CLM℠
Certified Legal Manager

2011 Certification Program
Information and Application Packet

Your connection
to knowledge, resources and networking

ALA®
Association of Legal Administrators

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Association of Legal Administrators (ALA) was formed in 1971 to provide support to those professionals involved in the management of law firms, corporate legal departments and government legal agencies. ALA's members, representing employers in 30 countries, are administrators who direct important areas of law office management including human resources, finance, technology, facilities and marketing.

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Information About the Certified Legal Manager Program

The Association of Legal Administrators (ALA) is the credentialing body of the Certified Legal Manager (CLM)℠* Program.

The mission of ALA is to improve the quality of management in legal services organizations; to promote and enhance the competence and professionalism of legal administrators and all members of the Management team; and to represent legal management and managers to the legal community and to the community at large.

Purpose of Certification

The CLM Program allows a qualified legal administrator to demonstrate, through the examination process, a mastery of core areas of the body of knowledge identified as essential to the effective performance of a principal legal administrator. Legal administration professionals must deal effectively with financial management and accounting, human resources management and development, office services management, information systems management, and trends in the legal industry.

International Certification

Legal administrators in Canada and other countries are eligible to apply to take the certification exam. They must realize, however, that major portions of the examination are based on U.S. federal law.

Application Review Process

Application packets will be thoroughly reviewed at the CLM Certification Center to ensure that the applicant is eligible to take the examination. If the applicant is eligible to take the examination, a notice acknowledging acceptance of the application and an invoice for the examination fee will be sent within 14 days of the date when the application was received at the CLM Certification Center. **Please keep a copy of your application materials.**

Full payment of the examination fee will be due at the CLM Certification Center no later than 14 days, including holidays and weekends, before the examination date. Approximately one month prior to the examination, a letter of confirmation stating the examination date and reporting time, and the address of the examination site will be sent to the applicant via e-mail or U.S. Postal Service. The applicant may request that the letter of confirmation be sent by fax. If the letter of confirmation is not received by the Monday before the examination date, the applicant should call the CLM Certification Center at 847.267.1252.

If an application has been denied because the applicant has not met the examination eligibility requirements, the applicant will receive a letter explaining the reasons for denial. Any application packet that does not contain the necessary documentation or proper fees, is illegible or incomplete, or does not meet the application deadline, may be returned, at the applicant's cost.

"While the (CLM) achievement is amazing, what is more amazing and certainly more important is how more well-rounded I am as a legal administrator and manager as a result of the various study groups and education."

Mark Bridgeman, CLM
Chief Operating Officer
Stahl Cowen Crowley Addis, LLC
Chicago, Illinois

**CLM℠ is a service mark of the Association of Legal Administrators.*

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Certification Exam Guidelines

Dates & Deadlines

1. All applications must be U.S. postmarked by the deadline dates listed below.
2. At the time of application, a specific exam date and location must be selected. *Other examination sites may be scheduled as needed.*

Fees

- Application processing fee is a nonrefundable $55 due upon submission of the application.
- The examination fee is $425.
- ALA member discounted examination fee is $350.
- Failed examination retakes: first retake $150; second retake $150.
- Reschedule of an examination is $50.
- Maintenance of certification has an annual fee of $40 due June 1, except in the year you recertify.
- Recertification fee (every three years) is $155.
- The $55 application fee is non-refundable.

Examination fees are payable upon receipt of notification that the applicant has been approved to take the certification examination. Fees are subject to change without notice.

1. All application materials must be complete when received by the CLM Certification Center.
2. Incomplete and illegible applications and applications with incorrect fees may be returned to the sender, at the applicant's cost.
3. All fees must be paid by personal or organizational check, money order or cashier's check, or charged to VISA, MasterCard or American Express.
4. Cash cannot be accepted. Checks must be payable to the **Association of Legal Administrators** and sent to:

CLM Certification Center
Association of Legal Administrators
75 Tri-State International
Suite 222
Lincolnshire, IL 60069-4435

Exam Date	Location	Application Deadline
❑ May 22, 2011	Orlando, FL • 8:00 a.m. – Noon *(in conjunction with the Annual Conference)*	March 31, 2011
❑ Sept. 15, 2011	New York, NY • 1:00 – 5:00 p.m.	August 4, 2011
❑ Sept. 15, 2011	Kansas City, MO • 1:00 – 5:00 p.m. *(in conjunction with the Regions 3 & 4 Conference)*	August 4, 2011
❑ Sept. 15, 2011	Los Angeles, CA • 1:00 – 5:00 p.m.	August 4, 2011
❑ Sept. 15, 2011	Seattle, WA • Noon – 4:00 p.m.	August 4, 2011
❑ Sept. 15, 2011	Atlanta, GA • 1:00 – 5:00 p.m.	August 4, 2011

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Employment and Experience Requirements

All applicants for the certification examination must meet the following employment and experience criteria:

I. Candidates must fall under one of the following two categories:

A. Candidates who are principal administrators *(See Job Description 1 on page 17)*

- Must have three (3) full-time years of experience as a principal administrator or a branch office manager of a law firm or law office in an exempt level position.

B. Candidates who are functional specialists *(See Job Descriptions 2 through 7 on page 17)*

- Must have five (5) full-time years of experience as an exempt level specialist in a law firm or law office in any of the functional areas.
- Three (3) of those five (5) years must be in a supervisory position. A supervisory position is one in which the candidate has primary responsibility for employee selection and termination, evaluation, salary determination and assignment of work.

II. All candidates must provide evidence of having attended, within the 24 months preceding the date of application, at least 10 hours of course work as described on page 5. Functional Specialists must provide evidence of having completed, over the 24 months preceding the date of application, an additional 15 hours of course work distributed in areas other than the field in which the functional specialist primarily employed. *(See page 6 for full details)*

III. All examinees shall affirm in writing that they endorse the ALA Code of Professional Ethics. *(See page 19)*

IV. All examinees must be currently involved in the full time work of managing a legal organization, such as a private law firm, legal clinic, governmental agency, corporate legal department, or court system or have been working in such full-time employment within 24 months of the date of application.

Education Requirements

All applicants must complete the following education requirements:

In order to qualify to take the certification examination, you must have completed at least 120 minutes of educational coursework within the last 24 months in each of five (5) management categories, as described on page 6. Please list the courses you have taken which correspond to the given content areas on the Education Coursework Sheet, page 20, or similar document.

Each course must meet the following criteria:

- Each 60 minutes of educational instruction can include no more than 10 minutes of introductory remarks, breaks or other non-instructional activity.
- These courses may include accredited college or university coursework (15 contact hours per semester credit hour or 12 hours per quarter credit hour); workshops, courses, seminars, and conference programs offered by ALA or its Chapters; the American Bar Association, state and local bar associations, law-related associations and other professional associations and organizations; American Institute for Certified Public Accountants and state CPA associations; International Facilities Management Association; Society for Human Resource Management; American Management Association; and other nationally recognized professional education providers.
- A maximum number of minutes can be obtained through interactive technology-based self-study programs. *(see page 7)*
- Acceptable programs of learning must be intended and designed to maintain or increase the professional competence of legal managers. The program must be an organized continuing education experience under responsible sponsorship, capable direction, and qualified instruction.

The following activities are *not* eligible for credit:
Meal functions, social activities, business meetings (chapter or other), roundtable discussions, idea exchanges, or vendor or consultant presentations intended to sell a product or service, or intended for any purpose other than educational instruction.

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Education Requirements for ALL Examinees

All candidates must provide evidence of having attended, within the 24 months preceding the date of application, at least 120 minutes of coursework in each of the FIVE (5) MANAGEMENT CATEGORIES below. Coursework may be completed in any of the competencies or combination of competencies that comprise the category. A maximum of four (4) hours can be obtained in an interactive technology-based self-study program. *(See description on page 7)*

- **Writing Skills**
  (e.g., writing effective, clear and concise memos, policy manuals, proposals, RFPs, job descriptions)

- **Communication Skills**
  (e.g., effective, clear and concise oral presentations to staff and lawyers, interactions with clients and vendors, performance counseling, client contacts)

- **Self-management Skills**
  (e.g., stress management, time management, project management)

- **Information Technology**
  (e.g., features and capabilities of computer and network hardware and software systems, including general purpose packages like spreadsheets, database programs and word processing applications, as well as specialized software systems analysis and management; training in the use of computer systems such as word processing and accessing informational databases)

- **Organizational Development**
  (e.g., leadership styles and techniques, team development and management principles, organizational development techniques such as change management, negotiation and conflict management techniques)

NOTE: Functional Specialists also need an additional 15 hours of coursework. (See description to right)

Education Requirements for Functional Specialists

- Candidates who are Functional Specialists *(see Job Description 2-7 on page 17)* must complete 10 hours of educational coursework as prescribed for ALL examinees. *(See description to left)*

- Functional Specialists must also provide evidence of having completed, over the 24 months preceding the date of application, an additional 15 hours of educational coursework distributed in areas other than the field in which the functional specialist is primarily employed.

- These areas include financial management; human resources management; legal industry/ business management; marketing; and operations management (which includes technology management). *(For a complete listing of subject areas, see Content Outline of the Body of Knowledge on pages 8-9)*

- Of these 15 hours of coursework, a maximum of six (6) hours can be attained in an interactive technology-based self-study program. *(See description on page 7)*

- These self-study hours are in addition to the four (4) hours that may be used to fulfill the educational requirements for all applicants.

Self-Study Programs for Exam Applicants

An interactive technology-based self-study program is defined as a program designed to use interactive learning methodologies that simulate a classroom learning process by employing software, other courseware or online systems that provide significant ongoing, interactive feedback to the participant regarding his or her learning progress. These programs manage the learning process by each of the following interactive components:

1. Requiring frequent participant response to questions that test for understanding of the material presented or progress checks throughout the program.
2. Providing evaluative feedback to incorrectly answered questions.
3. Providing reinforcement feedback to correctly answered questions.
4. A course description and certificate of successful completion from the provider of the program must be submitted for consideration of any interactive technology-based self-study program.
5. Credit will be awarded at a rate of one (1) hour per average program completion time as stated by the product developer or accrediting body.
6. An interactive technology-based self-study program must be specifically designed for continuing professional education, with specific educational objectives.

The following are examples of what does *not* count as interactive self-study unless credit is given by another accrediting body:

1. Online programs that have audio and video but lack the interactive components or certificates of completion as described above.
2. Listening to an audio CD.
3. Watching a video.
4. Reading an article or book.

ALL Applicants:

A maximum of 4 hours can be obtained through self-study programs.

Functional Specialists only:

An additional 6 hours of self-study can be used towards fulfilling the extra 15 hours of education required of the Specialist.

"Having the certification gives me an advantage in the marketplace that is needed in these tough economic times. If you want to stand out from the crowd, take on the challenge of attaining certification and prove to yourself and others that you have what it takes to contribute to a firm's success."

Don Anderson, CLM
Executive Director
Williams Montgomery & John, Ltd.
Chicago, Illionis

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Preparing for the Exam

The multiple-choice examination covers topics detailed in the *Content Outline of the Body of Knowledge.* The job analysis upon which this outline is based was accomplished with the assistance of an independent testing contractor, the Human Resources Research Organization (HumRRO).

- While the CLM program has applicability to all those who are or aspire to be principal legal administrators, job requirements for principal administrators working in different environments are not exactly the same.
- The content of the CLM examination is targeted to an individual who is expected to have day-to-day, hands-on involvement in each of the Body of Knowledge areas listed.
- Persons passing the CLM examination should have the depth and breadth of knowledge and management skills that would enable him or her to visit any 30- to 50- attorney law office, review practices and procedures, then be conversant about and offer advice in each of the areas listed in the Body of Knowledge without relying on others.

% ***Percentages indicate how each area of knowledge is emphasized on the test***

Content Outline of the Body of Knowledge

The CLM certification examination questions are representative of the following functional areas. The percentages indicate how each area of knowledge is emphasized on the test.

I. Financial Management (30%)

A. General Accounting (14%)

- 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.
- Knowledge of banking/investment policies and procedures and types of accounts.
- Knowledge of trust accounting procedures and regulations.
- Knowledge of U.S. federal payroll and employee benefit procedures, and tax and reporting requirements *(e.g., Internal Revenue Service Code).*
- Knowledge of legal organization structures and the laws and regulations regarding accounting procedures for each structure, including tax reporting requirements.
- Knowledge of special issues in accounting for law firm operations, including time and billing systems, alternative billing methods, collection procedures, and cost recovery guidelines.

B. Information and Analysis (16%)

- Knowledge of financing methods and investments *(e.g., lease vs. buy).*
- Knowledge of methods of financial analysis, including reading and interpreting financial statements, calculating and interpreting various financial ratios, and analyzing comparative financial information across fiscal years.
- Knowledge of budgeting, financial reporting, cash flow analysis, and variance analysis.
- Knowledge of financial controls *(e.g., division of responsibilities).*

II. Human Resources Management (35%)

A. Employee Selection and Promotion (12%)

- Knowledge of procedures and tools for recruiting, selecting, and promoting employees.
- Knowledge of U.S. federal employment laws *(e.g., Civil Rights Act of 1991, Americans with Disabilities Act).*

B. Performance Management and Compensation (18%)

- 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], ERISA).*
- Knowledge of performance management systems *(e.g., appraisal, disciplinary and termination procedures).*
- Knowledge and expertise in personnel training and development systems/methods.
- Knowledge of employee motivational techniques.
- Knowledge of incentives/rewards systems *(e.g., compensation, employee benefits).*

C. Organizational Development (5%)

- Knowledge of leadership styles and techniques.
- Knowledge of team development and management principles *(e.g., self-directed teams, team building).*
- Knowledge of organizational development techniques *(e.g., change management).*
- Knowledge and skill in negotiation and conflict management techniques.

III. Legal Industry/Business Management (17%)

A. Legal Industry (12%)

- Knowledge of the American Bar Association Model Rules of Professional Conduct as it pertains to law firm management *(e.g., conflict of interest, advertising, client file management).*
- Knowledge of professional liability issues.
- Knowledge of changes/trends in the legal industry.
- Knowledge of records management and retention requirements *(including paper and electronic documents).*

B. General Business Management (5%)

- Knowledge of laws and regulations regarding business insurance coverages.
- Knowledge of planning techniques *(e.g., strategic, disaster, and business planning).*
- Knowledge of procurement and contract management procedures *(e.g., developing requests for proposals, evaluating proposals, overseeing contractor performance).*

IV. Operations Management (18%)

A. Technology Management (5%)

- Knowledge of the features and capabilities of the Internet, Web-based technology, and hardware and software systems, including security and confidentiality.
- Knowledge of the features and capabilities of practice support systems *(e.g., LexisNexis, WestLaw, research, document management, litigation support, case management).*
- Knowledge of the features and capabilities of document assembly and management systems.
- Knowlege of electronic privacy issues.

B. Operations (13%)

- Knowledge of work product quality control procedures and techniques.
- Knowledge of facilities management procedures and techniques.
- Knowledge of lease/contract agreements.
- Knowledge of project management.
- Knowledge of work place safety and health issues *(e.g., Occupational Safety and Health Act [OSHA], Employee Assistance Programs [EAPs]).*
- Knowledge of space assessment, design and development strategies.

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Exam Questions

The examination will include up to 125 items, 25 of which will be included on an experimental basis and will not contribute toward an examinee's test score. Experimental items will be evenly allocated among the areas covered by the examination and will not be identifiable. Experimental questions may be incorporated into future examinations.

Sample Exam Questions & Answers

The following test items are representative examples of the types of test items that will appear on the examination. Actual items may vary in content and difficulty level. A 25-question self-scoring practice examination will be sent upon acceptance of the application.

1. **An asset placed in service today would be most commonly depreciated for U.S. Federal tax reporting purposes using which of the following methods?**
   (a) Alternative Minimum Tax
   (b) Accelerated Cost Recovery System
   (c) Double Declining Balance
   (d) Modified Accelerated Cost Recovery System

2. **According to the Americans with Disabilities Act (ADA), when are medical examinations for potential new hires allowed?**
   (a) Once a job has been offered but prior to the commencement of employment
   (b) Within 30 days of commencement of employment
   (c) Prior to a position being offered
   (d) When the employer doubts the applicant's ability to perform

3. **The term "selection procedure" as used by the Equal Employment Opportunity Commission (EEOC) includes:**
   (a) Standardized tests only
   (b) Interviews only
   (c) Physical examinations only
   (d) Any procedure used as a basis for selection decisions

4. **What characterizes an effective progressive discipline procedure?**
   (a) It includes feedback which is provided after several offenses
   (b) It is intended to improve performance
   (c) It is a systematic process intended to lead to demotion or termination
   (d) It provides for informal counseling sessions

5. **One of your attorneys has been asked to become a member of a client's board of directors. What should be your main concern?**
   (a) The attorney may not be skilled to advise the board of directors in the complete scope of legal issues that may arise during board meetings
   (b) The attorney may be inclined to accept work projects either outside of the scope of the firm's resources and/or with unrealistic deadlines just to satisfy specific members of the board
   (c) The attorney's actions as a director may not be covered by your firm's professional liability insurance policy
   (d) The attorney's time may be redirected away from the practice of law to the interests of the corporation for which he or she is a director

6. **"Claims made" professional liability insurance policies typically include a provision for "prior acts" coverage. This coverage reaches back in time to a period prior to the policy period. A condition precedent to this coverage is that the insured individual:**
   (a) Purchased an extended reporting option at the conclusion of the prior policy period
   (b) Notified the carrier during the policy year in which the act, error or omission occurred of the possibility that something had happened that could give rise to a future claim
   (c) Diligently pursued a path to mitigate damages from some act, error or omission which was reported to the carrier in a subsequent period because of an unanticipated event
   (d) Did not know or could not have reasonably known that a particular act would result in a claim

7. **What is the function of Application Service Providers (ASPs)?**
   (a) To provide in-house help desk services to organizations
   (b) To host software applications and store data accessible over the Internet
   (c) To link voice and data systems using fiber optics
   (d) To provide analysis of optimal software applications to maximize workflow

8. **In the strategic planning process, what addresses (a) what is involved, (b) when it begins and ends, (c) who will do it, (d) how much it will cost, and (e) the expected outcomes?**
   (a) Vision statement
   (b) Goals statement
   (c) Statement of objectives
   (d) Action plan

9. **According to ABA guidelines, when may a lawyer destroy client files?**
   (a) One year after the conclusion of the matter
   (b) After the lawyer has attempted to return the file to the client and after ensuring that no legal or ethical restrictions prevent their destruction
   (c) If the lawyer, in his or her professional opinion, concludes that the matter is completed and the client has no further need of the file contents
   (d) Once the lawyer has determined that the client cannot or will not pay outstanding fees

10. **When may funds not be disbursed from a trust fund account?**
    (a) Before a prescribed number of days after receipt of funds
    (b) Without specific written instructions from the client to the firm
    (c) Until the specific funds to be disbursed have been collected by the firm's bank
    (d) If the firm has co-mingled those funds into a common client trust fund

Correct Answers: 1.d 2.a 3.d 4.b 5.c 6.d 7.b 8.d 9.b 10.c

Exam Preparation — Some Potential Resources

The following reading materials are representative of the types of materials that have been used as the source for writing test items. Other books and articles with similar subject coverage may be used instead in preparing for the exam. One should seek the most current edition or most recent year of any resources utilized. It is important to understand that no single resource is adequate for preparing for this exam. Exam questions, which are not necessarily limited to the contents of the materials that appear on this list, may cover any of the areas on the *Content Outline of the Body of Knowledge* on pages 8-9. **NOTE:** ***These are suggested resources only. One does not need to purchase all the resources listed.***

Financial Management

Any introductory college-level accounting textbooks plus industry-specific accounting books:

- Quinn, J.P., Bailey, J.A., Gaulin, David E. & Kolodziejcak, S., *Law Firm Accounting and Financial Management.* Law Journal Press, New York, New York (including current annual supplement), *www.lawjournalpress.com.*

Other reference materials such as:

- Foonberg, Jay G., *The ABA Guide to Lawyer Trust Accounts.* American Bar Association, Chicago, Illinois.
- Calloway, James A. & Robertson, Mark A., *Winning Alternatives to the Billable Hour: Strategies That Work.* Law Practice Management Section, American Bar Association, Chicago, Illinois.
- ABA Standing Committee on Ethics and Professional Responsibility *Formal Ethics Opinion 93-379,* (Billing for Professional Fees, Disbursements and Other Expenses) American Bar Association, Chicago, Illinois.
- Circular E, Employer's Tax Guide (Publication #15), current edition. Internal Revenue Service, *www.irs.gov/pub/irs-pdf/p15.pdf.*
- *Accounting and Financial Planning for Law Firms* (newsletter). LJN-Law Journal Newsletters, a division of American Lawyer Media, Philadelphia, Pennsylvania, *www.lawcatalog.com* under "Newsletters."
- *Annotated Model Rules of Professional Conduct,* American Bar Association, Chicago, Illinois.

Human Resources

General textbooks such as:

- Mathis, Robert L., & Jackson, John H., *Human Resource Management.* Thomson South-Western.
- Robbins, Stephen P., *Managing Today!* Prentice Hall.

Reference materials on current federal laws and government publications such as:

- Americans With Disabilities Act (ADA)
- Consolidated Omnibus Budget Reconciliation Act (COBRA)
- Employee Retirement Income Security Act of 1974 (ERISA)
- Fair Labor Standards Act (FLSA)
- Family and Medical Leave Act (FMLA)
- Health Insurance Portability and Accountability Act (HIPAA)
- The Department of Justice *(www.usdoj.gov)* and the U.S. Equal Employment Opportunity Commission *(www.eeoc.gov)*
- Title VII of the Civil Rights Act of 1991
- U.S. Citizenship and Immigration Services, Form I-9 (latest version), OMB No. 1115-0136
- Web sites containing information on the above include: U. S. Department of Labor *(www.dol.gov)*, United States Department of Justice *(www.usdoj.gov)*, and the U.S. Equal Employment Opportunity Commission [USERA] *(www.eeoc.gov)*
- Uniformed Services Employment & Re-employment Rights Act [USERRA] *(www.userrd.gov)*

Legal Industry/Business Management

- *Annotated Model Rules of Professional Conduct,* American Bar Association, Chicago, Illinois.
- Davis, A.E., *Risk Management: Survival Tools for Law Firms,* second edition American Bar Association, Chicago, Illinois.
- Andersen, Paul, *Think Ahead: How to Prepare a Law Firm Strategic Plan.* Association of Legal Administrators, Lincolnshire, Illinois.
- Cunningham, George C., and Montaña, John, *The Lawyer's Guide to Records Management and Retention,* Law Practice Management Section, American Bar Association, Chicago, Illinois.

Other reference materials such as:

- Report on Uniform Task-based Management System, Litigation Code Set, Background, Definitions, Principles, and Assumptions. American Bar Association, Chicago, Illinois, *www.abanet.org/litigation/utbms.*

Operations Management

- Web-based resources related to computer technology.

Articles from current professional periodicals such as:

- AmLaw Tech and Legal Tech.
- *Law Office Computing,* (journal). James Publishing, Inc., Costa Mesa, California.

Most recently published books, bulletins and other opinions from the American Bar Association *(www.abanet.org)*, American Institute of Architects *(www.aia.org)*, Building Owners and Managers Association *(www.boma.org)*, and ARMA International *(www.arma.org)* such as:

- Standard Method of Measuring Floor Area in Office Buildings. Building Owners and Managers Association, Washington, D.C.
- General Conditions of the Contract for Construction. American Institute of Architects, Washington, D.C.

General Resources

- Consultants at Altman Weil, How to *Manage Your Law Office.* LexisNexis Matthew Bender, Albany, New York, current edition.
- Fisher, R., & Ury, W., *Getting to Yes.* Penguin Books.
- Jean Barr, Beth Chialese, Lee Nemchek, *Records Management in the Legal Environment: A Handbook of Practice and Procedure,* ARMA International.
- Lewis, James P., *Fundamentals of Project Management,* AMACOM Div American Mgmt Assn.
- Maister, David H., *Managing the Professional Service Firm.* The Free Press, A Division of Simon & Schuster Inc., New York, New York.
- Maister, David H., *True Professionalism.* Simon & Schuster, Inc., New York, New York.
- Henderson, Richard I., *Compensation Management in a Knowledge-Based World,* Prentice Hall, Inc.
- *ALA Management Encyclopedia*℠. Association of Legal Administrators, Lincolnshire, Illinois. Available online at *www.alanet.org* and *http://thesource.alanet.org.*
- Legal Management Resource Center, Association of Legal Administrators, Lincolnshire, Illinois. Available online at *www.alanet.org* and *http://thesource.alanet.org.*
- *Legal Management* (journal). Association of Legal Administrators, Lincolnshire, Illinois.
- *Law Practice* (magazine). ABA Law Practice Management Section, Chicago, Illinois

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Examination Centers

The specific address of each test center will be available approximately one month before the examination date. The test center address will be contained in confirmation information sent to eligible applicants.

Reschedule Policy

1. Following notification of application acceptance, an examination may be rescheduled by request made in writing to the CLM Certification Center a minimum of five (5) days prior to the scheduled test date.
2. Examinations may be rescheduled *only once* and must be rescheduled for an examination date within 20 months of the original test date. Send a letter of request that includes the applicant's full name and mailing address. There is a $50 fee to reschedule.
3. Thereafter, applicants must submit a new application with full fees.

Retake Policy

1. A candidate who fails the examination is allowed to retake the examination two (2) times within a four-year period.
2. The fee for the second and third examinations taken within a four-year period is $150 each.
3. Candidates who wish to schedule an examination retake should submit a letter of intent, a copy of their exam report and the $150 examination retake fee to the CLM Certification Center before the stated application deadline.

Re-Application Policy

After the third failed examination, or after four years from the first exam, the candidate who wishes to retake the examination will be required to reapply for the examination, meeting all employment, experience and education criteria as described on pages 5-6, including:

1. new educational documentation
2. full certification application and examination fees

Refund Policy

1. Only examination fees *(less the nonrefundable $55 Application Processing Fee)* are subject to a refund.
2. Any fees submitted for services other than examination fees are nonrefundable. Those canceling before the scheduled examination date will receive a refund of 80% of the examination fee.
3. Those who do not cancel prior to the scheduled examination date, but notify the CLM Certification Center within 14 days after the scheduled examination date, will receive a refund of 50% of the examination fee.
4. Those who fail to appear for the scheduled examination and fail to communicate in writing to the CLM Certification Center within 14 days after the scheduled examination forfeit any refund.

Requests for refund of examination fee must be made in writing to the CLM Certification Center. Each Request must contain the applicant's full name, mailing address, test date, and location. Refunds will be made only to the individual or organization that made the exam fee payment. If the refund is to be payable to an organization, the organization's tax identification number must be provided. Telephone requests for refunds of examination fees will not be accepted. Refunds will be mailed approximately four to six weeks after the written refund request is received.

"Not only has acquiring the CLM increased my own confidence, but it has also provided me with increased appreciation, recognition, and confidence of the partners in my firm."

Dawn Kowalski, CLM
Office Manager
Smith Hood Perkins Loucks Stout
Bigman Lane & Brock, PA
Daytona Beach, Florida

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Certified Legal Manager

Policy Statement

Persons designated as a Certified Legal Manager are experienced administrators who have demonstrated knowledge of legal administration through successfully passing an examination. The Association of Legal Administrators, its officers, directors and members do not guarantee or endorse the competence or character of persons who receive the designation of CLM.

Special Exam Accommodations

Non-Saturday/Sunday Examination

Applicants whose religious convictions prohibit their taking the certification examination on a Saturday/Sunday may request a special test date. To request a non-Saturday/Sunday test administration, applicants must provide to the CLM Certification Center:

- A letter requesting a non-Saturday/Sunday test administration and the reason the request is being made. ALA will determine the specific day and the location where the non-Saturday/Sunday test will take place.
- Completed application materials and fee payment. There is no additional fee for a non-Saturday/Sunday test administration.
- Application deadlines for a non-Saturday/Sunday test administration are the same as those for Saturday/Sunday test administrations.

Applicants with Disabilities

ALA's certification examination complies with the Americans With Disabilities Act regulations governing both facilities and administration. Applicants requiring special arrangements because of a disability must provide the CLM Certification Center with:

- Completed application materials and fee payment.
- A current letter from a licensed physician, optometrist, social worker or psychologist (including title, address and telephone number on professional letterhead) describing the nature of the functional limitation as it applies to taking a standardized, multiple-choice examination, and the specific accommodations requested for testing.

All published application deadlines apply to applicants requesting special arrangements because of a disability. There is no additional fee for accommodations for applicants with disabilities.

Address Change

The letter of confirmation and the examination score report will be sent to the preferred address provided on the application unless the CLM Certification Center is notified in writing of a change of address.

Denial and Revocation of Certification

Certification will be denied or revoked if a candidate fails the examination, or if there is evidence of misrepresentation of qualifications, falsification or cheating. Failure to meet recertification requirements will also cause the designation to be revoked.

"Having already earned the CPA designation, my financial capabilities were well established and never questioned by my firm. Once I earned the CLM designation, it demonstrated my knowledge in areas where I had not received formal education or extensive training, such as Human Resources, Information Technology and Facilities Management. The CLM addresses all of these and lends additional credibility to my abilities."

Travis Armstrong, CLM, CPA
Firm Administrator
English, Lucas, Priest & Owsley, LLP
Bowling Green, Kentucky

Taking the Exam

Registration at the Exam Site

1. Examinees should report to the test site 30 minutes before the start of the exam.
2. They will be asked to sign in and present photo identification such as a driver's license or passport.
3. Examinees will be asked to sign a Confidentiality Statement stating they agree not to disclose or discuss the contents of the exam.

Exam Day Schedule

1. Examinees must arrive at the assigned center no later than the designated time.
2. The test directions will begin promptly at the designated time.
3. Candidates who arrive after the examination has begun will be admitted at the discretion of the examiner.
4. In no case will late-arriving candidates be allowed additional time for the examination; they must complete the examination by the end of the standard time period.
5. After all candidates have been admitted and the directions have been read, four (4) hours will be allowed for examinees to complete the examination.
6. Candidates completing the examination in less than four hours will be allowed to leave the examination room when dismissed by the examiner.
7. No one will be permitted to work past the time scheduled for the completion of the examination.

After the Exam

Passing Score Determination

The passing score for the CLM exam will be determined using an Angoff-based criterion-referencing process. This process is the standard in the certification industry. It helps to ensure that a test's passing score reflects an absolute performance standard that stays the same, regardless of how well or poorly a particular group of examinees performs on a given administration of the test.

Exam Scores

1. The Human Resources Research Organization (HumRRO) will score the exam and provide candidates with pass or fail reports.
2. This information will be sent to each candidate within four to eight weeks after the exam date.
3. Scores are provided to examinees only.
4. The CLM Certification Center will confirm pass or fail status for others if requested in writing by the candidate.
5. ALA will endeavor to maintain confidentiality of test results.

CLM Certificate of Certification

A certificate and a lapel pin, which display the earned CLM designation, will be mailed to the passing candidate approximately four weeks after the examination report has been mailed. News releases and a letter that notifies the passing candidate's superior and/or chapter of his or her achievement will be sent upon receipt of permission from the passing candidate.

Failure to Pass Examination Notice and Failure to Show Notice

1. Examinees failing the examination will receive a Failure Notice.
2. Examinees who do not appear to take the examination will receive a Failure to Show Notice.
3. These reports will be mailed approximately four to eight weeks after the examination date.

"Regardless of the results, the CLM℠ process is one that can benefit everyone. Is it hard work? Yes. Is it a challenge? You bet. A commitment? For sure. Worthwhile? Without a doubt!"

Michael Steiner, CLM
Principal
Steiner & Associates
Kailua, Hawaii

2010 Certified Legal Manager (CLM)℠ Program Application Form

CLM℠ Certified Legal Manager

Please fill out the following pages of the application form or download from *www.alanet.org/clm.* Applications can be printed or typed. Be sure to sign the application and include payment with mailing. Please make a photocopy of the pages before sending.

Last Name First Middle

Preferred Mailing Address:

Business Phone: ( ) Fax: ( )

E-mail: Home Phone: ( )

ALA Member Number:

Employing Organization:

Organization's Address:

Organization's General Phone: ( )

Special Examination Accommodations:

❑ Indicate if you are requesting any special examination accommodations in order to complete the certification exam. Attach letter as instructed in special Examination Accommodations section of the brochure (see page 14).

Indicate Type of Organization:

❑ Private law firm
❑ Corporate law department
❑ Government law department
❑ Legal clinic
❑ Court system

Application Check List

❑ Application form (pages 16-19)
❑ Signed Code of Professional Responsibility (page 19)
❑ Educational Coursework Sheet(s) (pages 20-21)
❑ Brief description for programs other than those offered by ALA Headquarters
❑ Application Fee

Select Examination Date and Location:

	Exam Date	Location	Application Deadline
❑	May 22, 2011	Orlando, FL • 8:00 a.m. – Noon *(in conjunction with the Annual Conference)*	March 31, 2011
❑	Sept. 15, 2011	New York, NY • 1:00 – 5:00 p.m.	August 4, 2011
❑	Sept. 15, 2011	Kansas City, MO • 1:00 – 5:00 p.m. *(in conjunction with the Regions 3 & 4 Conference)*	August 4, 2011
❑	Sept. 15, 2011	Los Angeles, CA • 1:00 – 5:00 p.m.	August 4, 2011
❑	Sept. 15, 2011	Seattle, WA • Noon – 4:00 p.m.	August 4, 2011
❑	Sept. 15, 2011	Atlanta, GA • 1:00 – 5:00 p.m.	August 4, 2011

Upon passing the exam, ALA Headquarters will publish your name in a listing of new CLMs on our website, in *ALA News* and in *Legal Management*. Your name will also be listed in the Directory of CLMs, on our website and in ALA's Membership Directory.

Signature Date

Job Descriptions

Please mark the description which applies to your current job:

_____1. Principal Administrator/Branch Office Manager
responsible for overall management of activities,including principal elements or supervision of all of the following functional descriptions (2 through 7) and/or general management, including management of a majority of the following activities: policy making, strategic and tactical planning, business development, risk management, quality control, organizational development and other general management functions beyond mere attendance at management meetings.

_____2. Financial Management
including management of a majority of the following activities: planning, forecasting, budgeting, variance analysis, financial reporting, operations analysis, general ledger accounting, rate determination, billing and collections, cash flow accounting, banking relationships, investment, tax planning, tax reporting, trust accounting, payroll, ERISA accounting and other financial management functions beyond mere recordkeeping.

_____3. Human Resource Management
including management of a majority of the following activities forthe legal, paralegal and support staff: recruiting, selection, placement, orientation, training and development, performance evaluation, salary administration, employee relations, motivation, counseling, disciplining, discharging, benefits administration, workers' compensation, personnel data systems, organizational analysis, job design, resource allocation and other human resource management functions beyond mere recordkeeping.

_____4. Systems Management
including management of a majority of the following activities: systems analysis, operational audits, procedural handbooks, cost/benefit analysis, computer systems design, programming and systems development, information services, records management, library management, office automation, document construction systems, information storage and retrieval, telecommunications, litigation support, legal practice systems and other systems management functions beyond mere procedures manuals and computer program documentation.

_____5. Facilities Management
including management of a majority of the following activities: space planning and design, office renovation, purchasing, inventory control, reprographics, records management, reception switchboard services, telecommunications, mail, messenger and other facilities management functions beyond mere purchase order processing.

_____6. Marketing Management
including management of a majority of the following activities: participation in planning and developing firm, departmental and individual attorney marketing plans, collection and analysis of marketing research data, preparing and managing marketing budget, developing and implementing marketing programs, coordinating marketing efforts among new departments and offices, and participation in developing strategies to identify, select and promote new services, offices and attorneys.

_____7. Practice Management
including management of one or more of the following activities: lawyer recruiting, lawyer training and development, legal assistant supervision, practice development, work product quality control, substantive practice systems and other practice management or administration of any legal organization.

Candidates with Job Description 1 (Principal Administrators)

Candidates who are principal administrators (Job Description 1) must have three (3) years of experience as a Principal Administrator or a branch office manager of a law firm or law office in an exempt level position.

Dates of Employment in Your Current Position
Starting Date: ____/____/____
Are you currently employed in this position? ___yes ___no Ending Date (if not currently employed): ____/____/____
Is this a full-time position (approximately 40 hours per week)?___ yes ___ no

If less than three years, list the dates of your previous employment as a principal administrator.
Starting Date: ____/____/____ Ending Date: ____/____/____
Employer:
_____ Was this a full-time position (approximately 40 hours per week)? ___yes ___no

Candidates with Job Descriptions 2-7 (Functional Specialists)

Candidates who are Functional Specialists (Job Descriptions 2-7) must have five (5) years of experience as an exempt level specialist in a law firm or law office in any of the functional areas and three (3) of those years must be in a supervisory position. A supervisory position is one in which the candidate has primary responsibility for employee selection and termination, evaluation, salary determination and assignment of work.

Dates of Employment in Your Current Position
Starting Date: ____/____/____ Are you currently employed in this position? ___ yes ___ no
Ending Date (if not currently employed): ____/____/____ Number of employees supervised: _____
Is this a full-time position (approximately 40 hours per week)? ___ yes ___ no

Describe the positions you supervise (may use additional space)**:**
Position title: Date when you assumed supervisory responsibility for position:
_____ ____/____/____
_____ ____/____/____
_____ ____/____/____

If less than five years, list the dates of your previous employment as a functional specialist.
Starting Date: ____/____/____ Ending Date: ____/____/____
Was this a full-time position (approximately 40 hours per week)? ___ yes ___ no Number of employees supervised: _____

Describe the positions you supervise (may use additional space):
Position title: Date when you assumed supervisory responsibility for position:
_____ ____/____/____
_____ ____/____/____
_____ ____/____/____

ALA Code of Professional Responsibility

As legal management professionals, members of ALA shall abide by high ethical standards. This ALA Code of Professional Responsibility sets forth standards for the administration of legal management practices. Legal administrators at all levels have a responsibility to uphold and incorporate these standards into their everyday performance. This Code applies to the adminis-tration of legal organizations including private firms, corporate legal departments, legal clinics, government agencies and courts.

I. Responsibilities to the Profession of Legal Management:

A. Uphold the ALA Code of Professional Responsibility and the mission of the Association of Legal Administrators;

B. Conduct oneself with integrity and project a positive image of the legal management profession;

C. Pursue continuing education to maintain a high level of proficiency in management procedures and issues;

D. Promote initiatives for civic, economic and social well-being within our communi- ties; and

E. Advocate increased diversity in the legal management community and in all legal service organizations.

II. Responsibilities to the Legal Employer and its Employees:

A. Foster an environment that promotes the use and improvement of sound business practices where all employees can develop, contribute and prosper;

B. Be truthful and forthright in all forms of professional and organizational communi- cation;

C. Report financial information promptly, completely and accurately, and in a manner that facilitates informed decision making;

D. Implement policies and procedures to address professional responsibility, business ethics and conduct;

E. Establish an appropriate grievance and appeals process tailored to the legal organization's size and structure; and

F. Promote a work environment that does not discriminate, intimidate or allow harassment based on race, color, ethnicity, national origin, gender, age, religion, disability, veteran's status, marital status, sexual orientation or other legally protected characteristics.

III. Responsibilities to those Outside the Legal Organization:

A. Respect the customs and practices of clients, prospective clients, business partners and the community at large;

B. Avoid actual or apparent conflicts of interest and advise all appropriate parties of potential conflicts;

C. Refrain from soliciting or accepting any fee, commission, gift, gratuity, discount or loan on behalf of oneself, family or friends, that may influence business decisions;

D. Ensure the existence of policies and procedures to provide quality client service;

E. Utilize confidential and proprietary information solely for legal practice or management purposes and not to further private interest or personal profit; and

F. Support outreach activities that cultivate pro bono assistance and law related public education to meet community needs.

I affirm that I endorse the goals of the Association of the Legal Administrators Code of Professional Responsibility.

Signature Date

I certify that the information provided in this application is accurate and complete to the best of my knowledge.

Signature Date

After completing and signing this application, please send it with the $55 (nonrefundable) application processing fee. All fees submitted with applications must be paid by a personal or organizational check, money order or cashier's check payable to Association of Legal Administrators; or charged to VISA, MasterCard or American Express. Cash cannot be accepted.
Indicate: ❑ Member # _____ ❑ Nonmember

❑ **Check** *(Made Payable to Association of Legal Administrators)*
❑ **VISA** ❑ **MasterCard** ❑ **American Express**

Card Number: Expiration Date:

Signature of Cardholder

Send Application and fee payment to:
CLM Certification Center
Association of Legal Administrators
75 Tri-State International, Suite 222
Lincolnshire, IL 60069-4435

Association of Legal Administrators CLM℠ Coursework Sheet

To be completed by ALL applicants

CLM℠
Certified Legal Manager

Management Categories: 2 hours in each of the following 5 Categories

1. Writing skills
2. Communication skills
3. Self-management skills
4. Information Technology
5. Organizational Development

Content Area	Course Title	Date of Course	Location	Self-Study	Instructor/ Provider	Start/Stop Time	Minutes	Content Area Totals	TOTALS
Writing Skills									
Communication Skills									
Self-Management Skills									
Information Technology									
Organizational Development									
								TOTAL	
								TOTAL HOURS	

Additional Education Course Work

To be completed by Functional Specialists (see job descriptions 2-7, CLM Information & Application Packet, p. 17

Content Area	Course Title	Date of Course	Location	Self-Study	Instructor/ Provider	Start/Stop Time	Minutes	Content Area Totals	TOTALS
								TOTAL	
								TOTAL HOURS	

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• Recertification Guidelines

CLM℠
Certified Legal Manager

Term of Certification

The term of certification is three (3) years based on the designated anniversary date and each recertification period is also for three (3) years.

The anniversary date for each certificant will be either:

1. June 30 or November 30, whichever is closer to the actual date the exam was taken and passed.
2. April & May exam dates will have June 30 anniversary dates
3. September, October and November exam dates will have November 30 anniversary dates.
4. **1st Year Recertification: Education you obtained from the date of the exam in the year you certified can be included in your first recertification period.** ***Example:*** You earned your certification at ALA's Annual Conference on April 29, 2007. Your anniversary date is June 30 and your first recertification will be due no later than June 30, 2010. While your anniversary date is June 30, you can count all education you earned at the April 30 - May 3, 2007 Annual Conference for your first recertification period (only).
5. **Thereafter, all recertification education must fall within the anniversary dates.** ***Example:*** Your next recertification is June 30, 2013. Because this is not your first recertification, only education earned between your last anniversary date of June 30, 2010 and your current anniversary date of June 30, 2013 will count towards your second recertification.

Maintaining Certification

In order to maintain the CLM designation, a Certified Legal Manager must:

1. Pay an Annual Maintenance Fee yearly on June 30 except in the year you recertify. Annual fees are subject to change.
2. Apply for Recertification every three (3) years, and pay a Recertification Fee.
3. The deadline to submit completed recertification applications, with appropriate documentation, is six (6) weeks prior to the established anniversary date, June 30 or November 30.
4. Applications for recertification will not be accepted if postmarked after the established anniversary date deadline.

Recertification Fees

1. The current annual Maintenance Fee is $40.
2. The current Recertification Fee is $155, which includes the annual maintenance fee for the year of recertification.

Education Requirements

To demonstrate that a Certified Legal Manager has maintained his or her knowledge, skills and abilities, each certificant is required to:

1. Apply for recertification every three (3) years based on the designated anniversary date.
2. Provide evidence of having completed a total of 36 hours of course work during the prior three years including a minimum of three (3) hours in each of the following subject areas:
   - communication and organizational management
   - financial management
   - human resources management
   - operations management
   - legal industry/business management
3. As part of the total 36 hours, you must complete:
   - a minimum of 1 hour in business ethics
   - a minimum of 1 hour in substance abuse

NOTE: Substance Abuse and Business Ethics hours are part of the 36 hours of course work requirement. However, the minimum one hour each of Ethics and Substance Abuse will not be counted towards fulfilling one of the three minimum hours needed in the subject areas above. For example, one hour of Substance Abuse, while likely an HR course, can not be counted towards the three hours needed to fulfill the HR requirement.

- The following activities are not eligible for credit: meal functions, social activities, chapter or other business meetings, idea exchanges, roundtables, or vendor or consultant presentations intended to sell a product or service or for any reason other than educational instruction.
- Of the 36 hours, a maximum of four (4) hours credit can be earned by teaching a course. This credit is for contact time only, and credit will not be given for course preparation or for presenting the same course more than once.
- All certified legal managers are eligible to recertify. A certified legal manager does NOT have to be currently working in the legal industry to recertify his or her CLM designation.

Self-Study Programs for Recertification

A maximum of six (6) hours of credit can be earned from interactive technology-based self-study programs.

An interactive technology-based self-study program is defined as a program designed to use interactive learning methodologies that simulate a classroom learning process by employing software, other courseware or online systems that provide significant ongoing, interactive feedback to the participant regarding his or her learning progress. These programs manage the learning process by each of the following:

1. Requiring frequent participant response to questions that test for understanding of the material presented or progress checks throughout the program.
2. Providing evaluative feedback to incorrectly answered questions.
3. Providing reinforcement feedback to correctly answered questions.
4. A course description and certificate of successful completion from the provider of the program must be submitted for consideration of any interactive technology-based self-study program.
5. Credit will be awarded at a rate of one (1) sixty-minute hour per average program completion time as stated by the product developer or accrediting body.
6. An interactive technology-based self-study program must be specifically designed for continuing professional education, with specific educational objectives.

The following are examples of what does *not* count as interactive self-study unless credit is given by another accrediting body:

1. Online programs that have audio and video but lack the interactive components or certificates of completion as described above.
2. Listening to an audio CD.
3. Watching a video.
4. Reading an article or book.

Did You Know?

One of the many benefits of earning your Certified Legal Manager designation is the opportunity to receive an extra discount on your firm's professional liability insurance.

One program, which is approved in 36 states (including the District of Columbia), can provide your firm with a **7.5 percent** savings and is based on a three-step analysis:

- **2.5 percent** credit if a law firm has a legal administrator with full management/ administration duties.
- An additional **2.5 percent** credit if the administrator is a member of the Association of Legal Administrators.
- A bonus of **2.5 percent** credit if the member administrator holds the Certified Legal Manager (CLM)℠ designation.

Check with your own insurance agent to see what their company may offer. For more information visit *www.alanet.org/clm.*

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