Magic Management

Hiring and Training Seasonal Proofreaders, or How to Employ the Sorcerer’s Apprentices and Avoid the Broomstick Effect

Presented by
Carolyn Magráns, PhD.
Legislative Editor Supervisor
Arkansas Bureau of Legislative Research
Why Magic?
• Unsettled economy allows hiring of highly qualified people;

• Work is interesting, intellectually challenging;

• Enthusiasm is keen;

• Attracts highly literate, analytical thinkers;

• Most have professional and leadership experience;

• Assertive, creative problem-solvers
Managing the magic has much to do with recognizing and then minimizing the disparity between the requirements of the work vs. what a talented person can actually do.
Magic Management 101

... It’s elementary, really.
Five *elements* in hiring, training, and managing . . .

1. A Simple Aim
2. An Elegant Plan
3. A Reflection on Human Factors
4. A Process
5. An Evaluation
Hire six temporary proofreaders for six months who will:

- Enjoy their experience working with us;
- Work together fluidly as a team; and
- Produce consistently accurate proofs and first-level edits with thoroughness and efficiency
• Hire the best people,
• Unite them as a team,
• Educate and train them fully,
• Channel their interest, and
• Provide continuous support
3: A Reflection on Human Fx

• Hire, educate, and manage with the human factors in mind,
• Keep the positives positive-- and the negatives in the broom closet under the stairs,
• Remain mindful of the mix of hard, soft, and dispositional knowledge that temp staff bring to the work, including:
  • Intellectual bent
  • Motivation and level of interest
  • Social intelligence,
  • Work ethic
  • Facility with technology, and
  • Personal situation
4: A Process

- Recruiting: Cast a wide net
- Hiring: Use testing and interviewing as selection tools
- Training: Present the elephant large and small; teach lane swimming
- Managing: Engage and collaborate
5: An Evaluation

- Garner ongoing feedback from temp staff
- Monitor progress of work quality with editors and attorneys
- Use one or more surveys of temp staff
- Debrief the editing team
- Plan for the future
The Arkansas Process

- Recruiting
- Hiring
- Training
- Managing
The Arkansas Process: Our Timeline

- October 1\textsuperscript{st}
- November 1\textsuperscript{st}
- December 1\textsuperscript{st}
- January 1\textsuperscript{st}
Our Timeline

October 1st

- Post job opening on state jobs website and newspaper
- Sort applications
- Schedule proofing tests
Our Timeline

November 1st

• Conduct proofing tests
• Interview
• Hire
Our Timeline

December 1st

• Train
• Educate
• Practice
Our Timeline

January 1st

Go live!
The Arkansas Process

Recruiting:
Cast a wide net
Our Job Posting Language

The Bureau of Legislative Research seeks full-time employees for temporary legislative proofreading services during the 2015 legislative session. Excellent knowledge of grammar and punctuation rules is required, as well as attention to detail and the ability to work efficiently as part of a team in a deadline-driven environment. Temporary employees will be paid an hourly rate. Bachelor’s degree in English or journalism is preferred.
To apply, send a completed Bureau employment application to . . .
The Arkansas Process

Hiring:

Use testing and interviewing as selection tools
Our Proofreader’s Test

Section I: Spelling
Section 2: Vocabulary
Section 3: Grammar, Punctuation, and Usage
Section 4: Passage for Markup

Time Allowed for Completion: 1 Hour
Our Interview

- One hour in length
- Small conference room
- Conducted by Code Revisor and Carolyn
- Questions vary by person
- Aim on intellectual interests, motivation, conflict resolution, team playing
- Some questions I may pose include:

  - “What brought you to apply for this position?”
  - “If you were reviewing a document that you found offensive, what would you do?”
  - “Tell me about a time when you were in conflict with someone? How did you handle the situation?”
  - “If I asked you to do less than you are capable of doing, could you do it?”
The Arkansas Process

Training:

• Present the elephant in large and in small;
• Identify—clearly—areas of responsibility;
• Teach “swimming in your own lane”;
• Enlist colleagues in the training process;
• “Hands on” by Day 3
The Arkansas Process

Managing:

• Stay engaged daily
• Collaborate with your temp staff
• Provide continuous support
The Proofer’s Five Areas of Responsibility

1. Document structure and “parts”
2. Proof
3. Citations
4. References
5. Format & end punctuation
Method in Magic (and Metaphors)

• Present the elephant in large and in small;

• Mix presentations with “hands on” learning;

• Create your training program with “blocks” of content to allow flexibility of scheduling;

• Define “areas of responsibility” early, clearly, repeatedly;

• Teach “swimming in your own lane”;

• Channel larger interest in the work with explanations, discussions, and Q & A sessions, as time permits;

• Provide continuous support
Some Samples of Our Training Content . . .
Sample Reviewing Attorney Presentations


The Politics of Editing Legislative Documents: Statutory Review in the Crosshairs

The Characteristics, Style, and Peculiarities of Statutory Language

“Keep it Secret, Keep it Safe”: SR and the Confidentiality of Working Papers

The Code Annotated: All the Text that is Not Statutory

Proposing Legislation: Writing Challenges Unique to the Drafter’s Work
Sample Editor Presentations

How a Bill Becomes a Law

Statutory Review: Four Levels of Edit

The Cycles: Legislative Sessions, Codification, and Publication

Research Techniques and Helpful Links for Quick Look-up

Demonstrating the *Preditorial* Eye: How to Proof a Bill using Think Aloud Protocol

Demo: Adobe Functions, Dysfunctions, and Shortcuts

Demo: Apple-Cinnamon Tea and Reading Aloud Techniques

Practice with Format and End Punctuation: The Code, De-Punct’d

Live and Loud: Proofreading Practice in Pairs, Pears, or Paris

Self-Learning: Practice Proofing of Bills with a Key
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Facilitator</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00–10:00</td>
<td>Conference Room</td>
<td>Conference Room</td>
<td>Carolyn</td>
<td>Recap, review, and questions; Statutory Review: Levels of edit; High Five: The proofreader’s 5 principal responsibilities; The editor’s vocabulary: A quick review of common errors and Those That Are and Those That Are Not a proofer’s duty to correct; Staying in your own lane—swimmingly</td>
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<td>10:00–10:15</td>
<td>Break</td>
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<td>10:15–12:00</td>
<td>IT Training Room</td>
<td>IT Training Room</td>
<td>Doris</td>
<td>How a bill becomes a law; The journey of a bill through the Draft Tracking Proofing (DTP) Database</td>
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<td>12:00–12:30</td>
<td>Lunch</td>
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<tr>
<td>12:30–2:00</td>
<td>IT Training Room</td>
<td>IT Training Room</td>
<td>Jennifer</td>
<td>Introduction to Folio Views; Using bookmarks and Search features; Introduction to Adobe Standard; Demo of proofer’s stamps, pencil lines, text boxes, saving frequently</td>
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<td>2:00–2:15</td>
<td>Break</td>
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<tr>
<td>2:15–3:00</td>
<td>IT Training Room</td>
<td>IT Training Room</td>
<td>Carolyn</td>
<td>Hands-on; Practice proofing boilerplate, titles &amp; subtitles, SECTION order in Adobe Standard, and Arkansas Code cites using Folio Views; Protocol for saving a copy of a bill to Q drive</td>
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<tr>
<td>3:00–4:00</td>
<td>Conference Room</td>
<td>Conference Room</td>
<td>Carolyn &amp; Jennifer</td>
<td>The logic of markup (strikethrough and underlining); Proofreaders’ techniques for reading a bill against the Code—efficiently; The proofreader’s ethic of equal opportunity reading</td>
</tr>
<tr>
<td>4:00–4:30</td>
<td>Live and Loud: Proofreading practice</td>
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<td></td>
<td>in Paris, in pears, or in pairs, whichever is easiest</td>
</tr>
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So, in conclusion, what do I leave you with?

... Elephants--in large and in small--with pedicures, swimming in lanes, in a pool, filled with buckets of water, toted by magical broomsticks, commanded by a Sorcerer’s Apprentice.

If that’s not magic, I don’t know what is.
But . . . if you would avoid this . . .

And this . . .
And this . . .

And finally . . .
. . . this, the unintended consequences of unmanaged intellectual curiosity, enthusiasm, and creativity in highly qualified and talented people . . .
then remember to manage the magic
with a well-structured process:

1: A Simple Aim

2: An Elegant Plan

3: A Reflection on the Human Factors

4: A Process for Hiring and Training

5: An Evaluation
Good Luck
from
Arkansas!