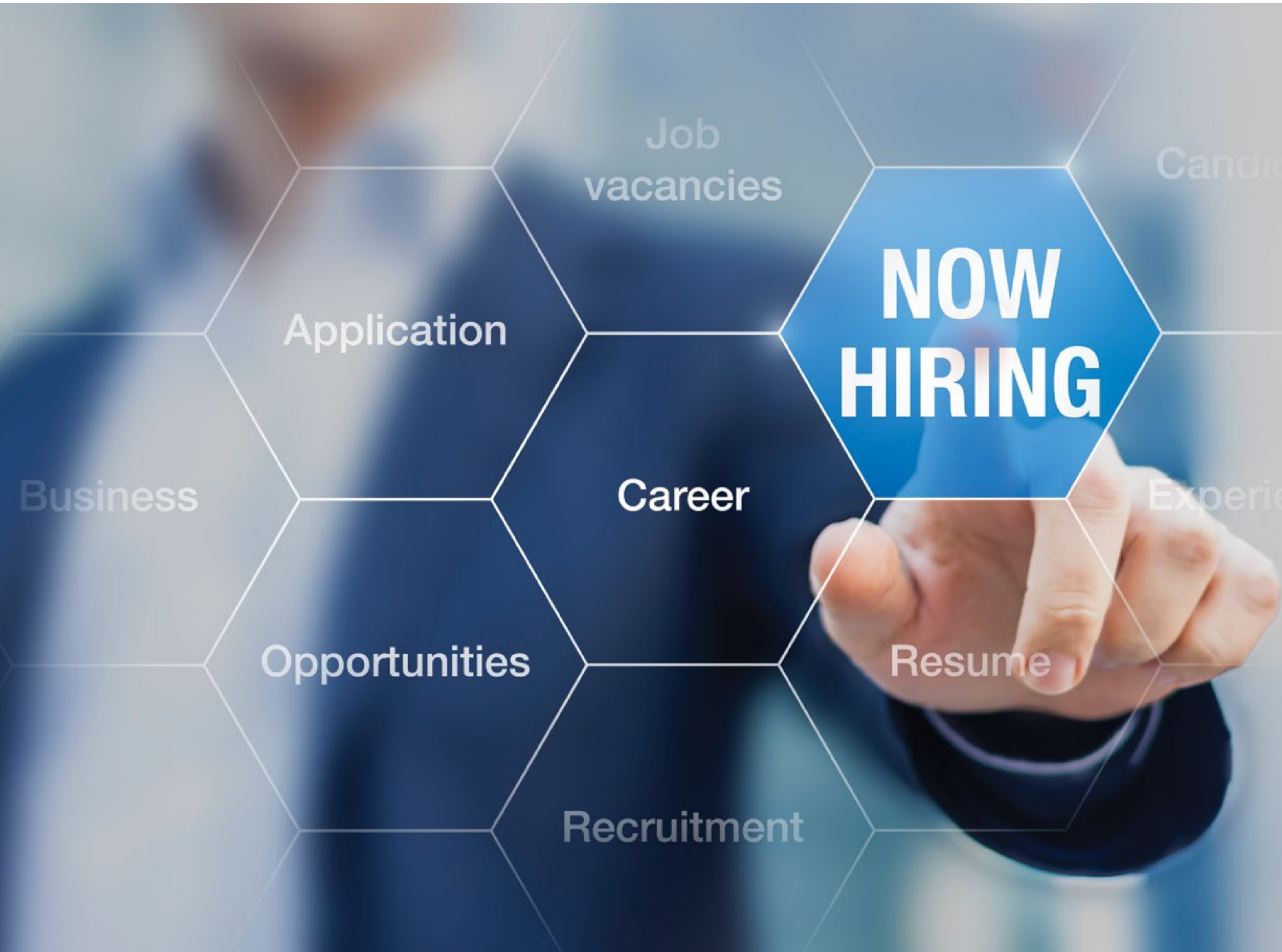
SPECIAL REPORT

LAW OFFICE MANAGER™

Guide to Advanced Hiring Techniques

A *Law Office Manager* Special Report,
with **Diane L. Camacho** of DLC Consulting Services



Author

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Publisher

Law Office Manager

Law Office Administrator was founded as a newsletter for law office managers by Susan Crawford in 1991. The first issue came out in November of that year, joining another publication, Medical Office Manager, which she started in 1987. In 1992, Crawford founded Ardmore Publishing Company, which continued to grow the publication and provide law office administrators throughout the United States with relevant and timely information to help them do their jobs better.

In 2013, Plain Language Media acquired Ardmore Publishing Company.

Plain Language Media continues to publish Law Office Administrator (now Law Office Manager) as a monthly newsletter, while expanding offerings for law office administrators.

In 2014, Plain Language Media launched a companion website to the law office newsletter. Featuring regularly updated content, a library of past articles, customizable policies and tools, and more, the Law Office Manager website provides members with immediate access to essential compliance, HR, management, and career information.

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Introduction

The cost of a bad hire is estimated to be anywhere from a few hundred dollars to several thousand, depending on the employee's position, the amount of time spent on training the employee, and the services you used to hire the person.

But bad hires cost employers more than time, money, and effort. A bad hire may cost you a client through a disastrous interaction or a star employee who resents picking up the slack, fixing mistakes, or otherwise accommodating a poor performer. And once you do rid the firm of the wrong hire, you may have costs associated with the termination, not to mention having to face the whole hiring process all over again.

So when someone comes running into your office, saying *I need a new assistant right away; anyone will do*, don't take them at their word. Don't settle for "just another warm body" simply because finding the right person for the job opening takes too much time, effort, and expense. You don't just want a body in the seat; you want the right body.

In this report, we outline the steps you need to follow to ensure you hire the right person for the job.

Step 1: Assess Your Needs

In a law firm, we often find ourselves jumping in and doing something as quickly as possible. But this isn't the best approach for hiring. The first thing you need to do before you start sending out inquiries and posting job ads is to really pay attention to exactly what you need.

To accomplish this, ask the person you're hiring for to start tracking her time for a week or two and create a summary of tasks at the end of that period.

For example, let's say you're hiring an administrative clerk to help the office manager. A one-week summary of the manager's tasks might look like this:

Hours	Task
2	Counsel Betty & Sam
1	Distribute HR materials
3	Schedule attorney interviews
1	Send rejection letters
2	Find locations for office holiday party
16	Prepare budget
1	Contact copier rep to discuss repairs
2	Finish insurance renewal application
1	Schedule meeting with partners and insurance broker
1	Attend meeting with partners and insurance broker
1	Coordinate coverage for Tom's vacation
1	Review lease to confirm deadline for expiration
2	Prepare ad for new paralegal
1	Post ad for new paralegal

Looking at this summary, it's clear that some of these tasks require little skill or experience; some require a bit of knowledge or experience; and some are tasks that cannot be delegated.

Now, using a simple ranking system, let's mark the tasks by the level of experience required. We do this by ranking the list of tasks from 1 to 3, with 3 being a task that cannot be delegated.

The tasks in our example could be ranked like this:

Level	Task
3	Counsel Betty & Sam
1	Distribute HR materials
1	Schedule attorney interviews
2	Send rejection letters
2	Find locations for office holiday party
3	Prepare budget
1	Contact copier rep to discuss repairs
3	Finish insurance renewal application
1	Schedule meeting with partners and insurance broker
3	Attend meeting with partners and insurance broker
2	Coordinate coverage for Tom's vacation
3	Review lease to confirm deadline for expiration
2	Prepare ad for new paralegal
1	Post ad for new paralegal

Once you've ranked the tasks, group them by the level of experience and identify the skills needed for each level.

Level 1 would look like this:

Tasks	Skills
▪ Distribute HR materials ▪ Schedule attorney interviews ▪ Contact copier rep to discuss repairs ▪ Schedule meeting with partners and insurance broker ▪ Post ad for new paralegal	▪ Good communication skills ▪ Ability to use email and internet ▪ Trustworthy ▪ High school diploma (if required by firm) ▪ Able to follow instructions with minimum of direction

If you wanted to add level 2 tasks to this position, the person would need to be able to use Word, make judgment calls, and have some office experience.

Looking at this breakdown, decide on the position you want to create and the skill level you should hire. You may want to hire a part-time person with Level 1 skills. You might hire a full-time person with Level 1 and Level 2 skills. Also think about tasks that can be added for a person with this level of experience from other areas in the firm.

Step 2: Create a Job Description

Once you have the list of tasks and the skill level that are needed for the position, it's time to create the job description.

Often, little attention is paid to creating job descriptions, but it's important to make job descriptions a priority and spend some time carefully crafting them.

BENEFITS OF FORMAL JOB DESCRIPTIONS

Proper job descriptions can help your firm in several ways:

Employees do not like to feel that there are special arrangements for other employees.

They keep you focused

Having a job description helps you stay focused when you're looking for an employee, making it more systematic and formulaic. You don't have to recreate the job every time you have an opening.

They keep you in line with the legalities

Job descriptions help provide background. If you are ever looking at a complaint for discrimination, not accommodating a disability, or not paying overtime, those complaints may get quashed if you have good job descriptions, you hire based on them, and you manage to them.

They're a performance tool

When you have a straight list of tasks defined in the job description, it makes it easier to conduct realistic performance reviews.

They help morale

Employees do not like to feel that there are special arrangements for other employees. If you hire and manage according to job descriptions, your staff will know that they're being treated fairly, which helps to build morale on your team.

THE THREE PARTS OF A JOB DESCRIPTION

If you've followed the process outlined in Step 1, your job description is crafted. It just needs to be formalized.

A job description has three parts:

1. Summary
2. Responsibilities
3. Requirements

Part 1 Summary: The summary is the position title, the status, who that person is reporting to, where that physical location is, and a short description.

In the example used in the previous Step, the job description would be:

Administrative Clerk

- Full-time/Non-exempt position
- Reporting to office manager
- San Francisco, California
- Clerk supporting lawyers, staff, and the office manager in general administrative duties.

What skills are needed for this person's success? Really think about this.

With the change in some states prohibiting the firm from asking about prior salary history, it will be important to have a salary range developed. This does not have to be publicized, but will need to be documented and consistent within the firm.

Part 2 Responsibilities: Next you have the responsibilities. Here you go back to your task list and change them into identifiable and general responsibilities. List these tasks with the most difficult at the top and add in duties you know will be required for specific positions. For example, anyone on the administrative team will have tasks involving data entry, whether they're typing envelopes, entering time, or creating a holiday card list. And it always seems to fall on administrative staff to move supplies to the supply room and open the copier paper box, so add those tasks to administrative staff descriptions.

Part 3 Requirements: What skills are needed for this person's success? Really think about this. Does the position really require a college degree? Is experience in a law firm truly needed? Often, attorneys and other staff believe that people should not work in a law firm without a college degree or law firm experience, but when you're hiring, really pay attention to what is required for this person to be successful and what you are willing to train. Go back to the skills and abilities.

For the administrative clerk position, for example, you may look for these requirements:

- High school diploma or GED
- Good communication skills
- Learns software quickly
- Dependable
- Can take direction from many people

- Customer service experience (Even if the experience is from working at a coffee shop, you want someone who has an understanding of who the client is and of serving that client. Your attorneys and firm clients are your admin staff's clients.)
- Can lift up to 50 pounds
- Types by touch.

Step 3: Announce the Job Opening

Now that you have your job description and know exactly what you're looking for, you can recruit.

SET A DEADLINE

Many firms think they have all the time in the world to decide on a hire. They don't. The longer the wait, the less interested that top candidate becomes. And if you don't set a deadline, it's possible that you won't act on the resumes you already have because you'll keep waiting to see the next resume that arrives.

In your job posting, include a submission cut-off date of three or four weeks after the advertisement first appears. That's a reasonable amount of time to accept resumes. Don't look at anything that comes in after that. More often than not, the firm will find what it needs in that batch. And if it doesn't, put out another advertisement.

SELL THE SIZZLE

If you want to attract top performers who fit your needs, be sure to highlight in your ad the reasons your firm is a great place to work. For example, mention if there are opportunities for career growth, training, telecommuting, community events, or other benefits.

WHERE TO LOOK

The first place to advertise that you're looking for a new hire is your firm. Let everyone in the firm know you're recruiting; it's a good way to get referrals. However, be sure to set some boundaries. Make it clear that the status of an applicant will not be discussed with the person who made the referral. Just put the applicant in the pool and treat them as you do everyone else. (Of course, the applicant will get points because they know someone in the firm, especially if the referral comes from someone you trust.)

Next, advertise. Most hiring managers have their favorite places to advertise, but be mindful to match your job ad placement according to the position. For example, you might find you have better luck filling junior positions by advertising on Craigslist.

Other places to advertise job opportunities include:

- legal professional associations
- local bar associations

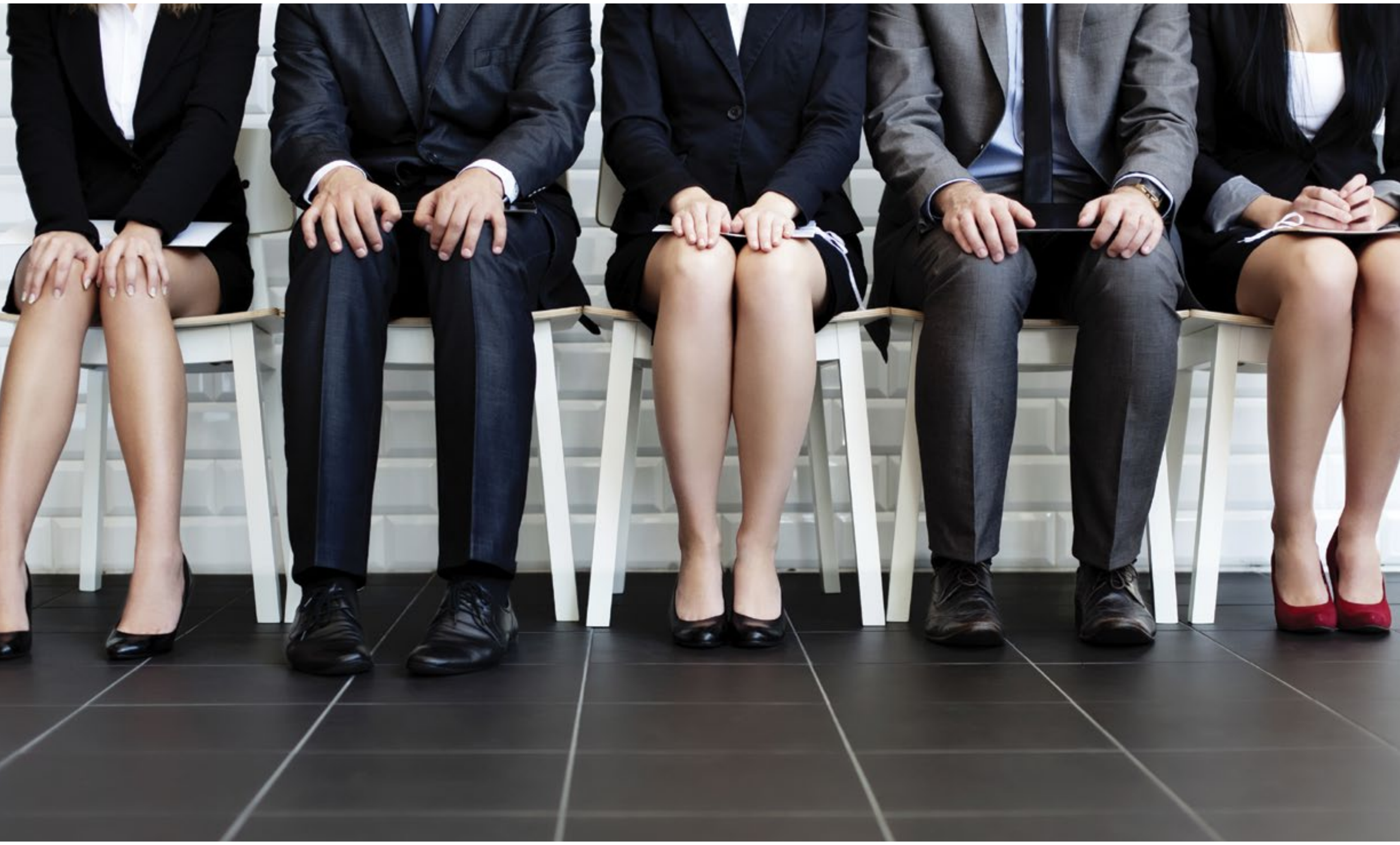
- the local Association of Legal Administrators
- local colleges, and
- LinkedIn.

It's also a good idea to email friends who manage law firms to let them know you have an opening. Often these contacts may know someone or can refer somebody to you.

COMMUNICATE

Throughout the process, keep applicants updated on what's happening. Few firms do that. They just leave the candidates in the dark until the decision is announced. As soon as a resume comes in the door, send a reply saying "Thank you for your resume. We received it and we will contact you by such and such a date."

A lack of communication tells applicants that the firm doesn't respect their need for an answer, making it unlikely that they will respond to future openings.



Step 4: Prepare for and Conduct the Interview

Over the years, the EEOC has issued guidance explaining which pre-employment questions employers can and cannot ask.

SORT THE RESUMES

Try to not look at the resumes individually. Instead, within the first five days, print out all the resumes you've received and sort them. If the applicant didn't follow the instructions, such as they didn't supply a cover letter as requested, put their application into the *I'm not going to talk to them* pile.

Then rank the remaining resumes according to what's important to you, such as the employment history. Can they keep a job or not? Are they ready to make a commitment to you? Put the most appealing resumes into Stack #1 and the less appealing into Stack #2.

Now call all the applicants in Stack #1—whether it's 5 or 15—for an interview. (Don't worry about calling too many; not all will come.)

PREPARE YOUR QUESTIONS

When you're interviewing, it's important to have a consistent list of questions for each position that you use each time you hire. This way you don't have to plan for each interview. You just grab your question list and go.

PREPARE AN EVALUATION FORM

It's also important to complete an evaluation form after each interview. When you're interviewing a lot of people, it's difficult to remember which one you liked, which one said X, and which one said Y. An evaluation form will help.

PREPARE ALL INTERVIEWERS

Having a list of questions and evaluation form also helps if you have other people involved in the interviewing process, such as another staff member or the lawyer the person will be assigned to. But remember that not everyone knows how to conduct an interview.

If other people are going to be involved in the interviewing process, find out if they've interviewed before. If not, then sit down and talk with them about interviewing. Discuss which questions they can and can't ask. Review the question list and evaluation form.

THE QUESTIONS YOU CAN AND CANNOT ASK

So what can you ask during an interview?

You can ask questions that directly relate to the candidate's ability to do the job. If it doesn't directly relate to the candidate's ability to do the job, you don't ask it. You don't ask if they have daycare for their children. You ask if there are any restrictions on being at work at 8 am and working until 6 at night. You don't ask if they are a single parent. You don't ask things that you think would affect their ability to get to work or to be focused at work. You have to assume that they are going to be focused when they're at work. *Can you type?* is more like what you would ask.

Over the years, the EEOC has issued guidance explaining which pre-employment questions employers can and cannot ask. We've assembled the piecemeal guidance into a single, comprehensive chart.

Pre-Employment Inquiries		
CAN'T ASK	**CAN ASK**	**COMMENT**
What's your maiden name?	▪ What's your current name? ▪ Have you ever been known by any other name?	Maiden name may indicate marital status, national origin or ancestry.
▪ Are you married/ divorced/ single/widowed? ▪ Are you planning to get married? ▪ Are you dating anyone? ▪ Listing Mr/Mrs/Ms/Miss:		You may not ask women or men questions or seek to get information about their marital status.
▪ Name of spouse? ▪ Where does your spouse work? ▪ May spouse get transferred? ▪ Other questions about spouses.	Describe travel/relocation requirements of job and ask applicants if they can meet them.	Info on marital status and dependents required for payroll, etc., can be obtained after job offer.
▪ Are you pregnant? ▪ Do you use birth control? ▪ Are you planning to have children?	Describe the physical requirements and hazards of the job and ask applicants if there is any reason they cannot perform them.	You may ask about pregnancy after offering the job to determine if the applicant needs accommodations.

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Pre-Employment Inquiries		
CAN'T ASK	**CAN ASK**	**COMMENT**
▪ Do you have any children or dependents? ▪ What are your childcare arrangements? ▪ Any other questions about children or dependents.	Describe the schedule and overtime requirements of the job and ask applicants if can meet them, e.g., "this job requires working on weekends—will that be a problem?"	Questions about children and dependents are evidence of intent to discriminate on the basis of gender and/or family status.
▪ What is your current salary? ▪ What is your salary history?	What are your salary expectations?	Some states have changed the law recently making it illegal to ask about prior salary. Check your local state regulations.
Are you related to or friends with anyone who works for the company?	Describe company's anti-nepotism policy and ask applicants if their hiring would create any problems under it.	Family relations and friendships with other employees have no bearing on an applicant's competence.
▪ How old are you? ▪ What is your birth date? ▪ Asking for a birth certificate. ▪ When did you graduate high school?	The law says you must be at least X years' old to work/do this job. Is that a problem?	Asking about age is evidence of discrimination unless an age limit or requirement is a bona fide occupational qualification.
▪ Are you a U.S. citizen? ▪ What country are you from? ▪ Where were you or your parents born? ▪ List all previous addresses/ military service.	▪ Are you legally entitled to work in the U.S.? ▪ Do you read, understand, speak and/or write all the languages necessary to do the job as specified in the ad or job description?	You may not ask questions or seek information about an applicant's nationality or citizenship.
What kind of military discharge did you receive?	▪ Did you serve in the military? ▪ What periods of service? ▪ What training or work experience did you receive while in the military?	You can ask whether applicants served in the military but not about the kind of discharge they received.

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Pre-Employment Inquiries		
CAN'T ASK	**CAN ASK**	**COMMENT**
▪ What is your race? ▪ Questions about race or color including color of skin, hair, etc.		Although race cannot be an occupational requirement, employers are allowed to collect racial information to implement affirmative action plans, recruit minorities and other legitimate, non-discriminatory purposes.
▪ What's your religion? ▪ What church do you belong to? ▪ Can you work on Sabbath, specific religious holidays, etc.? ▪ Asking for a reference from the clergy.		Asking about religion or even availability for work due to religious restrictions is evidence of religious discrimination except in very narrow circumstances.
List names, dates and locations of all schools attended.	List grade level completed/ degrees obtained/courses taken.	Okay to ask for names of technical, vocational and post-secondary schools unless it would reveal religious affiliation, nationality or race.

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<table>
<tr><th colspan="3">Pre-Employment Inquiries</th></tr>
<tr><th>CAN'T ASK</th><th>CAN ASK</th><th>COMMENT</th></tr>
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Do you have any physical/ mental disabilities?
Do you have X illness or disability?
Do you have any health problems?
Do you have a disability that would interfere with your ability to perform the job?
Are you in good health?
Have you ever been treated for alcohol or drug addiction?
How much alcohol do you drink each week?
What medications do you use?
Have you ever been treated for emotional or psychiatric problems?
Are you under a doctor's care?
Are you receiving counseling or therapy?
Do you have any allergies?
Have you ever received workers' compensation?
How many sick days did you take last year?

</td><td>

Describe essential requirements of the job, as specified in the job ad and job description and ask if applicant can perform them with or without reasonable accommodations.
Describe or demonstrate how you would perform the essential functions of the job.
Can you meet the attendance requirements of this job?
Do you use illegal drugs?

</td><td>Medical questions, tests, evaluations may be appropriate after job is offered to determine need for accommodations.</td></tr>
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Pre-Employment Inquiries		
CAN'T ASK	**CAN ASK**	**COMMENT**
▪ Have you ever been arrested? ▪ Have you ever been convicted of an offense? ▪ Do you have a criminal record?	Asking about a prior conviction is now banned from applications in some states. You can ask after an offer has been extended.	▪ Criminal records questions may violate state laws even if permitted by EEOC. ▪ Questions about arrests are never permitted. ▪ Criminal background and other checks might be allowed after the job is offered. ▪ Check your local laws on this issue. Changes occurred recently.
▪ Height. ▪ Weight.		Height and weight requirements are considered discriminatory unless the employer can justify them as a bona fide occupational qualification.
▪ Do you own/lease your home/car? ▪ Have your wages ever been garnished? ▪ Have you ever declared bankruptcy?		Questions about a job applicant's financial situation violate fair credit and consumer credit laws unless those financial considerations are essential to the job in question.

Note: *In many cases, the ban on asking personal questions and seeking personal information during the pre-employment phase no longer applies after you make the applicant a job offer and before he/she starts work.*

FOCUS ON COMPETENCY-BASED QUESTIONS

When developing your interview questions, consider focusing on competency-based questions. Competency is whether they can do the job, whether they have the experience and wherewithal to do the job. There are different competencies: there's knowledge and expertise. Specific questions might be, *what documents must be filed with a motion in superior court?* Or you might ask college students, *how do you organize your time with school and work?*

Competency-based questions could be about:

- Management—how they manage people or projects.
- Flexibility—their ability to switch from one task to another and adapt to change.
- Interpersonal skills—how they work with others or whether they learn from errors.
- Communication skills—how they work on a team. Do they understand directions? Do they communicate respectfully?

When looking at competencies, you can approach them a number of ways. So let's say you're looking at a candidate's ability to work under pressure:

A situational question, which looks at future performances, would be: *How would you handle three people giving you work, with a deadline at 5pm and you don't have enough time?*

A behavioral question, which looks into the past, would be: *Have you ever been given two tasks due at the same time and didn't have enough time to complete them. What did you do?*

Another approach is experience-based. For example, if a candidate tells you that they are a Word expert, you might ask if they've ever used Styles. If they don't know what they are, then you know that they have not used Word the way a law firm uses Word.

The following phrasings are helpful lead-ins to good descriptive questions:

- Tell me about a time [when you weren't able to meet a deadline]
- Describe a time [when you had to have a difficult conversation]
- Walk me through [your typical day]
- How would you handle [a difficult client on the phone]

Prepare also to ask follow-up questions. These bring up more information about the person, more about their personality, and their attitude. Follow-up questions could include:

- What did you learn from that?
- What was their response?
- What would you do differently?

THE INTERVIEW STRUCTURE

Once you have your list of questions, evaluation form, and co-interviewers ready, it's time to conduct the interview.

It's a good idea to invite a job candidate to your office at least twice for interviews.

The recommended order for your interview is:

- Ask your questions
- Discuss the firm
- Answer their questions.

If you discuss the firm before asking your questions, you may find that the applicant crafts their answers based on what they've just heard. Instead, ask your questions and then discuss the firm, position, office dynamics, hours, and benefits. Then ask for questions.

When the interview is over, explain the next step, such as, "You're my first interview. I don't expect to call you back for a couple of weeks."

However you choose to handle the interview process, be consistent. Do not change the process in the middle of interviewing for a position. Whatever it is, whether it's testing or a peer interview, complete that process exactly the same each time. It's very important so that you are fair and there's no question about whether you have treated somebody differently than other candidates. You can change the process the next time you interview for a different position, but until then, stick with the one you've got.

THE SECOND INTERVIEW

It's a good idea to invite a job candidate to your office at least twice for interviews. You may notice the second time they come, they're dressed differently. They act more casually. And you may hear things that didn't come out in the first interview.

During the second visit, invite staff members to interview the applicant. Why?

- It gives the candidate the opportunity to ask questions they wouldn't ask of you;
- It shows them that you are a communicative office and that you're not hiding things from them; and
- It gives your current staff members the opportunity to grill their potential peers in a sense—to ask questions that relate to the position that you might not ask. They might ask about filing papers in Superior court and they might find that the person has more experience than they said or doesn't have the experience they put on their resume.

Step 5: Investigate Your Preferred Candidate

EVALUATE

At this stage, you have all the information and now you want to evaluate the candidates.

Again, be consistent. Use the same standard of measure for everybody. Who the firm hires is not always going to be your call, so you may have to defend your choice. But if you're consistent and you're clear through this process, you'll feel comfortable defending your choice. The evaluation forms will help you back that up as well.

But why check only one person's references? Because once references have been called, people expect to have an offer.

CHECK THE REFERENCES

Now conduct a reference check on the one applicant you are leaning toward. Do not bypass this step.

But why check only one person's references? Because once references have been called, people expect to have an offer. If they don't receive one, they may think it had something to do with the reference, when in fact that might not be the case.

As long you don't call a current employer, you can ask anybody for a reference, including past managers and mutual connections. They don't have to answer your questions, but it's okay to ask.

Ask the candidate to supply references who can attest to his or her work quality.

In addition to verifying the dates of employment, some reference check questions include:

- Would you hire the applicant again?
- Tell me about your experiences working with the applicant.
- Compared to others in the same position, how does the applicant's work quantity and work quality compare?
- Would you consider the person to be a team player? Why?
- Do you consider the person to be dependable?
- Was he/she punctual?
- Is there anything else you'd like to share with me?

You will find when you're doing a reference check that after your first couple of questions, the other person just starts talking; take notes and make sure you get what you need out of the call. Try to get the answers in comparison to others' quality and quantity so that the reference is thinking more about more than just this person. It's nice to have them equate the candidate to others in the same position.

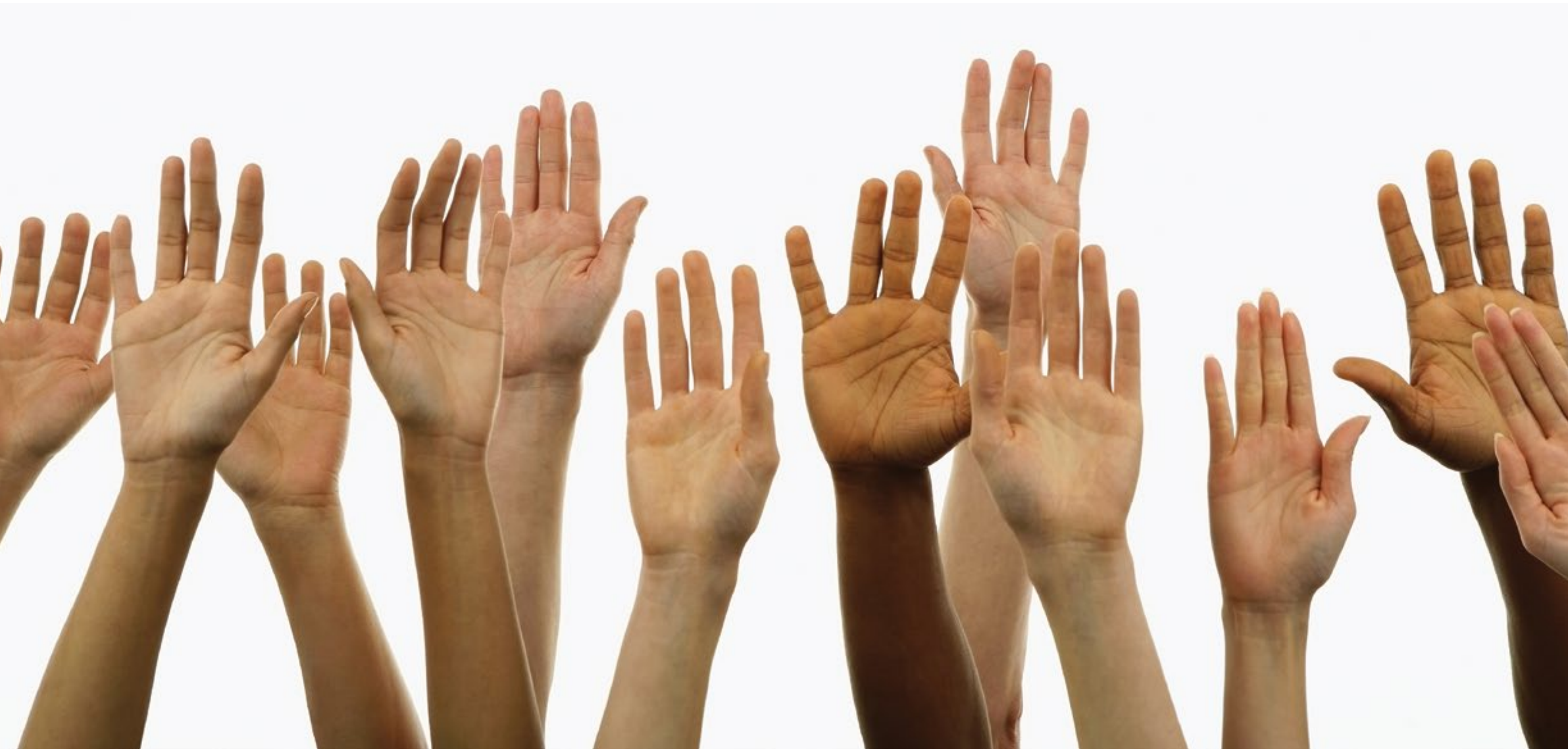
CONDUCT A BACKGROUND CHECK

Background checks are not expensive and background checking services will advise what you can ask about.

Just be sure you have clear objectives and established policies on how to deal with the report.

Be clear about what you want to learn and whether what you want to learn relates to the position. If you find out that your potential office clerk's been arrested for shoplifting, is that something that's going to prevent you from hiring that person? Or bankruptcy? Is that going to make a difference? How does their background check relate to their position?

And, again, be consistent. Do you have clear policies on what you're going to do with the report? Are you going to hire this person with a DUI and then not the next person with a DUI? Be clear about your policies.



Step 6: Make the Offer

If you find a great applicant, move quickly and offer attractive compensation. Research shows that promising candidates lose interest when companies delay making a decision. Don't prolong the process. Make it official and send an offer letter. (An offer letter may save you a headache later on.)

You also have an obligation to get back to the people who applied for the position but did not get the job. Send these rejection letters quickly. And don't say the firm will keep a resume on hand for future consideration unless it really intends to do so.

Conclusion

If you want to hire the right people for your firm, you must have a clear understanding of the current need, create a job description that matches the need, hire for the position (not for the candidate), have a clear and consistent process, and document.

If you follow all of the steps contained in this report, you have a better chance of finding a candidate who fits your needs and your corporate culture.

Keep in mind that turnover is a normal part of the workplace. Be prepared to do this all again.

MODEL TOOL

Job Description Template

This template provides the major categories that you should include in your job descriptions along with an explanation of what to include in each category.

Job Title	*The formal title of the position*
Reports to	*The title of the position that the job incumbent reports to*
Salary	*Range for position*

JOB PURPOSE

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job purpose is usually no more than four sentences long.

DUTIES AND RESPONSIBILITIES

List the primary job duties and responsibilities using headings and then give examples of the types of activities under each heading. Using headings and giving examples of the types of activities to be done allows you to develop a flexible job description that encourages employee to 'work outside the box' and within reason, and discourages "that's not my job."

- Identify between five and eight primary duties and responsibilities for the position.
- List the primary duties and responsibilities in order of importance.
- Begin each statement with an action verb.
- Use the present tense of verbs.
- Use gender neutral language such as s/he.
- Use generic language such a photocopy instead of Xerox.
- Where appropriate, use qualifiers to clarify the task—where, when, why or how often. For example instead of "greet clients as they enter the law office" use "greet clients, as they enter the law office, in a professional and friendly manner."

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MODEL TOOL

Job Description Template, Cont'd.

- Avoid words that are open to interpretation—for example instead of "handle incoming mail" use "sort and distribute incoming mail."
- Include a statement indicating that the position may be responsible for other duties, as assigned by management. This is a disclaimer of sorts, and allows for tasks like special projects or filling in for absent coworkers.

QUALIFICATIONS

State the minimum qualifications required to successfully perform the job. These are the qualifications that are necessary for someone to be considered for the position.

Qualifications include:

- Education
- Specialized knowledge
- Skills
- Abilities
- Other characteristics such as personal characteristics
- Professional certification
- Experience

WORKING CONDITIONS

If the job requires a person to work in special working conditions this should be stated in the job description. Special working conditions cover a range of circumstances from regular evening and weekend work, shift work, working outdoors, working with challenging clients, and so forth.

PHYSICAL REQUIREMENTS

If the job is physically demanding, this should be stated in the job description. A physically demanding job is one where the incumbent is required to stand for extended periods of time, lift heavy objects on a regular basis, do repetitive tasks with few breaks, and so forth.

DIRECT REPORTS

List by job title any positions to be supervised by the incumbent.

Ideally, a job description should be reviewed annually and updated as often as necessary.

MODEL TOOL

Sample Employee Referral Form

[Your Logo Here]

Firm Name

REFERRAL GUIDELINES

1. To refer a potential employee, please complete this form and return it, along with a copy of the prospective candidate's resume, application, or both, to the law office manager.
2. You are eligible for a referral award only when you refer external candidates.
3. If the candidate you refer is hired, you will receive a referral award of $[amount] after the new employee has worked for [Firm Name] for 90 days.
4. Employees involved in the hiring decision for a particular position are not eligible for referral awards for that position.
5. Only one referral award can be given per candidate. If a candidate is referred by more than one employee, the first referral received will be the one rewarded if the candidate is hired.

EMPLOYEE INFORMATION

Employee Name:

____

Date: ____________________________________

Employee ID: ________________________________

Department: ________________________________

Email Address: ______________________________

Phone Number: ______________________________

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MODEL TOOL

Sample Employee Referral Form, Cont'd.

REFERRAL INFORMATION

Candidate Name:

____

Email Address: ______________________________

Phone Number: ______________________________

Position Referred For: ______________________________

Why this candidate is qualified for this position:

____

____

____

FOR OFFICE USE ONLY

Date Received: ______________________________

Interviewed? ______________________________

Hired? ______________________________

Award Date: ______________________________

MODEL TOOL

Sample Interview Evaluation Form

1 – 10 (10 being the highest rating possible.)

Candidate: ____________________

Position: ____________________

Interviewer: ____________________

Date of Interview: ____________________

COMMUNICATION SKILLS:

1 2 3 4 5 6 7 8 9 10

Notes: ____________________

____

____

EXPERIENCE:

1 2 3 4 5 6 7 8 9 10

Notes: ____________________

____

____

PROFESSIONALISM:

1 2 3 4 5 6 7 8 9 10

Notes: ____________________

____

____

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Sample Interview Evaluation Form, Cont'd.

ATTITUDE:

1 2 3 4 5 6 7 8 9 10

Notes: ____

____

____

CONTINUE IN PROCESS? ☐ Yes ☐ No

Comments: ____

____

____

____

____

____

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____

MODEL TOOL

Sample Reference Check Form

Candidate: ______________________________

Reference: ______________________________

Position: ______________________________

Date Called: ______________________________

Dates of employment: ______________________________

Title: ______________________________

Relationship to Reference: ______________________________

Would you consider her/him dependable? ______________________________

____

____

Was he/she punctual? ______________________________

____

____

Would you consider him/her a team player? Why? ______________________________

____

____

Work Quantity/Quality? ______________________________

____

____

Continued on page 31

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Sample Reference Check Form, Cont'd.

Quick learner? ____

____

____

Anything Else? ____

____

____

Notes: ____

____

____

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____

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MODEL TOOL

Sample Offer Letter

[YOUR LETTERHEAD]

Date

Name & Address

Email if you are sending via email.

Dear: ______________________________________

We are pleased that you have accepted our job offer. This letter outlines the job and benefits of the firm.

The position we offered is [Administrative Assistant] at the rate of [$10 per hour] for [15 hours per week.] Your schedule will be 9:00 am to 2:00 pm, Mondays, Wednesdays and Fridays. If this schedule is changed, it must be approved by both you and your supervisor. We look forward to your starting on Monday, January 14, 2019. Please report to [me].

Benefits for this position will include sick time at the rate of one hour per every 30 hours worked. You will receive holiday pay for days you would normally work and the office is closed. [And anything else you will be offering.]

Please sign below and return a copy to me. A copy via email is acceptable with the original returned on your first day. Please bring two forms of identification with you on your first day for new hire paperwork.

We look forward to you joining our team.

Sincerely,

I accept the offer of employment:

Name: ____

Date: ______________________________________

MODEL TOOL

Sample Candidate Rejection Letter

[YOUR LETTERHEAD]

[Date]

Dear: [Insert Name]:

Thank you for your interest in employment at [Firm Name].

As you might expect, we receive numerous resumes from highly qualified candidates and a hiring decision is not easy. However, we have chosen another candidate who is a better match for the position.

We wish you the best in your future endeavors.

Sincerely,

[Signature]

[Name]

[Title]

[Firm Name]

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