
CONTENTS

Preface	vii
About the Authors	ix

Chapter 1

Setting the Stage: The Changing Practice of Law	1
Trends in the Profession	2
Buyers' Market	3
Segmentation of Law Firms.	3
The World Around Us	4
The Information Age	4
Globalization	4
Disintermediation	5
Services Provided by Other Professionals	5
Changes in the Law Firm	5
High-Speed Law	5
Multidisciplinary Practices.	6
Ancillary Businesses.	6
Multijurisdictional Practices	7
What These Changes Mean	7

Chapter 2

The Paralegal Advantage	8
The Evolution of a Profession.	8
The Paralegal Advantage	9
Client Service	9
Lower Costs for the Client.	10
Law Firm Profits	11
Correcting Unprofitable Situations.	16
Being Prepared for the Challenges Ahead	17

Chapter 3

The Paralegal as a Powerful Revenue Enhancer.	18
Different Types of Fee Arrangements	18
Fixed-Fee Arrangement.	19

Contingency Fee Arrangement	19
Other Fee Arrangements	20
Entry-Level or Experienced?	20
Shifting Work to Paralegals	21

Chapter 4

Creating Models That Work	24
Practice Models	24
Paralegal Assigned to an Individual Lawyer	24
Paralegal Assigned to a Practice Group	25
Tiered Paralegal Programs	25
Paralegal in the Small Law Firm	26
Variables	26
Educational Background	26
Talent and Skills	27
Practice Areas	27
The Type of Work	28
Support	29
Relationship with Associates	30
Law Firm Size	31
Large Firms	31
Mid-sized Firms	32
Solo Practitioners and Small Firms	32
Corporate Law Departments	32
Government Law Offices	33
Key Ingredients to Success	34
Selecting the Right Person	34
Having Confidence	34
Providing Involvement	34
Pricing Paralegal Services	34

Chapter 5

Profiles in Effective Utilization	35
Small Law Firm Model	35
Mid-sized Law Firm Model	38
Large Law Firm Model	43
Corporate Law Department Model	47
Government Agency Model	50
Lessons from the Profiles	52

Chapter 6

Recruiting and Hiring Paralegals	54
Creating a Job Description	54
Recruiting Paralegals	57
Interviewing Candidates	58

Assessing the Candidates. 60
 Changes in the Workforce 60
 Conflicts Check. 61
 Internships 61

Chapter 7

Running an Effective Paralegal Program 63

Orientation and Mentoring 63
 Training and Continuing Education. 64
 Motivating and Retaining Paralegals. 67
 Delegating and Supervising 69
 Communicating with Paralegals 71
 Performance Evaluations 71
 Compensation and Overtime 73
 Supervising Paralegals and Paralegal Managers 74
 Using Temporary and Freelance Paralegals 75

Chapter 8

Ethical Issues in Working with Paralegals 77

Lawyer Responsibility for Paralegal Conduct 77
 Delegation and Supervision 78
 Unauthorized Practice of Law. 81
 Communications with Outside Persons 84
 Confidentiality. 85
 Conflicts of Interest. 87
 Timekeeping and Billing 88
 Client Funds and Property 88
 Paralegal Compensation 89

Chapter 9

Thinking about the Future 90

Preparing Your Firm for the Future 90
 Six Steps to Positioning Your Firm 91
 Practice Models for the Future 92
 Partnering 92
 Value Billing 93
 Unbundling. 93
 Internet 93
 Predictions. 94
 A Paradigm Shift. 94
 The Future of the Paralegal Profession 95
 Thinking into the Future 97

Chapter 10

The Year 2017: Fact or Fantasy? 98

<i>Appendix 1</i> Selected Bibliography	104
<i>Appendix 2</i> List of Resources and Associations	105
<i>Appendix 3</i> Job Descriptions: Porzio, Bromberg & Newman, P.C.	107
<i>Appendix 4</i> Legal Assistant Manager Job Description Booklet	114
<i>Appendix 5</i> ABA Model Guidelines for the Utilization of Legal Assistant Services	126
<i>Appendix 6</i> Confidentiality Agreement: Porzio, Bromberg & Newman, P.C.	128
<i>Appendix 7</i> Employee Performance Evaluation: Maricopa County Attorney’s Office . .	129
<i>Appendix 8</i> Paralegal Performance Appraisal: Porzio, Bromberg & Newman, P.C. . . .	140
Index	147
About the CD	155