



cNotes National Edition | January 2006 **News and Ideas for Canadian Management Consultants**

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Message from the Chair

Our Annual General Meeting will be held on February 8, 2006, at which time I will complete my term as your Board Chair. This is a good opportunity to reflect on the work and accomplishments of your Association and your Board over this past year and a half. These efforts are guided by four key priorities established in consultation with the Regional Institutes and Chapters (now generally referred to as Member Services) at meetings held in Vancouver in October 2004. These priorities are:

1. Aggressively promote CMC and the brand in the marketplace, to ensure awareness and acceptance.
2. Increase the value of membership for the CMC Members to ensure continued strong retention.
3. Convert non-CMCs to CMCs.
4. Grow the CAMC Membership through alliances, focusing on strength and quality of the new members.

While we have carried out a number of activities in support of these priorities at all levels of the organization since October 2004, these three stand out in terms of their impact

1. Report on the Management Consulting Industry in Canada
2. Marketing, Advocacy and Communication Strategy and Initiatives
3. Governance Review

Report on Management Consulting in Canada

You have now received your complimentary Member's copy of the report, the most comprehensive study ever produced on the Management Consulting Industry in Canada. Working with Kennedy Information Services, and with sponsorship from some of Canada's leading businesses, our affinity partners, and consulting firms, this initiative significantly increased awareness of the CMC designation and enhanced the profile of CAMC as the **single voice of management consulting in Canada**. The study attracted media coverage, provided an opportunity to promote the CMC designation, and also offered a valuable set of insights on our marketplace.

Marketing and Advocacy Programs

Increasing the value of membership and increasing recognition of the CMC brand in the

marketplace is the major priority for CAMC. It is also one of the most challenging priorities against which to demonstrate results. The focus of the organization in 2006 is squarely on this critical area.

We have made substantive progress on this front, both in day-to-day promotion and advocacy programs as well as in the development of an overall strategy for marketing, advocacy and communications.

There are two good examples of 'on the ground' progress.

- One reflects the effort of a number of volunteers and the National Office in presenting to the Federal Government Task Force on Procurement. One of the objectives of this advocacy initiative was to have the CMC designation defined as a rated criterion for evaluation of proposals for management consulting services to the federal government. As a minimum, the effort has enhanced recognition of the designation with this segment of the market.
- Another good example is the work of the Health Care Task Force, an initiative piloted by the Institute of Certified Management Consultants of Ontario and its Chapters and Member Services organization. This group, under the CMC banner, directly approached major health care organizations to engage in a discussion of sector issues and needs. The effort, initially targeted at the local level with plans for national roll-out, continues to be effective in promoting and building recognition of the designation with key buyers of management consulting services in this sector.

To further build awareness of the CMC designation across the country, the Association launched a Task Force to develop a national marketing, advocacy and communication strategy. Sean Murphy, CAMC's Vice Chair, led this initiative with involvement of volunteers from across the country. Through the work of this task force, we now have in place a national strategy for marketing, advocacy and communications for implementation at the local level. It will be a key priority for the coming year and includes strategies aimed at buyers of management consulting services, alliance partners and management consulting firms.

Governance Review

This Task Force, led by Scott Baldwin, CMC, and involving ten volunteers representing member services, Institutes, National Office and the National Board, worked over a ten month period to review and assess the governance model and related processes of our organization.

The purpose of the governance review was to ensure we have in place the organizational construct and governance needed to effectively mobilize our combined resources on our four priorities. The resulting changes to our governance model, which were approved at our Special Members Meeting on October 5, 2005, serve to:

- improve communication, coordination and alignment across the organization
- enhance effectiveness and timeliness of decision making
- increase accountability at a regional level for member services
- simplify our structure and related processes
- ensure that the CMC designation is front and centre

Importantly, Institute Presidents and the National Certification Chair will now participate directly as voting members of the Board. This will significantly enhance communication, streamline decision-making across the organization and improve responsiveness to local member needs.

These accomplishments in governance, the industry study, and marketing and advocacy have positioned our organization for further success and recognition in the marketplace. These are necessary ingredients to bring value to our members as our overall first priority.

As a closing note, the strength of our organization rests with you, our members, through volunteer efforts at all levels. This includes informing your clients and business associates of the CMC

designation and what it stands for. To help ensure that we continue to build value in the designation and a thriving community of members, I encourage you to get involved in local activities and provide volunteer support by contacting your local Regional Institute. And please use your designation at every opportunity: on your business cards; in proposals, on your e-mails and promotional materials.

I have appreciated the opportunity to serve as your Board Chair and look forward to seeing these foundation initiatives translate into tangible benefits for you over the coming years.

Best regards,

David L. Bolton, FCMC
Board Chair, Canadian Association of Management Consultants

Annual General Meeting Reminder

Members of the Canadian Association of Management Consultants are reminded that the Annual General Meeting will be held at 9:00 a.m. on Wednesday, February 8, 2006 at the Valhalla Inn, Toronto, Ontario. [Click here](#) to access Agenda, Proxy information, Nominations Committee Report and Draft Minutes from the October 5, 2005 Special Members' Meeting.

Update: Federal Government Professional Services Online System

The federal government has recently rolled out a new Professional Services (PS) Online system to create a mechanism by which small consulting firms can obtain contracts with the federal government. This mechanism can be used for sole-source contracts up to \$25,000 and for competitive contracts up to the NAFTA limit by inviting three or more firms to bid. *(Please note that the NAFTA limit has been reduced from \$89,000 to \$84,000 as a result of the recent annual review of exchange rates.)*

The Professional Services Online system has two components: IT professional services and non-IT professional services. The IT component was previously serviced by the IPS Marketplace online system. PWGSC used this IPS Marketplace system as the launch point for PS Online by creating an add-on module for non-IT consulting.

If you are already registered on IPS Marketplace, you may register for the non-IT component by submitting three (3) non-IT project references. Otherwise, you will have to submit a full PS Online proposal to qualify. Visit <http://www.pwgsc.gc.ca/approvisionnements/text/ps/suppliers/index-e.html> for further details.

The list of categories is provided below:

Human Resources Management (Work Stream)

- HR Consultant
- Training and Development Specialist
- Courseware Developer
- Instructor
- Work Description Writer
- HR Policies Specialist
- HR Disability and Equity Advisor
- Employee Relations Advisor
- HR Assistant
- Benefits Consultant
- Compensation Analyst
- Employment Manager
- Employment Interviewer
- HR Information System Specialist

Organization Management (Work Stream)

- Business Process Transformation Consultant
- Organization Assessment Consultant
- Group Facilitator
- Business Architect Consultant
- Organization Design Consultant
- Scenario Planning Consultant
- Virtual Workspace Consultant
- Knowledge Management Consultant

Project Management (Work Stream)

- Project Manager
- Project Assistant
- Procurement Specialist
- Writer
- Financial Analyst

Organization and Classification (Work Stream)

- Executive Group Evaluation Plan - Work Description Writing
- Executive Group Evaluation Plan - Classification Evaluation and/or Grievance Committees
- Current Classification Standards (other than Executive Group) - Work Description Writing
- Current Classification Standards (other than Executive Group) - Classification Evaluation and/or Grievance Committees

Change Management and Organizational Development (Work Stream)

- Transition Support Services
- Leadership Development Services
- Organizational Development Services
- Classification Design Services
- Research Services

CMC is a recognized professional certification in the PS Online system; however, it is not yet featured in the minimum qualifications of the applicable categories. CAMC is working to change that! We are also working on getting the categories 'improved.'

As well, the PS Online system is currently only available in the National Capitol Region. PWGSC plans to make this system available in other Regions across the country effective April 2006.

The keys to success using the PS Online system are:

- 1) get registered,
- 2) have your federal government client use PS Online when it is available in your area, and
- 3) have the client specify the need for a CMC to meet their requirement.

Marketing is a Conversation

By David Maister and Lois Kelly

In this recently published article, Maister and Kelly write, "Marketing (and selling) begin to work when a conversation moves away from being a role-to-role exchange of capabilities, contracts, and costs, and becomes a person-to-person interactive dialogue about ideas, beliefs, and perspectives. Only then can it build the chemistry, confidence, and commitment that lead to new revenues."

[Click here](http://DavidMaister.com) to read the entire article (PDF). For more articles by David Maister, visit his website at <http://DavidMaister.com>.

US Entry Guidelines for Consultants

On January 19, 2006, the Association provided members with an update from our Government Advocacy Counsel regarding recent announcements by US Secretary of State Condoleezza Rice and Secretary of Homeland Security Michael Chertoff.

Members can find this update, as well as US Entry guidelines and other information, on the CAMC Articles and Reports section of our website at www.camc.com/index.cfm?PID=12639.

Members in the News

Our members are making news! Check out their stories from the links below....

John A. Estrella

GTA Chapter member John A. Estrella, M.Sc., PMP, President of Agilitek Corporation (<http://www.agilitek.com>) was awarded the Gaylord E. Christie Scholarship (endowed by the PMI College of Performance Management) by the Project Management Institute towards his Ph.D. degree in Organization & Management at Capella University. Congratulations, John!

Chris Jones FCMC

Chris Jones, a CMC since 1975 and FCMC since 2005, has had two articles published in 2005, "[Saving Money on Public Sector Procurement - A Vendor's View](#)" and "[A Pilot Project in Automated Services Procurement](#)", both in the Financial Management Institute Journal. Chris has also contributed a chapter to Dr. Clem Bowman's new book on qualitative evaluation, "[Intangibles - Exploring the Depth of Issues](#)" (Grafics Publishing, December 2005) available at www.clembowman.info. Chris is a member of the Vancouver Island Chapter.

If you have contributed an article or media interview, please let us know! Email hmiller@camc.com and we will include a notice in an upcoming issue of cNotes.

CAMC Career Site: Over 100 Jobs Now Accessible to Association Members

The Association is pleased to offer members access to CAMC Career Site, dedicated to connecting the best management consulting jobs and projects with industry professionals, through a fast and easy to use web site. Launched in December 2005, the Career Site now has over 100 job postings for members to peruse.

For Job Seekers

The CAMC career site is your online career and employment connection, created with the needs of the management consulting community specifically in mind. We know the industry has specialized career needs and the CAMC career site is the best place on the web to support your job search. Whether you are actively looking for a project, a job, or would just like a place to store your resume, the CAMC career site is the place for you. Visit us today at www.camc.com/index.cfm?PID=12755.

- Search and apply to jobs 24/7
- Complete control over confidentiality of you information
- Store up to 3 unique profiles - FREE!
- Post your resume for prospective employers - 24/7
- Receive jobs in your inbox
- Application tracking features
- Customized Job Search Agents working for you 24 hours/day
- Find your next career

For Employers and Clients

Whether you are looking for early career or more experienced candidates, the CAMC career site offers you specialized tools and services to help you reach qualified candidates, post jobs, RFPs, and access our resume database so you can find your new hires quickly and easily. Visit us today at www.camc.com/index.cfm?PID=12755.

- Post jobs or RFPs, and search resumes 24/7
- Direct access to qualified employees
- Secure Job Management that allows you to post, edit and delete jobs
- Automatic Pre Screening of candidates into "A-lists" and "B-lists"
- A unique Resume database
- 30 day job postings that can be utilized at any time
- Build your team with top industry talent, on time, & under budget!

CAMC Affinity Centre: How to access member discounts and services

In addition to providing Management Consultants with innovative resources and professional development opportunities, the Association is committed to building membership value through unique partnership opportunities.

Through the CAMC Affinity Centre, members can take advantage of discount programs with the following suppliers:

- TD Meloche Monnex
- Crossgrove & Company
- LMS Prolink
- Workopolis
- Grand & Toy
- HP Canada
- Microsoft
- GoToMyPC
- Premier Fitness (Available in Ontario only)
- UPS
- Dunn & Bradstreet
- Equifax
- Mortgage Intelligence
- Canada News Wire
- FTD Flowers

To find out more about member discounts with these partners, enter the CAMC Affinity Centre home page at <http://www.camc.com/index.cfm?PID=12948> and click on the supplier links.

How to get the CMC logo

You've worked hard to achieve the CMC designation, now it's time to tell the world! If you would like to add the CMC logo to your business card, letterhead, proposal documents, PowerPoint presentations or website, please contact Sandi Cox at scox@camc.com. Please indicate how you intend to use the logo to ensure you receive the appropriate file type.

Professional Development and Networking Events for Management Consultants

The Association website includes listings of PD and networking events of interest to management consultant. Visit www.camc.com/index.cfm?PID=12514 to see a list of events across Canada.

Attention CMCs: All Professional Development events are worth one point per hour towards your CPD requirements.

Make your voice heard

If you have comments about what you've read in cNotes, or have a contribution or suggestion for the Editor, we want to hear it. We can't reply to every email we receive, but we do read *all* of them and we take your opinions seriously.

[Click here to send a message to the Editor](#)

Visit our website

Get more information on the world-renowned CMC designation, find a consultant, make connections in the profession. All this and more is available to you every minute of every day on the Association's website. www.camc.com

cNotes is the newsletter of the Canadian Association of Management Consultants. We hope you find it useful and enjoyable, but if for any reason you wish to remove yourself from our mailing list, [email sgriffith@camc.com](mailto:sgriffith@camc.com).