

Financial Management: General Accounting

- Knowledge of general accounting procedures, systems, terms, concepts and policies, including familiarity with general ledger, general journal entries, cost accounting, fixed asset accounting, accounts receivable, and accounts payable.
- Knowledge of banking/investment policies and procedures and types of accounts.
- Knowledge of trust accounting procedures and regulations.
- Knowledge of U.S. federal payroll and employee benefit procedures, and tax and reporting requirements (e.g., Internal Revenue Service Code).
- Knowledge of applicable non-U.S. payroll and employee benefit procedures, and tax and reporting requirements (e.g., Canadian Customs and Revenue Agency regulations).
- Knowledge of legal organization structures and the laws and regulations regarding accounting procedures for each structure, including tax reporting requirements.
- Knowledge of special issues in accounting for law firm operations, including time and billing systems, alternative billing methods, collection procedures, cost recovery guidelines, and electronic billing.

Financial Management: Information and Analysis

- Knowledge of the features and capabilities of automated financial management systems.
- Knowledge of financing methods and investments (e.g., lease vs. buy).
- Knowledge of methods of financial analysis, including reading and interpreting financial statements, calculating and interpreting various financial ratios, conducting profit analyses, and analyzing comparative financial information across fiscal years.
- Knowledge of budgeting, financial reporting, cash flow analysis, model building, and variance analysis.
- Knowledge of alternative fee arrangements (e.g., bonus based, flat fee, task based, volume discounts).
- Knowledge of financial controls (e.g., division of responsibilities).
- Knowledge of computer-based tools for financial analysis and management.
- Knowledge of client matter budgeting as it relates to electronic billing and/or allocation of firm time and resources.

Human Resources Management: Employee Selection and Promotion

- Knowledge of procedures and tools for recruiting, selecting, and promoting employees.
- Knowledge of U.S. federal employment laws (e.g., Civil Rights Act of 1991, Americans with Disabilities Act [ADA], Uniformed Services Employment and Reemployment Act [USERRA]).
- Knowledge of non-U.S. employment laws.

Human Resources Management: Performance Management and Compensation

- Knowledge of U.S. federal employee benefit laws (e.g., Consolidated Omnibus Budget Reconciliation Act [COBRA], Fair Labor Standards Act, Family and Medical Leave Act [FMLA], Health Insurance Portability and Accountability Act [HIPAA], Employee Retirement Income Security Act [ERISA]).
- Knowledge of non-U.S. employee benefit laws (e.g., Canada/Quebec Pension Plan).
- Knowledge of performance management systems (e.g., appraisal, disciplinary, and termination procedures).

Principal Administrator KSA Ratings (sorted by subject area)

Human Resources Management: Performance Management and Compensation (continued)

- Knowledge and expertise in personnel training and development systems/methods.
- Knowledge of employee motivational techniques.
- Knowledge of incentives/rewards systems (compensation, employee benefits).
- Knowledge of substance abuse issues in the workplace (e.g., intervention techniques, assessment and treatment resources).

Organizational Development

- Knowledge of leadership styles and techniques.
- Knowledge of team development and management principles (e.g., self-directed teams, team building).
- Knowledge of organizational development techniques (e.g., change management).
- Knowledge and skill in negotiation and conflict management techniques.

Business Management/Legal Industry: Business Management

- Knowledge of business development techniques, including market analysis and business development tools (e.g., social media, website design, search engine optimization).
- Knowledge of client service strategies (e.g., cross selling, value pricing, service/product packaging, business process re-engineering).
- Knowledge of client relationship management (CRM) software.
- Knowledge of laws and regulations regarding business insurance coverages.
- Knowledge of workforce demographics and trends.
- Knowledge of planning techniques (e.g., strategic, disaster, and business planning).
- Knowledge of survey research (e.g., survey design, confidentiality issues) as it applies to employee, client, and market survey efforts.
- Knowledge of procurement and contract management procedures (e.g., developing requests for proposals, evaluating proposals, overseeing contractor performance).
- Knowledge of outsourcing resources and related benefits (e.g., office services, IT, payroll, records).

Business Management/Legal Industry: Legal Industry

- Knowledge of the American Bar Association Model Rules of Professional Ethics as it pertains to law firm management (e.g., conflict of interest, advertising, client file management).
- Knowledge of non-U.S. based law-related codes of professional conduct.
- Knowledge of professional liability issues.
- Knowledge of changes/trends in the legal industry.
- Knowledge of records management and retention requirements (e.g., requirements for paper and electronic documents, discovery holds and requests).
- Knowledge of the process of law firm mergers and acquisitions.
- Knowledge of firm dissolution procedures (e.g., partner liability, retirement plans, insurance, outplacement).

Operations Management: Technology

- Knowledge of the features and capabilities of computer and network hardware and software systems, including general purpose packages (e.g., spreadsheets, database programs, and word processing applications).
- Knowledge of the features and capabilities of the Internet, web-based technology, and hardware and software systems, including security and confidentiality.
- Skill in using computer systems (e.g., word processing, accessing informational databases).
- Knowledge of the features and capabilities of practice support systems (e.g., LEXIS/NEXIS, QUICKLAW, research, document management, litigation support, case management).
- Knowledge of the features and capabilities of document assembly and management systems.
- Knowledge of electronic privacy issues.
- Knowledge of mobile communication devices (i.e., smartphones, tablets) and their uses.

Operations Management: Operations

- Knowledge of work product quality control procedures and techniques.
- Knowledge of facilities management procedures and techniques.
- Knowledge of lease/contract agreements.
- Knowledge of project management.
- Knowledge of how to implement and maintain wellness programs.
- Knowledge of meeting facilitation protocol and procedures (e.g., Robert's Rules of Order).
- Knowledge of workplace safety and health issues (e.g. Occupational Safety and Health Act [OSHA], Employee Assistance Programs [EAPs]).
- Knowledge of space assessment, design, and development strategies.

Communications

- Oral communication skills (e.g., presentations to staff and lawyers, interactions with clients and vendors).
- Written communication skills (e.g., writing memos, policy manuals, proposals, job descriptions).
- Interpersonal relations skills (e.g., performance counseling, client contacts).

Self-Management

- Knowledge of stress management techniques.
- Knowledge of time management strategies (e.g., setting priorities, delegating).