



# Legal Practice Management News

...adding value to the business of law

## Beyond the Billable Hour

ALPMA (VIC) had a sneak peak at one of the high profile presenters featuring at this years Legal Management Summit. Paul O'Byrne of the VeraSage Institute absolutely 'wowed' a special ALPMA (VIC) luncheon recently with almost 70 partners, lawyers and managers attending.

The feedback from the seminar indicated that Paul was an excellent presenter and each participant ticking the box "Needs to be presented in a workshop format". Well...here's your opportunity to see more.

Paul is an outstanding dynamic presenter and communicator. His insight into the legal profession's 'billable hour' doctrine and his effective solutions for moving 'beyond the billable hour' provide valuable benefits to law firm. These are not to be missed. Paul's global consulting experience will provide an opportunity for you to gain an insight into the trends and directions of international law firms world wide. Paul's UK Chartered Accounting firm abandoned time-cost billing 6 years ago and the benefits of fixed price fees that he experienced and will share with you are amazing.

### A Quick View of the

### 6th Legal Management Summit Program

**What Clients Want – Blane Prescott** Hildebrandt Int Hello – are you receiving me? Candy Tymson  
**'Business Speak' is bad for business – so how can we fix it?** Keith Dugdale

**Servicing the Client. Managing the talent war** Blane Prescott

**Beyond the billable hour** Paul O'Byrne

**Moving from the billable hour – the objections and implementations** Paul O'Byrne

**From precedents to connections: new value from knowledge management** Dr Kate Andrews

**Practical ways to enhance your firm's marketing activities – a client focused approach to business development** Jane Fenton

**Client centric – What we have to do to give clients what they want** Blane Prescott



Paul O'Byrne, VeraSage at Fortyone Rialto ALPMA (VIC) September Special Seminar

## Innovation in Law

The ALPMA 2006 Locus Business Improvement Awards are **open for submission**. In our third year of running the awards, the concept remains the same in that the opportunity to submit entries is very broad. Your submission must indicate that your firm has improved its business. The web site now provides specific guidelines for how submissions will be judged.

Take the time to log onto the awards page at the following link.

[http://www.alpma.com.au/awards\\_program.html](http://www.alpma.com.au/awards_program.html)

Why Enter?

- Recognition at the Summit Gala Dinner
- Your firm featured on the web site
- The opportunity to provide press releases to legal journals
- To attract young lawyers, who want to work for innovative law firms.

**The Awards are Proudly Sponsored by**



Trusted by law firms for over 30 years

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# Upcoming Events

from the  
**outside**  
looking in

...WHAT CLIENTS REALLY WANT

LEGAL MANAGEMENT SUMMIT

**2006**

ALPMA  
Australian Legal Practice  
Management Association

SURFERS PARADISE MARRIOTT RESORT  
27 & 28 OCTOBER 2006

Earn up to  
**12 CPD/CLE  
Points  
in 2 days**

## Who Should Attend?

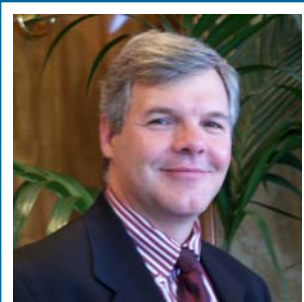
- Law Firm and Group Managers
- Partners and Lawyers with an interest in law firm management
- An excellent program to develop senior associates

Take advantage of the  
discounted rate for  
two or more registrants  
from the one firm

For tips on Partner 'buy in' on attending the Summit, download the

December 05 Newsletter  
[http://www.alpma.com.au/newsletter\\_archive.html](http://www.alpma.com.au/newsletter_archive.html)

# PRESIDENT'S PAGE



Welcome back to another edition of the ALPMA newsletter. Welcome also to all our new members who have come on board for the 2006 membership year.

And, of course, welcome back to all of our 'older' (or perhaps better stated as our 'longer-standing') renewing members. It's been a busy three months (much like the one before!). During the quarter, we've seen the introduction of the Craig Rispin ten minute technology tutorials. For those of you who haven't taken the opportunity to log onto the ALPMA web site, these ten minute tutorials can be downloaded to your PC. Craig is a well known technology futurist and the topics provide tips on how to save time and money on your technology needs. This entertaining and valuable technology update forms part of your membership package so I encourage you to log onto the site and download the update.

Also over the last two months, we've seen the launch of the Diploma of Practice Management with launch events held in Brisbane, Sydney and Melbourne. With all of the good work that has gone into getting this diploma ready, I'm pleased to announce that a number of law firm managers have already enrolled for the diploma with the first of the online subjects scheduled to start shortly.

Of course, the premier event of the year, the 6<sup>th</sup> Legal Management Summit is only weeks away. Once again, our Queensland conference committee is setting the standard in event management and must be congratulated on what, I can already see, will surely be a first class event. All sponsorship positions have been filled and close to 100 registrations have already been received.

If you go to only one management conference in the next twelve months, make sure it's this one! Of course, if you can't make it to the Summit, we'll be sure to provide updates and material over the coming months so that you can still benefit from the knowledge and tips that our internationally renowned speakers impart to those in attendance.

There's plenty more in the pipeline as well over the coming months with a host of monthly State-based luncheons, National Road shows and regular updates by email and on the website. So, make sure you stay in touch.

I look forward to seeing many of you in a few weeks on the Gold Coast at the Summit.

Regards,

Steve

**Steve Sampson – ALPMA President**

Russell Kennedy Solicitors

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## Editorial details

Legal Practice Management News is the official newsletter of the Australian Legal Practice Management Association Limited.

Views expressed by contributors to Legal Practice Management News are not necessarily endorsed by the Association. No responsibility is accepted for the accuracy of information contained in either the editorial or advertisements.

## Wear Blue on October 13

Help make a difference on October 13  
by  
asking your firm to “Wear Blue” in  
support of World Mental Health  
Week

Last year ALPMA and the State  
Chapters coordinated over \$3,000  
in donations to beyondblue – the  
national depression initiative.

This year we are looking to make more  
of a splash and have all Australian  
Law Firms taking part in “Wear  
Blue” day.

How can you help?

1. Click on this link or visiting the  
“What’s New” section of  
[www.alpma.com.au](http://www.alpma.com.au) download a  
poster to place on your notice  
boards and intranets
2. Order beyondblue wristbands from  
Kerrie [k.billings@alpma.com.au](mailto:k.billings@alpma.com.au)
3. Ask your firm to “Wear Blue” on  
October 10 and make a gold coin  
donation

  
**beyondblue**  
the national depression initiative  
[www.beyondblue.org.au](http://www.beyondblue.org.au)

## The National Board

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## **WorkChoice and Workplace Relations in the legal industry: A practice manager's perspective.**

By Deborah Hann  
Practitioners Plus

Every legal organisation, public or private, is dealing with the implications of the new WorkChoice legislation regarding the employment conditions for their existing employees and also what kind of arrangements are appropriate to make for new employees. It is impossible to provide a simple formula for how to do this.

The most important point is, if in doubt seek legal advice. If available, employment law or workplace relations law specialists working in your firm will be an important resource.

### **The Federal Government's new national system**

The Federal Government exercised its 'corporations' [constitutional corporations] power under the federal constitution to introduce the *Workplace Relations Amendment (Work Choices) Act 2005* to overcome the fact that otherwise it only has the power to deal with interstate industrial disputes. The Act came into effect in March 2006 and makes very substantial changes to the entitlements and obligations for employers and employees in Australian workplaces. These changes do not apply in a uniform way between states and types of business entities and this means that not all employees and employers are covered by all of the provisions.

The constitutional validity of the *Workplace Relations Amendment (Work Choices) Act 2005* has been challenged in the High Court of Australia by the states of New South Wales, Queensland, South Australia, Tasmania, Victoria and Western Australia, as well as by the Northern Territory and the Australian Capital Territory. The case was heard on 4–11 May 2006.

Challenges by the Australian Workers Union, Unions NSW and other unions were also heard. A decision has not yet been handed down.

Workplace Relations Law has remained complex with the advent of the new WorkChoice regime, especially as transitional provisions continue. Therefore despite the fact that the stated objectives of WorkChoice can be encapsulated in 3 main bullet points the effect of the provisions is complicated. The stated aims were to:

- Introduce a national workplace relations system (using the corporations power)
- Simplify agreements made between employers and employees
- Change the unfair dismissal law

The new legislation does not cover all employees and employers. Instead it covers approximately 80% of Australian employees and all employees in Victoria, whether their employer is an incorporated entity or not, because of the referral of power by the Victorian State government. Therefore *the Victorian Legal Professional, Clerical and Administrative Employees Award 2004* applies to all Victoria employees who are covered by the Award. But this applies only to Victorian operations.

Some additional aspects:

- The Federal government relied on its corporations power to override State IR laws so that the federal system of conciliation and award making, agreement making, freedom of association and right of entry and registration or organisations applies to employees of foreign or trading corporations. But if a law firm is not incorporated it will not apply, except in Victoria.

- Constitutional corporations that are currently covered by the State IR systems are covered and state awards and agreements become transitional deferral agreements.

**Continued over.....**

## **WorkChoice and Workplace Relations in the legal industry: A practice manager's perspective.**

(continued)

- State IR systems will continue to cover some state public sector employees and employees of unincorporated bodies.
- State public sector employees and employees of constitutional corporations covered by federal awards an agreement will continue to be covered by 5 years. Some issues which could arise in law firms regarding these include:
  - ordinary hours of work - 38 hours plus reasonable additional hours - most contracts are 37.5 but clarification may be needed in employment contracts around the definition of 'reasonable', especially given the salaries paid
  - personal/carers leave - in Queensland statutory 8 days sick and 2 days carers leave is now combined to 10 days, thus providing flexibility
  - minimum rates of pay - ensure that a minimum of 20% casual loading is being applied (Qld was 23%)
  - Relationship to other legal instruments.
  - The Fair Pay Commission awards, created under the new legislation, override federal awards when they are superior to the award.
  - Awards will remain enforceable if they are superior. This will apply to both existing and new employees.
  - State awards become deferral transitional agreements.

### **Transitional arrangements**

An agreement in place at commencement of WorkChoice continues to operate until terminated or replaced. Federal awards are not abolished and employees not covered by a workplace agreement will continue to work under their awards.

Under WorkChoices long service leave, superannuation, jury service and notice of termination will not be included in new awards because they are provided for in specific legislation. These matters will continue to apply in current awards until 30 June 2008. You are advised to check the applicability of these provisions to your firm's specific circumstances.

There are a number of provisions relating to agreement making and awards. With respect to awards there are non-allowable matters including rates of pay, casual loading, annual leave, parental leave, personal carers/leave or ordinary hours of work but if the federal awards provide for superior provisions in relation to leave and ordinary hours of work these will be retained as award entitlements.

### **The Fair Pay and Conditions Standard**

The Australian Fair Pay Commission (AFPC) has taken over the setting of minimum wage rates from the Australian Industrial Relations Commission (AIRC).

Under WorkChoices, an agreement will not have to meet the 'no-disadvantage test'. Previously the no disadvantage test required an agreement to have at least the conditions of a relevant award. Now a collective agreement or an Australian Workplace Agreement will only have to meet the Australian Fair Pay and Conditions Standard, the minimum wage and four conditions.

The four conditions are:

- maximum ordinary working hours of 38 hours a week averaged over 12 months
- four weeks annual leave per year plus an extra week's leave for shift workers
- unpaid parental leave of 52 weeks
- personal leave of 10 days a year of which all 10 days can be used for carer's leave, two additional days for unpaid carer's leave and two days compassionate leave per occasion

## **WorkChoice and Workplace Relations in the legal industry: A practice manager's perspective.**

(continued)

### **What are maximum working hours?**

Maximum ordinary weekly work hours will be 38 hours a week but hours can be averaged over a 12 month period. It is arguable that this could mean that a person be required to work 60 hours one week and the employer claim that these extra hours are just part of the ordinary working week, averaged over the period. In this case, a person would not receive overtime pay or associated penalties.

### Annual leave

The standard provides four week's annual leave. Shift workers will get an additional week for working irregular hours.

Employees will be able to cash out up to two weeks leave if there is a workplace agreement allowing this. An employer can only refuse a request to cash out leave on reasonable grounds. It will be unlawful to force workers to cash out holidays.

### Leave for personal emergencies

There is provision for paid personal or carer's leave (including sick leave) of 10 days a year. This leave will be cumulative but only up to 10 days a year can be used as carer's leave.

An additional two days of unpaid carer's leave will be available for emergencies. However, unpaid leave is conditional on an employee not having any accumulated paid carer's leave or other authorised leave for caring purposes.

### Casuals entitlement to unpaid parental leave

Casual staff will be entitled to 12 months' unpaid parental leave after 12 months' continuous service. Casual workers, with 12 months service and a reasonable expectation of ongoing employment, will be able to access the same entitlement.

## **Unfair dismissal and Unlawful Termination**

If an employer has less than 100 staff it will not be covered by unfair dismissal laws. Other exclusions include:

- staff with who have been employed for less than six months (and note that an employer needs to decide the length of probationary period, i.e. make a decision whether to keep it at 3 months or extend to 6 months)
- dismissal for 'operational reasons'
- When a company is insolvent

All workers will have the right to seek compensation from their employer for unlawful termination through the Federal Court. Unlawful termination occurs when an employer dismisses a worker on discriminatory grounds such as race, colour, gender, sexual preference, age, physical or mental disability, marital status, family responsibilities and religion.

### **Transmission of business**

After the sale existing current wages and conditions will only apply for a maximum of 12 months after the sale. The 'new business' can offer a person a job on the condition that they sign an individual agreement. Long service leave entitlements may be affected.

### **Agreements and Awards**

Existing coverage under Federal collective agreements will continue but if they are terminated employees can be shifted on to minimum conditions.

Workplace agreements can remove or modify certain 'preserved conditions' without compensation. These include:

- public holiday pay
- rest breaks
- overtime/shift loadings
- annual leave loading
- incentive bonuses and payments
- allowances and penalty rates

**Continued over.....**

# ARTICLES OF INTEREST

## **WorkChoice and Workplace Relations in the legal industry: A practice manager's perspective.**

(continued)

An employer covered by WorkChoice can offer employees an individual contract. In doing this it is required to meet the five minimum conditions under the Fair Pay and Conditions Standard.

### **Conclusion**

ALPMA invites you to tell us about any important issues that are affecting you and your firm as the new WorkChoice legislation takes effect. We will compile specific issues that you have encountered and if there are some themes we think will be of general interest we will provide a follow-up article early next year. If you wish to contribute please email Kerrie Billings at ALPMA at [k.billings@alpma.com.au](mailto:k.billings@alpma.com.au).

### **Sources of Information**

Provided below is a selection of useful website resources which were referred to in writing this article. These are referred to you for your personal use and not for the purpose of infringing any copyright owned by the authors of the website.

The Australian Workplace website. <http://www.workplace.gov.au>

Office of the Employment Advocate  
The Office of the Employment Advocate website can provide assistance and advice to employers (especially in small business) and employees on the Workplace Relations Act 1996, and Australian workplace agreements (AWAs). OEA also handles the filing and approving of AWAs and ensuring that they meet all statutory requirements. <http://www.oea.gov.au>

Parliamentary Library's guide to the parliamentary passage of the Work Choices Bill. This guide contains links to parliamentary resources relating to passage of the Workplace Relations Amendment (Work Choices) Bill 2005.

<http://www.apf.gov.au/library/intguide/law/workchoicesbill.htm>

### **Wagenet**

WageNet provides information about wages and conditions of employment in Australia for work that is covered by federal awards and agreements.

<http://www.wagenet.gov.au>

Australian Fair Pay Commission  
The Australian Fair Pay Commission (AFPC) is an independent body with the primary objective of promoting the economic prosperity of the people of Australia. The Fair Pay Commission is established by the Workplace Relations Amendment (Work Choices) Act 2005.

<http://www.fairpay.gov.au>

Office of Workplace Services  
The Office of Workplace Services (OWS) is an independent agency with the objective of ensuring the rights and obligations of workers and employers under the Workplace Relations Act 1996 are understood and enforced fairly.

<http://www.ows.gov.au>

Federal Government legislation

The authorised site is <http://comlaw.gov.au>

Your state-based professional association websites also provide helpful information.

### **Proviso**

Do not act on the basis only of this material because the contents are of a general nature and may be liable to misrepresentation in particular circumstances. Please seek legal advice to identify any specific legal rights and obligations under the new scheme.

### **Deborah Hann**

#### **September 2006**

ALPMA National Board member

Victorian State Executive member.

Deborah can be contacted at [dhann@practitionersplus.com.au](mailto:dhann@practitionersplus.com.au)

# AROUND THE STATES

**Throughout the states many different programs have been undertaken. All of which clearly identify the Association's ability to coordinate the sharing of knowledge with the focus of improving the quality of the management of law firms in Australia.**

## Queensland

The first quarter of the new financial year has been a very busy period for the Queensland ALPMA.

On 28 June 2006, despite the closeness of the end of financial year, we had a good turnout to hear Martina Sheenan of Reinvention speak on change management from a new perspective. Martina identified a hierarchy of hurdles that prevented change and explored some of the science of the mind that influenced the ability of people to change. Martina's presentation discussed the concept of being "wired for change".

The Association was again happy to present on the Gold Coast, a half-day seminar for its Gold Coast members. Topics included Peter Lynch's presentation on Productivity Improvement and a presentation on Incorporation which continues to be a hot topic in Queensland. We are hopeful, following the Queensland State Election that the incorporation legislation will be given royal assent.

In July, we had Dr David Hoare, one of our members, do a presentation on the role of organisational psychologists in human resources.

Tuesday, 25 July 2006 saw the Association's first breakfast for the current financial year. Our guest speaker was Peter Worthy who is the newly appointed director of Lexon, the Queensland Law Society's captive Professional Indemnity insurer. He explained the new structure of Lexon, which from 25 May 2006 has assumed the responsibility for claims management from St Paul Traveller's Insurance Limited. He also discussed changes in the way professional indemnity insurance was to be priced in the future.

This "heads up" raised issues for members including the potential benefits of obtaining quality assurance accreditation into the future. Peter kindly offered to keep the Association aware of significant changes in the professional indemnity policy. The following evening, the 26<sup>th</sup> July 2006, the Association held the Queensland launch of the Diploma of Practice Management being presented in conjunction with the University of New England Partnerships. A sizeable crowd gathered to hear about the content and process of the course. We are pleased to advise that on the night, the course achieved its first registration.

On 10 August 2006 an additional lunch was arranged as a result of concerns raised by members in regard to the new Legal Services Commission guidelines relating to the charging of outlays and disbursements. Bill Hourigan, Manager of the Audit Section of the Queensland Law Society provided a background of the Legal Services Commissioner's position and explained the practical impact of these changes on the way bills are prepared. The Legal Services Commissioner has adopted a view that it is not appropriate for law firms to mark up any external provided services such as search fees, settlement attendances or internal generated costs such as photocopying, faxing etc without full disclosure to the client as to the amount of any mark up. This change has resulted in a number of firms reviewing their current billing practices and in some instances, necessitating amendments to their accounting software.

The monthly presentation for August was held on the 23<sup>rd</sup> with Robert Gallagher, Managing Partner of Nicol Robinson Halletts speaking on the topic of "Remuneration of Partners splitting the compensation pie". In his presentation, Robert Gallagher canvassed the various options and identified the pros and cons of each option.

Continued over...

## Queensland (cont.)

September's luncheon will see the Annual General Meeting of the Association and the election of office bearers for the coming year. Guest speaker on the occasion will be Vice President of the Queensland Law Society, Megan Mahon. Megan will inform the members of current initiatives and priorities of the Queensland Law Society.

The Queensland committee and members are clearly focused on the upcoming annual conference to be held at the Marriott Surfers Paradise on Friday the 27<sup>th</sup> and Saturday the 28<sup>th</sup> of October. Registrations are flowing in and a highly informative program has been planned for that conference. In addition to an exceptional educational experience, opportunity will exist for delegates to have some fun at the trade display cocktail party on Friday evening followed by a gala dinner on Friday night.

The Queensland members look forward to welcoming their interstate counterparts for a highly successful conference. Please log on to the Association's website for further details and we look forward to welcoming you to the Gold Coast on 27<sup>th</sup> of October.

**Peter Scanlan**  
**ALPMA (QLD) President**

## New South Wales

ALPMA NSW has been continuing to add value to the legal profession through a variety of events over the last quarter, some of which are outlined below. We have been delighted to welcome a number of new members from both existing and new member firms. During July, we undertook a *fast survey* gathering member feedback about what topics they would like on the forthcoming Learning and Development calendar. With good responses to the *fast survey*, feedback will assist the Learning and Development Committee finalise the program for the coming twelve months.

Our June meeting focused on career development with particular emphasis on launching the UNEP Diploma of Practice Management. In a joint presentation a representative of UNEP presented an overview of the Diploma modules, cost expectations and learning outcomes of the Diploma, while Helen Papas, Managing Director of Legal Personnel, shared her experiences as a HR Manager in the Legal industry and ICAC before commencing her own legal recruitment firm. Helen was the inaugural President of the NSW association, LOMG (Law Office Management Group Inc) which preceded ALPMA over 20 years ago and she was able to talk extensively about real life experiences and the changes she has seen evolve through the industry. Helen particularly emphasised the need for managers to invest in their own careers by way of undertaking formal education as a significant advantage in any career progression.

Our Presidents Cocktail function, held during July, was well attended and gave us the opportunity to introduce our valued Corporate Sponsors for 2006/2007 - **Axxia Systems** - [www.axxia.com.au](http://www.axxia.com.au) and **Law In Order** - [www.lawinorder.com.au](http://www.lawinorder.com.au).

# AROUND THE STATES

## New South Wales (cont.)

Our July Luncheon was another well attended event and we were delighted to have a presentation by NSW Legal Services Commissioner, Mr Steve Mark. This session focused upon incorporated Legal Practices and the impacts of incorporation on practice management, especially in regard to systems and the requirements imposed on solicitor directors.

August saw our AGM conducted and we welcomed back some familiar faces and happily some new faces to the various committees. The Executive Committee now includes Jeanette Peters, continuing in her role as President and Cate Shailer of Cropper Parkhill taking on the VP role.

During the last week of August, Minter Ellison hosted our latest Twilight Seminar on "Understanding the Value Based Measurement Approach to Human Capital." Our presenter Johnathan Naiman of Naiman Clarke Legal Recruiters was very well received and showed significant passion on this subject. Of those in attendance, many took advantage of question time at the end of the presentation providing a stimulating and interactive close to the presentation.

### Upcoming ALPMA (NSW) events include:

September 13<sup>th</sup> – A Members' Forum - the opportunity to brainstorm everyday challenges and to find solutions. *(Please forward any suggested topics to Renée Kovalskis at [alpma@jprimus.com.au](mailto:alpma@jprimus.com.au))*

October 11<sup>th</sup> - *Time Management* – live or die by "in box". Tips and tricks to surviving and winning in the email age. *Peter Hislop* of Priority Management

October 13<sup>th</sup> – Annual Partners Lunch at the Tattersalls Club. Our guest speaker – Nick Farr-Jones sharing his thoughts on "*Team Building – rugby or the law, it's all the same*". [We are very pleased to announce that this event is sponsored by **Locus Pty Ltd**, **Exigent** and **DX**]

November 15<sup>th</sup> – "*From boardroom to Xmas party – how to present yourself and your firm in the best light.*"

We look forward to seeing many members and guests at September's members' forum luncheon and finding some answers for some of our survey questions. If you are aware of a colleague or a practice management professional in another firm who may be interested in joining ALPMA, bring them along to one of our upcoming events. Contact Renée Kovalskis if you need more information.



Jeanette Peters, NSW President and speaker, Johnathan Naiman



Twilight audience at Minter Ellison Lawyers

# AROUND THE STATES

## South Australia

ALPMA (SA) was launched on 11 May, at a luncheon to coincide with the national Board meeting held in Adelaide on the same day. Guests enjoyed the hospitality of Minter Ellison in their beautiful function room, which has a wonderful view over the Adelaide cricket ground. President Steve Sampson welcomed members, guests and sponsors, and SA Chair Shelley Dunstone briefly outlined the history of the Practice Management Group, leading to the formation of ALPMA (SA).

We are pleased to welcome two new Committee members, Coral McDonald from Donaldson Walsh and Jillian Klieve from DMAW Lawyers.

An end of financial year lunch was held at the Law Society to mark the final meeting of the Committee under the auspices of the Law Society. Shelley Dunstone thanked the Law Society for its support over the years, and particularly Executive Director Jan Martin for her help. President Deej Eszenyi responded by acknowledging the importance of good management and managers to the efficient practice of the Law.

We are pleased to announce that the following companies are sponsors of ALPMA (SA):

- McArthur Lawstaff
- C&PA Pty Ltd
- Nationwide Stationers

During July, business coach and newspaper columnist Richard Levy addressed the Human Resources Discussion Group on Improving Productivity.

The following program of events is in place:

Thurs 31 August 2006: DVD showing – “How to Have the Energy of a Four-Year Old – Nearly Every Day” – presenter Bruce Sullivan

Thurs 14 September 2006: DVD showing – “Training is a Waste of Time and Money” – presenter Colin James

Thursday 12 October 2006 “How Blue is your Sky?” (dealing with depression) – presenter Dr John Gould

Friday 13 October 2006 “Wear Blue Day” fundraiser for Beyond Blue

Thursday 19 October 2006 Seminar on Disbursement Recovery

Friday 24 November 2006  
Members’ Christmas Lunch

Thursday 22 February 2007  
Seminar on Motivation, presenter Denise Picton.

April – May 2007 Annual General Meeting.

For information about joining ALPMA (SA), or if you have suggestions for further events, please call Shelley Dunstone on 8407 3532, or email [shelley.dunstone@legalcircles.com](mailto:shelley.dunstone@legalcircles.com)

# AROUND THE STATES

## Victoria

I hope we all survived the end of financial year unscathed. For ALPMA (VIC) it's always a busy time for members and difficult to make the break away from the office. Having said that the June, July and August seminars were very well attended.

June saw the hilariously funny "Mars and Venus in the workplace". Bev Bradley and Lizz Corbett were outstanding presenters who took a very mixed crowd of managers and partners on a journey of discovery on how the different genders communicate in the workplace. You'd think I'd have learned by now but for some reason, I decided to take on the 'sexist devils-advocate role' and had the Venusians in the audience raising their hackles ready to have me evicted from the room. I'll reconsider taking on that role next time! When all was said and done, the seminar was a terrific success with great tips for attendees to break down barriers in the workplace (and at home) and move forward with a better understanding of how men and women work together.

July featured the return of Alan Rodway. Alan's 'no holds barred' approach to success began with a mind boggling statistics of the past from short sighted quotes such as "Everything that can be invented has been invented" (Charles Duell, Commissioner of US Patent Office, 1899) to Thomas Edison's courage in eliminating 15,000 ways of how *not* to make a light bulb before he finally got it right. Alan expanded on these concepts and talked attendees through embracing change and differentiating both yourself and your firm.

Also in July, Nicole Donegan and Charles Horner of StrategyCo facilitated a half day workshop on "How to make marketing simple & measurable". This simple but effective workshop provided attendees with practical tips, step-by-step guides and common sense applications of the principals of marketing for law firms.

Charles and Nicole are very knowledgeable presenters and were able to answer all questions raised by participants on the morning.

August featured two lunchtime seminars with a special appearance from Paul O'Byrne from the U.K. Paul presented at the 2005 Summit and will also feature in 2006. Paul is working with a number of law firms in Australia and is building on the theme of 'beyond the billable hour'. Paul's focus on client selection and value billing was both entertaining and thought-provoking.

Upcoming ALPMA (VIC) events include:

September 19<sup>th</sup> – Understanding generational differences to attract and retain staff in the knowledge economy.

October 4<sup>th</sup> – Financial Performance..More than just numbers

October 18<sup>th</sup> – A checklist for legislative changes

November 19<sup>th</sup> – How to be an employer of choice

December 5<sup>th</sup> - Members Christmas Function

Our membership continues to grow. Do you know someone who has just joined legal? Why not ask them to join ALPMA (VIC)? Give Kerrie a call for membership packs or further information.

Until next time.

**Steve**

**Victorian State Convenor**