

RIVER CITY REVIEW

Association of Legal Administrators

Sacramento Valley Chapter Newsletter

October 2005

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In This Issue

President's Message	1
Letter From Your Editor	2
Member Updates	5
Member Changes	6
Board Minutes Summaries	10
Let's Hear it For Our Vendor Partners	14
Antitrust Guide	16
Luncheon Highlights	20
Ethics and Character in the Workplace and Beyond	24
Calendar Highlights	27

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PRESIDENT'S MESSAGE



Joelle Stone

Chapter Association of Legal Administrators.

I am proud to let everybody know that the board approved the SVALA to join other ALA chapters in donating \$10 per member to the Red Cross for Hurricane Katrina Aid. National has also donated \$10,000 bringing total donations to over \$90,000 to the Red Cross and other organizations for hurricane relief by the ALA and its Chapters. Now that you have given, what can you get? Are you getting all that you can from your membership? There are many resources available to you as a member of the Sacramento Valley

One of the greatest resources you as a member have is our chapter e-mail list where you may exchange ideas and ask questions of your fellow administrators. A word of caution, however: stay clear of any salary, billing rate, benefit questions – anything that can be construed as “price” including retirement plan contribution amounts, bonuses, etc., which may be in violation of antitrust requirements. While one-to-one conversations are fine, a group e-mail is not, even to a selected few members. The Antitrust Guide is reprinted in this issue for your review and information.

Another area that the membership can be of help is when one of us finds ourselves in need of a new position. Trust in your friends at the ALA to help you through that transition. Also remember that if you are suddenly no longer with your firm, you have 180 days to remain a full member while searching for another qualified position and after 180 days, you could still be an associate member.

As an ALA member, you have full access to the national website at alanet.org. Online member discussion groups – Technology, Human Resources, Open Forum are a wealth of information. Any of these message boards can be searched – for anything – a certain software program, partnership agreements, retreat planning, personnel actions; really, any subject on which you could need advice. The Legal Management Resource Center (LMRC) on the site is “the source for legal management information and knowledge.” The LMRC has an abundance of information on facilities, marketing, human resources, technology, training and general management. Don’t reinvent the wheel, check out alanet.org first and save yourself a lot of time!

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**Letter from Your Editor
Trish Hughes Kreis**

This issue has lots of good articles as well as a little bit of entertainment for you. I am a big fan of puzzles, so I have included a Word Jumble (because crossword puzzles are too difficult to create!). The answers are toward the end of the issue but don't peek until you're done!

One of the articles included in this issue, "Let's Hear It For Our Vendor Partners" is very timely for me personally. Our firm is moving next month and I have had to rely heavily on my trusted vendors for their services as well as rely on my fellow administrators for referrals of their most trusted vendors. Working with reliable vendors who can deliver on their promises has made this experience much smoother. Developing relationships with vendors takes time which is always in short supply so maintaining solid relationships with vendors is equally as important as developing them. It is comforting to be able to sit down with my copier sales rep and know that she will order the equipment we need and ensure the timely delivery of it. Developing a relationship during a furniture upgrade last year with my furniture rep helped me this year with my furniture purchases. My supply rep has also gone above and beyond for me which is one reason why I have worked with her for so many years. I am looking forward to working with our moving company for our actual move as they were given excellent references by many of you. Many, many other vendors have come through for me and I have enjoyed working with all of them during this process. The article in this issue highlights the importance of these relationships and referrals.

Another article included in this issue is about ethics and character in the workplace. One of my staples of weekend reading is columnist Tim McGuire's column "More than Work" in the Saturday edition of the Sacramento Bee who discusses this very topic.

I hope you find this issue both entertaining and informative. Your feedback is important to the success of the newsletter, so please email me at thkreis@murphyaustin.com with any suggestions or with articles you would like published.

**Association of Legal Administrators
Mission Statement**

The Association of Legal Administrators' mission is to:

- 1) improve the quality of management in legal services organizations;
- 2) promote and enhance the competence and professionalism of legal administrators and all members of the management team; and
- 3) represent professional legal management and managers to the legal community and to the community at large.

River City Review Article Submission Deadlines

Don't be afraid to submit articles, quotes, calendar items or advertisements! Any articles, advertising or other requests to be included in our quarterly Newsletter must be provided to one of your newsletter co-chairs no later than:

Winter 2005/2006
Spring 2006

December 5, 2005
March 20, 2006

All submissions must be provided via e-mail or on a 3.5" diskette in the following formats: for text, any version of Microsoft Word or pdf format; for photos or other graphical artwork, jpeg format or camera-ready quality originals in black and white. Any questions? Please feel free to contact one of the following newsletter co-chairs:

Lynne Walker
(916) 441-2430
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Trish Hughes Kreis
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The Editors thank you in advance for your involvement!!



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Member Changes (Changes Are In Bold)

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ALA Word Jumble

Take a break and have some fun with the puzzle. Try to find the following words (in **CAPS & BOLD**) relating to the SVALA, the ALA and the benefits of being a member!

1. Join the **ALA**
2. **ASK** for help anytime
3. Attend a **CONFERENCE** if you can
4. Conferences are **FUN**
5. **HELP** is available from fellow members
6. Submit any new **IDEA** to the Board
7. Have some **LAUGHS** with your fellow members
8. Come to a luncheon and **LEARN** something new
9. Save up for **MONTREAL**
10. The **NATIONAL** conference is both educational and rejuvenating
11. What is a benefit of the ALA? **NETWORKING!**
12. Meet your **NEW BOARD** in this issue
13. You can rely on a **PEER** whenever you need to
14. Take a few days to attend a **REGIONAL** conference
15. What is the **SVALA**? Only the best Chapter around!
16. October is the month for **SERVICE** to others
17. Need **SUPPORT**? ALA is where you get it.
18. Become involved in your chapter – join **US!**
19. Last Regional conference: Las **VEGAS**, baby
20. Between educational seminars, maybe you will **WIN** big!

A	L	E	A	R	N	H	Z
Y	A	D	B	P	E	E	R
F	U	N	G	R	T	L	E
O	G	P	Q	O	W	P	G
D	H	L	S	S	O	B	I
T	S	A	E	U	R	W	O
C	S	E	R	P	K	P	N
O	X	R	V	P	I	G	A
N	A	T	I	O	N	A	L
F	I	N	C	R	G	S	M
E	J	O	E	T	E	K	X
R	U	M	A	U	S	S	J
E	S	A	G	E	V	B	I
N	E	W	B	O	A	R	D
C	R	I	Q	M	L	Y	E
E	X	N	V	Z	A	L	A



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**Volunteers are needed for SVALA
(Sacramento Valley Assoc. Legal Administrators)
Community Challenge Weekend**

October 15, 2005

8:30 a.m. - 2:30 p.m.

**Coffee & pastries in the morning & lunch at noon.
Bring your gardening tools & your enthusiasm for
a great day to beautify this school!**

**Rio Linda Jr. High School
1101 G Street, Rio Linda, CA**



**Help is also needed for Demolition Day!
October 1, 2005 @ 8:30 a.m.**

**We need help to clear shrubbery, lay top soil & put
mulch into planting beds. We also need help to
sand, primer, and paint the lunch tables.**

To volunteer please contact:

Linda Brughelli @327-7864 linda.brughelli@doj.ca.gov

Julie Juarez @ 324-5406 julie.juarez@doj.ca.gov

BOARD MINUTES SUMMARIES

JULY 2005

Richard Murphy sent a copy of the directory to all members to review before printing and received corrections. There was discussion regarding the “member since” date and whether that should be since becoming a member of ALA or the SVALA and, also, what to do if there was a break in membership. The board decided the section should stay as is which is the date a member joined ALA without regard to a break in membership.

The board directed Richard to send out invites to the New Member Welcome Reception planned for August.

Lynn Cole has education luncheons set up through the end of the year: September: John Matzoll – Personal Financial Health; October: Kelly Kern – Labor Law Update; November: Kevin Grinz – Health Insurance Renewals; and December: Holiday Party, which is set for December 9th. Lynn is accepting ideas for a location for our Holiday Party.

Trish Hughes Kreis and Lynne Walker met to discuss invoices and advertisers, sent out several invoices and payments are coming in response to those.

Karen Martin asked everyone to submit any leads for website advertising.

The Crocker Museum has been secured thanks to the membership of Russell Austin of Murphy Austin Adams Schoenfeld LLP. Tami Aschenbrenner will get pricing from three caterers and then present info at the next meeting. The board decided to include the \$25 parking charge in the cost of dinner attendance.

10,000th New Member is a contest sponsored by the ALA to increase membership. The chapter that signs the 10,000th new member (expected this year) will win a prize. Richard will review and make a recommendation of any action needed.

In pursuit of happiness, the difficulty lies in knowing
when you have caught up.
— R.H. Grenville

Children are likely to live up to what you believe of them.
— Lady Bird Johnson

BOARD MINUTES SUMMARIES (continued)

Tami will give Richard the mailing labels and will revise the flyer for the New Member Reception. The board discussed various incentives so people would be motivated to bring potential new members. A motion was made by Lynn Cole, seconded by Trish Hughes Kreis and passed as to the following:

1. We will have two drawings (one for members who bring a potential member guest and one for potential members). The prize for the potential member is free membership to the Sac Chapter for one person and the prize for the member bringing a potential member is a \$100 gift certificate to the downtown mall.
2. Potential members that come to the reception and sign up to join the SVALA that night will have the membership fee cut in half and will only have to pay \$30. Richard will make it clear that they then still need to join national at their normal rate.

AUGUST 2005

In order to get the fidelity bond through National, our bank accounts must be reconciled by someone other than the treasurer. Joelle will check to see if her firm's controller will take on this task. It was decided the treasurer is the official keeper of the fidelity bond information.

There are now 66 local chapter members and many on the prospective member list showed an interest in joining ALA.

We have 30 responses to the salary survey. Board members will call firms to encourage participation. Those firms that have not participated in the past will receive complimentary local chapter membership and will also receive the salary survey at the member participant price of \$125.00. We will also ask why firms may not find the survey useful and suggestions for improvement.

CCW will be October 15, 2005 at Rio Linda Jr. High School from 8:30 a.m. to 1:30 p.m. We have received \$1,500 in pledges. There would be a lot of participation from the school and Linda will follow up with Grant Police Department and the Sheriff Explorers about volunteering. Linda will also check with the Principal of the school to make sure that the cafeteria and restrooms will be available for volunteers to use. Julie Juarez will contact the news media to see if there is interest in covering the event.

The 2006 Managing Partner Dinner is March 8. We have the certificate of liability coverage from ALA National for the event to be held at the Crocker Art Museum. Jesse Choper is scheduled to speak.

The cave you fear to enter holds the treasure you seek.
— Joseph Campbell

BOARD MINUTES SUMMARIES (continued)

Tami shared various ideas for accomplishing a Bar Liaison effort. Tami will talk to Cindy Broughton and Linda Brughelli to find out what ideas, etc. they had previously come up with regarding partnering with the bar association. The board agreed we will start with one county bar association before partnering with others. Tami will clarify the purpose of a Bar Liaison and provide a projected budget.

The question was brought up whether the past president should be able to vote at the board meetings. Joelle's recollection is that the past president shouldn't be allowed to vote along with the rest of the board because their role is as the tie breaker vote if a decision cannot be reached by the board.

Trish reported that Carol Swenson would like to express concern to the board that some of the vendors at the last Managing Partner Dinner received special treatment without sponsoring the event. It was suggested that the board come up with criteria for vendors that want to sponsor events such as the MPD. This issue is to be reviewed at the next board meeting.

Joelle and the board reviewed and passed the revised by laws.

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LET'S HEAR IT FOR OUR VENDOR PARTNERS

By

**Vicky Berry, Office Administrator
for Sedgwick Detert Moran & Arnold, LLP**

Have you ever considered a vendor to be a partner in your Firm? I don't mean an actual "owner," but an integral member of the team that enables your Firm to perform an outstanding job for your clients. For example, do you recall the last time you drove to a courthouse to file a document? Or when you last transcribed a deposition, shopped for office supplies, retrieved copies of medical records or served a subpoena? And, I bet that drafting a space plan, watering and caring for plants or preparing lunch for a partner meeting have probably (and gratefully) not been on your "to do" list lately. The myriad of services provided by our vendor partners to our Firms is astounding. Their services and support are instrumental in assisting law firms around the world succeed.

In 2001, I was asked to accomplish the near impossible task of opening a branch office in less than two weeks' time in a territory that was unfamiliar to me: Dallas, Texas. The potential for success was minimal; the potential for disaster was monumental. Upon my arrival in Dallas, I was offered a conference room as my temporary office at our Commercial Real Estate Broker's office. The first two telephone calls were placed to local ALA members who provided me with extensive vendor lists. The long lists were whittled down and over the course of the next few days I successfully hired numerous qualified vendors.

In this particular example, it was the Dallas local area vendors, with their expertise and knowledge that allowed our Firm's Dallas office to open on schedule: April 2, 2001. This is despite the fact that one local vendor and his crew worked through the night to replace furniture which fell off a truck in route to the new office in an incredible rainstorm! Most of the original Dallas vendor partners are still providing services to the office after four years.

The legal community requires its vendors to have a proven expertise. Our engagement of vendors is tantamount to hiring a highly- skilled, trained, knowledgeable member of our team. References are checked and potential vendors are asked to prove that they can "talk the talk AND walk the walk." We are extremely grateful for their innovative ideas and entrepreneurial vision. Thus, we do not have to reinvent the wheel, but rather can rely on vendors to help us as we strive to run our offices seamlessly, efficiently, cost effectively and successfully.

As a member of the ALA National Vendor Relations Committee I have been afforded the opportunity to meet with national, regional and local vendors who provide services to law firms around the world. The Committee's primary focus is to facilitate communication among vendors, ALA international, ALA regions and ALA chapters as well as provide a resource for member and vendor feedback. Prior to my work with this Committee, I served as the Regional Projects Officer in Region 6 and as President of the Orange County Chapter where I had numerous opportunities to speak to our partners — ALA's sponsoring vendors. Unfortunately, many of our vendors voiced a

concern about the difficulties they encounter when attempting to have an audience with an Administrator.

ALA's vendor partners play an intricate role in assisting our Firms (and us) to provide the excellent service our clients, attorneys and staff expect. They are kind and generous sponsors of ALA at national, regional and local levels. Vendors contribute incredible support (time and funds) to assist our organization provide educational opportunities to its membership at all levels.

But we all know there is "NEVER" a good time to receive a call from a vendor because as Administrators, we are always in the middle of putting out a fire. So with fire extinguisher in hand, the phone rings and guess who — it is an unknown vendor on the line. I put my extinguisher down, take a deep breath and try to gracefully switch my hat from firewoman to administrator again all in one split second to speak to the caller. At the same time another unsolicited e-mail message appears on my screen from yet another vendor. In lightening speed, I try to respond but do not always succeed. Interestingly enough, so many times over the years when I have taken the time to converse with a new vendor, saving money and providing excellent state of the art service has been the result for both my Firm and its clients.

The next time you receive a call or e-mail message from a vendor sponsor, I strongly encourage you to respond. By taking a moment and creating a partnership with them you may discover a product or service that will assist your Firm to remain on the cutting edge in this ever-changing legal industry.

Reprinted with permission from Vicky Berry, Director of Attorney Recruiting and Office Administrator for Sedgwick Detert Moran & Arnold, LLP, published in Just the Facts by the Association of Legal Administrators, September 2005.

Thanks to our Vendors . . .

Special thanks to our vendors for their professional services and advertising support. We couldn't do it without you!

Antitrust Guide

For Members of the Association of Legal Administrators

Professional associations such as the Association of Legal Administrators (ALA), although well recognized as valuable tools of American business, are subject to severe scrutiny by both federal and state governments.

The single most significant law affecting professional associations is the Sherman Antitrust Act, which makes unlawful “every contract, combination in the form of trust or otherwise, or conspiracy, in restraint of trade or commerce...”

A professional association by the very nature of the fact that it is made up of competitors is a combination, thus satisfying one of the elements in proving an antitrust violation. Section 5 of the Federal Trade Commission Act is also applicable to professional associations; it makes unlawful the same types of conduct that are prohibited by the Sherman Act. Furthermore, almost all states have enacted antitrust laws similar to the Sherman Act.

There is no organization too small or too localized to escape the possibility of a civil or criminal antitrust suit. The federal government has brought civil or criminal actions against such small organizations as Maine Lobstermen, a Virginia audio-visual association, Bakersfield Plumbing Contractors, the Utah Pharmaceuticals Association, and local barbers associations.

The government has brought approximately five civil and ten criminal cases a year against professional associations. It is thus imperative that every professional association member, regardless of the size of the association or the size of those comprising the membership, refrain from indulging in any activity which may be the basis of a federal or state antitrust action.

There are four main areas of antitrust concern for professional associations: price fixing, membership, standardization and certification, and industry self-regulation. The area of greatest concern, for it is the area where individual members are most likely to violate the law and the area where the government appears most concerned, is price fixing. The government may infer a violation of the Sherman Act by the mere fact that all or most of the members of the professional association are doing the same thing with respect to prices. It is not required that there be an actual agreement, written or unwritten, to increase prices. Rather, price fixing is a very broad term which includes any concerted effort or action which has an effect on prices or on competition.

Accordingly, professional association members should refrain from any discussion which may provide the basis for an inference that the members agreed to take action relating to prices, production, allocation of markets, or any other matter having a market effect. The following topics, while not the only ones, are some of the main ones which should not be discussed at regular meetings or member gatherings:

- Do not discuss current or future billing rates, fees, disbursement charges or other items that could be construed as "price." Further, be very careful of discussions of past billing rates, fees or prices.
- Do not discuss what is a fair profit, billing rate or wage level.

- Do not discuss an increase or decrease in price, fees or wages, or disbursement charges. In this regard, remember that interest charges are considered an item of price.
- Do not discuss standardizing or stabilizing prices, fees or wages, or disbursement charges.
- Do not discuss current billing or fee procedures.
- Do not discuss the imposition of credit terms or the amount thereof.
- Do not complain to a competitor that his billing rates, fees or wages constitute unfair trade practices. In this context, another law firm (or even a corporate legal department) may be considered a competitor.
- Do not discuss refusing to deal with anyone because of his pricing or fees.

Do not conduct surveys (under the auspices of ALA or informally) relating to fees, wages or other economic matters without prior review by antitrust legal counsel. Any survey should have the following characteristics: a) participation is voluntary and open to non-members, b) data should be of past transactions, c) data should be collected by an independent third party, such as an accounting firm, d) confidentiality of each participant's data should be preserved, and e) data should be presented only in a composite form to conceal data of any single participant. If these criteria are met, an association can collect and disseminate data on a wide range of matters, including such things as past salaries, vacation policies, types of office equipment used, etc.

However, care must be taken to ensure that the purpose of any survey is to permit each firm to assess its own performance. If a survey is used for the purpose of or has the effect of raising or stabilizing fees, wages, disbursements, credit policies and the like, it will create serious antitrust problems.

Within this same legal framework applicable to surveys, an association can make presentations or circulate articles regarding such educational matters as establishing sound office procedures, etc., provided it is clear that the matters are educational, and not a basis for law firm uniformity or agreement.

Inasmuch as association antitrust violations can subject all association members to criminal and civil liability, members should be aware of the legal risks in regard to membership policy and industry self-regulation. Fair and objective membership requirement policies should be established. Membership policies should avoid:

1. Restrictions on dealing with non-members.
2. Exclusions from membership, especially if there is a business advantage in being a member.
3. Limitations on access to association information, unless the limitation is based upon protection of trade secrets.

The Association of Legal Administrators has a code of ethics, which sets forth parameters of ethical conduct. However, to ensure that the Code of Ethics does not create any antitrust problems, ALA must continue to ensure that its Code does not have arbitrary enforcement procedures or penalties.

The penalties for violating federal or state antitrust laws are severe. The maximum criminal penalty for violating the Sherman Act was increased in 2004 from \$350,000 to \$1,000,000 for an individual and from \$10,000,000 to \$100,000,000 for a corporation. Pursuant to the Sentencing Reform Act, alternative maximum fines could be increased to twice the pecuniary gain of an offender or twice the loss to another person.

Individuals and corporate officers who are found guilty of bid rigging, price fixing or market allocation will virtually always be sentenced to jail pursuant to the Sentencing Guidelines; community service cannot be used to avoid imprisonment. The minimum recommended sentence is four months; the maximum is three years.

Additionally, there are civil penalties such as injunctions or cease and desist orders which could result in government supervision of association members, restricting the association's activities or disbanding the association.

Civil suits may be brought by consumers or competitors. Civil antitrust actions result in treble damage awards and attorneys' fees. Thus, if association members are held liable to a competitor for antitrust violations which resulted in \$500,000 worth of lost business, the verdict may exceed \$1,500,000.

The government's attitude toward professional associations requires professional association members, as well as professional associations themselves, to at all times conduct their business openly and avoid any semblance of activity which might lead to the belief that the association members had agreed, even informally, to something that could have an effect on prices, fees or competition. Thus, it is important that members contact the association headquarters or legal counsel for guidance if they have even the slightest qualms about the propriety of a proposed activity or discussion.

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Fax: (847) 267-1329

I find that the harder I work, the more luck I seem to have.
— Thomas Jefferson

I am always doing things I can't do; that's
how I get to do them.
— Pablo Picasso



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LUNCHEON HIGHLIGHTS

Luncheons are held at Andiamo, 3145 Folsom Boulevard; 3rd Wednesday of each month and start at 11:45 a.m.

July 20, 2005

Topic: “Effective Media Relations: Developing a Program That Works!”

Speaker: Tania Condon, Vice President of Client Services at Allison & Partners

In today’s competitive market, reaching your audience is critical to differentiating your firm from the competition. Developing an effective media relations program means clearly defining your objectives, positioning your partners as experts, targeting the correct media, knowing what makes a strong media story and being prepared in the area of crisis communications.

At the July luncheon, Tania Condon of Allison & Partners guided us through the following:

- The Administrator’s role in the media process
- Effectively utilizing the partners in your firm
- Media training
- Developing and maintaining media relationships
- How to set measurement benchmarks

Formed in 2001, Allison & Partners has quickly developed a reputation for creative thinking, flawless execution and solid results. With headquarters in San Francisco and offices in Palo Alto, Los Angeles, San Diego and New York, Allison offers the reach and depth of a nationwide leader-and the responsiveness of a boutique agency. Each office is led by a diverse team of seasoned industry veterans who offer direct access to senior counsel and a hands-on approach that guarantees our best thinking goes into every project.

Tania Condon oversees the company's San Francisco operation, providing strategic counsel to both clients and account teams. She maintains a specific emphasis on message development, brand protection and issues management and has represented clients in the hospitality, pharmaceutical, payments, and telecommunications industries, including ARAMARK, Hoffmann LaRoche, Visa International, Vodafone and Globalstar USA.

Do you have more questions? Please visit Ms. Condon’s website at allisonpr.com.

LUNCHEON HIGHLIGHTS
(continued)

September 21, 2005

Topic: Planning Your Retirement – Are You Prepared?

Speaker: John Matzoll of Merrill Lynch

John Matzoll of Merrill Lynch presented a fantastic presentation in layman's terms on how to prepare for your own retirements. We found out about the "seven buckets of money" we all need to have.

John handles both personal and institutional portfolios for Merrill Lynch and has an amazing grasp of the myriad factors that make the economic world go round.



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Every exit is an entry somewhere else.
— Tom Stoppard

The art of being wise is the art of knowing
what to overlook.
— William James

“Ethics And Character In The Workplace And Beyond“

by

Linda Knoth

Office Administrator - Assayag Mauss

OC/ALA Board Secretary

One of the great sources of ethics is Aristotle. Aristotle thought that he could summarize the entire ethical world with the answer to one question: “Is this the action of a good person?”

ALA’s Code of Professional Ethics sets forth guidelines or standards for the ethical administration of legal practices. As Administrators and members of ALA, it is our duty to abide by and promote these principles. I would like to focus on the first two principles, Honesty and Integrity, and how they pertain to our actions as administrators and human beings: “Be open and honest in all relationships with attorneys, employees and others and never compromise the reputation or good of the legal practice by dishonest or illegal behavior . . . foster a work environment founded on respect and dignity.” It is honesty and integrity that define one’s character.

Ethics are the rules of conduct that govern behavior, and for me, ethics in the workplace are not separate from ethics in any other area of my life. Ethics is the study of human actions. It deals with issues such as defining “right and wrong” as well as the gray areas in between. Ethics seek answers to questions like what is “good behavior” and what should be valued. A violation of ethics is a conscious decision to depart from those rules whether in the workplace or anywhere else. Living our values at work is essential for self-respect, and here’s why: Honesty – the payoff is peace of mind. Ever have trouble sleeping because you shaded the truth? Living outside the value of honesty leads to multiple losses: loss of self-esteem, sleep, relationships and possibly loss of profit at work; Integrity – when you are known for adhering to a standard, people will trust you. I recall the story of an employee whose boss asked him to lie. The employee responded, “If I can lie for you, I can lie to you and I won’t do either.” Trust comes from treating your employees, employer, and others with respect and honest behavior.

Honesty is defined as trustworthy, truthful, principled, unbiased, aboveboard, genuine, ethical, unadulterated, forthright, fair, conscientious . . . , all qualities an office administrator must strive to have.

Integrity is defined as having moral principle and character, honesty, reliability, incorruptibility, virtue, fairness, uprightness, backbone, trustworthiness, sincerity, responsibility, truthfulness, purity, justness . . . , again, all qualities an office administrator must strive to have.

Character is defined as the aggregate of moral qualities: honesty, integrity, truthfulness . . . It is extraordinary how these definitions overlap. Character is the combination of personal qualities that make each person unique. According to Michael Josephson of The Josephson Institute of Ethics, the six pillars of character are trustworthiness, respect, responsibility, fairness, caring and citizenship. Our task is to control and discipline ourselves to be constantly aware of these pillars and strive to be a person of good character.

When you are making decisions based on these values, you can ask yourself these three questions to insure ethical decision-making:

Are you treating others as you would want to be treated?

How would your spouse, parent, child, neighbor react to your decision?

If you explained your decision about why you selected this option to someone you respect, what would they say?

Character and ethics are all-or-nothing things – you can't have one without the other. According to *Human Resources Magazine*, studies show that the root of business ethics problems is individual character issues. Your firm motto should be: "Hire for Character, train for skills." Focusing on character at the job interview stage has the added benefit of helping reduce turnover because you hire employees who better fit the company's values.

As administrators we want to be of good character and make ethical decisions. Ethical decision-making involves the process of making informed decisions when faced with difficult dilemmas with many alternative solutions. It never hurts to reread our Code of Professional Ethics to remind ourselves of two of the most important things in our work and everyday life, honesty and integrity.

Remember to ask yourself: "Is this the action of a good person?"

Reprinted with permission from The Orange Appeal, the newsletter published by the Orange County Chapter of the Association of Legal Administrators, October, 2003.

Answers to Word Jumble:

A	L	E	A	R	N	H	Z
Y	A	D	B	P	E	E	R
F	U	N	G	R	T	L	E
O	G	P	Q	O	W	P	G
D	H	L	S	S	O	B	I
T	S	A	E	U	R	W	O
C	S	E	R	P	K	P	N
O	X	R	V	P	I	G	A
N	A	T	I	O	N	A	L
F	I	N	C	R	G	S	M
E	J	O	E	T	E	K	X
R	U	M	A	U	S	S	J
E	S	A	G	E	V	B	I
N	E	W	B	O	A	R	D
C	R	I	Q	M	L	Y	E
E	X	N	V	Z	A	L	A

Vendor Advertising Policy

The *River City Review* accepts advertising from vendors offering products and services to the legal community. Advertising is now available on our web page! Please make note of the following advertising rates effective January 1, 2005:

Size	Rates		
	Per Issue	4 Issue Rate	Including Website
Full Page	\$125.00	\$475.00 (\$25 savings)	\$1,475
Half Page	\$ 75.00	\$275.00 (\$25.00 savings)	\$1,275
One Third/One Quarter Page	\$ 50.00	\$175.00 (\$25 savings)	\$1,175
Business Card	\$ 25.00	\$ 85.00 (\$15 savings)	\$1,085

Camera-ready artwork for all advertising must be provided to a Newsletter Co-chair prior to Newsletter submission deadlines. The Sacramento Valley Chapter of the ALA reserves the right to accept or reject any advertisement submitted at their discretion.

Calendar Highlights

<p style="text-align: center;"><u>October 2005</u></p> <p>Thursday, October 13</p> <p style="padding-left: 40px;">SVALA Board Meeting 5:00 p.m. Murphy Austin Adams Schoenfeld LLP</p> <p>Wednesday, October 19</p> <p style="padding-left: 40px;">Membership Luncheon 11:45 a.m. – 1:00 p.m. – Andiamo Topic: Labor Law Update Speaker: Kelley Kern, Esq.</p>	<p style="text-align: center;"><u>November 2005</u></p> <p>Thursday, November 10</p> <p style="padding-left: 40px;">SVALA Board Meeting 5:00 p.m. Murphy Austin Adams Schoenfeld LLP</p> <p>Wednesday, November 16</p> <p style="padding-left: 40px;">Membership Luncheon 11:45 a.m. – 1:00 p.m. – Andiamo Topic: Kevin Grinz Speaker: Health Insurance Renewals</p>
<p style="text-align: center;"><u>December 2005</u></p> <p>Thursday, December 8</p> <p style="padding-left: 40px;">SVALA Board Meeting 5:00 p.m. Murphy Austin Adams Schoenfeld LLP</p> <p>Friday, December 9</p> <p style="padding-left: 40px;">Holiday Luncheon Location TBD</p>	<p style="text-align: center;"><u>Upcoming Events</u></p> <p>March 8, 2006</p> <p style="padding-left: 40px;">Managing Partner Dinner Location: Crocker Art Museum Speaker: Jesse Choper</p> <p>May 1 – 4, 2006</p> <p style="padding-left: 40px;">Palais des Congres de Montréal, Québec Canada</p>

Be kind, for everyone you meet is fighting a hard battle.
— Philo

In the long run the pessimist may be proved right, but the
optimist has a better time on the trip.
— Daniel L. Reardon

Community Challenge Weekend



October 15, 2005

8:30 a.m. - 2:30 p.m.

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