



Institute of Management Consultants and Advisers

CMC Application Process
Briefing Seminar

CMC (Certified Management Consultant)

- An internationally recognised competency-based qualification.
- Sets global standards within and across national boundaries.
- An important brand being promoted by the international body and local institutes at every opportunity.
- Accreditation can be validated online through the IMCA website.

.....stimulating the creation of a global profession

CMC is internationally recognised

- Based on internationally accepted quality standards and criteria.
- Being promoted by International Council of Management Consulting Institutes (ICMCI) as the international consultancy qualification.
- Only members of ICMCI can award the qualification – IMCA is a member.
- Our model is tailored to suit the Irish context.
- Our process is assessed every three years by ICMCI – in Sept 2011 we were seen to be “in a number of respects a leader in best practice within ICMCI”.

What does CMC mean to clients?

- Assurance that you have sufficient experience and knowledge to deliver impartial, professional and cost-effective interventions, with the interests of the client at the centre of your work.
- Has been awarded through an assessment process which requires you to present evidence of your ability in management consultancy processes and your area of technical specialisation.
- Because IMCA is the awarding body, your clients can be assured that you have completed a rigorous and transparent assessment.
- You maintain your interest and knowledge in management consultancy through a record of Continuing Professional Development (CPD).

Requirements to become a CMC

To become a full member of IMCA you must:

- Be in full-time practice as a management consultant or business advisor;
- Have a third-level degree or recognised professional qualification (or experience in lieu with five years experience);
- Have at least three years experience in a management consultancy or advisory role.

The requirements for CMC are as above where engaged in management consultancy.

CMC is a competence-based qualification

- Candidates must provide sufficient, relevant and timely evidence of their competence as management consultants.
- Competence-based assessment establishes competence in the performance of a task or a range of tasks.
- Three areas of competence are assessed:
 - Business competence;
 - Technical competence;
 - Values and behaviours competence.

Basis of assessment

Major	Sub-set	CV / Prof. Record	Qualifications	Client References	Assignment Studies	Interview
Business Competence	Client Business Insight	Yellow	Yellow	Green	Yellow	Green
	Consulting Business Insight	Yellow	Yellow	Green	Red (n/a)	Green
Technical Competence	Functional Specialisation	Green	Green	Yellow	Yellow	Yellow
	Consulting Skills	Yellow	Yellow	Green	Yellow	Green
Values and Behaviours Competence	Ethics and Professionalism	Red (n/a)	Red (n/a)	Green	Yellow	Green
	Analytical Skills	Red (n/a)	Green	Green	Yellow	Green
	Personal Interaction	Red (n/a)	Red (n/a)	Green	Yellow	Green
	Personal Development	Green	Yellow	Yellow	Red (n/a)	Green

Each sub-set assessed by at least two , including one preferred, technique

Preferred



Acceptable



Competency Framework

Major	Sub set	High level components	Core component of assessability - definition
Business Competence	Client Business Insight	Understanding the client	Has researched and understood client business operations and agenda.
		Client business knowledge	Understands client business structures, processes, management and disciplines and impact on own area of work.
		External awareness	Demonstrates understanding of political, economic, social, technological, legal and environmental factors (PESTLE) impacting on area of work.
	Consulting Business Insight	Consultancy business knowledge	Understands the nature of the management consultancy market, competitors and capabilities.
		Commercial aspects of assignments	Demonstrates understanding of commercial aspects of project including scope, risk, terms and conditions and pricing.
Technical Competence	Functional Specialization	Knowledge and skills	Recognised as an expert in own discipline, applying expertise in one or more industry sectors.
	Consulting Skills	Client focus	Scopes client requirements, presenting clear comprehensive proposals. Identifies and articulates project drivers, strategic fit and commercial benefits with client in respect of one or more individual projects. Understand client cultures, addresses client satisfaction; understand client motivation impacts.
		Project management	Manages client projects effectively- setting objectives, deadlines and budgets, using appropriate project management tools and methodologies and ensuring seamless withdrawal process.
		Consulting knowledge	Captures, shares and applies knowledge in a structured way, relevant to the engagement needs.
		Consultative process	Uses a range of techniques, including facilitation, to deliver solutions of mutual benefit.
		Tools and methodologies	Selects and uses an appropriate range of tools and methodologies.
		Risk and quality management	Defines risk criteria, identifying, mitigating and managing risks and outcomes. Defines quality standards, ensuring quality of delivery and client satisfaction.
		Partnering and networking	Leverages network effectively to engage expertise of others, developing them as appropriate

Competency Framework (cont.)

Values and Behaviour Competence	Ethics and Professionalism	Values, ethics & professionalism	Adheres to code of conduct and ethical guidelines. Demonstrates professional integrity, consistency, transparency, accountability, responsibility and reliability.
	Analytical Skills	Conceptualisation & problem solving	Employs structured approaches to generate ideas, evaluate and select options.
		Observations & analysis	Recommendations are supported by objective facts and research.
	Personal Interaction	Complexity, change & diversity	Understands complexity of operating environment and impact of selected course of actions on others.
		Communication & presentation	Uses a range of techniques and approaches to convey thoughts and ideas in a range of situations.
		Responsibility & accountability	Responsible for own actions, demonstrating resilience, drive and commitment to results.
		Influencing	Presents ideas convincingly to produce specific outcomes.
	Personal Development	Focus and time management	Delivers timely solutions, balancing priorities and managing time effectively.
		Self development	Proven track record of self development and personal growth. Proven ability to learn from past assignments and apply knowledge.

The Application Process

- Submit in advance:
 - Assignment Study;
 - Professional Record (incl. CV);
 - Application Form with client reference contacts (Assignment Study for at least one).
- Documentary evidence assessed and you will hear that it is acceptable, or that you must supply additional evidence within three months.
- Interview set up with panel of CMCs; client references secured by IMCA.
- At the interview you:
 - present the Assignment Study and answer questions on it and the Professional Record
 - satisfy panel that experience aligns with Statements of Competence, and complies with the Code of Conduct and Ethical Guidelines.

The Assignment Study

Based on three assignments over the last three years, one in detail:

- written in the first person, making it clear which aspects were carried out by yourself;
- summarising the client's brief (protecting confidentiality if appropriate);
- describing the assignment, highlighting how the areas of competence were addressed;
- analysing the assignment, describing the outcome and drawing out major successes or difficulties;
- describing what was learned;
- clear and succinct (say 3 - 4 pages). Diagrams or charts may be included if they add clarity.

Professional Record

Comprises:

- an up-to-date CV;
- summaries of assignments, e.g. briefings, analyses and final reports;
- evidence of ongoing training and continuing professional development;
- evidence of qualifications – academic and vocational.

IMCA will respect the confidentiality of all documentation – client names can be removed if necessary.

The Assessment Interview

The Assessment Interview takes one hour.

- A. Presentation on the Assignment Study - 10 minutes.
- B. Questioning on the Assignment Study - 20 minutes.
- C. Questioning on the Professional Record - 30 minutes.

What happens next?

- The Chair of the Interview Panel informs the MRB Chairman of the panel's recommendation that the applicant be admitted or not.
- Where accepted, the MRB Chairman notes this to the Board.
- You will then either:
 - receive a letter confirming that you are now a CMC; or
 - receive a report setting out areas where further evidence is required within six months.
- Within a few weeks of being accepted you will receive a CMC Certificate.
- The appeals process is to IMCA who will appoint a sub-committee whose decision will be final.

The CPD process

- Members submit an Annual Affirmation stating:
 - commitment to Code of Professional Conduct;
 - that they are still in practice and
 - commitment to CPD – 35 hours minimum per annum.
- Members maintain a CPD Log; sample requested to submit.
- Audit panel from Membership Review Board.
- Non-compliance noted to member with repeat audit in following year.
- May result in removal from IMCA register if not compliant.

Good luck!

Relevant procedures

- IMCA's membership procedures are summarised under Member Procedures in the Members Area of the website
http://www.imca.ie/members-area/member_procedures/
- The key procedures and forms relevant to individual applicants are:
 - IM-P02 Information for Individual Applicants
 - IM-F01 Code of Professional Conduct
 - IM-F02 Competency Framework
 - IM-F03 Ethical Guidelines
 - IM-F04 Membership Application Form (online version also)
 - IM-F05 Client Reference Questionnaire