Knowledge Management in a Multinational Law Department

The Schlumberger "LawHub"

Vincent I. Polley
Deputy General Counsel. Schlumberger Limited
www.vip-law.com

The LawHub is a secure, web-based collaboration space for lawyers. It supports the legal practice groups of the company throughout the world (e.g., Employment, Internet Law & E-Commerce, Trade & Export Controls). The site features threaded discussion, internal legal documents, external legal resources, and information on the skills and backgrounds of the legal staff. The LawHub has enabled the creation of virtual communities of practice within the legal community that extend across organizational and geographic boundaries. This allows lawyers to share expertise and experiences around specific practice areas.

This presentation summarizes the experience gained during the first two years of formal knowledge management in our legal community. It addresses the people, process, technology and content issues that have arisen, and how the resolution of these issues is aiding the growth of the LawHub.
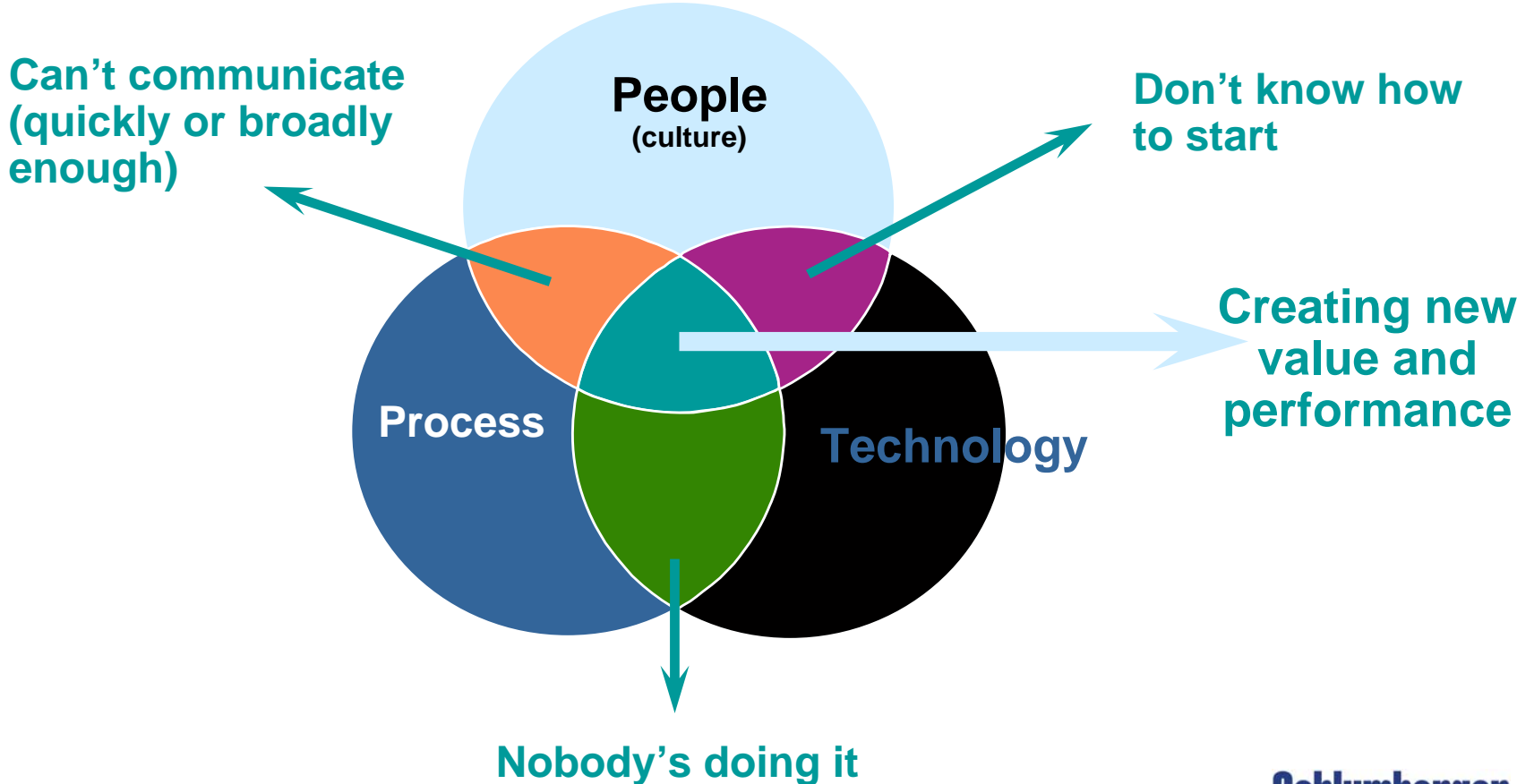
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KM Drivers

- Cost Pressures

- Efficiency and Consistency

- Flexibility and Responsiveness

- Training and Learning

- Retention
  - People
  - Knowledge

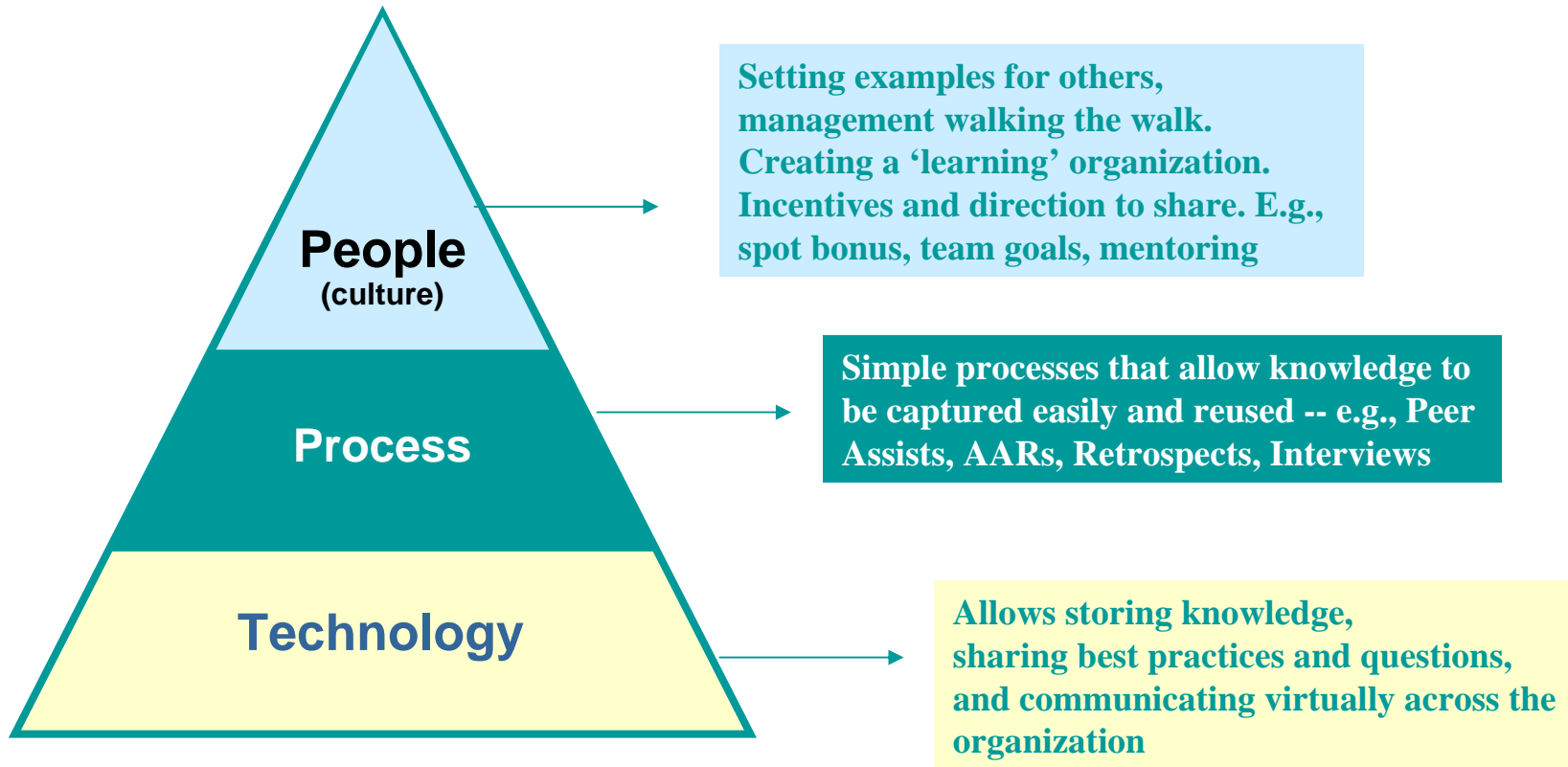- Workplace Satisfaction

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Possible Approaches to KM

- Internal – other lawyers

- Internal – business clients

- External – law firms; universities; other

Main Factors in KM Delivery

Can't communicate (quickly or broadly enough)

People (culture)

Don't know how to start

Process

Technology

Creating new value and performance

Nobody's doing it

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Main Factors in KM Delivery

People
(culture)

Setting examples for others, management walking the walk. Creating a 'learning' organization. Incentives and direction to share. E.g., spot bonus, team goals, mentoring

Process

Simple processes that allow knowledge to be captured easily and reused -- e.g., Peer Assists, AARs, Retrospects, Interviews

Technology

Allows storing knowledge, sharing best practices and questions, and communicating virtually across the organization

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KM Elements

- Building and fostering communities of practice around operationally-important themes and areas of responsibility
- The development and use/reuse of knowledge assets
- Enabling collaboration (both within the communities of practice and larger communities)
- Capturing and validating incidental knowledge produced as a by-product during community collaboration
- Systematically hosting tacit knowledge (who and what you know)
- Arranging and efficiently presenting knowledge assets to users
- Nurturing a cooperative culture

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9 October 2003

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Is KM Technology?

- *No* – technology only helps enable KM.

- Classic KM techniques (*Peer Assists, Connecting People, AARs, Retrospects, and Creation of Knowledge Bundles*) don't require technology at all.

- Technology … typically not more than 30% of KM costs.

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Schlumberger's Legal KM Effort

- **Communities of Practice**

- **Technology**

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Schlumberger Process: Communities of Practice

- Responsible for:
  - Content Development and Maintenance
  - Webspace Operation
  - Training and Development

- Creation, Structure and Evolution
  - Subject Matter Experts; Early Planning Involvement
  - Aligned with Personal and Professional Interests

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9 October 2003

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Schlumberger Technology: the LawHub

- Search
- Presentation/Visualization
- Threaded Discussion
- Distributed Publication
- Security
- Personalization
- Statistics/Tracking

- Categorization
- News
- Collaboration
- Profiles/Experience
- Integration
- Amazon "Voting"
- Taxonomy

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Schlumberger LawHub

LawHub ▾   **Search**

➜ Home ➜ Directory ➜ Downloads ➜ SABL ➜ Eureka ➜ SSA ➜ Employee Hub   ➜ Search Help

Welcome to The Hub!

The Hub is an on-line index and navigational service for clients, investors, partners and employees.

LDAP Alias: [   ]

LDAP Password: [   ]

Login   **Reset**

If you do not know your LDAP alias and password, contact a local directory helper for assistance.

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→ **UBS raises Schlumberger to "buy" (Forbes, 23 Jan 2003)**

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(created 14 Jan. 2003, per Florence Pagel)
C&SI Community, GPP Community and Processes, Existing Partnerships, KM Tools, C&SI Projects/Programs, ...

Frequently Asked Questions
Frequently Asked Questions
Frequently Asked Questions -- Internet, LawHub Users Guides, ...

News Archives and User "Help" documentation
Archives of older news stories; user "help" documentation for the LawHub.
LawHub Users Guides, News Archives, World Trade Center Attack -- 11 September 2001, ...

Other Companies
Contains data referring to other companies.
Clients of the Products Businesses, Clients of the Service Businesses, Co-Contractors, Consultants, Advisors, etc., Law Firms, ...

Other Hubs and External Legal Resources

Practice & Support Groups
Asset Management & Financing, Competition Law, Compliance Support Group, Corporate & Securities Laws, Employment, ...

Regional Concerns (geographical)
materials relating to specific geographical areas where SLB operates (e.g., South America).
Europe (Regional Concerns), South America (Regional Concerns)

Speakers Corner
Threaded discussion and "Forums"

Training and Development
Legal In-House Training Calendar, Byte-Sized Training, Career Development Planning, In-house Training Materials, Luncheon Meetings, ...

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Available Nov. 1999 through Lexis/Nexis -- when you have conducted a successful L/N search, save the search as an "Eclipse" and have L/N re-run the search automatically. Additional "Search Agents" will be supplied later.

LawHub Lobby
Welcome to the LawHub visitors page
Our Mission, Department Organization, People, CNP -- Career Network Profile, Ethics and Policies, ...

Market Segments (SchlumbergerSema)

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Internet Law and E-Commerce

Schlumberger > Schlumberger LawHub > Practice & Support Groups

co-chairs: Lydie Le Maitre, Vince Polley

Internet Newsgroup

➔ French Court Clears Yahoo In Nazi Case (Siliconvalley.Com, 11 Feb 2003)

Dutch Passports To Get Biometric Security Chip (EuropeMedia, 30 Jan 2003)

➔ 3rd Circuit Rules Net Jurisdiction Requires Purposeful Availment (BNA's Internet Law News, 28 Jan 2003)

➔ Crime Is Soaring In Cyberspace (New York Times, 27 Jan 2003)

Copyright Hurdles Confront Selling of Music on the Internet (New York Times, 23 Sept 2002)

Members of the Internet/Ecommerce Practice Group

listing, and links to members CNPs; list of practice group related "project" assignments for 2002

Country Profiles/Particularities -- Internet

Country Profiles/Particularities

Frequently Asked Questions -- Internet

Frequently Asked Questions

General Internet/Ecommerce Legal Reference Materials

Books (offline), white-papers and monographs, and web-based resources -- all high-value

Legal Subjects -- Internet/ecommerce

General topic areas with substantive materials
Acceptable Use Policies, Copyright and Web Content Licensing, Domain Names and Trademarks (internet/ecommerce), Electronic Contracting, "E-Commerce" and "B2B", Jurisdictional Issues -- Internet

Model Forms -- Internet

Model Forms
Illustrative Internet Contracts, Information Security resources, ...

Outside Experts and Groups (Lawfirms, Bar Associations, NGOs, etc) -- Internet

listing of outside experts, trade and bar associations, NGOs, and other group resources (recommended by the Internet/ecommerce practice group)
Cyberspace Law Committee (American Bar Association), Internet Law & Policy Forum, ...

Presentations -- Internet

Presentations
"Managing Risk in B2B E-Commerce: Law, Technology, and Insurance.", Information Technology Law (1998), Online presentations, ...

The Internet Revolution

Information, overviews, predictions regarding business and social changes brought about or driven by internet-enabled communication.
Internet Business Trends and Drivers, Internet Copyright Revolution?, Online Dispute Resolution, Your Child and the Internet

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Legal Subjects -- Internet/ecommerce

Path: Schlumberger LawHub > Practice & Support Groups > Internet Law and E-Commerce

General topic areas with substantive materials

Acceptable Use Policies
Policies and materials relating to appropriate use of Company-provided IT tools
(e.g., use of email, and of the internet). Includes the Schlumberger "Electronic
Communications Policy".

Jurisdictional Issues -- Internet
Personal jurisdiction, in-rem jurisdiction, and venue in cyberspace

Copyright and Web Content Licensing
Copyright Infringement Defenses, Internet Copyright Revolution?, ...

Privacy and "Data Protection" (Internet/Ecommerce P.G.)
Materials relating to laws which protect personal privacy and the collection of
"personal information" about employees and web site users/visitors.
European Data Protection Directive, ...

Domain Names and Trademarks (Internet/ecommerce)
area where the Internet/ecommerce Practice Group will address various trademark
issues (e.g., the trademark issues surrounding domain-name disputes).

Record Retention
record retention policies; electronic discovery; related issues
Digital and Electronic Discovery & Evidence Issues, ...

Electronic Contracting, "E-Commerce" and "B2B"
Electronic contracts, digital signatures (including cryptography), trading partner
agreements (e.g., EDI).
B2B Competition Law Issues, Cryptography (Law), Digital Signatures
(Internet/ecommerce), Electronic Contracting Laws, Electronic Data Interchanges
(EDI), and Trading Party Agreements, ...

Web Site Organization & Operations
Web site design, maintenance, and operation issues and materials.
IT "Accessibility" Requirements, Web "linking" and "framing" issues, Web-Page
Publication Standards project, ...

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Electronic Contracting, "E-Commerce" and "B2B"

Electronic contracts, digital signatures (including cryptography), trading partner agreements (e.g., EDI).

- **B2B Competition Law Issues**
  EU and US initiatives relating to the competition/antitrust law implications of B2B (Business-to-Business) internet trading arrangements. Summary ...
  - "E-Business Antitrust Pitfalls and How to Avoid Them" (July 2001) Web [PDF]
    Extremely good briefing paper on the subject of antitrust/competition issues that can arise in a B2B electronic-commerce environment. (by the National Legal Denter for the Public Interest at http://www.nlcpi.org) (Posted by Polley 25 Jan. 2002) Summary ...
  - "Policing B2B Exchanges: Synchronicity or Ghosts in the Machine?" [PDF]
    George Mason Law Review Symposium presentation subtitled: "Defining the Role of Antitrust in the High Technology Revolution" (by David H. Evans, of Jones, Day -- 27 October 2000) Summary ...
  - European Commission gives green light to B2B market places [W]
    a short summary of a recent Commission decision on emerging 2B2 market places and competition regulations (written by A. Hrayssi, 28 September 2000) Summary ...
- **Cryptography (Law)**
  Encryption technologies and rules (e.g., export controls, import controls, and "use" controls) Summary ...
  - Encryption Law & Policy presentation [PPT]
    powerpoint presentation by V. Polley, delivered to the SLB legal department in the internal December 1997 export law seminar. Summary ...
  - International survey of cryptography controls/laws Web
    Maintained by Bert Jaap Koops in the Netherlands, this up-to-date web site is famous as the best world-wide summary of such laws. Summary ...
- **Digital Signatures (Internet/ecommerce)**
  various materials relating to digital signatures, sometimes also called electronic signatures -- surveys of State and international laws, reports on evolving laws/regulations, work by the Internet Engineering Task Force (IETF) regarding Public Key Infrastructure (PKI) arrangements. Contact Vince Polley or Mike Hale. Summary ...
  - CARAT Guidelines for CPS Development [W]
    Guidelines for Constructing Policies Governing the Use of Identity-Based Public Key Certificates. Final report of the National Automated Clearing House Association (NACHA), The Internet Council Certification Authority Rating and Trust (CARAT) Task Force (January 2000). (uploaded by Polley 24 May 2001) Summary ...
  - Digital Signature database Web
    web-site maintained by Simone van der Hof (organized along the lines of Bert Jaap-Koops' famous encryption law survey). Posted by E. Cornelissen 31 July 2000 Summary ...
  - Digital Signature surveys Web
    Work-in-progress of the Internet Law & Policy Forum(of which SLB is a founding member). See also ILPF's discussion on Certificate Authorities. Summary ...
  - E.U. Electronic Signature directive [W]
    Article from Alain Bensoussan published in Les Echos of 25 January 2000 on the new EU Electronic Signature Directive (article translated into English,

the copying and use of this document by members of the Schlumberger Legal Department Summary ...

- **E.U. E-Commerce Directive (full text)** 📄
  "Directive 2000/31/EC of the European Parliment and of the Council of 8 June 2000" (full text of the directive; posted by Polley on 31 July 2000)
- **E.U. e-Commerce Directive (4 May 2000)**
  summary of directive adopted by the European Parliment 4 May 2000 (first directive adopted unanimously?)
- **Electronic Contracting Laws**
  E.U. Directives, the U.S. model forms (UETA, and UCITA), and various implemented laws and regulations Summary ...
  - **Antitrust Implications of the B2B Revolution**
    article from the American Bar Association (May 2000), posted by Polley
  - **Electronic Contracting "Best Practices" presentation** 📄
    annotated presentation on "best practices" for Schlumberger e-commerce electronic contracting activities. Suggests approaches SLB should take that would be compatible with the UNCITRAL model law on electronic commerce, and the U.S. UETA. Developed February 2000 by V. Polley and D. Karl.
  - **Georgetown Law School E-Commerce Symposium**
    presentations made on 8 December 1999 at Georgetown University Law School on the UNCITRAL's model law on ecommerce, on the U.S. Uniform Electronic Transactions Act (UETA), and on the U.S. proposed revisions to UCC Article 2 (the Uniform Computer Information Transactions Act -- UCITA).
  - **Pennsylvania UETA (16 December 1999)**
    Pennsylvania is the first U.S. State to adopt the model Uniform Electronic Transactions Act, in the form originally proposed by NCCUSAL -- this document is an analysis of the Pennslyvania statute by Jeffrey Ritter (outside counsel used by Polley)
  - **Presentation - Electronic Signatures in Global and National Commerce Act ("E-SIGN")** 📄
    This presentation includes information on the new US Electronic Signature Act. This presentation has been reproduced with the permission of Josh Agrons of the law firm of Fulbright & Jaworski L.L.P. Permission has been granted by Mr. Agrons for publication of this document on the Schlumberger LawHub and for the copying and use of this document by members of the Schlumberger Legal Department Summary ...
- **Electronic Data Interchanges (EDI), and Trading Party Agreements** Summary ...
  - **E-Commerce: An In-House Lawyer's Perspective** 📄
    This PowerPoint presentation was given by Dale Gaudier on October 12, 2000, to the "Legal Issues Forum - E-commerce Series, sponsored by the law firm of Fulbright and Jaworski. It gives an overview of the legal and business issues involved in forming and operating an e-commerce business with reference to the formation of IndigoPool.com. Summary ...
  - **Model EDI Trading Partner Agreement** 📄
    Model EDI (Electronic Data Interchange) trading partner agreement, with commentary and annotations, by the American Bar Association (ca. 1992). For further information, contact V. Polley (for a copy of the hardcopy handbook, from which this file has been excerpted). Summary ...
  - **Sample EDI Agreement (SLB as buyer)** 📄
    This form of agreement was in-use in the early 1990s by the Electricity Division (Georgia -- original author unknown). Summary ...

Add Content

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Vincent Polley viewing SLB.

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Create object under "Electronic Contracting, "E-Commerce" and "B2B""

Internal Anonymous

LawHub Internal Guest Group
SLB

Internal Private

LawHubUsers
PGChairs - Internet/Ecommerce
ChairsOfPGsSGs
ContractsAdministrators

External Anonymous

External Private

Object Type:
○ Category   ● Item

Object Name:
"E-Business Antitrust Pitfalls and How to Avoid Them" (July 2001)

URL:
Docs/AT_issues_in_B2B_Exchanges.pdf

UPLOAD DOCUMENT | VERIFY URL

Launch Date:
[   ] ◈

Expire Date:
[   ] ◈

Status:
● Live
○ Pending

Lock:
● Ready To Edit
○ Locked

Keywords: (comma separated)

Short Description:
antitrust/competition issues that can arise in a B2B electronic-

File   Edit   View   Favorites   Tools   Help

Short Description:

antitrust/competition issues that can arise in a B2B electronic-commerce environment. (by the National Legal Denter for the Public Interest at http://www.nlcpi.org) (Posted by Polley 25 Jan. 2002)

Long Description:

Developers Notes:

Cancel   Reset   Create

PATH: Schlumberger LawHub > Practice & Support Groups > Internet Law and E-Commerce > Legal Subjects -- Internet/ecommerce

OBJECT TREE ☒

HOME CLOSE ALL

📁 SEE **Electronic Contracting, "E-Commerce" and "B2B"**

➕ SEE FOCUS **B2B Competition Law Issues**

➕ SEE FOCUS **Cryptography (Law)**

➕ SEE FOCUS **Digital Signatures (Internet/ecommerce)**

🔖 SEE **E.U. e-Commerce Directive (4 May 2000)**

🔖 SEE **E.U. E-Commerce Directive (full text)**

➕ SEE FOCUS **Electronic Contracting Laws**

LawHub … Legal Department Portal

- Search
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Vincent I. Polley
9 October 2003

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Speakers Corner

Path: Schlumberger LawHub

Threaded discussion and "Forums"

Links & Documents

- **Announcements**
  general purpose threaded-discussion forum Summary ...
- **Asset Management and Financing Discussion Forum**
  Discussion forum for the Asset Management and Financing Practice Group Summary ...
- **Competition Law Forum**
  Competition Law Forum Summary ...
- **Corporate Compliance & Responsibility discussion forum**
  General-purpose discussion forum for the Compliance/Responsibility practice group. Summary ...
- **Employment Discussion Forum**
  Employment Summary ...
- **Harvard IP in Cyberspace Thread**
  copy of the Schlumberger section (i.e., discussion group) that participated in the Harvard Law School "IP in Cyberspace" on-line program in the Spring of 1999.
- **IPL - Memotech**
  Discussion for Memotech issues (IPL Docketing Database) Summary ...
- **IPLaw Discussion Forum**
  IPLaw Summary ...
- **IT Outsourcing Discussion Forum**
  Discussion forum for the IT Outsourcing practice group. Summary ...
- **Integrated Solutions Discussion Forum**
  Discussion forum for the Integrated Solutions practice group. Summary ...
- **Internet Law and E-Commerce Discussion Forum**
  Main, general-purpose threaded discussion forum for the internet/e-commerce Practice Group. Summary ...
- **LawBB Discussion Forum**
  old archive of LawBB postings. This forum will be removed (in July 2000), and some of its content relocated to the general-purpose "Announcements" forum. Summary ...

1.   Question: Data Management Services *by Daniel Trujillo, 2001, Feb 28*

72. International Analysis of E-Signature Laws *by polley@sugar-land.sl.slb.com, 2000, Dec 05*

71. SLB Legal support for e-commerce *by rhoffman@houston.oilfield.slb.com, 2000, Oct 20*

1. Each to handle their own contracts *by polley@sugar-land.sl.slb.com, 2000, Oct 24*

70. China sets internet rules *by zenin@montrouge.oilfield.slb.com, 2000, Oct 03*

69. Message at the end of e-mails *by bauer@caracas.oilfield.slb.com, 2000, Sep 20*

4.   "The Email Disclaimer Awards 2001" *by polley@sugar-land.sl.slb.com, 2001, May 25*

3. E-Trailers - Step 2 *by bauer@caracas.oilfield.slb.com, 2001, Apr 03*

2.   Please Get Rid of ConfidentialBoilerplate on Internal e-mail *by gunderson@new-york.sl.slb.com, 2001, Apr 05*

...

1.   My message was referring to internal boilerplate *by gunderson@new-york.sl.slb.com, 2001, Apr 05*

...

2. Message at the end of e-mails *by lee@cambridge.scr.slb.com, 2000, Sep 25*

1.   message at end of emails *by dupont@montrouge.tt.slb.com, 2000, Sep 25*

1. message at end of e-mails *by bauer@caracas.oilfield.slb.com, 2000, Sep 25*

... 11 Message(s)

68. Outsider Information Access Agreement *by lee@cambridge.scr.slb.com, 2000, Sep 08*

1.   Outsider Information Access Agreement location/text *by polley@sugar-land.sl.slb.com, 2000, Sep 08*

67.   Napster v. The Record Labels *by polley@sugar-land.sl.slb.com, 2000, Sep 05*

5. LawHub postings on digital copyright *by polley@sugar-land.sl.slb.com, 2001, Apr 13*

1.   Deep-Linking Defense posted *by polley@sugar-land.sl.slb.com, 2001, Sep 07*

4. "Music on the Internet: Is There an Upside to Downloading?" *by zenin@montrouge.oilfield.slb.com, 2000, Oct 23*

3. Bavid Boies on Napster's legal arguments *by polley@sugar-land.sl.slb.com, 2000, Oct 09*

2. "The Next Economy of Ideas" *by polley@sugar-land.sl.slb.com, 2000, Nov 06*

1. Why Napster will Lose, and lose big, and why it matters *by Y-Barbo@oslo.geco-prakla.slb.com, 2000, Oct 13*

... 1 Message(s)

2. ... related postings on the Atlantic web-site *by polley@sugar-land.sl.slb.com, 2000, Sep 12*

1. million reasons not to *by pojunas@norcross.rms.slb.com, 2000, Sep 07*

3. Links aren't copies; but what about "Client Caching" to VIEW a link? *by polley@sugar-land.sl.slb.com, 2000, Sep 09*

... 2 Message(s)

2. links are not copies, because copying, but are usually OK *by lee@cambridge.scr.slb.com, 2000, Sep 09*

1. Links are *NOT* copies *by polley@sugar-land.sl.slb.com, 2000, Sep 07*

... 2 Message(s)

66. IT Related Legal News [8-25 August 2000] *by polley@sugar-land.sl.slb.com, 2000, Aug 26*

52.   IT Related Legal News [16 Feb - 8 March 2002; v5.04; part 1 of 2] *by polley@sugar-land.sl.slb.com, Mar 08 2002, 16:47* NEW

Napster Flame War

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👎 Links are *NOT* copies

Re: Napster v. The Record Labels
Re: 👎 million reasons not to
Date: 2000, Sep 07
From: <polley@sugar-land.sl.slb.com>

There's no support for the proposition that a link to an on-line article in any way constitutes a *COPY* (or otherwise constitutes infringement, DeCSS cases notwithstanding). The Texaco case (which involved photocpying of Scientific American articles otherwise available only in hard-copy) is irrelevant.

The Atlantic has long encouraged people to read their content on the web -- for more than 4 years they've been archiving past issues on the web, and recently moved to including the current issue also. There's a decent argument to be made that hosting such content on a publicly-available web-site grants an implied license to link (certainly, that's been one of the core issues argued in the various TicketMaster cases), and industry pundits (e.g, Tim Berners-Lee) long have decried lawyers' tentative moves to restrict free-linking (the underpinning of the 'net).

Last, there's no "framing" issue involved here at all.

For further discussion of these issues, consider:

1. Discussion from the Harvard IP/Cyberspace program (Spring of 1999) -- see http://legal.slb.com/cgi-bin/hypernews/get/IPGroupA7.html

2. the SLB "Web Page Legal Guidelines" at http://www.it.slb.com/web/index.html

Vince

33. ➡️ Palm Pilot Users -- new SLB Bulletin Board *by polley@sugar-land.sl.slb.com, 2000, Mar 15*

32. Encryption Laws in China - Windows 2000 *by hyden1@slb.com, 2000, Mar 12*

30. 💡 "Ecommerce" training program(s) *by polley@sugar-land.sl.slb.com, 2000, Feb 24*

    5. e-commerce "workshop" (Legal, operations, etc.) *by polley@sugar-land.sl.slb.com, 2000, May 01*

        4. ❓ draft of Polley's eCommerce powerpoint presentation for 21 May 2000 *by polley@sugar-land.sl.slb.com, 2000, May 11*

        3. ➡️ Conference call, Tuesday May 9 at 09:00 Houston time *by polley@sugar-land.sl.slb.com, 2000, May 05*

            ... 1 Message(s)

        1. Re: Note: e-commerce "workshop" (Legal, operations, etc.) *by Peter Lee, 2000, May 05*

    4. 💡 Training delivery "medium" -- new possibility? *by polley@sugar-land.sl.slb.com, 2000, Mar 03*

        1. Re: Idea: Training delivery "medium" -- new possibility? *by Erik Cornelissen, 2000, Mar 06*

    3. Re: Idea: "Ecommerce" training program(s) *by Erik Cornelissen, 2000, Feb 28*

    2. External Training *by segura@sugar-land.spc.slb.com, 2000, Feb 25*

        1. ❓ What were the TM problems? *by polley@sugar-land.sl.slb.com, 2000, Mar 03*

            ... 1 Message(s)

    1. other topics *by mhale@norcross.rms.slb.com, 2000, Feb 24*

28. ➡️ 2000 Global Internet Summit (seminar) *by polley@sugar-land.sl.slb.com, 2000, Feb 03*

23. Nov. 15 -- BNA YEAR 2000 Monday Memo *by bhighlig@bna.com, 1999, Nov 12*

22. Nov. 11 -- BNA's Patent Trademark & Copyright Journal *by bhighlig@bna.com, 1999, Nov 11*

21. Nov. 8 -- BNA YEAR 2000 Monday Memo *by bhighlig@bna.com, 1999, Nov 05*

20. Nov. 4 -- BNA's Patent Trademark & Copyright Journal *by bhighlig@bna.com, 1999, Nov 04*

19. Nov. 1 -- BNA, Inc. Year 2000 Law Report *by bhighlig@bna.com, 1999, Nov 03*

15. Oct. 18 -- BNA YEAR 2000 Monday Memo *by bhighlig@bna.com, 1999, Oct 15*

14. Oct. 14 -- BNA's Patent Trademark & Copyright Journal *by bhighlig@bna.com, 1999, Oct 15*

9. Fwd: Information Technology Newsletter *by Vincent I. Polley, 1999, Sep 23*

4. Legal Department Organization Charts? -- Update your LDAP record *by polley@sugar-land.sl.slb.com, 1999, Aug 18*

1. Welcome! (Introduction to Threaded Discussions) *by polley@sugar-land.sl.slb.com, 1999, Jun 16*

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limth@new-york.sl.slb.com
schristian@oslo.westerngeco.slb.com
mansell@montrouge.rms.slb.com
stewart@rosharon.oilfield.slb.com
miguel.viedma@sema.es
bauer@caracas.oilfield.slb.com
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Threaded discussion and "Forums"

Links & Documents

- **Announcements**
  general purpose threaded-discussion forum Summary ...
- **Asset Management and Financing Discussion Forum**
  Discussion forum for the Asset Management and Financing Practice Group Summary ...
- **Competition Law Forum**
  Competition Law Forum Summary ...
- **Corporate Compliance & Responsibility discussion forum**
  General-purpose discussion forum for the Compliance/Responsibility practice group. Summary ...
- **Employment Discussion Forum**
  Employment Summary ...
- **Harvard IP in Cyberspace Thread**
  copy of the Schlumberger section (i.e., discussion group) that participated in the Harvard Law School "IP in Cyberspace" on-line program in the Spring of 1999.
- **IPL - Memotech**
  Discussion for Memotech issues (IPL Docketing Database) Summary ...
- **IPLaw Discussion Forum**
  IPLaw Summary ...
- **IT Outsourcing Discussion Forum**
  Discussion forum for the IT Outsourcing practice group. Summary ...
- **Integrated Solutions Discussion Forum**
  Discussion forum for the Integrated Solutions practice group. Summary ...
- **Internet Law and E-Commerce Discussion Forum**
  Main, general-purpose threaded discussion forum for the internet/e-commerce Practice Group. Summary ...
- **LawBB Discussion Forum**
  old archive of LawBB postings. This forum will be removed (in July 2000), and some of its content relocated to the general-purpose "Announcements" forum. Summary ...

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→ Halliburton says submits 200,000 documents to SEC (Reuters, 12 Nov. 2002)

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Other Hubs and External Legal Resources
The NAM Litigation website, the TexHub, and other reference

Practice & Support Groups
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Vincent I. Polley

Telephone:	1 281 285 7950
Email:	polley@sugar-land.sl.slb.com
Languages:	English
Assigned Country:	United States

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Personal Statement

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SIGs	Knowledge Management
	Collaboration/Groupware
	IT Training/Education
Interests	Security

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SIGs	Knowledge Management
	Collaboration/Groupware
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Interests	Security
	e-Commerce
Other	Information Systems/Technology
	Law
	Security
	Encryption
	Cryptography
	Electronic Communications Policy
	Software Law
	Internet Law
	Data Protection Directive
	Privacy
	Legal
	ecommerce law

Security

information security
electronic security
PKI and CPS
security incidents
network security
hackers, crackers
law enforcement
internet service providers
information security consultants
computer forensics (data recovery)
SPAM

privacy

External Contacts

Client contacts

Exxon - Mike Smith, Charlie Fee
Enron - John Cullen
Apache Petroleum - Matthew Dundrea
Chevron -- Adrian Colley
BP/Amoco -- Jack Lynch, Christian Lüpfert, Walt Palen, Bill Colbert, Peter Bevan
Marathon Oil -- William ("Bill") Schwind

Vendor contacts

Compaq Computer Corporation (Peter Allen, Tom Seikman)
PGP, Inc.
Verisign (Michael Baum, Roger Cochetti)
America Online
AT&T
British Telecom
Lucent Technologies
General Electric Information Systems
Direct Marketing Association (Bob Weintzen)
IBM
Sun Microsystems (Rod Steedman, Ken Olsen, Lee Patch)
Oracle Corporation (Joe Alhadeff)
Yahoo! (Elizabeth Banker, Mary Wirth)
Double-Click, Inc. (Nuala O'Conner)
MCI Worldcom (UUnet) (Clint Smith)

External contacts

Cable & Wireless
Federal Bureau of Investigation (FBI)
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Electronic Contracting, "E-Commerce" and "B2B"

Electronic contracts, digital signatures (including cryptography), trading partner agreements (e.g., EDI).

- **B2B Competition Law Issues**
  EU and US initiatives relating to the competition/antitrust law implications of B2B (Business-to-Business) internet trading arrangements. Summary ...
  - "E-Business Antitrust Pitfalls and How to Avoid Them" (July 2001) Web
    Extremely good briefing paper on the subject of antitrust/competition issues that can arise in a B2B electronic-commerce environment. (by the National Legal Denter for the Public Interest at http://www.nlcpi.org) (Posted by Polley 25 Jan. 2002) Summary ...
  - "Policing B2B Exchanges: Synchronicity or Ghosts in the Machine?"
    George Mason Law Review Symposium presentation subtitled: "Defining the Role of Antitrust in the High Technology Revolution" (by David H. Evans, of Jones, Day -- 27 October 2000) Summary ...
  - European Commission gives green light to B2B market places
    a short summary of a recent Commission decision on emerging 2B2 market places and competition regulations (written by A. Hrayssi, 28 September 2000) Summary ...
- **Cryptography (Law)**
  Encryption technologies and rules (e.g., export controls, import controls, and "use" controls) Summary ...
  - Encryption Law & Policy presentation
    powerpoint presentation by V. Polley, delivered to the SLB legal department in the internal December 1997 export law seminar. Summary ...
  - International survey of cryptography controls/laws Web
    Maintained by Bert Jaap Koops in the Netherlands, this up-to-date web site is famous as the best world-wide summary of such laws. Summary ...
- **Digital Signatures (Internet/ecommerce)**
  various materials relating to digital signatures, sometimes also called electronic signatures -- surveys of State and international laws, reports on evolving laws/regulations, work by the Internet Engineering Task Force (IETF) regarding Public Key Infrastructure (PKI) arrangements. Contact Vince Polley or Mike Hale. Summary ...
  - CARAT Guidelines for CPS Development
    Guidelines for Constructing Policies Governing the Use of Identity-Based Public Key Certificates. Final report of the National Automated Clearing House Association (NACHA), The Internet Council Certification Authority Rating and Trust (CARAT) Task Force (January 2000). (uploaded by Polley 24 May 2001) Summary ...
  - Digital Signature database Web
    web-site maintained by Simone van der Hof (organized along the lines of Bert Jaap-Koops' famous encryption law survey). Posted by E. Cornelissen 31 July 2000 Summary ...
  - Digital Signature surveys Web
    Work-in-progress of the Internet Law & Policy Forum(of which SLB is a founding member). See also ILPF's discussion on Certificate Authorities. Summary ...
  - E.U. Electronic Signature directive
    Article from Alain Bensoussan published in Les Echos of 25 January 2000 on the new EU Electronic Signature Directive (article translated into English,

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Byte-Sized Training

Location containing accompanying materials (including associated threaded discussion areas) for Byte-Sized Training modules (online and/or CD-ROM video training modules prepared by members of the SLB legal department)
"An e-Presence Overview" BST, "Electronic Contracting" BST, "IT Outsourcing Agreements" BST, "Intellectual Property -- From Gutenberg to the Internet" BST, "Managing IT Business Liability and Risk Exposure", ...

Career Development Planning

Development Planning program materials -- competence matrix, lawyers' Level definitions, career development matrix, etc.
Competence Matrix and Templates, Development Matrix and Tools, ...

In-house Training Materials

Collection of most presentations and hand-out materials distributed during our past in-house seminars in Houston and Paris to review and/or to download on your computer. VideoTapes available for some seminars.
Legal In-house Training and Development Calendar, Acquisitions in the United Kingdom, Employment Law in Europe (1999 Seminar), Ethics Presentations (standard SLB), How to Read SLB Financial Statements, ...

Luncheon Meetings

Short presentations given to local legal communities by SLB speakers (from the Legal Department or other SLB functions) on topics of shared interest

Management Training Programs

New Hire Orientation and Training

Orientation guide for all newcomers, OFS Lawyers Induction training

Other In-house Schlumberger Training Programs

In-house Training Programs offered by OFS, RMS, T&T, FIT Training Organizations
Financial Training (FIT), ...

Outside Training

List of Outside Interesting Seminars, Links to Outside Training Organizations
"Managing Risk in B2B E-Commerce: Law, Technology, and Insurance.", U.S. CLE Training, Distance Learning, ...

Paralegals In-House Training Summary ...

Soft Skills

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Legal In-house Training and Development Calendar

Introduction to IP Law
30 March 1998 - Paris - for General Lawyers - Chaired by H. Dupont and D. Gaudier, with the contribution of F. Hagel - This seminar has been VideoTaped

Acquisitions in the United Kingdom
27 May 1998 - Paris - Chaired by Robert Villard, with the contribution of Simon Rous (Bevan Ashford, English Solicitor)

Introduction to the Legal Function (Training)
11 June 2001 - Latest version of this training delivered in Deauville, France - for professionals in the Legal Department who have joined the company since January 2000

Employment Law in Europe (1999 Seminar)
27&28 April 1999 - Paris - Cross-functional seminar with Personnel function

Recent Developments in EC Competition Law - The New Rules on Vertical Agreements
14 April 2000 - Montrouge - Presentation by Thomas Vinje and Dieter Paemen of Morrison & Foerster LLP

Ethics Presentations (standard SLB)
SLB Ethics presentations and Lawyer Ethics presentations
Corporate Responsibility materials, Policies Presentations (SAM), ...

Risk Management Seminar for the Legal Function
A customized training for the Legal function by C. Lajtha, A. Lagesse and A. Latimer - 17&18 May 2000 in Paris - 7&8 June 2000 in Houston. The Houston session has been Videotaped

How to Read SLB Financial Statements
presentation by Jim Gunderson in March 2000 (Sugar Land, then Paris)

Social Policy and Compliance in Europe
20&21 March 2001 - Paris - Cross-functional seminar with Personnel function, chaired by the Employment Practice Group

Information Technology Law
28&29 April 1998 -Live Seminar-Houston / 15 September 1999 -VideoProjection-

Solutions Workshop
Chaired by D. Ferris and C. Flannery, Outsourcing-Solutions-Project Mgt Practice

What Works

- "Pull" of highly usable content (borrowing)
  - Several stories of significant successes
  - Reporting the successes
    - Monthly "Frequent Surfer Award" program
- Effect of "Only place to go"
  - Abandonment of automatic remailers and BBs
  - Subscriptions to some PGs are high
- Practice Groups as training environments
  - Within the group; within the department
  - Motivational effect

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What Works

- "Knowledge Sharing" on performance appraisal form

- Goals & Objectives; Salaries

- Annual reviews

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What Doesn't Work

- Ease of use
  - Don't overestimate IT affinity
- "Push" of highly useable content (sharing)
  - Time pressures
  - Line management awareness, understanding, and buy-in
    - Objectives
- A "disconnect" between lawyers' interests and the practice groups to which they were assigned

Vincent I. Polley
9 October 2003

Lesson Learned:
Key Technical Requirements

- Collaboration Space

- Ease of Use

- User Posting (delegable)

- Search

- Threaded Discussion

- Profiles

- Varying Access Levels

Vincent I. Polley
9 October 2003

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Lesson Learned:
Technology

- Real-time Collaboration Unneeded (?)

- Keep Control over Technology

- Keep Content Limited
  – Importance of Search

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Lesson Learned:
Planning

- Top level support and engagement
- Communities of Practice
  - People, Process, Content
  - Early planning involvement
- LawHub concept design

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Challenges

- Non-Believers

- Time Pressures

- Change Management

- Technology

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Observations

- Top-Level Leadership and Participation
- Functional management support
  - Walk-the-walk, talk-the-talk
  - "Only place to go"
  - Dedicated personnel
- Involvement in planning, implementation
  - Senior managers, Practice Group "Chairs"
    - Can be the biggest obstacles
    - Effect of demonstration to junior lawyers

Vincent I. Polley
9 October 2003

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Observations

- Alignment with Business (and Operations Management)

- Nurturing the Emergence of Communities

- Time – Process and Culture Change *Slowly*

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In Retrospect…

Be More Systematic:

- Appraise

- Select

- Define

- Execute (and Train)

- Operate

- Change Management

- Measure, Review, Assess – Repeat

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More Focus On:

- Training

- Basic KM Techniques (AARs, Peer Assists, Retrospects) – *embed* these in the culture

- Reinforcing Lessons and Examples

- Allocated Time to do KM

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We're Still Learning!

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- BP

- ABA

- Other organizations

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