

International Council of Management Consulting Institutes (ICMCI) Professional Standards – Part 3 ICMCI Standard for the CMC Certification Process

Introduction

This document is the ICMCI Standard for the certification process for the assessment of candidates for the award of CMC. Its aim is not to increase the requirements for the certification process; but simply to codify the standard more completely, in terms of the recognised, main-stream good practice for CMC certification.

ICMCI's policy is that the ICMCI CMC Standard is at a relatively high level, leaving a significant degree of freedom to member countries in the detailed specification of their national CMC standards. This is largely in recognition of the valid differences in background, history, and culture across the wide range of member countries. It also has the benefits of a longer term validity of the Standard in a changing world, and of allowing room for national innovation in good practice from which ICMCI benefits.

In the context of the CMC Certification Process Standard, this policy means that it is important to hold a balance between mandatory requirements on one hand, and guidelines on good practice on the other – with requirements made mandatory only where this is seen as essential. This policy has been followed in this Standard.

Consequently, the structure of this document comprises two main elements:

- ***Mandatory Requirements***: these are elements or characteristics which a member country's CMC certification process must contain, if it is to be compliant with the ICMCI Standard.

In the triennial country assessment process, assessors will expect the country to demonstrate that its certification process meets all these mandatory requirements as a minimum, if it is to be compliant with the ICMCI Standard.

- ***Formal Guidelines***: these are not mandatory for compliance, but embody ICMCI recommended good practice in the certification process, for the information and guidance of member countries. Each is grouped together with the particular mandatory requirement with which it is associated.

Although these guidelines are not mandatory, country assessors will take them into account when undertaking triennial assessments. Some of the guidelines may, with the evolution of the Standard over time, be expected eventually to become mandatory requirements also.

In addition, an important ***Annex*** (Annex A) contains a definition of the techniques for assessment of CMC candidates which are recognised by ICMCI, together with a matrix showing the “preferred” and “acceptable” techniques for assessing each competence sub-set in ICMCI's Competency Framework.

THE STANDARD

1. **Mandatory** The certification process should have at least two separate stages: a review of documentary evidence, and a structured face to face element with the candidate. Together, these two stages should explicitly test each competence sub-set. Other elements, such as written examination, or a detailed case study, may also be included at the discretion of the country institute.

Associated Guideline The results of the documentary assessment should be available to the assessors undertaking the face to face assessment, together with any indications of particular areas to be explored further face to face, so that they can take a balanced and total judgement.

Associated Guideline The face to face element of the certification process should comprise both a presentation from the candidate, preferably on a particular assignment or if not on a professional area, and a structured interview with the assessors. The assessors' specific findings and the overall outcome should be formally recorded.

2. **Mandatory** The documentary evidence required from candidates should include at least an application form, a detailed CV, certificates for degrees and other academic and professional qualification as appropriate, at least 3 fairly detailed written assignment descriptions to a defined format (which should include learning points), and client contact information for each assignment description.
3. **Mandatory** References should be obtained by the institute from at least two of the clients involved in the case studies submitted by the candidate, either orally by telephone, or by confidential written questionnaire.
4. **Mandatory** The certification process should be defined by explicit written guidelines, supported as appropriate by checklists, and by standard forms to record results.
5. **Mandatory** The review of documentary evidence should be carried out by at least one qualified assessor, and the face to face element by at least two qualified assessors.
6. **Mandatory** To be deemed qualified, assessors should be either CMCs of the institute, or qualified external assessment professionals, and in either case should have been trained in the national CMC standard and certification

process.

7. **Mandatory** A competency framework which is at least the equivalent of the ICMCI CMC Competency Framework as agreed by Congress, should be a central element of any member country's CMC standard, and CMC candidates should be explicitly and primarily assessed against this.

Associated Guideline The Definition of Competences as attached to the ICMCI Competency Framework should be used as formal guidance by member countries in establishing their own competency framework

8. **Mandatory** In assessing CMC candidates, each competency sub-set in the ICMCI Competency Framework (or its equivalent in the member country's competency framework) should be assessed at least twice, using different techniques. These techniques should be either "acceptable" or "preferred" techniques for the relevant competency subset from the ICMCI "Recommended Practice for the Use of Assessment Techniques" attached as Annex A of this document, with at least one of these being a "preferred" technique.

9. **Mandatory** Each CMC candidate should formally undertake to abide by the member institute's Code of Professional Conduct, which should be consistent with the ICMCI Code of Professional Conduct.

10. **Mandatory** Every member institute should have a formal mechanism for reviewing potential breaches of the Code of Professional Conduct, with the ability to apply sanctions up to, and in the extreme including, expulsion of the individual CMC from the institute.

Associated Guideline Consultant members of national institutes should be urged by their Institute to inform their clients of the Institute's Code of Professional Conduct, and of the Institute's mechanism for dealing with potential breaches of it.

11. **Mandatory** Each member institute's CMC standard and certification process, together with the application of the standard and the operation of the certification process, should be controlled and overseen by a professional committee (or equivalent) comprised predominantly of CMCs, which should report directly to the institute's governing council.

Associated Guideline The members of the professional committee controlling a member institute's CMC standard and certification process should be elected (directly or indirectly) by the professional members of the institute.

12. **Mandatory** The oversight of the professional committee (or equivalent) should include a mechanism for appeals by candidates against the results of the certification process; and quality assurance of the process and of the CMC assessors.