

Intranet Design Annual

The Best Intranets of 2011

Amy Schade, Patty Caya, and Jakob Nielsen

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Bennett Jones LLP

Using the intranet:

Bennett Jones LLP is one of Canada's largest law firms and is recognized internationally, with offices in Calgary, Edmonton, Ottawa, Toronto, Dubai, and Beijing. The offices vary significantly in size (from six to almost 500 people) and are geographically dispersed.

Number of employees the intranet supports:

Approximately 925

Company locations:

Calgary, Edmonton, Ottawa, Toronto, Beijing, and Dubai

Locations where people use the intranet:

Alberta and Ontario, Canada; remotely from the US, UK, Europe, Middle East, China, and India

Design team:

The in-house core project team was selected to represent the interests of lawyers (30 practice groups) and staff (14 administrative departments), directed by a small steering committee of very senior managers who met weekly throughout the project. The team had 12 people in all.

Habañero Consulting Group was responsible for user experience and design (look and feel).

V51 Consulting Inc. was responsible for solution architecture and building the intranet (in SharePoint).

RBRO Solutions Inc. was responsible for integration between Interwoven Worksite (DMS) and the intranet.

Members:

In-house:

Adeniyi Adebayo, National Director, IT; Brian Bawden, National Director, KM; Stephen Bowman, Managing Partner, Toronto; Lorene Cowburn, Office Manager, Edmonton; Karyn Hight, Intranet Coordinator; Andrew Lewis, Team Lead, Systems Development; Kindra McNish, Project Manager/Analyst; Shelagh Mikulak, National Director, Information Resources/Libraries; Aldona Oleinikas, KM Coordinator; Duncan Quarrington, KM Lawyer; Jim Smith, Team Lead, Applications; and Siobhan Walsh, Chief Administrative Officer

Habañero:

Kurtis Beard, Interaction Designer; Jonathon Kay, Interaction Designer; Kathleen Moynahan, Senior UI Designer; Benedict Ng, Interaction Designer; Bryanne Philibert, Project Manager; and Ben Skelton, User Experience Lead and Senior Information Architect

V51:

Akiva Bernstein, Business Analyst and Information Architect; Frank Gasparovic, SharePoint Developer; Nicolas Munson, Trainer; Vincent Pollard, CSS Developer; Debbie Rothstein, Project Manager; Matt Stark, Technical Architect and Lead SharePoint Developer; and Jason Viera, Quality Assurance Lead

RBRO:

Gerrick Denton, Systems Consultant, and Howard Russell, Co-CEO, Professional Services

SUMMARY

When the Bennett Jones team set out to redesign the intranet, their goal was to achieve greater efficiency and a better work product for less money. They faced the daunting challenge of wrangling a law firm's knowledge capital and making it simple to find, use, and update for the firm's 925 employees, including more than 400 legal professionals. They also wanted the tool to help build a cohesive culture across the firm's offices. Finally, they wanted to be ahead of the curve in technology use to help attract and retain the best legal talent available.

The team recognized that the site's main emphasis had to be knowledge sharing and management. In this busy law firm, the people with the most expertise had varying technical skills and little time to learn new tools. The designers thus knew they had to make knowledge sharing a routine activity, rather than an extra and complicated task.

User experience was key to the site's success. To that end, they worked with a user experience design company to identify requirements and discover cultural differences among the offices.

The homepage features *News and Announcements*, including *From the desk of* announcements from key senior executives, such as Hugh L. MacKinnon, the firm's

Chairman and CEO. The homepage provides firm news, as well as press mentions. Local news is followed by events around the firm. Employees are celebrated through the *New Arrivals* and *Anniversaries* sections. *Anniversaries* lists the honored employees, their departments, and how long they've worked at the firm.

The side of the page includes news headlines, filtered for relevance through a news aggregator, and a fact of the day, along with a poll and list of popular links. The page also features recent firm photos, and invites users to share their own photographs.

The straightforward homepage nicely summarizes new information and emphasizes the firm's recognition of its employees as great assets.

The page provides clear navigational choices. Additional links appear at the top of the page, allowing users to access tools including a personalized list of links, forms, and templates, Web links, and firm blogs.

The *KSN* tab, next to *News + Announcements*, displays the latest posting from *The Knowledge Sharing News*, the only firm-wide blog in BenNet, as well as a continuously updated listing of content added to *Knowledge Bank* in the last seven days.

BenNet Welcome Brian Bawden [Home](#) [My Stuff](#) [Forms + Templates](#) [Web Links](#) [Blogs](#)

MY SOFTWARE PEOPLE FINDER Ask Ben [Knowledge Bank Search](#)

[Knowledge Bank](#) [Our Teams](#) [How Do I...?](#) [CLE + Training](#) [Policies + Benefits](#) [Our Offices](#)


NEWS + ANNOUNCEMENTS KSN

From the desk of Hugh...

John Weekes

We are delighted to announce that John Weekes has joined the firm as a Senior Business Advisor in our Ottawa office. Prior to joining Bennett Jones...

[Continue Reading...](#)



FIRM NEWS

Apr 15, 10 [LiveWell WorkWell May/June 2010](#)

Apr 08, 10 [New Firm Publication - Caveat Counsel: Care and Caution in the Boardroom](#)

Apr 07, 10 [John Weekes](#)

[See All Firm News](#)

BENNETT JONES IN THE NEWS

Apr 15, 10 [Bennett Jones LLP in the News](#)

[See All BJ in the News](#)

TORONTO OFFICE NEWS

Apr 15, 10 [4th Annual Sporting Life 10K Law Challenge - Join Team Bennett Jones ...](#)

Apr 14, 10 [Spring Programs at the Adelaide Club](#)

Apr 12, 10 [The Unveiling of the new Torontopath.com Website - Prizes Galore!](#)

[See All Office News](#)

FIRM EVENTS

The week of April 12 [« Previous week](#) | [Next week »](#)

Apr 13, 10 [Partners Expenses Cutoff for April 15th Cheques](#)

Apr 14, 10 [ELOMA - Annual Support Staff Seminar](#)

Apr 15, 10 [Telus Open House](#)

[See All Firm Events](#)

NEW ARRIVALS IN TORONTO

no new arrivals

[See New Arrivals In All Offices](#)

ANNIVERSARIES

Donna	Corporate/Staff (25 years)
Deanne	Corporate Services/Staff (7 years)
Kelly	Litigation/Staff (7 years)
Mona	Corporate/Staff (5 years)
Jennifer	Litigation/Staff (5 years)
Jason	Litigation/Legal Professionals (5 years)
Kim	Accounting/Staff (2 years)
Lorraine	Corporate/Staff (1 years)
Eileen	Accounting/Staff (1 years)
Linda	Staff (1 years)
Knox	Corporate/Legal Professionals (1 years)

THIS WEEK'S POLL

Have you found the Blogs on BenNet useful?

Not sure how to use them

I have read some but never submitted anything

I love blogs

I will provide my feedback via the FeedBack box on BenNet

You already voted for this poll.

[Results and Past Polls](#)

POPULAR LINKS

<http://www.bennettjones.com>




Research Sites

News Sources

Forms



[See More Links](#)

FIRM PHOTOS

[See All Photos](#) | [Share Your Photos](#)

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Pictured: The homepage emphasizes news and employee information.

The site had to provide immediate access to essential information related to the day-to-day work of the firm. One key to success was empowering lawyers to find precedents as quickly as possible, on their own. To this end, the site's core is the *Knowledge Bank*, a repository for legal documents, research materials, clauses, and resources. Subject matter experts select the information and classify it by type, transaction, area of law, jurisdiction, and other parameters.

The problem with many document repositories is that, as they grow, they become too difficult to use. Users often must navigate folder structures that make finding the right resources difficult. Bennett Jones' team members realized this, and knew they had to build a powerful and simple tool to ensure that employees could quickly find the right precedents.

They started with AJAX-enabled auto-fill to help guide users in the right direction. With impatient users and more than 650 document types — as well as other robust categories — the designers realized that auto-filling suggestions could help expose category names and simplify user selections.

Users start a *Knowledge Bank* search by entering a search query under *Document Type*, *Transaction Type*, or *Area of Law*. As a user types, matches related to the entry appear. In this way, users don't have to think to look under "statutory compulsory acquisition." Instead, the option appears when users type "comp."

Users can also browse by category. All categories are listed on the page, followed by the number of available resources in each.

BenNet Welcome Brian Bawden Home My Stuff Forms + Templates Web Links Blogs

MY SOFTWARE PEOPLE FINDER **Ask Ben** Enter search term Knowledge Bank Search

Knowledge Bank Our Teams How Do I...? CLE + Training Policies + Benefits Our Offices

WHERE AM I? Home Knowledge Bank Precedents

KNOWLEDGE BANK
PRECEDENTS
 RESEARCH
 CLAUSES
 FIRM PUBLICATIONS
 BenNet Books

Precedents

Browse the Precedent Bank
 To find Precedents most relevant to your needs, explore the taxonomies below, or simply begin typing in the box of your choice, under Document Type, Transaction Type or Area of Law, and all of the possibilities that match what you are typing will appear. Select one to produce a set of results that you can quickly narrow down to a handful, by applying filters and/or searching within results for keywords.

Share your work!
 Written a great clause lately?
 Submit your new content to the Knowledge Bank to share!
 SHARE

RECENTLY ADDED: **06** Last 7 Days **41** Last 30 Days **TOTAL: 2351**

DOCUMENT TYPE	TRANSACTION TYPE	AREA OF LAW
<input type="text"/> ▶ Acknowledgement / Receipt (45) ▶ Affidavit / Declaration (68) ▶ Agenda / List / Questionnaire (123) ▶ Agreement / Undertaking (822) ▶ Application / Petition (30) ▶ By-Law / Resolution / Articles (108) ▶ Certificate / Coupon (109) ▶ Circular / Prospectus / AIF (34) ▶ Consent / Permit (26) ▶ Deed / Indenture (21) ▶ Direction / Authorization (36) ▶ Letter (293) ▶ Memorandum (58) ▶ Minutes (3) ▶ Note / Bond / Debenture (33) ▶ Notice / Invitation (140) ▶ Offer / Term Sheet (27) ▶ Opinion / Advice (74) ▶ Order / Ruling (124) ▶ Plan / Proposal (36) ▶ Power / Appointment (7) ▶ Proxy / Ballot / Nomination (2) ▶ Release / Discharge / Waiver (35) ▶ Request / Demand / Requisition (20) ▶ Resignation / Cancellation / Revocation (6) ▶ Statement / Filing (177) ▶ Terms / Conditions / Rules (41) ▶ Will / Codicil (1)	<input type="text"/> comp Business Practices / Compliance Programs (6) Governance / Management Compensation / Benefits (54) Employment / Benefits Complaint / Prosecution (1) Proceedings / Hearings / Inquiries Environmental Compliance (14) Environmental / Land Use Statutory Compulsory Acquisition (10) Mergers / Acquisitions / Reorganizations Privacy (48) Infrastructure / Privatization (1) Insolvency / Debt Restructuring (308) Manufacturing / Development (125) Marketing / Distribution (48) Mergers / Acquisitions / Reorganizations (628) Organizations / Entities (127) Outsourcing / Consulting (20) Proceedings / Hearings / Inquiries (97) Real Estate / Land Development (155) Regulated Products / Regulated Activities (1) Trade / Foreign Investment (9)	<input type="text"/> Alternative Dispute Resolution (2) Bankruptcy / Insolvency (375) Leasing (1) Rate Change / Emissions (34) Commercial Transactions (538) Competition / Antitrust (4) Construction (14) Corporate Governance (97) Electricity Generation / Transmission (20) Employment / Labour (124) Environmental (60) Financial Services / Banking (166) First Nations / Aboriginal (0) Foreign Ownership / Investment (9) Forestry / Forest Products (0) Franchising (6) Infrastructure / Projects (0) Insurance (1) Intellectual Property (151) International / Cross-Border (60) Landlord / Tenant (23) Litigation (233) Maritime / Law of the Sea (1) Media + Entertainment (3) Medical Malpractice (0) Mergers + Acquisitions (530) Mining / Mineral Extraction (15) Oil + Gas (314) Pensions + Benefits (63) Practice Management (4) Privacy (4) Private Equity / Venture Capital (94) Professional Responsibility / Ethics (6) Public Policy (1) Real Estate (161) Regulated Industries / Products (15) Renewable / Alternative Energy (2) Securities + Public Markets (438) Structured Finance (0) Taxation (55) Technology + eCommerce (7) Telecommunications (51) Trade Regulation (9) Wills / Estates / Trusts (1)

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BEST 2010 REPORT ON BUSINESS **Bennett Jones LLP**

Pictured: AJAX-enabled auto-fill helps employees quickly find the category they need from the *Precedents* search page.

Once the site returns initial results, a faceted classification does the rest. Like those often-used on e-commerce sites, the system lets users quickly reduce hundreds of results and locate the right documents in two or three clicks. Although team members worried that users might have trouble navigating the accordion facet structure, they've been surprised by its success. The tool has proven quite powerful — and quite popular as well. Users can also full-text search the results if using facets fails to identify the appropriate resource.

Results are returned as information "snapshots" that summarize key information, including the descriptive document name, file type, classification, date, and summary.

BenNet Welcome Sean Pitt Home My Stuff Forms + Templates Web Links Blogs FAQ

MY SOFTWARE PEOPLE FINDER Ask Ben Enter search term Knowledge Bank Search

Knowledge Bank Our Teams How Do I...? CLE + Training Policies + Benefits Our Offices

WHERE AM I? Home Knowledge Bank Precedents Results

NARROW RESULTS BY:

- DOCUMENT TYPE
 - Agreement / Undertaking
- TRANSACTION TYPE
- AREA OF LAW
 - Alternative Dispute Resolution (1)
 - Bankruptcy / Insolvency (74)
 - Climate Change / Emissions (27)
 - Commercial Transactions (229)
 - Competition / Antitrust (1)
 - Construction (4)
 - Corporate Governance (18)
 - Electricity Generation / Transmission (21)
 - Employment / Labour (50)
 - Environmental (19)
 - Financial Services / Banking (82)
 - Franchising (4)
 - Insurance (1)
 - Intellectual Property (21)
 - International / Cross-Border (25)
 - Landlord / Tenant (19)
 - Litigation (7)
 - Marine / Maritime (1)
 - Media - Entertainment (2)
 - Mergers - Acquisitions (185)
 - Mining / Mineral Extraction (6)
 - Oil - Gas (217)
 - Pensions - Benefits (13)
 - Private Equity / Venture Capital (35)
 - Real Estate (67)
 - Regulated Industries / Products (5)
 - Renewable / Alternative Energy (2)
 - Securities - Public Markets (98)
 - Taxation (24)
 - Technology - eCommerce (2)
 - Telecommunications (26)
 - Trade Regulation (2)
- JURISDICTION
- EXAMPLE / MODEL / COLLECTION
- TRIBUNAL TYPE
- SECURITY TYPE

Results 846 RESULTS

Search within results GO Sort By Rank

1 2 3 4 5 6 7 Next » Results per page 10

Lease Agreement - Net Office Lease - Annotated
 Jurisdictions - Internal | Example | June 10, 2010
 Describes and explains terms and conditions of net office lease

Lease Agreement - Offer to Lease - Generic
 Jurisdictions - Internal | Example | June 09, 2010
 Governs terms and conditions of offer to lease premises for use as doctor's office

Agreement of Purchase and Sale - Vacant Land - Generic
 Jurisdictions - Internal | Example | June 09, 2010
 Provides purchaser friendly terms and conditions for purchase and sale of vacant parcel of land

Ethanol Sales Contract - Energy - Growing Power Midway
 Jurisdictions - Internal | Example | April 23, 2010
 Sets out terms and conditions for purchase, delivery and transportation of denatured ethanol

Supplemental Agreement - Retirement Income - IBM (Pensions)
 Jurisdictions - Internal | Example | March 31, 2010
 Provides for supplemental pension benefits for CEO

Services Agreement - Pension Administration - IBM (Pensions)
 Jurisdictions - External | Example | March 31, 2010
 Sets out terms and conditions for provision of third party benefits administration, incorporating Financial Services Authority's Terms of Business (UK)

Administration Agreement - Employee Incentive Plan - IBM (Pensions)
 Jurisdictions - Internal | Example | March 31, 2010
 Details duties and obligations of administrator, remuneration and termination of agreement

Pre-Acquisition Agreement - Take-Over Bid - Viewmont (Energy)
 Jurisdictions - Internal | Example | March 02, 2010
 Prospective buyer commits to make formal bid on agreed terms, and target board commits to recommend that its shareholders accept bid, subject to fiduciary out and break fee

Indemnification Agreement - Directors & Officers Liability - Generic
 Jurisdictions - Internal | Model | January 13, 2010
 Provides for corporation to indemnify individual serving as director and/or officer against liabilities arising out of service to, or activities on behalf of, corporation

Share Purchase Agreement - Private Target | Single Vendor/Purchaser - BJ Model
 Jurisdictions - Internal | Model | January 08, 2010
 Provides for sale of shares of private corporation with multiple subsidiaries by a single vendor for cash

1 2 3 4 5 6 7 Next » Results per page 10

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Bennett Jones LLP

Pictured: Faceted search helps employees quickly find the right documents. An accordion structure on the side of the page lets users filter by information type.

Information pages about each resource provide further detail, including a full description, context, and any warnings associated with use of the document or information. Related documents are shown as well.

Employees can attach a comment to any resource, making it easy to report something as simple as a typographical error or as significant as information about new legislation. The *Add Comment* button attaches the comment to that resource automatically. Knowledge Management (KM) team members review all added comments in case they need to fix a piece of information or respond to a comment.

After some consideration, the team decided to allow anonymous comments. While users are always identified on the back-end, the team lets users publish comments without displaying their names. The team was concerned that more junior employees might be reluctant to comment on an item posted by someone more senior at the firm. Indeed, in practice, the team has seen very good comments by junior people in the firm, which were submitted with the name withheld, so they're happy with their decision.

Another handy piece of information on the page is endorsements. These endorsements arrive via other site tools that let users create personal *My Stuff* pages and let groups create team-specific *Knowledge Bank Favorites* lists.

Anytime a group or individual saves a piece of content to their list, the user or group's name is associated with that piece of information. This acts as a "peer endorsement" of the resource, working under the assumption that anyone bookmarking a resource finds that resource valuable. This information is shown with the resource in the *Knowledge Bank*, letting users quickly assess the document's "pedigree" — who wrote it, who submitted it, and who likes it.

BenNet Welcome Sean Pitt Home My Stuff Forms + Templates Web Links Blogs

MY SOFTWARE PEOPLE FINDER Ask Ben Enter search term Knowledge Bank Search

Knowledge Bank Our Teams How Do I...? CLE + Training Policies + Benefits Our Offices

WHERE AM I? Home > Knowledge Bank > Precedents > Direction to Depository - Compulsory Acquisition - BJ Model

Direction to Depository - Compulsory Acquisition - BJ Model

« Back to Results OPEN DOCUMENT

Description Target corporation authorizes and directs Depository to disburse to dissenting offerees, as payment in full for remaining shares not tendered to successful take-over bid, proceeds provided to Depository by offeror, in accordance with CBCA Section 206(8)

Context Fourth in sequence of five separate documents needed to implement compulsory acquisition of shares from dissenting offerees pursuant to Canada Business Corporations Act section 206, following successful take-over bid

Document Length 1 pages

Submitted by Kathleen

Authors Jeff

Created Oct 01, 2008

Last Review Date N/A

Status Model

Curators Kathleen

Source Internal

Office Toronto

BenNet # 0014563

DMS-KM # 79863 v 2

Original DMS # 5186796 v 1

Hide additional fields

COMMENTS ADD COMMENT

You may post comments on this document. Use comments to suggest improvements to the document or to share insights or experience that may help others to use the document more effectively.

WARNING
This document was prepared for use in a cash take-over bid; appropriate modification will be required if take-over bid is not for cash only

SEE ALSO

Related Documents

- Notice of Acquisition - Compulsory Acquisition - BJ Model
- Notice of Adverse Claim - Compulsory Acquisition - BJ Model
- Direction to Offeror - Compulsory Acquisition - BJ Model
- Notice to Dissenting Offerees - Compulsory Acquisition - BJ Model

TOOLS

- Add to My Stuff
- Email this Page
- Print this Page
- Add a Comment

Give your feedback on BenNet

Please send us your feedback

ENDORSEMENTS

- Firm Precedent
- Group Precedent
 - Capital Markets + M&A

Included In My Stuff 14 people

- Darcy
- Olu
- Colin
- Paul
- Alison
- Brian
- Claire
- Trevor
- Jennifer
- Chris
- Amanda
- Taria
- Charlene
- Jordan

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BEST IN CANADA 2010 REPORT ON BUSINESS

Bennett Jones LLP

Pictured: Information about each resource in the *Knowledge Bank* is accompanied by comments about the resource, as well as a list of endorsements, indicating which individuals or groups in the firm found that resource useful enough to bookmark.

Team members realized that if it were difficult to share or create knowledge, users wouldn't do it. They therefore created tools to make it as simple as possible to add to the firm's *Knowledge Bank*. *BenNet Books*, for example, lets users assemble *Knowledge Bank* information into guides. To do this, they link resources together, like a book, and thus summarize information about complete topics or processes. Any user can assemble a guide, using a table of contents to link the list of resources.

Books are shared with all offices, and anyone can use or contribute to them, or provide suggestions for improvement.

The screenshot displays the BenNet Knowledge Bank interface. At the top, there is a navigation bar with the BenNet logo and user information: "Welcome Sean Pitt | Home | My Stuff | Forms + Templates | Web Links | Blogs". Below this is a secondary navigation bar with tabs for "MY SOFTWARE", "PEOPLE FINDER", "Ask Ben" (with a search input), and "Knowledge Bank Search". The main navigation bar includes "Knowledge Bank", "Our Teams", "How Do I...?", "CLE + Training", "Policies + Benefits", and "Our Offices".

The main content area shows a breadcrumb trail: "Home > Knowledge Bank > BenNet Books > More Info > Getting Employment Injunctions in Ontario". The document title is "Getting Employment Injunctions in Ontario" with a "Back" link. A "TABLE OF CONTENTS" sidebar lists sections from I. Introduction to XII. Undertaking. The current section is "III. AFFIDAVIT (MOVING PARTY)", which is further divided into "A. Purpose of Moving Party's Affidavit" and "B. Examples of Moving Party's Affidavits".

Section A contains several paragraphs of text, including references to Rule 39.01(1), Rule 4.06(2), and Rule 4.06(1) of the Rules of Civil Procedure. It discusses the requirements for affidavits, such as being confined to facts within personal knowledge and being signed by the deponent. Section B lists four example documents with links: "Affidavit - Employment Injunction", "Supplementary Affidavit - Employment Injunction", "Expert's Affidavit - Employment Injunction", and another "Affidavit - Employment Injunction".

At the bottom of the page, there is a footer with copyright information: "©2008-2010 Bennett Jones LLP. All rights reserved." and "About BenNet". Logos for "BEST EMPLOYERS IN CANADA 2010 REPORT ON BUSINESS" and "Bennett Jones LLP" are also present.

Pictured: BenNet lets employees group related resources and documents together. This lets employees summarize processes and procedures, linking closely related documents to one another in a simple but powerful way.

The impressive attention to detail on the site doesn't end in the *Knowledge Bank*. The rest of the site is equally well considered. Like a traditional intranet, the rest of the site includes information about policies, procedures, and forms. Team members created three main content categories: *Policies*, *How Do I..?*, and *Forms + Templates*. They developed a 12-category system for organizing this information, using the same organizational structure in the three site areas. They've found that users are successful locating the information they need with little or no training in how to use these areas. The structure enables people to find content without having to know what department is responsible for the content. The common structure makes information easy to locate, but also makes it easy to maintain.

The *How Do I..?* section in particular has drawn praise from new hires and long-time employees for both its function and content. Creating these sections had the added benefit of helping the firm centralize and streamline data and processes, which had an end result of cutting down on paper costs.

BenNet Welcome Brian Bowden Home My Stuff Forms + Templates Web Links Blogs

MY SOFTWARE PEOPLE FINDER Ask Ben Enter search term Knowledge Bank Search

Knowledge Bank Our Teams **How Do I...?** CLE + Training Policies + Benefits Our Offices

WHERE AM I? Home > How Do I...

How Do I...?

FILE + DOCUMENT MANAGEMENT

- » [Manage conflicts and secrets](#)
- » [Open a file](#)
- » [Deal with documents](#)
- » [Close a File](#)
- [See more](#)

ACCOUNTING

- » [Pay vendors and expenses](#)
- » [Bill clients](#)
- » [Collect from clients](#)
- » [Manage trusts](#)
- [See more](#)

TECHNOLOGY

- » [Contact the Help Desk](#)
- » [Use software](#)
- » [Request hardware](#)
- » [Use phones and blackberries](#)
- [See more](#)

PRACTICE SUPPORT

- » [Corporate](#)
- » [Litigation](#)
- » [Students](#)
- » [Respond to an audit letter](#)
- [See more](#)

RESEARCH

- » [Plan my research strategy](#)
- » [Ask the Librarians for Help](#)
- » [Get a QL or Westlaw Canada password](#)
- » [Bill research costs to a file](#)
- [See more](#)

AFTER HOURS

- » [Arrange for access to the office](#)
- » [Turn on the lights](#)
- » [Request support from the Help Desk](#)
- » [Reserve booked time with DocPro](#)
- [See more](#)

MEETINGS

- » [Reserve a boardroom](#)
- » [Arrange for a videoconference](#)
- » [Order catering](#)
- » [Run a good meeting](#)
- [See more](#)

SAFETY, SECURITY + HEALTH

- » [Ensure the security of Bennett Jones](#)
- » [Contact Security](#)
- » [Deal with a medical emergency](#)
- » [Respond to emergency evacuation](#)
- [See more](#)

OFFICE SERVICES

- » [Arrange for a courier](#)
- » [Find out when mail is picked up](#)
- » [Report a maintenance problem](#)
- » [Request repairs to equipment or furniture](#)
- [See more](#)

MARKETING

- » [Request promotional gifts & tickets for clients](#)
- » [Arrange for a client event](#)
- » [Respond to a Request for Proposal \(RFP\)](#)
- » [Use our logo](#)
- [See more](#)

TRAVEL

- » [Book a hotel room](#)
- » [Book a flight](#)
- » [Rent a car](#)
- » [Get directions to the office](#)
- [See more](#)

CAREER + EMPLOYMENT

- » [Change my personal information](#)
- » [Request a leave of absence](#)
- » [Upgrade my knowledge and skills](#)
- » [Report a sick day](#)
- [See more](#)

TOOLS

- [Email this Page](#)
- [Print this Page](#)

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BEST IN CANADA 2010 REPORT ON BUSINESS **Bennett Jones LLP**

Pictured: The *How Do I..?* section is set up in 12 easy-to-understand categories that let employees find the information they need without having to know what department is responsible for that information.

The team encourages employees to engage with their personal profiles on the site, and has been impressed with the level of participation. In their profiles, employees

can add their own language skills as well as professional associations. The team initially created a list of 50+ languages to choose from, and was impressed to see employees have added more than 40 different languages to their profiles. The team even received feedback from users who were touched to see their own languages included in the selection list, making the team's initial research in compiling a comprehensive language list worthwhile. In addition, the list of professional organizations has expanded from 66 at the time of the initial release to 116 now.

Further, junior lawyers and staff members can use the *PeopleFinder* to declare their availability by setting their status to green (able to take on more work), yellow (limited availability), or red (no spare capacity). This lets partners see who can take on more work. The system defaults to green (available) every Monday, encouraging junior employees to keep their status up to date; otherwise, they might be overwhelmed if they're already fully occupied, or miss out on an opportunity if they have free time. Availability status can be accessed and changed only by the individual (and his or her assistant).

BenNet Welcome Brian Bowden Home My Stuff Forms + Templates Web Links Blogs

MY SOFTWARE PEOPLE FINDER Ask Ben Enter search term Knowledge Bank Search

Knowledge Bank Our Teams How Do I...? CLE + Training Policies + Benefits Our Offices

WHERE AM I? Home > People Finder > User Profile

Profile

Profile Status
Associate, Toronto

PHONE
Office: 23 - 6079
Fax: 416.863.1716

EMAIL
Office: [redacted]@bennettjones.com
Other: [redacted]

LOCATION
32N

WORKS WITH
Elizabeth
Assistant
Office: 23 - 4858
[redacted]@bennettjones.com

WORK AVAILABILITY
Able to Take On More Work

PRACTICE GROUPS
Commercial Litigation (Member)

PROFESSIONAL MEMBERSHIPS
Advocates Society
Canadian Bar Association
Ontario Bar Association

ROLES / RESPONSIBILITIES / SPECIAL SKILLS
Notary

ADMITTED TO PRACTICE
Ontario (2007)

EDUCATION
LLB, Ottawa U , 2006 (cum laude)
MA, Paterson School , 2006 (cum laude)
BComm, McGill , 1998 (with great distinction & dean's list)

LANGUAGE SKILLS
French (Speaks, Reads, Writes)
German (Reads)
Portuguese (Reads)
Punjabi (Speaks)
Spanish (Speaks, Reads, Writes)

TOOLS
Email this Page
Print this Page

Give your feedback on BenNet
Please send us your feedback

View Website Bio
Request change to website bio
Request change to BenNet profile

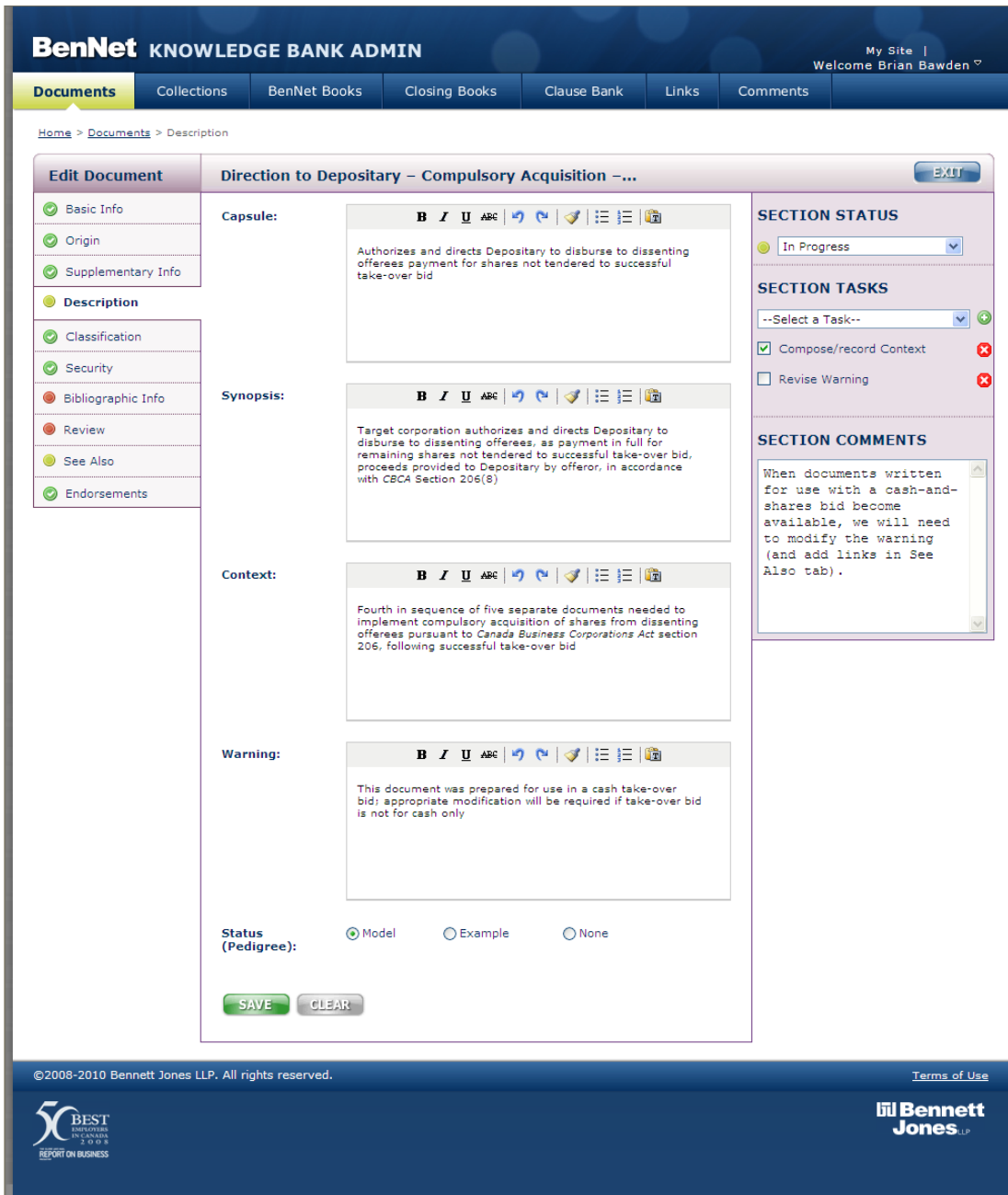
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BEST REPORT ON BUSINESS 2010
Bennett Jones LLP

Pictured: *PeopleFinder* is more than an employee directory. Junior lawyers and staff members can set their availability using the tool, and all employees can add language skills and professional memberships to their profile information (and many have).

The team didn't forget the needs of the KM team, which is ultimately responsible for the resources on the site. When the team publishes information from the document management system to the *Knowledge Bank*, a database record is created, which allows the team to add metadata to classify documents according to the established taxonomies. Given the nature of the material, much of the categorization requires someone with a legal background. To this end, the system accommodates records that need multiple administrators.

The administration view's three panels show the *Edit* section on the left, data in the middle, and completion status and a list of tasks and comments on the right. This structure allows administrators to leave comments or tasks for the next administrator directly in the interface.



Pictured: The Knowledge Management team's administration tool allows multiple administrators to work on reviewing or updating information about a single document or resource. Administrators can leave notes or a to-do list of tasks that need to be completed.

The team built — through strong planning, user research, and smart, thoughtful design — not just a new intranet, but also a mission-critical work tool.

BACKGROUND

Bennett Jones built the predecessor to BenNet, the firm's first intranet, in 2000. Although the firm desired robust functionality, it had hit a wall with its current technology platform.

"In the mid-2000s, we found ourselves in a situation where we wanted to add new and more up-to-date functionality to make the intranet more interactive, but were unable to do so because of the limitations of the platform," says Brian Bawden, National Director, KM. In fact, by about 2005, the licensor of the firm's existing software stopped supporting the platform. With this as motivation, the firm began seeking alternative solutions.

"At first we directed our attention primarily at prefabricated platforms ("intranet-in-a-box")," says Bawden. "However, after carefully assessing two such solutions, we decided that we would instead go with a custom solution, designed from the ground up to fit our firm and the way we do things, rather than acquire a prefab platform and try to fit the firm into the software."

Choosing "build" over "buy" was especially important for serving the firm's key revenue producers: attorneys. This approach was much more likely to give them ready access to the resources they need to properly service clients. And perhaps just as important, by designing and coding a custom platform, the firm was assured more control over the platform in the future. By deciding to build their own platform the team would be able to expand and improve the platform incrementally over time with no restrictions on features of functionality.

The platform on which they built the new intranet was based primarily on SharePoint technology, a choice guided by two critical data points.

"Firstly," says Bawden, "SharePoint is not likely to disappear any time soon, and secondly, as a widely-used Microsoft product, there will be a significant developer community for the foreseeable future."

The resulting BenNet platform was a far cry from the 10-year-old predecessor it replaced.

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
Pre-2000	Pandell, the organization's first intranet implementation
2000–2010	BenNet (1.0)
January 2008	Most recent redesign begins
February 2010	BenNet (2.0) launches simultaneously in all four firm offices

INTRANET TEAM



Pictured: The BenNet team: (top row, left to right) Shelagh Mikulak, Brian Bawden, and Adeniyi Adebayo of Bennett Jones; (row two, left to right) Kathleen Moynahan, Ben Skelton, and Bryanne Philibert of Habañero Consulting; (row three, left to right) Akiva Bernstein and Matt Stark of V51 Consulting; (bottom row, left to right) Gerrick Denton and Howard Russell of RBRO.

GOVERNANCE

Ownership

Ownership for BenNet lies with the firm's Chief Administrative Officer.

Two regional Intranet Coordinators, each responsible for two of the firm's four offices, manage BenNet's administrative modules on a day-to-day basis.

The KM team manages BenNet's KM modules, including the *Knowledge Bank* and practice group home pages. Each lawyer on the KM Team (currently there are three) has liaison responsibility for specific practice groups.

Bawden says the division of responsibility seems to work well for the firm.

BENNET TEAM RESPONSIBILITIES	
Role	Responsibilities
Steering Committee	<ul style="list-style-type: none"> • Provide overall governance and direction • Responsible for future development and enhancement
Change Advisory Team	<ul style="list-style-type: none"> • Review, assess, and prioritize proposed bug fixes and enhancements • Report to Steering Committee
IT Department	<ul style="list-style-type: none"> • Provide internal project management • Coordinate with external developers • Oversee deployments of bug fixes and enhancements • In process of assuming greater development role from external developers
Admin Team	<ul style="list-style-type: none"> • Provide oversight of admin content and admin department pages
Content Owners (Admin)	<ul style="list-style-type: none"> • Update their sections and ensure consistency • Delegate some updates and changes to other members of the team/department
KM Team	<ul style="list-style-type: none"> • Provide oversight of KM content and practice group home pages
Practice Group Coordinators	<ul style="list-style-type: none"> • Work with KM Team to facilitate practice group's use of BenNet functionality
Curators (Practicing lawyers)	<ul style="list-style-type: none"> • Keep one or more Knowledge Bank resources current

USERS

Everyone in the firm uses BenNet. This includes approximately 925 staff members, of which more than 400 are legal professionals. These users can be divided into the following groups:

- **Legal professionals:** Provide legal services to clients of the firm. Includes lawyers (partners, associates, and counsel), patent and trademark agents, paralegals and law clerks, articling students (graduate lawyers serving what is basically an apprenticeship), and summer students (students who have completed a year or more of their three-year law degree)
- **Managers:** Manage firm's various administrative departments, including Systems, Accounting, HR, and Marketing

- **Assistants:** Provide secretarial and administrative services to legal professionals and managers
- **Support Staff:** Work in the various administrative departments

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
Default Status	BenNet is set as each user's home page. Users can reset their home pages to something else, but the BenNet setting is persistent; when they log in again, the home page reverts to BenNet.
Remote Access	Users can access BenNet remotely using Citrix (secure login). This is an important feature as lawyers and senior managers frequently work from home — especially in the evening and on weekends, and when they travel.

DESIGN PROCESS AND USABILITY WORK

Project Goals

To understand the Bennett Jones intranet's evolution, it's important to understand the overarching goals that guided the project. These included:

- Foster the creation of a cohesive culture across all offices of the firm. This was especially critical because the firm had seen considerable growth, especially in its Toronto office, which had grown from 80 to 350 staff members since 2002.
- Assume a leadership position in technology use in the practice and business of law. This goal was aimed at meeting imperatives that firm leaders felt were most meaningful to its clients: responsiveness in the delivery of truly excellent advice and work product, coupled with greater efficiency and cost-effectiveness.
- Capture and preserve the firm's knowledge capital.
- Attract (and keep) the best and brightest lawyers.
- Compete with other law firms.
- Replace an existing intranet that no longer met the expectations of the firm and its personnel.

A Custom Approach

Prior to the redesign project the firm reviewed at least two off-the-shelf intranets, generically designed for law firms. The team quickly decided to design a custom intranet to fit the organization's specific needs rather than force the firm to fit into a prefabricated intranet product. So, the new BenNet was designed from the ground up to meet the firm's requirements.

It was built in SharePoint 2007 and integrated with several databases (including WorkSite, a third-party document management system). The firm used three outside

developers (described in more detail below) to assist with the effort and split the project into three phases.

“Phase One was ambitious,” says Bawden, “in that we insisted upon including a number of interactive features designed to emphasize knowledge sharing and encourage broad participation from the outset.”

Unfortunately, in law firms — as in other organizations — considerable activity and effort are often expended to aggregate various knowledge resources into repositories, but once that is done, the repositories often lie fallow.

“Knowledge, however, is a wasting asset,” says Bawden. “Without the means to keep those repositories current, they quickly become what one expert has dubbed ‘knowledge landfill.’ Our mantra was that knowledge sharing and use of BenNet needed to become ‘part of the culture, part of the routine’ and those interactive features were an essential part of making that happen.”

With that in mind, the team spent a fair amount of time in requirements gathering.

“Our greatest challenge was controlling the flow of great ideas,” says Bawden, “which can of course lead to ‘scope creep’ and delay of launch. It’s always important to remember, as Voltaire said, ‘Perfect is the enemy of good.’”

Partnering with Outside Agencies

The firm partnered with a few outside agencies to augment its internal team’s expertise. Each agency was chosen to fulfill a specific project need and worked closely with the internal Bennett Jones team to ensure adherence to the project vision.

“We recognized the complexity of the project from the outset and each agency had its primary role,” says Bawden. “We started almost simultaneously with V51 and RBRO, and engaged Habañero within a few months of project inception following a search for a top-tier user experience design firm.”

The partner agencies for the project included:

PARTNER AGENCIES/RESPONSIBILITIES

Agency: Habañero Consulting Group

Overview	Habañero Consulting provided user experience design (IA, user interface design, usability testing, and related requirements gathering) and intranet governance consulting.
User Experience Consulting	<p>The project followed Habañero's recommended user-centered design process. The internal team liked the fact that there was user involvement throughout the process, and there was close collaboration among the agency, the internal team, and end users throughout the project.</p> <p>"The research was incredibly important as it allowed us to grasp the cultural differences between the different offices, and determine how the intranet could make the lives of people at Bennett Jones easier," says Ben Skelton, Partner and Practice Leader, Websites and eCommerce (Habañero Consulting Group). "I also really enjoyed our four-hour review sessions — we don't often have the opportunity to collaborate with a client so closely on the design, which was a really intense, yet satisfying experience."</p>

Agency: V51 Consulting

Overview	V51 provided technical consulting and SharePoint development (solution architecture, technical design, development, and quality assurance) and led the requirements gathering, IA, and functional specifications for knowledge management modules (for example, <i>Knowledge Bank</i> and practice group home pages).
SharePoint Consulting	V51 Consulting was engaged to define and document the KM module requirements as well as to develop the entire intranet in SharePoint. The internal team spent several months working very closely with V51 to analyze the firm's knowledge management requirements. Following these KM workshops, V51 developed detailed wireframes for all KM modules (more than 300 pages). Habañero Consulting worked closely with V51 by providing heuristic reviews and feedback that went into the final revisions of the KM wireframes. With the exception of one portal section (forms and templates), all of the technical SharePoint development was outsourced to V51.

Agency: RBRO Solutions

Overview	RBRO Solutions provided integration between the iManage WorkSite Document Management System (DMS) and the portal's <i>Knowledge Bank</i> Admin module.
Document	RBRO's role was to work closely with the KM Team and the

Management System (DMS) Integration	<p>Firm's IT group to build a framework that enabled both users and knowledge workers to quickly identify important documents and easily submit them for review and potential publication to BenNet. The RBRO Team worked closely with V51 to develop a Web service synchronization process between the iManage WorkSite DMS and the portal's <i>Knowledge Bank</i> Admin module. Key outcomes from this activity included:</p> <ul style="list-style-type: none"> • Seamless integrations into the DMS that let users tag documents for submission. The process enforced the inclusion of the metadata required to make the documents relevant to other consumers. The system also ensured that users submitted only content that they were authorized to submit for inclusion in the portal experience. • A governing process, which ensured that ethically controlled documents from the live system were properly secured until vetted and cleaned by KM lawyers. • A synchronization process that communicated directly with the BenNet portal. • Link technology that let portal users obtain documents directly from the DMS via the portal. This let the firm maintain a usage history for WorkSite-based content via the DMS' core systems.
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Usability Activities

With Habañero Consulting's assistance, the internal team conducted several research activities throughout the project. These included:

- **Beta testing of new design.** The intranet was first tested with a group of approximately 90 users in three of the four offices (all of the articling students and selected admin personnel) before it was released to the whole firm.
- **Card sorting.** Card sorts were conducted with various members of the firm to help determine the overall intranet structure. The card-sorting exercise also let the team explore the different content types and functionality that a user might expect to find under each label. Through this process, they were able to test and refine the proposed global navigation labels.

The intranet team also completed an internal card-sorting exercise to help determine the detailed structure of the *How Do I...?*, *Policies + Benefits*, and *Forms + Templates* modules.

- **Checking server logs or usage stats.** The team conducted a review of available server logs and analyzed usage statistics to inform some of their design decisions.
- **Field studies (visiting and watching people in their workplace).** Team members conducted a series of one-on-one interviews with partners, associates, administrative staff, and articling students across the firm. The

interviews were conducted in Edmonton, Calgary, and Toronto in boardrooms and occasionally in individual offices or workstations.

- **Researching usability or design through books, reports, or other resources.** The team consulted the NN/g *Intranet Design Annual* and other published research to learn about best practices in intranet design. They also relied on the accumulated knowledge of the Habañero team, which specializes in intranet design.
- **Usability testing of design prototypes.** The team conducted usability testing in-person in Toronto; they chose that office because the card-sorting exercises had been done in Calgary.

Features for Work

The result of all of this user involvement and research is an array of features that closely match the work habits of the firm's employees. And, perhaps most importantly, the feature set helps employees enhance their interactions with other team members. The examples below illustrate different aspects of that collaborative work environment in action.

Policy Review – Foreign Investment in the Book Industry << Back

Sep 20, 2010 at 01:15pm Posted By: Brian Time EST

Quick recap on where this Policy Review stands:

As you no doubt recall, the Minister of Canadian Heritage and Official Languages issued a discussion paper on July 22, 2010, entitled Investing in the Future of Canadian Books (document here) as a kick-off for a review of the current policy (document here) that has been in place since 1992.

The initial phase solicited the views of stakeholders, referencing a questionnaire included in the discussion paper. The cut-off date for stakeholder submissions was September 18th.

Stakeholder submissions will be posted on the web site (apparently not until October), which will enable the second phase, in which both the general public and stakeholders can comment on submissions. Comments will be accepted until October 31.

According to the web site, "key stakeholders will be invited to take part in roundtables to be held in late 2010, and a ministerial decision on whether, and if so, how, to revise the policy is expected in 2011".

COMMENTS

Milos Sep 21, 2010 at 11:14am

FYI, we recently assisted a client, with regard to its submission in connection with this consultation. It is probably worth discussing briefly at a future Competition Group meeting.

Add Your Comment

Text input field for adding a comment.

Your comments will be displayed along with your name.

SUBMIT

TOOLS: Email this Page, Print this Page

Give your feedback on BenNet. Please send us your feedback.



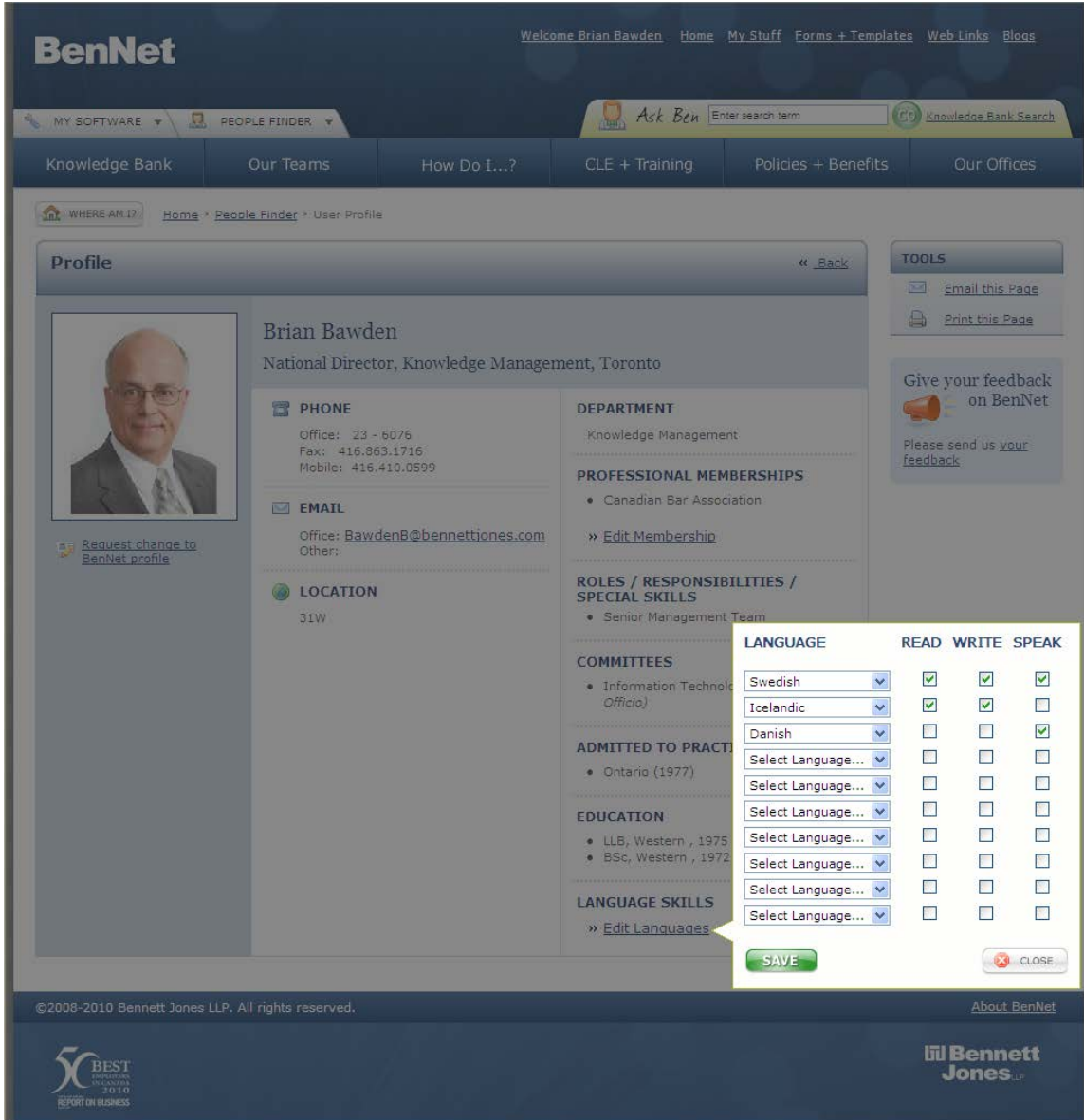
Pictured: Blogging is completely open at the firm. Anyone can start a blog or read and comment on any other. With 45 already in play, the tool has become a primary vehicle for communication and knowledge sharing at the firm. The firm so strongly supports blogging that it encourages users to think of the blog as a substitute for email conversations intended for a large audience or community of practice. In a legal environment such as theirs, the Bennett Jones users engage in blog conversations around important cases or new legislation, disseminate best practices, review new precedents, and so on. It makes sense to put these discussions in blog format as blogs are fully searchable and entries never disappear. To accommodate users who are less technologically inclined, the team also provides simple widgets that let users post blog entries, subscribe to notifications, and cross-post to multiple blogs.

The screenshot shows the BenNet website interface. At the top, there is a navigation bar with links for 'Welcome Sean Pitt', 'Home', 'My Stuff', 'Forms + Templates', 'Web Links', and 'Blogs'. Below this is a secondary navigation bar with 'MY SOFTWARE', 'PEOPLE FINDER', and a search bar labeled 'Ask Ben'. The main content area is divided into several sections:

- Knowledge Bank**: A sidebar menu with options like 'GROUP MEMBERS', 'MEETINGS & EVENTS', 'PROJECTS & INITIATIVES', 'GROUP PUBLICATIONS', 'KNOWLEDGE BANK FAVOURITES', 'WEBLINK FAVOURITES', and 'BLOG'.
- Corporate Commercial**: The main content area, featuring a description of the group's services, a list of group leaders (Bryan and Gary), and meeting dates.
- RECENT BLOG POSTS**: A section listing three recent posts: 'New not-for-profit standards proposed', 'The Deal Professor', and 'Nixon Peabody's 2009 Annual MAC Survey'.
- TOOLS**: A sidebar with options to 'Email this Page' and 'Print this Page', along with a feedback widget.

At the bottom of the page, there is a copyright notice for Bennett Jones LLP and a logo for '50 BEST REPORT ON BUSINESS'.

Pictured: The landing page for one of BenNet’s 44 team workspaces — in this case, a lawyers' practice group. The left-hand navigation links to information relevant to the team workspace and supports collaboration among teams. This provides a simple means to cross-post meetings and events, projects and initiatives, and blog postings.



Pictured: The *PeopleFinder* feature lets employees easily indicate the languages they read, write, and speak. To date, 40 languages have been declared, making the firm more multicultural than the firm realized prior to having this snapshot. Firm members have even been “genuinely touched” to find their languages on the list, making the team glad they did their homework in compiling the master list, which offers more than 50 languages.

New Alberta Rules of Court and Forms 2010

<< Back

The new Alberta Rules of Court and related Forms come into effect on November 1, 2010. This project will provide litigation lawyers with a guide to the new Rules and Forms, including forms prescribed by statute and other best-practice precedents.

CONTACT(S):

Sonva, Blair, Scott

PARTICIPANTS:

Jonathan, Marv, Richard, Valentina, Dan, Russell, Marv, Michelle, Alexis, Coral, Wanda, Aldona, Duncan, Tariq, Steve, Shawna, Sonva, Blair, Scott

Action	Date	Details
New Rules Seminar for Assistants - Part 2 of 2	Nov 22, 2010	Part 2 of internal seminar for litigation assistants, also presented on November 19 - see Meetings & Events for details
New Rules Seminar for Assistants - Part 2 of 2	Nov 19, 2010	Part 2 of internal seminar for litigation assistants, also presented on November 22 - see Meetings & Events for details
New Rules Seminar for Lawyers - Part 2 of 2	Nov 12, 2010	Internal CLE on new Rules of Court for Alberta litigators - see Meetings & Events for details
New Rules Take Effect	Nov 01, 2010	New Rules apply, and new Forms must be used, from and after Monday, November 1, 2010
New Rules Seminar for Assistants - Part 1 of 2	Oct 22, 2010	Internal seminar for litigation assistants, also presented on October 18 - see Meetings & Events for details
New Rules Seminar for Assistants - Part 1 of 2	Oct 18, 2010	Internal seminar for litigation assistants, also presented on October 22 - see Meetings & Events for details
New Rules Seminar for Lawyers - Part 1 of 2	Oct 12, 2010	Internal CLE on new Rules of Court for Alberta litigators - see Meetings & Events for details
Rules Published in Alberta Gazette	Aug 14, 2010	Last official step prior to coming into force - publication of Rules, in final form, in Alberta Gazette
Rules of Court issued as Regulation	Jul 19, 2010	By authority of Order in Council O.C. 256/2010, Rules of Court formally issued as Regulation A.R. 124/2010 under Judicature Act
Initial Meeting	Feb 01, 2010	Bennett Jones Rules of Court Project kick-off meeting and planning session

RELATED DOCUMENTS

- Rules of Court Project - ALRI Final Report No. 95 (PDF)
- Recent Amendments to Civil Enforcement Regulation (DOCX)

RELATED LINKS

- Alberta Law Reform Institute > Rules of Court Project
- LESA Rules of Court Blog

TOOLS

- Email this Page
- Print this Page

Give your feedback on BenNet

Please send us your feedback



Pictured: Project details for a significant and impending change of court rules affecting the Firm's Alberta offices. The project was created in the *Projects & Initiatives* section of the Commercial Litigation practice group's homepage and cross-posted to the corresponding section on the homepages of other affected practice groups. Identifying the initiative in this way, for all to see, reassures those affected that the firm will be ready by the time the changes take effect, and allows interested parties to become involved.

- HOW DO I...
- File + Document Management
 - » Manage conflicts and secrets
 - » Open a file
 - » Deal with documents
 - » Close a File
 - » Use Referral Management
 - » Manage files sent to Storage
- Accounting
- Technology
- Practice Support
- Research
- After Hours
- Meetings
- Safety, Security + Health
- Office Services
- Marketing
- Travel
- Career + Employment

Identify a legal or business conflict

<< Back

There are different types of conflicts to consider before opening a file and accepting the retainer.

NATIONAL

There are different types of conflicts to consider before opening a file and accepting the retainer.

1. Loyalty

A lawyer and the Firm cannot act against the immediate interests of a current client without consent, even where the retainers are unrelated (*R. v. Neil*, [Conflict Policy](#) page 2).

Example: Acting on a collection matter against a company for which we have an open, although insignificant, patent file.

2. Confidential Information

A lawyer and the Firm cannot act against the interests of either a current or a former client where the lawyer or the Firm possesses relevant information obtained from a solicitor/client relationship, which could, in the new retainer, be used to the prejudice of the former client (*Martin v. Gray*, [Conflicts Policy](#), page 3).

Examples: [Corporate](#) - Having acted for one party in developing a joint venture agreement many years previously, now acting for another party to that agreement with respect to a dispute arising under that agreement.

[Litigation](#) - Taking proceedings against an individual where we had, some years previously, acted on estate planning work for the individual such that we knew his assets and liabilities.

3. Business Conflict

A business conflict is one where, there being no loyalty conflict or confidential information conflict, the Firm, for business reasons, may not wish to accept the new retainer.

Examples: Accepting a small retainer which would preclude the Firm from accepting a larger retainer with respect to the same subject matter. This situation arises when the Firm is asked to act for an Independent Committee or a Financial Advisor where a major corporate sale is in process and where existing clients of the Firm may be candidates to acquire the business. Another example is bringing a lawsuit against the president of a corporate client.

For more information on identifying and resolving a business conflict, see Related Links.

Last updated on Monday, Dec. 07, 2009 at 11:49:19 AM

» [Top of the Page](#)

RELATED LINKS

- » [Conflicts Policy](#)
- » [How do I...Identify and resolve a business conflict](#)
- » [Conflicts Committee](#)

TOOLS

- [Email this Page](#)
- [Print this Page](#)

Questions?

Please contact:



Brad
25 - 3194

Pictured: An example of *How Do I...?* content — in this case, how to identify a legal or business conflict. In addition to the explanation in the central panel, a *Related Links* widget in the right-hand panel lets users quickly find related policies and other content. There's also a *Questions* widget that identifies the page's owner, to whom inquiries may be directed.

CONTENT AND CONTENT CONTRIBUTORS

Content management is split into two different processes to accommodate the two types of content housed in BenNet: KM content and administrative content. These content types are not only distinctly different, but are dealt with in distinctly different ways by two different teams.

KM Content and *Knowledge Bank*

"KM content" generally refers to the practice resources that the firm's legal professionals use every day to practice law and service clients. The KM team is responsible for gathering, processing, and publishing this content. Immediate access to the KM is considered mission-critical to the firm.

This content serves the particular needs of the legal professional, whatever those needs might be in the specific instance. And these resources are housed in a system of repositories in BenNet's *Knowledge Bank* module and include:

- **Precedents:** Models or examples of contracts, court documents, and other drafting resources used as starting points to document new transactions or proceedings.
- **Research:** Internal memoranda and other literature that discuss and analyze interesting or difficult points of law.
- **Clauses:** Model language for specific provisions of contracts or other legal documents.
- **Firm Publications:** Updates and alerts sent to clients, as well as articles, papers, and speeches by members of the firm.
- **BenNet Books:** Selected *Knowledge Bank* resources, from the *Precedents*, *Research*, *Clauses*, and *Firm Publications* repositories, assembled into a familiar book metaphor with optional added narrative. *Knowledge Bank* also includes direct access to the catalogue for the firm's four library collections of print and electronic resources.

KM Content Management

The primary contributors of *Knowledge Bank* content are the legal professionals themselves. To facilitate the contribution process, a *Share Your Work* widget is prominently displayed in various *Knowledge Bank* locations.

In response to suggestions from users, the team will be adding this widget to the BenNet home page as well. The *Share Your Work* widget creates a workflow that lets users submit content electronically and, at the same time, provides the KM Team with basic but essential information (metadata) about the content being submitted.

Parsing the Contributions

Not every contribution, however, is accepted for publication in *Knowledge Bank*. The *Knowledge Bank* was designed to be a "premium" content collection, meaning that

content is accepted only if a subject matter expert of suitable seniority vouches for it. This helps to ensure quality and consistency of new work product.

"To that end," says Bawden, "we track who submits the content and, before the content is published to the *Knowledge Bank*, a member of the KM team confirms that the submitter is a subject matter expert in regard to the content submitted. If not, the content is routed to a subject matter expert for review prior to publication."

"The process is not as onerous as it sounds," he says. "If a partner in the Employment practice group sends us an employment contract, we publish it to *Knowledge Bank*. If a Tax partner sends us an employment contract, we ask an Employment partner to review it before we publish it."

To acknowledge contributions and provide feedback to content contributors, the KM team advises contributors whether their contribution has been accepted for publication (and if not, why not). For contributions that are accepted, contributors are apprised as to how the document or clause has been described and classified so that they can correct any errors or suggest improvements.

The result is that the KM team must work closely with practice groups and individuals, on an ongoing basis, to generate contributions of premium content and assemble related content into *BenNet Books*.

Contributions that are accepted are copied into a separate WorkSite library that was created for this purpose, and from there are published to *Knowledge Bank* using a specially designed Web service (described below).

According to Bawden, using WorkSite offered many benefits, including that it let them track any circulation restrictions — or *firewalls* — both before and after publication to *Knowledge Bank*. Using WorkSite also let them create the unique *Find the Children* mechanism (described below).

In that separate library, called DMS-KM, default access is read-only. However, because WorkSite is accessible to all personnel, the team was able to institute a "curator" program, granting edit rights to specific documents to individuals who accept responsibility, for a specified period of time, to keep those documents up-to-date.

Due to certain WorkSite limitations, users might not be able to add all of the metadata or use all of the taxonomies selected by the team to classify the documents (type of transaction, jurisdiction, and so on). To address this, they carry out these activities at the SharePoint/*Knowledge Bank* level, using a module that the team developed called *Knowledge Bank Admin*.

DMS-KM and *Knowledge Bank Admin*

One of the firm's partner agencies, RBRO, was tasked with helping the Bennett Jones team develop a framework that would enable the firm's KM lawyers to quickly identify important documents and easily submit them for review and potential publication to BenNet. The RBRO Team worked closely with V51 to develop a Web service synchronization process between the iManage WorkSite DMS and the portal's *Knowledge Bank Admin* module. The key outcomes from this effort included:

- **Seamless integration** with the DMS that lets users tag documents for submission. The process also enforces inclusion of the metadata required to make the documents relevant to other consumers of the information. In

addition, the system ensures users submit only content that they're authorized to submit for inclusion on the portal.

- **A governing process** that ensures that ethically controlled documents are properly secured from the live site until they are vetted and sanitized, if necessary, by the firm's KM lawyers.
- **A synchronization process** that communicates directly with the BenNet portal.
- **Link technology** that lets portal users obtain documents directly from the DMS. With this, the firm can maintain a history of usage of WorkSite-based content via the DMS' core systems.

"The challenge of any great system," says Russell, "is to provide the average user with a simple method of submitting valuable content for the benefit of themselves and others." And this system accomplishes that in spades.

KM lawyers also have a critical function: to identify and label content that others create and augment the mix of valued assets.

"The way in which the DMS was integrated with *Knowledge Bank Admin* met that challenge," says Russell.

Once the DMS was integrated with the *Knowledge Bank Admin*, rolling it out to users was simple. The DMS was already front and center, on each user's desktop. Given their pre-existing comfort level with that aspect of the tool, even less technical users could take part in the knowledge-sharing process right away. This, in turn, led to wider adoption in less time.

"For example," says Bawden, "the success of the Curator program depended on the seamless integration achieved with the DMS."

Outside of the obvious knowledge-sharing benefits of the DMS and *Knowledge Bank* integration, the marriage of the two systems offered the firm other critical, yet ancillary benefits. These included helping the firm identify "children" and facilitating the Curator program. These functions are described below:

- **Find the Children**

In the ordinary course of the firm's business, precedents and other *Knowledge Bank* documents are copied and modified to create new documents, and the newly created documents, or *children*, are saved to WorkSite, the Firm's DMS.

Taking advantage of complete integration between BenNet and the DMS, the *Find the Children* feature can, at any point in time, identify all of the DMS documents that have been created from precedents and other *Knowledge Bank* documents, based on unique codes embedded in each knowledge resource in *Knowledge Bank* resource.

"This ground-breaking mechanism enables us to not only track actual usage of knowledge resources," says Bawden, "but to learn from it by comparing the children to the parent, and continuously feed improvements back into the system, achieving a critical goal that has long eluded KM practitioners."

- **See Also**

Similar to the comment-and-notification mechanism, each *Knowledge Bank* resource has a *See Also* section associated with it. This information is used to record links to related documents, blog postings, CLE programs, and/or other

background material that might be helpful in facilitating the document's proper use.

- **Curators and Periodic Review**

Significant documents in *Knowledge Bank*, such as model precedents, might be assigned a "curator" who is responsible, for a specified time period, to keep that document up-to-date, taking into account such things as new legislation and court decisions. A curator might be an established expert or a junior lawyer who will develop greater expertise in the particular subject area as a result of being appointed a curator. The curator's identity is displayed with the document so that others know who has that responsibility. The curator will also be notified, along with the KM Team, of any comments posted on that document.

When the curator or other senior lawyers undertake a review of a *Knowledge Bank* document, the date, reviewer names, and any relevant particulars are then displayed with the document.

Administrative Content

The other content type is referred to as administrative content: useful information about the firm, its offices, policies, programs, procedures (including necessary forms and workflow), benefits, history, news, and so on.

Contribution and management of administrative content is done on the basis of distributed responsibility, and each and every admin page has an owner. On most pages, the owner is identified with contact particulars.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<p>Hardware:</p> <ul style="list-style-type: none"> ESX VSphere 4.0 Enterprise Edition Virtual Server with dedicated Intel Xeon CPU E7440 @ 2.4Ghz (2 processors) 4 GB of RAM <p>O/S:</p> <ul style="list-style-type: none"> Windows Server 2008 R2 Standard
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> Bugzilla as the primary system to log both feature requests and bugs
Design Tools	<ul style="list-style-type: none"> Adobe Fireworks
Site Building Tools	<ul style="list-style-type: none"> MOSS 2007 Enterprise Edition
Content Management Tools	<ul style="list-style-type: none"> MOSS 2007 Enterprise Edition iManage WorkSite DMS (extended by RBRO to push content to SharePoint — see Part I for a description of DMS-KM and its relationship to Knowledge Bank Admin)
Search	<ul style="list-style-type: none"> MOSS 2007 Enterprise Search
Other Functions	<ul style="list-style-type: none"> At the suggestion of V51, the team used Basecamp, an online project management tool, to foster communication among teams, track issues, and share files

MOBILE

Mobile access is limited for BenNet. And, like many large organizations experimenting with mobile intranet access, Bennett Jones is taking a watch, learn, and implement-in-stages approach.

“For the first phase of BenNet, we made sure that our users could access the blogs and post comments on blog postings from their BlackBerrys,” says Bawden. “But we did not create a mobile version of the site for the first phase. Our plan is to observe how our users are using the site and, based on that information, to add mobile capabilities in a later release for some key mobile scenarios.”

SEARCH

The portal contains several search interfaces, including:

- A general portal search, known as *Ask Ben*, designed to help users find administrative content
- *Knowledge Bank* search tools that help lawyers locate legal knowledge sets
- A *PeopleFinder* search tool

Ask Ben

Ask Ben is configured using MOSS 2007 Enterprise Search. Currently, this is searching content only in SharePoint site collections. The team configured keywords and best bets to promote content that absolutely must be found. For users who still like to find KM content in *Ask Ben*, they provide one-click links to execute those searches in the *Knowledge Bank* search.

The screenshot shows the BenNet intranet search results page for the query "BlackBerry". The page features a navigation bar with links like "Welcome Brian Bawden", "Home", "My Stuff", "Forms + Templates", "Web Links", "Blogs", and "Site Actions". Below the navigation bar, there are tabs for "Knowledge Bank", "Our Teams", "How Do I...?", "CLE + Training", "Policies + Benefits", and "Our Offices". The search bar is labeled "Ask Ben" and contains the search term "BlackBerry".

The search results are displayed in a list format, with each result including a title, a breadcrumb trail, and a "BEST BET" badge. The results include:

- Use Phones and Blackberries**: Home > How Do I... > Technology > Use phones and blackberries
- Blackberry Usage and Security Policy**: Home > Policies + Benefits > Policies > Technology > Blackberry Usage and Security Policy
- Calling Card Policy**: Home > Policies + Benefits > Policies > Technology > Calling Card Policy
- Blackberry Contact and Plan Information**: Home > How Do I... > Technology > Use phones and blackberries > Request and use a Blackberry
- Workflow Management Systems**: Home > Our Teams > Leadership + Committees > Information Technology Committee > Projects
- Crossing the Border with Laptops – Some Tips**: Sep 07, 2009 at 04:45pm | Brian Bawden. Home > Our Teams > Administrative Departments > KSN - The Knowledge Sharing News > Blog
- Travel Info**: Home > Our Offices > EDMONTON
- Travel Info**: Home > Our Offices > TORONTO
- Travel Info**: Home > Our Offices > CALGARY
- Travel Info**: Home > Our Offices > OTTAWA

On the left side, there is a "Knowledge Bank" section with search precedents for "BlackBerry". On the right side, there are "SEARCH TIPS" and a "Give your feedback on BenNet" button. The page footer includes copyright information for Bennett Jones LLP and a logo for BEST (Bennett Jones Employees' Trade Association).

Pictured: A search results page, including best bets, of an employee search for the term "BlackBerry" using the *Ask Ben* search feature. *Ask Ben* is another example of the user-centric approach to finding intranet information. Search tips are prominently displayed, as are links to *Knowledge Bank* searches for the same topic.

Knowledge Bank Search

Unlike *Ask Ben*, the *Knowledge Bank* search is more customized to the organization's needs.

"*Knowledge Bank* search is much less out of the box," says Bawden. "The majority of content in *Knowledge Bank* is stored in document libraries with a fair bit of metadata including hierarchical taxonomies not fully supported by MOSS 2007."

When a user executes a keyword search in *Knowledge Bank*, the search is executed across multiple content types, using different search scopes for each content type and targeting different metadata depending on the type. Results are displayed either by date or relevance or some other criteria depending on the content type. Copies of documents from the enterprise DMS are also stored in SharePoint and indexed for search purposes.

"With *Knowledge Bank*, as indicated, we implemented faceted classification in combination with search," says Bawden. "Interestingly, the most efficient means of finding a precedent is to begin with faceted classification (for example, choose a type of agreement), and apply other filters as applicable, using full text search if needed only as a last resort."

Conversely, the most efficient means of finding an article, memo, or other research item or firm publication is to begin with full text search, using faceted classification only as a last resort. However, this approach is not the most obvious path, and team members know they need to work on this.

"We think we will need to adjust the interface to make this more obvious," he says.

NARROW RESULTS BY:

- DOCUMENT TYPE
 - Agreement / Undertaking
- TRANSACTION TYPE
 - Emissions Trading
- AREA OF LAW
- JURISDICTION
- EXAMPLE / MODEL / COLLECTION

Results << Start Over

24 RESULTS

Search within results GO Sort By Rank

1 2 3 Next > Results per page 10

SEARCH TIPS

- Narrow your search by selecting options in the left column.
- Search within results to narrow your search ever further.
- Look for helpful icons that highlight the best resources.

TOOLS

- Email this Page
- Print this Page

- Agency ERPA – CERs from CDM – Energy Trading Module**
 Jurisdictions | Internal | Example | October 03, 2008 [More Info](#)
 Agent purchases Certified Emission Reductions generated from Clean Development Mechanism project for prospective buyers, identities to be determined
 - Escrow Agreement – Closing Escrow – Tennessee / Another Party / Another State**
 Jurisdictions | Internal | Example | September 10, 2008 [More Info](#)
 Bennett Jones to act as escrow agent for client. Sets out responsibilities and conditions that are required to act as agent.
 - Performance Guarantee – CER Purchase Transaction – Tennessee / Tennessee**
 Jurisdictions | Internal | Example | September 09, 2008 [More Info](#)
 Parent guarantees subsidiary's obligations to New Buyer in transaction in which subsidiary sells Certified Emissions Reductions to New Buyer
 - Harvesting Contract – Carbon Credits – Tennessee / New York**
 Jurisdictions | Internal | Example | September 03, 2008 [More Info](#)
 Establishes system for creating carbon credits in anticipated compliance markets through use of Nitrogen Tire Injection Program
 - Emissions Reduction Purchase Agreement – VER Offsets – Integrated Gas Refinery Services / Front Street Capital**
 Jurisdictions | Internal | Example | August 01, 2008 [More Info](#)
 Provides for purchase and sale of Voluntary Emission Reduction offsets from 2007 and for offsets from 2009 – 2013
 - Project ERPA – Canadian Compliance Credits & VERs – Green Management / Front Street Capital**
 Jurisdictions | Internal | Example | July 22, 2008 [More Info](#)
 Provides for purchase of emissions reductions, buyer may purchase additional credits produced in year beyond Annual Offset Quantity and has right of first offer and refusal
 - Master Agreement – New Buyer Arrangements – Tennessee / Another Party**
 Jurisdictions | Internal | Example | July 01, 2008 [More Info](#)
 Enables new buyer to acquire Contract CERs (certified emission reductions) from current buyers who reduce their proportionate share
 - Confidentiality Agreement – Purchase of Contract CERs – Tennessee / Another Party**
 Jurisdictions | Internal | Example | July 01, 2008 [More Info](#)
 Forbids buyer to divulge information concerning its purchase of Certified Emission Reductions from current buyers
 - Confidentiality Undertaking – New Buyer – Tennessee / Another Party**
 Jurisdictions | Internal | Example | July 01, 2008 [More Info](#)
 Requires New Buyer to keep confidential all information received about operation of UCF (Umbrella Carbon Facility) transaction
 - New Buyer Purchase Agreement – Certified Emission Reductions – Tennessee / Another Party**
 Jurisdictions | Internal | Example | July 01, 2008 [More Info](#)
 Provides for new Buyer's purchase of proportionate share of CERs acquired by Seller
- 1 2 3 Next > Results per page 10

Pictured: Search results in *Knowledge Bank* can be quickly refined to include only the most relevant results using a filtering control that appears in the left-hand panel. This tool has proven to be both effective and popular, as users generally need to apply only two or three filters to reduce a result set of more than 1,000 to a list of fewer than 10. In this example, the user has applied only two filters from different categories — a document type of "agreement/undertaking" and a transaction type of "emissions trading" — to reduce a long list of documents to a more manageable number, and with this narrowing in place, he can now "search within results" or apply additional filters to reduce the list even further.

PeopleFinder is configured in the same way as *Knowledge Bank* search in that it offers an intuitive, browser-refined interface.

"We anticipate we will incorporate into BenNet a more sophisticated search engine, capable of concept searching and able to apply taxonomies (for example, FAST, Recommind, or Autonomy) in the foreseeable future," says Bawden.

RESULTS AND ROI

The golden rule concerning return on investment (ROI) is: benefit is in the eye of the beholder. And nowhere is that more true than with BenNet. Sometimes intranets return quantifiable results (though not often) and sometimes they result in softer impacts such as increased use or user satisfaction. BenNet falls squarely in the latter.

"Ours is not an intranet that readily lends itself to dollars-and-cents calculations of savings or benefits," says Bawden. "Nevertheless, we believe that we have achieved an enormous return on our investment because BenNet creates a sense of community, disseminates information, and breaks down barriers of time and distance between offices — and because it has clearly been embraced by lawyers and staff alike."

"In that vein, perhaps the most immediate success of the new BenNet has been *PeopleFinder*," he says, "closely followed by *BenNet Books*, the *How Do I...?* module, and blogs." He breaks down how each of these modules has returned value for the firm as follows:

- ***PeopleFinder***

"We can see that *PeopleFinder* receives an enormous amount of use on a daily basis," says Bawden, "but our awareness of the success of *PeopleFinder* is also, in part, anecdotal."

The team has received considerable praise for *PeopleFinder*'s effectiveness from personnel in all groups and departments, but most notably from busy partners (who, he says, rarely take time for such things). The tool's effectiveness extends beyond such things as staffing new projects and transactions for clients to helping users get to know their colleagues, especially in other offices.

"We have also received numerous suggestions for expanding the scope of *PeopleFinder* with additional information, which we take as an indicator of its penetration and success," he says.

One measurable way the firm can gauge the tool's success is by tracking the self-declaration of languages and professional memberships contained in the staff profiles. And that activity has yielded great results.

"Our people have declared proficiency in more than 40 different languages (other than English)," says Bawden. "And we expect that number will increase somewhat — perhaps to as many as 45. For professional memberships, we started with a pick list of 66 professional organizations, which has increased to 116 as a result of requests from users who wished to declare their memberships in organizations that were not initially on the list."

- ***BenNet Books***

BenNet Books is a big hit at the firm.

"The introduction of *BenNet Books* has caused considerable excitement amongst the lawyers," says Bawden. "We now have 34 books published and many more in preparation. We expect the pace of creation of *BenNet Books* to quicken, as more people see them and realize the possibilities."

BenNet Books might be described as a successful marriage of traditional KM material with context and process, with the result that the firm can deliver workplace learning while facilitating creation of work products that are consistently of the highest quality.

"*BenNet Books* moves us measurably closer to the ultimate goal of knowledge sharing — that 'we all know what we each know,'" he says, adding that "one of the interesting observations about *BenNet Books* is that, instead of the traditional approach of submitting one precedent at a time, contributors are teaming up and assembling and submitting 50 to 100 (or more) precedents at once, so as to populate a complete *BenNet Book*."

- ***How Do I...?***

The *How Do I...?* module has garnered a great deal of praise from both new hires and "old hands" at the firm. Not only for its functionality, but also for the vast amount of information about processes and procedures it contains.

"The task-oriented presentation makes people feel that the answers they need are literally at their fingertips," says Bawden. "Numerous suggestions received through the BenNet feedback widget indicate that people are delving into it in detail, and administrative personnel have reported a dramatic decrease in the number of questions they receive by phone or email."

Another side benefit of the module was derived from the process of developing it. The development process prompted the firm to centralize data and streamline administrative processes across the firm.

"This resulted in making staff more efficient (and using less paper, which of course benefits the environment)," says Bawden.

- ***Blogging***

And if *BenNet Books* is a good indication of participation, then participation in blogging is the definitive sign of success in participation.

"The uptake on blogs has been nothing short of remarkable," says Bawden, "especially for a population that previously was largely unfamiliar with blogging."

One of the blog features lets users, through a simple widget, subscribe to any or all blogs and choose to receive email alerts of blog postings on an immediate, daily, or weekly basis. Prior to the BenNet launch, the team made what turned out to be an important decision: to presubscribe everyone to their respective practice group or departmental blogs to receive daily email alerts of blog postings.

“We felt that if we wanted people to go to the effort of blogging, we needed to provide them with an audience,” he says. “And presubscription created that audience.”

In more than six months since launch, less than one percent of the firm’s personnel have unsubscribed to blog alerts.

Other Measures of Success

Bawden cites some other measures that point to the new BenNet’s success. These include:

- Extensive use of the *Share Your Work* widget, producing more content for *Knowledge Bank*, which arrives in a steady stream
- Extensive use of the BenNet feedback widget, yielding a wealth of suggestions for improvements and new features
- Employees’ ability to simply start using BenNet, with little or no training (especially the lawyers, who rarely attend training), which is evidenced by minimal Help Desk calls
- Practice groups actively seeking assistance from KM lawyers in using BenNet’s features and functionality to develop practice group resources
- More robust response to clients (in particular in context of RFPs), who increasingly want the law firms they engage to show evidence of efficiencies created through the use of technology
- More robust response to our recruiters, who have been increasingly queried by law school graduates about our technology. The same applies to potential lateral hires (that is, established lawyers from other firms), who are looking for a high level of practice support from technological tools

LESSONS LEARNED

As with all intranet project teams, the Bennett Jones team can claim some sweet victories and some painful lessons learned.

“Throughout the course of the BenNet project, we did some things right and some things wrong,” says Bawden. “Fortunately for us, the things we did right outnumbered the things we would do differently next time.”

Team members learned many lessons, including:

- **Solicit support and involvement from senior management.** “To start with, we cannot overemphasize the benefit of having significant management buy-in and involvement throughout the planning and execution phases of your project. Even the most well-run projects will hit a bump or two in the road (we had our share), and when this occurs you want management on your side, instead of having to spend precious time bringing them up to speed and trying to secure their support.”

- **Dedicate an internal project manager.** “The second thing we cannot overemphasize (and one thing we initially failed to appreciate) is the importance of having an internal project manager who can spend all of his/her time focusing on the project. The internal project manager must comprehend an enormous amount of detail and must work closely with any external project managers. This is especially critical for projects such as ours, where we engaged different organizations to help with the user experience design and development.”
- **Articulate goals and guiding principles.** “Take time at the outset of the project to write down the goals and guiding principles for your intranet, and review them with senior management. This will help make difficult and/or political decisions easier, and can be extremely helpful when the team is tasked with determining which features to include in the current phase and which features to push off to a future phase.”
- **Invest in user experience design.** “Fortunately for us, some key members of the Steering Committee understood the importance of user experience design. Putting a significant amount of effort and resources into user experience design will mitigate risks around user adoption. Put more simply, it's the investment that will help you realize the larger investment. Many people in our organization do not have any desire to use technology for the sake of using technology: they simply want to find the information they are looking for and complete the work they need to do. We put considerable effort into making things visually appealing and simple to use and engaged user experience experts who were charged with this key responsibility. It really worked out well for us, and we would recommend that others make the investment in user experience design.”
- **Involve users.** “When designing features and functionality, always look for ways that you can get users more involved and engaged, as part of their normal routine, in the key elements that lead to a robust and healthy intranet. In our case, knowledge sharing is critical to the success of BenNet, so we went out of our way to develop functionality that would, without a lot of effort from our users, support knowledge sharing. Enabling users to attach comments to specific resources, providing a place for users to store their ‘stuff,’ and blogging are good examples.

“Usability testing is a great way to improve an intranet, but is also a phenomenal way of obtaining buy-in from key stakeholders in the organization.”
- **Be inclusive.** “Identify all of your stakeholders, ideally from the outset, and make them feel heard (which is not the same as trying to please everyone). Reach out for input using techniques such as card sorting and usability testing and communicate regularly. To paraphrase Lao Tse: ‘The best leader makes the people think it was their idea.’ In addition, treat every member of the team as a peer and encourage junior people to speak up. You will be surprised where some of the best ideas come from.”
- **Don't take shortcuts.** “In some instances in the design process, we went directly from requirements to mock-ups (i.e., omitting wireframes). We feel that, in most of those instances, the omission of wireframes actually slowed the process by glossing over important questions (e.g., where is a particular set of data coming from?) that ultimately had to be answered. We would not do this again.”

- **Improve business processes.** “Building an intranet, as it turns out, is a great opportunity to improve business processes, and you will identify many things in the course of the project that can undoubtedly be improved. Be very selective — if it's broken and you can fix it, then fix it; if it's broken but it would take too much time or effort to fix, acknowledge it and consider addressing it post-launch; if it works but could be better, ask yourself how important it is to fix. Your goals and guiding principles will be helpful in making some of these challenging decisions.”
- **Manage the paper.** “Be prepared for a tsunami of documentation: requirements documents, wireframes, mock-ups, minutes of meetings, etc., and multiple versions of each, from multiple organizations and authors. We did a reasonable job of keeping track of the paper, but it took a lot of effort and next time we would provide our internal project manager with a records clerk, whose primary task would be to capture and organize all of the documentation (including successive versions) in our DMS.

“We didn't have a dedicated Business Analyst assigned to the project to capture detailed requirements. The wireframes we created had notes attached to them, but it would have been useful to capture detailed requirements at the same time. Towards the end of the user interface design phase we did use a wiki, where we uploaded the mockup and/or wireframe and had the team capture requirements — this worked well, but we should have done it sooner!”
- **Don't skimp on the timeline.** “This project was successful because Bennett Jones was willing to spend so much time working on the project. Clients are often not able to dedicate such a large team and so much time to a project.”
- **Include the technical architect along the way.** “The Technical Solution Architect (from V51) was at every user experience design meeting, which was incredibly helpful and resulted in a final intranet that really respected the user experience we tried to create.”

And one last thing to keep in mind when undertaking this type of project:

- **It's a lot of work.** “We underestimated the amount of work that was required to complete the project! We underestimated the scope that Bennett Jones would want to include in their initial launch (especially with the size and complexity of the *Knowledge Bank* area). They took on an incredible amount of functionality for the first phase of an intranet.”