

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

This policy addresses 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.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

CONTENTS

1. About this Handbook
2. Responsibilities to the Profession
3. CMC Recertification and Its Value
 - 3.1. CMC Recertification
 - 3.2. Value of Recertification
4. CMC Recertification Application Process
 - 4.1. Recertification Process
 - 4.2. Determining the Recertification Date
5. Recertification Framework Based on a Point System Accumulation
 - 5.1. Reporting Activities
 - 5.2. Description of the Activity Categories
 - 5.3. Submission Considerations
 - 5.4. Maintaining a Recertification Folder
6. Audits
7. Appeal Process
8. Responsibilities to the Profession
9. CMC Retired Status
10. Cancelling Certification
11. Confidentiality of Information

Appendices:

- A. Reaffirmation of the CMC® Code of Conduct
- B. CMC® Recertification Reporting Form (for 3 years)
- C. ICMCI Approved Policy on CMC Recertification

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

1. About this Handbook

The purpose of this policy 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 to maintain their status as a CMC through continued activities as outlined within this policy.

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 CMCs continue to meet highest of standards throughout their careers and continue to confirm their continued competence.

3.1. CMC Recertification – *Every Three Years*

This recertification policy is aligned with the CMC-Global Institute (“CMC-GI” or “Institute”) Competency Framework. It also reflects CMC Global (ICMCI) standards, as amended from time to time.

CMCs must recertify every three years on the anniversary date of the month they were granted their CMC. They are required to maintain their own records on a yearly basis to track their progress and be subject to an audit based upon the discretion of the Chair of the Certification Committee. Also on a yearly basis, CMCs are required to submit their reaffirmation of CMC Code of Conduct.

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 continue to 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

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

standards. Hence, the Institute's CMC Recertification Program is the management consultants' equivalent.

Therefore, the recertification requirements outlined within this Policy allow consultants to demonstrate their strong commitment and continuous effort to increase their respective professional knowledge and core competencies.

4. CMC Recertification Application Process

4.1. Recertification Process

Three months before the anniversary of the month in which consultants were granted their CMC designation, the Chair of the Certification Committee will notify each CMC that their recertification information submission date is approaching.

The recertification process and required forms are located on the website: <https://www.cmcgi.org/content/welcome-cmc-global-institute>

Prior to the recertification deadline, the CMC must:

- Complete the CMC Recertification Reporting Form
- Reaffirm their yearly commitment to abide by the CMC® Code of Conduct
- Attend an online course on ethics and submit proof of attendance
- Pass an open book exam on ethics
- Submit this information to membership@cmcgi.org

The Chair of the Certification Committee will review these forms for completeness and accuracy and may require the CMC to provide additional information and/or correct their entries.

Those who fulfill the recertification requirements will be notified accordingly. Moreover, there may be two other possible outcomes of the assessment:

- **Deferral** – The Chair of the Certification Committee 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 Chair of the Certification Committee may deny the recertification of any CMC found seriously lacking in attaining/meeting the requirements.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

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 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.

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 three years. 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 of points, signing the CMC Code of Conduct form and other conditions the Chair of the Certification Committee imposes.

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

Any units or points earned during the suspension period and applied to the suspended recertification effort may be considered.

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.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

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 oral interview assessment) to regain their CMC credential.

The Chair of the Certification Committee will review possible hardship cases with extenuating circumstances (e.g., serious health conditions, termination of employment, family emergencies). CMCs may be permitted to use their credential(s) while in the suspended status.

5. Recertification Framework Based on a Point System Accumulation

The point system is used to quantify approved learning/education, consulting working experience, professional activities, and competencies in ethics. Each CMC should track his/her activities on a yearly basis and submit to the Certification Committee the cumulative points using the CMC Recertification Form (for 3 years).

The Recertification Framework allocates the points into four categories described in the table below:

Category	Activity	Activity Value (Points Earned every 3 Years)	
		Minimum	Maximum
1	Education	6 points	12 points
2	Consulting Working Experience	12 points	18 points
3	Professional Activities	9 points	12 points
4	Competencies in Ethics	3 points	6 points

5.1. Reporting Activities

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

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

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

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

5.2. Description of the Activity Categories

5.2.1. Education

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

At the discretion of the Chair of the Certification Committee, proof may be required.

Minimum points to be earned, tracked and reported every 3 years: **6 points**

5.2.2. Consulting Working 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.

At the discretion of the Chair of the Certification Committee, proof may be required.

Minimum points to be earned, tracked and reported every 3 years: **12 points**

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 discretion of the Chair of the Certification Committee, proof may be required.

Minimum points to be earned, tracked, and reported every 3 years: **9 points**

5.2.4 Competencies in Ethics

The CMC-GI's Board of Directors has mandated that all CMCs applying for recertification must demonstrate successful completion of an approved online Ethics course. Those who have successfully completed the course will be granted three points.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

Also, CMCs are encouraged to successfully complete an open-book examination that they have competencies in ethics. Those who provide satisfactory answers will be able to earn three points.

At the discretion of the Chair of the Certification Committee, proof may be required.

Minimum points to be earned, tracked, and reported every 3 years: **6 points**

5.3. Maintaining a Recertification Folder

It is advised that 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.

CMCs may be randomly audited, at the discretion of the Chair of the Certification Committee. Documentation by CMC's 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 of 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.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021



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 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.

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

9. Cancelling Certification

If CMC's r dues are current and are not facing any disciplinary matters, CMCs may request cancellation of their certification by contacting the Chair of the Certification Committee and 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 Recertification Reporting Form (for 3 years)
- C. ICMCI Approved Resolution on CMC Recertification Policy

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

APPENDIX A
Reaffirmation Of CMC Code Of Conduct

I, _____, hereby reaffirm that I have been adhering to the following CMC 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 to 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.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021



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 read, understood 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 #: _____

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

APPENDIX B
CMC® Recertification Reporting Form (3-Year Period)

	Minimum Points Required	Your Points
EDUCATION (max. of 12 points allowed)	6	
Participation in educational programs, workshops, seminars or other skills/knowledge development. This can include workshops provided online by CMC-GI or provided through other professional organizations.		
At the Certification Committee discretion, proof could be required.		
<ul style="list-style-type: none"> • 1 point per 10 contact hours. Please list: 		
i.		
ii.		
iii.		
iv.		
CONSULTING WORKING EXPERIENCE (max. of 18 points allowed)	12	
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.		
At the Certification Committee discretion, proof may be required.		
<ul style="list-style-type: none"> • 1 point per 300 hours of consulting work. Please list relevant projects: 		
i.		
ii.		
iii.		
iv.		
PROFESSIONAL ACTIVITIES (maximum of 12 points allowed)	9	
This includes demonstrating CMC competencies by participating in activities sponsored by the CMC – Global Institute or any another credible professional/credentialed organization.		
At the Certification Committee discretion, proof may be required.		

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021



CMC RECERTIFICATION HANDBOOK

<ul style="list-style-type: none"> • Publish articles in national or regional platforms (websites, magazines...) 1 point per article up to 3 articles. Please list: 		
i.		
ii.		
iii.		
<ul style="list-style-type: none"> • Participate in a CMC oral interview assessment by CMC-GI. 1 point per interview up to 2 candidates. Please list names and date: 		
i.		
ii.		
<ul style="list-style-type: none"> • Serve as a mentor for CMC candidates of CMC-GI. 2 points per CMC candidate up to 3 candidates. Please list names and date: 		
i.		
ii.		
iii.		
<ul style="list-style-type: none"> • Serve as a member on CMC-GI board or committees. 2 points per position per year. Please list: 		
i.		
ii.		
<ul style="list-style-type: none"> • Instruct or speak at professional organizations, events and workshops. 1 point per session up to 3 sessions. Please list: 		
i.		
ii.		
iii.		
COMPETENCIES IN ETHICS (maximum of 6 points allowed)	3	
CMCs must complete an online course on ethics or pass an exam or earn both		
• Online course		
• Open book examination		
Comments by Certification Committee		
Total Minimum Points Required for Re-certification	30	
Your Total Points		

Name: _____, Signature: _____, Date Submitted: _____

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021

APPENDIX C

ICMCI Approved Resolution on CMC Recertification Policy

1. The member Institute shall have a documented procedure for the 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.

2021© CMC GLOBAL INSTITUTE			
Document Title	Recertification Handbook	Version #	5
Document Authority	Chair of Certification Committee	Status	Approved by Board
System Reference		Date	October 1, 2021