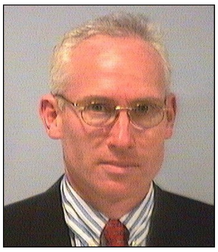
CLSIG News

Commercial, Legal & Scientific Information Group

MEGA OUTSOURCING ISSUE!

May 2010 - Issue 19

Integreon Q & A



The use of outsourcing services is an issue which can in the best of times raise controversial feedback. Now in these belt tightening times the use of such services is being more closely scrutinised. CLSIG approached Mark Jewell of Integreon, armed with probing questions from the membership covering a number of areas of concern. The interview that follows is the Integreon response.

Mark joined Integreon, a leading global legal and knowledge services outsourcing company, in 2008 as vice president for account implementation and program management. One of his main responsibilities is to advise clients on outsourcing and work with them to develop effective transition implementations, leveraging his experience of managing outsourcing global research operations for leading consultancies and investment banks. Earlier in his career Mark worked in a number of academic libraries, and has since progressed by way of Booz Allen Hamilton and Lehman Brother has worked in the areas of Business services , record management, new client and counterparty due diligence research and global offshoring for business information services and presentation graphics.

Q1. Who and what is Integreon, and why should a potential client choose Integreon over the other outsourcing vendors?

I think this is a good question to start with. Integreon has been in business since 1998 and has around 2,000 employees. We are widely regarded as the leading global knowledge process outsourcing provider, focused exclusively on outsourcing complex, knowledge-intensive tasks where we have deep domain expertise. We provide our services through delivery centres located onshore in the U.K. and U.S.; offshore in India, China, South Africa and the Philippines; and also through global teams that can work onsite at client locations. Our customers include 2 of the 3 largest global law firms, many UK top 100 and AmLaw 200 law firms, 7 of the 10 largest investment banks, several top-tier private equity firms, hedge funds and many Fortune 100 and FTSE 100 corporations. We believe we are the most trusted provider of outsourced knowledge solutions to our customers, and we have become so by delivering consistently high quality, secure, and reliable services that reduce cost, improve efficiency and provide flexibility. This is reflected in the consistently very high net promoter scores we receive year after year that measure our customer retention.

Integreon concentrates on supporting our clients' research, legal and middle office processes where we help cut costs and free up management time. By assuming responsibility for routine, high volume work, we enable professionals to focus their time and energy on their 'highest and best use.' We believe lawyers, bankers and other professionals want to focus on practicing their profession, and serving their clients rather than managing support functions which might be better managed by experts in that field who can use their experience to reduce overheads and improve service levels. Many of our associates have a deep knowledge of the sectors we support, they have studied or practiced law, worked as bankers or managed large information teams, and are able to use that experience on behalf of our clients.

Obviously, my view on why one should use Integreon rather than one of our competitors won't be seen as objective, and client needs differ so we won't always be the right choice anyway. But I was a long term client before I was offered the opportunity to join Integreon so I had the opportunity to decide whether I liked the company, its people and its philosophy. I also liked the strategy of creating a sustainable company built to last, in contrast to some other companies in our sector built to sell on for a quick profit. The senior management would all like to be involved in building and growing Integreon in ten years time. Our position as most trusted provider of outsourced knowledge services and our focus on

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In this issue

Do you use SharePoint?

SharePoint is promoted as a software that assists in the sharing and management of documents. After attending ILI 2009, I now understand that SharePoint is being used all over the place (okay not literally). However, there doesn't seem to be much literature or user feedback on it.

NetIKX and CLSIG are planning to hold a joint seminar on SharePoint in July. We are looking for people who currently use SharePoint in their organisation, who would be willing to share their experiences either by doing a short presentation (around 10 minutes) or providing a written contribution. The aim is to give the attendees a glimpse of how organisations use SharePoint in the real world, what has worked and what has not, relationships with IT departments etc.

If you are interested and would like to contribute please contact: Jill Halford: jill@jset.net or Elisabeth Goodman: elisabeth@riverrhee.com

CLSIG is going places: wouldn't you like to be part of it?

The CLSIG committee is looking for people prepared to give a little time every month to assisting with our administration, events and activities. We are an ambitious, active and friendly group - really nice people to know! – the work is rewarding, will help your career and visibility, and on top of all that is a lot of fun. To find out all about what we're currently looking, and where you might fit in, go to our website and read all about it!

Committee News on www.clsig.org.uk

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CLSIG
Commercial, Legal & Scientific Information Group

CLSIG News

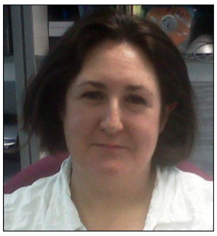
CLSIG News is your newsletter. The CLSIG committee works to ensure that the views of its members are heard within the deep, dark recesses of CILIP. So my point is, we do what you want us to do! Do you have a topic/issue you would like us to investigate/ follow-up? Yes, now contract me the Editor: newseditor@clsig.org.uk

Welcome to James Mullan CLSIG Sponsorship Co-ordinator

James is the KM Systems Manager at Field Fisher Waterhouse (FFW) where he is responsible for FFW's Intranet, enterprise search, wikis (using Confluence) and other knowledge systems.

Before joining Field Fisher Waterhouse James worked at CMS Cameron McKenna, where he was responsible for the development of Web 2.0 tools within the Knowledge & Information Services Team. James maintains his own blog (The Running Librarian). As well as a regular column in the BIALL Newsletter on Web 2.0, James has contributed to several books on the use of Web 2.0 within Library Services.

James is a BIALL Council Member and was part of the project team that redesigned the BIALL Website. In addition James has delivered seminars on the use of Web 2.0 by Law Librarians for both the City Legal Information Group (CLIG) the Scottish Law Librarians Group (SLLG) and the Solos Librarian Group. In 2009 James was awarded the WILDY-BIALL Librarian of the year award.



Another New Committee Member Rebecca Davies Membership Secretary

I am the Information Services Manager at Marks & Clerk LLP (M&C), an Intellectual Property firm that offers a complete portfolio of IP services.

I started at M&C just over three years ago at their office in Covent Garden before being relocated three months later to their Oxford Office where I am now based. We are a large practice with nine offices in the UK and several overseas offices based mainly in the Far East. The Information Services Department is small in size, there are only two of us, so we are very busy. Apart from running a very hectic research service, which takes up a lot of our time, our duties our wide ranging and include everything from handling the Firm's print and electronic subscriptions, to managing the Firm's Intranet and know how.

Before M&C, I worked at a top 10 law firm based in the City of London for almost 10 years. Despite a preponderance of law firms on my CV, I started my professional life working for the medical charity The Wellcome Trust, with whom I spent four years. Outside of the office I try to play tennis a couple of times a week, I love travelling and hiking, and I am a beginner gardener.

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providing a broad range of KPO services for clients is what distinguishes us from our competitors, who typically serve a single niche or are large multinationals for which the markets we serve are not part of their core offerings.

We are a privately held company owned by the management, the Ayala Corporation of the Philippines and the long-established UK private equity company Actis. Both investors were chosen by Integreon because their focus aligns with Integreon's philosophy to invest and grow to serve our clients in ways that create long term trusted relationships.

Q2. Can you explain how your contracts with information providers (such as LexisNexis) operate? Are you able to provide data from the same database to all your customers, I've always been led to believe that such providers didn't allow the passing of information from their databases to third parties.

Our situation is essentially the same as other research brokers who use electronic sources to answer question for their clients, such as the former Financial Times business research team. Integreon has negotiated contracts with a number of database providers, and is permitted to use these as sources when answering research questions for our clients. For some providers, however, we are required by the provider license to use our clients' login credentials. And for others, it would not be economical for us to subscribe in our own name versus the client's. Most database providers are now familiar with outsourcing and have standard arrangements for working with outsourcers. We also have good relationships with most of them and are able to facilitate arrangements where necessary. However, as we gain more clients, the model is beginning to change and we are beginning to negotiate directly with database providers on behalf of some of our clients and manage their data contracts. For a number of our smaller or mid-sized customers, Integreon's aggregate spend with some vendors may exceed their own, which enables us to negotiate equally good or better prices and save them from having to manage this. That may also benefit the database provider who may be able to reduce their account management costs. It may also allow us to provide access to some of the more specialised databases that clients cannot justify themselves but become affordable if we can offer access on a shared basis.

Q3. Does Integreon have a wide ranging book collection that covers 'everything' or do they focus on specific areas?

Currently most of the stock of the physical libraries we manage and maintain is still located in our client's offices. As we develop, the model we and our clients expect to adopt is one where core materials stay in close proximity to the core users while infrequently used material migrates offsite to an Integreon shared library in lower cost space with guaranteed turnaround times for delivery of documents to clients. We expect some savings from the consolidation of multiple copies, but the collection content and location is driven entirely by client needs and reflects their areas of interest.

Q4. What sort of work does Integreon do? Can you give specific examples of typical research queries that the researchers would tackle? Is it patent histories, marketing projects? Or general company searches and overflow work?

Integreon operates four primary lines of business.

- Research knowledge process outsourcing which includes Library Services, management of the physical plant and everything that entails; Business research, including such things as company and industry profiles, business and competitive intelligence and general enquiry work; research and analytics; and market research.
- Legal KPO, which includes litigation support, document review, and electronic discovery. M&A due diligence, contract review, and legal research.
- Document KPO, word processing, dictation and transcription, and presentation graphics,
- Business Services, IT Services, Print & Mail Room, Training, Finance and Accounting, HR Support, Hospitality & Travel Mgmt.

The type of request we receive depends upon the client and their business; it can be any and all of those mentioned in the question, from simple document retrieval to high end strategic market research done by our Grail Research team. But, a lot of basic research work in both legal and financial sectors is fairly routine, the requests can be standardised, the process documented, the outputs templated, and the work outsourced. That typically forms 50-60% of the overall volume of enquiries in any information centre. As offshore teams have grown in experience we have seen their ability to do more complex work grow, but some research may still remain onshore or within the client environment, where the shorter lines of communication and the deeper understanding of client needs derived from being in the same office still adds value. Once senior researchers are freed from the distraction of lower value data retrieval and are able to focus on true research we often find that it starts a virtuous circle where they are able to do better, more in depth work which, in turn, drives more demand. In larger teams this can lead to specialisation creating higher levels of research expertise, greater effectiveness and higher job satisfaction.

Q5. I'm interested to know how Integreon is able to provide a unique and distinct service to their clients. Whilst their service may be more cost effective for research services, if both sides of a transaction or

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litigation are using Integreon for research purposes they may end up with very similar information (if not identical) in comparison to an in-house research service.
This part of our research business concerns information in the public domain, it's almost all secondary research. Whilst there may be a degree of subjectivity in the data selected in responses to requests, I think most research professionals would agree that any two similarly competent researchers, given the same time and access to resources ought to come up with broadly similar answers to the same question. That applies whether they are both Integreon employees working for two separate clients or two separate in-house research services. We never share information between clients so our responses to the same request from two clients would never be identical, and our security and conflicts policies, discussed below, mean that it's highly unlikely, unless it was considered to be a potential conflict of interest, that two researchers working for different clients would ever be aware they were answering similar questions. Of course, there are other segments of our research business which may involve strategic research where we believe that the quality of our offering, the insight and the answers we deliver to our customers is distinctive and unique.

Q6. What sort of training do the researchers get?
The majority of our onshore research team have a recognised information qualification so are professionally trained and qualified for their role. Research is a new job in the offshore locations where we operate and did not really exist until western companies started to send work offshore. India has a well established tradition of librarianship (everyone has heard of Ranganathan) but the library schools do not train people to do this kind of work and we have been unable to interest candidates with information qualifications in this kind of work. So we screen for the qualities that we think make good researchers: the ability to think laterally, persistence, good communication skills, a natural inquisitiveness, and then train them on research skills using our own trainers and training programmes.

Our training team is led by the former head of training for a major investment bank and we have a well established programme to bring new hires up to the level needed to do the job. For every new client Integreon creates a bespoke training programme based on our experience and the client's unique needs. The training team works closely with the account manager, the client's trainers and the delivery team to determine the plan. In some cases, the client will send a trainer to our delivery facility to train. In other cases we travel to the customer site to get trained and then pass on the learning to our local delivery centre. The standard pattern is lesson, practice, review and assessment. Each training programme is followed by a ghosting phase where associates are moved from a safe training environment into a live one where team leaders will give daily feedback on all jobs done by trainees.
The length of time that an employee ghosts before going live depends on the complexity of the process, the client service levels and the associates' knowledge. For inexperienced research associates the whole process takes about 4-6 weeks to enable them to do competent basic research and data retrieval. But we all know it takes years of experience to be a really good researcher and this is only the start of the process.

All training is followed by a certification test.
For research we have internal certification and testing for specific levels of research complexity. These define the requests that associates may work on and they must pass the certification tests before they are permitted to work unsupervised at the next level.

As well as functional research training we train staff on security and compliance in our business and that of our customers, including data security regulation and regulatory bodies, such as the SEC. The programme covers the consequences of breaking Integreon's security policy, confidentiality agreements, including termination and prosecution. We discuss IT security standards, security policies and procedures, including how we track the online activities of staff.

Integreon offers training throughout an employee's lifecycle, but I think it's fair to say that at the beginning of offshoring most associates saw research as a stepping stone to something else and training was focused on getting basic research skills in place.
We are now seeing the emergence of a group of people who find they like doing research and see it as a longer term career. That means we can begin to recruit and retain experienced associates who are in this for the long term, and need a different sort of training. This is focused on personal and professional development including courses and workshops to enhance interpersonal skills. Our associates are expected to spend at a minimum of 60 hours of every 12 month period enhancing their professional skills and building additional technical competencies.

Q7. Information professionals in law firms are often asked to carry out research which is of a confidential nature and I wonder how this is dealt with by an outsourcing firm. Similarly, I would be interested to know what would happen in a situation where an outsourcing firm had two law firms as clients and these firms were on opposing sides of a deal or a case. How would the outsourcing firm ensure there was no conflict of interest or breach of confidentiality?
Integreon takes security and confidentiality very seriously. We are certified compliant with ISO/IEC 27001:2005, which is an Information Security

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Management System (ISMS) standard published by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). We have worked for government intelligence agencies, and our clients are almost entirely from highly regulated industries where confidentiality and security is of utmost importance. We estimate we have worked on around £50bn of M&A activity. As you can imagine M&A is highly confidential work but we have developed the culture and processes to support these kinds of engagements and clients. Our clients frequently audit our security arrangements as part of the engagement due diligence process to ensure we meet their standards. Our teams typically work in dedicated client delivery centres with pin coded locks and biometric entry systems. No one outside the team is allowed in without the client's permission and team members may not to discuss details of their work outside the delivery centre. All paper is shredded before leaving the centre and electronic recording media of any kind are forbidden. We will typically have separate IT and communication systems for each client. Frequently associates are given client email accounts and access to certain parts of the client's IT infrastructure. They operate within the client firewall and all client data stays inside the client IT environment.

Integreon has a conflicts of interest policy which is designed to help identify potential conflicts and guide managers to the appropriate course of action required to resolve them. In certain circumstances that could mean that we decline to do a particular piece of work. While it is not so very different from those in place in many law firms and is designed to provide similar types of guidance, Integreon is not a law firm and is not offering advice to clients. The information we provide to clients via our information and library services is acquired through secondary research and will already be in the public domain. That may lower the risk profile but it does not lower the attention we give to risk management.

Q8. Choosing to use an outsourcing service could have a negative effect on a company is perceived by its clients etc. How would Integreon qualm such fears?

The list of law firms that have outsourced work includes many of the most prestigious firms in the UK, and they guard their reputation very jealously. I don't believe they would be doing this if they thought it would be perceived badly by their clients. Indeed, one could argue the reverse is true, take a look at our blog, "LPO – no longer a case of 'if' but 'when'"on our website (www.integreon.com) from November last year. Firms who are outsourcing and looking at alternative ways to provide services or contain their client's costs might be seen as more innovative and forward thinking and it might signify an ability to provide more innovative and creative solutions to their clients. For example, our client, Osborne Clarke, won the Financial Times Most Innovative Law Firm award for 2009 partly as a result of their outsourcing deal with Integreon.

My reading of the legal press suggests that a significant driver for law firms to outsource work has come from clients who have outsourced work themselves and no longer wish to pay high fees to law firms who have not adopted similar methods to control and reduce their costs. I also think this is part of a larger trend for companies to focus on their core activities and outsource those functions which are not core. This started with activities like cleaning, catering services and reprographics, then moved upward to more complex and central services like IT, and we see research as part of that trend. Law firms and banks don't always know or want to know how to manage information services well. Small teams can take up a disproportionate amount of limited management time which might be better deployed on other tasks. They may decide, and some have, that it's preferable to hand the management to a third party with the expertise and economies of scale to provide a better service at lower cost than try to manage the service in house. For example, we employ Six Sigma certified quality experts to analyse and improve process and delivery which would be uneconomical for most of our clients.

Q9. Companies generally use outsourcing services because their requirements have gone beyond their physical and/or financial capacity. In this cash strapped market is Integreon able to provide a service that is value for money, therefore meeting these needs.

Well, I don't think we would continue in business or continue to enjoy the rates of growth we do if we were not offering something our clients wanted, and I think we can be sure that value for money comes pretty high up the list of requirements, clients still want a quality product but they do not want to overpay, and using expensive lawyers or banking analysts to do routine tasks where they add little intellectual value may not make sense. I think a lot of tasks that get outsourced are not very attractive to highly qualified professionals once they have learned all they need to learn by doing it a few times, and that includes researchers who get stuck doing simple data retrieval for instance. Firms can create more inviting jobs by taking away some of those tasks and give them to people who can do as good a job at lower cost and for whom it is a career. They can also use outsourcing to provide more flexible capacity and align it with demand, so I would not agree that companies use outsourcing services just because they have run out of space or money.

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Q10. Does the client have a specific account manager or do they deal with a team?

Every Integreon client has a team of people with whom they are in contact to service their needs. One of that team will be their account manager, there will also be a sales person assigned to the account, and of course the delivery team who work with them to deliver the service.

Our account management structure is a little different from many others. Most of our account implementation and programme managers, to give them their full title, are domain experts who have run operations like their client's. I managed Lehman Brothers European and Asian research operations and was responsible for outsourcing work in those regions before joining Integreon. Part of our role is to help clients transition work to Integreon. This is new experience for many clients and having an experienced account manager to guide them through what works or doesn't, who has an implementation plan which has been tested and proven can save a lot of time and effort.

Once the process is mature and stable the day to day responsibility for making sure the client gets what they need rests with the delivery team and the account manager steps back, though they still takes a close interest. We have a standard process applied to all clients that ensures clear communication and a meeting structure that creates the right forum for the different types of information that need to be communicated. Weekly meetings cover day to day delivery issues, work volumes, and issues that might have arisen with particular requests. Monthly meetings review the metrics and KPIs and progress towards planned objectives for that month. Finally, a quarterly meeting for more senior staff from both sides takes a more strategic view of the account and progress towards our joint objectives.

Q11. Is it possible to find out how satisfied your clients have been with the outsourcing services Integreon has provided? Is this information in the public domain?

Like most professional services firms we live or die on the quality of service we provide to our clients and our ability to meet their current and future needs. They have a choice and can go elsewhere to buy most of the services we provide, so it's very important to us that we understand how satisfied our customers are and whether we are providing the right services to them. For most clients we have formal feedback processes in place that allows both parties to track and review performance across a number of measures. Some of these may be structured as a formal service level agreement as part of our contractual arrangements, others may be form part of a regular report. Typically we will track:

- Deadlines, and whether we met the agreed time for the job, always critically important, and we aim for near 100% compliance.
- Time taken, we usually have agreed benchmark times for standard task types
- The number of errors, not so easy for research, but important in areas like legal transcription or presentation graphics.
- Overall quality, this can be a bit subjective for some research tasks, e.g. rarely would two researchers pull exactly the same stories when doing a news run, but clients know what they expect and reviewing this helps associates understand what clients want and fosters a process of continuous improvement.

We also survey all our customers annually to try and discover what they think about Integreon. That information feeds into our performance measurement process so there is a direct link that incentivises associates to provide great service to their clients. One of our key internal measures is whether clients would recommend Integreon to other people, the net promoter score, which has been consistently very high for many years.

We record all this using standard templates and review it with our clients during the regular meeting schedule, but we do not make this publicly available for obvious reasons. However, we have won a number of public awards for the quality of our service. One of the best known is the Black Book of Outsourcing where we have been ranked a top 5 provider for the fourth consecutive year, number 1 for "end-to-end knowledge process outsourcing", and ranked among the world's top 50 best managed outsourcing firms, a list which includes the likes of SAP, Siemens, and IBM. Frost & Sullivan gave us their 2009 Best Practices Award for Excellence in Knowledge Process Outsourcing, and we were named among the "Best Overall LPO" providers in the India Business Law Journal's LPO Intelligence Report (2009). ValueNotes' 2010 Legal Process Outsourcing Vendor Ranking Report identifies Integreon as one of only 3 "Pacesetters" within the LPO industry.

There are a number of others, but I didn't want this to be an exercise in company promotion, more, I hope, a contribution to increasing the understanding of outsourcing, what it is, how it functions, how it can help firms service their clients more effectively.

Mark Jewell
Vice President
Account Implementation & Program Management
Integreon

Editor Comment

I'd like to thank Mark Jewell for his time and for answering the questions put to him so fully and clearly.

As we go to press, a multi-million pound agreement between Integreon and CMS Cameron McKenna has been made public. It's supposedly the largest legal outsourcing deal ever made! So reality hits - what does tomorrow hold for information services within legal firms - job security I hope will remain a top priority.

CILIP Matters: Still no access to our members' data

In the last issue of CLSIG News we reported on the first CILIP Branches & Groups Forum meeting, at which the most important issue – CILIP's refusal to allow Branch & Group committees access to their members' email addresses – was pushed to the very end of the agenda, leaving no time available for debate.

Norman Briggs' paper "Access to CILIP Membership Data" which outlined an elegant and workable solution, has therefore still not even been considered by CILIP, and we believe all our members should be given the opportunity to see how readily this festering problem could be solved with a little understanding and goodwill from Ridgmount Street.

The basis for the paper was the provisions of the new draft Regulations for Branches & Groups which places a variety of stated obligations on them to further the aims of CILIP by undertaking a **range of activities.** These include representing CILIP in the Branch region or special interest area, including advocacy as appropriate; participating in CILIP's policy making processes; providing CPD opportunities; professional activism enabling members to network and share information across the whole of the LIS domain; communicating effectively with members, with CILIP staff, and with the wider community; practising good governance in accordance with the guidance, advice and training provided by CILIP, and encouraging as wide a range of people as possible to participate in their affairs and activities.

"Branches and Groups need to know who their members are."

"Access to details of membership by B & Gs has been a long-standing problem. The establishment of a new database operating with new software promised a new era that would overcome the limitations of the old membership database. The quality of some of the membership data is reportedly a continuing problem which needs to be addressed. Whilst some data is supplied to B & Gs there is not the consistency or a regular system in place to meet the legitimate needs of B & Gs".

"I contend that B & Gs need access to data about their members, generally to fulfil the tasks specified in the Regulations and particularly for:

Mailing labels for print publication distribution to members; details of new members so that they can be welcomed and alerted to the activities of the B & G; details of lapsed, resigned, moved members in order to assist in member retention and recruitment through personal knowledge and contact; details of all members of a B & G to enable analysis of the membership to be undertaken to assist in providing B & G activities that are relevant to the membership in accessible location; details of all members of a B & G to identify members with potential skills; access to specific organisations; contacts in specific sectors; etc. to enable the B & G to refine its activities and engage in advocacy; details of all members of a B & G to identify members who are not registered for electronic services in order to encourage them personally to do so, and to provide an additional resource with local knowledge to improve the quality of the data.

"Data Protection is frequently cited as a reason for not making data available. We are members of a Regulated Profession with an Ethics Code and a Disciplinary Panel to regulate Member's professional activities. Membership data is required by B & Gs to perform legitimate functions for which the data was collected in pursuit of CILIP's charitable objectives. Sanctions are already in place. Processes need to be developed to enable data to be used by B & Gs when and where it is needed."

"The following proposals are made to enable CILIP executive to deliver membership data to B & Gs:

These proposals include each B & G appointing a Membership Officer as the responsible person for requesting and holding membership data under conditions approved by CILIP executive; each B & G being supplied with a spreadsheet of the full membership of their B or G as at the 31st December each year (date on which Capitation is determined), plus a monthly spreadsheet showing changes in membership – new, lapsed, resigned, moved; address labels for publication distribution being supplied in accordance with the publication schedule; B & G Membership Officers being able to request address labels tailored to specific requirements. **In return all data supplied will be maintained under agreed conditions and only used for agreed purposes, such as those listed above.** CILIP's membership department should be willing to accept amendments to the database notified by the B & G Membership Officers, with subsequent verification if appropriate."

"I propose that a B & G Forum Task & Finish Group be established to work with the CILIP Membership Department to pursue an agreed set of procedures for requesting, delivering, holding and using CILIP Membership data by B & Gs as outlined above".

It's simple, it removes responsibility from Ridgmount Street and places it squarely on to Branch & Group Committees, **and it will work -** which is what we all want. So why has nothing been done? Perhaps our members will assist in disseminating this information as widely as possible in order that CILIP Council may wake up to the fact that they are failing the entire membership every day these proposals lie gathering dust while CILIP's activists despair of having their voices heard.

Oriole Newgass
CLSIG representative to CILIP Branches & Groups Forum
May 2010

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CLSIG Legal Trips

Westlaw UK

Behind the scenes at Westlaw, Friday June 4th 2010

The Commercial Legal and Scientific Group (CLSIG) is offering an exciting opportunity to visit the offices of Westlaw in Hebden Bridge and get a behind the scenes tour. Further details to follow but at this stage we would like to get an idea of numbers. If you would be interested in joining us on this visit please email events@clsig.org.uk.

FULL

also

Middle Temple

Middle Temple Tours, 2nd and 23rd June 2010

Waiting list open

Tours of the Middle Temple are planned for the 2nd and 23rd June 2010. The tours are FREE and start at 6 pm. To book a place or for further information please contact Irena.Valouchova@dentonwildesapte.com

2010 CLSIG Events

May - Graduate Trainee Day
4th June - Westlaw Trip, Yorkshire
2nd & 23rd June - Middle Temple library tour
July - Copyright
September - Running Events / Training the Trainer
October or November - Supreme Court Tour
December - Online 2010

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