



Effective Practices for Governing a Certification Program

Monday, August 17, 2009 11:00 - 12:15



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Connecting Great Ideas and Great People

Participant Demographics

- Association CEO or staff
- Certification CEO or staff
- Thinking of developing a program
- New program < 2 years
- Program between 3 - 5 years
- Program between 6 - 10 years
- Program 10+ years
- Accredited program



Which Model is Yours?

- Independently Incorporated as a corporate or not-profit entity
- Embedded within a corporate or non-profit entity
- Separately incorporated within a corporate or non-profit entity



Major Considerations for Certification Governance

- Scope of Authority
- Roles and Responsibilities
- Policies and Procedures
- Conflict of Interest
- Fiduciary Responsibility



Scope of Authority

- Delegation of authority to a specific governing entity—articles of incorporation, bylaws, policies
- Scope to include all decisions related to certification
- Autonomy and independence of governing entity in rendering certification decisions
- Supported in documentation



Roles and Responsibilities

- Provide oversight of the development and administration of all aspects of the program
 1. policies and procedures
 2. eligibility criteria
 3. examination/assessment
 4. recertification



Roles and Responsibilities

5. ethics and disciplinary (Code of Ethics)
6. volunteer pool and SMEs
7. Intellectual property



Policies and Procedures

- Should cover all possible decisions, especially adverse decisions
- Due process
- NDAs & confidentiality
- Information to the Public
- Conflict of Interest
- Fiduciary responsibility



Conflict of Interest

- Board Oversight
 - Strategic vs. Tactical
 - Exam Development
 - Awarding/Suspension/Revocation
 - Appeals
 - Internal Audits/Management Review



Fiduciary Responsibility

- Sufficient funds to support development and maintenance
- Sufficient funds to conduct regular and ongoing and certification activities
- Able to engage non-staff consultants and professionals to support program elements



Fiduciary Responsibility

- Policy oversight & procedural integrity
- Protecting the integrity of the credential
- Responsibility to certificants
- Public protection



Case Studies

- Case Study 1
- Case Study 2



Discussion of Case Studies

Group discussion of findings and recommendations.



Key Terminology—Best Practices

- Authority
- Autonomy
- Integrity
- Independence
- Transparency

ISO/IEC 17024 Conformity Assessment—General Requirements for Bodies Operating Certification of Persons
Administered by the American National Standards Institute (ANSI)



Study on Governance Practices

- Pilot survey
- Highlight of Findings
- Would you like your organization to participate?



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