

## 2021 Large Firm Position Descriptions

### **Chief Operating Officer/Firm Administrator/Executive Director:**

This individual is the principal administrative manager at the firm. Responsibilities include oversight of the managers of the firm's business functions: accounting, information services, human resources, marketing/client relations, knowledge management, recruiting, legal assistants, office operations and branch office administration. Key activities include oversight of strategic planning and goal setting for administration, budgeting for operations and capital spending, compensation and benefits administration, and technology planning and operations. Responsibilities also include participation in key firm management committees, management retreats and strategic planning.

### **Chief Financial Officer/Director of Finance:**

This individual is the lead administrative manager responsible for firmwide finance and accounting matters, including budgeting, cash management, financial analysis, bank relations, treasury activities, financial reporting, and selection and operation of accounting systems. Within multi-office firms, this manager oversees the activities of the accounting staff in other offices in coordination with their office administrators and may oversee the information services function.

### **Chief Marketing Officer:**

This individual is ultimately responsible for department's and team members' performances. They collaborate with senior leadership to contribute to the firm's overall strategy; develop and drive annual marketing plans and budget ensuring alignment with firm's overall strategic direction; identify and develops the firm's position in the market; evaluate market opportunities with senior firm leadership; drive business development and sales opportunities; set and communicate internally and externally the firm's reputation and brand; and represent the firm in the legal industry and within business markets in which they work.

### **Chief Diversity Officer:**

An experienced diversity leader who is accountable to an organization on everything related to equity, diversity and inclusion. The Chief Diversity Officer (CDO) is a strategic leader, thought partner and implementer who will connect the dots between diversity and inclusion efforts across the organization. Typically, early in their tenure, the Chief Diversity Officer will develop a comprehensive organization-wide strategic diversity and inclusion plan, develop training programs for attorneys and staff, review and assess the impact and effectiveness of diversity and inclusion programs, and serve as a leader in the organization. The CDO will serve as a champion for equity, diversity and inclusion initiatives. The CDO will work with leadership, management, staff and senior leadership to further a more vibrant, inclusive and supportive environment for underrepresented and all members of the organization.

**Chief Information Officer/Director of Information Services:**

This individual is the lead administrative manager responsible for technology firmwide, including front office, time and billing, accounting, human resources, litigation support, knowledge management, and other practice support systems. This manager is also responsible for voice, data and video networks; wireless communications; and mobile technology. Responsibilities include supporting the ongoing operation of the above systems; researching, developing and implementing new systems and tools as necessary; and developing the information services organization and staff through training and on-the-job development. This individual also oversees information services staff in other offices in coordination with office administrators.

**Chief HR Officer/ Director of Human Resources:**

This individual is the lead administrative manager responsible for negotiating and administrating lawyer and staff benefit programs, administering staff salary and merit bonus programs, and overseeing mentor and orientation programs. Responsibilities include developing and documenting staff employment policies, and overseeing enforcement of Equal Employment Opportunity (EEO) programs. This manager oversees human resources staff in other offices in coordination with office administrators.

**Director of Marketing/Client Relations:**

This individual is the lead administrative manager responsible for supporting lawyer marketing, business development and client relations activities. Responsibilities include developing marketing materials, facilitating the request for proposal process, and providing sales training and business development guidance. This individual oversees marketing support staff in other offices in coordination with office administrators.

**Director of Knowledge Management/Library Services:**

This individual is the lead administrative manager responsible for overseeing the operations of the firm's libraries and online information resources to provide relevant knowledge management content to the firm lawyers. Responsibilities include planning and budgeting, negotiating national contracts and research services, overseeing the selection and implementation of automated research tools and systems, developing and overseeing the physical collection, overseeing preparation of legal research, and managing interlibrary loans. This director oversees the activities of library staff in other offices in coordination with office administrators.

**Director of Professional Recruiting:**

This individual is the lead administrative manager responsible for maintaining relationships with law school placement offices, scheduling recruiting trips, supporting recruiting committees, and managing summer associate programs.

**Director of Office Operations:**

This individual is the lead administrative manager responsible for office services and facilities. Responsibilities include firm property management, leasehold improvements, space planning and procurement of all goods and services (including capital equipment, but excluding technology, office supplies, furnishings, and maintenance services and repairs). Contingent upon the breadth of operations within the firm responsibilities, this individual may also have responsibility for key vendor relationships such as travel, car service, off-site storage contracts, distribution, the firm's conference center and catering operations.

**Practice Group Director/Administrator:**

This individual is the lead administrative manager responsible for supporting the firm's practice groups. Responsibilities include overseeing the assignment of firm-wide client work to attorneys and paralegals to balance the workload and ensure they maintain productivity; developing and monitoring formal training programs; maintaining CLE records; and the transition of workload related to the departure and arrival of attorneys and paralegals.

**Litigation Support Director/Manager:**

This individual is the lead administrative manager responsible for all aspects of the firm-wide litigation support systems. Responsibilities include the IT department and outside vendors involved in matters employing litigation support tools and services; assisting attorneys, staff and clients in determining application requirements and managing implementation of solutions to meet those requirements; the introduction and oversight of the selection and implementation of litigation technologies at all levels of the firm; and acting as a liaison between the firm's litigation teams. This manager will oversee all aspects of education and training for attorneys and staff related to litigation support applications, and will manage legal assistant teams and vendors involved in litigation support activities.

**Director of Pricing:**

This individual is responsible for all aspects of the firm's pricing strategy, acting as the liaison between the financial and marketing functions to establish and implement pricing policy and maximize profitability. Responsibilities include analyzing client requirements and developing innovative pricing models; reviewing engagement letters, RFPs and billing protocols; and advising on staffing strategies to ensure efficiency.