

Dunkiel Saunders Elliott Raubvogel & Hand Position Description

Position: **Chief Administrative Officer**

Supervised by: Managing Partner (CEO)

The Chief Administrative Officer is responsible to the firm's partners for the efficient and effective operation of the firm in support of its excellent legal work and the achievement of its mission to make a positive difference in the world.

The CAO facilitates the partners in making well-informed and timely decisions about strategic and tactical issues necessary to ensure the firm's financial health, positive culture and mission impact. The CAO needs to keep the firm's Core Principles in mind in all decision-making:

We do good work,
Exceptionally well,
With a healthy work-life balance and
Reasonable compensation, and
Providing opportunities for professional and personal growth.

The CAO works in close coordination with the Practice Manager, who supervises the firm's Paralegals and Office Coordinator in producing the work product of the firm's lawyers and who also is primarily responsible for HR management for the firm as a whole.

The CAO also leads a team ("The A Team") that includes the Practice Manager, Bookkeeper, Sr. IT Specialist and Office Coordinator to identify and meet the operational and administrative needs of the firm.

We expect close collaboration, good teamwork and creative thinking. Specific matters of responsibility are listed below, and others may be assigned.

I. Management of the Firm as a whole.

A. Strategic planning:

1. Assists partners in development and implementation of overall firm strategic plans and initiatives;
2. Assists Practice Groups in development and implementation of practice group mission priorities and strategic plans/initiatives;
3. Assists partners with planning/oversight/implementation of retreats and retreat-generated action items;
4. Responsible for tracking of client development efforts;

5. Responsible for tracking and managing of mission alignment/mission-check efforts.
- B. Marketing efforts:
1. Participates in marketing strategy-making and, as directed by partners, manages marketing efforts selected by partners.
 2. Tracks and reports on marketing efforts.
- C. Partnership management:
1. In close coordination with Managing Partner, manages biweekly Partner Meetings. This includes:
 - a. Collecting items for meeting agendas;
 - b. Preparing agendas and analysis of particular items, as needed, and circulating agendas in advance;
 - c. Participating in meetings (up to and including running them, in coordination with Managing Partner);
 - d. Keeping notes of partner meetings and circulating them promptly after each meeting.
 2. Maintains calendar of tasks that partners need to perform for the firm (e.g., annual reviews, compensation/bonus evaluations) and keeps partners on task;
 3. Proposes delegations of tasks – recurring and episodic – that require partner attention outside of Partner Meetings, and assists in completion of those tasks;
 4. Implements partnership decisions as directed by partners.

II. **Administrative Management.**

- A. Financial management:
1. Supervises Bookkeeper to ensure accurate, timely and useful invoicing, cash management, client trust accounting, and general financial accounting, analysis and reporting, relating to ongoing ordinary business.
 2. Recommends to partners adjustments to financial accounting and reporting systems and, after decision by partners, oversees execution of all changes deemed prudent.
 3. Focuses attention on how our financial and time reporting systems can best support our selected mission priorities, and designs and operates (with the A Team) systems that produce reliable data useful for internal and public-facing purposes (including marketing).
 4. Conceives, shares with partners and after decision implements other improvements to our financial accounting and reporting systems to optimize the firm's financial health and mission-advancement.

B. HR/Staff management and oversight:

1. Supervises Practice Manager, Bookkeeper and Sr. IT Specialist;
2. As directed by partners and through close collaboration with the Practice Manager, ensures efficient and effective functioning of all administrative processes necessary for the smooth production of the firm's legal work.
3. Has overall responsibility to maintain appropriate staffing levels, in coordination with partners, in close collaboration with Practice Manger with respect to paralegal and admin resources;
4. Guided by partners, makes compensation/bonus recommendations for associates, Practice Manager, Sr. IT Specialist and Bookkeeper;
5. Reviews Practice Manager's recommendations for compensation/bonuses for direct reports to Practice Manager;
6. Implements HR policies, including promotions and terminations, delegating to and involving Practice Manager as appropriate and desired;
7. In conjunction with partners, facilitates Associate mentoring and professional development.

C. IT Management:

1. As directed by partners and through close collaboration with the Sr. IT Specialist, ensures cost-effective, secure and reliable operation of all technological systems used by the firm, and anticipates future needs.
2. Leads the A Team to optimize all IT systems used by the firm.

D. Facilities Management:

1. With the assistance of the Office Coordinator ensures regular maintenance of and care for the firm's physical facilities in Burlington and Montpelier.
2. Identifies prudent capital improvements. After consultation with and decision by partners manages construction thereof.