

# Calendar Control

**T**ime is relative to the position of the observer. When the new client calls, next month looks wide open and promises flow freely. When the promised deadline approaches, things look different. Calendar control methods help us make promises we can keep.

A calendar system needs six elements for safe and effective calendar control:<sup>1</sup>

- ▶ The *calendar control person* is an important element of the system. This person is responsible for daily maintenance and backups and for making sure that everyone properly uses the calendar. You also need a backup person who can fill in when the main responsible person is out.
- ▶ *Events* in a calendar system are date-driven and time-driven items, for example, a court hearing. They are segregated from other types of items in Time Matters and most calendars, such as the Palm operating system appointment and to-do programs. Make sure the entries are double-checked before you put away the source documents, such as a deposition notice or an order that sets a case for trial.
- ▶ *To-do items* are date-driven but not time-driven. Examples are briefing deadlines and prescription dates. Also, add a to-do item as a reminder to follow up an important outstanding task, such as obtaining the clerk's confirmation of filing a suit before prescription runs.
- ▶ *Alerts* are warnings of an event or a to-do in the future. If we forget to add an alert for an important event or to-do, we will squeeze ourselves so much that problems arise. Unless you're better than most about looking ahead on your calendar, a one-month alert for a brief that is due is necessary to avoid setting a trial or closing too close to the brief's due date. Many attorneys use two alerts, a long-range heads-up and an emergency status flag. Time Matters can do a countdown reminder for any number of days set, so the number of days left to write the brief is there on the first screen that comes up. A nagging assistant or partner can do the same thing.
- ▶ *Maintenance* gives you the freedom to use the calendar system without worrying about perfection. Immediate calendar changes are best. But if every change in the schedule requires perfectly accurate modifications and assorted other data entry tasks, you won't use the calendar properly. If you can confine clean-up/updating functions to one session a day or week, perhaps delegating much of the work, you'll get more value and security out of the calendar system. During a maintenance scan, mark all questionable entries — things-not-completed-or-moved, duplications and changes not completely made earlier — and fix them after consultation with the responsible party. This is also a good time to add alerts.
- ▶ *Backups* are the last line of defense. Keep good daily rotating backups if you're on computer. Use backup procedures, such as having your assistant check that you have entered every important date, by comparing your calendar entries to the mail and any file notes you've made. Have your assistant remind you in notes and in person about the important deadlines.

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<sup>1</sup> We emphasize here the use of computer-based calendars because most lawyers have at least one computer these days. There is nothing wrong with the time-honored manual calendar systems. For information about setting up and using an index card system, please see Mississippi Bar, *Client Relations: Forms, Letters & Useful Information* (undated).

**Question: How does one know what dates to put on the calendar system?  
Answer: Checklists!**

Here's a very short checklist to start with. We recommend at a minimum that you add events, to-do items and alerts to your calendar system every time you:

- Accept a representation
- Receive a trial date or other setting
- Put the file away.

Checklists tell the lawyer what to put on the calendar for complicated cases and transactions. Use checklists as often as possible and keep them fresh with frequent improvements.

The following is an example of a simple master file checklist. This general checklist should be augmented with detailed checklists. Good commercial checklist systems are available. Choosing or creating moderate checklists that the lawyer and his staff will use is more important than searching for the exhaustively perfect checklist.

## General Checklist

File: \_\_\_\_\_

Date Opened: \_\_\_\_\_

- Rule out conflicts of interest.
- Open file.
- Calendar deadlines. Prescription date? \_\_\_\_\_
- Send engagement letter.
- Sign written fee agreement.
- Make client trust account deposit.
- Investigate.
- Recommend action to client.
- Obtain client approval of action.
- Complete litigation or transaction.
- Update client.
- Do follow-up.
- Collect fees and expenses.
- Terminate representation ethically.
- Send trust accounting.
- Send disengagement letter.
- Purge, close and archive file.

**Caveat: Supplement with detailed checklists!**

## Louisiana Prescription Quick Reference Card

Another good starting point is the Louisiana Prescription Quick Reference Card, created and distributed by Gilsbar. Gilsbar updates the card every fall. While it is unwise to rely solely on such a device, it is a place to start before checking the books.

The Louisiana Prescription Quick Reference Card can be found on page 117.

## Calendar Control System Installation Checklist

- Set up “events” (which means items timed and dated, *e.g.*, appointments and court hearings).
- Set up “to-do’s” (which means items dated but not timed, *e.g.*, prescription deadlines).
- Add a to-do for each matter, at least for a periodic status check. Every matter must have at least one entry in the system at all times to avoid “the forgotten file syndrome.”
- Consider using some type of visual aid, perhaps a monthly wall calendar. This allows you to see calendar squeezes early.
- Put alerts (early warnings) on your calendar for key dates, *e.g.*, 21, 14, 7-1 days before the due date.
- Double-check each initial entry. Early errors can later propagate throughout the system.
- Add a to-do when any important matter is done, for follow-up as necessary.
- Provide for periodic maintenance; try daily, weekly and monthly.
- The calendar control person may delegate tasks but is always responsible. One person! Owing to the importance of this job, give it to the most compulsively gifted person in your office.
- Install a backup system. At a minimum, make an entry in the calendar that requires the calendar control person to copy paper systems and backup computer systems periodically.
- Add calendar entries for key dates when you accept a representation, when you receive a hearing date or each time you put the file away. This prevents forgotten files. This is a good time to double-check prescription dates.
- Create detailed checklists that go with each element of your calendaring system.
- A key to successful deadline management is using checklists as much as possible. These should remind you of dates and times that should be placed on your calendar system.

# Calendar Control Evaluation Checklist

Use this checklist to determine whether you are taking all the major steps to successfully manage your calendar control system.

- Have you designated a single person to be responsible for calendar control?
- Do you have two calendar control systems? Backup calendar systems reduce your malpractice insurance rates and give you a better chance of avoiding malpractice and disciplinary problems. At a minimum, use the firm's central system, backed up with each attorney's hand calendar, coordinated with each secretary's desk calendar.
- Do you calendar, and react to, deadlines properly?
- Do you periodically review usage of your calendar control system?
- Do you refine the calendar control system when problems are encountered?
- Do you document the changes to the calendar control system on appropriate checklists, which serve as your written office policy? Include the checklist or other policy in your employee manual and in orientation for new staff members.
- Do you use a 12-month wall calendar to plan long-term for court hearings, vacations and major events?
- Have you developed a follow-up procedure to make sure calendared matters have been completed? Depending on your practice, you will do this on all items or only on significant items.

## Additional Resources

### References

- American Bar Association Web site, [www.abanet.org](http://www.abanet.org).
- Allen, David, *Getting Things Done* (Viking, New York, 2001). Not keyed to law office management, but very exhaustive and well thought out.
- Altman Weil Publications, Inc., at (888)782-7297, [www.altmanweil.com](http://www.altmanweil.com). Everything the big-firm lawyer would ever want to spend money on.
- Burns, David D., M.D., *Feeling Good*, (Avon Books trade paper, rev. 1999), Chapter 5, "Do-Nothingism: How to Beat It." Excellent on procrastination, especially the "Anti-Procrastination Sheet" exercise on page 99.
- Louisiana State Bar Association Web site, [www.lsba.org](http://www.lsba.org). This site contains, among other things, an explanation of an index-card-file docket/tickler system.
- Mallen, Ronald E. and Smith, Jeffrey M., *Legal Malpractice* (4th ed. 1996), Section 2.20, Appendix T, "Work Control." One of the major authorities in malpractice prevention.
- Mississippi Bar, *Client Relations: Forms, Letters & Useful Information* (undated). This excellent book includes a detailed and graphic description of a manual calendar control system using inexpensive card-file supplies; see pages 77-82.

### Software

- Amicus Attorney, at Gavel & Gown Software Inc., 184 Pearl St., Ste. 304, Toronto, Ontario M5H 1L5 Canada, (416)977-6633, (800)472-2289, [info@amicusattorney.com](mailto:info@amicusattorney.com). One of the top file management programs; has a warm-and-fuzzy "corner law office" interface.
- Time Matters, at Data.Txt Corporation, 215 Commonwealth Court, Cary, N.C. 27511, (919)467-1221, [sales@timematters.com](mailto:sales@timematters.com). One of the top file management programs; has a no-nonsense interface.