

CMC-GI Guide to Maintaining the CMC Designation (“Recertification”)

These policies note the requirements for CMCs who are recertifying. This framework has evolved over the last three years, including to reflect the International Council of Management Consulting Institute’s August 2018 direction.

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1. About this Handbook

The purpose of this handbook is to provide Certified Management Consultants (CMCs) information needed to maintain their CMC® designation.

2. Responsibilities to the Profession

CMCs have an ongoing responsibility to the management consulting profession, as detailed in the Code of Professional Conduct (Appendix A).

3. CMC Recertification and its Value

The CMC is the pre-eminent designation earned in the management consulting profession and is globally recognized. Recertification is designed to ensure candidates continue to meet high standards throughout their careers.

3.1. CMC Recertification – *Every Three Years, With Yearly Reporting*

These recertification policies are aligned with the CMC-Global Institute (CMC-GI) Competency Framework. They also reflect CMC Global (ICMCI) standards, as amended from time to time.

CMCs must recertify every three years, and must provide proof of their continuing professional development every year - on the anniversary date of the month they were granted their CMC.

3.2. Value of Recertification

Those who have committed their professional life to the practice of management consulting – need to be distinguished from others who call themselves "consultants." The CMC designation provides this distinction.

For the CMC designation to demonstrate quality, and for its recognition to grow, the CMC-GI must demonstrate that professionals who have earned the designation maintain high standards.

Other professionals such as accountants, lawyers and physicians provide assurances through enforced programs of continuing education and reaffirmation of compliance with professional and ethical standards. The Institute's CMC Recertification Program is the management consultants' equivalent.

The recertification requirements allow consultants to demonstrate their strong commitment and continuous effort to increase professional knowledge and competencies.

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4. CMC Recertification Application Process

4.1. Recertification Process

Three months before the anniversary of the month in which they were granted their CMC, the Secretariat notify each CMC that their recertification information submission date is approaching.

These forms are located on the website: <https://www.cmcgi.org/content/welcome-cmc-global-institute>

Prior to the certification yearly deadline, the CMC must:

- Complete the CMC CPD Tracking/Reporting Form
- Reaffirm their commitment to abide by the CMC® Code of Conduct
- Submit this information to membership@cmcgi.org

The Secretariat and Registrar will review these forms for completeness and accuracy. The Registrar may require the CMC to provide additional information and/or correct their entries.

Three, six, nine and subsequent years after being granted their CMC, the Registrar will formally review each CMCs submission, and then decide whether it is appropriate to grant *recertification*.

Those who qualify will be notified. Special circumstances may be taken into consideration. The Registrar may then approve recertification. There are other possible results:

- **Deferral** – The Registrar may work out an action plan for completing unmet requirements, with specific dates for completion. Should the CMC choose to not undertake any required actions, recertification may be denied.
- **Denial** – The Registrar may deny the recertification of any CMC found seriously lacking in attaining the requirements, who is unwilling to correct their deficiencies.
- **Appeal** – Any CMC who is deferred or denied recertification, may use the CMC-GI’s appeal process detailed in Section 7 below.

4.2. Determining the Yearly Submission and Recertification Dates

A CMC’s certification begins on the last day of the month they are granted the CMC designation. This is the date used for yearly submissions of continuing professional development activities, and the three year time frame for recertification.

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4.2.1.Active Status

CMCs who provide the necessary documents in good order prior to the end of each year will continue to be in an active status for the next year. All CMCs considered by CMC-GI to be active will be listed on the CMC-GI website. This allows verification of a CMCs designation status by clients, employers, regulators, colleagues and others.

4.2.2.Suspended Status

CMCs who do not satisfy the recertification requirements at the end of the three year process will be suspended. The suspended CMC’s name will be listed on the CMC-GI website.

Suspended status will last a maximum of three months beyond the recertification expiration date. Suspended certification status indicates that the individual may not use the CMC credential or certification mark, nor represent themselves as the holders of the CMC credential or as certified by CMC-GI.

CMCs who are suspended will be encouraged to return to active status by gaining the required number and type of CPD points, signing the CMC Code of Conduct form and other conditions the Registrar imposes.

Upon meeting all recertification requirements, the CMC’s name and designation will be noted on the CMC-GI website.

Any CPD units earned during the suspension period and applied to the suspended recertification effort may be applied to the new one year cycle.

4.2.3. Expired Status

CMCs who do not meet the overdue requirements for recertification within the three month suspension period will lose their designation.

Individuals who fail to comply with the recertification requirements and lose their credential will be required to re-apply for certification (including course work and retaking the CMC examination) to regain their CMC credential.

The Registrar will review possible hardship cases with extenuating circumstances (e.g., serious health conditions, termination of employment, family emergencies).

At the Registrar’s discretion, CMCs may be permitted to use their credential(s) while in the suspended status.

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5. Continuing Professional Development Units (CPDUs)

The CPD unit is used to quantify approved learning, working experience and professional activities. Earned CPD Units must be reported annually using the CPD Tracking/ Reporting Form.

The Recertification Program organizes CPD units into four categories described in the table below:

Category	Continuing Professional Development Activity	Activity Value (Units Earned per Year)	
		Minimum	Maximum
1	Education	2 units	None
2	Consulting/Work Experience	4 units	None
3	Professional Activities	2 units	None
4	Competencies in Essentials/Ethics	2 units	None

5.1. Reporting CPD Activities

CMCs must record their activities in the categories noted and submit documentation to indicate they have earned their points for the designated period.

CMCs may formally propose to the Registrar equivalencies to units for the Education, Consulting/Work Experience, Professional Activities and Essentials/Ethics activities.

Participation in the same course/activity cannot be claimed more than once.

CMCs that have not been members in good standing of the CMC - Global Institute or another Institute of Management Consulting for three years or longer must follow the full path of recertification. They must pay all of their overdue membership fees for the time when they were not a member.

5.2. CPD Units Qualifying Activity Categories

5.2.1. Education

This includes participation in or teaching courses, educational seminars, webinars, CMC - Global Institute professional development opportunities, etc. Every four hours equals one point.

At the Registrar's discretion, proof may be required.

Minimum units to be earned, tracked and reported in annual cycle: **2**

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5.2.2. Consulting/Work Experience

Consulting includes demonstrating CMC competencies through billed hours, supervisory and subject matter expertise to support practice, as well as marketing and practice development. Consulting-related activities include as an internal, external and/or independent consultant. At the Registrar’s discretion, proof may be required.

Minimum units to be earned, tracked and reported in annual cycle: **4**

5.2.3. Professional Activities

This includes demonstrating CMC competencies by participating in activities sponsored by the CMC – Global Institute or other credible professional organizations, acting as a mentor or oral assessor, as well as serving as a board, officer, committee member or (volunteer) project manager.

At the Registrar’s discretion, proof may be required.

Minimum units to be earned, tracked and reported in annual cycle: **2**

5.2.4 Mandatory Essentials of Management Consulting/Ethics Online Course

The CMC-GI’s Board of Directors has mandated that all CMCs must demonstrate successful completion of the approved Ethics/ Essentials of Management Consulting course by June 2019.

Those who have successfully completed the course and examination (or the examination alone) will be granted two points.

CMCs must either complete the mandatory online course (€150 payable to the CMC - GI external trainer) or demonstrate to the Registrar through successful completion of an open-book examination that they have these competencies.

Minimum units to be earned, tracked and reported in annual cycle: **2**

5.3. Transferring CPD Units

CMCs who earn more than the minimum required CPD Units in their current one year cycle may apply up to one of their excess CPD units per category to their next one year cycle.

5.4. Maintaining a Recertification Folder

All CMCs should maintain a personal recertification folder to support their reported activities. For each activity claimed, CMCs should keep a copy of their submission and all required supporting documentation.

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CMCs may be randomly audited, including at the Registrar’s discretion. Documentation for all CPD claims must be maintained for six months after the three year recertification cycle has ended.

Any forms and other material submitted to CMC-GI become the CMC-GI’s property. CMCs should make their own copies before submitting documents to CMC-GI.

6. Audits

CMC-GI reserves the right to audit CMCs at any time.

In the event of an audit, CMCs will be permitted to recertify only after the audit has been successfully completed and all audit terms met. During the audit, the CMC’s credential will be maintained as Active until any action taken or arising from the audit has been completed.

The audit process should take approximately one month from start to finish, with a minimum two weeks from the time CMC-GI receives the last document. Once all information is received by CMC-GI and analyzed, audit results will be communicated by email.

7. Appeal Process

If a CMC’s application for recertification is denied for any reason, they may appeal by completing the CMC Recertification Appeal Form and sending it to membership@cmcgi.org

The Board of Directors will then assemble an appeal committee.

The committee will have up to 30 days to review the appeal and make a binding decision. The CMC may be contacted by CMC-GI for any further information and/or clarification deemed necessary to validate the information on the application.

A final decision will then be emailed to the individual.

8. CMC Retired Status

CMCs who are no longer *actively practising the profession* (including as volunteers) *directly with clients* can change their CMC status from Active to Retired.

This change in status will ensure the individual maintains their CMC status of ‘Retired’ without needing to submit documents every year.

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For further information, please contact CMC-GI at membership@cmcgi.org

9. Cancelling Certification

If their dues are current and they are not facing any disciplinary matters, CMCs may request cancellation of their certification by contacting the Registrar at membership@cmcgi.org

10. Confidentiality of Information

Completed CMC recertification forms and all other CMC recertification program-related materials are private and confidential. This information will not be disclosed to anyone other than the CMC, without his or her consent.

Any violation of the CMC-GI Confidentiality Policy may be subject to disciplinary action(s).

APPENDICES

- A. Reaffirmation of the CMC Code of Conduct
- B. CMC Continuing Professional Development (CPD) Tracking/ Reporting Form
- C. ICMCI Approved Resolution on CMC Recertification Policy

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APPENDIX A
REAFFIRMATION OF CMC CODE OF CONDUCT

I, _____, hereby reaffirm that I have been adhering to the following Code of Conduct.

Serving the Interests of Clients

1. Engaging in projects only that are in the best interests of the client and avoiding the encouragement of unrealistic client expectations.
2. Ensuring that the scope, deliverables, timings and costs of consulting support are clear and agreed before starting work.
3. Carrying out assignments effectively and with due care.
4. Maintaining communication with the client and keeping the client adequately informed on assignment progress.
5. Providing sound advice and guidance to clients.
6. Refraining from inviting client’s employees to consider alternative employment with them without the client’s express permission.

Transparency of Representation

7. Being open and honest about qualifications, skills and experience, and only accepting work they are competent to perform.
8. Declaring to the client any factors that may affect their independence or objectivity – such as commission payments or other remuneration from a third party in connection with recommendations to the client, or financial interest in any goods or services which form part of those recommendations.
9. Identifying and disclosing to the client any conflicts of interest and resolving these with the client.
10. Specifying and agreeing with the client any work to be sub-contracted and ensuring that sub-contracted consultants abide by the same code of conduct as the consultant.

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Professional Behavior

11. Treating client information as confidential and respecting the confidentiality of information from any source.
12. Neither taking personal advantage from privileged information gathered during an assignment, nor enabling others to do so.
13. Acting with courtesy and respect to clients, employees and professional colleagues.
14. Assuring that personal conduct does not call into question whether the consultant is a fit and proper person to carry on the profession of management consulting.

By affixing my signature to this document, I pledge that I have re-read, understand and will continue to abide by the Institute’s Code of Ethics and requirements for use of the CMC mark.

If my CMC is revoked by CMC-GI, I will return my certificate and pin, and no longer use the mark.

Name: _____, **Signature:** _____,

Certification Date: _____, **Certificate #:** _____

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APPENDIX B

**CMC Continuing Professional Development (CPD) Tracking/Reporting Form
(12-Month Period)**

	Required	My Score	Comments
<p>EDUCATION</p> <p>This includes participation in or teaching courses, educational seminars, webinars, CMC-Global Institute professional development opportunities, etc. Every four hours equals one point.</p> <p>At the Registrar’s discretion, proof may be required.</p> <p>Please list relevant projects and clients:</p>	2		
<p>CONSULTING/WORK EXPERIENCE</p> <p>This includes demonstrating CMC competencies through billed hours, supervisory and subject matter expertise to support practice, as well as marketing and practice development. Consulting-related activities may be as an internal, external and/or independent consultant.</p> <p>At the Registrar’s discretion, proof may be required.</p> <p>Please list relevant projects and clients, and the number of consulting hours per year (out of a total of approximately 2000 hours per year):</p>	4		

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<p>PROFESSIONAL ACTIVITIES</p> <p>This includes demonstrating CMC competencies by participating in activities sponsored by the CMC – Global Institute or another credible professional/credentialed organization, acting as a mentor or oral assessor, as well as serving as a board, officer, committee member or (volunteer) project manager.</p> <p>At the Registrar’s discretion, proof may be required.</p> <p>Please list relevant projects and clients:</p>	2		
<p>COMPETENCIES IN ESSENTIALS OF MANAGEMENT CONSULTING & ETHICS</p> <p>CMCs must either complete the mandatory online course (€150 payable to the CMC - GI external trainer) <u>or</u> demonstrate to the Registrar through completion of an open-book examination that they have these competencies.</p>	2		
<p>Please note your continuing professional development objectives for the next year:</p>			
<p>Please note how you plan to meet these objectives:</p>			

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Please note how you will otherwise pursue self-improvement as a professional, and the benefits to your practice and your clients as a result:			
Other comments:			
Points Required for Recertification	10		
Total Points			

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APPENDIX C

ICMCI Approved Resolution on CMC Recertification Policy

1. The member Institute shall have a documented procedure for implementation of a recertification process that ensures it confirms continued competence of the CMC certified consultant and his/her ongoing compliance with current scheme requirements. This includes adherence to the Code of Professional Conduct.
2. The member Institute’s selected recertification activities shall be adequate to ensure that there is impartial assessment to confirm the continuing competence of the CMC certified consultant.
3. The member Institute’s ... certification activities shall conform to the Standards Requirements and the Process Requirements of the ICMCI Policy for Recertification of CMCs by Member Institutes (Appendix 9 of the ICMC Manual).
4. The member Institute will base the recertification period... by taking into account, where relevant, local regulatory requirements, frequency of changes to normative documents, the risk resulting from an incompetent person, requirements of interested parties, and the frequency and content of the ICMCI surveillance activities.
5. The recertification period shall not be longer than three years.
6. The recertification process will include at least the following:
 - a) Confirmation of continuing satisfactory work and work experience records
 - b) Continuing professional development
 - c) Written confirmation or signed oath
 - d) Client references.

Optional additions may also be included as listed in the Recertification policy:

 - e) Structured interviews
 - f) On-site assessment
 - g) Examination.

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