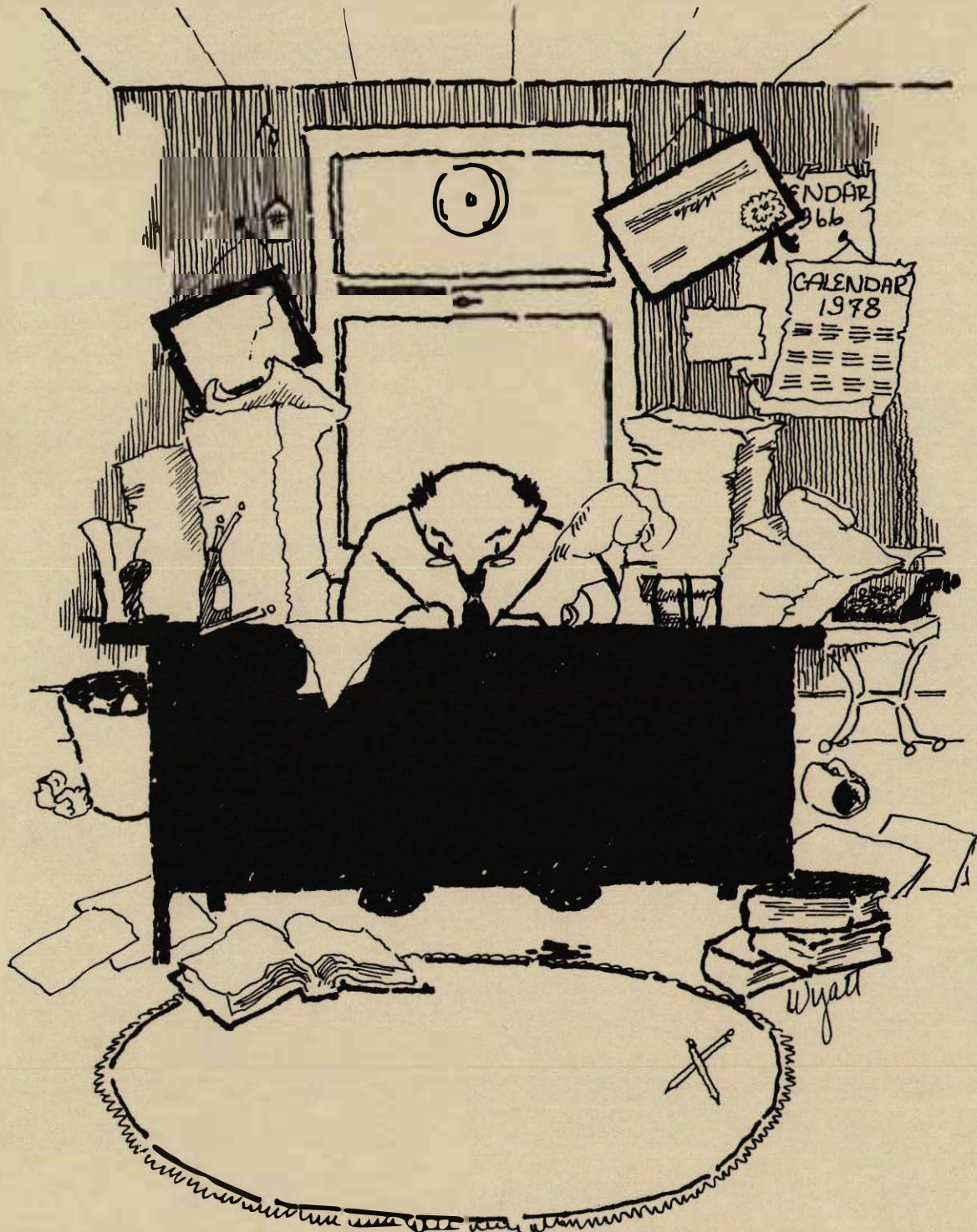
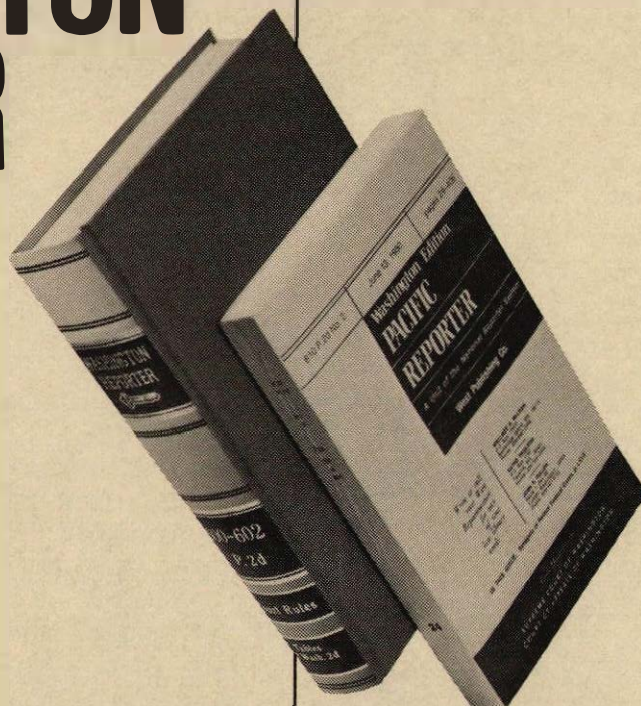

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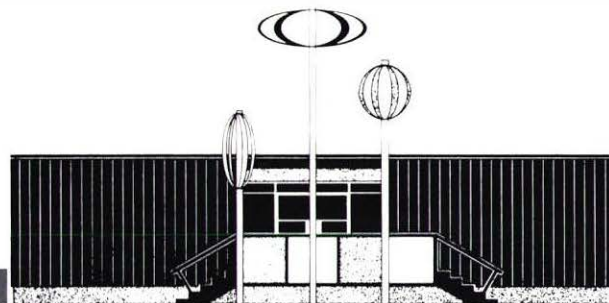
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Footnotes:

¹ 12 USC §30-32

² 29 USC § 102 (b) (3); 29 USC § 1022; Reg § 2520.1046-3; Reg. 2520.104 a-1

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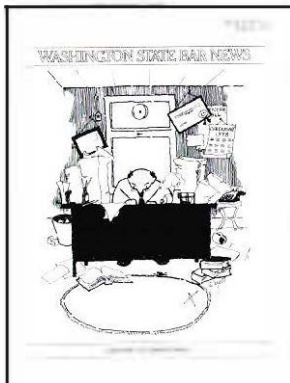
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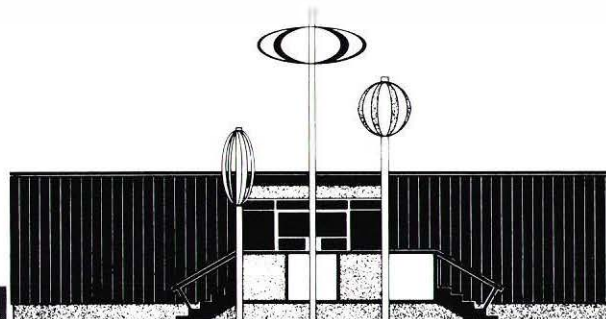
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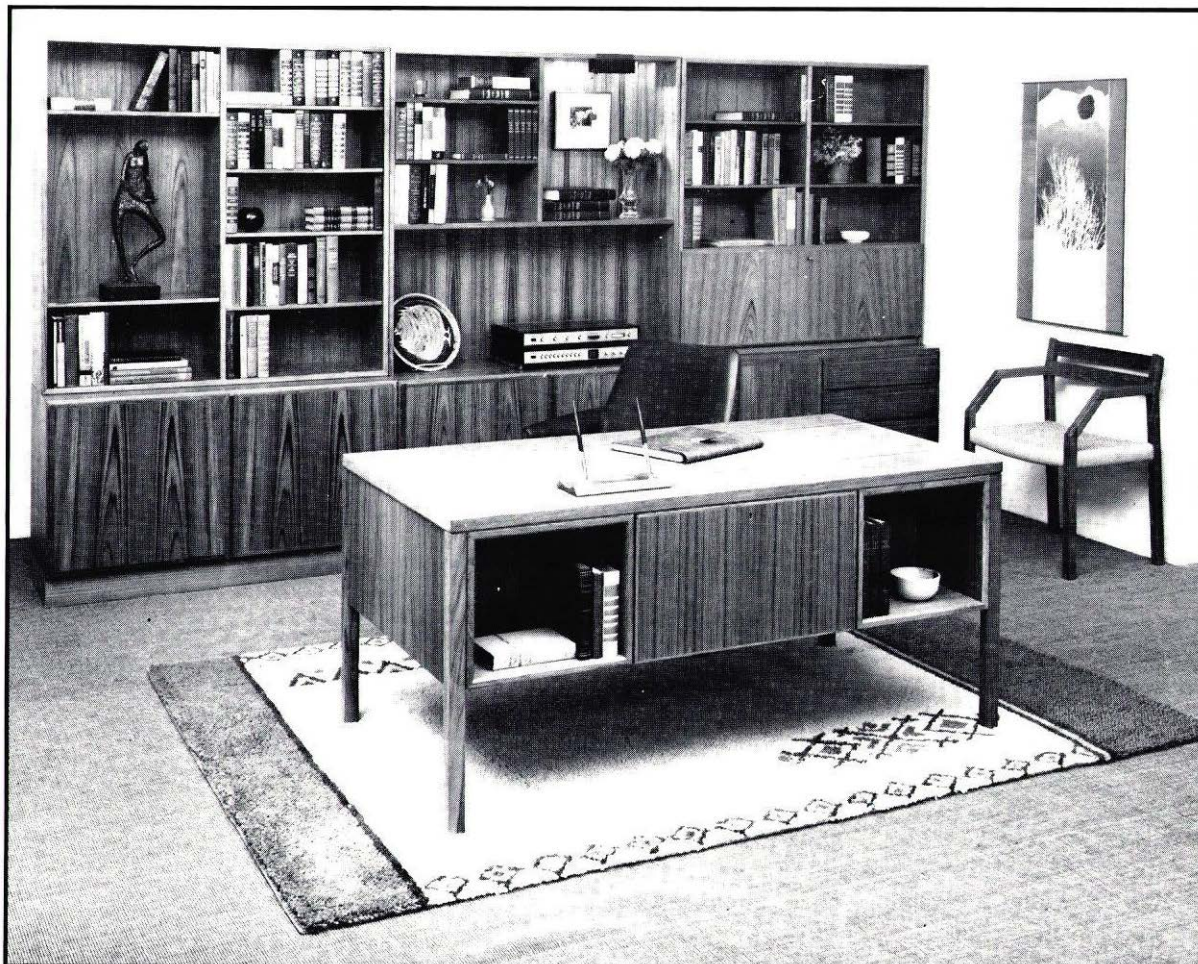
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Praise for Judge Corbett

Editor:

Cheers to the Honorable T. Patrick Corbett who, while King County Presiding Judge, denied trial continuances unless "good cause" was shown. ("Trial Court Congestion: Cause & Resolution", *Washington State Bar News*, March, 1981.) His recognition of the human factor as to the effect delays have on clients is heart-warming. As he stated: "To the busy lawyer there is little difference between a delay of 2 years and a delay of 6 months. To the client, the delay is painful and not understandable."

Divorce clients, trying to resolve differences on temporary orders, are faced with similar frustrations when continuances are routinely granted for show cause hearings. Due to the usual emotional state of the client, weeks can seem like months while seeking resolutions to problems of temporary custody, support, use of the family home, car, etc.

Having observed this process in Thurston County for a number of years, I went through court records for a 6 month period in 1980. Out of a total of 1264 cases on the Domestic Relations calendar, 37.2% were stricken (many to reappear later); 42.6% continued; 15.9% argued; 2.5% settled; and the disposition of 1.8% labeled "other." There were many repeats in the "continued" category—some over and over again. (One case was continued 7 times and another 10 times with it still not having been heard at the expiration of the 6 month period.)

Courtesies extended to fellow attorneys at the expense of the client—or delaying tactics used at the expense of the spouse—contribute little to the spirit of no-fault divorce or to the alleviation of calendar congestion.

KATHY COOMBS

Olympia

May Bar News Gives Historical Perspective

Editor:

Thank you for the May issue, "By and About Washington Women Lawyers." Cynthia Whitaker's article on "The First Wave of Women Lawyers" was particularly fascinating. Before we can assess the directions our profession will travel in the future, we must understand where we have been in the past and where we are now. The May issue has helped give all of us some of the historical perspective we need to plan for that future.

ANNE E. KRUSE

Seattle

Funding for Family Law Activities

Editor:

Remarks attributed to Paul Steere

at page 18 of the July issue of the *Bar News* should not pass without some comment.

Members of the Bar who do not ordinarily practice in the Family Law field may not appreciate the problems of dealing with others who have a vital stake in such laws. Social workers and representatives of the poor do not have financial resources to contribute to meetings which provide consensus resolutions.

If there is business, or banking or estate planning issues to be resolved, our opposite numbers in affected fields can be expected to pay their share of the freight—but not so, in matters which affect our disadvantaged citizens. The section should have resources to act professionally to see that the "sad state" of our laws is corrected in a manner understandable by the persons who administer and are affected by them.

I am not a member of the Family Law Section, but I object to having its

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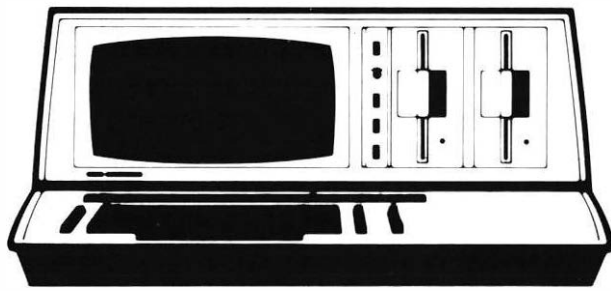
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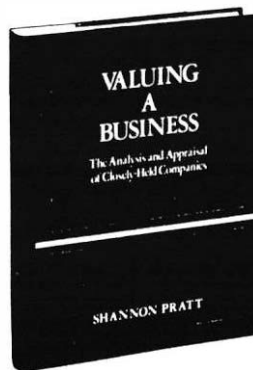
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IVAN E. MERRICK

Seattle

Reaction to February "Board's Work" Report

Editor:

I read your article [*Bar News* 35:2:27] with a great deal of surprise and dismay. It is my opinion that you misrepresented the remarks that I made at the meeting of the Board of Governors in Olympia on January 9, 1981.

I attended that meeting as a representative of the Superior Court Judges Association. I am an elected trustee for the 6th District.

I did report on the two studies I had conducted. One study was made to determine whether or not there was any court congestion in the superior courts of this state. This study was made in cooperation with the superior court judges throughout the state. I prepared a summary of the trial docket situation in each county and the opinion of the judges as to whether or not there was any congestion in his county. As a result of that study I am of the opinion there is no court congestion in this state.

I told you folks that I was particularly proud of this study because it proved just how hard all the superior court judges worked in this state.

The other study had to do with the day-to-day operation of my own department in Pierce County in the year 1980. The purpose of that study was to determine exactly how many cases I set for trial, tried, settled and transferred to other departments. I also established how many jury cases and court cases I tried. I made this study to accurately determine how many cases I had disposed of in one year. With this as a guideline I could then measure the effectiveness of any superior court operation.

As a result of this study I concluded that it would take one superior court judge for every 28,300 people to dispose of their matters within 6 to 9 months. That is the time it takes to try a case in Pierce County after it is noted for trial.

I remember very vividly that I told the Board of Governors that my studies established that there was no court congestion of any extent in the superior courts of this state and that this is due to the continued diligent effort of the superior court judges throughout this state.

Your statement that I said there was any court congestion is incorrect. Also your statement that indicated every judge should work harder is incorrect. They are working extremely hard at this time.

In reference to King County, I did state that if there was any congestion it was in King County because it takes 18 months to have a matter tried after it is noted for trial. I did point out that King County judges have been making changes to shorten this time. These changes now appear to be working very well. The present forecast is that the 18 months will be reduced to 12 months and 4 months in dissolution matters. I did not state that King County judges were not working hard enough. They are working very hard.

For years, King County's population has risen sharply and they have not had sufficient judicial manpower to handle their workload. I told all of you that using the ratio I developed from my Pierce County study, King County, despite the recent addition of 5 judges, is still 1 judge behind.

In regard to your remarks relative to judges in less populated areas, I explained the application of the ratio. I also pointed out that many counties were below that ratio. I also pointed out that in most cases that judge has several counties to cover and he spends a lot of time in travelling between the various counties. This factor had to be taken into consideration in this analysis of the operations of

that judge. Please keep in mind that many of these judges are able to now donate considerable time to other areas regularly.

I did not suggest that these judges from less populated areas could be used to any greater degree than at present.

The result of my studies convinces me that the superior court judges in this state are doing an excellent job and are working extremely hard and effectively to see that cases are disposed of promptly.

Since the publication of your article, I have appeared before the State Bar Committee on Court Congestion chaired by Lee Campbell. You also published in the March issue a report of his committee. Nowhere in that report is there any indication that judges aren't working very hard to make sure that matters are resolved expeditiously. As a matter of fact that particular study indicates that there is no court congestion of any extent in

this state. As you know, Lee Campbell is a member of the Board of Governors and was present at the time I made my presentation in February. I am certain that if I had made any remarks that had suggested that the judges in this state weren't working hard enough, Mr. Campbell would have picked that up and made some investigation and some comment in that regard.

I would appreciate it if you would put this in the next issue of the *Washington State Bar News*.

W. L. BROWN, JR.

Tacoma

[This letter was received by us on July 2, 1981. It was placed in this issue—the soonest possible time in light of when the letter was received. We stand by the accuracy of the report about the January Board of Governors meeting as published in the February Bar News.—Ed.]

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A Sorry Tale

I was surprised when the legal messenger delivered Haversmith's handwritten legal memorandum to me. He had been a punctilious lawyer as long as I had known him. His briefs had been paragons of brief-writing: clearly written, accurate and faultlessly typed. In the whole time that I had legally sparred with him over the finer points of law, I had never seen a Haversmith legal document which betrayed unpreparedness.

"Haversmith," I said to him when we had lunch together that noon, "why the memorandum of law written in longhand?"

"It's a long, sad story," he replied staring at his spinach salad. And as he absently twisted bean sprouts around his fork, he told me this sorry tale:

Six months ago Haversmith had had a dynamic law practice. He had more clients than he could handle and revenues were steadily rising. Haversmith concluded one day that the only impediment to the further growth of his firm was the archaic office practices he used. He envied the big Seattle law firms' computerized word processing and billing techniques, their automated libraries and brief banks, but realized that his firm did not have the resources to compete in that league.

Always an innovator, Haversmith decided to find a cheaper way to computerize. He enrolled in night school electronics classes and took correspondence courses in computer science. He read every piece of literature about computerized law practice management. At last, having gorged himself on the new technology, Haversmith set out to build for himself a computerized law office system.

Haversmith lost many billable hours while soldering together his "home brew" computer in his ga-

rage. He figured, however, that the time invested would more than pay for itself once his system was operative.

The final product was a dandy. Haversmith's "home brew" computer system was based on a 7 bit central processor and employed a 1931 Smith-Corona typewriter as a printer. He used the family color television set as his display screen and had installed two 5" floppy disk drives in a pair of steel reinforced cigar boxes. He had converted a World War II walkie-talkie into a modem for inter-office communications. From every component, wires strung out wildly like boiled spaghetti.

But the system worked! Haversmith bought some standard micro-computer programs on diskette and found that he could do his work faster, more efficiently than ever before. After installing the new system in his office, he concluded that, with the aid of his new machine, he could double his profits while cutting his overhead. He sold his library. With abandon, he fired both secretaries and his associate. "Who needs them?" Haversmith thought smugly, and he set about to enter the age of computerized law practice.

Things went smoothly for a while. The memos flew out of the printer with smudgeless, typo-less perfection. The billings came out accurately and on time. Haversmith's home brew computer was so efficient that he suddenly had time to spare, and he started to play computer games when work was slow.

About a month after installation, the first "bugs" began to show up. Occasionally, the computer would cause the overhead lights to blink on and off; at other times, the computer would call up other law office computers via the modem and communicate obscene data. These were relatively minor problems which Haversmith could live with. That was not the case, though, when the machine one day refused to print out

any more legal memoranda and, instead, generated hard copies of Haversmith's most recent "Space Invaders" games.

Patiently, Haversmith worked the glitches out of his hardware and the bugs out of his software. The system again functioned smoothly. Then while working on a monumental case worth millions of dollars one day, Haversmith forgot to back up his disc, and in a split-second power surge the disk drives crashed and he lost an entire 20,000 word appellate brief. Undaunted, he rewrote the brief from scratch, working late into the following morning. But when the brief was finally completed, a thunderstorm arose in the west and a bolt of lightning struck the adjacent building—utterly scrambling every bit of data in Haversmith's memory banks. He eventually filed his appellate brief (late), but Haversmith's self-confidence had snapped. His work product began to deteriorate; he became slipshod.

Haversmith could not cope with the strain of his crumbling practice. He became a computer recluse who rarely ate and never slept. All day and all night he would talk only to his computer, play games, communicate with other computers, and draw color graphics. His eyes became bloodshot and expressionless. His wife and kids deserted him. Haversmith had become a computer junkie.

Things came to a head in June. The State Bar Association had opened an investigation due to allegations that Haversmith's computer was electronically transferring client trust funds into a numbered Swiss bank account. The CIA was also looking into the fact that Haversmith's "Space Invaders" computer games bore strong resemblances to secret NATO nuclear war strategies. Last but not least, Haversmith discovered that his home brew computer just could not make a good cup of coffee.

At last, crazed with despair, sleeplessness and caffeine, Haversmith

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found an old copy of Corpus Juris Secundum which lay under a table and threw it at the computer. It struck the computer in its central processing unit. Sparks flew, the machine shrieked, shuddered and then became still. Haversmith had slain his computer Frankenstein.

It was one o'clock and I had finished my lunch. Haversmith was still playing with his bean sprouts.

"The humiliating thing," he told me, "was that after I trashed the machine, my old secretaries and associates refused to come back to work for me. Now I'm really on my own. I even have to write out my briefs and memoranda in long-hand." Haversmith finally took a bite of salad and then pushed the plate away.

Haversmith's story was pathetic, but I had to get back to the office. "Let's get together again soon," I said with no conviction. He nodded without looking at me.

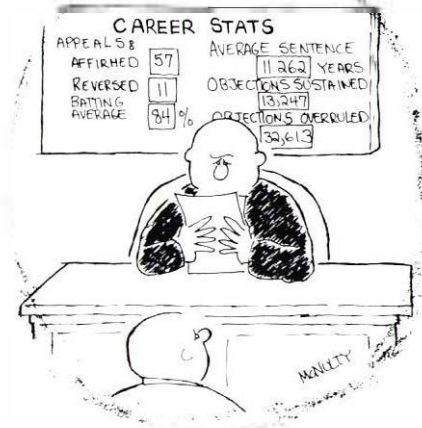
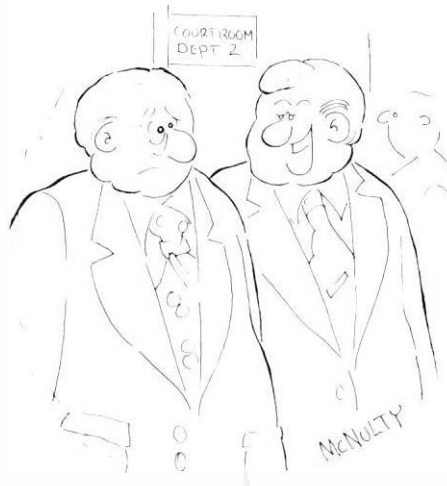
Back in the office I thought about

poor old Haversmith. I looked at his handwritten memorandum of law and thought about the awful story he had told me. But then I came back to my senses. I was a professional, after all. I had to respond to Haversmith's

memorandum or risk losing a big case.

I cleared my mind and turned on my computer. I began to draft my response.

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Administrative Management for Larger Law Firms

by Gary R. Garrett

Ten years ago, except in New York and a few other large metropolitan areas, but certainly not in Washington State, there were few law firms that by today's standards would be considered large. By 1980, however, there were well over 200 law firms with 70 or more attorneys and hundreds more with well over 40 practitioners nationwide. Today there are over 40 law firms in the State that have over 15 practitioners and several firms of over 75 attorneys. It is arguable what is "large," but most firms are growing and are becoming larger. Growing larger means much more than simply lawyer growth. It means more staff, space, office services, and overhead to manage. Consequently, the administrative management of larger firms should be of interest to all lawyers whose firms may some day or are now facing governance issues and trying to cope with growth.

There are two distinct managerial areas for any law firm: administrative management, dealing with the business and operational aspects of a firm; and the substantive governance of the practice, such as quality assurance

and practice management. Both forms of management are operational in law firms and are interactive in many cases. The direction of this article is to deal with the administrative management areas relating to larger law firms. Nevertheless, the issue of governance of the practice of law and of lawyers themselves needs exploration and discussion, if not in this presentation then elsewhere. Issues of partner compensation, incorporation, marketing legal services, branching, associate training, partnership admission, specialization, and a number of other basic issues are of concern to practitioners in large and small firms alike. During the 1980's the substantive governance of law firms is the major issue facing lawyers.

Administrative management of larger law firms has become better understood by lawyers during the past few years, and managerial structures have become fairly standard for large firms nationwide. The type and scope of administrative management needed by any firm will vary, depending on the number of staff and lawyers, type of practice, client base, and number of offices. Administrative management areas, however, are usually consistent, including general administration, accounting, systems, office services, personnel, and library.

Overall Administrative Management

Tending to the administrative tasks of a law firm, be it small or large, requires skills and knowledge beyond those normally taught in law schools. Administrative management or, overall, the field of management has evolved into a specialized field unto itself. Management is the art of accomplishing events through other people, while administration is what gives substance to management and makes the organization work. Administrative management, therefore, is the structural backbone of a law firm, taking direction from the principals and



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getting results through people. Sole practitioners as well as lawyers in larger firms are required to manage both their substantive practice of law and business operations. In other words, lawyers need to learn, or at least understand, management concepts if they wish to develop successful and profitable practices benefiting both themselves and their clients.

Larger law firms have a distinct advantage over smaller firms in that they can afford to obtain the services of a professional management staff at a relatively low cost per lawyer. Smaller law firms normally cannot afford to support full-time administrative staff but, instead, rely on lawyers to manage administrative functions or delegate the day-to-day operational requirements of the firm to existing staff or to a sole administrative person who wears several hats.

In order to manage themselves, lawyers in larger firms across the country have evolved similar governance structures for their organizations. The following organizational chart depicts the most common form of management structure.



There are certainly workable variants from this form. Some firms act as a committee of the whole, with relative success, and a concomitant decrease of lawyer billable time; whereas other firms are paternalistic, with authority, policy, and management vested in one of several senior or controlling principals, with an accompanying loss of lawyer participation in firm affairs. Whatever the form, nevertheless, the governance of most law firms has as its base components principals as policy-makers, administrators as administrative managers, and departmental managers as direct supervisors.

An oftentimes befuddling problem facing practicing lawyers is how to find, hire, and keep competent administrative managers. Assuming that a proper notion has been arrived at as to what a management person will do (job description) and that a mature and experienced person is hired, the major problem facing larger law firms is motivating and keeping managers. More often than not, lawyers alienate good managers by simply not letting the managers do their jobs because a clear line between policy and administrative management is not drawn. Lawyers are either too actively involved in management affairs or not involved enough. On the one hand, principals either interfere, second-guess, or unfairly criticize management or, on the other hand, they assume that the manager will do it all, including making policy. Unfortunately, neither style works for most firms. Partners must

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As a law firm grows, its principals often carry with them the notion that administrative management of the firm is something to be suffered. Naturally, practicing law is considered the prime function of a lawyer, and other firm business is looked down on as unproductive, often frustrating work eschewed by all good lawyers. This attitude, although understandable, overlooks the basic fact that the administrative management of a firm assumes greater importance and consequence as a result of growth and scale. To retain good managers, lawyers need to overcome ingrained prejudices against management and develop respect for management structures and those asked to perform administrative functions. A team approach, based on mutual trust and understanding, is the surest way to assure that the firm will be well managed and all parties well served.

Areas of Administrative Management for the Larger Law Firm

Larger law firms generally require individual administrative management of accounting, office services, systems, personnel, and library. Smaller firms all provide these same administrative functions, only on a lesser scale, with overlapping and shared functions. As firms

grow larger, administrative management areas develop to the point where supervisors having well-defined areas of responsibility and staff support are required. An examination of the various administrative management positions in a law firm highlights not only the job responsibilities but also areas where change is occurring in law office administration.

Administrator

Overall administrative management of most larger firms is the general responsibility of an administrator whose title may be business manager, office manager, director of administration, firm administrator, or executive director. When the frosting is removed from the cake, however, most good administrators have similar job descriptions and have been delegated authority to administratively manage their respective firms, reporting and answerable to the firms' principals through committees or managing principals. The administrator is at the principal level in the organization.

Administrators working with principals aid in the formalization of policy and direct policy implementation in the areas of finance, personnel, and general administration. The administrator may aid in recruiting lawyers, but certainly nonlegal personnel recruiting; participate in the orientation, training, and/or evaluation of associates; direct preparation of income and expense budgets, finan-

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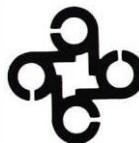
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cial plans, and forecasts of capital expenditures and cash flow; and be responsible for supervision and direction of all nonlegal personnel and physical facilities. The administrator is an ex officio member of all firm committees and attends executive/management and partnership meetings.

Many of the functions outlined for administrators are carried out by other administrative managers in the firm, but the responsibility for directing supervisory personnel is solely the duty of the administrator. In large legal organizations, the majority of the administrator's time and effort is devoted to working with principals and monitoring and coordinating the efforts of supervisory personnel.

Accounting

The most readily recognized administrative area in the law firm is the accounting department. Bookkeepers are usually the first administrative managers hired by law firms. As firms grow, the chief bookkeeper becomes an accountant then, ultimately, a controller responsible for maintenance and operation of the firm's accounting systems, preparation of financial reports, development and implementation of procedures reflecting accepted standards of good accounting practice, and supervision of such personnel as may be assigned to the accounting department. Specifically, the duties and responsibilities of a controller would include maintenance of general ledger, subsidiary ledgers, and supporting journals; preparation of month-end, quarterly, and year-end financial reports; functioning of payroll accounts; maintenance of the firm's trust account in accordance with prescribed procedures; coordination of bank operations, including deposits, disbursements, and loans; coordinating the operations of a time accounting system normally automated; and, finally, maintenance of a system of fee billings follow-up and cash receipts. Of a more general nature but of increasing importance are the following accounting functions: monitoring cash flow and recommending cash management actions, including bank loans and capital contributions; establishing and maintaining procedures for timely preparation of all manner of tax returns and payment of taxes; assisting in the preparation and administration of annual budgets; establishing central systems for assuring timely preparation of monthly bills and a system for collection of delinquent accounts receivable; conferring with public accountants on their annual statement preparation and management reports; and reporting data for annual and periodic performance reports to the principals of the firm. Many firms are finding the need to hire an experienced CPA to fill the role of controller.

Larger law firms can benefit in terms of cash management and efficiency by the proper utilization of a competent accountant. Since most firms operate with at least a

ratio of expenses to gross of fifty percent, the need for competent cash management and budgetary controls is obvious. Poor billing habits of attorneys can be reported and dealt with, delinquent accounts pursued, and capital requirements predicted and assessments or loans arranged. Undistributed profits can be invested. Since improper cash flow planning and management can lead to divisiveness and misunderstanding amongst partners, a firm accountant working with the principals can help to alleviate tensions within the firm. In order to do a good job, however, the firm accountant needs the support and understanding of all principals.

Systems Management

Until recently, most law firms utilized manual systems; but, with increased size and the availability of automated computer-driven systems, law firms have now joined the electronic "revolution" and turned to systems personnel (data processing managers) to manage not only traditional accounting functions but also text editing, substantive legal systems, and other administrative functions.

The utilization of computers to process information is a common and accepted practice in business today. Law firms have only recently embraced the concept of technology for supporting administrative functions, let alone using computers to support the substantive practice of law. The role of a systems manager has only of late been recognized as a necessary position by some law firms. Typically, in a smaller firm, the accountant is responsible for data processing; text editing (more commonly called "word processing") is directed by a word processing supervisor; docketing, by a docketing clerk; etc. Advances in technology, however, have made it possible to meld all automated systems onto one computer system, enabling the storing, sorting, and retrieving of all firm records. This consolidation requires the services of a person able to supervise and coordinate computer data processing services for the whole firm, impacting services areas ranging from automated litigation support to personal calendaring. Specifically, systems managers in larger law firms are directly responsible for programming and running automated substantive systems including document indexing and sort programs for litigation; systems for foreclosures, garnishments, release without probate, creditors' claims and wage-earner plans; estate planning systems, such as will worksheet checklists and tickler systems; minor litigation systems, including collections, domestic relations, deposition summaries, interrogatories, and unlawful detainers; and systems for many other areas of the practice which lend themselves to automation. On the managerial side, administrative systems are being automated to include accounting, focusing on time accounting, billing, and the like; per-

sonnel, capturing census information, employee benefits data, and payroll; docket control; CLE reporting; library routing; file indexing, amongst others.

The primary function properly directed by a systems manager is to create a relatively paperless office, with all staff and attorneys using computer terminals linked together by a central computer system. This so-called "office of the future" envisions lawyers utilizing terminals for legal research, communications, and information storage. Secretaries type, communicate, file, and retrieve on terminals. Nationally, several larger firms have achieved this goal, and within five or ten years the overall utilization of electronic systems management by most firms will be the order of the day. It is incumbent upon lawyers to understand that office automation requires good long-range planning involving not only proper equipment selection but decisions as to what administrative and substantive systems can and need to be automated. The complexity of the systems job requires a highly competent individual to carry out the desires of the firm. The key point to remember is that the systems department serves the whole firm, not itself. Policy as to what data processing services are to be provided should be a firm decision and carefully mapped out.

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ment is general office management. This function includes ordering supplies; maintaining and planning for facilities; purchasing, operating, and maintaining office equipment, from mail meters to advanced copiers and facsimile equipment; maintenance of central files; operation of mail and messenger service; and general overall services necessary and appropriate to efficient operation of the office. It has been the experience of most larger firms that without solid and efficient office services management, general office operations become mired down, trying the patience of lawyers, staff, and clients. Neglecting mundane office functions is the easiest area of administrative management to let slip, but when the mail is not delivered, phones unanswered, postage machine empty, coffee and Coke not available, the whole office can grind to a halt. Paying attention to details is thus a must in good administrative services management. Services personnel tend to be transitory and difficult to supervise. As firms grow larger, however, meaningful jobs in the office services area can and do evolve. A file clerk, for example, becomes a trained and specialized records manager with a modest staff and responsibility for all centralized files and forms. Motivating services personnel through training and added responsibilities where necessary and appropriate enhances efficiency and the office "team approach."

Personnel

The catalyst for molding, monitoring, and maintaining the law office support team falls, in large firms, to the personnel manager. The general duties and responsibilities of personnel include: employment functions, such as writing job postings, placing newspaper ads, listing jobs with agencies, screening and interviewing applicants, conducting reference checks, selecting successful candidates, and making offers of employment; orientation and training of new employees; wage and salary management; benefits administration; payroll; attendance; personnel records; employee relations; and compliance with governmental regulations as to health and safety and regulations such as EEO.

Coordinating work flow in the office has normally been the responsibility of the personnel manager. In larger firms, however, this function, roughly analagous to a production manager, has become a full-time supervisory position filled by a seasoned legal secretary who coordinates secretarial overload and special projects for attorneys. The work flow supervisor schedules and arranges replacements for secretaries on vacation and out sick and handles requests for overtime secretarial help. Further, the supervisor trains legal secretarial trainees and gives brush-up sessions and informational updates to veteran staff. Finally, and very importantly, the work

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flow supervisor coordinates the firm's word processing operation, melding it into overall office work flow, avoiding duplication of effort and scheduling conflicts. In some firms, the word processing function is assumed by a separate supervisor who, working with the systems manager, recommends equipment and directs staff and work flow.

Personnel costs are the single largest expense item for any law firm and are rapidly rising. Cost coupled with a shrinking clerical work force make it imperative that law office personnel are efficiently utilized and made part of a team effort to support the practice of law. Long past are the days when lawyers simply could say, "Let's keep the girls happy." Law firms today need the services of a trained personnel manager working with the firm's principals to form a positive policy of employee recruitment, training, supervision, motivation, and retention. To this end, many firms have established personnel committees charged with recommending policy to the principals and assisting and directing personnel managers.

Librarian

Librarians trained as legal specialists are a standard and integral part of larger law firms. Beyond shelving books and updating looseleaf services, today's law librarian performs numerous functions which aid lawyers in their practice. Specifically, law librarians can be used to assist in research, establish and improve reference collections, keep the firm up to date on technology, and train lawyers in the utilization of research vehicles such as LEXIS or WESTLAW.

A law firm needs a professional librarian when it is no longer cost-effective for the attorneys and staff to do library work. If your firm faces problems where attorneys are spending too much time talking to book representatives or paying library bills, secretaries are organizing looseleaf materials, books are often mislaid or hard to find, and there is duplication in reference materials, then it is time to hire a law librarian. The essential services performed by law librarians ensure that the library resource is properly managed and cost-efficient. Shortcutting on this service only cuts back on essential services.

Other Administrative Personnel

In larger firms, two relatively new administrative management positions have evolved: legal recruitment administrator and legal assistant coordinator. Legal recruitment administrators coordinate the lawyer recruiting program for firms. They develop recruiting schedules by working closely with law school placement offices and firm lawyers on the recruitment committee. The recruitment administrators arrange transportation, lodging, etc., for interviews at the law schools and also for the candidates visiting the law office. Further, they may offer an orientation and training program to new as-

sociates and also may coordinate the summer clerk program. Since a larger firm's recruitment effort involves five to ten lawyers interviewing hundreds of applicants across the country, the role of recruitment administrator is becoming very important, as it relieves attorneys of administrative tasks, saving lawyer time and effort.

Many firms faced with directing a growing number of legal assistants have opted to appoint a legal assistant coordinator to supervise the paralegal, research-type employee. These individuals may train, and direct the efforts of the paralegal staff by department or firm-wide. They allocate and assign work load in such areas as corporate, probate, and litigation and assure the research, document searching, and similar-type duties are carried out in accordance with attorneys' instructions. Although the legal assistant coordinator may evaluate legal assistants in conjunction with lawyers, the substantive supervision of legal assistants is a lawyer responsibility.

Administering Law Firms in the 1980s

The 1980s will be a challenging and dynamic period for the over five hundred thousand practitioners and judges in the nation. Changes in established legal processes and developing new areas of law fueled by technology, governmental involvement or lack thereof,

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and political and economic developments will require lawyers to restructure and review their practices on an ongoing basis.

The major trend of the 1980s will focus on practice management and quality assurance, rather than on developing administrative structures as during the 1970s. Practically speaking, increased competition from new and existing sources of legal business amongst a substantially augmented number of lawyers will require law firms to effectively market cost-efficient legal services. Clients are or will become more sophisticated in selecting lawyers and utilizing legal services. Group legal services and specialized forms of practice will eat away at the general practitioner's client base, and standardized areas of legal work will be mass marketed by service industries such as banks employing lawyers. To meet the challenges of the '80s, more and more lawyers will choose to become part of organized practices, be they larger full-service firms, smaller specialized firms, corporate law departments, governmental agencies, or community legal services catering to the middle- and lower-income population.

Managing legal organizations will require continued entrustment of administrative duties to those best able to manage but, more important, will require principals to fairly provide for equitable distribution of income, development of long-range plans, and appraisal of the

economic and professional aspects of their organizations. Responsible and responsive management will be required to ensure client service, quality, profitability, communication, and continuity. As noted earlier, a detailed evaluation of practice management is beyond the scope of this discussion, the focus being on administrative management. The latter will undergo continued growth and specialization in the 1980s, nurtured by the experience of the 1970s. Clearly, however, day-to-day administrative operations and general firm management will be shared responsibilities of principals and professional administrators. The latter will be required to fine-tune and automate operations to produce work and manage information while ensuring that human resources are well utilized and the team approach maintained. As profits are squeezed by increased competition, lawyers and administrators will be required to sharpen financial tools; to examine associate and legal assistant productivity; to monitor investment in high-cost technology; and to evaluate the profitability of specialized practice areas and branch offices.

In sum, the 1980s challenge the legal profession to provide cost-efficient and effective legal services. To do so will require substantial effort, innovative approaches, and acceptance of management as an integral part of firm operations to serve the interests of all — lawyers, staff, and clients. □

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In this article, it is not possible to go into depth on each subject. As in every legal situation, every negotiated lease is unique. A good lease negotiator should be sensitive to people's needs, opinions and perceptions. Initially, forward planning should be emphasized. Forward planning can be described as realistic anticipation of the inevitable. It is an extremely important factor which should be constantly under review. For any dynamic firm, the question of realistic forward planning is not "if", but "when".

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The most common reasons are: expiration of existing lease; expansion, the number of associates increasing; contraction, associates have split off to form their own firms; consequently, these new firms also have to find office space; upgrading, a decision is reached that the firm needs more prestigious space; or, an offer is made to assume an existing lease, this often happens when a large "neighbor" tenant needs to expand.

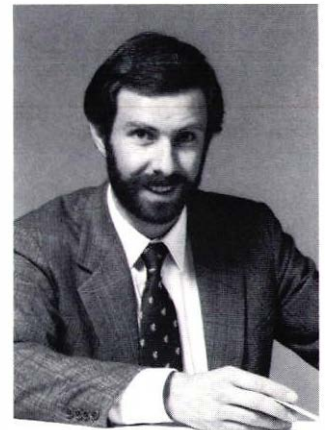
It is sometimes worthwhile to consider finding alternative space in another building for a smaller co-tenant whose space you need. How much time a firm needs to

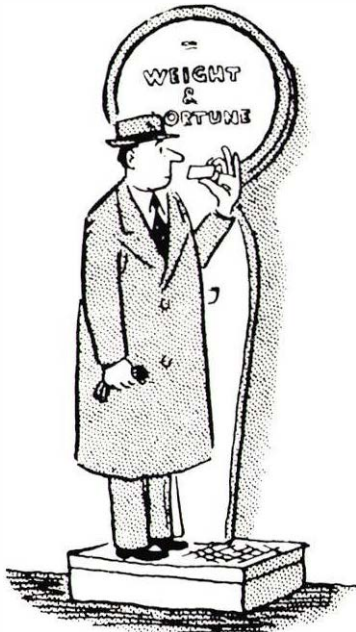
locate and negotiate alternative space depends on its size and the effectiveness of its forward planning.

It is of the utmost importance to give the search enough lead time. I had an 8,000 square foot client law firm with whom we had been working since July of 1980. Their nonrenewable lease expired in May of 1981. Because of their geographical needs (to be near municipal facilities), budgetary limits (rent not in excess of \$15.00/sq.ft./annum, including amortized improvements, gross), and spatial requirements (25 private offices plus conference facilities), the inventory that fit their needs was limited.

We had been negotiating for several months on a rehabilitated building project which they felt was suitable. After four months and five amended drafts of the lease document, the owner decided to accept an offer of purchase on the building. We then commenced negotiation with the new owner, but because of the complexity of our client's requirements and the time it would take to get the building completed for occupancy, it was moot whether that particular building would develop in time for them.

Paul Suzman, formerly an associate broker with the Brandenburg Company, is Managing Director of Business Space Resources, of Seattle, a company specializing in office space search and negotiation.





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We have been able to secure an extension on their move-out date, without which my client could have been out in the street. We needed, in that case, at least a year's lead time to secure the appropriate space.

The cardinal rule, therefore, is—*always give yourself more than enough time*. It will cost nothing to have the professional make initial inquiries early. It will cost a great deal if one leaves the matter until it is too late.

A large number of medium-sized law firms initiate their search process with the intention of purchasing a small office building. There are far more buyers than there is product. The result has been either that the firm pays a premium for a small building (if it can be found), or, after a protracted search (during which time they are growing out of their existing space), they decide to lease space instead. This limits the lead time available to find the suitable space and, generally, space available for lease is better situated than that available for purchase.

If, therefore, a firm decides that they wish to be landlords and building managers, as well as attorneys—the search for lease space should be initiated at the same time as the search for a purchase. It will cost nothing to have alternative space to fall back on should a purchase prove infeasible or undesirable.

It is significant that at this time there is relatively little first-class space available in Seattle. In all of the new buildings that came on stream in the last 18 months in Seattle, there are only a total of some 12 full floors left available. The next available high-rise coming on stream is leasing in the \$23 to \$28/sq.ft./annum range for occupancy in 1983.

The importance of timing in lease negotiation is highlighted in the case of a law firm that negotiated two years ago on the new space it is now moving into above the 30th floor of a new high-rise. They are paying about \$15.00/sq.ft. in a \$20.00/sq.ft. market.

Where Should Our New Offices Be Located?

1. Location in relation to daily activities has the highest priority regardless of city or town size.
2. Access: do you need to be easily accessible to your clients; near bus routes; close to the retail or commercial core?
3. Prestige: will your clients be more impressed with your office space than your accountant will? What premium are you willing to pay for a "good address"? How important is a view? (You will spend more waking hours in your office than any other place.)
4. Parking: is the nature of your practice and clientele such that easy and plentiful parking is important?

One should weigh the pros and cons of different loca-

tions and not be too rigid in the initial investigation. Know what the cost of space is in the "decentralized" areas of the city. Some law firms have no need to be in the core or near the courthouse. Analyze your geographical requirements—the financial implications are important.

As a comparison, consider the appropriate costs of turnkey first-class space and parking in two sites: 1) within three blocks and, 2) within six blocks of the courthouse. There can be a real cost differential of some \$6.00 per square foot per annum and double the parking availability, at half the monthly rate.

In choosing location, be aware of the impact that the choice will have on staff. Although not fully quantifiable, there is a definite effect of environment on productivity. Space planners and interior architects are sensitive to this question. Use their expertise. It will also cost nothing to invite staff opinions about a new location. People always like to feel part of the decision making process.

When We Look at Space in a Building, What Are We Actually Looking At?

Factors to be considered in addition to cost are, the existence of neighborhood amenities, availability of transportation and parking as well as specific factors such as the quality of building management and maintenance, mechanical systems (heating, ventilation and air conditioning, elevators, and fire and life safety systems), and the ratio of public areas to rentable space. Bearing in mind how all these factors affect a final decision, let us examine the more important aspects:

1. Net rentable space (square feet)—This is the area on which a tenant will pay rent. This is not the same as "Usable Area", which designates the total area minus space used for heating, ventilation and air conditioning systems, corridors, elevator lobbies and restrooms. On a multi-tenant floor one should be quite clear as to the proportion of common facilities one is actually being billed for. Multi-story buildings generally have an 8 percent to 12 percent "Load Factor", the difference between net usable and net rentable space.
2. Management and maintenance are difficult to size up in a new project especially while still under construction. The way in which a building is currently maintained should give one a good idea about the quality of management one can expect as a tenant. Visit other projects maintained by your prospective landlord and ask existing tenants whether they are satisfied.
3. Stairwells and Life Safety Facilities—One

should know whether the stairways are well-lit and easily accessible. Access should be well-marked and maintained. One should know where they lead to, both up and down, and whether they are pressurized. Pressurization of the stairwell will prevent smoke from blocking this escape route. Find out whether stairwell doors are locked and where fire alarms are located.

4. Security—How do you gain access after-hours or on a weekend? What procedures does the management have for dealing with power outages, bomb threats, etc. as well as fire-related emergencies. Are the parking areas well secured?
5. Heating, Ventilation and Air Conditioning—One should know how up-to-date the climate control system is and learn about operating costs. Many leases will have an escalation clause based, in part, on energy costs. The efficiency of a building will affect your pocket directly. One should know the scheduled operating hours and whether it is possible to have air conditioning in a particular zone for after-hours or weekend work.
6. Neighborhood Amenities—Transportation, parking and shopping all affect the value of

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the space you are looking at. Bus routings are easily available as well as information about whether a building is in a free bus zone.

7. Parking in a building is usually allotted on the basis of how many square feet you are leasing. Surrounding parking lots are leased on a monthly basis and, with the present pace of development, cannot be relied upon in the long term.
8. Elevators—In an existing building, are the present tenants satisfied with the elevator service? In a new development, how does the proposed system compare with that used in an existing (satisfactory) building? Time lost waiting for the elevator is money out of your pocket.
9. Do you like the look of the building? If the lease is carefully thought out and negotiated it should be your home for the next 10 to 20 years!

Long-Range Planning—Its Importance

Is your law firm growth-oriented?

How many lawyers and staff joined your firm in the last five years? How much have you grown relative to your former size?

Do you expect to continue growing?

Project this percentage growth for the next five years and ten years . . . can your lease accommodate your firm's present expansion rate?

Once the growth pattern and corresponding spatial needs have been determined as closely as possible, how do you make allowances for the future?

Depending on the type of practice, a law firm should require from 400 to 500 square feet per attorney. This rule-of-thumb figure includes the private office space as well as all the necessary support service areas involved.

You should concentrate on forward planning projections when you have the services of a space planner. The planner's input at this juncture pays off in the end. A lease must be tailored to your projected expansion needs.

1. Lease as much space as is needed for your growth and sub-lease (enlisting the help of the building owner and agent) what you do not immediately need, on graduated terms.
2. Lease what you need for the next few years and have options on expansion space on a graduated basis.
3. If you cannot get options, try for a right of first refusal and, failing that:
4. Move to a new space or assume your neighbor's lease (usually at a premium).
5. Be imaginative and open-minded.

Long-range planning is extremely important to large tenants who have a very special requirement. They must forecast growth in buildings large enough to satisfy their space requirements.

Because the lead time on a building project is 3 to 5 years from concept to tenant move-in, any tenant requiring in excess of 10,000 square feet should be aware of which projects will become available at about the time a space problem might be developing, even if it is 3 to 5 years down the road. We have several large clients in this category whom we do not believe will actually move before 1984—however, a good time to negotiate with a developer is early in a project's development. Many developers must pre-lease a percentage of their projects to secure the appropriate financing; and it is at this stage that the most beneficial tenant incentives will be available.

Options on additional expansion space are usually difficult for the smaller tenant to obtain in a large floor building, likewise the smaller the tenant in proportion to the building, the shorter the likely lease term. Building owners have to cater to the expansion needs of the larger tenant moving lesser tenants to another 'comparable' part of the building if necessary.

Escalation clauses and rental adjustments appear in several forms and sometimes are negotiable. They can be tied to the Cost of Living or other such index, or in the

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case of a triple net lease, might merely pass on all operating expenses, utilities, taxes and insurances, plus a lease rent adjustment. Depending on circumstances, the landlord might agree to a certain maximum annual percentage increase.

Space Planning and Its Significance— How This Works for the Tenant

Developers and building owners usually provide, at their own expense, the services of a space planner for a large law firm seriously considering a move to their building.

Space planners are professionals in their field and can save a tenant thousands of dollars by assessing the most efficient way in which it might fit into a given space. Sometimes, both a space planner and a leasing specialist are retained by the tenant in order to ascertain the most efficient building for its particular need.

Typically, a space planner will spend some time in a tenant's existing space to get an overall idea of basic space requirements. He or she will then adapt this layout to the floor plan of the new building. From this point the planner will supplement the initial layout with various suggestions and ideas until the floor plan is arrived at that meets with a tenant's approval.

This phase of the space search is always exciting for a client. It represents the first taste of what it might be like

to move into the new space and a multitude of possibilities present themselves. We work with space planners on a consistent basis. They are necessary, very professional members of the team.

Most space planners consult with an interior designer to help them coordinate the type of finish required. Often the purchase of modern furniture systems allows for considerable space saving. Do not hesitate to suggest to a space planner that he take a look at a particular finished office space that you find especially attractive—this can only help his work process. As previously noted, the impact of environment on both productivity and work enjoyment cannot be overstated.

Negotiation and Closing

Time is extremely valuable to a lawyer.

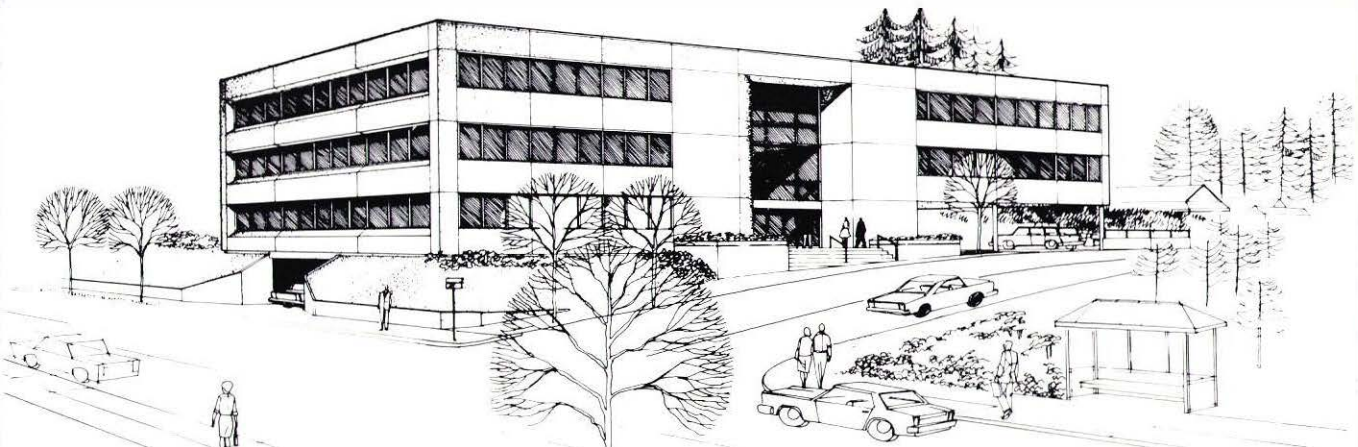
Identification of all the suitable buildings and spaces, collating of the information pertaining to them, and the arrangement and scheduling of the initial space planning sessions is time consuming.

Maintaining a healthy distance from these initial basic functions will strengthen the negotiating stance when the time comes for potential tenant to meet with developer.

Representation by an appropriate professional does not detract from the stature of a firm or individual. On the contrary, it will enhance the firm's ability to manipulate the available options to its best advantage. □

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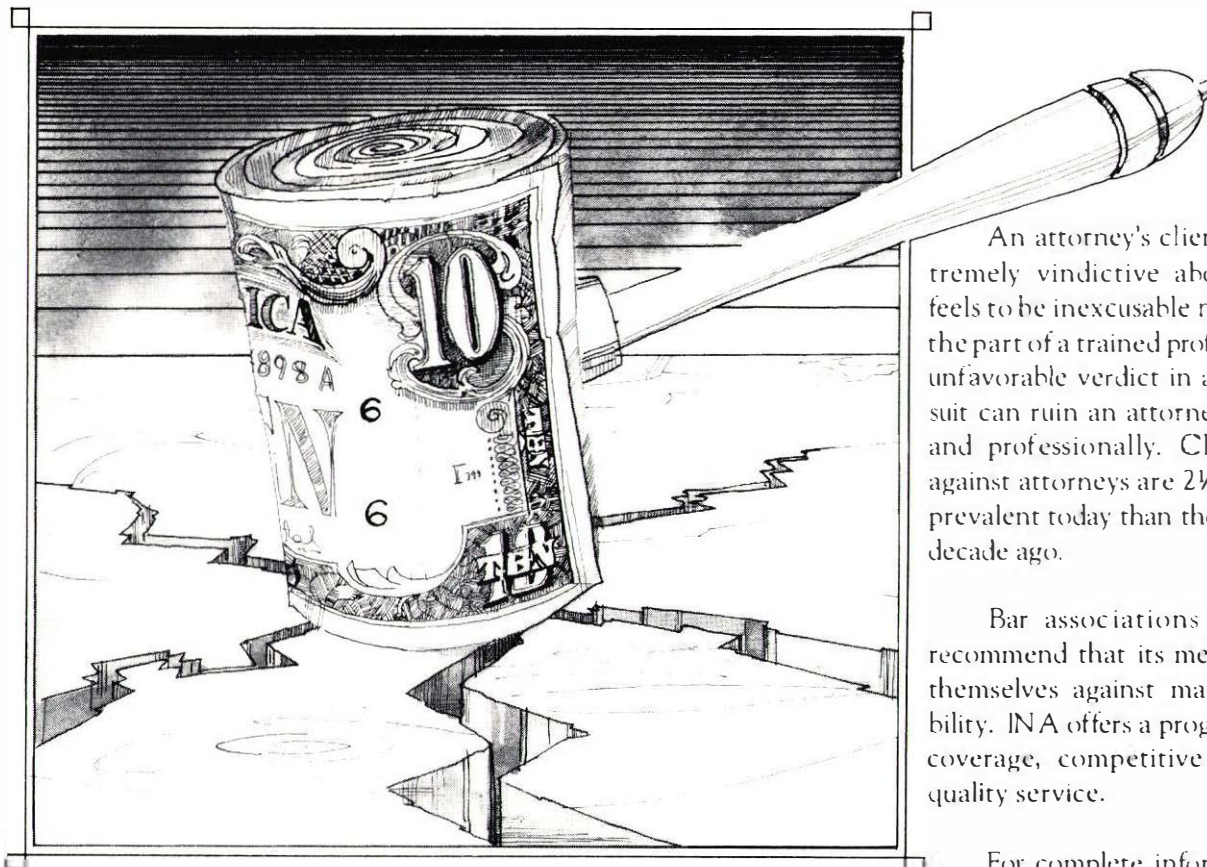
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Out From Under the Firm Umbrella: Starting Your Own Practice

by Virginia Wingard-Phillips

Law firms experience varying attrition rates each year. A number of the departing attorneys, whatever their reasons for leaving, decide to set up their own practices—either alone or in partnership with a few other hearty souls. More often than not they have had little or no involvement in the management of the firms they are leaving. Thus, they frequently are totally unprepared for many of the tasks and decisions that face them when setting up their own practices.

The initial phases of the transition involve answering a number of hard questions and making a number of difficult choices. One's answer to the threshold philosophical question "Why am I practicing law?" will usually help determine many other issues. Ideally, one can tailor one's practice to reflect his or her underlying philosophy. If money and prestige are high among an attorney's goals, decisions regarding office space, furniture, equipment, and staff should reflect one's commitment to that brand of success.

As is true in most other areas of business, one usually has to spend money to make money. How much one spends is to a great extent a function of how much one wants to make. If one wants to be in the big time, one cannot be afraid to risk a sizable chunk of capital, probably borrowed, to achieve the professional image that will attract the clientele to generate the desired level of income.

Office space is perhaps the first and most significant practical decision one must make. The possibilities range all the way from prime view space downtown to an in-home office. Since different buildings and different areas of town have their own personalities, one should do some research to make sure that personalities match or at

least compliment each other. Talking to prospective fellow tenants can help one determine whether or not one will fit in and feel comfortable. It is also helpful to ask around to get others' impressions of a location under consideration.

When choosing a location one also frequently chooses people with whom to share space. If an attorney works in a shared space, a number of services (e.g., secretarial, receptionist, library, copying machine, etc.) are usually provided as part of a package deal, eliminating the need to make such decisions separately. Otherwise, an attorney accustomed to the luxury of a full-blown support staff, including receptionist, secretary, bookkeeper, filing department, word processing department, and in-house messenger can be in for a rude awakening when suddenly he or she must arrange for each service individually or else do it himself or herself. Many attorneys



Virginia Wingard-Phillips is a sole practitioner in Seattle.

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in this position find that rusty typing skills do get better with practice.

Unfurnished offices mean more decisions—furniture and equipment. Many small details that one never gave a second thought to when with the firm also need attending to. There are announcements, business cards, stationery, and pleading paper to be ordered. Checking accounts (operating and trust, at a minimum) must be established. Phone service and listings in various directories must be arranged. A myriad of supplies must be purchased. All of these things involve more decisions that were previously made for the attorney by the firm's office manager or managing partners or committee.

Once everything is lined up that one needs to practice law, then the question becomes one of getting clients. If the firm handled some small accounts for which the departing attorney was primarily or solely responsible, then those clients will probably be given the choice of either staying with the attorney or staying with the firm and changing attorneys. Because many big firms do not encourage small accounts and do not encourage younger associates to bring in new clients, some departing attorneys do not have the good fortune of taking any clients

It can be quite a shock to suddenly have to drum up one's own work after having been spoon-fed clients and matters to work on.

with them. It can be quite a shock to suddenly have to drum up one's own work after having been spoon-fed clients and matters to work on. Some new clients are referred by other attorneys, friends, relatives, and associates. The more aggressive attorney can also decide to try some media advertising.

Getting clients is only the first major step toward having a successful practice. Some attorneys find the second step even more difficult: billing and collecting. Younger attorneys in larger firms tend to have little experience with these functions. Everyone who has dealt in the area, however, agrees that the single most effective way to collect for one's services is to do so up front in the form of a retainer or an advance payment. The extra complication of keeping the funds in trust until they are actually earned is definitely worth not having to worry about when the client will get around to paying the bill.

Cash flow can be a real problem when one is first starting out.

Cash flow can be a real problem when one is first starting out. The regular, fixed-amount paycheck becomes a thing of the past. The higher one's overhead, the

bigger the headache one can get from trying to cover overhead costs and still take home something to live on. This can be a significant concern if there is no other source of income. Many attorneys starting out on their own plan several months' worth of personal expenses into the amount of capital required to get started. One must also learn to budget for sick time and vacations since overhead continues even when there are no billable hours being chalked up.

Practicing on one's own is frequently described as more akin to being a small business person than to practicing law. The management aspects of the practice consume greater amounts of one's time and energy than one anticipates, even if many of the tasks are delegated. That, of course, is the price one pays for the autonomy and freedom of working for oneself. Self-employment does not work well for everyone, however. After trying it on their own, a few attorneys have decided to go back to a law firm practice. These employment decisions are very individual and worth thinking through in great detail.

We each make a multitude of choices in life. Choosing the flexibility of one's own practice usually means giving up the security associated with working for a large, established firm. If one is adventurous and willing to take risks and to work hard, professional and financial success can be achieved on one's own. □

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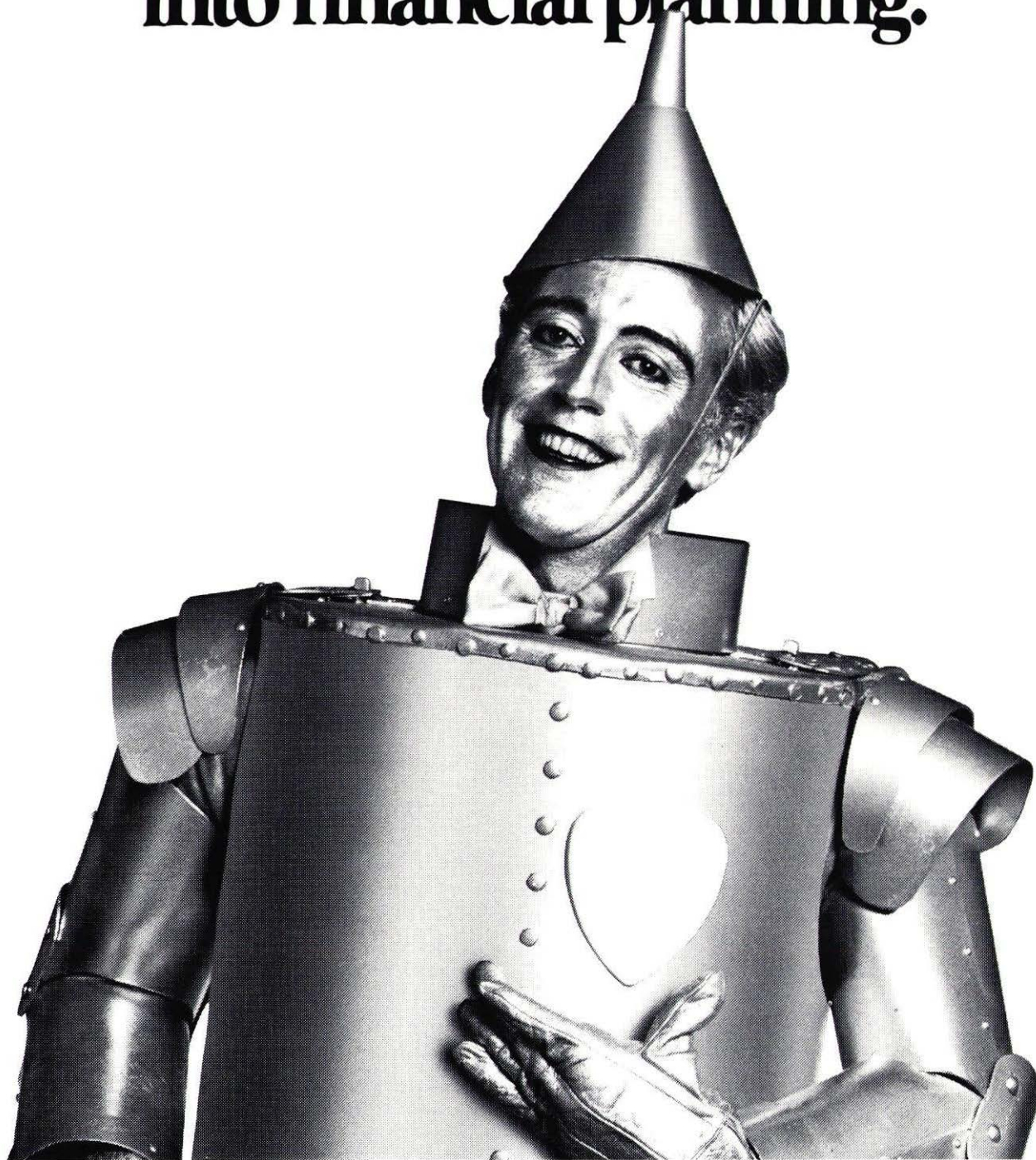
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Personal Computing in Law

by Elaine Y.L. Tsiang

The Future Is Here

You may have been amused by the article "Law Processing in the 1990s" which appeared in the February 1981 issue of the *Bar News*, but you may have dismissed the predictions as futuristic or "far out".

That future is here and now, at least the first wave. Several months ago, a front-page article in the *Wall Street Journal* proclaimed "Supreme Court Decides to Join Computer Age". A precedent-setting, momentous decision indeed, not merely for the Supreme Court, but for all who toil in the field of law.

The Court's decision is not really that remarkable when viewed against the widespread use of computers in science, business and industry. Nor is it avant garde. Computers have been around since the end of World War II.

The article went on to note, almost in passing, that Justice Byron White will be composing directly on a word processor terminal. But this little fact is the crux of the matter.

Ever since computers began to affect our lives, there has been a popular fear of depersonalization, invasion of privacy and big brother interference. There is also the accompanying fear of the unknown, because the workings of computers are not obvious to the layman. These

Data, transformed into information through organization, transformed into knowledge through analyses, is power.

fears are neither unjustified, nor unfounded. Data, transformed into information through organization, transformed into knowledge through analyses, is power. In the past, only the giants of industry, science and government could afford these enterprises. Fortunately, in a decade's time, the hardware people have wrought the LSI (large-scale integration of electronic circuits), the microprocessor, and the microcomputer. Information process-

ing can no longer be the monopoly of large institutions. You and I can now, at our office, or even at home, engage in the same activities. Personal computing is now virtually within reach of everyone, and it is surely within reach of the lawyer.

What It Is All About

So what is personal computing? How is it different from other forms of computing? First of all, the computer must constitute tangible personal property. As tangible, and as personal, as for example your stereo system. This means the computer must be available at an affordable price. Because the computer is no longer physically remote, you can have almost total control over the machine. The degree of actual control will of course depend on the operability of the machine and the level of cognizance of the user. The more operable the computer, that is, the more things you can do with it, and the more cognizant the user, i.e., the more things you know to do with it, the higher the degree of control and the better the tool serves the user. In personal computing, the human user goes directly and constantly to his computer for information, organization, analyses. He so melds the



Dr. Tsiang is president of Monowave Corporation, a Seattle-based consulting firm specializing in software development and office automation.

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computer into the enterprise at hand that he is no longer aware of it. This is the ideal.

Justice Byron White took his first steps toward this ideal by composing his opinions on a word processor terminal. The act of composing is creative, it involves ongoing thought processes. These branch and join in a non-linear manner. They are more easily captured with a word processor than with a typewriter or paper and pen.

A Day in the Life of Jane Q. Lawyer

Composing opinions or briefs is not the only thing that a lawyer does, although it consumes a significant portion of his time. In the course of a typical case, the lawyer must amass detailed facts about the original events, research any number of issues of the law, depose witnesses, serve and answer interrogatories, give notices, file motions, prepare for voir dire, prepare for the actual trial, file appeals, prepare for settlement conference, and all this in timely fashion, and preferably according to a premeditated strategy. Last but not least, the lawyer must not work beyond his means, of which he must keep track and hope to collect.

Consider the following scenario. Jane Lawyer works in an office of 23 people. On entering her office in the morning, she turns on her desk-top computer. She reviews on the display screen her calendar of events and marks several for action. The judge in an on-going jury trial has demanded that he be briefed on a particular issue when court resumes at 1 p.m. With a few key strokes, Jane starts the timer for billing on the case. She then dials up the local number for the national legal research system, and quickly enters a few keywords relating to the pertinent issue. Several items appear on the display screen. Only one of them seems to be relevant. Fortunately a summary exists for it. Jane calls up the summary. Scanning the text, she decides to check several other search criteria which she has not previously considered. She touches a button to have the current summary printed, and continues with her pursuit. After about 10 minutes, she has collected enough material to address the issue. She switches to the national catalogue of legal libraries, and discovers that of the 3 items that are not in the firm library, 2 can be found at the local county library. She hands the print-out of catalogue information to her secretary for immediate request to the county library. In the meantime, she takes out several tomes from the firm library, and begins to formulate her brief. As the first train of thought strikes her, her fingers begin to fly on the keyboard. She vaguely remembers that John has researched a similar question six months ago. Quickly calling up the company brief bank, she scans it by author. It is too hard to tell from the brief titles. She scans it again by time period and spots a likely candidate. It was the right one. After reviewing it, she brings certain portions of it into her present brief, since they seem to fit the idea

she is developing. The material from the county library arrives within an hour, at which time Jane is almost done with her brief. After reading the additional material, she makes a few insertions into her brief, and calls up her secretary to have it cleaned of typographical mistakes, formatted and printed. This done, she stops the timer for the jury-trial case and starts it for the next project. She retrieves the heap of notes she has entered into the computer concerning the class action of XYZ vs UVW, a brand new case about which she will have a conference in half an hour with two other colleagues. They will be formulating a preliminary strategy and sending a working paper over the phone to three other lawyers in Portland who are also working on the case. The conference lasts till 11:30. Jane dashes off a summons that has to be served the following day by simply calling up one of the forms in the forms bank and filling in the appropriate information. Her secretary has already gone out to lunch. She enters several messages into the secretary's calendar, picks up her brief, and heads for lunch and the courthouse directly afterwards. On returning to the office at 4:00, she is alerted to several urgent telephone calls by the flashing messages on her display screen. After speaking to opposing counsel concerning a personal injury case, she decides that she must file a motion for protective order. She has gone through the procedure two months ago and has noted it in the rules file. She calls it

up on the screen, and is mildly alarmed to find that she has only till tomorrow to file the motion. Immediately sitting down, she drafts it, and leaves instruction for the secretary. The day is almost done. She enters the time spent in court and for the miscellaneous things. Charting the number of hours accumulated for several of the clients, she makes a note in her calendar to call one of them tomorrow to discuss progress payments. She also notes a number of other things to be done a week hence.

Current Status and Future Trends

The above scenario is close at hand but not quite here. The hardware has already matured, and may be a little dated. Other technologies, such as man-computer interaction with voice recognition/synthesis, video/data storage on optical disks, non-impact printing, etc., have been developed, but are yet economically viable for personal computing. The more traditional hardware is quite adequate and a lot can be done with it. The keyboard, disk drives, printer, etc. are fairly easy to handle. They are rugged and reliable. Most problems with hardware are caused by fluctuations in the electric power supply, and these can be filtered out. Safeguards against major power failures are harder to come by and are expensive, but these are not critical in personal computing. Because the hardware is relatively inexpensive,

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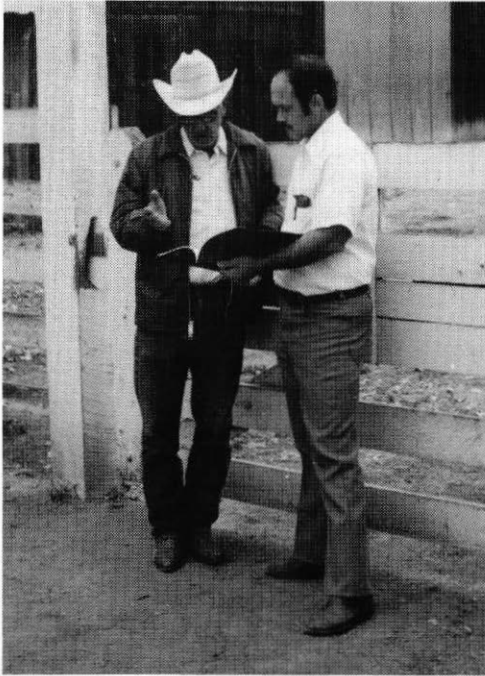
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reliability can be gained through simple redundancy of equipment. There is still room for major improvement in serviceability. Detachable modularized components coupled with redundancy can soften the impact of breakdowns. Current techniques of remote diagnosis via telephone lines have not had enough time to be thoroughly tested in the field. An increasing number of users will demand that the hardware be further refined in the area of

By far, the Achilles' heel of current personal computing is in the software.

serviceability. By far, the Achilles' heel of current personal computing is in the software. One can speak of revolutions in the hardware, but software must evolve. For the lawyer, there exists word processing programs (the most mature of the lot), programs for billing, accounting, time keeping, legal research, communications, etc., but no integrated system of programs that will allow him to correlate and synthesize the cross-currents of information that he is always steeped in. The essential ingredient in an integrated personal computing system is the so-called "local network" that connects individual work stations, printers, external storage and other peripheral devices together. Such networks can carry more than just data, but also voice and image. At univer-

sities and research institutions, work is already progressing in the development of the first layer of software for these networks—the layer that is independent of the particular application served. Beyond that is another hierarchy of software intimately tailored to a particular area of application, such as law practice, with which we are concerned here. For this, a dialog between the lawyer and the software designer must be established. The problem is not simply the lawyer telling the designer what he wants now, but also later. Changing software to keep pace with growing needs is a painful business at present. Software must be made a lot more adaptive than it is now. Some of you may have already experienced the machine-like precision and the expert understanding that operating a computer requires of the human being. A high level of cognizance on the part of the user will probably always be necessary in order to gain maximum benefit from using a computer. But software can be made far more fault-tolerant and self-explanatory.

It is not so hard to follow the lead of the U.S. Supreme Court and join the computer age. The entry fee can be as low as three to five thousand dollars. Existing software, though imperfect, is usable, and much can be gained in efficiency and profit from it. The primary consideration in new purchases at this juncture is whether the design cuts off your options in future software. The best is yet to come! □



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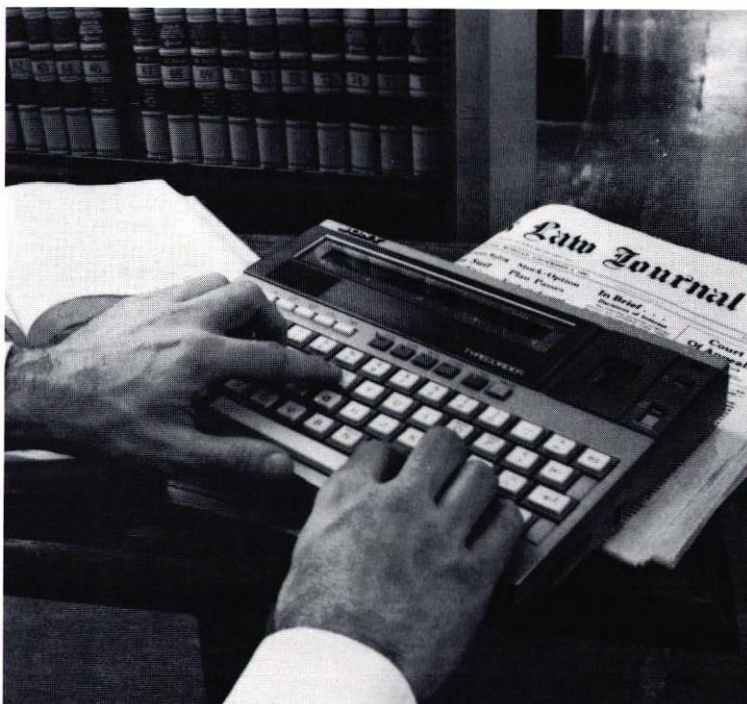
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The Sony Typecorder takes advantage of Sony advances in microcassette technology. The same microcassette can store both dictation and pages of text. And that typed information can be sent from your Typecorder anywhere in the world. Coming out in your office as hard copy. In addition, by carrying a Sony portable printer in that same briefcase,

you can have hard copy wherever you travel. Or if you want finished copy in your office, just use a Sony full sized printer. In fact, Sony even has a way to turn an electric typewriter into a printer.

But no matter where you use it, in your office or on the road, the Sony Typecorder is truly unique. What other machine lets you talk to it, type on it, edit text with it, transmit information through it and weighs about 3 pounds?

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A Survey of Word Processors/Office Computers

by Steven A. Reisler

In the September 1980 issue of the *Bar News*, Seattle attorneys Henry E. Lippek and G. Lee Raaen published an article entitled "Suggestions on Choosing a Word Processing System." In just twelve months the data compiled for that survey has undergone dramatic changes. New companies have appeared and some have disappeared; software has become more sophisticated and hardware has become more compact; the technical vocabulary has become more esoteric.

This survey is intended only to introduce you to some of the available systems (it is by no means comprehensive) and to introduce you to some of their characteristics which you should consider. Every law office is different. Each one has unique needs. There are also subjective criteria which no sensible lawyer should overlook. Once you have narrowed down your list of possible systems, you simply have to do your own investigation. Because the turnover time from innovation to obsolescence is measured by months in the computer field, you must find a system which is both adaptable to change and which satisfies immediate office needs. That is your job.

The format of this survey basically tracks the Lippek-Raaen questionnaire published in 1980. This year, however, we have changed many of the questions in order to obtain a standardized data base which you can readily compare with other systems. It is for this reason, for example, that we inquired about printer speeds in characters-per-second (cps) rather than in words-per-minute, and requested memory size to be described in "bytes" rather than in terms of pages.

Some items in this survey will be more useful than others. We requested some information solely to give you an idea where a particular manufacturer's products may be headed or how they fit in with the technological mainstream. Identification of the type of central processor—the so-called computer chip—by the number of "bits" can be an indicator of the availability of

software, the "newness" of the machine, and the general capacity of the system to handle sophisticated tasks. It is a little like knowing the number of cylinders in an automobile engine. Broadly speaking, an 8-bit central processor falls into the micro-computer category and it can have a maximum 64K (i.e., 64,000) bits of memory. A 16-bit central processor almost falls within the "mini" computer category and may have 128K memory. A 32-bit processor can be either a "mini" or a full-fledged "main-frame" computer. Information about diskette formatting lets you know whether you can increase the number of

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Steven A. Reisler, editor of the Washington State Bar News, is an associate with the firm of Ogden, Ogden & Murphy, in Seattle.

"stand-alone" systems in your office without being locked into one manufacturer's product. Communication capabilities let you know whether a given system is able to "talk" with another office's system across town or even across country. Expandability tells you whether your system will be able to grow as you grow.

Information about word processing functions is held to a minimum this year. Word processing, although a major component of any law office, is now just one function which lawyers expect of their office computers. The answers to the questions we asked about word processing will tell you generally whether the software can handle your word processing needs; the detailed inquiries we leave to you. Similarly, information about printers tells whether those machines can print on letterhead paper, perforated "fan-fold" or rolls of computer paper, or business size envelopes.

Two words of caution. This survey is not comprehensive. There are many more systems out there than we could possibly survey and many more functions than we

can fairly describe. Moreover, this survey is steeped in computer jargon—not to make it unintelligible to lawyers, but to present information in standardized form so that you can compare systems. As far as coping with the new computer vocabulary goes, we leave you to your native ability. Any lawyer worth his/her salt is able to master a technical, obtuse vocabulary with little instruction. Compared to legalese, after all, how difficult could computer talk really be?

This survey does not deal with non-law office functions. We did not inquire about software which taps into the Dow Jones stock market reports, or which prepares your income tax forms, or which purports to spice up your night life, etc. Neither did we delve into a comparative study of computer games.

We do not endorse any particular system. We urge you to examine the tables, analyze your needs and choose carefully. The acquisition of a computer/word processing system should be as studied a decision as the decision to bring a new lawyer into partnership. □

EXHIBIT A

BAR NEWS WORD PROCESSING/ OFFICE COMPUTER QUESTIONNAIRE

I. Source:

Company _____
Name of sales contract _____
Address _____
Phone # _____

II. System Identification

A. Model #: _____
B. Central processor (circle one): 8 bit 12 bit 16 bit 32 bit other _____
C. Dedicated Word Processing? Yes No
D. Software programmable? Yes No
E. Memory size in bytes: _____
F. Major software packages currently available: _____

III. Peripherals

A. Storage
1. Recording medium (circle one): hard disk floppy diskette cassette other _____
2. Capacity of recording medium in bytes? _____
3. Current list price per unit? \$ _____
4. Does format of diskettes permit data exchange with other manufacturers' systems? _____
B. Print Out
1. Recommended printer (letter quality): _____
2. Recommended printer (draft—dot matrix): _____
3. Cost of recommended printer: \$ _____
4. Print speed (Characters per second): _____
5. Average life of print head/character wheel: _____
6. Average life of carbon film ribbon: _____
7. Does printer have single-page friction feed? Yes No
8. Will printer take fan-fold paper? Yes No
9. Can printer address individual envelopes? Yes No
C. Communication
1. Communication interface available: Yes No
2. Telephone modem available? Yes No

IV. Functions

A. Word Processing
1. Delete function, lines and words? Yes No
2. Block manipulation? Yes No
3. Global search & replace? Yes No
4. Automatic pagination? Yes No
5. Paragraph numbering capability? Yes No
6. Underlining capability? Yes No
7. Superfix/subfix/header/footer capability? Yes No
8. Can other functions be active during printer operation? Yes No
9. List price of word processing software? \$ _____
B. Data Processing
1. Billing/accounts receivable? Yes No
2. Timekeeping? Yes No
3. Other accounting functions? Yes No
4. Average price per program? \$ _____
C. Communication
1. Westlaw/Lexis access software package? Yes No
2. Message/File exchange? Yes No
3. Average price per program? \$ _____

V. Purchase Information

A. Recommended basic configuration: \$ _____
B. Delivered cash purchase price: \$ _____
C. Average cost per work station: \$ _____
D. Do you provide free software with system? Yes No
E. Is financing available from vendor? Yes No
F. Approximate # of systems in use in Washington: _____
G. Yearly charge for full service contract: \$ _____
H. Does vendor have in-state service facility? Yes No
I. Length of manufacturer's warranty: _____
J. Is user training provided without cost? Yes No
K. Is training provided at user site? Yes No
L. How long has the equipment been on the market? _____

VI. Expandability

Total cost per unit (including any necessary modifications to existing system) of additional
A. External storage? \$ _____
B. Work station? \$ _____
C. Printer? \$ _____
D. Memory? \$ _____

EXHIBIT B

Sir/Madam:

The theme for the September issue of the Washington State Bar News will be law practice management. As in the year before, we intend to publish a chart listing a selected number of word processor/microcomputer systems and their characteristics.

Enclosed is a questionnaire we ask you to fill out about your preferred system. Please answer the questions succinctly and accurately. You will be our sole data source for your system, although we do reserve the right to edit/standardize information we receive.

Please respond no later than July 20, 1981. We will gratefully acknowledge those businesses which assist us in this endeavor. Please do not send promotional literature--only information in direct response to the questionnaire will be used in the published chart.

Many thanks for your assistance.

Sincerely,

Steven A. Roisler
Editor
Washington State Bar News

III.A. STORAGE

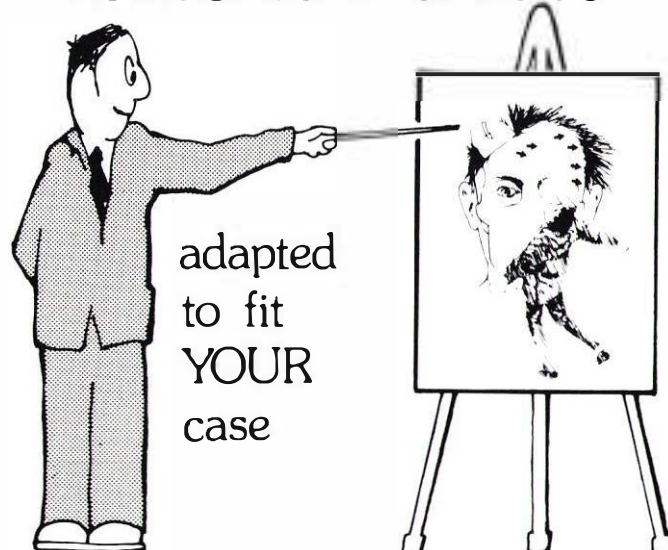
Model	Record Medium	Capacity	Price/Unit	Does Diskette Format Permit Data Exchange
AM Jacquard 100/500	Hard disk	320M	\$5.990	No
CPT 8100	Hard disk/ Floppy	315K- 50M	\$15.000	Yes
VT 278 DECmate	Floppy	1M	\$4.150	Yes
DEC WD78	Floppy	1M	\$4.995- 7.295	Yes w/Com Package
IBM System/34	Hard disk	8-257M	Variable	Yes in many cases
Lazor 5-85	Hard disk	20-96M	\$3.000- 15.000	Yes
Informa	Hard disk/ Floppy	640K- 320M	—	Yes in many cases
PDP-11	Hard disk/ Floppy/ Cassette	1M-400M	\$3.500- 34.000	Yes
Philips Micom 2002	Floppy	300K	—	Yes w/Com. package
Radio Shack Model II	Floppy	500K	\$3.895	Yes
Royal 7000	Floppy	84K	\$11.500	Yes
Syntrex- Aquarius	Hard disk/ floppy	400K- 120M	\$4.990- \$15.000	Yes w/Com. package
Wang OIS-140	Hard disk/ Floppy	300K- 27M	—	Yes w/Com. package

EXHIBIT C

II. SYSTEM IDENTIFICATION

Model	Source	Sales Contact	Central Processor	Memory Size	Dedicated Word Proc	Software Programmable
AM Jacquard 100/500	AM Jacquard, Seattle	Manuel Yglesias	16 bit	128 K	No	Yes
CPT 8100	Efficiency, Inc. Seattle	James R. Marchisio	—	128K	Yes	Yes
VT 278 DECmate	Alpine, Bellevue	Greg Fry	12 bit	64K	Yes	Yes
DEC WD78	Digital Computer Store, Seattle	—	12 bit	32K	Yes	Yes
IBM System/34	IBM, Seattle	H.C. MacLean	16 bit	32-256K	Yes	Yes
Lazor 5-85	Mc², Mc², Seattle	Larry Martin	16 bit	128-1024K	Yes	Yes
Informa	Lextron Corp., Seattle	Don Monoka	8 bit	393K	Yes	Yes
PDP-11	Manus Services Corp., Seattle	Gary Vowels	16 bit	64-2048K	Yes	Yes
Philips Micom 2002	Benchmark, Seattle	Bill Montgomery	8 bit	128-256K	No	Yes
Radio Shack Model II	Radio Shack Computer Center (Seattle, Tukwila, Spokane)	—	8 bit	64K	No	Yes
Royal 7000	Royal Business Machines, Inc., Tukwila	Rod Schrader	8 bit	92K	Yes	Yes
Syntrex-Aquarius	Seattle Business Systems	Robert Ennis	16 bit	192K	No	Yes
Wang OIS-140	Wang Labs, Inc., Seattle	Knut G. Fenstad	16 bit	128-192K	No	Yes

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III.B. PRINTING CAPABILITIES

Model	Recommended Printer (Letter)	Price	Recommended Printer (Draft)	Print Speed	Average Life of Print Head/Char. Wheel	Average Life of Carbon Ribbon	Single-Page Friction Feed	Fan-Fold Paper	Envelope Printing
AM Jacquard 100/500	Diablo	\$3.850	Printronic	40 cps	—	—	Yes	No	Yes
CPT 8100	Diablo/Oume	\$3.800	Any	55 cps	12 mos.	100 pages	Yes	Yes	Yes
VT 278 DECmate	—	\$4.000	—	45 cps	12 mos.	235K characters	Yes	Yes	Yes
DEC WD78	Digital	—	Digital	45-180 cps	N.A.	N.A.	Yes	Yes	Yes
IBM System/34	IBM Displaywriter	\$5.000	—	120 cps	Variable	Variable	Yes	Yes	Yes
Lazor 5-85	Diablo 630	\$2,995-4,295	Datasouth 180	40-180 cps	24 mos.	300K characters	Yes	Yes	Yes
Informa	Oume	\$2,995-\$6,750	—	45-55 cps	300K characters	375K characters	Yes	Yes	Yes
PDP-11	DEC LOP	\$1,400-\$3,000	DEC LA120/LA38	30-180 cps	1,000 hrs	20 hrs	Yes	Yes	Yes
Philips Micom 2002	OUME	\$2,000	Texas Instruments	45 cps	—	120K characters	Yes	Yes	Yes
Radio Shack Model II	Daisy Wheel II	\$1,995	—	45 cps	40M characters	200K characters	Yes	Yes	Yes
Royal 7000	Oume Sprint 3	\$4,200	—	45 cps	—	—	Yes	Yes	Yes
Syntrex-Aquarius	Oume	\$4,800-\$4,900	Syntrex or Texas Instruments	18 cps-300 lpm	4-12 mos	800K characters	Yes	Yes	Yes
Wang QIS-140	6581W Daisy Wheel/IP410 Image Printer	\$6,000-\$32,000	5533 Dot Matrix	35 cps-15 pages/min.	21M characters	1M characters	Yes	Yes	Yes

IV.A. WORD PROCESSING

Model	Global Search/Replace	Auto Pagination	Paragraph Numbering	Underlining	Asynchronous Operation
AM Jacquard 100/500	Yes	Yes	Yes	Yes	Yes
CPT 8100	Yes	Yes	Yes	Yes	Yes
VT 278 DECmate	Yes	Yes	Yes	Yes	Yes
DEC WD78	Yes	Yes	No	Yes	Yes
IBM System/34	Yes	Yes	Yes	Yes	Yes
Lazor 5-85	Yes	Yes	Yes	Yes	Yes
Informa	Yes	Yes	Yes	Yes	Yes
PDP-11	Yes	Yes	No	Yes	Yes
Philips Micom 2002	Yes	Yes	Yes	Yes	Yes
Radio Shack Model II	Yes	Yes	Yes	Yes	Yes
Royal 7000	Yes	Yes	Yes	Yes	Yes
Syntrex-Aquarius	Yes	Yes	Yes	Yes	Yes
Wang QIS-140	Yes	Yes	Yes	Yes	Yes

IV.B. DATA PROCESSING

Model	Billings/ Acct. Rec.	Timekeeping	Other Software	Average Price
AM Jacquard 100/500	Yes	Yes	Yes	\$500
CPT 8100	Yes (Free)	Yes (Free)	Yes	\$1,000
VT 278 DECmate	Yes	Yes	Yes	—
DEC WD78	Yes	Yes	Yes	\$140-5,000
IBM System/34	Yes	Yes	Yes	Lease
Lazor 5-85	Yes	Yes	Yes	\$2,500
Informa	Yes	Yes	Yes	\$500-4,500
PDP-11	Yes	Yes	Yes	On service basis only
Philips Micom 2002	Yes	Yes	Yes	\$500
Radio Shack Model II	Yes	Yes	Yes	\$199-499
Royal 7000	Yes	Yes	No	No charge
Syntrex-Aquarius	Yes	Yes	No	\$750
Wang QIS-140	Yes	Yes	Yes	\$1,000-10,000

IV.C. COMMUNICATION

Model	WESTLAW/ LEXIS	Message/File Exchange	Telephone Modem	Price per Software
AM Jacquard 100/500	Yes	Yes	Yes	\$500
CPT 8100	Yes	Yes	Yes	\$250
VT 278 DECMate	Yes	Yes	Yes	—
DEC WD78	Yes	Yes	Yes	\$1.050
IBM System/34	No	No	Yes	—
Lazor 5-85	Yes	Yes	Yes	N/A
Informa	Yes	Yes	No	\$250
PDP-11	Yes	No	Yes	\$1.500
Philips Micom 2002	Yes	Yes	Yes	\$1.700
Radio Shack Model II	Yes	Yes	Yes	\$299
Royal 7000	Yes	Yes	Yes	\$1.500
Syntrex- Aquarius	Yes	Yes	Yes	\$500
Wang OIS-140	Yes	Yes	Yes	—

VI. EXPANDABILITY—UNIT PRICES

Model	External Stor.	Work Station	Printer	Memory
AM Jacquard 100/500	\$5.990	\$3.990	\$3.850	\$4.000
CPT 8100	\$8.500	\$5.000	\$3.800	N/A
VT 278 DECMate	\$4.150	\$7.500	\$4.000	—
DEC WD78	\$4.100	N/A	\$995	N/A
IBM System/34	Variable	\$2.835	\$5.000	Variable
Lazor 5-85	\$1,100- 15,000	\$2.100	\$2.995- 4.295	\$2.000
Informa	\$1.650	\$8.995	\$2.995	\$1.000
PDP-11	\$1.500	\$2.000	\$1.400- 3.000	\$1.600
Philips Micom 2002	\$8.000	\$3.000	\$3.000	\$3.000
Radio Shack Model II	\$600- 1.150	—	\$1.995	—
Royal 7000	\$2.400	\$7.800	\$4.200- 7.500	\$18.000
Syntrex- Aquarius	\$26.900 (redundant system)	\$4.990	\$3.000 +	—
Wang OIS-140	\$2,500- 19.000	\$4.600	\$3.500- 32.000	\$2.000

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Model	Recom. Basic System	Delivered Cash Price	Cost/ Workstation	Free Software	Financing Available	Service Charge/Yr	In-State Service?	Length of Warranty?	Free User Training?	On-Site Training?	# Systems In Use in Wash.?	How Long on Market?
AM Jacquard 100-500		\$15,750	\$3,990					90 days	Yes	Yes	15	7 yrs
CPT 8100	CPT 8100, Diablo, Dual Feeder, Math	\$16,000	\$6,000	Yes	Yes	\$1,200	Yes	90 days	Yes	No	800	4 yrs
VT 278 DECmate	VT 278, LO Printer, Billing, Word Processing	\$15,500	\$7,500	Yes	No	\$97	Yes	30 days (hardware) 12 mos (software)	Yes	Yes	450	3 mos
DEC WD78	LOP System	\$6,000-8,500	\$6,000-8,500	No	Yes	\$1,000-1,400	Yes	90 days	Yes (Not W P)	No		5 yrs
IBM System 34	C P U, Display Station, Printer	\$30,000	\$2,835	No	Yes	\$3,600	Yes	90 days	Yes	Yes	400	2 1/2 yrs
Lazor 5-85	384K Memory 20M Disk, 5 work stations, 2 printers	\$45,000	\$9,000	No	No	\$2,000-4,000	Yes	30 days	Yes	Yes	5	1 yr
Informa		\$13,895	\$12,000	Yes	Yes	\$1,008	Yes	90 days	Yes	No	250	10 yrs
PDP-11	D208	\$7,995		Yes	Yes	\$1,200	Yes	90 days	Yes	Yes	120	6 yrs
Philips Micom 2002	IC P U, 2 Screens, 2 Keyboards, 2 Diskette Drives, 1 Printer, W P. Software	\$17,200	\$8,450	Yes	Yes	\$1,702	Yes	90 days	Yes	No	3	3 mos
Radio Shack Model II		\$6,228	\$3,895	Yes	Yes	\$747	Yes	90 days	Yes (cassette tape)	Yes	200	2 yrs
Royal 7000	CAT Keyboard, dual disk drive, Oume Printer	\$11,500		Yes	No	\$900	Yes	90 days	Yes	Yes		2 yrs
Syntrex-Aquarius		\$7,990	\$4,990	Yes	Yes	\$800	Yes	90 days	Yes	No	35	18 mos
Wang OIS-140	OIS-140-1 Master, Disk Drive, Diskette Drive, Wanglaw, 1 work station, 1 Daisy Wheel & 1 Matrix Printer	\$50,100	\$4,600	Yes	Yes		Yes	90 days	Yes	Yes	25	2 yrs

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WASHINGTON STATE BAR NEWSLINE

The Board's Work



by Steven A. Reisler

WASHINGTON WOMEN LAWYERS HOST GOVERNORS

UNION, August 21-22 -- Representatives of Washington Women Lawyers' 450 members hosted a luncheon for the Board of Governors and explained WWL's role within

the framework of the legal profession. One of the organization's co-presidents, Olympia lawyer Kristal Knutson, told the Governors that Washington Women Lawyers works to define and preserve the rights of women and women attorneys state-wide. Although the organization's membership is predominantly female, dues-paying male attorneys may also join (one man-member of WWL attended the Friday luncheon). WWL's activities include making judicial recommendations, submitting amicus briefs on issues of interest to women, sponsoring CLE seminars, publishing a bi-monthly newsletter, maintaining a job referral system, and organizing "life management" retreats.

WWL co-president and Seattle Assistant City Attorney Liz Edmonds told her audience that there were many things WWL expected from the Bar Association, but money was NOT among them. According to Edmonds, accepting money from the Bar Association might jeopardize the organization's independence and inhibit its ability to disagree with official Bar Association positions.

Edmonds specifically addressed Brad Jones' president's message in the May Bar News (35:5:7). She stated that his heart was in the right place, but that he was basically "myopic". On behalf of Washington Women Lawyers, Edmonds then presented Jones with an oversized pair of yellow spectacles with rose colored lenses.

Jones noted that although the phenomenon of women lawyers is relatively recent, there are many role models for women attorneys both within and without the profession. Women attorneys have been and continue to be active in Bar Association activities. Jones observed, however, that one reason why there are currently no women sitting on the Board of Governors is because no women attorneys filed to run for it. Second District Governor Pete Dewell reiterated that observation at the conclusion of the Board's committee appointments when he noted that relatively few women lawyers apply for Bar Association committees.

PUBLIC INTEREST LAW FUND

The Northwest Women's Law Center formally requested an appropriation from the Bar Association's Public Interest Law Fund.

Because the fund currently contains only \$435, the Board unanimously voted to entertain requests from other organizations for public interest appropriations before allocating funds to the Northwest Women's Law Center.

INADEQUATE SALARIES UNDERMINE JUDICIAL MORALE

This was the message brought home to the Board of Governors by Mason County Judge Frank E. Baker. Baker, a veteran of twelve years on the bench, explained that all the judges in the state are trying hard to do a difficult job, but they get the feeling that their efforts are not appreciated or understood. Baker said that although the state legislators received an automatic pay raise this year requiring no additional legislation, judges' salaries remained static.

Judicial morale is adversely affected by comparatively low salaries, Baker explained, and he is concerned both about the ability of the bench to attract new judges and its ability to stabilize the quality of judging long-term. Baker told the Board that judicial salaries should not be a political issue.

ABA DELEGATES REPORT

Mike Hemovich, Llew Pritchard, Neil Hoff and Tom Dreiling, Washington's representatives in the American Bar Association's House of Delegates, reported to the Board of Governors about the ABA's recent meeting in New Orleans. The delegation votes in the House of Delegates in accordance with guidelines promulgated by the Board of Governors.

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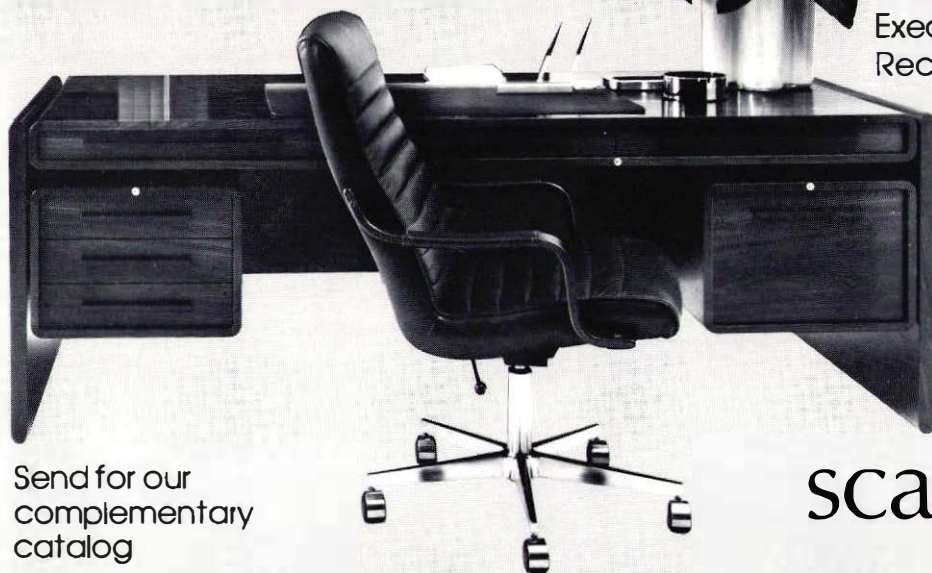
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THE NEXT MEETING OF THE BOARD OF GOVERNORS WILL BE AT THE HYATT REGENCY HOTEL, THE QUEEN CHARLOTTE ROOM, VANCOUVER, B.C., ON SEPTEMBER 15.

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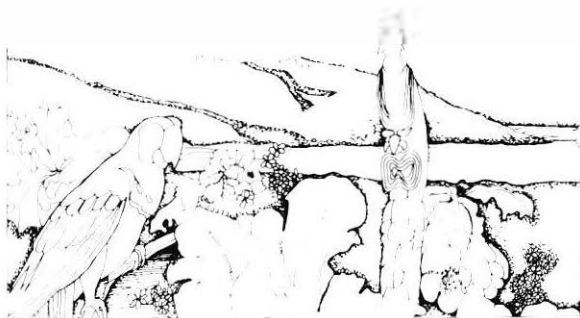
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This program will emphasize planning strategies to minimize the estate and gift taxes of farmer, rancher and agricultural clients, solve the liquidity problems in farm estates, and structure a farm business in light of its income tax treatment and estate planning consequences. **The new 1981 tax legislation will be reviewed with emphasis on new planning strategies.** Current developments and the ramifications of recent cases, opinions and rulings will also be analyzed, and the pitfalls they pose explained.

This intensive 16 hour course, held in five morning sessions, will provide the ideal balance between classroom instruction, time to review and complete assignments, and free time to enjoy the scenic island of Kauai.

Neil Harl is the Charles F. Curtiss Distinguished Professor in Agriculture and professor of economics at Iowa State University. He is President of the American Agricultural Law Association, and was formerly a member of the Advisory Committee of the Commissioner of Internal Revenue.

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Rates above are per person including applicable tax and are based on Group 50 air fare which is the lowest airfare available between Hawaii and the continental United States.

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Tuition for the course is \$350. It includes admittance to all lectures, coffee breaks, and course materials which will be distributed in advance to each registrant.

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This course is approved for 18.75 CLE credits in Washington.

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Where to Go for Help on Law Office Management

by Robert P. Bigelow

Recent history has seen a dramatic upsurge in detailed information available on law office management. It has been due in part, perhaps, to the continuing development of the technology that has become so vital in efficient office management. It is undoubtedly due to the growing realization that good management procedures are an indispensable part of an effective law practice. Whatever the reasons, we have become the beneficiaries of a multitude of information resources on many law office management topics.

There are three basic sources; the written word, the visual word and the spoken word. The first comes from books and periodicals, the second from films, video tapes, film strips and pictures; the last from conferences,

consultants and cassette recordings.

The following material was first presented for the A.B.A.'s 1974 Sixth National Conference on Law Office Economics and Management and has been updated periodically. While this guide covers many areas of office management, it does not cover ethics, advertising or specialization, and contains only a few items on prepaid plans.

This listing was first published in the *Bar News* in the September 1980 Law Practice Management issue. It has since been updated by Mr. Bigelow, and the new listings are printed in bold type.

This guide is divided into the following categories:

I. Texts

- A. Bar Association Sponsored**
- B. Commercial General Law Office Texts**
- C. Specialized Texts Dealing with Law Office Management**
- D. The Legal Secretary**
- E. Law School Texts**
- F. Semilegal Books**
- G. Commercial General Office Texts**
- H. Commercial Specialized Texts (except Computers)**
 - 1. Personnel**
 - 2. Communications, Mail and Telephone**
 - 3. Word Processing**
 - 4. Records Filing and Micrographics**
 - 5. Secretarial**
 - 6. Financial**

7. Layout and Space

8. Library

9. Other

I. Computerization

II. Periodicals

- A. Bar Association Sponsored**
- B. Commercial, Law-Oriented Periodicals**
- C. Commercial, Office-Oriented, General**
- D. Commercial, Office-Oriented, Specialized**

III. Films and Cassettes

IV. Consultants and Recruiters

V. Bibliographies

VI. Addresses of Publishers and Organizations



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■ Texts

A. Bar Association Sponsored

1. A.B.A. Section of Economics of Law Practice Books, Pamphlets and Articles
 - (a) *Administrative and Financial Management in a Law Firm*, #511-0006, \$1.
 - (b) *Articles of Partnership for Law Firms*, #511-0005, \$1.
 - (c) ***The Best of Legal Economics, 1979*, #511-0053, \$15.**
 - (d) *A Blueprint for Preparing Your Own Office Staff Manual*, 1975, #511-0022, \$1.
 - (e) ***Communications Handbook for Attorneys, 1978*, #511-0044, \$10.**
 - (f) *Computers — A Boon to Legal Research*, 1976, #511-0024, \$1.
 - (g) *Economic Facts About Law Practice*, #511-0010, no charge.
 - (h) *Effective Use of Non-legal Personnel Revisited*, 1970, #511-0026, \$1.
 - (i) ***Estate Planning: Systems and Technology, 1978*, #511-0050, \$15.**
 - (j) ***Financial Management of Law Firms, 1979*, #511-0045, \$16.**
 - (k) *How to Create-A-System for the Law Office* (book and 2 packets), #511-0027, \$14.95.
 - (l) *How to Create-A-System for the Law Office* (book, 2 packets and cassette), #511-0028, \$19.95.



Robert P. Bigelow is with Bigelow and Saltzberg, a firm with two lawyers and four nonlawyers in Woburn, Massachusetts. He was editor of *Law Office Economics and Management* from 1969 to 1978.

- (m) *How to Create-A-System* (mini-packet only), #511-0030, \$1.50.
- (n) *How to Create-A-System* (maxi-packet only), #511-0029, \$3.
- (o) *How to Start and Build a Law Practice*, Jay G. Foonberg, #527-0006, \$10 paperbound; \$5 students and Section of Economics of Law Practice members).
- (p) *Law Office Efficiency*, #511-0014, \$10.
- (q) *Law Office Layout and Design*, #511-0007, no charge.
- (r) ***Management Controls and Reporting, 1979*, #511-0049, \$16.**
- (s) *Model Accounting System for Individual Practitioners and Small, Medium and Large Law Firms*, 1977, #511-0039, \$4.
- (t) *New Options in Telephone Ownership*, 1976, #511-0023, \$1.
- (u) ***New Tricks for Old Dogs, 1978*, #511-0048, \$10.**
- (v) *Partnership Problems and New Developments in Law Office Equipment*, #511-0003, \$3.
- (w) ***A Planning Workbook for Law Firm Management, 1978*, #511-0047, \$20.**
- (x) *Proceedings of the First National Conference on Law Office Economics and Management*, #511-0004.
- (y) *Proceedings of the Third National Conference on Law Office Economics and Management*, #511-0002.
- (z) ***Profit Planning and Budgeting for Law Firms, 1980*, #511-0056, \$20.**
- (aa) ***Retrieval Systems for Lawyers, 1980*, #511-0057, \$20.**
- (bb) *Romancing Fees into the 20th Century*, 1970, #511-0017, \$7.50.
- (cc) *Seventh National Conference on Law Office Economics and Management — Proceedings*, #511-0035, \$65.
- (dd) *Seventh National Conference on Law Office Economics and Management* (registration kit and cassettes), #511-0037, \$75.
- (ee) *Seventh National Conference on Law Office Economics and Management* (cassettes only), #511-0036, \$50.

Tips from CPT on what to look for in a word processor

CPT offers a plain English explanation of exactly what word processing is, and some helpful pointers on how to choose from over 70 makes.

Word processing is simply a faster, easier, less expensive way to type.

With a modern word processor (such as the CPT 8000, right), you type on a screen instead of paper.

You can type at full rough-draft speed without worrying about errors. Leave out a word or a paragraph? No worry. Just go back and type it in. You can readjust the entire text *without* retyping.

"Electronic filing"

Most word processors have some form of memory. This may range from a magnetic card, which holds a single business letter, to the disks used in the CPT 8000, which hold over a hundred full-page letters.

This electronic storage allows you to recall individual pages to the

begin with these basics:

1. **Don't buy too little—or too much—word processor.** Least expensive are

"intelligent typewriters," with very limited functions. At the other end of the scale are expensive shared systems.

Most popular by far are the "standalone" models. The CPT 8000, for example, fits easily on a desk top, yet has nearly all the automated features of even the largest systems.

2. **Look for a full-page screen with a clear image.** The full-size, black-on-white screen is a major feature of the CPT 8000. Some competitive models have only a partial-page display, and a green-on-green computer-like screen.

3. **Be sure the word processor you select is**

Clip and save this checklist of features to compare different models								
Feature	CPT 8000		Brand "B"		Brand "C"		Brand "D"	
	YES	NO	YES	NO	YES	NO	YES	NO
Black on white full page screen	✓							
Easily expanded with software packages	✓							
Standard keyboard and plain English commands	✓							
Computerized hyphenation	✓							
Low cost, easily modified billing software	✓							
Simultaneous input/output	✓							
Comprehensive training and local dealer support	✓							

screen in seconds. So you can make changes at any time as easily as you corrected the original.

Only when the document is letter-perfect do you transfer it from screen to paper—at up to 540 words a minute.

Things to look for

Your search for the right word processor will be greatly simplified if you

easy to use. Look for things like a standard keyboard, and plain English commands. The CPT 8000 is so easy to learn, most secretaries will be turning out actual work after a short period of instruction.

4. **Plan for your needs.** It is tempting to use your word processor as a "fancy typewriter" just because your procedures are set up that way. However, a relatively new feature,

called "software programming," can enhance your word processor so it can perform many other office tasks.

The CPT 8000, for instance, can also be used to prepare your office payrolls, keep ledgers, handle inventory and bookkeeping, and more. Be sure the word processor you choose has this important feature.

There are more things to look for than we can touch on here. For a thorough explanation of word processing, and more tips on what to look for, send for our free booklet *CPT Takes the Mystery Out of Word Processing*.

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- (ff) **Style Manual, 1978, #511-0042, \$10.**
 - (gg) *The Thrifty Fifty*. 1977. #511-0040. \$1.
 - (hh) *Using the Telephone Effectively*. #511-0020. \$7.50.
 - (ii) *The Lawyer's Handbook*, rev. ed., \$15 (\$10 to Section members). ICLE, Hutchins Hall, Ann Arbor, Mich.
 - (jj) **Word Processing Equipment, 1979, #511-0051, \$10.**
 - (kk) **Working with Legal Assistants—A Team Approach for Lawyers and Legal Assistants, 1980, \$26.**
2. A.B.A. Science and Technology Section
- (a) *Automated Law Research*. 1973. #545-0001. \$10.
 - (b) **Computers and the Law—An Introductory Handbook, in press, publication scheduled Summer 1981.**
 - (c) *Sense and Systems in Automated Law Research*, 1975 #545-0003. \$12.
 - (d) *The Use of Computers in Litigation*. John Hardin Young, Michael E. Kris, Helen C. Trainor, editors. Science and Technology Section with The Young Lawyers Division of the A.B.A., 1979.
3. Other A.B.A. Publications
- (a) **Lori B. Andrews, *Birth of a Salesman: Lawyer Advertising and Solicitation*, 1980, \$5.00.**
 - (b) *Business Aspects of the Legal Profession*. #527-0001. \$25.
 - (c) *Certification of Legal Assistants*. #423-0015. \$2.
 - (d) *Computers and the Law*. 2d ed., 1969. #545-0005. \$5.
 - (e) *Computers and the Legal Profession*. #171-0002. no charge.
 - (f) *Coping with Stress*. A.B.A. Press. General Practice Section. 1977.
 - (g) *Five Plans of Prepaid Legal Services with Free Choice of Lawyer*. #716-0004. no charge.
 - (h) **Guidelines for Corporate Law Department Manual, Corporation, Banking and Business Law Section, 1980, \$35.00.**
- (i) *Legal Assistant Education*. #423-0009. \$2.
 - (j) *Legal Specialization*. #481-0001. no charge.
 - (k) *Prepaid Legal Services #1 (Bar Services)*. #171-0001. no charge.
 - (l) *Recommended Law Books*. 1969 ed., #507-0011. \$5.
 - (m) *Revised Handbook on Prepaid Legal Services*. 2d ed., #716-0011. \$5.
4. Canadian Publications
- (a) Canadian Bar Association
 - (1) *Building on Basics . . . Preparing for the 80's*, International Conference on Law Office Management Proceedings. 1979. Canadian Bar Association.
 - (2) Check List for Commencing a Law Practice. 1977. free to members (\$5 to nonmembers).
 - (3) *Law Firm Management and Administrative Self-Assessment Check Plan*. free to members (\$5 nonmembers).
 - (4) **Law Office Management Company, 1980, \$10 for members (\$15 nonmembers).**
 - (5) *Management Services Company*. 1978. free to members (\$5 nonmembers).
 - (6) *Model Partnership Agreement*. revised 1979. \$10 to members (\$12 nonmembers).
 - (7) **Moving the Law Firm, 1980, \$10 for members (\$15 nonmembers).**
 - (8) **Personnel Manual, 1980, \$10 for members (\$15 nonmembers).**
 - (b) Other Canadian Publications
 - (1) **Applications of Computers to Law 1969-1978: A Selected Bibliography**, Canadian Law Information Council, Suite 2010, Tower B, Place de Ville, 112 Kent Street, Ottawa, Ontario K1P 5P2, 1980, \$10.
 - (2) **Marian Richeson, *A Bibliographic Introduction to Paralegals in Two Jurisdictions: Canada and the United States*,**



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Foundation, Suite 463, 1155
West Georgia, Vancouver,
British Columbia, 1980, \$7.50.**

5. Continuing Legal Education Texts

(a) American Law Institute — American Bar Association Committee on Continuing Professional Education

- (1) Barton E. Ferst, *Basic Accounting for Lawyers*, 3d ed., 1976, \$9.
- (2) Bernard Sternin with Louis C. Allen, *The Practical Lawyer's Manual for Automatic Law Office Typing*, 1971, \$4.
- (3) F. Trowbridge von Baur, *The Practical Lawyer's Manual on Memoranda of Law*, 2d ed., 1973, \$3.
- (4) Kline D. Strong and K.J. Holdsworth, *Professional Corporations*, 1971, \$7.
- (5) **Law Practice Management, Cassette V511, \$15.94.**
- (6) Theodore Voorhees, *Manual of Law Office Training for Associates*, 1969, \$4.
- (7) *The Practical Lawyer's Law Office Manual*, 1956, \$6 hard bound; \$4 paperback.
- (8) *The Practical Lawyer's Law Office Manual*, No. 2, 1959, \$6 hard bound; \$4 paperback.
- (9) *The Practical Lawyer's Law Office Manual*, No. 3, 1972, \$4.
- (10) *The Practical Lawyer's Law Office Manual*, No. 4, 1974, \$5.
- (11) *The Practical Lawyer's Insurance Manual*, 1975, \$5.
- (12) *The Practical Lawyer's Manual of Modern Real Estate Practices*, 1969, \$4.
- (13) *The Practical Lawyer's Negligence Law Manual*, No. 1, 1964, \$4.
- (14) *The Practical Lawyer's Negligence Law Manual*, No. 2, 1973, \$5.

(b) Practising Law Institute

- (1) *Computer Abuse*, H4-3823, 1975.
- (2) *The Computer Framework for Complex Litigation*, Course Handbook, HA-3828, 1976, \$20.
- (3) *Fiduciary Responsibility and Prohibited Transactions under the Employee Retirement Income Security Act*, Course Handbook, J4-3412, 1975, \$20.
- (4) *Law Office Economics and Management*, A4-2083, 1977, \$20.
- (5) *Law Office Management 1978*, \$20.
- (6) **Law Office Management 1979, Course Handbook, A4-3043, \$20.**
- (7) **Law Office Management and Administration 1980, Course Handbook, A4-3079, \$25.**
- (8) *Lawyer's Assistant: Administrator*, 1978, \$20.
- (9) *Lawyer's Assistant: Paraprofessional and Secretary 1978*, Course Handbook, 3 vols., paperback, \$20.
- (10) *The Lawyer's Secretary*, 4th ed., A4-1080, 1972.
- (11) **Legal Assistants 1980, Course Handbook, A4-3085&6/ A6-3083, \$25.**
- (12) **Legal Assistants and Administrators 1979, Course Handbook, A6-3051, \$20.**
- (13) *Legal Delivery Systems: Available Alternatives*, F4-2791, 1977, \$20.
- (14) **Managing the Large Law Firm 1979, Course Handbook, A4-3050, \$20.**
- (15) *Managing the Modern Law Office*, Course Handbook, A4-2010, 1974, \$20.
- (16) *Managing the Small or Medium Law Office*, Course Handbook, A4-2058, \$20.

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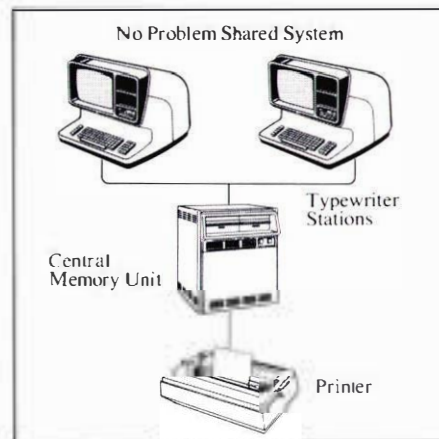
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- (17) *Pension Plans and Executive Compensation*. Steven Goldberg. J1-0494. 1974. \$20.
- (18) *Practical Economics of Profitable Personal Injury Practice*. Course Handbook. H4-2866. 1971. \$20.
- (19) **Private Law Libraries — 1980's and Beyond, Course Handbook, G4-3653, \$20.**
- (20) *Professional Corporations*. J4-3424. 1976. \$20.
- (21) **Professional and Executive Corporations 1979, Course Handbook, J4-3460, \$20.**
- (22) *Profitable Management of Small and Medium Law Offices*. Course Handbook. A4-2039. 1975. \$20.
- (23) *Trade and Professional Associations*. A4-2084. 1977. \$20.

(c) State CLE Organizations. These may be run by the bar association or by an independent entity. Occasionally, they have programs on economics and produce helpful material.

6. American Bar Foundation

- (a) Devra L. Altman, *A Manual for Small and Medium-Sized Law Libraries*. 1976. \$3.50.
- (b) Samuel J. Brakel, *Judicare: Public Funds, Private Lawyers, and Poor People*. 1974. \$10 hardcover; \$5 paperback.
- (c) Barbara Curran, *The Legal Needs of the Public, The Final Report of a National Survey*. 1977. \$25.
- (d) David M. Engel, *The Standardization of Lawyer's Services*. 1977. \$2.
- (e) F.R. Marks, et. al., *The Lawyer, The Public and Professional Responsibility*. 1972. \$7.
- (f) Olavi Maru, *Digest of Bar Association Ethics Opinions*. 1970. \$20; 1970 Supplement. \$25; 1975 Supplement. \$20.
- (g) Olavi Maru, *Measuring the Impact of Legal Periodicals*. 1976. \$2.

- (h) *Opinions of the Committee on Professional Ethics with the Canons of Professional Ethics Annotated and Canons of Judicial Ethics Annotated*. 1967 ed. with current supplements. \$15. (Order directly from A.B.A. Circulation Department.)
- (i) Werner Pfennigstorf, *Legal Expense Insurance: The European Experience in Financing Legal Services*. 1975. \$5.
- (j) Werner Pfennigstorf and Spencer Kimball, *Legal Service Plans: Approaches to Regulation*. 1977. \$16.
- (k) James A. Sprowl, *Manual for Computer-Assisted Legal Research*. 1976. \$5.

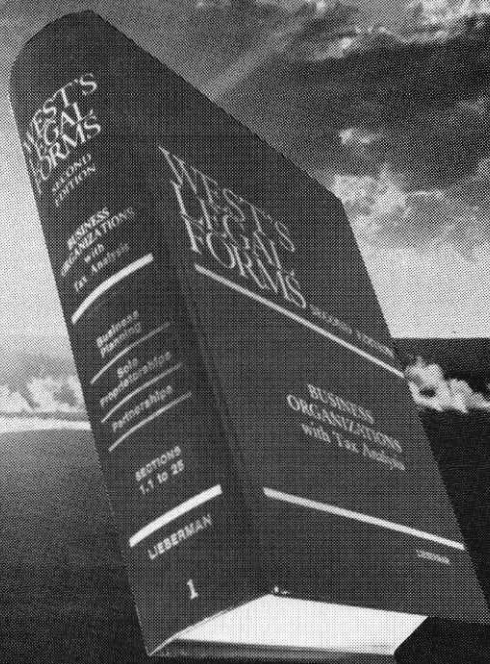
7. Other Bar Publications

- (a) **Joel Bennett, Lawrence Lapidus, Richard Loftin, David Bullock, Robert Greenberg, How to Start and Build a Law in the District of Columbia, Bar Association of the District of Columbia, 1819 H Street, N.W., Suite 300, Washington, D.C. 20006, 1980, \$8.50.**

B. Commercial General Law Office Texts

- 1. Mary Ann Altman and Robert I. Weil, *How to Manage Your Law Office*. one vol. 1973. supplemented annually. Matthew Bender. \$55.
- 2. **Christopher C. Gilson, Linda C. Cawley, William R. Schmidt III, How to Market Your Law Practice, 1979, \$24.95.**
- 3. Harold W. Grossman, editor, *Manual for Managing the Law Office*. one vol. 1971. with monthly supplements. Prentice-Hall. \$147/year.
- 4. Paul Hoffman, editor, *Law Office Economics and Management Manual*. two vols. with quarterly journals. Callaghan & Company. \$110/year.
- 5. Joseph T. Karcher, *How to Build a \$100,000 Law Practice*. Institute for Business Planning. 1976. \$25.
- 6. *The Pocket Dictionary of Legal Words*. (Dolphin). Doubleday & Company, Inc. 1979. \$2.95.

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7. Bertram S. Silver, *How to Make a Better Profit in the Law Office — Year After Year*. Three L Press, 1978. \$15.
8. Noel C. Stevenson, *How to Build a More Lucrative Law Practice*, Prentice-Hall, 1978, \$49.50.
9. Kline D. Strong and Arben O. Clark, *Law Office Management*, West Publishing Company, 1974, \$16.95.
10. Kline D. Strong, *Practicing Law Profitably*, American Press, 1979, rev. ed., \$7.50.

C. Specialized Texts Dealing With Law Office Management

1. **Frank Arentowicz and Ward Bower, *Law Office Automation and Technology*, 1980, \$60.**
2. William J. Burke, *Accounting Systems for Law Offices*. Matthew Bender, 1978, \$50.
3. **Daniel J. Cantor & Co., *Law Office Employment Guide*, 2d ed., 1980, \$12.95.**
4. Theodore Caplow, *How to Run Any Organization*. Holt, Rinehart & Winston, 1977. \$7.95.
5. *Coordinated Law Research*. Law Journal-Seminars Press, 1977. \$20.
6. Berrien C. Eaton, Jr., *Professional Corporations and Associations*, 6 vols. with annual supplements. Matthew Bender, 1970. \$250.
7. **Elizabeth Finley, *Manual Procedures for Private Law Libraries*, 1966, \$8.50.**
8. Bradford Hildebrandt, *Financial Management for Law Firms*. Law Journal-Seminars Press, 1975. \$32.
9. *Law Firm Administrative and Accounting Manual*. Safeguard Business Systems, 1972, rev. 1975, \$1.50.
10. *Law Office Staff Manual*. Law Research Institute. \$34.50.
11. Robert P. Levoy, *The Successful Professional Practice*. Prentice-Hall, 1970, \$32.95.
12. Paul N. Luvera, Jr., *Attorney's Guidebook of Trial Forms and Techniques for Successful Handling of Personal Injury Cases*. Prentice-Hall, 1978. \$49.50.

13. David Lloyd, *Finding the Law — A Guide to Legal Research*. Oceana Publications, 1974. \$4.95.

14. **McClure and Light, *Procedure Manual*, 1980, \$99.50.**
15. Volney F. Morin, *How to Make Money Practicing Law*. Ivar Publications, 6th ed., 1977. \$14.95.
16. **National Association of Legal Assistants, *Manual for Legal Assistants*, 1979, \$16.95.**
17. Claude Y. Paquin, *Paquin's Master Guide to a Successful Will Practice*. Institute for Business Planning, Inc., 1979. \$27.50.
18. Miles O. Price and Harry Bitner, *Effective Legal Research*. Little, Brown & Company, 4th ed., 1979. \$17.
19. George E. Ray, *Incorporating the Professional Practice*, 2nd ed., Prentice-Hall, 1978. \$27.95.
20. Marjorie D. Rombauer, *Legal Problem Solving*. West Publishing Co., 1978. \$12.95.
21. Robert Sellers Smith, *Lawyer's Model Letter Book*. Prentice-Hall, 1978. \$34.95.
22. Stuart Speiser, *Attorney's Fees*. Lawyers Cooperative Publishing Co., 1973. 2 vols., \$65.
23. Bernard Sternin. The following articles about word processing in the law office are available from the author at no charge. Send a self-addressed envelope stamped with \$40 to Bernard Sternin, Box 21H, 5 Hawke Lane, Rockville Centre, N.Y. 11570.
 - (a) "What Automatic Typing Equipment Can Do for You"
 - (b) "A Systems Method for Recording Documents"
 - (c) "Can You Use an Automatic Typewriter? or, Are You Utilizing the One You Have?"
24. Kline D. Strong, *A Scholastic Approach to Law Firm Management*. American Press, 1971. \$10. abridged ed. \$4.50.
25. Arthur D. Willis, *Partnership Taxation*. McGraw-Hill, 2d ed., 1976. \$75. Order from Shepards Citations. Colorado Springs, Colo.

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26. Raymond L. Wise, *Legal Ethics*, 2d ed., Matthew Bender, 1970, \$25.
27. Robert B. Yegge, et. al., *New Careers in Law*, University of Denver, 1969, \$5 (re legal assistants).

D. The Legal Secretary

1. Mary A. DeVries, *The Complete Secretary's Handbook*, 4th ed., Prentice-Hall, 1977, \$12.95.
2. Theresa M. Reilly, *Legal Secretary's Word Finder and Desk Book*, Parker Publishing Co., 1974, \$12.95.
3. Evangeline Sletwold, *Sletwold's Manual of Documents and Forms for the Legal Secretary*, 2d ed., 1976, \$19.95.

E. Law School Texts

1. Vern Countryman and Ted Finman, *The Lawyer in Modern Society*, 2d ed., Little, Brown and Co., 1976, \$22.
2. L. Ray Patterson and Elliot E. Cheatham, *The Profession of Law*, Foundation Press, 1971, \$15.50.
3. Samuel D. Thurman, et. al., *The Legal Profession — Cases and Materials*, Foundation Press, 1970, \$16.

F. Semilegal Books

There have been sociological studies of the legal profession, particular law firms, and a number of works in fiction that touch tangentially upon law office management while providing the reader with an enjoyable evening. The following is a list of some of these:

1. Jerold S. Auerbach, *Unequal Justice. Lawyers and Social Change in Modern America*, Oxford University Press, 1976, \$15.95.
2. Murray Teigh Bloom, *The Trouble with Lawyers*, Simon & Schuster, 1968, \$6.50.
3. Joseph C. Goulden, *The Superlawyers*, Weybright and Talley, 1972.
4. Joel F. Handler, *The Lawyer and His Community: The Practicing Bar in a Middle-Sized City*, University of Wisconsin, 1967, \$10. Copies available from University Microfilms International, Attn: Books on Demand Program, 300 North Zeeb Rd., Ann Arbor, Mich. 48106.

5. Quinton Johnstone and Dan Hopson, Jr., *Lawyers and Their Work*, Bobbs-Merrill, 1967, \$12.50.

6. Erwin O. Smigel, *The Wall Street Lawyer*, Indiana University Press, 1970, \$2.95.

Louis Auchincloss, a Wall Street lawyer, has written much fiction about law firms. Most recent is *The Partners*, published in 1974 by Houghton Mifflin, Inc. (\$6.95). His personal memoir has also been published: *A Writer's Capital*, University of Minnesota Press, 1974, \$8.95. It is available also from Houghton Mifflin, Inc.

G. Commercial General Office Texts

1. Kenneth J. Albert, *How to Be Your Own Management Consultant*, McGraw-Hill, 1978, \$11.95.
2. Louis A. Allen, *Professional Management*, McGraw-Hill, 1973, \$17.95.
3. James L. & Lyn Clark, *How 2. A Handbook for Office Workers*, 2d ed., Wadsworth Publishing Co., 1979, \$5.95.
4. *Datapro Automated Office Solutions*, Datapro Research Corp., 1979, 2 vols., updated monthly \$310/year.
5. Carl Heyel, editor, *Handbook of Modern Office Management and Administrative Services*, McGraw-Hill, 1972, \$52.50.
6. Lindley R. Higgins and Ruth W. Stidger, *Cost Reduction from A to Z*, McGraw-Hill Singapore, 1976, \$22.50.
7. Bernard Kamoroff, *Small Time Operator... Stay Out of Trouble*, Bell Springs Publishing Co., 1980, \$7.95.
8. H.B. Maynard, editor, *Handbook of Business Administration*, McGraw-Hill, 1967, \$49.50.
9. Robert Minor & Clark Fetridge, editors, *Office Administration Handbook*, Dartnell Corporation, 1975, \$48.50.
10. Russell F. Moore, editor, *A.M.A. Management Handbook*, A.M.A., 1970, \$37.50.
11. Richard F. Neuschel, *Management Systems for Profit and Growth*, McGraw-Hill, 1976, \$16.95.

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12. Irene Place, *Office Management*, 4th ed., Canfield Press, 1974, \$12.50.
13. Steven K. Riemer, *Servicing the Professional Corporation: A Complete Manual and Guide*, Prentice-Hall, 1976, \$29.95.
14. George R. Terry and John J. Stallard, *Office Management and Control*, 8th ed., Richard D. Irwin, Inc., 1979, \$16.95.
15. Diane C. Thomas, *How to Save Money on Your Business Rent*, Peachtree Park Press, 1979, \$14.95.
16. Max S. Wortman, Jr., and Joann Sperling, *Defining the Manager's Job*, 2d ed., AMACOM, 1975, \$24.95; A.M.A. members, \$21.21.

H. Commercial Specialized Texts (Except Computers)

1. Personnel

- (a) James Menzies Black, *The Basics of Supervisory Management*, McGraw-Hill, 1975, \$21.50.
- (b) Dale Carnegie and Associates, *Managing Through People*, Simon & Schuster, 1975, \$10.95.
- (c) Edgar F. Huse and James L. Bowditch, *Behavior in Organizations: A Systems Approach to Managing*, Addison-Wesley, 1977, \$16.95.
- (d) Michael J. Jucius, *Personnel Management*, 9th ed., Richard D. Irwin, Inc., 1979, \$15.95.
- (e) J.W. Lawson II, *How to Develop a Company Personnel Policy Manual*, Dartnell Corporation, 1977, \$69.50.
- (f) Felix M. Lopez, *Personnel Interviewing, Theory and Practice*, 2d ed., McGraw-Hill, 1975, \$24.
- (g) Thomas L. Quick, *Person to Person Managing*, St. Martin's Press, 1977, \$10.
- (h) Dale Yoder and Herbert G. Heneman, editors, *ASPA Handbook of Personnel and Industrial Relations*, BNA Books, 1979, \$45.

2. Communications. Mail and Telephone

- (a) Trevor Bentley, *Information, Communication and the Paperwork Explosion*, McGraw-Hill, 1976, \$19.50.
- (b) Frank K. Griesinger, *How to Cut Costs and Improve Service of Your Telephone, Telex, TWX and Other Telecommunications*, McGraw-Hill, 1974, \$23.95.
- (c) Richard A. Kuehn, *Cost Effective Telecommunications*, AMACOM, 1975, \$17.50, A.M.A. members, \$14.87.

3. Word Processing

- (a) Thomas J. Anderson and William R. Trotter, *Word Processing*, A.M.A., 1974, \$19.95.
- (b) Paula B. Cecil, *Word Processing in the Modern Office*, Benjamin Cummings Publishing Co., 2d ed., 1980.
- (c) Walter A. Kleinschrod, *Management's Guide to Word Processing*, Dartnell Corporation, 1975, \$59.50.
- (d) Gilbert Konkel and Phyllis Peck, *The Word Processing Explosion*, Office Publications, Inc., 1976, \$7.50.
- (e) Arnold Rosen and Rosemary Fielden, *Word Processing*, Prentice-Hall.

4. Records Filing and Micrographics

- (a) Daniel M. Costigan, editor, *Guide to Micrographic Equipment*, 7th ed., 2 vols., National Micrographics Association, 1979.

5. Secretarial

- (a) Freda Clark, *Secretary's Desk Book of Shortcuts and Timesavers*, Parker Publishing Co., 1978, \$10.95.
- (b) Mary A. DeVries, *Secretary's Standard Reference Manual and Guide*, Parker Publishing Co., 1978, \$12.95.
- (c) J. Harold Janis, Margaret H. Thompson, *New Standard Reference for Secretaries and Administrative Assistants*, The MacMillan Co., 1972, \$13.95.
- (d) Prentice-Hall Editorial Staff, rev. by Mary A. DeVries, *Private Secretary's Encyclopedic Dictionary*.

6. Financial

- (a) Victor L. Harper, *Handbook of Investment Products and Services*. New York Institute of Finance, 1977 rev. ed., \$17.95
- (b) Clarence B. Nickerson, *The Accounting Handbook for Nonaccountants*, 2d ed., CBI Publishing Co., Inc., 1979, \$25.95 hardbound, \$13.95 softbound.
- (c) *Managerial Accounting — A Short Course for Non-Financial Managers*. John Wiley & Sons, Inc., 1975, \$34.95

7. Layout and Space

- (a) Michael Kinsley, *Outer Space & Inner Sanctums*. John Wiley & Sons, Inc., 1975, \$12.25. (Now available from University Microfilms.)
- (b) Kenneth H. Rippen, *Office Space Administration*. McGraw-Hill, 1974, \$23.50.

8. Library

- (a) Martha J. Bailey, *The Special Librarian as a Supervisor or Middle Mana-*

ger, Special Libraries Association, 1977, \$6.

- (b) Ellis Mount, editor, *Planning the Special Library*. Special Libraries Association, 1972, \$9.75
- (c) Edward G. Strable, editor, *Special Libraries: A Guide for Management*. Special Libraries Association, 1975, \$8.

9. Other

- (a) George W. Alijian, editor, *Purchasing Handbook*. McGraw-Hill, 1973, \$42.95
- (b) Anthony Corder, *Maintenance Management Techniques*. McGraw-Hill, 1976, \$12. England only.
- (c) Eugene Kennedy, *On Becoming a Counselor*. Seabury Press, 1976, \$12.95.
- (d) John Ilich, *The Art and Skill of Successful Negotiation*. Prentice-Hall, 1973, \$9.95.
- (e) R. Alec MacKenzie, *The Time Trap: How to Get More Done in Less Time*. McGraw-Hill, 1975, \$2.95 paperback.
- (f) Joe T. Parrett, editor, *Insurance Buyer's Guide — Manual for Risk Managers: 1958-1973*. Cudahy Publishing Co., 1975.
- (g) Dr. Robert T. Riley, *How to Manage Your Time Successfully*. The Drawing Board, 1978, free of charge to management personnel.
- (h) Philip Sperber, *The Science of Business Negotiation*. Pilot Books, 1979, \$10.

I. Computerization

In addition to the publications of the Standing Committee on Law and Technology noted in I.A. above, there have been a number of texts on computerization. The IBM Company has several application briefs available discussing how one or another function of a law office has been computerized. The following is a selection of books on computers that may be helpful; those with (*) are particularly recommended:

- 1. Elias M. Awad, *Automatic Data Processing, Principles and Procedures*, Prentice-Hall, 1973, \$16.95; workbook \$5.95.

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2. David Bender, *Computer Law: Evidence and Procedure*, Matthew Bender, 1978. one vol., supplemented as needed, \$50.
3. Jack Bender, *A Layman's Guide to Installing a Small Business Computer*, McGraw-Hill, 1979, \$10.
4. Richard L. Bernacchi and Gerald H. Larsen, *Data Processing Contracts and the Law*, Little, Brown and Co., 1974, \$30. (*)
5. Robert P. Bigelow and Susan N. Nycum, *Your Computer and the Law*, Prentice-Hall, 1975, \$18.95 (legal aspects of data processing). (*)
6. Ditri, Shaw and Atkins, *Managing the EDP Function*, McGraw-Hill, 1971, \$27.50.
7. Keith London, *The People Side of Systems*, McGraw-Hill, 1976, \$22.
8. William C. Mair, Donald R. Wood, and Keagle W. Davis, *Computer Control and Audit*, Institute of Internal Auditors, 1976.
9. James Martin, *Introduction to Teleprocessing*, Prentice-Hall 1972, \$20.95.
10. James Martin, *Security, Accuracy and Privacy in Computer Systems*, Prentice-Hall, 1973, \$27.50.
11. S.R. Mixon, *Handbook of Data Processing Administration, Operations and Procedures*, AMACOM, 1976, \$29.95 A.M.A. members, \$25.46
12. Abbe Mowskowitz, *The Conquest of Will: Information Processing in Human Affairs*, Addison-Wesley, 1976, \$8.95.
13. Robert G. Murdick and Joel E. Ross, *Information Systems for Modern Management*, 2d ed., Prentice-Hall, 1975, \$18.95.
14. Norman Sanders, *The Corporate Computer*, McGraw-Hill, 1973, \$12.95. England only.
15. Roger L. Sisson and Richard G. Canning, *Computer Applications*, John Wiley & Sons, Inc., 1976, \$18.95.
16. Leighton F. Smith, *An Executive Briefing on the Control of Computers*, Data Processing Management Association, rev. 1979, \$10.95.
17. Frederick G. Withington, *The Use of Computers in Business Organizations*, 2d ed., Addison-Wesley, 1971, \$9.95. (*)
18. S. Woolridge and K. London, *Computer Survival Handbook*, Gambit Publishers, 1979 rev. ed., \$9.95 hardbound; \$5.95 paperback. (*)
19. *Information: A Scientific Book*, W.H. Freeman

& Co., 1966. \$7.95 hardbound; \$5.95 paperback. (*)

20. *The Intelligent Guide to Computer Selection*, Computer Lessors Association, Inc., 1975, \$9.95.

J. Change

It is not the purpose of this bibliography to cover the many problems that technological and sociological change presents to management, but the following items may be of some interest:

1. Peter F. Drucker, *Management: Tasks, Practices, Responsibilities*, Harper & Row, 1974, \$18.75.
2. John J. Fendrock, *Managing in Times of Radical Change*, American Management Association, 1974, \$9.75.
3. John E. Flaherty, *Managing Change — Today's Challenge to Management*, Nellen Publishing Co., 1979, \$9.95.
4. Elting E. Morison, *Men, Machines and Modern Times*, MIT Press, 1966, \$3.45

Corrections. Two corrections to the earlier article have

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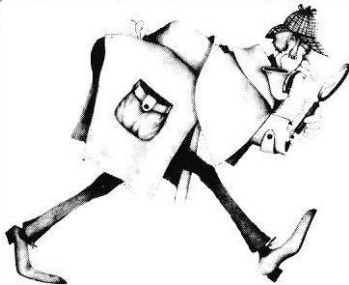
been noted. *Sletwold's Manual* (I.D.3.) is published by Prentice-Hall. *The Practical Lawyer* is published by the American Law Institute-American Bar Association Committee on Continuing Professional Education and costs \$18 per year.

II. Periodicals

A. Bar Association Sponsored

1. *Legal Economics*, A.B.A. Section on Economics of Law Practice, bimonthly, subscription free to members of the Section; \$20 to nonlawyers.
2. *Jurimetrics Journal*, A.B.A. Section on Science and Technology, quarterly, subscription free to members of the Section; \$20 to nonlawyers.
3. Other Sections of the A.B.A. publish periodicals. Frequently an article on law office management will appear in one of these, particularly *Docket Call*, published by the Section on General Practice.
4. *American Bar Association Journal*, monthly, subscription free to members, \$10 to nonmembers. There is a regular column on law office management, and often other articles on the subject.
5. *American Bar Foundation Research Journal*, quarterly, \$15/year. Occasionally will have articles on law office management.
6. Other National Organizations
 - (a) *Law Library Journal*, American Association of Law Libraries, quarterly, \$24/year U.S.; \$25/year foreign.
 - (b) *The NALS Docket*, National Association of Legal Secretaries, International, bimonthly, \$3 to nonmembers, annual per capita tax includes subscription for members
7. Continuing Legal Education

The brochures sent out by the various continuing legal education organizations may include some discussion of law office management, and the Joint Committee on Continuing Legal Education has, for many years, been publishing *The Practical Lawyer*, eight times a year, \$15. Each issue



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usually has at least one article on law office management.

8. State and Local Bar Association Journals

Many excellent articles on law office management appear in these journals. State bar association journals are indexed in the *Index to Legal Periodicals*. Some articles from both state and local bar journals are picked up in the bibliography that is published in each issue of *Law Office Economics and Management* (see below).

9. Law Reviews

Upon occasion, law school publications will include a discussion of economics of law practice, especially in such areas as ethics and the economic aspects of tort litigation. In the field of computers, the *Rutgers Journal of Computers, Technology and the Law*, semiannual, \$20/year, has occasional articles on computers in law practice. Another useful law school publication is the *Preventive Law Newsletter*, Emil Brown Fund, Louis M. Brown, editor, University of Southern California Law Center, Los Angeles, Calif.

B. Commercial, Law-Oriented Periodicals

1. *Law Office Economics and Management*, published by Callaghan & Co., was edited from 1960 to 1969 by Daniel J. Cantor, from 1969 to 1978 by Robert P. Bigelow, and from 1979 to the present by Paul Hoffman. Each issue includes articles, meeting reports, book reviews, miscellany on office management and a bibliography. Approximately 600 pages per year. \$67.
2. *The Legal Administrator*, monthly newsletter, the Association of Legal Administrators.
3. *Manual for Managing the Law Office*, monthly publication which includes a four-page newsletter and one or two articles on law office management written by the publisher's staff or by outside authors. Each article discusses a particular problem in office management. \$147/year.
4. *The Lawyer's Newsletter*, published bi-monthly, Stephan Z. Katzan, editor, Law Publications, Inc., \$24/year. It usually includes one article and summaries of other

articles in the area of law office economics and management.

5. *Report to Legal Management*, Altman and Weil Publications, Inc., bimonthly, \$45/year.
6. *Computer Law Journal*, Center for Computer/Law, quarterly, \$50/year. Each issue is devoted to a single topic, such as computer-assisted legal research.
7. Several more publications also, upon occasion, discuss law office management topics; particularly notable are:
 - (a) *Case and Comment*, Lawyers Cooperative Publishing Co., \$6/year or \$10/2 years.
 - (b) The magazines published by William Papworth, including the *Journal of Taxation* (monthly, \$48/year), *Taxation for Lawyers* (bimonthly, \$28/year), *Taxation for Accountants* (monthly, \$36/year); and *Estate Planning* (bimonthly, \$36/year).
 - (c) *Contents of Current Legal Periodicals* reproduces contents pages of more than 300 legal periodicals. Karen Waldauer, editor, \$62/year.
 - (d) *New York Law Journal* has law office management features, \$12/year.
8. *Legal Economics Automation & Management*, 575 Madison Ave., New York, N.Y. 10022.

C. Commercial, Office-Oriented, General

These periodicals are of a general office management nature and are not specifically directed to the lawyer. This category includes those published by office management associations of a general nature. The magazines marked "controlled" are available free to certain qualified readers.

1. *Administrative Management*, Geyer-McAllister Publications, monthly, \$15/year.
2. *Canadian Office*, Whitsed Publishing, Ltd., monthly, \$20/year.
3. *Datapro Office News*, Datapro Research Corp., monthly, \$42/year.
4. *Datapro Automated Office Management Newsbriefs*, Datapro Research Corp., monthly, free to subscribers of *Datapro*

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Automated Office Solutions, \$42/year to nonsubscribers.

5. *Management World*, Administrative Management Society, monthly, \$12/year (part of membership dues).
6. *Modern Office Procedures*, Penton/IDC Publishing, \$18/year, controlled.
7. *The Office*, Office Publications, Inc., monthly, \$20/year, controlled.
8. *Impact: Information Technology*, Administrative Management Society, monthly, \$30/year.
9. *Office Equipment and Methods*, Maclean-Hunter Publications, monthly.
10. *Office Product News*, United Technical Publications, Inc., monthly, \$7.50/year, controlled.
11. *Office Products Dealer*, Hitchcock Publishing Co., monthly, \$20/year, controlled.
12. A number of graduate schools of business publish periodicals which discuss the more theoretical aspects of management, though usually in a corporate setting.

D. Commercial, Office-Oriented, Specialized

1. *Canadian Datasystems*, Maclean-Hunter Ltd., monthly, \$15/year.
2. *ComputerData*, Whitshed Publishing Ltd., monthly, \$25/year.
3. *Datapro Office Copier News*, Datapro Research Corp., monthly, free to subscribers to *Datapro Copiers and Duplicators Service*, \$42/year to nonsubscribers.
4. *The Generalist*, Administrative Management Society, monthly, \$30/year.
5. *Infosystems*, Hitchcock Publishing Co., monthly, \$30/year.
6. *Information and Records Management*, Information & Records Management, 13 issues annually, \$7.50/year.
7. *The International Word Processing Report*, Geyer-McAllister International, monthly, plus Annual Equipment Review, U.S. subscriptions £46 (pounds sterling).
8. *Mini-Micro Systems*, Cahners Publishing Co., monthly, \$30/year.
9. *Reproductions, Review and Methods*, North American Publishing Co., \$18/year.
10. *Viewpoint*, International Word Processing

Association, monthly, \$30/year.

11. *Words*, International Word Processing Association, quarterly, \$15/year.
12. *Word Processing Report*, Geyer-McAllister, twice a month, \$97/year (includes subscription to Word Processing Systems).
13. *Word Processing Systems*, Geyer-McAllister, monthly, \$15/year, controlled.



Films and Cassettes

A. As of this writing, the use of films and cassettes is becoming more and more popular in the field of law office management. The American Bar Association Film Library has issued several films:

1. *How to Start and Build a Law Practice*, #10190, by Jay Foonberg.
2. *How to Increase Productivity Through Motivation*, #131454, narrated by J. Harris Morgan.
3. *How to Increase Productivity Through Systems*, #31453, narrated by J. Harris Morgan.
4. *How to Create-A-System for the Law Office*, by Roberta C. Ramo.
5. *Romancing Fees into the 20th Century*, narrated by J. Harris Morgan.

B. The A.B.A. Economics Section also has a series of cassettes at \$7.50 each (\$6.25 for Section members). They are

1. *Building an Outstanding Law Firm*, G. Douglas Fos, 1970.
2. *Docket Control for the Law Office*, 1973.
3. *Motivation in the Law Office*, Dr. Melvin P. Reid, 1972.
4. *Romancing Fees into the 20th Century*, J. Harris Morgan, 1970.
5. *Time Management for Lawyers*, 1972.
6. *How to Create-A-System for the Law Office*, Roberta C. Ramo, 1975.

C. Condyne issues new Law Tapes by leading practitioners every six weeks in various areas of interest. Currently they have nearly 200 individual titles and 10 multi-media packages in their library. The latter includes a package (manual and five cassettes) on

Law Office Management and Economics created by Daniel J. Cantor and Co., \$150.

D. State CLE organizations, particularly California, also have prepared cassettes on aspects of law practice. Several are as follows:

1. California

- (a) *Attorney's Malpractice*, 3-hour tape, \$25.
- (b) *Attorney's Malpractice*, 3-hour videotape, \$15/viewer.
- (c) *Preparing Your Client to Testify*, 30-minute tape, \$9.
- (d) *Salvation for the Solo Practitioner and the Small Law Firm*, six cassette lecture series programs, each topic (tape and manual) \$19.95, entire program (8 hours, 6 tapes, 100-page manual) \$80. Prepared by the National Practice Institute, cosponsored by the Economics of Law Practice Section of the State Bar of California.

2. Colorado

- (a) *Small Firm Management: Expediting the Practice*, 15-hour videotape, \$80.

3. Indiana

- (a) *Law Office Management*, 4-hour tape, \$18.

4. Kentucky

- (a) *Contingency Fees and Billing for Professional Services*, ¾-hour tape, \$10.
- (b) *How to Set Fees*, ¾-hour videotape, \$10.
- (c) *Handling a Client's Funds*, ¾-hour videotape.
- (d) *Practical Law Office Management*, ¾-hour tape, \$10.

5. Tennessee

- (a) *Paraprofessionals in Action: Quality Control in the Law Office*, 5-hour tape, \$25.

6. Texas

- (a) *Deciding What's Important in Life* (to be issued).
- (b) *Do Clashes in the Courtroom Cause Clashes in the Bedroom?* (to be issued).

- (c) *Fifth Annual Seminar for Legal Secretaries and Technicians*, two tapes, \$15.
- (d) *How to Smooth Tensions and Have a Pleasant Law Office* (to be issued)
- (e) *How to Take Charge of Your Life* (to be issued)
- (f) *Managing the Lawyer's Life*, 4 tapes, \$40.
- (g) *Rewards of a Practice Where the Pleasures Double Each Year* (to be issued).
- (h) *Salvation for the Solo Practitioner and the Small Firm*, 2 tapes, \$25.
- (i) *Stress and the Mystique of Success* (to be issued).

7 Wisconsin

- (a) *Paralegal Utilization in Law Offices*
34-minute videotape.

E. A L I - A B A Cassettes

- 1 *Law Practice Management*, Number V511.
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IV ■ Consultants and Recruiters

- A. There are a number of consultants available to assist the managing partner in improving office operations. Several who specialize in the law office field advertise in legal periodicals, particularly in the *American Bar Association Journal*. The *Legal Services Directory* of the *Law Office Economics and Management Manual* lists about a dozen who are particularly interested in law office problems.

1. Altman & Weil, Inc.
P.O. Box 472
326 West Lancaster Ave.
Ardmore, Pa. 19003
2. Beers & Associates
7910 Woodmont Ave., Suite 1102
Bethesda, Md. 20014
3. Daniel J. Cantor & Co., Inc.
Suburban Station Bldg
Philadelphia, Pa. 19103
4. William H. Clark Associates, Inc.
292 Madison Ave
New York, N.Y. 10017
5. Comptek Research, Inc.
455 Cayuga Rd.
Buffalo, N.Y. 14225
6. Robert C. Fraim Associates, Inc.
10409 Lovell Center Dr.
Concord, Tenn. 37720
7. R.B. Gerhardt Associates, Inc.
16231 W. Fourteen Mile Rd.
Birmingham, Mich. 48009
8. Law & Technology Associates, Inc.
575 Madison Ave
New York, N.Y. 10022
9. Lawyers Bookshelf
Box 78
Bayside, N.Y. 11361
10. Management Consulting for
Professionals, Inc.
903 The GBS Barclay Bldg.
Bala Cynwyd, Pa. 19004
11. Norman M. Martin & Associates
50 Briary Road
Dobbs Ferry, N.Y. 10522
12. Personalized Legal Services

8383 Wilshire Blvd.
Los Angeles, Calif

- 13 F.R. Schwab & Associates, Inc.
645 Madison Ave.
New York, NY 10022

- 14 R.M. Whiteside Co.
633 Third Ave.
Suite 1923
New York, N.Y. 10017

B There are a number of general management consultants in the United States. Usually these are more attuned to the needs of corporate management and may not be aware of the peculiar relationships between lawyers in a law firm. The following claim particular interest in legal work, although they may really emphasize placement

- 1 Zachary Bernard Agency
424 Madison Ave.
New York, N.Y. 10017
- 2 Catalyst Legal Resources, Inc.
200 Park Ave.
New York, N.Y. 10017
- 3 Richard Clarke Associates
11 E. 44th St., Suite 1807
New York, N.Y. 10017
- 4 Herbert Lawrence
180 Beechwood Drive
Oakland, CA 94618
- 5 Eolis Personnel
52 Vanderbilt Ave.
New York, N.Y. 10017
- 6 Genesis Management Corp.
10 E. 53rd St.
New York, N.Y. 10022
- 7 James B. Gordon
1025 Vermont Ave., N.W.
Washington, D.C. 20005
- 8 Interquest
280 Park Ave.
New York, N.Y. 10017
- 9 Ruth Miles Associates
6 E. 45th St., Room 1207
New York, N.Y. 10017
- 10 The Psi-Com Group
330 W. 58th St.
New York, N.Y. 10019
11. Fran Shellenberger
5900 Pennsylvania

Kansas City, Missouri 64113

- 12 Wells Legal Search
630 Third Ave.
New York, N.Y. 10017

- 13 David J. White & Associates
2 N. Riverside Plaza, Suite 600
Chicago, Ill. 60606

The manufacturers and purveyors of goods and services are frequently a source of information. Obviously some of their comments may be tinged with self-interest, but particularly in their field of technological change, they can be extremely helpful. The "Buyer's Laboratory Test Reports" mentioned above are also a source of information

C There are some specialized consultants available to the legal profession. A number of placement agencies specialize in the recruitment of lawyers; the American Bar Association also runs a service

1. Bentley & Evans
10 E. 53rd St.
New York, N.Y. 10022
- 2 Billington, Fox & Ellis

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Carnegie, Pa. 15106
5. **William C. Cobb**
Suite 4720, 1100 Milam Bldg.
Houston, TX 77002
6. Canny, Bowen
425 Park Ave.
New York, N.Y. 10022
7. William H. Clark Associates
330 Madison Ave.
New York, N.Y. 10017
8. Robert Clifton Associates, Inc.
Suite 1625, 301 Fifth Avenue Bldg
Pittsburgh, Pa. 15222
9. W.H. Eolis
52 Vanderbilt Ave.
New York, N.Y. 10017

10. Stanley C. Fields, Esq.
Fields and Son, Inc.
176 E. 71st St.
New York, N.Y. 10021
11. Heidrick & Struggles
125 S. Wacker Dr.
Chicago, Ill. 60606
12. **Joel Henning**
5723 S. Blackstone
Chicago, IL 60637
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particularly in-house CLE.
13. **Bradford Hildebrandt & Co., Inc.**
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14. Ward Howell Associates
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- 17 A recent entrant into the field is **Professional Communications Associates, 520 North Michigan Avenue, Chicago, IL 60611**, which plans to specialize in public relations for law firms.
- 18 Professional Registry
10110 Phoebe
Hyattsville, Md. 20783
- 19 Russell Reynolds Associates
245 Park Ave.
New York, N.Y. 10017
20. Simmons Associates, Inc.
2550 M St., N.W.
Washington, D.C. 20007
21. Paul Stafford Associates
45 Rockefeller Plaza
New York, N.Y. 10020
22. Spencer Stuart & Associates
437 Madison Ave.
New York, N.Y. 10022
23. Whiteside & Halbrecht
633 Third Ave.
New York, N.Y. 10017

In the computer field, there are several companies providing computerized assistance in the management of trial evidence, estate planning, etc.

V ■ Bibliographies

Currently the most comprehensive bibliography in the field is the *Law Office Information Service (LOIS)*, published quarterly by the A.B.A.'s Section of Economics of Law Practice. Using the Keyword in Context (KWIC) approach, this publication classifies materials in 87 categories. It regularly reviews 91 periodicals. Subscriptions are \$40 per year, or \$15 per issue. Orders should be sent to The Institute of Continuing Legal Education, Hutchins Hall, Ann Arbor, Mich. 48109. Attn: Book Department.

A comprehensive bibliography of earlier material appeared in the 1970 issue of *Law Office Economics and Management*. For several years this was updated in Volume 2 of the *Law Office Economics and Management Manual*. Cumulations ceased in 1974, but the quarterly

issues of that magazine, through 1977, continued a current bibliography. Articles from law reviews will often be indexed in the *Index to Legal Periodicals*.

Other bibliographies include:

1. "Reports Published or Adopted by the Survey of the Legal Profession," Carroll C. Mooreland, 63 *Law Library Journal* 249 (May 1970)
2. "Law Office Management Bibliography," 20 *The Record* (Bar Association of the City of New York) 326 (May 1955).
3. "Selected Bibliography on Professional Corporations," Anthony Grech, 25 *The Record* 609 (November 1970)
4. "Training and Utilization of Legal Assistants," A.B.A., *Law Office Economics*, page 60.
5. "Computers in the Law Office," Robert P. Bigelow, in *Computers and Professional Practice*
6. "Computers and the Law — A Bibliography," AALL Committee on Automation & Scientific Development, 64 *Law Library Journal* 205 (May 1971).
7. "Bibliography on Automatic Typing," *Lawyers Newsletter*, November, 1971, page 5.
8. "Law Office Management," *Association of Legal Administrators Newsletter*, May 1972.
9. "Executive and Management Development for Business and Government," Agnes O. Hanson, Gale Research Co., 1976.

VI.

Addresses of Publishers and Organizations

- 1 Addison-Wesley Publishing Co
Jacob Way
Reading Mass 01867
- 2 Administrative Management Society
AMS Bldg
Maryland Rd
Willow Grove Pa 19090
- 3 Advance Management Research Inc (AMR)
1370 Avenue of the Americas
New York N.Y. 10019
- 4 Aldine Publishing Co
529 S. Wabash Ave
Chicago Ill 60605
- 5 Allyn & Bacon Publishing Co
470 Atlantic Ave
Boston Mass 02210
- 6 Altman & Weil Inc
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- 7 American Bar Association
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- 8 American Bar Association Film Library
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Elk Grove Village Ill 60067
- 9 American Bar Foundation
1155 E. 60th St
Chicago Ill 60637
- 10 American Federation of Information
Processing Societies (AFIPS)
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- 11 American Institute of Certified Public Accountants
1211 Ave. of the Americas
New York N.Y.
- 12 American Association of Law Libraries
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- 13 ABA Committee on Continuing
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Philadelphia Pa 19104
- 14 American Management Association
135 W. 50th St
New York N.Y. 10020
- 15 The American Press
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Salt Lake City Utah 84112
- 16 American Records Management Association
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- 17 American Telephone and Telegraph
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New York N.Y.
- 18 Association of Legal Administrators
1800 Pickwick Ave
Glenview Ill 60025
- 19 Association of Records Executives and
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Grand Central Station
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- 20 Bar Association of New York City
42 W. 44th St
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- 21 Bell Springs Publishing Co
P.O. Box 640
Laytonville Calif 95454
- 22 Matthew Bender & Co. Inc
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New York N.Y. 10017
- 23 Bobbs-Merrill Co. Inc
4300 W. 62nd St
Indianapolis Ind 46206
- 24 Business Communications Review
820 Enterprise Dr
Suite 115
Oak Brook Ill 60521
- 25 Buyers Laboratory Inc
20 Railroad Ave
Hackensack N.J.
- 26 Cahners Books
89 Franklin St
Boston Mass 02110
- 27 CBI Publishing Co. Inc
51 Sleeper St
Boston Mass 02210
- 28 Callaghan and Company
3201 Old Glenview Rd
Wilmette Ill 60091
- 29 Cantlie Press Harper & Row
10 E. 53rd St
New York N.Y. 10022
- 30 Daniel J. Carnier & Co
Suburban Station Bldg
Philadelphia Pa 19103
- 31 Communications Systems Management Association
1102 West St
Suite 303
Wilmington Del 19801
- 32 Computer and Business Equipment
Manufacturers Association (CBEMA)
1828 L St. N.W.
Washington D.C. 20036
- 33 Computer Lessors Association Inc
1212 Potomac St. N.W.
Washington D.C. 20007
- 34 Condryne Trans-Media Distributing Corp
76 Main St
Dobbs Ferry N.Y. 10522
- 35 Contents of Current Legal Periodicals
1105 N. Market St
P.O. Box 552
Wilmington Del 19899
- 36 Cuddeback Publishing Co
3201 Old Glenview Rd
Wilmette Ill 60091
- 37 The Benjamin Cummings Publishing Co
2727 Sand Hill Rd
Menlo Park Calif 94025
- 38 The Dartnell Corporation
4650 N. Ravenswood Ave
Chicago Ill 60640
- 39 Dalapra Research Corp
7802 Underwood Blvd
Delran N.J. 08015
- 40 Data Processing Management Association
505 Busse Hwy
Park Ridge Ill 60068
- 41 Doubleday & Co. Inc
501 Franklin Ave
Garden City N.Y. 11530
- 42 Dow Jones-Irwin Inc
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- 43 E. P. Dutton & Co
201 Park Ave. South
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- 44 The Foundation Press
110 Old Country Rd
Mineola N.Y. 11501
- 45 A. H. Freeman & Co
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- 46 Gamot Press
27 N. Main St
Meeting House Green
Leicester Mass 01548
- 47 Gale-McAllister Publications Inc
51 Madison Ave
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- 48 Haislead Press
John Wiley & Sons Inc
605 Third Ave
New York N.Y. 10016
- 49 Harper & Row Publications Inc
10 E. 53rd St
New York N.Y. 10022
- 50 Hitchcock Publishing Co
Hitchcock Bldg
Wheaton Ill 60187
- 51 Holt Rinehart and Winston
383 Madison Ave
New York N.Y. 10017
- 52 Houghton Mifflin Co
One Beacon St
Boston Mass 02107
- 53 Indiana Continuing Legal Education Forum
735 W. New York St
Indianapolis Ind 46202
- 54 Indiana University Press
10th and Morton Sts
Bloomington Ind 47401
- 55 Industrial Publishing Co
614 Superior Ave. West
Cleveland Ohio 44113
- 56 Information and Records Management Inc
250 Fulton Ave
Hempstead N.Y. 11550
- 57 Institute for Business Planning
IBP Plaza
Englewood Cliffs N.J. 07632
- 58 Institute of Internal Auditors Inc
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Altamonte Springs Fla 32701
- 59 International Communications Association
300 Lakeside Dr
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- 60 International World Processing Association
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Maryland Rd
Willow Grove Pa 19090
- 61 Ivar Publications
1330 Cole Ave
Los Angeles Calif 90028
- 62 Journal of Taxation
512 N. Florida Ave
Tampa Fla 33602
- 63 Kendall Hunt Publishing Co
2460 Karpis Blvd
Dubuque Iowa 52001
- 64 Law Journal Seminars Press
233 Broadway
New York N.Y. 10013
- 65 Law Publications Inc
1180 S. Beverly Dr
Los Angeles Calif 90035
- 66 Law Research Institute
University of Utah
Carlson Hall
Salt Lake City Utah 84112
- 67 Lawyers Cooperative Publishing Co
Atlantic Bldg
Rochester N.Y. 14603
- 68 Legal Management Associates
39 Grove St
Winchester Mass 01890
- 69 Little Brown and Co
34 Beacon St
Boston Mass 02106
- 70 Maclean-Hunter Ltd
481 University Ave
Toronto Ontario M5W 1A7
Canada
- 71 MacMillan Co
366 Third Ave
New York N.Y. 10017
- 72 Macmillan Information Center
P.O. Box 45037
Shenandoah
Miami Fla 33145
- 73 McGraw-Hill Publishing Co
1221 Ave. of the Americas
New York N.Y. 10020
- 74 Michie Bobbs-Merrill
P.O. Box 7587
Charlottesville Va 22906
- 75 Milner Press
28 Carlton St
Cambridge Mass 02142
- 76 National Association of Legal Secretaries
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Tulsa Okla 74105
- 77 National Micrographics Association
8719 Colesville Rd
Silver Spring Md 20910
- 78 National Office Products Association
1500 Wilson Blvd
Suite 1200
Arlington Va 22209

- 79 Nellen Publishing Co
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- 80 New York Institute of Finance
70 Pine St
New York, N.Y.
- 81 New York Law Journal
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- 82 North American Telephone Association
1725 DeSales St. N.W.
Washington, D.C. 20036
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North American Bldg
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Philadelphia, Pa. 19108
- 84 Oceana Publications Inc
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- 91 Praeger Publishers Inc
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- 92 Prentice-Hall Publishing Co
Englewood Cliffs, N.J. 07632

- 93 Rutgers Journal of Computers
Technology and the Law
Rutgers Law School
15 Washington St
Newark, N.J. 07102
- 94 Safeguard Business Systems
470 Maryland Dr
Fort Washington, Pa. 19304
- 95 St. Martin's Press
175 Fifth Ave
New York, N.Y. 10010
- 96 Seabury Press
815 Second Ave
New York, N.Y. 10017
- 97 Simon & Schuster
1230 Ave. of the Americas
New York, N.Y. 10020
- 98 Special Libraries Association
235 Park Ave. South
New York, N.Y. 10003
- 99 State Bar of Texas
P.O. Box 12487
Capitol Station
Austin, Tex. 78711
- 100 State Bar of Wisconsin
402 W. Wilson St
Madison, Wis. 53706
- 101 Three L Press
170 Ninth St
San Francisco, Calif. 94103
- 102 United Technical Publications
645 Stewart Ave
Garden City, N.J. 11530
- 103 University of Denver Law Center
200 W. 14th Ave
Denver, Colo. 80204
- 104 University of Kentucky College of Law
201 Law Bldg
Lexington, Ky. 40506
- 105 University of Minnesota Press
University Ave. S.E.
Minneapolis, Minn. 55455

- 106 University of Wisconsin Press
P.O. Box 1379
Madison, Wis. 53701
- 107 University Microfilms International
300 Zeeb Rd
Ann Arbor, Mich. 48106
- 108 Wadsworth Publishing Co
10 Davis Dr
Belmont, Calif. 94002
- 109 Warren, Gorham & Lamont
210 South St
Boston, Mass. 02111
- 110 West Publishing Company Inc
500 Kellogg Blvd
St. Paul, Minn. 55102
- 111 Weybright & Talley Inc
David McKay Co. Inc
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- 112 Whitson Publishing Ltd
2 Bloor St. West
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The Review File

by Harry E. Hennessey

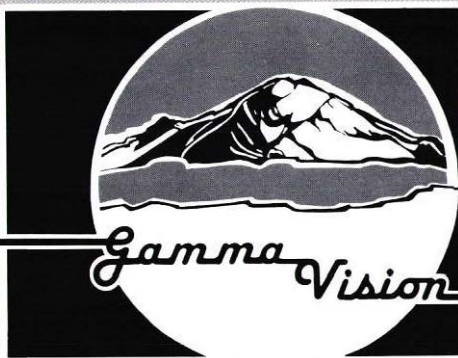
For many years I have been searching for an effective means of exercising partner review. All of the systems that I have read about and come up with myself, have bogged down in practice. In reviewing the office manual in use by the law firm of Milne, LaMargie & Fitterer of Ephrata, I was surprised to find a provision for copies of everything prepared in the office including correspondence being deposited in a daily file which Bob Milne calls his Reading file and which I call a Review file. He tells me that he is out of the office for several days at a time because of his type of practice which includes frequent trips to Washington, D.C. When he returns, he can bring himself up to date simply by reading through the material in the reading or review file. It generally takes him about 10 minutes. One of the things that it catches is any conflict of interest between established clients in the office or old-time clients, who are not familiar to the newer lawyers.

I instituted this practice in our office more than a month ago, and I am delighted with the results. I not only read and initial each day's folder but encourage my associates and particularly the law clerk, trainee secretary, and younger lawyers to do the same. It is indeed a liberal education. Moreover, I am generous in my use of the editor's pen to make suggestions on clarity of language, punctuation, etc. There have been two instances in which I could not quickly find a file with material and was able to simply go to the review file for my answers. We are only a four lawyer firm as is the Milne firm. However, I feel that this system would adapt itself very well to a larger firm as long as it was handled on a departmental basis. After all, the principals of a Trial section are not particularly concerned about what is going on in the Probate section.

One of the things that I like best is the fact that when I assign a piece of work to a junior man, if it does not show up in the review file within a reasonable time, I can jog him on the thing going dead. I suggest that if you initiate a review file, you will never give it up, and I am grateful to Bob Milne for finally putting me on the course.

Prepared by the Office Practice Committee, Harry E. Hennessey, Articles Coordinator, P.O. Box 5396, Spokane, Washington 99205.

This column is a clearinghouse for better ways to run the law office. Contributions are solicited from all members of the Bar. ☐



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Thoughts While Shaving

John J. Michalik

Director of Continuing Legal Education

This month's column is one of those semi-regular collections of miscellaneous bits of information—generally concerning upcoming seminars—that works its way into this space every now and then. The title “Thoughts While Shaving” is not original with this writer but it does accurately reflect a precise moment in time when the inspiration for this column made its arrival, and with that inspiration the notes that follow.

Have you seen the July, 1981 issue of the *American Bar Association Journal*? How about the August issue? If you'll check those you will find a very interesting and, I think, innovative two-part article by Seattle attorney Richard C. Reed on “The Compleat Lawyer”. Dick, a member of the Council of the ABA's Section of Economics of Law Practice, reviews and outlines in these articles a number of professional, managerial, and personal skills that every lawyer should keep in mind and review from time to time.

On the subject of law office management, a couple of major seminars/conferences on the topic are coming up in the next few weeks. One of these, sponsored by the Washington State Bar, is “Managing the Smaller Law Firm: Building a Firm Foundation for a Successful Practice”, will be held in the Seattle area on September 24-25, 1981. Announcing brochures for this Conference went out a few weeks ago: if you've mislaid yours, give us a call and we'll send another. This program is specifically designed for smaller, four lawyer and less, firms and features an entire day devoted to firm financial management. Another two-day law office management seminar is being held in Portland on November 5-6, 1981, under the sponsorship of the Oregon State Bar. Persons interested in that program should, for further information, contact Bernie Stea, Director of Education, Oregon State Bar, 1776 S.W. Madison Street, Portland, OR 97502 [Tel: (503) 229-5788].

How about a program on COMMUNITY PROPERTY? How about a program on COMMUNITY PROPERTY in Reno in January of 1982? Well, if that's been on your mind, keep your eye out for the brochure on this unique, three-day (January 11-13, 1982) Conference being co-sponsored by the Washington State Bar Association and the Nevada State Bar. The brochure, which is being mailed at just about the same time as this issue of the *Bar News* goes out, outlines what we believe is a top-notch program in this area. Combined with the location and a great “package” this is a “don't miss it” program.

A little closer in time, I note that the Washington State Trial Lawyers Association has a program entitled “Now That You've Got Your Verdict, Can You Keep It On Appeal” set for Seattle on Wednesday, September 30th. For further information contact WSTLA at 1500 East Galer, Seattle, 98112 or call at (206) 323-3820. This program, by the way, is the first of WSTLA's 1981-1982 schedule of CLE seminars and I'm sure that that organization would be happy to forward a complete schedule of their programs for the coming year upon your request.

Finally, a word of thanks to all of you who attended the Bar Convention in Vancouver and took the time to complete the “CLE Needs Assessment”. We are in the process of compiling that survey and getting out the second phase of that project. The whole works promises to be of very real assistance to the State Bar's CLE Committee in determining future seminar program topics designed to meet your needs in continuing legal education.

Approved Continuing Legal Education Activities

COURSES APPROVED

SEATTLE-KING COUNTY BAR ASSOCIATION

The Current & Vital in Aviation Law
Sept. 25-27, 1981: Union WA

7.50

UNIVERSITY OF WASHINGTON

Domestic Violence

October 2-3, 1981: Seattle

12.00

WASHINGTON SAVINGS LEAGUE

4th Thrift Attorneys Seminar

September 11, 1981: Seattle

6.50

WASHINGTON STATE BAR ASSOCIATION

Managing the Smaller Law Firm

September 24-25, 1981: Seattle

14.25

WASHINGTON STATE TRIAL LAWYERS ASSOCIATION

Now That You've Got Your Verdict,

Can You Keep It On Appeal?

September 30, 1981: Seattle

4.00



PIERCE REPORT

by **GEORGE KELLEY**

Robert Cooper, our local U.S. Magistrate, is retiring in September. A committee formed to recommend his replacement is taking applications for the position. Space limitations preclude a list of all those who have already applied for the position, and there appears to be enough members of the bar who are willing to sacrifice their practices to serve a judicial capacity, that we should all be proud. On the other hand the fact that the position pays \$50,000.00+ with no overhead may have something to do with the flood of applications.

Terry Lumsden recently lost his new Datsun sportscar to thieves. He is having difficulty in negotiating a settlement of his insurance claim. Terry does enough insurance defense work that this should be no surprise to him.

Medical Report: Chuck Glieser almost lost an eye to a rock thrown by a lawn mower. His injury caused him to miss a couple weeks work at the local title company. However, the real estate business is so slow no one knew he was gone. **Joe Betzen-dorfer** has been seen with his right arm in a sling. His story is that he had a little surgery on his shoulder. Rumors are that he strained the arm carrying his money to the bank.

Dan Hannula, Dick Benedetti and Ron Leighton are members of a slow pitch baseball team sponsored by Tuell Funeral Home. The "stiffs", as they are locally known, recently won a tournament and qualified for the National Class "C" Tournament to be held in Sparks, Nevada in September.

Vicki L. Hogan has joined the law offices of **Charles Brocato** of Tacoma as an associate.

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Loftus, Vander Stoep, and Comfort Elected to Board of Governors

The Board of Governors will welcome three new members at the Annual Meeting this September in Vancouver, B.C. Thomas D. Loftus of Seattle, James A. Vander Stoep of Chehalis, and Patrick C. Comfort of Tacoma will begin their three year terms at the close of the Annual Meeting.

Seattle attorney Thomas D. Loftus has been elected to represent the lawyers of King County as a Member-at-Large on the Board.

Loftus has been in the legal department of Unigard Mutual Insurance Company for thirteen years, and is currently Assistant General Counsel. He graduated from the University of Washington, served with the U.S. Army in Korea, and returned to receive his J.D. from the University of Washington School of Law in 1957. Loftus was admitted to practice in 1958.

His extensive involvement in bar activities has included service as secretary and trustee of the Seattle-King County Bar Association; as chairman of the State Bar Public Relations Committee and on the executive committees of the Corporation, Business and Banking Section and the Corporate Counsel Section; and as SKCBA liaison representative to the American Bar Association Litigation

Section and vice-chairman of the ABA Life Insurance Section.

As a colonel in the Army Reserve, Loftus is a U.S. Military Judge. He also serves as Judge, Pro Tem, of the Seattle Municipal Court.

Loftus will succeed William Westelhoeft as one of two King County-at-Large representatives on the Board.

James A. Vander Stoep of Chehalis will represent the lawyers of the Third Congressional District.

Vander Stoep is a partner in the firm of Armstrong, Vander Stoep and Remund. He was educated at Washington State University following three years with the U. S. Navy, and graduated from the University of Oregon Law School. He has been engaged in private practice in Chehalis since his admission to the Washington State Bar Association in 1950.

Vander Stoep is a member of the Lewis County, Washington, Oregon and American Bar Associations, as well as the American College of Trial Lawyers and the Association of Insurance Attorneys. His State Bar activities have included service on the Continuing Legal Education and Unauthorized Practice of Law Committees.

Vander Stoep will succeed Edward

G. Holm as the Third Congressional District Representative on the Board.

Tacoma attorney Patrick C. Comfort is the newly elected representative of lawyers in the Sixth Congressional District.

Comfort is a sole-practitioner in Fircrest, and is Municipal Attorney for the Town of Fircrest. He graduated from Gonzaga University, received his L.L.M. from New York University School of Law, and was admitted to practice in Washington in 1955. Following two years in the U.S. Army, Comfort returned to the Tacoma area where he has engaged in private practice since 1957.

Among his many activities in service to the profession, Comfort served as a trustee of the Tacoma-Pierce County Bar Association and was elected president for 1980-81. He has also been chairman of the State Bar Legislative Committee.

Active politically, Comfort has served as a member of the State House of Representatives, as Pierce County Campaign Director for Governor Evans in 1964, and as a member of the State Steering Committee of Evans' campaign in 1972.

Comfort will succeed Quinby R. Bingham as the Sixth Congressional District representative on the Board.



Thomas D. Loftus



James A. Vander Stoep



Patrick C. Comfort

Aviation Law Seminar

The Seattle-King County Bar Association and the Federal Aviation Administration, Northwest Regional Council's Office, announces their jointly sponsored Ninth Annual Aviation Law Seminar to be held the last weekend of September commencing Friday, September 26, 1981. The seminar will be held at the Alderbrook Inn on Puget Sound, near Bremerton, Washington. The resort is served by Kitsap County Airport with its new ILS.

The program will include a session devoted to human factors, and a session analyzing the new Washington Products Liability Statute from both the plaintiffs and defendants standpoint. The Aviation Law Seminars have been CLE accredited.

For further information and a registration form contact John Sweet, Esquire, 219 East Galer Street, Seattle, Washington, 98102 (206) 324-4300.

Sponsors Sought For Foreign Lawyers

The foreign lawyer liaison subcommittee is seeking law firm sponsorship, both financial and institutional, of foreign lawyers temporarily visiting Washington State. Sponsorship shall entail work opportunities, social get togethers, and information exchanges. If you or your firm are interested in participating in this program commencing this Fall please contact Kathy Sharer at the Bar Office, telephone (206) 622-6054.

Judicial Qualifications Commission to Hold Hearing

The Washington State Judicial Qualifications Commission will hold a public hearing on Friday, September 25, to review the Commission's Procedural Rules. The hearing

is scheduled for 2:00 p.m., in the Third Floor Auditorium of the Seattle Public Library, Downtown Branch. For further information on the Commission, the public hearing, or to schedule an appearance at the hearing, contact Esther Garner, Executive Director, Washington State Judicial Qualifications Commission, 12th and Jefferson Building, Olympia, 98504, (206) 753-4585.

ECC Upcoming Legal Assistant Classes

The Edmonds Community College Legal Assistant Program will offer fall quarter courses in Seattle as well as at its Lynnwood Campus.

Legal Processes, the program's introductory course will be offered daily at noon at a downtown Seattle location. Corporation Law will be offered Tuesday evenings in Seattle.

The program will offer at its Lynnwood campus a whole range of courses including introductory courses, labor law, probate, criminal law and taxation. The program offers both day and evening classes.

For additional information, contact Linda Dawson, Director of Edmonds Community College Legal Assistant Program at (206) 771-1684.

New Chief ALJ to Address WALJA

The Washington Association of Administrative Hearings Officers (WAAHO) has changed its name to Washington Administrative Law Judges' Association and is seeking affiliation with the National Association of Administrative Law Judges.

The featured speaker at the November 14, 1981 general meeting of WALJA will be David R. La Rose, newly appointed by Governor Spellman as Chief Administrative Law Judge for the State Office of

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Administrative Hearings. Judge La Rose will administer the largest Court in the State, supervising more than 70 Administrative Law Judges who will conduct more than 20,000 hearings per year regarding eligibility for public assistance, unemployment insurance, various types of licenses, etc.

Judge La Rose will discuss his plans for the new Administrative Tribunal and the role of Administrative Law Judges in those plans. The meeting takes place at 10 a.m. at 8217 So. Hosmer, Tacoma, Washington. Judge La Rose' remarks will be presented during the luncheon at noon. Non-members are welcome.

UW Law School Plans Third Annual Recognition Day

The University of Washington Law School plans to have its third Annual Recognition Day on Saturday, November 14, the day of the USC football game. CLE seminars will be scheduled for Saturday morning. Warren G. Magnuson, graduate of the class of 1929, will be the honoree at the evening cocktail reception and banquet at the Park Hilton Hotel.

Callow Chosen "Judge of the Year" by WSTLA

The Honorable Keith M. Callow, chief judge, Division No. 1, Court of Appeals of the State of Washington, was chosen "Judge of the Year" by the Washington State Trial Lawyers Association at their annual awards luncheon held at the WSTLA convention in Vancouver, B.C. mid-July. Judge Callow won a "Brandeis Bust" for his continuing efforts to improve the quality of justice in this state. He has appeared as speaker for a number of WSTLA seminars and will be a guest speaker Wednesday, Sept. 30, when the first seminar of the new

season, "Now That You've Got Your Verdict, Can You Keep It On Appeal?" will be given at the Federal Office Building in Seattle.

Fourteenth Medical Institute for Attorneys

The University of Miami Law Center announces that the Fourteenth Medical Institute for Attorneys will be held February 4-6, 1982 at the Sheraton Bal Harbor Hotel in Miami Beach, Florida. The topic will be Orthopaedics and Rehabilitation. For further information, please direct inquiries to: Fourteenth Medical Institute for Attorneys, University of Miami Law Center, P.O. Box 248087, Coral Gables, Florida 33124.

Ishikawa Awarded Army Commendation Medal

King County Superior Court Judge Richard M. Ishikawa was recently awarded the Army Commendation Medal during ceremonies at Fort Lawton Command and Control Center (Seattle).

Maj. Gen. Charles D. Palmer, Commanding General of the 124th U.S. Army Reserve Command (ARCOM), presented Ishikawa his award.

Ishikawa, who holds the rank of Colonel in the U.S. Army Reserve, earned his award for service as Commander of the 6th Military Law Center, Harvey Hall, located in the Magnolia district.

Ishikawa, who has over 23 years of military experience, serves as Staff Judge Advocate for the 124th ARCOM, overseeing all aspects of military justice of over 80 124th ARCOM units located in Washington, Oregon, Northern California and Reno, Nevada.

Ishikawa is a Bellevue resident.

Haley Elected President of Loren Miller Bar Association

Seattle attorney, Donald D. Haley, was elected president of the Loren Miller Bar Association, an organization formed in 1968 primarily for the education, charitable, social and political benefit of black attorneys and black law students of Washington State. Haley succeeds Cora Vaughn to that office. The election was unanimous.

Other officers elected were: Gwendolyn Howard, First Vice President; Stephen M. Graham, Second Vice President; Leroy McCollough, Treasurer; Wilda V. Heard, Secretary; Craig R. Lewis, Assistant Secretary; and Cora Vaughn, member of the board of directors at-large.

All officers are elected for one year terms, taking effect July 1, 1981.

Haley is a partner in the law firm of Lundin, Haley & Hansen. He was treasurer for the association for the past ten years.

All officers and the at-large member were nominated by the bar association's nominating committee. Nominations from the floor were permitted. However, no such nominations were made.

ABA Study Visit to Israel and Egypt

The American Bar Association's International Legal Exchange Committee (ILEX) operated by the Section of International Law is sponsoring a delegation of U.S. lawyers to visit Israel and Egypt from January 22 to February 7, 1982. The purpose of the delegation is to acquaint members of the U.S. legal profession with the legal systems in each of the two countries and to focus on commercial and investment relations between the United States and both Israel and

Egypt. The visit will also facilitate contacts between members of the legal profession in the United States and the two countries visited.

The delegation will spend approximately a week in Israel and a week in Egypt. In Israel the professional programs will be conducted in Jerusalem and Tel Aviv. In Egypt the professional program will take place in Cairo.

The total per person cost of the trip will be approximately \$2,500 which includes airfare from the east coast, land costs in both countries (hotels, sightseeing, transfers, etc.) and extensive briefing materials. Travel will be arranged by Cal Simmons Travel of Washington, D.C.

Anyone interested in becoming a member of this delegation should notify: Edison W. Dick, Executive Director, ILEX, 1700 Pennsylvania Avenue, N.W., Washington, D.C. 20006.

Questions concerning the delega-

tion should be directed to either Mr. Dick (202-393-7122), or one of the co-chairmen of the delegation, Mont P. Hoyt (713-229-1477) or Martin Perberger (213-651-1200).

Please indicate if your spouse is interested in accompanying you on the delegation.

3,700 Experts Listed in 1981 Edition of Forensic Services Directory

The newly published 1981 FORENSIC SERVICES DIRECTORY provides practitioners seeking the convenience of a single source for experts willing to testify. Compiled and formerly published by the National Forensic Center, the new volume provides 3,700 expert and technical consultants including 1,150 new names in virtually all specialized fields commonly needed.

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cludes a table of contents giving the field or specialty needed for a forensic assignment. After locating the desired specialty, the user can turn to the appropriate page for an alphabetical listing of experts with their names, addresses, phone numbers, specialties and affiliations.

The new edition of FORENSIC SERVICES DIRECTORY has approximately 800 pages and can be ordered now at the introductory discount price of \$49.50 (regular price \$55). To obtain your copy, write: G. L. Cafesjian, 50 West Kellogg Blvd., P.O. Box 3526, St. Paul, MN 55165.

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Mr. Campbell is a graduate of the University of Washington School of Architecture, is registered to practice in Washington, Alaska and Arizona, and holds N.C.A.R.B. (national registration). In addition to 14 years of private practice, Mr. Campbell is a general contractor and has extensive experience in residential and light construction.

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nals, and those who once indexed on cards are learning to master "litigation support systems."

A conference on *Law Office Automation and Technology*, planned by a division of Altman & Weil, Inc., management consultants, will provide both basic information and an update on new technological advances for the more sophisticated legal organizations. The conference will also feature a carefully selected exhibit of state-of-the-art devices suitable for use in the law office environment.

Conference leaders are drawn from the management consulting staff of Altman & Weil, Inc.

Conference sessions are planned for the Sheraton, Valley Forge, PA (Philadelphia) on September 17 and 18, 1981, and the Bahia Mar Hotel, Fort Lauderdale, FL on February 1 and 2, 1982.

Information is available from The Registrant, Institute for Improved

Legal Services, division of Altman & Weil, Inc., P.O. Box 472, Ardmore, PA 19003, (215) 649-4646.

Public Defender Dinner

Tom Wicker of the *New York Times* will be the guest speaker at the Seattle-King County Public Defender's Anniversary Dinner September 25, 1981.

The Public Defender Office, which is celebrating 12 years of service to the City and County, represents approximately 10,000 clients per year.

Mr. Wicker, 55, is associate editor of the *Times*, and is a nationally recognized authority on the criminal justice system. He is the author of several books, including *A Time To Die*, about the prison uprising at Attica. Mr. Wicker was asked to be an observer during negotiations at the prison. He has been with the *Times* since 1960, and served as the *Times*' Washington bureau chief from 1964-1966.

The Public Defender Office was founded in 1969 in response to community demands for representation for poor people in criminal courts. The office has grown to a staff of 47 attorneys and approximately an equal number of support staff, and is nationally recognized as one of the best defender offices in the country. Defender attorneys represent indigent accused in felony, misdemeanor, juvenile, and civil commitment cases.

The dinner will be at the Butcher Atrium Restaurant. Anyone interested in attending is invited to contact Defender Director Robert C. Boruchowitz at (206) 447-3925.

Discipline

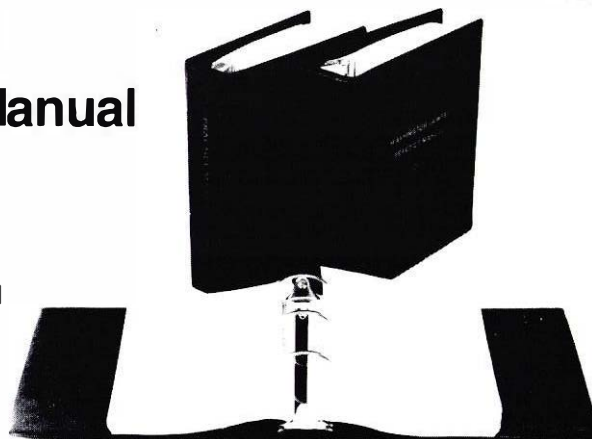
David L. Jamieson, Sr., Reprimanded

Tacoma attorney, David L. Jamieson, Sr., received a Reprimand

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before the Board of Governors at their July 24, 1981, meeting.

This Reprimand was issued for a violation of DR 6-101(A)(3), prohibiting neglect of a legal matter. The conduct in question arose from neglect of an estate.

This notice is published pursuant to DRA 11.7(c)(3).

Keith L. Kessler Reprimanded

Hoquiam attorney Keith L. Kessler received a Reprimand before the Board of Governors at their July 24, 1981, meeting.

The Reprimand was issued for a violation of DR 1-102(A)(6). The conduct in question concerns Mr. Kessler's production of a quit claim deed in response to interrogatories served upon him in his own dissolution proceeding. When Mr. Kessler copied the quit claim deed he

obscured language relating to his marital status.

This notice is published pursuant to DRA 11.7(C)(3).

Alan J. Martin Reprimanded

Lacey attorney, Alan J. Martin received a Reprimand. This Reprimand was delivered by the Board of Governors at its July, 1981, meeting.

Martin was Reprimanded for twice presenting affidavits to his receptionist, who was a notary, and asking her to notarize in blank. Martin was also Reprimanded because he, after obtaining a client's signature upon an affidavit, without authority, signed the name of his notary, receptionist even though he knew that the receptionist was not present and that she did not see the client sign the affidavit. Martin then filed the affidavit in the Superior Court.

Martin's conduct violated DR 1-102(A)(4); DR 1-102(A)(5); DR 1-102(A)(6).

This notice is published pursuant to DRA 11.1(c)(3).

Jeffrey Witteman Suspended

Vancouver attorney, Jeffrey M. Witteman, was suspended from the practice of law for thirty days by the Supreme Court of the State of Washington.

Witteman was suspended as a result of his criminal conviction for failure to file a federal income tax return in violation of DR 1-102(A)(4); DR 1-102(A)(5); and DR 1-102(A)(6).

Witteman was also suspended for neglect of a legal matter and failing to advise a client as to the status of his case.

This notice is published pursuant to DRA 11.7(c)(1).

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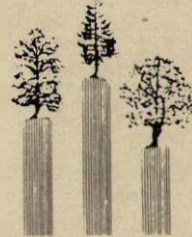
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