

The Law Office Manager's Guide to Advanced Hiring Techniques

Presented by Law Office Manager
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Agenda



- ☐ Assessing Needs
- ☐ Crafting a Job Description
- ☐ Recruiting
- ☐ Screening Candidates
- ☐ Interviewing

"Plans are nothing; planning is everything."

Dwight D. Eisenhower



Assessing Needs

1. Track Time or List Tasks
2. Identify Skill Level for Each Task
3. Combine Tasks by Skill Level
4. Identify What Experience or Skills are Needed

Track Time

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 Xerox Repair and Discuss Repairs with Rep
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	Discuss Server Space with IT Consultant
1	Review Lease to Confirm Deadline for Expiration
1	Post Ad for New Paralegal

Identify Skill Level

3	Counsel Betty & Sam
1	Distribute HR Materials
1	Schedule Attorney Interviews
2	Send Rejection Letters
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3	Attend Meeting with Partners and Insurance Broker
2	Coordinate Coverage for Tom's Vacation
2	Discuss Server Space with IT Consultant
3	Review Lease to Confirm Deadline for Expiration
3	Prepare Ad for New Paralegal
1	Post Ad for New Paralegal

Combine Tasks

Level 1

Distribute HR Materials
Schedule Attorney Interviews
Contact Xerox
Schedule Meeting with Partners
and Insurance Broker
Post Ad for New Paralegal

Level 2

Send Rejection Letters
Find Locations for Office Holiday Party

Level 3

Counsel Betty & Sam
Prepare Budget
Finish Insurance Renewal
Attend Meeting with Partners
& Insurance Broker
Review Lease
Prepare Ad



Identify Skill Level

- Level 1
 - Good Communication Skills
 - Ability to Use Email and Web
 - Trustworthy
 - High School Diploma
 - Ability to Follow Instructions with Minimum Direction
- Level 2 = 1 +
 - Ability to Use Word
 - Good Judgement
 - Office Experience

Crafting the Job Description



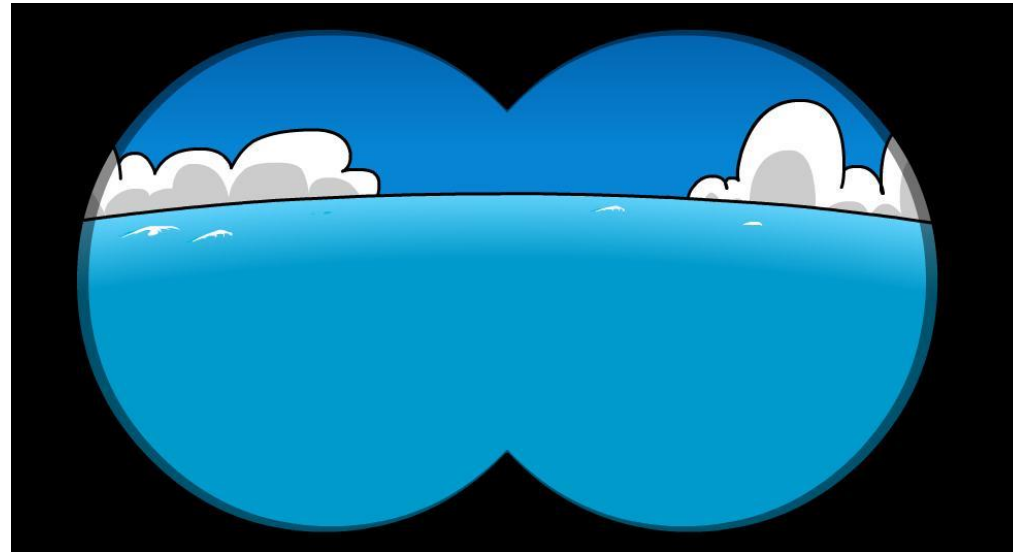
Why is it Important

- Focus
- Legalities
- Performance Tool
- Morale

“The difficulty lies not so much in developing new ideas as in escaping from old ones.”

John Maynard Keynes

Focus



Legalities



Performance Tool



Morale



New to a Position?

I suggest one of the first things you do is review every job description you can find. Figure out what is current and who fits into which description.

Nothing like assuming someone is supposed to do something because that is what you expect only to find out It really isn't their job.

Added Tip: Read the employment manual on your first day!

3 Parts of A Job Description



Summary

Responsibility

Requirements

Summary

- Position Title
- Status
- Reporting
- Location
- Short Description

Administrative Clerk
Full-Time/Non-Exempt Position
Reporting to Office Manager
San Francisco, California

Clerk supporting lawyers, staff and Office Manager with general administrative duties.

Responsibilities

Level 1

Distribute HR Materials
Schedule Attorney Interviews
Contact Xerox
Schedule Meeting with Partners
and Insurance Broker
Post Ad for New Paralegal

Schedule internal meetings
Work with firm vendors
Copy and scan material
Complete internet forms on behalf of firm
Answer telephones
Run errands outside of office
Clean public areas of office
Distribute material within office
Other tasks as required to support the success of the firm
Data Entry
Move Supplies and Copy Paper

What Skills and Experience Are Needed for Success?



Really

Skills and Abilities

High School Diploma or GED
Excellent verbal and written communication skills
Ability to learn new software quickly
Dependable
Energetic
Comfortable taking instruction from multiple people
Client service experience
Ability to lift 40 lbs
Typing by touch

RESPONSIBILITIES

- Schedule internal meetings
- Work with firm vendors
- Copy and scan material
- Complete internet forms on behalf of firm
- Answer telephones
- Run errands outside of office
- Clean public areas of office
- Distribute material within office
- Other tasks as required to support the success of the firm



Job description

Administrative Clerk
Full-Time/Non-Exempt Position
Reporting to Office Manager
San Francisco, California

Clerk supporting lawyers, staff and Office Manager with general administrative duties.

Duties:

- Schedule internal meetings
- Work with firm vendors
- Copy and scan material
- Complete internet forms on behalf of firm
- Answer telephones
- Run errands outside of office
- Clean public areas of office
- Distribute material within office
- Other tasks as required to support the success of the firm
- Data Entry
- Move Supplies and Copy Paper

Skills & Experience

- High School Diploma or GED
- Excellent verbal and written communication skills
- Ability to learn new software quickly
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- Comfortable taking instruction from multiple people
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Recruiting



Recruiting Tips

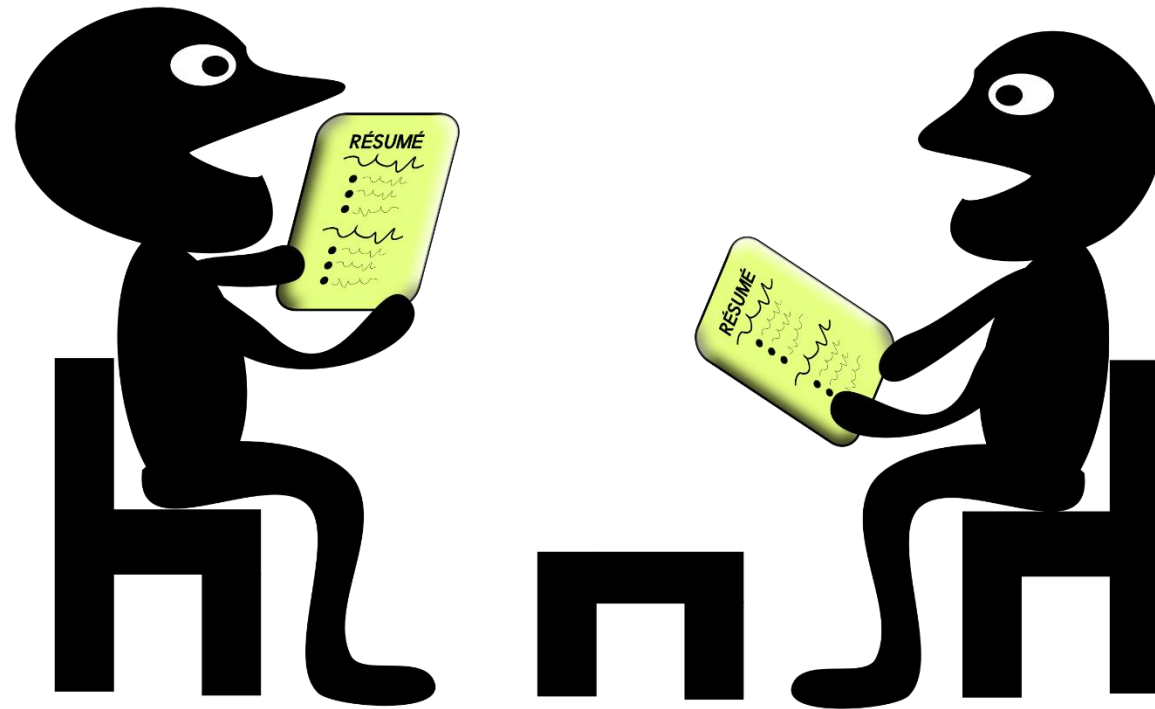
- Let everyone in the firm know you are recruiting.
- Be consistent.
- Be Fair.
- Document.

Advertising

- Where
- Requirements *The Salary Question*
- Screening



Interviewing



Interviewing Tips

- Have a consistent list of questions for each position.
- Have an evaluation form that you complete after every interview and that you ask other interviewers to complete.
- Train interviewers on how to interview.
- Have the candidate come to the office at least twice.
- Try and have staff member or peer of the candidate interview.
- Be consistent.
- Ask questions that directly relate to the candidate's ability to do the job.

Developing Interview Questions

Competency – What competency do you want to learn about the candidate or verify about their experience?



Knowledge
& Expertise

Interpersonal
Skills

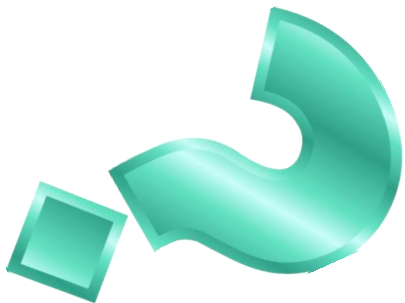
Management Skills

Communication
Skills

Flexibility

Types of Questions

- Behavior Questions – looks at the past experience
- Situational Questions – look at future performance
- Experience Verification



Sample Question

- Tell me about a time . . .
- Describe a time. . .
- Walk me through . . .
- How would you . . .
- If you found yourself . . .
- What would you do if . . .

Follow Up Questions

- What happened then?
- How did that turn out?
- What did you learn?
- What would you do differently?
- What were your reasons?
- What was their response?
- How does being “detailed oriented” show in the workplace?

Conducting the Interview

- Who will be in interview?
- Applications
- Questions first
- Discussion about firm and position
- Questions from candidate
- Next steps in the process



Sample 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: _____

Attitude: 1 2 3 4 5 6 7 8 9 10

Notes: _____

Continue in process? Yes _____ No _____

Comments:

Evaluating Candidates

- Consistency
- Defend your choice
- Evaluation Form
- Relate to Position
- Social Media



Reference Checking

- Don't skip this step.
- Ask for references from people that can attest to the candidates "Work Quality"
- You can call past managers or mutual connections.
- Don't call current employer.
- Call only if you are in the final stage.



Reference Check Questions

- Verify dates of employment, title and role.
- Would you hire him again?
- Tell me about your experience working with her?
- Comparison to others in the same position, was her work quantity and quality good?
- Would you consider her a team player? Why?
- Do you consider him dependable?
- Was he punctual?
- Is there anything else you would like to share with me?



Background Checking

- What do you want to learn?
- What relates to the position?
- Do you have clear policies on dealing with negative reports?
- No credit information.
- Use the Background Checking Service's advice.

More Tips

- You will get better with experience.
- Have the final candidates come to the office at least twice.
- Sometimes we have no control over who is hired even though we are “doing it”.
- Go with your gut.
- Listen to the receptionist.
- Don’t do it alone.
- Use an offer letter.



In Summary

- Develop a clear understanding of the current need.
- Create a job description that matches the need.
- Hire for the position not for the candidates.
- Have a clear and consistent process.
- Document.





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