

A photograph of two men in a professional setting, likely a classroom or office, looking at a computer screen. The man in the foreground is wearing glasses and a dark shirt, while the man behind him is wearing a blue shirt. They are both focused on the screen. The image is framed by a white, angular graphic element that points towards the top right.

## Curriculum Development and Content Management **Best Practices**

## Curriculum Development & Content Management: Best Practices

Creating learning paths is more than creating curriculum or a series of courses – it involves looking at practices across the entire firm, identifying the needs for success at every level, mapping current offerings to highlight gaps, and developing learning opportunities to ensure that lawyers at all levels have access to the training that they need to succeed. There are several steps to creating learning paths and best practices that you can follow in order to set up your learning paths effectively. This doesn't mean that you have to follow each, and can use and modify them based on your firm's needs.

## Steps for Creating & Managing Learning Paths (LPs)

The following provides a set of best practices that can be used as a guideline in each region to mitigate risks and lead toward successful development, management and delivery of HL Winthrop Academy online globally. These are not hard and fast rules, simply best practices that we have developed and would like to share.

**1. Define the LPs by:**

- Region
- Practice group
- Practice areas
- Year level

**2. Create LP titles, buckets and parameters or rules to make it easier when assigning new learning to LPs.**

**Example 2.1 - Establishing categories and parameters for learning paths**

| Learning path categories | Parameters                                                                                  |
|--------------------------|---------------------------------------------------------------------------------------------|
| LAE & Pro Bono           | All attorneys in practice <b>groups</b> Litigation, Arbitration and Employment AND Pro Bono |
| Corporate                | All attorneys in practice <b>group</b> Corporate                                            |
| Finance                  | All attorneys in practice <b>group</b> Finance                                              |
| IPMT                     | All attorneys in practice <b>group</b> IPMT                                                 |
| GR                       | All attorneys in practice <b>group</b> Government Regulatory                                |

**3. Meet with practice leadership to Identify practice support professionals and training partners to be consulted about what should be included in the LPs.**

**4. Meet with contacts in each region to identify and track what is currently offered at the practice levels.**

Programming (regionally, by office or by practice)

| Live                                                                                                                                                                                         | Online                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| Lectures                                                                                                                                                                                     | Video<br><i>Have any programs been recorded?</i>                               |
| Intensives                                                                                                                                                                                   | Micro-learning<br><i>Are any practices using libraries that already exist?</i> |
| Activities <ul style="list-style-type: none"> <li>– Mentoring Circles</li> <li>– Coaching: <ol style="list-style-type: none"> <li>1. Writing</li> <li>2. presentation</li> </ol> </li> </ul> | Resources                                                                      |

**5. Compile a list of all programs, videos, activities (learning objects).**

Strive to achieve a blended approach to learning that includes both live and online.

**6. Establish a system of tracking learning objects in the LPs (categories that we use as headings in XL):**

- i. Title
- ii. Faculty
- iii. Type
  - eLearning
  - Multi-day intensive
  - Practice fundamental
  - Activity
- iv. Course format
  - Live
  - Live to eLearning
  - SME to eLearning
- v. Date of eLearning
- vi. Subject/practice area/topic
- vii. Year level (1-6)

viii. For each of the practice areas below, the either **Required (y)**, **Optional (o)**, or **Not in learning path (n)** is indicated:

- LAE & Pro bono
- GR
- IPMT
- Corporate
- Finance

ix. Notes

x. CLE expiration dates

## 7. Map current curricula to the LDF core skills

- Identify gaps
- Prioritize

Example 7.1 - Mapping to LDF core skills

| Course Title                         | Legal Knowledge and Communication - Mastery of Substantive and Procedural Law | Legal Knowledge and Communication - Legal Analysis and Analytical Thinking | Legal Knowledge and Communication - Written Communication | Legal Knowledge and Communication - Oral Communication | Winning Teams with a Client Focus - Performing as Part of a Team | L |
|--------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------------|---|
| Mentoring Relationships and You      |                                                                               |                                                                            |                                                           | Y                                                      | Y                                                                |   |
| Momentum                             |                                                                               |                                                                            |                                                           | Y                                                      | Y                                                                |   |
| One-on-One Writing Coaching          |                                                                               |                                                                            | Y                                                         |                                                        |                                                                  |   |
| Oral Arguments and Motions Intensive |                                                                               | Y                                                                          |                                                           | Y                                                      | Y                                                                |   |
| Orientation - Development Circles    |                                                                               |                                                                            |                                                           | Y                                                      | Y                                                                |   |
| Orientation -                        |                                                                               |                                                                            |                                                           |                                                        |                                                                  |   |

## 8. Break down the LPs by required and optional online and live learning

### Example 8.1 - LP for year 1 Government Regulatory Associate

#### Associate - Year 1 Learning Path: GR (Government Contracts)

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##### Required

Online: 

- 2015 An Introduction to E-Discovery
- Mentoring Relationships and You
- Due Diligence Basics
- Firm Finances: An Overview for New Associates
- Ethics and Compliance for New Attorneys
- Confidentiality Series – Part 1: Introduction to Confidentiality
- Confidentiality Series – Part 2: Who Qualifies as a Client?
- Confidentiality Series – Part 3: Communicating with Prospective Clients
- Confidentiality Series - Part 4: Impact of Third Party Involvement
- Confidentiality Series - Part 5: Joint Defense Agreements
- Confidentiality Series - Part 6: Screening, Lateral Recruiting and Marketing
- Practicing Law in the Facebook Era: Avoiding Ethical Issues When Using Social Media
- Keeping Conflicts Current
- 2016 Pro Bono Update and How to Get Involved

Live: 

- Orientation – General
- Orientation – HL BaSE
- Orientation – Learning to Litigate
- One-on-One Writing Coaching

##### Optional

Online: 

- Attorney-Client Privilege and Work Product Protection
- Big Data, Big Risk: Privacy, Cybersecurity, and Information Risk
- Drafting Civil Litigation Documents (05/08/2014)
- LAE Overview: Civil Litigation Matters; International Arbitration and Government Enforcement and Investigations
- Litigation and Regulatory Research Strategies for LAE, GR, IPMT and Pro Bono Associates
- Transactional Research Strategies for Corporate and Finance Associates
- 2015 Changes to the Federal Rules of Civil Procedure
- 2015 Legal Opinion Basics
- Legal Project Management Awareness Online Training

Live: 

- Orientation – Development Circles

## **Content: Best practices for managing content**

### **1. Utilize the LP tracking document to ensure that you are keeping content fresh and up to date**

eLearning needs to be updated if:

- over 3 years old
- video eLearning - presenters who have left the firm
- legislation or rules have changed

### **2. When making updates to LP's, the naming conventions are not always the same and having a global taxonomy for all learning objects is one way to ensure that you are managing the learning paths effectively.**

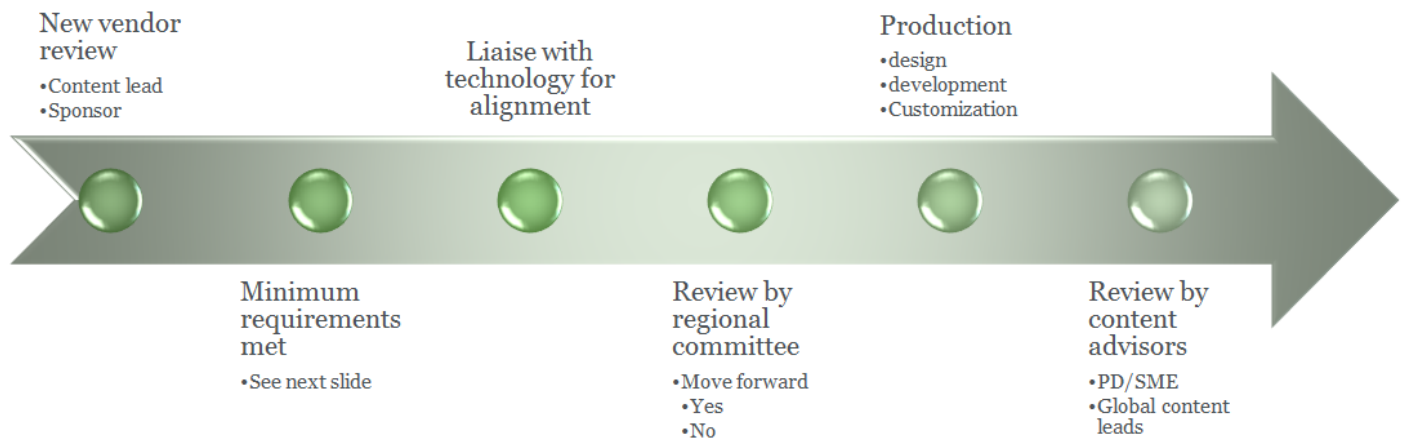
### **3. Our taxonomy includes the following:**

- Title
- Type
- Description
- Learning objectives
- Subjects
- Key words
- Target audience
- Notes
- Classification ID:
  - i. Prefix
  - ii. Level
  - iii. Month
  - iv. Year
  - v. Session

## Content: Best practices vetting outside vendors

### Working with vendors: Best practices

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#### **1. Independent review by either content lead or sponsor for capabilities before bringing the vendor to a PD meeting.**

Minimum requirements for vetting:

- Responsive
- Acceptable formats
  - i. eLearning
    - SCORM
    - AICC
    - Tin Can
  - ii. Video
    - MP4
  - iii. Materials
    - PDF
    - Audio
    - MP3
- Length - Does this provider focus on micro learning (15 minute learning is the target)?
- Content – Is the provider's portfolio aligned with Hogan Lovells brand, tone and messaging?



- 2. Liaise with technology lead to ensure alignment with Cornerstone.**
- 3. Review by regional committee or PD team.**
- 4. Customization or design and development.**
- 5. Review by content advisors** (For regional – PD point person and SME's. For global content, include regional content leads in UK, CE, APME).

**Template: Third Party Content Provider Screening**

| Date:                                                         | Name of vendor: |
|---------------------------------------------------------------|-----------------|
| Sponsor/Reviewer(s)                                           |                 |
| Type of Content provider                                      |                 |
| Pricing                                                       |                 |
| Responsive design or adaptive design                          |                 |
| Technical - format                                            |                 |
| Length                                                        |                 |
| Library                                                       |                 |
| Engagement Methods                                            |                 |
| Turn-around time? – implementation and integration            |                 |
| Is the provider's portfolio aligned with Hogan Lovells brand? |                 |
| Ability to track user engagement for CLE compliance purposes  |                 |
| Administrator access                                          |                 |
| Timeline                                                      |                 |
| Summary                                                       |                 |
| Follow up                                                     |                 |
| Comments and Notes                                            |                 |
| Reviewers' notes                                              |                 |
| Recommendation                                                |                 |