

# The Professional Development Consortium

## CORE COMPETENCIES



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**Message from the Chair:** *To be provided by Jim Lovelace*

## **Introduction:**

The Professional Development Consortium (PDC) is pleased to present the first competency model developed specifically for Legal Professional Development practitioners. Through professional development and continuous improvement, Legal PD practitioners can contribute significantly to his or her organization's success in a meaningful way.

This competency model is designed to serve as a resource for Legal PD professionals interested in developing proficiency within each competency, from professionals just beginning their Legal PD careers to those at the executive level. This model is intended to be used for developmental purposes only and should not be used for selection purposes.

Competencies are individual characteristics including knowledge, skills, abilities, self-image, traits, mindsets, feelings and ways of thinking, which, when used with the appropriate roles, achieve a desired result.

Based on the Society for Human Resource Management (SHRM) competency standards and using best practices as identified by both SHRM and the Association for Talent Development (ATD), the PDC Competency model includes four core competency areas and eight sub-competencies. The core competencies are *Professionalism; Leadership, Management and Organizational Development; Legal Industry Knowledge and Functional Expertise; and Performance Management and Professional Development*. For each competency we provide an overall definition, sub-competencies associated with the primary competency, behaviors demonstrated by individuals highest in proficiency on that competency and behavioral standards in which a Legal PD professional at the relevant career stage should engage to be successful.

Success as a legal PD professional is not dependent on the mastery of all core competencies by all practitioners, as we recognize that any organization's strength is in part a result of the diversity of the talents of its professionals. Further, core competencies should not be considered a checklist. "Checking a box" does not ensure success. Rather, core competencies can serve as "guideposts along the road of development" for individuals in legal professional development.

The PDC Competency model can be a powerful organizational tool that provides practitioners a clear path to growth and development. It not only will serve as a foundation for important organizational functions such as recruitment, hiring and retention, training and development, and performance management, it will give organizations the ability to identify and hire top legal professional development talent.

## **Acknowledgements:**

This project is the culmination of many hours of work by dedicated members of the PDC. All volunteers, the PDC professionals who contributed their time, expertise and experience to the development of the PDC Competency model are to be recognized and congratulated.

Special thanks to Cindy Weinberg for pulling the materials all together and proof reading!

A handwritten signature in black ink, appearing to read "Kathleen P. Dunn". The signature is fluid and cursive, with a large initial 'K' and 'D'.

Director, Learning & Professional Development  
Squire Patton Boggs

### ***In alphabetical order:***

Maria Arlotto, Ropes & Gray LLP  
Michael Beltran, Dechert LLP  
Andy Colón, Dickstein Shapiro LLP  
Andrea Conley, Thompson Coburn LLP  
Tammy Cowser, Marshall, Gerstein & Borun LLP  
Nadine Dallitis, Covington & Burling LLP  
Rachel Dawson, Faegre Baker Daniels  
Lisa Devlin, Nixon Peabody LLP  
Jennifer Foster, Debevoise & Plimpton LLP  
Elizabeth Foster-Nolan, Goulston & Storrs  
Rebecca Killion, McKenna Long & Aldridge LLP

Emily Leeson, Alston & Bird LLP  
Terri Mottershead, Principal, Mottershead Consulting\*  
Gillian Murray, Bryan Cave  
Jeanne Picht, Lawyer Metrics\*  
Roslyn Pitts, K&L Gates LLP  
Cindy Weinberg, Squire Patton Boggs

Each competency consists of five distinct elements, title, definition, sub-competencies, behaviors, and performance statements. These elements are discussed in the key below.

<b>KEY</b>	
<b>TITLE</b>	<b>This is the title of the competency.</b>
<b>DEFINITION</b>	<b>This is the overall definition of the competency.</b>
<b>SUB COMPETENCIES</b>	<b>These are competencies related to and/or subsumed by the relevant general competency.</b>
<b>BEHAVIORS</b>	<b>These are behaviors demonstrated by individuals at the highest level of proficiency on the indicated competency.</b>
<b>PERFORMANCE STATEMENTS</b>	<b>These are statements for performance at the four career stages. Each performance statement represents a behavioral standard in which a PDC professional at the relevant level should engage to be successful.</b>

## Characteristics of PD Professional Career Levels

An “Early Level” PD professional is characterized in the following way:

- Is a specialist in a specific support function, or is a generalist with limited experience
- Holds a formal title such as, but not limited to, assistant, coordinator, junior role, or clerk

For example: Jamie is relatively new to the PD profession and has just over 1 year of experience as a PD professional. Jamie is a specialist that supports a specific function in the PD department, and has responsibilities such as, but not limited to, supporting PD initiatives, executing tasks passed down from management, and operating at the tactical and transactional levels.

A “Mid-Level” PD professional is characterized in the following way:

- Is a generalist, or is a senior specialist
- Manages projects or program
- Holds a formal title such as, but not limited to, PD manager, generalist, or senior specialist

For example: Tyler has around 5 years of experience as a PD professional. While Tyler is a PD generalist, he has colleagues with similar levels of experience and responsibility who are senior PD specialists. Tyler has responsibilities such as, but not limited to, managing projects, programs, and initiatives, implementing plans passed down, and delegating tasks to early level staff.

A “Senior Level” PD professional is characterized in the following way:

- Is a very experienced generalist or specialist
- Holds a formal title such as, but not limited to, senior manager, director, or principal

For example: Adison is a seasoned PD professional with around 10 years of experience. While Adison is a very experienced specialist, Adison has colleagues with similar levels of experience and responsibility who are very experienced generalists. Adison has responsibilities such as, but not limited to, developing and leading implementation plans and analyzing business information.

An “Executive Level” PD professional is characterized in the following way:

- Typically is one of the most senior leaders in PD

- Holds the top PD job in the organization or VP role

For example: Helen is the organization's most senior PD professional with 15 years of experience. As a member of the organization's executive committee, Helen serves as an organizational leader and designer of learning strategy.

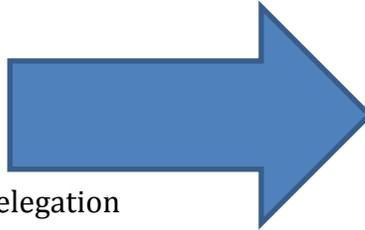
## Competency: Professionalism

### Definition:

*Professionalism is the skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well OR the level of excellence or competence that is expected of a professional.*

### Sub competencies:

- Written Communication
- Oral Communication
- Interpersonal Skills
  - Teamwork, cooperation, delegation
  - Tact and diplomacy
  - Building and managing relationships
  - Building collaborative relationships
  - Adaptability/flexibility
  - Resiliency
- Ethics/Integrity



### Behaviors

- Effectively convey ideas and information in writing using language that is appropriate to both the complexity of the topic and the knowledge and understanding of the reader.
- Effectively express ideas and information through non-verbal communication and the spoken word
- Influence others within the organization to be excited, enthused, and committed to furthering the organization's objectives
- Promote cooperation and commitment within a team to achieve goals and deliverables
- Help remove barriers to team productivity and success
- Ensure joint ownership of goal setting, commitments and accomplishments
- Involve everyone on the team
- Respond to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict
- Maintain good working relationships among internal and external clients

- Build constructive working relationships characterized by a high level of acceptance, cooperation and mutual regard
- Ability to develop, maintain, and strengthen partnerships with others inside or outside of the organization who can provide information, assistance, and support
- Maintain effectiveness when experiencing major changes in work tasks, the work environment, or conditions affecting the organization
- Remain open to new people, thoughts, and approaches
- Adjust effectively to work within new work structures, processes, requirements, or cultures
- Ability to bounce back, or even grow, in the face of pressures and threats
- Ability to withstand adverse events and stressful situations without falling apart, by actively and positively coping with stress
- Earn the trust, respect and confidence of coworkers and clients through consistent honesty, forthrightness and professionalism in all interactions
- Respect and maintain confidentiality
- Keep promises and commitments made to others
- Avoid situations and actions considered inappropriate or which present a conflict of interest

- Adhere to a set of core values that are represented in a decisions and actions

<b>Performance Statements</b>	
Level 1	<ul style="list-style-type: none"> <li>• Prepares thoughtful, high quality written communications, including correspondence that exhibits careful preparation, organization, and attention to detail, for review by supervisor.</li> <li>• Consistently follows standardized rules of language regarding spelling, punctuation, grammar, word usage, sentence structure, and composition.</li> <li>• Proofreads accurately with close attention to detail.</li> <li>• Expresses views, advice, and positions effectively and appropriately on straightforward matters both within and outside the firm (organization).</li> <li>• Actively listens to other people taking part in the conversation. Able to accurately summarize what others have said.</li> <li>• Consistently follows accepted rules of language regarding grammar, word usage, and sentence structure.</li> <li>• Ensures practical needs of the team are met and obtains needed resources, information, etc.</li> <li>• Helps new team members get up to speed.</li> <li>• Listens patiently to others in conflict situations.</li> <li>• Treats all team members with fairness and respect.</li> <li>• Notifies others, in a timely manner, of changes or problems.</li> <li>• Displays a positive attitude and optimism about the work to be done, coworkers, customers, management, and employer policies.</li> <li>• Interacts in a respectful manner that maintains the dignity of all.</li> <li>• Demonstrates high level of dedication and commitment.</li> <li>• Demonstrates honesty, truthfulness, and fairness when dealing with co-workers and clients.</li> <li>• Respects the rights, values, diversity, time, privacy and property of others.</li> <li>• Recognizes inappropriate situations and actions which challenge ethical standards.</li> </ul>

	<ul style="list-style-type: none"> <li>• Demonstrates discretion when handling confidential matters.</li> <li>• Demonstrates dependability, keeps promises and commitments, and exercises good judgment.</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Demonstrates Level 1 competencies.</li> <li>• Written work product is clear and concise and requires few modifications.</li> <li>• Effectively communicates in written work product.</li> <li>• Chooses the most effective and meaningful written form to express ideas and information to the intended reader. Recognizes when charts, graphs, or other visual aids are beneficial in expressing information.</li> <li>• Effectively and appropriately advocates positions orally within the organization on complex matters.</li> <li>• Explains or presents information in a clear, concise, logical manner that achieves understanding of the intended message.</li> <li>• Acknowledges people's feelings, concerns, opinions, and ideas.</li> <li>• Acknowledges other's skills, experience, creativity, and contributions.</li> <li>• States personal opinions and/or disagrees tactfully.</li> <li>• Expands on others' ideas.</li> <li>• Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.</li> <li>• Works through difficult or awkward interpersonal situations in a positive manner.</li> <li>• Recognizes when others need assistance and offers to help.</li> <li>• Develops the trust, confidence, and respect of co-workers, clients, and others in all interactions.</li> <li>• Responds appropriately to inappropriate situations and actions that challenge ethical standards.</li> <li>• Models the highest professional ethics and standards.</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Demonstrates Level 2 competencies</li> <li>• Takes primary responsibility for correspondence, with minimal review by supervisor.</li> <li>• Composes clear, direct, and succinct written messages that effectively convey ideas or information to the intended reader. Recognizes when language requires adjustment to</li> </ul>

	<p>achieve understanding by differing readers, and easily reword messages accordingly.</p> <ul style="list-style-type: none"> <li>• Accurately emphasizes the most important and pertinent points in a body of information that results in quick understanding of the material's essence.</li> <li>• Effectively collaborates on larger written projects with colleagues.</li> <li>• Effectively and appropriately advocates positions orally on complex and sensitive matters both within and outside the firm (organization).</li> <li>• Demonstrates effective oral presentation skills for discrete topics and issues.</li> <li>• Advocates capably on behalf of position and clients of the firm (organization) both internally and externally.</li> <li>• Interacts with and reads the audience, recognizes problems, and adjusts language, tone, pace, volume, etc. as necessary to ensure audience understanding.</li> <li>• Ensures that all pertinent information is included in the spoken message; emphasizes the most important points, resulting in quick understanding of the material's essence.</li> <li>• Creates an environment that promotes sharing of diverse perspectives and differing viewpoints.</li> <li>• Recognizes and celebrates workplace success and achievement.</li> <li>• Defines problems in a non-threatening manner.</li> <li>• Gives/seeks input from others in formulating plans for recommendations; gains the support of others through persuasiveness, credibility, and expertise.</li> <li>• Acts as a performance coach by providing tools and giving practical support to others when learning how to approach a task or problem, and communicates the underlying rationale so others can think through future issues on their own.</li> <li>• Gives negative feedback in behavioral rather than personal terms.</li> <li>• Leads by example and sets clear, reasonable expectations and standards for professional behavior.</li> <li>• Influences others to approach issues positively (e.g. sees issues as "challenges or opportunities" rather than "problems"; the glass is half full rather than half empty.)</li> <li>• Addresses problems and issues in an open, constructive, professional manner.</li> <li>• Adheres to an appropriate and effective set of core values and acts in accordance with those values at all times.</li> <li>• Exhibits sound judgment when responding to inappropriate situations and actions that challenge ethical standards and/or present the appearance of a conflict of interest.</li> </ul>
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	<ul style="list-style-type: none"><li>• Holds self and others accountable for meeting articulated commitments and ethical standards.</li><li>• Does not misrepresent self or use position for personal gain.</li></ul>
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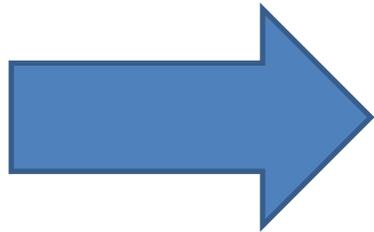
<p>Level 4</p>	<ul style="list-style-type: none"> <li>• Demonstrates Level 3 competencies.</li> <li>• Takes supervisory responsibility for reviewing and editing others' written work product.</li> <li>• Organizes the flow of information in a document/report so that facts or ideas build upon one another logically to lead the reader to a specific conclusion.</li> <li>• Effectively translates complex or technical concepts into messages lay persons can readily understand and grasp.</li> <li>• Connects effectively with a wide range of audiences.</li> <li>• Demonstrates effective oral presentation skills for complex and sensitive topics and issues.</li> <li>• Effectively translates complex or technical concepts into messages lay persons can readily understand and grasp.</li> <li>• Instills confidence in ability to persuasively and effectively represent the client's interest.</li> <li>• Speaks in a way that captures and holds the attention of the listener. Chooses language intended to persuade or influence the listener's opinions.</li> <li>• Thinks beyond present responsibilities and invests in the firm organization by actively participating as a leader in initiatives or management activities.</li> <li>• Empowers others to take appropriate action</li> <li>• Helps people solve problems and accomplish goals.</li> <li>• Inspires others to follow example and direction voluntarily.</li> <li>• Facilitates development of shared mission, vision, and key values and uses those principles to guide actions.</li> <li>• Resolves conflict and disagreements constructively.</li> <li>• Models appropriate stewardship of funds and resources.</li> <li>• Inspires trust, confidence, and respect in colleagues, co-workers, clients, and others in all interactions.</li> <li>• Conducts him/herself with integrity and professionalism; sets an example for others to follow.</li> <li>• Effectively addresses inappropriate situations and actions that challenge ethical standards and/or present the appearance of a conflict of interest.</li> </ul>
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## Competency: Leadership, Management and Organizational Development

**Definition:** *promotes organizational mission and goals, and shows the way to achieve them; creates a positive work environment; links mission, vision, values, goals, and strategies to everyday work; sees the potential in others and takes opportunities to apply and develop that potential; sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization. Increases organizational effectiveness and facilitates personal and organization change through the use of interventions driven by social and behavioral science knowledge.*

### Sub competencies:

- Align talent management to organizational objectives
- Manage change
- Department Management
- Staff Management
- Diagnosis
- Planning
- Intervention
- Evaluation



### Behaviors:

- Establish a vision
- Establish strategies
- Managing staff in ways that improve their ability to succeed
- Align the right work with the right people
- Provide staff with coaching, training and opportunities for growth and development
- Give ongoing, constructive feedback on job
- Implement action plans
- Develop and monitor budgets
- Manage external resources
- Manage own time, priorities and resources to achieve goals
- Develop or enhance organization's mission statement or vision statement
- Help align function structures in an organization so they are working together for a common purpose
- Identify and facilitate a planned and long-range strategy for managing change
- Assist in the development of policies and procedures that will improve the ongoing operation of the organization

- Put in place process that will help improve the ongoing operations of the organization on a continuous basis

Performance Statements	
Level 1	<ul style="list-style-type: none"> <li>• Ensures the practical needs of the team are met- obtains needed resources, information, personnel, etc.</li> <li>• Understand the experience and capabilities of team members and works to ensure gaps are filled (e.g. getting the right people).</li> <li>• Treats all team members with fairness and respect.</li> <li>• Helps new team members get up to speed.</li> <li>• Structures and directs work on projects or programs.</li> <li>• Gathers facts and analyzes data using systematic methods (e.g. surveys, focus groups, etc.)</li> <li>• Develops knowledge in the use of data, evidence-based research, benchmarks, and business metrics to facilitate decision making</li> <li>• Develops knowledge in the use of data, evidence-based research, benchmarks, and law firm/organization metrics to facilitate decision making</li> <li>• Reports on data entry and key metrics</li> <li>• Develops basic working knowledge of statistics, research methods, measurement concepts, and metrics</li> <li>• Identifies sources of data and information and learns where to find the most relevant information for solving problems</li> <li>• Conducts data entry and tracking of statistics and metrics</li> <li>• Collects and synthesizes data through surveys, focus groups, research, and other methods</li> <li>• Engages in preliminary analysis of collected data and reports findings to senior staff.</li> </ul>

<p>Level 2</p>	<ul style="list-style-type: none"> <li>• Demonstrates Level 1 competencies.</li> <li>• Implements well thought-out efforts to enhance team morale and productivity.</li> <li>• Sets high standards for the team.</li> <li>• Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.</li> <li>• Creates an environment that promotes sharing of diverse perspectives and differing viewpoints.</li> <li>• Communicates team achievements and supports individuals' career objectives.</li> <li>• Maintains working knowledge of measurement concepts, data collection and analysis</li> <li>• Maintains working knowledge of statistics and metrics</li> <li>• Asks critical questions to prepare and interpret data studies/metrics</li> <li>• Understand what is important and recognize what is relevant</li> <li>• Continuously assess the issues</li> <li>• Stay focused on purpose of intervention</li> <li>• Involve participants in process</li> <li>• Synthesize the data gathered into themes</li> <li>• Differentiate best practices that will work for firm's business unit.</li> <li>• Identifies patterns in data and raises relevant issues to higher-level management</li> <li>• Ensures quality work product</li> <li>• Executes case and pilot studies to evaluate to address specific problems and questions</li> <li>• Analyzes data and reports findings and trends</li> <li>• Suspends judgment; maintains objectivity</li> </ul>
<p>Level 3</p>	<ul style="list-style-type: none"> <li>• Demonstrates Level 2 competencies.</li> <li>• Becomes a resource and sounding board for younger associates regarding practice area skills, research and legal analysis, and professional development.</li> <li>• Acts as a performance coach by providing tools and giving practical support to others when learning how to approach a task or problem, and communicates the underlying rationale so others can think through future issues on their own.</li> <li>• Channels ambition into the firm, not self.</li> <li>• Displays ingenuity in meeting challenges combined with a care for people.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provides leadership and guidance that enhances others' professional development and encourages their success.</li> <li>• Seeks out opportunities to mentor more junior associates.</li> <li>• Ensures the project's or program's goals, purpose, and criteria for success are clearly defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.</li> <li>• Ensures needed resources and skill sets among staff are available. Averts scope creep.</li> <li>• Develops reasonable performance standards and ways of evaluating outcome quality.</li> <li>• Integrates the ideas and needs of others in developing feasible strategies to achieve goals. Obtains stakeholder acceptance of and support for those strategies.</li> <li>• Evaluates progress and success against performance standards. Appraises and resolves deficiencies and challenges. Ensures deadlines are met and keeps stakeholders informed of project/program status.</li> <li>• Assist in developing knowledge and change management vision and strategy</li> <li>• Examines data to assist in developing effective and innovate KM and CM strategies (benchmarking)</li> <li>• Encourages collaboration – examines design and culture of organization to encourage and facilitate collaboration.</li> <li>• Facilitates culture of acceptance of KM and change management; supports innovation; helps break down barriers between business units, functions, geographic locations, and hierarchical layers</li> <li>• Supports development of new organizational structures</li> <li>• Leverages technology – assesses, selects, and applies current and emerging information, learning tools, and technologies to support KM and change</li> <li>• Manages the life cycle of information from creation or acquisition through expiration including organizing, categorizing, cataloging, classifying and disseminating in support of change effort.</li> <li>• Assesses specific knowledge needs of organizational processes and workers within those processes.</li> <li>• Evaluates KM and change intervention success.</li> </ul>
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<p>Level 4</p>	<ul style="list-style-type: none"> <li>• Demonstrates Level 3 competencies.</li> <li>• Sets and communicates a compelling vision for firm initiatives and builds buy-in from internal and external stakeholders.</li> <li>• Fosters collaboration.</li> <li>• Understand the most effective and efficient way to accomplish tasks within the parameters of organizational hierarchy, processes, systems, and policies.</li> <li>• Develops solutions to overcome potential obstacles to successful implementation of initiatives.</li> <li>• Demonstrates agility and expertise when leading firm initiatives or when supporting the initiatives of others.</li> <li>• Exhibits behavior consistent with and conforming to firm culture.</li> <li>• Leads the firm through adversity with resilience and tenacity.</li> <li>• Promotes consensus among firm stakeholders (e.g. attorneys, staff, practice group leaders, informal leaders) when proposing new initiatives.</li> <li>• Serves as transformational leader for the organization by leading change.</li> <li>• Maintains expert knowledge and functions as subject matter expert in OD activities</li> <li>• Owns and manages process and outcomes</li> <li>• Develops or enhances organization’s mission and vision statements</li> <li>• Helps align functional structures in organization so they are working together for common purpose</li> <li>• Creates strategic plan for how the organization is going to make decisions about its future and achieving that future.</li> <li>• Manages conflict that exists among individuals, groups, functions, sites, etc. when such conflicts disrupt the ability of the organization to function in a healthy way.</li> <li>• Puts in place processes that will help improve the ongoing operations of the organization on a continuing basis.</li> <li>• Creates a collaborative environment that helps organizations be more effective and efficient.</li> <li>• Creates reward systems that are compatible with the goals of the organization.</li> <li>• Assists in the development of policies and procedures that will improve the ongoing operation of the organization.</li> <li>• Analyzes information needed to direct, evaluate, and use data and other information to</li> </ul>
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	<p>make effective decisions regarding the working environment to identify areas in which change and improvement are needed.</p> <ul style="list-style-type: none"><li>• Implement planned and transitional change strategies.</li><li>• Sponsors process improvement initiatives using evidence-based solutions.</li><li>• Communicates impact on organizational strategy of relevant and important findings from data analysis.</li><li>• Applies, translates, and interprets findings from evaluations towards building effective and creative policies within organizational context.</li><li>• Utilizes external/environmental awareness and experience in decision-making.</li><li>• Challenges assumptions and critically examines all initiatives and programs.</li></ul>
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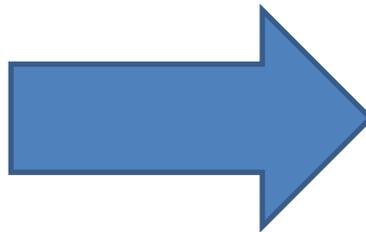
## Competency: Legal Industry Knowledge and Functional Expertise

### Definition:

*Understands and exhibits underlying legal industry knowledge and skills; possesses technical and functional expertise related to the practice of law and management of legal industry related activities; actively scans and assesses information on current and emerging trends in the legal industry and the practice of law; develops and maintains knowledge of other industries as appropriate (e.g. law schools, technology, etc.).*

### Sub competencies:

- Industry Knowledge
- Training and Instructional Design
- CLE Knowledge
- Ensuring Legal, Ethical, and Regulatory Compliance
- Business Skills



### Behaviors

- Actively scans and assesses information on current and emerging trends in the legal professional develop industry
- Develops and maintains knowledge of other industries as appropriate
- Designs, creates and develops informal and formal learning solutions to meet organizational needs
- Analyzes and selects the most appropriate strategy, methodologies, and technologies to maximize the learning experience and impact
- Assesses and fulfills the need for CLE training to ensure attorney compliance
- Monitors and communicates updates to CLE state rules and regulations
- Maintains professional development online tools to track CLE credits and attorney attendance
- Demonstrates awareness of legal, ethical and regulatory compliance
- Identifies potential risks and conflicts of interests involved in professional situations and provides recommendations
- Identifies and understands business issues and client needs, problems, and opportunities

- Uses effective approaches for choosing a course of action or developing appropriate solutions
- Takes action that is consistent with available facts, constraints, and probable consequences

<b>Performance Statements</b>	
Level 1	<ul style="list-style-type: none"> <li>• Understands basic tenets of legal professional development</li> <li>• Periodically reviews information on current and emerging trends in the legal professional development industry</li> <li>• Develops and maintains knowledge of other industries as appropriate/needed</li> <li>• Coordinates logistics for training programs including scheduling, facilities, vendors, presenters/consultants, invitations, food, travel, materials and tracks attendance</li> <li>• Organizes training materials</li> <li>• Generates and maintains program CLE forms and records</li> <li>• Maintains working knowledge of CLE rules, regulations, and guidelines</li> <li>• Maintains CLE software databases (e.g. Micron CE Manager, viDesktop, etc.) to track attorney CLE credits</li> <li>• Maintains program CLE information and generates forms including attendance sheets, evaluations, and certificates for CLE-qualifying programs</li> <li>• Supports attorneys' needs in meeting CLE requirements including searching for relevant programs and assisting with required paperwork for certifying CLE compliance</li> <li>• Brainstorms how to develop programs that meet requirements and are relevant to attorneys' needs and the firm's practice</li> <li>• Maintains awareness of and follows conflicts procedures</li> <li>• Understands and follows firm policies and state bar(s) disciplinary rules</li> <li>• Has working knowledge of loss prevention program/partners established at the firm</li> <li>• Is aware of resources available at the firm to resolve ethics issues</li> <li>• Is able to identify potential risks involved in professional situations that may arise</li> </ul>

	<ul style="list-style-type: none"> <li>• Researches and analyzes firm’s business development needs</li> <li>• Reports findings to professional development team for potential training programming ideas</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Demonstrates Level 1 competencies</li> <li>• Brainstorms ways to incorporate current and emerging trends into firm’s legal professional development curriculum</li> <li>• Participates in legal professional development associations and organizations</li> <li>• Subscribes to legal websites, publications, and blogs to keep informed</li> <li>• Available to attend events on firm’s behalf to meet and develop contacts within legal professional industry and/or other industries relevant to the firm’s practice</li> <li>• Coordinates informal and formal training to meet organizational need</li> <li>• Identifies and assesses attorney training needs and skills gaps</li> <li>• Analyzes current technologies to implement training programs to reach broad spectrum of firm’s attorneys</li> <li>• Works with program speakers to organize training</li> <li>• Integrating technology options</li> <li>• Training delivery</li> <li>• Approves CLE-qualifying program materials</li> <li>• Works with various state boards for CLE approval and accreditation of training programs including state year-end reporting for CLE accredited provider status</li> <li>• Maintains relationship with CLE software vendor and implements any database updates Runs reports using CLE software</li> <li>• Understands issues related to impaired attorneys</li> <li>• Identifies potential risks involved in professional situations that may arise and can recommend appropriate course of action to supervising attorneys</li> <li>• Proposing solutions and/or training programming ideas for firm’s business development needs and developing ROI</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Demonstrates Level 2 competencies</li> <li>• Maintains current knowledge of legal professional development trends, innovations in the market, vendors, and consultants</li> <li>• Presents at local and national legal professional development events</li> <li>• Writes/publishes articles on current and emerging trends in the legal professional development industry</li> </ul>

	<ul style="list-style-type: none"> <li>• Develops and designs curriculum and training programs based on needs and skills gaps</li> <li>• Researches emerging technologies that will provide training programs in a more efficient and intuitive format</li> <li>• Solicits feedback from attorneys regarding training and development efforts via focus groups, surveys, and meetings</li> <li>• Analyzes and selects the most appropriate strategy, methodology, and technology to maximize the learning experience</li> <li>• Takes supervisory responsibility for larger projects and training programs (e.g. attorney retreats, new associate integration program, summer associate workshops, etc.)</li> <li>• Implements firm or practice area core competencies aligned with training curriculum</li> <li>• Managing, delivering, and identifying CLE programs that are relevant to attorneys' needs and the firm's practice</li> <li>• Reviews and analyzes existing CLE software effectiveness and efficiency and develops strategies for improving or leveraging these systems</li> <li>• Keeps up-to-date of changes to state bar rules and timely disseminates such information to rest of professional development staff</li> <li>• Subject to all ethical standards, is able to recognize conflicts of interest under applicable professional standards and other issues that could be viewed as a conflict of interest by an existing client and can effectively discuss and resolve such matters</li> <li>• Fosters firm culture that places ethics first</li> <li>• Makes preliminary decisions and recommendations on difficult ethical issues</li> <li>• Recommends course of action based upon evaluation of the relevant facts, issues, and risks, and to advocate for recommendation and to demonstrate how recommendation will achieve desired objectives</li> <li>• Leads program training and/or implementation of solutions to business development needs</li> </ul>
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<p>Level 4</p>	<ul style="list-style-type: none"> <li>• Demonstrates Level 3 competencies</li> <li>• Advises on current and emerging legal professional development trends and/or relevant industries</li> <li>• Collaborates with firm management and department heads to design and implement firm-wide training and development curriculum</li> <li>• Develops and analyzes metrics used to measure the effectiveness of legal professional development programs and initiatives</li> <li>• Takes supervisory responsibility for larger projects and training programs</li> <li>• Takes supervisory responsibility for CLE state bar rules and CLE-based training programs</li> <li>• Negotiates contracts with CLE software vendors</li> <li>• Liaises with CLE software vendors to translate business needs to requirements and recommends solutions</li> <li>• Effectively resolves ethical, business, and legal issue conflicts</li> <li>• Evaluates relevant facts, issues, and risks; to distinguish among various options; and to prepare and execute effective strategies to achieve the desired objectives, taking into account relative risks of alternative courses of action and probability of accomplishing desired objectives</li> <li>• Collaborates with firm management on loss prevention policies and procedures</li> <li>• Motivates legal professional development team to understand the business model and business development practices of the firm</li> <li>• Takes supervisory responsibility for business development solutions and/or training programs</li> <li>• Collaborates with firm management and firm's Marketing Department on business development needs</li> </ul>
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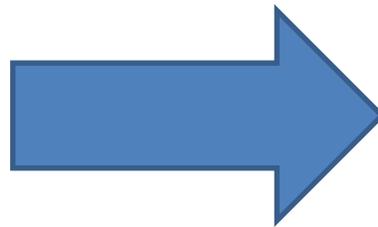
## Competency: Performance Management and Professional Development

### Definition:

Performance management is a systematic process for aligning firm objectives with approved skills, competencies and measures to achieve and sustain high level performance, work product and client service. The process involves motivating lawyers through setting goals, measuring progress, providing feedback, coaching, and rewarding achievements. Professional Development is the continuous process of acquiring new knowledge and skills for both personal development and career advancement which encompasses all types of formal and informal learning opportunities.

### Sub competencies:

- Recruitment
- Performance processes
- Performance analysis
- Evaluation systems
- Competency Modeling
- Diagnosis of performance needs
- Professional development plans
- Talent management
- Work flow processes
- Mentoring
- Coaching
- Onboarding
- Career transitions
- Engagement and retention
- Diversity efforts



### Behaviors:

- Works with Practice Groups and Senior Management to design recruitment strategies for summer associates, law clerks, and attorney hiring based on the firm's competency model.
- Creates, maintains and monitors the firm-wide performance management process.
- Develops performance standards, gathers data on performance achievement, and provides reports and interpretation of performance analytics.
- Designs, deploys and audits the effectiveness of firm-wide evaluation systems and makes recommendations if new systems are needed.
- Analyzes success factors of top performing attorneys and collaborates with Practice Groups and Senior Management to develop and implement firm competency models as well as train those using the model for recruitment and performance evaluations.
- Detects performance deficiencies after interpreting performance data and gathering supplemental information.
- Designs standard professional development plans and coaches mentors on the effective use of plans and also provides development courses and/or resources.
- Works with Practice Groups and Executive Leadership on career path development of lawyers and other professionals and also collaborates with recruitment and business development professionals.
- Collaborates with Information Technology and Practice Group Leaders on effective and efficient workflow process design and provides training resources to streamline processes.

- Develops, maintains and evaluates new attorney/professional mentoring program and provides input on mentor selection as well as mentor training.
- Provides coaching to Practice Group Leaders, Executive Committee Members, and other attorneys.
- Designs, implements and monitors new attorney/professional orientation programming and provides input in the onboarding process.
- Provides consultative services to attorneys as they transition into new practice group areas, prepare for partnership, and prepare for scaling back and/or retirement.
- Identifies areas of focus for better attorney engagement and retention by means of recognition and compensation and works with firm leadership to monitor attrition and retention trends.
- Collaborates with Diversity Professionals/Committee Members to increase diversity awareness and appropriately staff client service teams with diverse attorneys/professionals to deepen the experience level of all attorneys.

### Performance Statements

Level 1	<ul style="list-style-type: none"> <li>• Mastery of relevant computer programs and tools (Outlook, Word, Excel, PowerPoint, viDesktop, viSkills, Silk Road, CE Manager, other LMS, firm's intranet)</li> <li>• Mastery of audio and video-conferencing technology, relevant e-learning systems, polling software, etc.</li> <li>• Effectively coordinates with other staff regarding scheduling, organization and logistics for recruitment, performance management, and professional development processes</li> <li>• Assists with planning meetings, events, retreats, and presentations</li> <li>• Maintains calendars, schedules, and databases</li> <li>• Sends invitations and evaluations</li> <li>• Troubleshoots logistical problems with creative solutions</li> <li>• Assists with the collection of data through surveys, focus groups, and other research methods</li> <li>• Conducts data entry and tracks statistics and metrics</li> <li>• Engages in preliminary analysis of collected data and compiles reports for more senior staff</li> <li>• Maintains confidentiality and exercises sound judgment</li> <li>• Demonstrates strong communication and organization skills</li> <li>• Tracks CLE and attorney registration statistics and assists with ensuring compliance and compiling reports</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>• Directs and oversees Level 1 work to ensure quality work product</li> <li>• Builds relationships and collaborates with other staff members and departments</li> <li>• Maintains communication with Attorney Hiring and Human Resources about PD initiatives that impact their areas</li> <li>• Begins to build relationships with attorneys and key stakeholders</li> <li>• Assists in the implementation and maintenance of evaluations process by using the appropriate database system</li> <li>• Uses appropriate database system to implement evaluation process, such as viDesktop</li> <li>• Oversees and tracks performance processes and coaching arrangements</li> <li>• Assists in developing skills checklists for benchmarking</li> <li>• Works with Group Leaders and other advisors to help draft individual development plans and track progress</li> <li>• Coordinates effectively with presenters, coaches, mentors, etc.</li> <li>• Assists with mentoring pairings and tracking of mentoring activities</li> <li>• Evaluates and asks critical questions to interpret data and assess themes</li> <li>• Reports findings and trends to more senior staff</li> </ul>

	<ul style="list-style-type: none"> <li>• Recognizes successes and opportunities for improvement and leverages this knowledge in the future</li> <li>• Monitors and tracks staffing and work assignments</li> <li>• Develops suggestions regarding best practices, improvements, and future initiatives</li> <li>• Develops and implements surveys and case studies</li> <li>• Develops and tracks budgets</li> <li>• Begins to gain familiarity with outside vendors, consultants, coaches, etc.</li> <li>• Coordinates and collaborates with other administrative groups to design orientation agendas</li> <li>• Begins to gain familiarity with outside resources, including relevant professional development organizations</li> <li>• Demonstrates discretion</li> <li>• Demonstrates ability to multi-task and prioritize work appropriately</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>• Directs and oversees Level 2 work</li> <li>• Develops and implement recruiting programs and lateral hiring strategies</li> <li>• Designs and implements all aspects of summer program</li> <li>• Designs and implements orientation and integration programs for entry level attorneys to ensure key learning concepts are included</li> <li>• Oversees orientation and integration for lateral attorneys</li> <li>• Researches and makes recommendations regarding appropriate evaluation software, systems and tools</li> <li>• Works with partners and group leaders to provide meaningful feedback to associates on a regular basis throughout the year</li> <li>• Develops individual development plan templates and processes</li> <li>• Collaborates with Business Development on career development plans</li> <li>• Analyzes productivity, utilization and work assignment information to ensure equitable work distribution to associates</li> <li>• Provides training on how to give feedback and avoid unconscious bias</li> <li>• Uses feedback from reviews to identify new training opportunities</li> <li>• Counsels associates with performance issues</li> <li>• Collaborates with the Pro Bono Committee/Manager to incorporate pro bono activities in developmental plans to fill learning gaps</li> <li>• Collaborates with Group Leaders and Firm Management to identify success factors for use in competency modeling</li> <li>• Develops evaluation instrument in line with the firm goals and competency model</li> <li>• Implements process for upward or 360° reviews</li> <li>• Utilizes various methods including surveys and focus groups to elicit feedback as to training and program needs</li> <li>• Designs and develops mentoring programs, resources and trainings</li> </ul>

	<ul style="list-style-type: none"> <li>• Liaise with Diversity Committee to ensure mentoring and sponsorship of diverse attorneys</li> <li>• Works with each attorney to create and implement a professional development plan</li> <li>• Provides counseling on career development issues</li> <li>• Counsels out attorneys that have been asked to find new employment</li> <li>• Monitors associate morale and develop programs and policies to address morale issues</li> <li>• Performs exit interview to understand barriers to retention</li> <li>• Identifies outside consultants to provide coaching and other consulting services</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>• Directs and oversees Level 3 work</li> <li>• Establishes policies regarding associate compensation and other benefits</li> <li>• Develops hiring targets and standards in line with firm recruiting goals and standards</li> <li>• Develops strategic approach to lateral recruitment in terms of strategic growth and succession planning</li> <li>• Directs and oversee each phase of the evaluation process of all associates and make compensation recommendations</li> <li>• Develops competency models with firm leadership to include benchmarks and establish clear expectations for associates</li> <li>• Oversees preparation and monitoring of performance improvement plans.</li> <li>• Oversees management of career models and insure development of training is tied to the competencies</li> <li>• Makes promotion recommendations based on evaluations, analyzing the data collected for fairness and clarity.</li> <li>• Works with firm management and group leaders to get buy-in for evaluation approach</li> <li>• Analyzes data within development plans to identify trends and determine firm development needs</li> <li>• Thinks strategically about workload management and the impact on skill development, client service and profitability</li> <li>• Monitors workload capacity and thinks strategically about the impact on hiring initiatives and profitability</li> <li>• Sets overall approach and strategy for firm mentoring program</li> <li>• Establishes mentoring guidelines and requirements</li> <li>• Works with senior management to identify and make recommendations for coaching at the partner level</li> <li>• Collaborates with firm management on 360° (Upward) review process design</li> <li>• Works with firm leadership on internal transitions (practice group changes, transition to counsel etc.)</li> <li>• Develops effective outplacement program to help attorneys leaving firms to maintain strategic relationships as they may join clients</li> <li>• Collaborates with firm management and Business development on lateral partner and lateral group onboarding</li> <li>• Administers recognition programs to demonstrate associates work is valued by the firm</li> <li>• Understands signs of disengagement and works with firm management to address issues</li> <li>• Collaborates on diversity plans and initiatives including hiring and promotion pipelines</li> </ul>

	<ul style="list-style-type: none"><li>• Develops system for tracking work allocation</li></ul>
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- American Society for Training and Development (ASTD). 2013. *ASTD Competency Study: The Training & Development Professional Redefined* ASTD Press. Alexandria, VA.
- Campion, M.A., Fink, A.A., Ruggeberg, B.J., Carr, L., Phillips, G.M., & Odman, R.B. (2011). Doing competencies well: Best practices in competency modeling. *Personnel Psychology, 64*, 225-262.
- Shippmann, J.S. Ash, R.A. Battista, M., Carr, L., Eyde, L.D., Hesketh, B., Keyhoe, J., Pearlman, K., Prien, E.P., & Sanchez, J.I. (2000). The practice of competency modeling. *Personnel Psychology, 53*, 703-740.
- Society for Human Resource Management (SHRM). 2014. *SHRM Elements for HR Success Competency Model*. Alexandria, VA.