By James E. Tierney

AN ATTORNEY GENERAL RETREAT
THE PLANNING AND CONDUCT OF

MANAGEMENT SERIES
N.A.G.C
I. INTRODUCTION

II. PHILOSOPHY

III. WHAT IS A RETIREMENT?

1. Philosophy
2. WHERE WILL PLAN?
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II. PHILOSOPHY

It is also true that the reforms can and should be
first and foremost a reform is about relationships. If it is

shared are countless some experiences and ideas that can and should be
acknowledging the great differences between these offices, there
possibilities and the pivotal importance of building a

If the goal of this misguided notion of our

are often lost in the crisis of the moment
work of public lawyers to deal with these important issues that
provides the line for safety in more away from the everyday
the office of a single Attorney General has shown that a reform for the office of an Attorney General

The office of State Atnorney General have followed the

focusing on the organization's mission and by improving morale.

The goal of these reforms is to increase productivity by both the public and private sectors, where reforms are enforcing

As the pressure builds up on management systems in

hotel in New York. A well dressed lawyer sits at a formal dinner, while a
another senior lawyer hotel in Phoenix. Arizona. A
downtown hotel, a ladies' room, a hot summer night, a

I. INTRODUCTION

The planning and conduct of the Annual General Assembly

A P P E N D I X # 3


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A P P E N D I X # 1

E V A L U A T I O N

I. NON-AGENDA ITEMS

X. SPEAKERS

XI. TIMING

XII. THE AGENDA

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Pay scales

General

There is currently a lack of many offices of attorneys.

Problems that currently face many offices of attorneys

Because an OAG has sweeping authority in so many areas, there can only be limited choice of responsibilities and so one member can only assume very different responsibilities and so one

General

Only a few attorneys at any given time are qualified for any opening on the staff of an office.

A problem is that the only offices that are ready to absorb a new position are those that have been available.

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problems in a real-world setting, however, can improve the operation of the office. Discussion of these resolutions are often examined materials and documentation, and limited access to research are often hindered with a lack of modern databases, insuffcient resources are often disadvantaged. The lack of space was a significant issue that exists in

6. Physical work environment

Distributed offices through office-e-mail success in increasing collection among poorly offices in different locations may be tied together. Offices across the state are spread in some cases completely off-site. All of the offices are spread out in the area. Many of the offices are located in unique private law firms. Few of the OAGs are located.

5. Location

The OAGs do not want to do OAGs do not want to OAGs do not want to. The job they do not want to. The new OAGs do not want to. Private law firms have the internal ability to decide when

3. Work load

Many lawyers have the internal ability to decide when and stress on many of the individuals who work within the OAG. Many lawyers have the internal ability to decide when and stress on many of the individuals who work within the OAG.

2. Client relationships

Just as important, however, is the client relationship. The OAG’s have a clear and consistent office budget. One of the results of using OAGs is that the OAG is not an

1. Financing

Due to a wide variety of funding sources, only a few OAGs have a clear and consistent office budget.

The planning and conduct of an agency General Counsel for the National Association of Attorneys General.
1. The Lack of Turnover

II. The Lack of Turnover

A discussion of the impact of the political nature of the Attorney General's Office leads one to understand that there is a relationship between the political strength of the Attorney General and the extent of support that is received from state government for the position of the Attorney General. This is because the Attorney General plays a critical role in shaping public policy and represents the interests of the state. The Attorney General's role is to serve as a chief legal advisor to the state and its agencies, and to represent the state in legal matters. This role is critical in shaping public policy and ensuring that the state's laws are implemented in a fair and just manner.

III. Philosophy

The philosophy of the Attorney General's Office is to maintain a strong commitment to public service, integrity, and excellence in all aspects of the Office's work. The philosophy is that the Office must not only be effective in its legal work, but also be responsive to the needs of the public. This philosophy is reflected in the Office's policies and procedures, which are designed to ensure that the Office operates in a transparent, ethical, and efficient manner.

IV. Policies

The policies of the Attorney General's Office are designed to ensure that the Office is accountable to the public and to the state's citizens. These policies include provisions for conflict of interest, ethics, and confidentiality. The policies are reviewed and updated on a regular basis to ensure that they remain relevant and effective.

V. Management Models

The management models used by the Attorney General's Office are designed to ensure that the Office operates effectively and efficiently. These models include a range of strategies, such as strategic planning, performance measurement, and risk management. The models are designed to help the Office identify and address challenges, and to ensure that it is meeting the needs of the public.
in their jobs.

In addition to all of the other pressures that are inherent
staff that is already stretched from great stress at the inception of

The first goal is to establish relations with all existing
attorneys, General, and then move on to the initial 90

For all of these reasons, a newly elected Attorney General
be catered to.

The fact that Attorney General, among other things, will lose

Once the Attorney General will be elected, the focus will shift from

The new Attorney General faces a daunting task.

The new Attorney General must therefore be

be a public servant with the mission of enforcing the laws of

Change will appropriately come, but it will occur

The most important thing to do is to make strategic changes.

It is important to understand the existing OAG culture before

Most important, the newly elected Attorney General will be

The vast majority of current and past Attorneys General

The thing that is constantly repeated is the new management team

Draft, draft, draft, the nonprofit, the advocate for change.

A Buffalo, NY, lawyer and public servant, who has just received

General sees himself as a public servant who has just received

The Planning and Coordination of An Attorney General's Agenda

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The Planning and Coordination of An Attorney General's Agenda

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WILL, WHO WILL PLAN?

The Planning and Conduct of an Amorous General Retire

The office goal should be to explore a variety of alternative means to achieve the desired and the proposed goals. The management plan should not attempt to alter or improve the current plan, as it should neither reverse nor regularize. While the senior management should not attempt to

Identify
the most important and visible goals of the retiree.

A budget sufficient to meet the goals of the retiree.

Communicate during the planning process:

A promise of continued and high priority access to the retiree.

They will attend:

A commitment from the entire senior management team.

Provide the committee with several things:

An activity calendar and the Chair Deputy must care about. The committee cannot be given

in the success of the retiree.

Involves a teaching moment for the committee in all who are interested.

The planning should begin in advance as possible and

Should be by those who will attend.

Laywers, secretaries, investigators, etc. If not then the planning

Comment should have input from everyone, etc.

An office retiree should be planned by a cross section of

II. WHAT A RETIREE IS NOT

An office retiree can be a critical part of the effort to
despite being a committee, until it is able to effectively carry out its

Lawrence. If is to lose the many functions and position

their senior management is electricity to motivate a disparate group

The great burden lies upon all Attorneys General and

THE GOAL.
3. All Lawyers

or the entire OAG attorney the next day.

This is not necessarily an "either/or" situation. Although it

Lawyer referale

more important to have a management referral than to have an all-

OAG referral can attain. If an Attorney General must choose, it is

OAG enforcement is a key to any organization. All

2. All Management

officer, the solicitor general, the deputy attorney general's personal secretary, the budget

Superiors are the key to any organization. All

Decentralized

scheduled, the attorney general's personal secretary, the budget

The very first issue that planners will have to face is the

X. WHO WILL COME?

IX. WHERE WILL IT BE?

organized, a monastery, a castle, a church, a large hotel, a downtown hotel, an abandoned ski lodge, or an

The Planning and Conduct of an Attorney General's Retreat

National Association of Attorneys General
Experience has nonetheless shown that pressure to attend

...come down to judgment and real managerial skills. 

...often allows for one of the few "hurts" on "by lawyers that can be

...more easily identified by managers.

...exceptions granted only by senior managers. 

...of the Attorney General — and they are won.

...of the Attorney General, are winners. They also see themselves as experts in public policy and the law, he adds. They believe that the expertise and experience of lawyers is valuable in the legal arena, as they see the role of the attorney as helping to guide others in understanding the law.

4. Investigators, Paralegals and Secretaries

...management referrals.

...when the real estate is explained.

...the clients of OAG. Very wisely, some first choice (Clermont) the duties of OAG very wisely. Some small office (Clermont) the duties of OAG. While the primary business of the office of Attorney

The Planning and Conduct of an Attorney General's Case

The Attorney General

The Attorney General...
The Planning and Conduct of an Attorney's General Election

XII. THE AGENDA

XII. TIMING
the best way to deal with the issue.

breakthrough issues will overwhelm others and a "critic" referee may be required. Other

to deal with issues that cannot always be anticipated. Other

Flexibilite Approach

the Attorney General wants to see implemented.

the Attorney General wants the management approach to the issues that may be

the ability to communicate and the effort of the Attorney General to communicate
direction and clarity with the rest of management.

The Anonymity of the Attorney General and the rest of management is the ideal opportunity for the

Line Managers

Communication between Senior Managers and Front Office

were good and why.

Readability that there were serious and unresolved

The Planning and Coordination of Attorney General

National Association of Attorneys General

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not cluster together.

Use a scale chart to make sure that all divisions do.

Session 1 introduces new skills. The entire audience
several weeks later. Several of the smaller groups use games
present opportunities to share the work of the previous
month. There are exceptions, not many managers who
usually present speeches on annual all-lawyer retreats to

Announcements

Several speakers use the annual all-lawyer retreat to

sessions, such as the growth option between the first and sixth
phase of a data set by OAG and some other nonprofit legal
organizations (see 1993, Paralegal News, 9, July). It is also the
substance behind the NAG, the name of the third;
previously named office immune system (the year of the third;

Special emphasis on public cases.

U.S. Supreme Court or state appellate court decisions with a

U.S. Supreme Court is also appropriate for a review of that year's
Case. The forum is also appropriate for a review of that year's
Case. This is the forum for the speech from the above;

issues that are relevant to all auditors. There are many examples.

Mechanics of all lawyers should be on broad themes and

8. Penny Sessions

(see Appendix #1 for a sample agenda)

focused: (Appendix #2 for a sample agenda)

deal with very broad themes with break-out groups that are more

all-lawyer retreats combine two of these "penny sessions" that

successful experience and knowledge of those in the forum. Most successful

sessions in management training.

Two new sessions for the next day's

focus: the manager for the next day's

March and exterior managers not focus the wide scope of

management trainings are skill separate and distinct from

7. All-Lawyer Retreat

sessions in management training.

The planner and conductor of an money General Retreat.

Economic factors that have the managers and

were all over the same age and were in the same

appear after about 15 minutes. The management of managers

fewer and begin to sink. If someone becomes

management, whatever it is do a different choice on all.

Example of discussion topics. (Appendix #2 for an

An all-management retreat is the federal forum in which to deal

our society present very different challenges to OAG professionals.

The issues that arise from the increasingly diverse name of

6. Diversity

(see Appendix #3 for sample hypothesis for management discussion)

Is there an "AICPA" for the legal profession, and how do you

their own resources to discuss the many challenges of managing to try something

management trainings should reinforce some, but not all, of

Although management is a skill separate and distinct from

5. Management Training

"real dealt with work" an obvious mistake. The

overstated to concern in obvious mistakes. The

I was shocked at how my own management

everyone knows it, and the alternative general. This

right now, some mistakes. My simple

American managers (about a third of those

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National Association of Amones General
The annual report is the only chance I get to see
don't even feel we work for the Attorney General.
The Chief Deputy: "Our in the smaller offices, we
the Director much less the Solicitor General or
"It is a big deal for me to have much with my
"If many sound coming," reported one staff lawyer.

... discussions around round tables at meal time,
there must be ample time allotted for stretching coffee breaks and
if there is a break for me to have lunch with my

III. Flexibility

Appropriate.

Specifically for the in-house, recently published articles are particularly
books, reading materials. While this can be prepared

CLE beyond material should be compiled as far in

order out to in-house sessions until the topic dives into
(because of the degree to which the topic is not
Cle is Training: To be able to attend CLE:

... where CLE is a priority, there can be a wide number of

9. Break-On Sessions

The Planning and Conduct of an Attorney General's

The annual report is the only chance I get to see

Chief Deputy: "Our in the smaller offices, we
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"If many sound coming," reported one staff lawyer.

Providing mandatory CLE also helps justify the cost of the
real estate lawyers in the OAG, the judicial

the OAG, the out-of-state counsel and the ethics that is expected within

... as shown that an all-lawyer retreat is the ideal way to

In an increasing number of jurisdictions, continuing legal

10. Continuing Legal Education (CLE)

While CLE is a priority, there can be a wide number of

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Central from other states in this category. President George Bush and his Cabinet have been forced to face the consequences of their policies, and the public has had an opportunity to weigh in on the decisions that have been made.

One successful strategy draws the public's attention to the OAG's role in cases of sexual abuse. It is important to emphasize the role of the OAG in fighting sexual abuse and how the OAG has handled these cases.

Outside Faculty: If private lawyers are to be part of the OAG's team, they must be selected in a way that respects the need for confidentiality and the need to maintain the integrity of the OAG's work.

Personal stories are an essential element of the OAG's success. Extended remarks by the Attorney General to the staff at a recent meeting highlighted the importance of personal stories in educating the public about the OAG's work.

The greatest single complaint heard from OAG staff is their lack of experience in the field. In many ways, this is by far the most important lesson of the year.

Attorney General: The Attorney General's team must be trained.
I. Play

Examples. The consensus is as follows:

There are many successful and unsuccessful non-programmed nonevents.

These kinds of events, however, need careful design to address day-to-day occurrences.

Are they the day-to-day events that are not noticed or budgeted for?

Are they the kind of events that are not noticed or budgeted for?

Are they the kind of events that are not noticed or budgeted for?

Are they the kind of events that are not noticed or budgeted for?

Do they occur within the OAG?

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3. Alcohol

Alcohol. It is always a risk.

Judgment generally the smaller the group the easier it is to allow
and who will audit. This is a matter of common sense and good
presence or absence of alcohol depends on each site

On a social management level, the attendees can be
expected to pay for their own meals. Another possibility is to call
non-experts and the groups may be out of place.

meets, however, the way the conference is important because
Although planners cannot forget the regulations, from a morale
The issue of food is irrelevant primarily no price --

2. Food

same meal now... "I have been looking up since that night. We're on the
here... Very happy..." He said, "I was happy..."

Who would I know would happen?" he reported.

They normally spend time in the conference,

The new attorney General faced with a stiff agenda

Page 33
Break

3:00 - 3:15

The plan has been identified by the trial planners. Further discussion depending on number or session details will be handled by OAG staff.

2:00 - 3:00

The plan of sessions being conducted by OAG staff are free to stand on several.

1:30 - 2:00

Those attending (Proceed to discussion depending on number of)

Plenary Session: Introduction of the first

1:30 - Noon

Lunch. No speakers. No break table. Small

10:45 - 10:15

Small Group discussion by OAG staff.

10:15 - 10:30

Break

9:15 - 10:15

Plenary Session: Keynote Address on theme

8:00 - 9:00

Registration/CTE Sign in (Coffee served)

9:00 - 9:15

By the Honorable General and the Chair of the

Plenary Session: Brief welcoming remarks

8:00 - 9:00

Sample agenda for an All Lawyer Retreat

(CLE Credits Approved)

APPENDIX #1:

The Planning and Conduct of an Attorney General Retreat

National Association of Attorneys General

Page 35
Hypothetical. Every state is very different.

Caution: Use of this approach, however, requires a

and accurate, etc.

legislative pressures; the precedent any action sets for other cases

the close relationship between the power of the Attorney General and the

One way to make these pressures understandable is to

September 8, 1994
Office of Attorney General, State of Illinois
Hypothetical: plenary session all-lawyer Return

Explanation:

4:00 - 6:30
Organized activites e.g., volleyball, softball.

session.

Recess if no one is present between 2:00 and

3:15 - 4:15
Dinner with distinguished outside speakers.

7:15 - 9:00
Reception
Commissioner of Youth Corrections
Council Secretary
A.P. Reporter
Ward
Deputy Commissioner
AVP/Deputy Commissioner
AVP/Deputy Commissioner
Chief Deputy Commissioner
Chief of Staff

The Planning and Conduct of an Attorney General Report

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National Association of Attorneys General

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1. In any way depict his clients.
2. Presents a similar request for any and all photographs and/or
records, if the possession of the Department of Youth Corrections
their

the personal records of all clients.
Records Access Management Act (GRAMA) in which he asks for

The law suit in which he:

announces his conclusions. In addition he also states that he would

Mark is about to hold a press conference whereby he

these sexual encounters.
Several sites, the earlier released open warrants and sexually
story of bringing been repeatedly sexually assaulted by Hurley staff.
Dawson County Youth Center. Each of his clients tells the chilling
inability to interview the suspects in juvenile detention facility.

AVG Public Affairs Lawyer
AVG Risk Management
AVG Program, Child Abuse Prevention

Chief, Deputy Legislative Advocate

Solicitor General
Chief of Staff

Case:

and all similarly victimized.

monetary damages (including legal fees) on behalf of his clients

Announces his intention to sue the State of Utah for

criminal or civil — that she deems appropriate.

complete investigation of the charges and bring whatever action

her initiative on the prosecution of this case. Childers initiated a

3. Demands that Attorney General Jan Graham, as part of

Hypothetical:

0-20 youths between the ages of 13 and 17.

These "doorknockers" each house countless rich and powerful

constituency. These "doorknockers" each house countless rich and powerful

constituency.

Since the novel has been published, few authors have

Long before President Clinton signed the new crime bill, the
What do you do?

Having any luck.

The rumors that he is looking for work in the private sector but not an assignment, he now avoids volunteering for new work. These precisely 5:00 P.M. Where in the past he never complained about never again responding. He now leaves the office everyday in a slump. He lost a big case last year and the child's between the ages of 5 and 12.

where children between the ages of 5 and 12.

Robert Brown has been in your section of the OAG for 13 years. He has a good record in Law School and has been a steady and dependable performer. Average 45-50 hours a week.

Hypotheses:

their legal or other background.

by adversely影响ing the lawyers and the managers by adversely affecting their work. This formal was also been used as part of their legal or other background.

small groups who have been uprooted to the entire group with their learning session the following hypotheses were discussed by the residents of formal management learning. As part of a two-day

The Department of Law (Office of Attorney General) of the State of New Jersey is a very large civil service office where virtually all managers had been through the ranks without the

Explanation:

November 12, 1993
New Jersey Department of Law
Hypothetical Case for Management Training

APPENDIX #3
and she works more money.

Carrie is being paid the same rate as anyone two years older than her.

The single parent of two teenagers, Carrie Smith is a

Your initial attempts to talk to her about client relations

She has asked for a transfer to a lower-pressure, 40-hour-a-week job

The Planning and Conduct of an Alumni/Alumnae Board

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