development Resource Center (<http://tcm.com/trdev>)

Gateway to a virtual gold mine of resources for the training and development community. Links include discussion lists, commercial area for suppliers, training and development links to over 250 Web sites of interest, from benchmarking to performance. ■

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PLENTY OF PROGRAMS FOR PLL MEMBERS IN PHILADELPHIA

by Joanne Dugan, Pierce Atwood, Portland, ME
Co-Chair, PLL Program Committee 2000

By the time you read this, you will probably be packing your bags for the AALL annual meeting in Philadelphia. PLL is sponsoring eleven programs of particular interest to private law librarians, addressing issues in management, practical skills and leadership in the profession.

Because we work in for-profit organizations, private law librarians often face management challenges that others in the profession may not have. PLL is offering three programs to address the role of the librarian in a firm or corporation. These programs will help you grow professionally within your organization, while maintaining your sanity!

Modern firm environments require law librarians to interact and collaborate with a wide variety of professionals who have different priorities and challenges (including marketing, IS, finance, etc.). Our Sunday morning offering, *Developing Effective Relationships in Today's Law Office*, will show how to use your relationship with other professionals in your firm to enhance the library's value to the entire organization. (A-1; Sunday, July 16, 2000; 10:00 - 11:30 a.m.)

In many firms, the librarian is asked to assume additional responsibilities for administrative departments outside the library. *Multitasking: A Pathway to Law Firm Leadership* will show how these additional responsibilities lead to career growth and a leadership role within your organization. (H - 3; Tuesday, July 18, 2000; 1:45 - 2:45 p.m.)

A major change is on the horizon of the legal profession. *Multi-Disciplinary Practices: Challenges and Opportunities* will explore what MDP's are and how they will affect librarians. (D-6; Monday, July 17, 2000; 10:15 - 11:45 a.m.)

Finally, if you're feeling overwhelmed by all the demands being made by your organization, you'll want to attend *Setting Limits: Staying Aligned with the Business Purpose of Your Organization*. This program will offer techniques for working in stressful environments and setting reasonable expectations and limits for ourselves that are respected by attorneys and management. (K-5; Wednesday, July 19, 2000; 2:00 - 3:00 p.m.)

In addition to our leadership roles with our employers, private law librarians are leaders within the law library profession. Until recently, the Private Law Librarians SIS of AALL has been the only professional organization specifically geared towards firm librarians. With the growth of the Legal Division of the Special Libraries Association, we now

have a choice. *PLL and the SLA Legal Division: Meeting Our Needs in the 21st Century* will examine both organizations and explore how this new choice can enhance the profession rather than create a division. (B-2; Sunday, July 16, 2000; 1:00 - 2:00 p.m.)

Law librarians are also leading the fight for fair copyright laws, and private librarians are in the midst of the fray. PLL is a co-sponsor of a two-part program entitled *Librarians Take the Lead in Copyright Reform in the New Millennium*. Part 1 will discuss the role librarians have played in the lobbying effort against new legislation which would impose undue restrictions on the ability of libraries to disseminate information. Part 2 outlines what librarians can do within their own organizations. (E-6 and F-6; Monday, July 17, 2000; 1:45 - 2:45 p.m. and 4:00 - 5:00 p.m.)

Private law librarians are also being recognized as valuable partners in the development of legal research products. *Enhancing the Intranet through Collaboration* will show how two law firm libraries played an active role in the development of new tools for the intranet. (G-4; Tuesday, July 18, 2000; 10:45 a.m. - 12:15 p.m.)

As always, PLL is offering plenty of programs to help with the research aspect of your job. A review of this year's offerings demonstrates how diverse our jobs can be. The first offering is *Gateways to Foreign Patent Information: Leading the Way through International Patent Documentation*. (D-5; Monday, July 17, 2000; 10:15 - 11:45 a.m.) You can also comparison shop among various options for searching SEC filings in *Mining SEC Gold: What's There, How Do I Get It?* (F-4; Monday, July 17, 2000; 4:00 - 5:00 p.m.) In keeping with the rise of multi-disciplinary practices, PLL is also offering *Exploring the Many Mysteries of Accounting Research: Confessions of an Accounting Research Junkie*. (I-5; Tuesday, July 18, 2000; 3:45 - 5:00 p.m.) Many of us are often called upon to find medical resources, but we've never received systematic training. That need will be filled by *Medical Research in the Legal World*. (J-7; Wednesday, July 19, 2000; 8:45 - 10:15 a.m.)

As always, the AALL Annual Meeting will be hectic for all of us, but I assure you that attendance at these programs will be time well spent! ■

INFORMATION INNOVATOR'S INSTITUTE: WHAT DOESN'T KILL YOU MAKES YOU STRONGER

by Joanne Dugan, Pierce Atwood, Portland, ME

One of my favorite sayings is, what doesn't kill you makes you stronger. In the case of the Information Innovator's Institute, sponsored by West Group and held in February at LaPlaya Beach Resort in Naples, Florida, it almost did both. Most of this article will discuss how the Information Innovator's Institute (III) made me stronger. But first, let me tell you how it almost got me killed.

On my return flight from Fort Myers to Maine I had a layover at Dulles Airport. The east coast was having a bad air day: too many passengers on spring vacations, bad weather, mechanical failures and overbookings. As a result, my 45-minute layover stretched to nearly 5 hours. The departure lounge was packed and the PA system was in constant use paging standby passengers, updating reports on mechanical delays, and announcing gate changes. Normally a situation like this turns me into a sullen, brooding grouch who shoots dirty looks at anyone who dares to be more animated than I am. This trip was different, though. I was returning from III, and my head was spinning with ideas. I had put the conference materials in my carry-on luggage, and I welcomed the layover as a chance to get started on an article inspired by the conference. I had just written my introductory sentence: "Why is librarianship as a profession in such a perilous state?" Suddenly, one voice cut through the din: "This guy wasn't qualified to work in a library, let alone fly an airplane!" My head snapped up, and I saw a group of four very scruffy men standing around, complaining about a rough landing and lost luggage. There was an inner debate between my rational self, which knew better than to accost irate strangers in airport terminals, and the part of me that was fired up with evangelical zeal to rebuild the respect of the library profession in the eyes of the public. Guess who won the debate?

I approached the man and showed him the sentence I had just written when he made the remark. "Can you tell me what you meant by that statement?" I asked.

Guffaws came from his companions. He replied, "I just meant that the pilot was so dumb he couldn't even figure out the Dewey Decimal System."

"Is it that a mistake in a library is unlikely to cost lives, but a mistake while piloting a plane would?"

The tips of his ears turned red. "No, that's not what I meant."

"Did you mean that it requires more skill to be a pilot than to be a librarian?"

He gave me the evil eye. "Yeah lady, that's right. It **does** take more skill to be a pilot than a librarian."

"Were you referring to intellectual skill or physical skill?"

Through gritted teeth: "You're the expert, you figure it out!" Well, I may be a zealot, but I have no ambition to be a martyr; so I left the poor man in peace. The point is, III had me so enthusiastic about the future of our profession that I overcame my natural reticence (OK, and common sense) to defend the honor of librarians against the slander of the ignorant. And now you know how III almost got me killed! Here's how it made me stronger.

I have been a law librarian for seven years. My first year was at a court library. The other six years have been spent at the same medium-sized law firm. This is the longest time I have ever spent with a single employer. I enjoy the perks of longevity: I'm fully vested in the pension plan, I get an additional week of vacation, and I finally have a spot in the "good" parking garage. There are other equally important, though less tangible, consequences of longevity: I'm comfortable in my job, I don't have to prove myself to anyone, and firm administration pretty much leaves me alone to do my thing.

I'm ambiguous about this second set of perks. In many ways, it's an ideal setup for someone who wants to simply "mail it in" and coast toward retirement. But that would be a twenty-five year coast for me, and it sounds like a really long, boring trip.

So the quandary is, what can you do, short of changing jobs, to remain interested and challenged at work? The short answer is, if you can't change jobs, make your job change. You may always be your firm's librarian, but what the title entails can, and should, be changing drastically. The Information Innovator's Institute offered an inspiring look at the future for those who are willing to explore beyond the traditional bounds of the library into information management.

The tone of the conference was set during the first evening by keynote speaker Eric Berg. Mr. Berg is Director of Technology Forecasting Publications for PricewaterhouseCoopers. His talk included the expected – growth of e-commerce and increasing emphasis on business-to-business transactions – but it also hinted at future applications of technology that were downright spooky. One memorable example was that local businesses could transmit advertisements to a computer in your car as you drove past their establishments. Just think, when thought you heard McDonald's french fries calling your name, you'd be right!

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Information Innovator's Institute, continued from page 8

The following day we took Eric Berg's futuristic vision and applied it to the law firm environment. Professor Arthur Miller led a fascinating panel discussion of the changing role of the law firm. Pressures from consulting firms and increasingly automated do-it-yourself concerns are forcing law firms to reassess traditional ways of practicing law. Law firms are being forced to deal with the commoditization of legal services. Firms no longer act as gatekeepers of legal information. We need to capitalize on the knowledge and experience that allow us to offer solutions, not just information. The key to this process is knowledge management. As more firms wake up to this reality, librarians are in the perfect position to be key players in the redefinition of our organizations. The primary obstacle is that we have to be willing to master the new tools of knowledge management. The rest of the conference showed us how.

On both full days of the conference, we had a chance to see several state-of-the-art knowledge management systems. These included intranets, extranets, Web pages and innovative library catalogs. All of these systems were created by librarians, and the size of the organizations ranged from global to medium-sized law firms. A common theme for all of the sites was that they were custom-built by a librarian who knew the business needs of the organization.

In addition to the formal seminars, we often had speakers during our meals. West Group had all of their heavy hitters there, including Michael Wilens, the newly appointed president of West Group. The conference was small enough that you had a chance to meet everyone and follow up with speakers. The facility and meals were outstanding. Everything was meticulously organized, from materials to transportation to accommodations.

We were exposed to so many new ideas and tools during the 2½ days that it's impossible to encapsulate them all in one article. The most dramatic message was this: Librarians have the skills and the knowledge to be leaders in the current revolution in the legal field. We need to make sure our organizations recognize that ability and put it to good use. Now, go out there and spread the word! Just don't accost irate strangers in airport terminals. ■

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PLL LUNCHEON SPEAKER LISA GUEDEA CARRENO

by Ann Jeter, Jackson Walker LLP
Dallas, TX

What if your assignment was to keep track of life, the universe, and everything? Former law librarian Lisa Guedea Carreno does this every day for the president and CEO of Highsmith. *Inc.* magazine called her "a knowledge-management tool of extraordinary power" in its January 1999 profile of Lisa. Hear her speak about some of her experiences on this incredible journey at the PLL luncheon in Philadelphia on July 16. Find the *Inc.* profile at its Web site at <http://www.incmagazine.com>. Look for more information about the PLL Luncheon and Ms. Carreno as it appears on the PLL Web page and in your PLL-SIS e-mail.

TRIPLL: OUR MISSION TO ENJOY, PARTICIPATE AND ENVISION

by Rita Kaiser, McKenna & Cuneo, L.L.P., Washington, DC

Recently, I joined 30 other lucky attendees at the LEXIS Publishing Teaching Research in Private Law Libraries (TRIPLL) Conference. I applied for the conference back in November when I saw a message on one of the e-mail lists I monitor. I knew that one of my firm's goals for this year is to improve training for the associates and staff—in online, Internet and general legal research skills. The former reference librarian at my firm had gone to the first TRIPLL conference held back in 1990, and I knew she had loved it! So I applied, thinking it would be a good experience just to fill out the application. Even better, I was selected to go. If I had known how strong my competition for slots at the conference was before I applied, I might have been afraid to do so.

The participants are selected from applications submitted by members of the Private Law Libraries SIS of the American Association of Law Libraries. The TRIPLL Council makes the final selections and bases its choices on factors such as geographic diversity, a variety of firm sizes and types, and years of experience. The Council feels that it is important to the overall experience for a wide variety of librarians to participate. Thus, if an applicant thinks that it is easy to get a slot simply because the firm he/she works in is large or well-known or located in a large legal market—he or she is incorrect. A real effort is made to diversify the selected group, which leads to a better experience for all the participants.

The results of this selection process can be illustrated by the experience I had speaking with one of the other participants. At breakfast on one of the conference days, a participant from a small regional firm was sitting at the table with me. We were discussing information systems and technology. She said that at her firm she was the *only* one with Internet access. Her firm was still reluctant to let anyone else have access due to security concerns. It made me realize that I have access to resources I need to appreciate. The firm I work at not only has Internet access but also has an extranet and a new intranet. We certainly aren't technology challenged, although I sometimes feel that way.

But on to the conference itself. This year the mission of the TRIPLL conference was stated as a "triple" mission.

- It is especially important that you enjoy yourself. When you are having fun, you are in the best emotional state to learn.

- Participation by the attendees is essential. Asking questions and volunteering to lead the group or make a summary presentation will enhance your learning experience.

- The weekend at TRIPLL provides an opportunity to envision the future and the tools to make that future a reality.

Enjoying ourselves was easy. The conference was held April 14–16 at the Paradise Valley Resort in Scottsdale, Arizona. Everything was done to make us comfortable and happy. The rooms were terrific, the food was great, and we were picked up at the airport—even when, in my case, I was 1½ hours late due to airplanes grounded by weather in Atlanta.

Using break-out tables with different people summarizing the points being made, asking lots of questions and doing group exercises encouraged participation during the conference. These exercises included brainstorming to plan a training session and even playing acting coach to improve our speaking voices and presentation styles. In addition, there was time to talk to the other participants during breaks, dinner and other social events, which helped to promote this participation as it is easier to speak up when you know the other people in the room. None of the speakers objected to being interrupted, which led to some lively discussions during their planned presentations.

Envisioning the future was the ultimate goal of the conference. We were to envision how to produce better training for our customers by learning how the legal market is evolving, assessing our users' needs, establishing connections throughout our firms, linking with our IT departments to train for the future, marketing ourselves and our libraries, maximizing the money available for training through balancing our checkbooks, developing our presentations and delivering our message.

The speakers for the conference included the members of the Council and three outside speakers. The Council members spoke on a variety of issues that we all must be aware of within our firms and outside our firms. I learned that the fierce competition for attorneys from the top accounting/consulting firms and global legal firms is only going to increase. All domestic law firms have to take this into consideration when training and hiring new associates. Recruiting and training an associate can cost over \$200,000, so it is more critical than ever to promote better training to reduce the bottom-line costs to the firm. We as librarian trainers can help.

I was reminded to create links with the IT staff by establishing a strong, non-adversarial relationship with the director. Ask how the library can support the IT department and the firm help desk. Make sure that all help desk staff have the phone numbers for the major online services. And —

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TRIPLL, continued from page 11

the most important tip to me—establish a protocol for introducing new electronic services to the help desk. Sometimes they get the call first; and if they don't know how to help, it reflects poorly on the library, too.

Market the library aggressively. Spend an hour a week of library staff time brainstorming on how to do it better for your users. Design library brochures, cover letters and even a logo or a stamp, so your user knows the library did the work. Always give them more than they asked for—give them what they need.

To gain support for more training, you need to maximize the dollars and cents of training. Help the firm decrease expenses involved with information needs. Find out what the firm writes off when it comes to research and help reduce these write-offs. You can do this through better training. An associate who is a more efficient researcher can work smarter. Create a balance in your approach to the firm training issues. Establish priorities, be pragmatic, plan and plan again, persuade the powers that be, persevere and be “phlexible.”

The outside faculty included Diane Filbin of the Harris Bank, Joanne Feierman of Seminars in Communication and Pat Wagner of Pattern Research. I can't speak about Diane as she was the speaker I missed due to my late arrival. If you ever have a chance to attend any program presented by Joanne Feierman or Pat Wagner, run (don't walk) to sign up and go. These two professionals are just that—professional. They are fantastic speakers who know training and how to train.

Joanne Feierman helped us understand how to develop our presentations. She talked about setting objectives for our training and planning and organizing the content. Her tips on what to do in the first five minutes are terrific! Librarians love to start with a definition of terms. Put the objectives where everyone can see them. Have people doing something hands-on immediately, if possible. Make sure they can see and hear you. Tell them to stop you if you are using a word they don't understand. Your job is to make the participants the stars, which is what she did with us. Nobody can be made to feel dumb. We librarians love to show how much we know. Change this and let the learner show how much he or she knows.

Pat Wagner showed us how to deliver our message—by delivering hers so well! The first step in delivering your message is to establish rapport with the participants. Since Pat lives in Denver, she often presents to groups containing hunting enthusiasts. She keeps up by reading the sports section and can talk to them about the sport. She said that when she first moved to Denver she had to learn about football, too. But she draws the line at golf—it is like watching grass grow. I can cover golf for her—as I am a big fan. Know your audience and establish rapport with

them. This helps you set the proper goals for the training session.

Identify the most important point of the training session by doing a mind dump of the things to teach them. Always have a Plan Z to determine what you will do if everything goes wrong. Think about the best format for your presentation—electronic or PowerPoint isn't always the answer. Adults only listen for two minutes at a time. They cycle in and out of your presentation. Ask them questions, get them involved in the training, pause often and use breaks. Learn to improve your own physical presentation by using theater skills:

- Make yourself bigger.
- Change your facial expression.
- Alter the speed, tone and energy of your voice.
- Memorize key points and information.
- Practice. Practice. Practice.
- Make mistakes and recover from them.

She taught us to trust ourselves; we are very smart and talented people. So what would I do if someone offered me another opportunity to go back to a TRIPLL conference? I would jump at the chance. It was a great experience, and one that I know will help me train my attorneys, paralegals and support staff much better in the future. I know that I will still need to remind myself not to try to tell them everything I think I know. I have to be sure that I recognize their expertise—not just my own. Attending TRIPLL has made me aware of my role in teaching legal research skills. That role is to help! ■

E-ZINES OF NOTE

by Druet Cameron Klugh, Holme Roberts & Owen,
Denver, CO

As summer associate season draws near, I thought it would be interesting to explore some sites devoted to teaching and keeping us up-to-the-minute on technology developments. They include these:

1. The *Internet Scout Report* at <http://scout.cs.wisc.edu/index.html>. The Report is a project of the Computer Sciences Department, University of Wisconsin-Madison, and it is jam-packed with information on both legal and other subjects collected by librarians and educators. In the April 7 edition, for example, there is a write-up on LLRX Buzz. The Signpost feature enables you to search on myriad training topics from among the 8,000+ summaries.

2. Many current articles from *Training and Development* can be found at <http://www.astd.org>, the site of the American Society for Training and Development. Check out the items in *Learning Circuits* and *Training and Development*, which have some articles available full-text to non-members. The latter also offers a weekly information service to which you may subscribe called *T&D Extra*. Its March 2000 issue has a good reminder article on adult learning styles entitled "Learners Speak Out."

Thanks for the tip from Rachel Jones at Dickstein Shapiro Morin & Oshinsky in one of her postings during the recent PRODEV listserv on Education and Training which she and Nancy McMurrer from Gallagher Law Library co-hosted. If you'd like to see more, go to the listserv archives at http://lawlibdns.wuacc.edu/pro_dev/threads.html and look under "Electronic Education."

3. During that same informative discussion, both Prano Amjadi at Heafey Law Library, Santa Clara University, and Barbara Bintliff at the University of Colorado Law Library mentioned *Perspectives: Teaching Legal Research and Writing* at <http://www.westgroup.com/librarians/perspec/perspec.htm>. Take a look at the many useful articles, especially the "Teachable Moments for Students" which Barbara edits. You may also sign up to receive hard copy of this thrice yearly publication from West Group.

4. On the technology side of things, you should know about TipWorld. Take a look at the many lists of subjects you can be updated on daily by signing up for free e-mail newsletters at www.tipworld.com. I find it useful for keeping up with the various features in Netscape (under the "Internet" category).

5. TipWorld is also where I found out about www.fidget.com, which has an electronic newsletter directory. Choose the headings of "Education" or "Computers" to get some timely information. However, I must confess, I enjoy the site for its entertainment value under the archetypal legal heading of WIDGETS. (!)

From the serious to the sublimely silly, these are your five Web sites for this issue. Let's hear from the peanut gallery. E-mail me at klughd@hro.com ☺

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OPPORTUNITIES FOR LEADERSHIP AALL ANNUAL MEETING AND CONFERENCE

by Anne C. Matthewman, Metropolitan Toronto Lawyers Association
Toronto, Ontario, Canada.

Chair, Annual Meeting Program Selection Committee 2000

The 93rd annual meeting and conference of AALL, "Gateways to Leadership" will be held in Philadelphia from July 15-20, 2000. Programs at this conference will offer PLL members many opportunities to flex their leadership muscles.

The President's Program will feature leadership consultant Dr. Carole Leland. Dr. Leland is a specialist in organization leadership, leadership development and diversity in leadership. Her dynamic presentation on Monday morning is sure to inspire everyone.

There are many programs during the conference which will be of specific interest to PLL members and which will help them define and hone their leadership skills. Here are some of the programs included:

"Developing Effective Relationships in Today's Law Office"

"Do Our Salaries Reflect Our Leadership"

"Opening the Gateway: Mastering Assertive Communication Skills"

"Competencies for Leadership in Law Libraries"

"Librarians Taking the Lead in Copyright Reform"

"Facilitating and Managing Communications with Technical Experts"

"Forecasting and Financial Projection"

"Multi-Tasking: A Pathway to Law Firm Leadership"

These programs are super opportunities for PLL members to expand their skills and knowledge base.

In addition, there will be many other educational programs covering a wide range of topics with practical interest to PLL members. Be sure to study the offerings as listed in the preliminary program and watch for program updates on AALLNET and am2000 listserv. The Annual Meeting Program Selection Committee 2000 hopes that PLL members will take advantage of the many timely and interesting programs being presented at "Gateways to Leadership." ■

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