Guide for Using Knowledge Management UTBMS Codes

Introduction

This Guide provides an explanation of the purpose and application of the Yerra Solutions Global Knowledge Management Expert Group UTBMS Code Set (KM Code Set), as well as information regarding its creation, ratification and expected evolution.

It is intended to form an integral part of the KM Code Set, and to be a reference document for those using the KM Code Set.

For further information about the KM Code Set, please contact: Corinna.Codd@yerrasolutions.com.

1. Definition of Knowledge Management

For the purposes of the KM Code Set, Knowledge Management (KM) is defined as the effective organization, management and mobilization of the knowledge and expertise of a law department. A law department means a law firm, an in-house legal function, and/or a legal service provider. The definition of KM also includes the processes, technology and culture within a law department that facilitate and support successful knowledge management.

2. Context & Purpose of the KM Code Set

The highest performing law departments recognize the importance of effectively managing knowledge and expertise in their organizations to increase productivity, reduce risk, and improve the quality and value of the legal support they provide.

To date there has been no universally recognized standard to enable law departments to gain visibility into how efficiently knowledge and expertise is currently created, developed and leveraged within their organizations, and to define and implement a strategy to do this more effectively. The KM Code Set creates this standard.

The KM Code Set has been developed within the framework of the Uniform Task Based Management System (UTBMS), being the universally accepted standard for tracking and billing activities performed by law firms for their corporate clients. However, the KM Code Set differs from other UTBMS Code Sets in that its purpose is twofold:

i. to enable time spent on KM activities to be tracked internally within a law department (law firm, in-house function or service provider), or between law departments – e.g. by a law firm or service provider for an in-house legal function; but also:

ii. to provide a standard framework for law departments to develop, implement and maintain a successful KM strategy, and to encourage the use of a common language and approach to KM across the legal industry.

3. Application of the KM Code Set

The KM Code Set is designed to be equally applicable to law departments at all levels of KM maturity, from those who are embarking on a KM strategy for the first time, to those who have a well-developed KM function but wish to improve one or more aspects of it. It can be used in whole or in part to assess or optimize any aspect of KM. It may be especially useful for large law departments to apply to regional units or teams which may not have reached the level of maturity of the headquarter or corporate centers.

The KM Code Set includes a definition of each task, pursuant to the standard model of UTBMS codes, but also supplements these definitions with test questions to provide further clarity on the scope and purpose of each task.

4. Creation of the KM Code Set

The Code Set has been developed by a Working Group comprising representatives from global law departments, law firms, legal consultants and legal technology vendors, under the leadership of Corinna Codd from Yerra Solutions AG, Switzerland. The membership list is included as Appendix 1.

5. Oversight & Ratification of the KM Code Set

The Working Group received guidance on the creation of the Code Set from the LEDES Oversight Committee (LOC), the body tasked with supervising the Legal Electronic Data Exchange Standard (LEDES) and UTBMS codes. The final Code Set created by the working group was provided to the LOC for review under their standards creation processes, posted for public comment and ultimately received the endorsement of the LOC in August 2014.

6. Usage of the KM Code Set

In this first release of the KM Code Set (2014), time entries do not need to include an associated UTBMS Activity code, the KM Phase or Task Code is sufficient.

7. Evolution of the KM Code Set

The KM Code Set will continue to be developed to reflect the evolving nature of KM. Future iterations of the Code Set are expected to set standards at a more detailed task level, for example the categorization of types of knowledge. Activity Codes may also be introduced to supplement the Task Codes in later versions of the KM Code Set.

Appendix 1 - Legal KM Code Set Working Group Members

Name, Company, Position
Aaron Katzel, AIG, Head Legal Operations
Alicia Hardy, White & Case, Director of Professional Support
Andrew Dey, Barclays, Director Legal Operations
Augustin Cal, Wolters Kluwer, Product Platform Manager
Corinna Codd, Yerra Solutions, Partner
David Bain, Nucerity, CFO and GC
David Brimacombe, Nestor Advisors, Senior Advisor
David Kemp, Autonomy, Director, Legal Policy
George Miller, Sigma Aldrich, Senior VP, General Counsel
Gill Watt, Isential, Director
Greg Gosling, TyMetrix, Consultant
Jane Bennitt, Global Legal Ebilling, President
Jeremy Barton, Boston Consulting Group, General Counsel
Jerome Raguin, Lex Connect, Founder & Director
Kate Simpson, Tangledom, Director
Kyle Kimble, Roche, Patent Attorney
Mark Stapleton, TyMetrix, Head EMEA
Megan Jenkins, DLA Piper, Head of Central KM
Melanie Farquharson, 3 Kites, Director
Mirko Consolascio, Credit Suisse, VP General Counsel (Legal & Compliance)
Nick Finnie, Novartis, Head IP Vaccines & Diagnostics UK
Rebecca Thorkildsen, HBR Consulting, Senior Director
Ros Innes, Thomson Reuters, PLC , Head Strategy Legal InHouse Solutions
Ruth Ward, Allen & Overy, Head of Central Knowledge Management
Sam Dimond, Norton Rose Fulbright, Director of Knowledge
Stefan Burla, Geopublic, Founder
Stephanie Kennedy, 898 Data, Founder & Director
Steve Grossmann, Knowledgent, Senior Consultant
Stuart Barr, HighQ, Director

Code	Task	Description	Test Questions
KM100	**Assess and Evaluate Current State of KM**	This code can be used for all tasks associated with assessing and evaluating KM, if the further breakdown of tasks in KM110-160 is not relevant or desired. Identify and evaluate existing state of knowledge and expertise in the organization, and the processes, technology and culture supporting this	
KM110	Identify and Evaluate Explicit Knowledge	Identify sources of formalized (explicit) knowledge accessible electronically from internal and external databases, systems, information platforms, e-mail newsletters etc.; evaluate relevance/quality/usefulness of this knowledge	Can we accurately describe where the knowledge relevant to our organization is located, both internally and externally (e.g. knowledge residing in our law firms)? Can our people rely on the quality of the knowledge they access internally and externally?
KM120	Identify and Evaluate Tacit Knowledge and Expertise	Identify sources of unformalized (tacit) knowledge skills and expertise accessible internally and externally; evaluate relevance/quality/usefulness of the knowledge, skills and expertise	Can we accurately describe who has what skills and expertise inside and outside of our organization, and who knows who? Do we have the right skills and expertise in our organization? Do we have the right sources of skills and expertise outside our organization? Are we satisfied with the level and quality of those skills and expertise?
KM130	Identify and Evaluate Processes Enabling Knowledge and Expertise to Flow	Identify what processes exist to enable internal and external knowledge and expertise to be developed and leveraged effectively (collect, collate, retrieve, reuse, transform from unformalized to formalized, share, and transfer); evaluate the organization's ability to collaborate effectively to maximize value from the knowledge, skills and expertise available; evaluate efficiency/quality of these processes	Are there processes in place to enable documented, tangible knowledge internally and externally to be accessed and leveraged? Are there processes in place to enable expertise internally and externally to be developed, and accessed and used by others? Are there processes in place to transform the knowledge in people's heads internally and externally to documented, tangible knowledge? Are there processes in place to enable the relationships between people internally and externally to be leveraged? Are there processes in place to facilitate the exchange of knowledge between people internally and externally? How efficient are all these processes? Are we able to collaborate effectively to maximize value from the skills and expertise available?
KM140	Identify and Evaluate Technology Supporting Processes	Identify systems and the underlying technology used to enable internal and external knowledge and expertise to be developed and leveraged effectively, and the links and interfaces between them; evaluate efficiency/usability/sustainability of these systems	What systems are in place to support the effective management and mobilization of knowledge and expertise? Are the systems connected with each other and with the processes described in KM130? Do the systems in place effectively support the processes they are supposed to support? How fast, reliable and user-friendly are the systems? What is the user acceptance level? Are the systems we use well integrated with each other and efficiently linked to appropriate other systems? Is the system landscape simple and sustainable?

Code	Task	Description	Test Questions
KM150	Identify and Evaluate Culture	Identify the cultural environment of the organization relevant to fostering the development and mobilization of knowledge and expertise; evaluate impact of this	Does the culture of the organization promote knowledge sharing or hiding? Do people share knowledge willingly? If not what are the reasons? Are people actively hiding knowledge? If so what are the reasons? Are people encouraged to develop and share expertise? Is expertise recognized and respected?
KM160	Benchmark Internally and Externally	Map the evaluation results from KM100-KM150 against the business objectives of the organization; benchmark against peers/competitors	Do our KM objectives/activities directly support business objectives? What is our level of maturity in KM as compared to peers?
KM200	Develop Strategy and Plan for Improved Future State of KM	This code can be used for all tasks associated with developing a KM strategy, if the further breakdown of tasks in KM210-270 is not relevant or desired. Define and develop a strategy and plan to improve current state of knowledge management, based on the assessment and evaluation performed in KM110 to KM160	
KM210	Formulate Vision	Develop the vision for the future state of knowledge management in the organization	Do we have a clear vision for KM that is aligned with business objectives in terms of improving quality, reducing risk, increasing productivity? Does our vision reflect the present and increasing need for innovation and collaboration in KM to deliver enhanced value?
KM220	Perform Gap Analysis	Identify sources of knowledge and expertise, as well as processes, systems and cultural aspects that are needed to realize the vision but are currently lacking in the organization	Do we know what is missing between where we are now on KM and where we want to be, from the perspective of people, content, processes, systems and culture?
KM230	Develop Knowledge and Expertise Strategy	Define and document strategy to increase or improve the current knowledge and expertise available in the organization, aligned with the vision defined in KM210	What do we need to do to achieve our KM vision with respect to knowledge and expertise? How do we ensure we have the right knowledge and expertise available to us, internally and externally, and to leverage this effectively?
KM240	Develop Process Strategy	Define and document process strategy to enable knowledge and expertise to be accessed, retrieved, shared and leveraged, aligned with the vision defined in KM210	What do we need to do to achieve our KM vision with respect to processes? What processes should be put in place to enable knowledge and expertise internally and externally to be developed, accessed and utilized? E.g. Processes to collect and classify knowledge and expertise accurately according to area of legal practice, sector, geography; processes to validate/approve levels of knowledge and expertise to ensure reliability of quality; processes to enable efficient retrieval/reuse; processes to ensure successful collaboration

Code	Task	Description	Test Questions
KM250	Develop Technology Strategy	Define and document technology strategy to put new systems in place, enhance and simplify existing systems and landscape, optimize interfaces and connections between systems and ease of use, aligned with the vision defined in KM210	What do we need to do to achieve our KM vision with respect to technology? What systems should be or be put in place to effectively support KM? How do we ensure the system landscape is as simplified as possible, systems are easy to use and efficiently connected so that data flows?
KM260	Develop Culture Strategy	Define and document strategy to remove cultural barriers, tackle knowledge hiding, incentivize knowledge sharing, aligned with the vision defined in KM210	What do we need to do to achieve our KM vision with respect to culture? How do we change the culture of our organization to facilitate and incentivize the development and mobilization of knowledge and expertise?
KM270	Develop Change Management Strategy	Define and document change management strategy to implement systems, processes, cultural change	What do we need to do to effectively manage the change associated with implementing our knowledge management strategy?
KM300	Implement Strategy	This code can be used for all tasks associated with implementing a KM strategy, if the further breakdown of tasks in KM310-350 is not relevant or desired. Plan and execute strategies associated with people, process, technology and culture	
KM310	Implement Knowledge and Expertise Strategy	Implement knowledge and expertise strategy defined in KM230: review and validate strategic plan with stakeholders; develop project plan and documentation; prepare and roll out communication plan; define KPIs; execute against project plan	Have we delivered on all aspects of our strategy to ensure we have the right knowledge and expertise available to us, internally and externally, and know where to locate this? Have we defined content management and lifecycle structures for high-value knowledge documents to make them more findable?
KM320	Implement Process Strategy	Implement process strategy defined in KM240: review and validate strategic plan with stakeholders; develop project plan and documentation; prepare and roll out communication plan; define KPIs; execute against project plan	Have we delivered on all aspects of our strategy to ensure we have the right processes in place to enable knowledge and expertise internally and externally to be effectively developed, accessed and leveraged? E.g. Processes to collect and classify knowledge and expertise accurately according to area of legal practice, sector, geography; processes to validate/approve levels of knowledge and expertise to ensure reliability of quality; processes to enable efficient retrieval/reuse and sharing.
KM330	Implement Technology Strategy	Implement technology strategy defined in KM250: review and validate strategic plan with stakeholders; develop project plan and documentation; prepare and roll out communication plan; define KPIs; execute against project plan	Have we delivered on all aspects of our strategy to ensure we have the right systems in place to support KM, our system landscape is as simplified as possible, and our systems are easy to use and efficiently connected so that data flows?

Code	Task	Description	Test Questions
KM340	Implement Culture Strategy	Implement culture strategy defined in KM260: review and validate strategic plan with stakeholders; develop project plan and documentation; prepare and roll out communication plan; define KPIs; execute against project plan	Have we delivered on all aspects of our strategy to change the culture in our organization to facilitate and incentivize the development and mobilization of knowledge and expertise?
KM350	Implement Change Management Strategy	Implement change management strategy defined in KM270: review and validate strategic plan with stakeholders; develop project plan and documentation; prepare and roll out communication plan; define KPIs; execute against project plan	Have we delivered on all aspects of our strategy to manage the change in our organization?
KM400	Measure and Report Results	Develop metrics and analytics to report on benefits realized from new knowledge, expertise, process, technology and culture strategy	
KM410	Define	Define what to measure, how to measure it, and how often, with respect to knowledge and expertise, processes, technology and culture	How much new knowledge has been contributed? Who provided it? What level of quality it is? How much knowledge is being reused, by whom and when? What new expertise do we have in our organization, who has new skills, who is using them? Has better knowledge and expertise has resulted in better quality? Have better processes improved efficiency, reduced risk? Has a better technology landscape increased speed and efficiency of working? Has a culture of knowledge sharing contributed to productivity? How can we effectively perform these measurements, and how frequently do we need to do this?
KM420	Measure	Carry out the measurements defined in KM410	Have we effectively achieved the measurements we defined?
KM430	Report	Review results and report on measurements performed in KM420	Do we need to consider different/additional measurements now that we have seen the results? Have we set up effective methods to ensure accurate and easy reporting? Are the reports useful and are they effective in informing the activities in KM500?
KM500	Maintain/Update New Improved State of KM	This code can be used for all tasks associated with maintaining/updating KM, if the further breakdown of tasks in KM510-550 is not relevant or desired. Maintain enhanced levels of expertise, knowledge, processes, technology and culture; validate against the vision defined in KM210	

Code	Task	Description	Test Questions
KM510	Maintain/Retain/Update Knowledge	Review and maintain knowledge; renew and refresh knowledge; retain knowledge within the organization to ensure continued alignment with the vision	Are we maintaining the vision with respect to knowledge in our organization? Are we reviewing our body of knowledge at frequencies appropriate to the level of quality and type of document (highest quality = highest frequency) and modifying/updating it appropriately? Are we defining gaps where new knowledge is required? Are we creating new content, capturing and making accessible know how deriving from current/recent legal matters, providing real-time updates on new case law, trends, developments etc.? Are we archiving or discarding unused or out of date knowledge? Are we conducting after action reviews and exit interviews to retain knowledge in the organization?
KM520	Maintain/Retain/Update Expertise	Review and maintain existing expertise; renew and refresh expertise; retain expertise within the organization, to ensure continued alignment with the vision	Are we maintaining the vision with respect to expertise in our organization? Do we have a comprehensive, structured training programme that uses the best mix of internal and external resources to keep our legal associates and business clients educated on relevant areas of law? Do we provide skills development opportunities to renew and refresh internal expertise? Do we have mentoring and coaching programs to transfer and retain expertise within the organization? Do we collaborate in relationship management, succession planning, knowledge transfers with external providers to retain the levels of external expertise we need?
KM530	Maintain/Update Process Efficiency	Review and maintain processes supporting KM, to ensure continued alignment with the vision	Are we maintaining the vision with respect to processes in our organization? Are the processes in place still valid and relevant? Can we simplify processes?
KM540	Maintain/Support/Update Technology	Review and maintain systems and technical infrastructure supporting KM, to ensure continued alignment with the vision	Are we maintaining the vision with respect to technology in our organization? Are our systems up to date and reflecting the latest software; are they still aligned with company IT strategy; do they reflect latest legal requirements for security? Are our systems still easy to use, and still providing efficiencies in workflow? Are our systems being used?

Code	Task	Description	Test Questions
KM550	Maintain Culture	Support and sustain a culture of knowledge sharing, to ensure continued alignment with the vision	Are we maintaining the vision with respect to culture in our organization? Are we maintaining a culture that encourages development and mobilization of knowledge and expertise through incentivization, recognition and reward?

Code	Task
KM100	**Assess and Evaluate Current State of KM**
KM110	Identify and Evaluate Explicit Knowledge
KM120	Identify and Evaluate Tacit Knowledge and Expertise
KM130	Identify and Evaluate Processes Enabling Knowledge and Expertise to Flow
KM140	Identify and Evaluate Technology Supporting Processes
KM150	Identify and Evaluate Culture
KM160	Benchmark Internally and Externally
KM200	Develop Strategy and Plan for Improved Future State of KM
KM210	Formulate Vision
KM220	Perform Gap Analysis
KM230	Develop Knowledge and Expertise Strategy
KM240	Develop Process Strategy
KM250	Develop Technology Strategy
KM260	Develop Culture Strategy
KM270	Develop Change Management Strategy
KM300	Implement Strategy
KM310	Implement Knowledge and Expertise Strategy
KM320	Implement Process Strategy
KM330	Implement Technology Strategy
KM340	Implement Culture Strategy
KM350	Implement Change Management Strategy
KM400	Measure and Report Results
KM410	Define
KM420	Measure
KM430	Report
KM500	Maintain/Update New Improved State of KM
KM510	Maintain/Retain/Update Knowledge
KM520	Maintain/Retain/Update Expertise
KM530	Maintain/Update Process Efficiency
KM540	Maintain/Support/Update Technology
KM550	Maintain Culture