

1. Interpersonal relations skills (e.g., performance counseling, client contacts).
2. Written communication skills (e.g., writing memos, policy manuals, proposals, job descriptions).
3. Oral communication skills (e.g., presentations to staff and lawyers, interactions with clients and vendors).
4. 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.
5. Knowledge of budgeting, financial reporting, cash flow analysis, model building, and variance analysis.
6. 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.
7. Knowledge of time management strategies (e.g., setting priorities, delegating).
8. Skill in using computer systems (e.g., word processing, accessing informational databases).
9. Knowledge of performance management systems (e.g., appraisal, disciplinary, and termination procedures).
10. Knowledge and skill in negotiation and conflict management techniques.
11. 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]).
12. Knowledge of records management and retention requirements (e.g., requirements for paper and electronic documents, discovery holds and requests).
13. Knowledge of procedures and tools for recruiting, selecting, and promoting employees.
14. 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.
15. 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]).
16. 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).
17. Knowledge of leadership styles and techniques.
18. Knowledge of planning techniques (e.g., strategic, disaster, and business planning).
19. Knowledge of employee motivational techniques.
20. Knowledge and expertise in personnel training and development systems/methods.
21. Knowledge of professional liability issues.
22. Knowledge of the features and capabilities of the Internet, web-based technology, and hardware and software systems, including security and confidentiality.
23. Knowledge of incentives/rewards systems (compensation, employee benefits).
24. Knowledge of changes/trends in the legal industry.
25. Knowledge of trust accounting procedures and regulations.

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26. Knowledge of team development and management principles (e.g., self-directed teams, team building).
27. Knowledge of stress management techniques.
28. Knowledge of organizational development techniques (e.g., change management).
29. Knowledge of mobile communication devices (i.e., smartphones, tablets) and their uses.
30. Knowledge of U.S. federal payroll and employee benefit procedures, and tax and reporting requirements (e.g., Internal Revenue Service Code).
31. Knowledge of electronic privacy issues.
32. 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).
33. Knowledge of project management.
34. Knowledge of facilities management procedures and techniques.
35. Knowledge of lease/contract agreements.
36. Knowledge of the features and capabilities of automated financial management systems.
37. Knowledge of work product quality control procedures and techniques.
38. Knowledge of business development techniques, including market analysis and business development tools (e.g., social media, website design, search engine optimization).
39. Knowledge of computer-based tools for financial analysis and management.
40. Knowledge of financial controls (e.g., division of responsibilities).
41. Knowledge of the features and capabilities of practice support systems (e.g., LEXIS/NEXIS, QUICKLAW, research, document management, litigation support, case management).
42. Knowledge of the features and capabilities of document assembly and management systems.
43. Knowledge of laws and regulations regarding business insurance coverages.
44. Knowledge of alternative fee arrangements (e.g., bonus based, flat fee, task based, volume discounts).
45. Knowledge of banking/investment policies and procedures and types of accounts.
46. Knowledge of substance abuse issues in the workplace (e.g., intervention techniques, assessment and treatment resources).
47. Knowledge of client matter budgeting as it relates to electronic billing and/or allocation of firm time and resources.
48. Knowledge of outsourcing resources and related benefits (e.g., office services, IT, payroll, records).
49. Knowledge of financing methods and investments (e.g., lease vs. buy).
50. Knowledge of workplace safety and health issues (e.g. Occupational Safety and Health Act [OSHA], Employee Assistance Programs [EAPs]).
51. Knowledge of client service strategies (e.g., cross selling, value pricing, service/product packaging, business process re-engineering).
52. Knowledge of legal organization structures and the laws and regulations regarding accounting procedures for each structure, including tax reporting requirements.
53. Knowledge of space assessment, design, and development strategies.

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54. Knowledge of procurement and contract management procedures (e.g., developing requests for proposals, evaluating proposals, overseeing contractor performance).
55. Knowledge of workforce demographics and trends.
56. Knowledge of client relationship management (CRM) software.
57. Knowledge of how to implement and maintain wellness programs.
58. Knowledge of survey research (e.g., survey design, confidentiality issues) as it applies to employee, client, and market survey efforts.
59. Knowledge of firm dissolution procedures (e.g., partner liability, retirement plans, insurance, outplacement).
60. Knowledge of meeting facilitation protocol and procedures (e.g., Robert's Rules of Order).
61. Knowledge of the process of law firm mergers and acquisitions.
62. Knowledge of applicable non-U.S. payroll and employee benefit procedures, and tax and reporting requirements (e.g., Canadian Customs and Revenue Agency regulations).
63. Knowledge of non-U.S. employment laws.
64. Knowledge of non-U.S. based law-related codes of professional conduct.
65. Knowledge of non-U.S. employee benefit laws (e.g., Canada/Quebec Pension Plan).