



PLAN OF WORK TEMPLATE FOR STANDING COMMITTEES

Not applicable for event planning committees

ALA is the premier professional association connecting leaders and managers within the legal industry. We provide extensive professional development, collaborative peer communities, strategic operational solutions, and business partner connections empowering our members to lead the business of law.

Effective committees are those that focus on achieving outcomes directly linked to and supportive of achieving the [Association’s Strategic Direction](#). To ensure the Committee remains focused, it is imperative that the Chair, Board Liaison and Staff Liaison agree on key outcomes which the Committee is pursuing through its work.

COMMITTEE NAME: Certification Committee

CURRENT COMMITTEE CHAIR: Domicka Max

CURRENT COMMITTEE BOARD LIAISON: Elyssa Goldstein

CURRENT COMMITTEE STAFF LIAISON: Nicole Larson

COMMITTEE DESCRIPTION (source from <https://www.alanet.org/membership/volunteer-opportunities/standing-committees>):

The Committee serves to review, revise, and manage the [Certified Legal Manager \(CLM\)® program](#). Its primary responsibilities include revising test items, writing new test items, working with the testing contractor to evaluate and improve the assessment process, working with the professional staff in overseeing the administration of the program and recommending needed changes in prerequisite and recertification requirements, subject to the approval of the Board of Directors. The Committee may collaborate with headquarters on promoting the exam and educating members on the value of the certification process.

Please outline how the work of this committee is tied to the overall goals of the Association outlined in the current [strategic direction](#).

Goal	How does the work of this committee tie to this goal?
Education and Professional Development	By creating test questions which are relevant to the current skills of a legal management professional. By recommending to the Association through the Board when the skills of legal managers need reassessed or updated.
Influence	By promoting the CLM certification within the association in conjunction with headquarters of ALA, this assists in developing awareness and credibility of ALA as a key influencer in the legal industry.
Member Value	Participation in study groups leads to more member relationships, which can lead to an elevated sense of belonging within the association. Studying for this exam can often improve the skill set of the members regardless of whether they pass or fail. Passing the exam often leads to improvement in one’s effectiveness in their role and can ultimately lead to advancement in the member’s career. Lastly, certain vendors reward CLM’s and their firms with a discounted rate on their products/services.



Diversity Equity Inclusion and Accessibility	The committee is made up of diverse members and eliminates bias from test questions. The committee ensures the test is available to all who qualify to take the exam.

List at least three (3) key outcomes the Committee’s work should focus on achieving next year.

1. First and foremost the Committee must work to develop, revise, and select test questions that are relevant, free from bias and applicable to the current KSAs for the coming year’s exam. This work continues throughout the year. A typical year would begin in May with item writing training and question assignments. The Committee meets in July and September to review questions. In February, a test form review meeting is held, and a standard setting meeting is held in March. The timing of the meetings may vary, but this is the typical schedule we adhere to each year.
2. The Committee needs to be more visible in promoting the exam on a routine basis. We should work to develop a CLM presentation for chapters that any committee member could present or utilize the current presentation developed by Headquarters for this purpose. Additionally, we would like to see the Association commit time at every annual conference for a session to be done by the committee (or in combination with an association member and/or ALA Chapter Study Group) regarding the CLM exam.
3. The Committee will work with headquarters to develop and distribute a survey to recent candidates regarding the overall experience of the CLM exam from application through the receipt of test scores by the last quarter of 2023. The feedback will be reviewed by the Committee to determine if any areas of the testing process may need attention and ensure that the current processes/objectives of the exam are met.
4. The Committee will work with headquarters to prepare and promote a webinar to be held in July 2023 which will include several panelists (for example, a current or recent Committee member, a Managing Partner, a CLM candidate, a study group leader, a CLM of five or more years or a newly credentialed CLM). Others may be included, and the details of the content will be worked out over the coming months in collaboration with Headquarters. It is anticipated that this will be a live event that will be recorded for future use, but ultimately the project leader (from the Certification Committee) and headquarters will work out the final details.
5. The Committee will work with Headquarters to market and promote the CLM exam and the CLM program objectives.

RESOURCES: Outline any resources needed (programs, staff support, budget, etc.) to complete the key outcomes described above.

Stipend

Each committee member is provided a \$250 stipend to be reimbursed for resource materials purchased.

Practice Analysis

The committee requests that the Board and Association consider a practice analysis to update the KSAs of principal administrators in 2024. This is due to the many changes that have occurred in the legal industry resulting from COVID, primarily in the areas of technology, organizational development and cyber-security. There have been many developments in the technology available to the legal industry and legal administrators need to have more knowledge regarding this technology and how it impacts their organization and the legal industry. Hybrid work is much more common than it was pre-



COVID. This brings new technology to the workplace that was not as prevalent pre-COVID. Lastly, cyber security has become more of an issue as cyber-attacks have become increasingly sophisticated, and the legal industry has become more of a target for these criminals.

For those that are not familiar with the practice analysis, below is an outline of the process from Tiffany Day, our HumRRO representative:

Overview of ALA CLM Practice Analysis Update Methodology

Task/Milestone	Estimated Timeline
1. Determine practice analysis goals and approach	1½ - 2 months
2. Conduct focus group workshops and develop surveys	4-5 months
3. Administer surveys	2 months
4. Analyze survey data	2 months
5. Revise test blueprint and item bank; document practice analysis in technical report	3 months

Task 1: Determine practice analysis goals and approach

- Discussions between HumRRO, ALA, and Certification Committee (CC) will focus on how the new practice analysis should differ from that which was conducted in 2018-2020 (i.e., the work required to determine whether the existing task and KSA lists reflect current practice).

Task 2: Conduct focus group workshops and develop surveys

- Conduct focus group workshop with legal managers to collect input on KSA and task lists. Input will be used to prepare content for new practice analysis surveys.

Task 3: Administer surveys

- Administer web-based surveys to ALA principal administrator members.

Task 4. Analyze survey data

- Analyze survey data. Conduct content analysis of open-ended responses and knowledge, skills, and abilities (KSA) importance determinations – the extent to which survey participants believe the KSAs are important for successful performance on the job.

Task 5. Revise test blueprint and item bank; document practice analysis in technical report

- Conduct workshop with CC to review practice analysis results and integrate them into the CLM assessment process (i.e., update the CLM exam blueprint, recategorize items in item bank). Document the procedure and findings for the practice analysis study.



According to HumRRO, typically, the practice analysis takes between 6 and 12 months to complete. The cost for the previous practice analysis was approximately \$75,000 and we anticipate these costs will have increased by at least 10% since 2018-2020 when the last practice analysis was completed.

CLM Presentations at Annual Conference

We would like the Board to consider allocating time at each annual conference for a CLM focused presentation. The Committee is willing to work with Headquarters as well as the Conference Planning Committee to ensure that presenters are available and appropriate content is provided. Headquarters currently has an updated PowerPoint that could be used for the presentation, and we have Certification Committee members who are willing to do this presentation.

HQ Staff Support

We would like to collaborate with headquarters staff to market and promote the CLM exam. We will also need to collaborate with headquarters to prepare, promote and record the proposed webinar in July 2023.

Committee Expansion

We would like the Board to consider expanding the Certification Committee by one member beginning in 2024. This member (and potentially another member of the Committee) would not be responsible for item writing but would focus their efforts on the marketing and promotion of the exam. The attributes and skills needed to write exam questions and market and promote the exam are different and it may be better to have one or two committee members whose primary responsibility is the marketing and promotion of the exam to allow the remainder of the committee to focus on item writing and other activities related to the exam itself. This change could improve our situation over the last two years with not having enough volunteers to have a full Committee of nine members. Those who are not interested in item writing may still want to serve in this role. Although, these committee members would still need to be CLMs.

Please indicate which other committees (if any) are working in areas closely aligned with the work of this committee, and thus requiring the coordination of work and/or resources.

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| <input type="checkbox"/> Certification Committee | <input type="checkbox"/> Standards Review Committee |
| <input type="checkbox"/> Diversity, Equity, Inclusion and Accessibility Committee | <input type="checkbox"/> Annual Conference & Expo Planning Committee |
| <input type="checkbox"/> Large Firm Administrators Caucus Steering Committee | <input type="checkbox"/> IP Conference for Legal Professionals Planning Committee |
| <input type="checkbox"/> Membership Development Committee | <input type="checkbox"/> Legal Management Fundamentals Planning Committee |
| <input type="checkbox"/> Product and Service Review Committee | <input type="checkbox"/> Executive Leadership Summit Planning Committee |
| <input type="checkbox"/> Professional Development Advisory Committee | |

Briefly outline existing collaboration efforts with other committees here, if any:

One committee member will serve on the Annual Conference & Expo Planning Committee and promote the inclusion of a CLM exam focused session during the annual conference.

We will explore options to work with other committees and will seek out opportunities to do so by contacting the following committees by August 2023. We see the potential to work with the Legal Management Fundamentals Committee, the Professional Development Advisory Committee, and the Standards Review Committee.



ALA is committed to inclusivity which, in part, includes continually acknowledging and addressing issues surrounding diversity, equity, inclusion and accessibility. Please outline the steps this committee is considering taking in the coming year to reinforce this commitment through its work.

Our committee is a diverse and inclusive team. We review test questions for bias and ensure that they are fair and free of bias. We believe dispensing a survey to the exam candidates would allow us to uncover any other biases which may exist that are unknown.

Effective May 2023