



**Institute of
Certified Management Consultants
of Ontario**

Policy Manual

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August 2025**

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Cette publication n'est disponible qu'en anglais.

Document Revision History

Version	Description	Date	Author/Reviewer
Multiple Draft versions created	Multiple draft versions of the Policy Manual were created resulting in the release of a provisional version.	June 2024	Greg Graham
Final v1	The provisional Policy Manual was reviewed and updated.	August 2025	Stephen Donahoe and Derek Baker

Preface

This Policy Manual provides guidance for managing the day-to-day activities of CMC-Ontario. It serves as a central reference point to support consistent and transparent operations, clarify roles and responsibilities, and promote accountability across all levels of the organization. The manual also ensures compliance with applicable legal, regulatory, and ethical requirements, while reinforcing alignment with CMC-Ontario's mission, values, and strategic objectives. This manual functions as an authoritative resource to ensure that Certified Members, volunteers, and employees operate with clarity, confidence, and a shared understanding of organizational expectations.

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1. Introduction

1.1 Purpose of This Document

To ensure consistent implementation of its operating policies, CMC-Ontario maintains this Policy Manual as a resource for use by our Certified Members, volunteers, and employees. Some portions may also be made available to interested members of the public at the discretion of the CMC-Ontario Council. This document will be updated from time to time at the discretion of CMC-Ontario Council, and any members requesting updates to this document.

1.2 Policy Manual Review Process

Readers should be aware that the content of this manual can change, and therefore, they should ensure that they are referring to the latest edition. A publication date and version number are included on every page.

This manual is to be reviewed by the CMC-Ontario Policy Review Committee on at least an annual basis and updated as required.

Members of the Policy Review Committee are appointed by the CMC-Ontario Council. The Ontario Institute Registrar and at least one Councilor must be members of the Policy Manual Review Committee; other committee members may be volunteers or contractors. Any proposed changes made to this document must be presented to CMC-Ontario Council by a member of the Policy Review Committee for review and approval.

Errors can be reported, and suggestions directed, to policymanual@cmc-ontario.ca

***NOTE:** An email will need to be created and forwarded to the appropriate person.*

1.3 Source Material

This policy has been compiled from multiple source documents, including provincial legislation and stand-alone policy documents developed by various CMC-Ontario committees in the past. A list of source documents considered for this edition is listed below.

- “By-Laws, Institute of Certified Management Consultants of Ontario”, CMC-Ontario, October 2022.
- “CMC-Ontario Council Certified Member Responsibilities”, September 2015
- “cPr32 Institute of Management Consultants of Ontario Act, 1983”, Ontario: Annual Statutes: Vol 1983, Article 123. “Overview” page, www.cmc-canada.ca/about-cmc-canada-about-us, retrieved February 4, 2024.
- “cPr25 Institute of Certified Management Consultants of Ontario Act, 1986”, Ontario: Annual Statutes: Vol 1986, Issue 1, Page 105”, https://digitalcommons.osgoode.yorku.ca/ontario_statutes/vol1986/iss1/105/, retrieved July 5, 2024.
- “Membership Benefits”, CMC-Canada, 2023.
- [“Mission, Vision and Core Values”, CMC-Ontario, 2021.](#)

- “Policy on Reimbursable Expenses”, CMC-Ontario, February 21, 2017.
- “Uniform Code of Professional Conduct”, ICMAC, September 10, 2019.
- “Usage Standards for the Designation Logos”, International Council of Management Consulting Institutes, April 2016.
- “CMC-Ontario Volunteer Agreement”, 2022.

1.4 Definitive Authority

In the event of a difference between this manual and the source material, the source material should be considered the definitive authority.

CMC-Ontario reserves the right to revise this manual and the policies contained herein at any time.

2 CMC-ONTARIO

2.1 CMC-Ontario and the CMC Professional Designation

CMC-Ontario is the provincial institute of the Canadian Association of Management Consultants and serves as the governing body for Certified Management Consultants within Ontario. It upholds the highest standards of integrity, competence, and professionalism in management consulting, while providing oversight, guidance, and support to its members. Through professional development opportunities, networking, and the promotion of best practices, CMC-Ontario strengthens both the profession and the value it delivers to clients and society.

The Certified Management Consultant (CMC) designation, awarded and regulated by CMC-Ontario in alignment with national and international standards, is the only globally recognized professional credential for management consultants. Earning the designation requires rigorous education, demonstrated experience, proven competence, and adherence to a strict Code of Professional Conduct. It represents not only professional achievement but also a consultant's commitment to independence, objectivity, and ethical practice. By maintaining the CMC designation, members affirm their dedication to lifelong learning, accountability, and delivering measurable value to the organizations and communities they serve.

2.2 How CMC-Ontario Protects the Public

CMC-Ontario protects the public by:

- Ensuring that qualified Management Consultants are available in Ontario.
- Requiring that our members maintain their professional qualifications on an annual basis.
- Ensuring that our members abide by a code of professional conduct.

2.2.1 Public Confidence in the CMC Designation and Code of Professional Conduct

Certified Management Consultants have made a career commitment to the profession of management consulting and demonstrated their commitment by earning the CMC designation. The existence of this designation means that the public can identify and access professional-caliber management consultants.

CMC-Ontario's bylaws prescribe the required qualifications and conditions for Membership and registration as a CMC, so the public can be confident in their management consulting credentials.

In addition to post-secondary education, the Institute prescribes a curriculum and course of study to be pursued by applicants, along with experience requirements that are adjudicated by the CMC-Ontario registrar to ensure that they qualify as consulting experience. Upon completion of CMC certification courses, candidates must pass a qualifying oral assessment. After qualifying for, and receiving, the CMC designation, Certified Members are required to undergo continuing professional development on an annual basis to maintain their certification.

2.2.2 Accessibility Via Local Chapters Throughout Ontario

Interested Certified Members of the public can contact one of CMC-Ontario's local chapters located in Toronto, to serve the Greater Toronto Area, and Ottawa, to serve Eastern Ontario.

CMC-Ontario maintains these local chapters for the purpose of fostering local communities of certified management consultants, prospective Certified Members, students, and other interested parties. These chapters conduct CMC-Ontario business of a local nature, hold networking and professional development events, and participate in CMC-Ontario provincial committees.

Contact information for the chapters and their council Certified Members can be found on the CMC-Ontario website at <https://cmc-canada.ca/Ontario/ontario-councils>

2.2.3 Recognition of the CMC Designation Throughout Canada

A Certified Management Consultant who is a Certified Member of CMC-Ontario is recognized as a CMC in all other provinces with reciprocity agreements except Québec, which has its own regulations.

The public can, therefore, be confident that the management consulting credentials of an out-of-province CMC are consistent and reliable. This is particularly important when projects cross provincial borders, or large project teams require uncommon or highly specialised expertise that may not be available locally.

Since professions are provincially regulated in Canada, provincial Certifying Institutes confer the Certified Management Consultant designation to Certified Members based in the province or region in which they live.

CMC-Ontario, along with the other provincial Certifying Institutes, is a Certified Member of CMC-Canada (also called the Canadian Association of Management Consultants). This arrangement enables a national voice to advocate for the profession and facilitates the centralized provision of administrative services such as the invoicing and collecting of fees.

CMC-Canada fosters excellence and integrity in the management consulting profession. The association's mission is:

"To lead and serve the profession of management consulting in partnership with CMC Certifying Institutes across Canada. Our vision is of a thriving and diverse profession that contributes to Canada's prosperity, with CMC recognized as the pinnacle of management consulting practice."

More information about CMC-Canada can be found at www.cmc-canada.ca.

2.2.4 International Recognition of the CMC Designation in 40+ Countries

The public can also be reassured that CMCs overseas have consistent and reliable credentials, and their international projects will be treated accordingly.

CMC-Canada is a founding Certified Member of the International Council of Management Consulting Institutes (ICMCI), also called CMC-Global.

CMC-Global has over 40 national institutes of management consulting as Certified Members, and the CMC designation is mutually recognized by these countries. The list of CMC-Global's Certified Member national institutes can be found at: <https://www.cmc-global.org/content/Certified-Member-institutes>.

More information about CMC-Global can be found at www.cmc-global.org.

2.2.5 Exclusive Provider of ISO 20700 Training in Ontario

Clients in Ontario who seek assurance that their consulting engagements are being undertaken with adherence to international standards can engage a Certified Management Consultant who has completed training in the ISO 20700 standard.

In 2017, the International Standards Association introduced the ISO 20700 standard that provides guidelines for the effective delivery of management consultancy services. This standard was developed for use as a guideline for the effective management of management consulting services. It offers practical guidelines to both clients and management consultants to ensure both parties are clear on what is required for an effective and efficient consultancy process, the objectives of the consulting engagement, and their respective responsibilities.

In Ontario, training on the ISO 20700 standard is offered exclusively to Certified Members of CMC-Ontario.

2.3 A Self-Regulating Profession

A “Management Consultant” is a person qualified by background and experience whose principal activity is the practice of Management Consulting. Management Consultants arrive at their recommendations through the systematic analysis of facts and the application of independent judgement based on specialized knowledge and skill.

“Management Consulting” means the services provided by independent and professional-qualified Management Consultants in investigating and identifying problems related to the policy, organizational, operational, administrative, and technical aspects of institutions, in recommending solutions to these problems, and in helping to implement them.

In Ontario, CMC-Ontario has the sole legal power to certify and regulate the practice of Management Consulting and authorize the use of the designation “Certified Management Consultant” (CMC) or any other similar designation.

Specifically, CMC-Ontario has the legislated legal authority to:

- Prescribe qualifications and conditions for Certified Members to obtain Membership in the Institute.
- Prescribe qualifications and conditions for candidate Certified Members to obtain the CMC designation.
- Prescribe a course of study to be pursued by candidates, outline required experience for candidates and grant certificates to applicants who have successfully met the requirements.
- Regulate and govern the conduct of Certified Members in their profession and the practice of their business via a code of ethics, rules of professional conduct, and standards of practice.
- Suspend, expulse, or penalize Certified Members for professional misconduct, incapacity, or incompetence.

2.3.1 Governance

2.3.1.1 CMC-Ontario By-Laws

CMC-Ontario is governed by bylaws that have been updated several times throughout the Institute's six-decade history. This Policy Manual contains material sourced from the Institute's by-laws.

For more information on the by-laws, please refer to "By-Laws, Institute of Certified Management Consultants of Ontario" at:

[https://cmccanada.ca/web/Ontario/files/public/2022%20CMCO%20Bylaws%20\(April%202022\).pdf](https://cmccanada.ca/web/Ontario/files/public/2022%20CMCO%20Bylaws%20(April%202022).pdf)

2.3.1.2 Mission and Vision

The mission of CMC-Ontario is to enhance community, collaboration, knowledge and networking for our Certified Members in Ontario and to regulate the Certified Management Consulting designation.

The Institute's vision is:

"A thriving and diverse profession that contributes to Ontario's and Canada's prosperity, with CMCs recognized as the pinnacle of management consulting practice."

CMC-Ontario policy is to follow strategic management principles, meaning that its activities are guided by a strategy formulated to accomplish its vision in accordance with its mission.

2.3.1.3 The Council (Board of Directors)

CMC-Ontario is a not-for-profit organization governed by a board of directors called the Council. The Council administers the affairs of the Institute in all things. It may lawfully enter into contracts and carry out any other actions in keeping with the Institute of Management Consultants of Ontario Act, its by-laws, its Code of Conduct, and the Corporations Act.

Councilors, sometimes informally called "Council Members", are volunteer Certified Management Consultants elected by the membership of CMC-Ontario. Most Councillor positions have a two-year term, with elections usually held every two years.

Councilors receive no remuneration but may be reimbursed for out-of-pocket expenses incurred in the discharge of their Council duties.

2.3.1.4 Council Composition

The Council is composed of:

- Councilors may be Directors-At-Large, or act as heads of committees. Other CMC-Ontario Certified Members, CMC-Ontario employees, and/or CMC-Canada staff may be appointed to form committees as required.
- The Council may engage administrative employee/s who attend its meetings to assist with meeting logistics and/or other duties.

2.3.1.5 Term Limits

A Councilor may not serve for more than two (2) consecutive terms of office, unless at the expiration of the second term of office the Councilor is an Officer of the Institute, in which case the Councilor may remain on the Board so long as the Councilor remains an Officer.

2.3.1.6 Council Meetings

The Council is required to meet at least four times per year. A quorum of at least 50% plus one of the Councilors must be present.

In practice, Council meetings are held monthly. There may be a break over the summer months.

While meetings were attended in person or by telephone in the past, the use of videoconferencing has been adopted to reduce the need for travel. The Council strives to hold at least one in-person planning meeting per year.

2.3.1.7 Annual General Meeting and Special Meetings

There is an Annual General Meeting (AGM), usually held in the month of April. Special meetings may also be called at the Council's discretion.

Quorum for the AGM of Members shall consist of ten percent (10%) of the members entitled to vote, present in person, attending electronically, or represented by proxy, provided that at least five (5) voting members are present in person. If quorum is not achieved within thirty (30) minutes of the scheduled start time, the meeting shall be adjourned and rescheduled by the Board of Directors. Notice of the rescheduled meeting shall be provided in accordance with the organization's bylaws. At the rescheduled meeting, the members present shall constitute quorum.

Notice of every annual general meeting or special meeting shall be given to Members not less than twenty-one (21) days before the date fixed for the holding of such meeting.

All meeting notices shall contain the time, place and proposed business of the special meeting or annual general meeting, including the text of any special resolution or by-law to be considered.

See the by-laws for further information about the Council and its governance.

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3 Certification

The CMC certification process is a structured, competency-based program governed by CMC-Canada and aligned with international standards. Candidates must demonstrate eligibility through a combination of academic achievement and consulting experience, supported by documented evidence of practice. The process includes successful completion of a written examination, an ethics examination, and an oral assessment before a panel of certified CMCs. This ensures that candidates possess the technical expertise, professional judgment, and ethical grounding required of the designation.

Upon awarding of the designation, CMCs are expected to maintain their professional standing through annual continuing professional development, adherence to the CMC Code of Professional Conduct, and compliance with Institute by-laws and policies. In doing so, the certification process not only validates a consultant's competencies at the point of award but also provides an ongoing assurance of their commitment to professional standards and continuous improvement.

3.1 Certification Streams

The Institute recognizes that candidates may pursue the Certified Management Consultant (CMC) designation from different professional backgrounds and career stages. To accommodate these circumstances, the five following certification pathways are established.

- 3.1.1** The MBA Stream is available to graduates of a CMC-accredited MBA program. This pathway recognizes the curriculum already completed by graduates, which incorporates key CMC competencies. Candidates in this stream are exempted from some coursework, such as the Essentials of Management Consulting, but must still complete ethics training, demonstrate consulting experience, and provide client and sponsor references.
- 3.1.2** The Entry Stream is intended for recent graduates or consultants with an accredited degree and less than eight years of consulting experience. Candidates in this stream complete the required CMC coursework, including Ethics and the Essentials of Management Consulting, and must provide sponsor references, client references, and engagement summaries.
- 3.1.3** The Experienced Stream applies to professionals with a university degree or professional designation, such as a CPA or P.Eng., who have at least eight years of consulting experience and are currently active in the profession. These candidates complete the same core coursework but must also provide more extensive consulting engagement documentation and references.
- 3.1.4** The Executive 1 Stream is designed for senior leaders who have a minimum of three years of consulting experience and at least fifteen years of executive-level leadership experience, such as serving as a CEO, CFO, or Vice President, while remaining active in consulting. The requirements for this stream emphasize coursework, ethical training, and sponsor and client endorsements, with reduced documentation of consulting deliverables.
- 3.1.5** The Executive 2 Stream is for senior leaders such as partners or executives of consulting firms who have at least ten years of executive leadership experience and are

active in consulting. The requirements focus on ethics and professional conduct training, sponsor endorsements, and client references.

3.2 Assessment

CMC candidates are assessed through a rigorous process that verifies their education, consulting experience, professional competence, and commitment to ethics. The process begins with an eligibility check by the provincial institute, such as CMC-Ontario, to confirm that applicants meet the entry requirements for their chosen certification stream. This review ensures that the candidate has the necessary educational background and sufficient years of management consulting experience to proceed.

All candidates must complete mandatory coursework, which typically includes the *Essentials of Management Consulting* (with exemptions for graduates of accredited MBA programs) and the *Ethics and Professional Conduct* module. These courses ensure that candidates are grounded in the CMC Body of Knowledge and understand the ethical standards required of the profession. As part of the assessment, candidates must also submit a portfolio of evidence. This includes detailed client engagement summaries that demonstrate their ability to define problems, analyze issues, develop recommendations, and deliver measurable value. In addition, candidates provide references from clients who can verify the quality of their work, as well as a sponsor reference from a peer CMC or senior leader who can attest to their professionalism.

Candidates are then evaluated against the CMC Competency Framework, which measures their analytical, problem-solving, and project management skills, as well as their interpersonal abilities, communication skills, and ethical judgment. To validate these competencies, candidates participate in a panel interview conducted by Certified Management Consultants. The interview provides an opportunity to confirm the authenticity of the candidate's portfolio and test their ability to apply ethical principles in real-world scenarios.

The final stage of assessment involves a review by the Registrar or Certification Committee, who consider all elements of the candidate's file, including coursework, engagement summaries, references, and interview results, before making a decision. Successful candidates are awarded the Certified Management Consultant designation, provided they commit to ongoing professional obligations. These include adhering to the CMC Code of Professional Conduct, maintaining good standing with their provincial institute, and completing continuing professional development to ensure their skills remain current.

3.3 Limited Number of Attempts

Any candidate who is unsuccessful in four (4) attempts at any oral assessment shall not be eligible to make further attempts except with the consent of Council.

3.4 Exemptions

Council, in its sole discretion, may grant exemptions from the required courses of study and oral assessments for CMC certification.

3.5 Requests for Reconsideration

Persons with a complaint in respect of a course of study, oral assessment, or transfer request may deliver a written request for reconsideration without a hearing to the Registrar for consideration by Council which Council in its sole discretion may or may not accept. Such

written requests shall contain sufficient information to permit Council to form a reasoned judgment regarding whether to accept or reject the request.

Council shall deliver written notice of its acceptance or rejection of the request for reconsideration to the complainant.

A rejection of a request for reconsideration shall be final and binding on the complainant.

If Council chooses to accept a request for reconsideration, Council shall undertake such a review of the complaint as it deems appropriate and shall deliver written notice of its decision to the complainant. Such decisions of Council shall be final and binding on the complainant.

3.6 Web-based Applications

The current academic and experience requirements are publicly available on CMC-Canada's website at <https://www.cmc-canada.ca/becoming-a-cmc>.

Depending on their individual education and experience, some candidates applying for certification may qualify for academic equivalencies and/or executive certification programs. It is beyond the scope of this manual to list the various certification streams and required credentials here.

All candidates are, therefore, requested to contact the Manager, Certification at CMC-Canada's National Office for an individual assessment and customized certification plan.

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4 Use of Restricted Trademarks and Art

The CMC logo has been designed to reinforce the professional identity and brand of CMC. It is the registered trademark of CMC-Canada, and its use is licensed under strict standards to CMC-Ontario.

The CMC logo can be used by CMC-Ontario volunteers, Certified Members, and partners; however, CMC-Canada reserves the right to suspend the use of the logo.

In practice, Certified Members are encouraged to use the CMC logo in their correspondence, email signatures, and social media postings, and on their websites, letterhead, business cards, and advertising specialties.

There are two uniquely Canadian versions in English and French as shown below.



Several international versions of the CMC logo are available in black, blue, and gold on white backgrounds, and white on black background.



Downloadable artwork is available from <https://cmc-canada.ca/cmc-designation-logos>.

Additional materials, including logo letterhead, PowerPoint template, and a Zoom meeting background, are available for Council use.

For more information on specification usage and reproduction specifications of the CMC logo, please refer to “Usage Standards for the Designation Logos”, available from CMC-Global.

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5 MEMBERSHIP

5.1 Overview

The term “member” has a specific meaning in the Institute’s context which differs from that used by economists, and this can be confusing. We encourage the reader to examine the overview and subsequent sections below to better understand the current Membership class and status changes available to the Institute’s Certified Members.

Although the Institute is a professional association, it operates as a “membership organization”, an industry defined in Statistics Canada’s “North American Industry Classification System” (for further information, see “NAICS Industry 8139 - Business, professional, labour and other membership organizations”). This industry group comprises establishments primarily engaged in promoting the interests of their members. Examples are business associations, professional membership organizations, labour organizations and political organizations.

The jargon used by economists to describe “membership organizations” is that “members” pay “membership dues” to finance their operation. Each category of “member” is called a ‘membership class’, and members of different membership classes are usually subject to different conditions and pay different fees. The assumption is that all who belong to the organization and pay dues are “members”. This is not the case with CMC-Ontario.

5.1.1 Certified Members

The Institute’s original by-laws defined membership conditions and entitlements. These evolved over time to meet the needs of the Institute, and new membership classes were introduced. Any changes to the Institute’s membership classes required modification of its by-laws.

In 2021, a motion was passed at the Institute’s AGM to simplify the membership classes and revise the by-laws. As of that date, there is a single membership class (the Certified Member) plus two types of membership status (On Leave and Retired) defined by Institute policy. The term “Member” refers to only Certified Members who hold the CMC designation.

This provides the ability to respond to future needs without changing by-laws.

5.1.2 Fellows

The honorific title “Fellow CMC” (FCMC) is a recognition of distinguished CMCs who have made significant contributions to their clients, Institute, the profession, and society. Note the FCMC designation is not a membership class; FCMCs are Certified Members.

5.1.3 Designated Firms

Subject to eligibility criteria, a Management Consulting firm may refer to itself as a “firm of Certified Management Consultants”. Unlike the “CMC” and “FCMC”, this designation is only available to firms, not individuals.

5.1.4 Affiliated Persons

Candidates, Associates, and Students may join the Institute as Affiliated Persons (Affiliates). Affiliates shall be governed by any rules or policies adopted by Council.

5.1.5 Obsolete Membership Classes

While membership classes were simplified in 2021, two previous membership classes – “Non-Practicing Member” and “Life Member” were obsolete.

5.2 Membership Classes

There is currently only one class of membership, the Certified Member.

5.2.1 Certified Member

A “Certified Member” shall mean any person who satisfies the following criteria:

- i. has CMC certification;
- ii. who has been engaged in the practice of Management Consulting for at least three (3) Practice Years in the preceding six (6) Years including the Year immediately prior to admission as a Certified Member; and
- iii. A “Year” shall mean any consecutive 12-month period, and a “Practice Year” shall mean at least 1,200 hours in the practice of Management Consulting in any consecutive 12-month period, provided that two or more Years may not overlap and two or more Practice Years may not overlap.

- or -

A person who:

- i. is resident in Ontario;
- ii. is a member in good standing of another professional organization of Management Consultants which has an established agreement of reciprocity with the Institute;
- iii. has received CMC certification from that professional association; and
- iv. has applied for transfer from that professional organization.

5.2.1.1 Attestation

Each year, CMCs must attest that they continue to uphold the Code of Professional Conduct, maintain their professional competence, and complete the required continuing professional development hours. They also confirm that they remain in good standing with their Institute by meeting membership obligations and that they are accountable to the profession’s disciplinary process. This annual attestation reinforces their commitment to professionalism, ethics, and ongoing learning.

5.2.1.2 Entitlements

A Certified Member in good standing is entitled to use the designation CMC after their name, and to vote at special meetings and annual general meetings.

5.2.2 Members in Good Standing

“Members in Good Standing” are Certified Members who:

- i. are current with their payment of membership fees;
- ii. have fulfilled their continuing professional development requirements;
- iii. are not the subject of an Institute inquiry or who are being prosecuted before the civil or criminal courts; and

- iv. are not currently subject to a limitation or suspension of their right to engage in professional activities.

5.2.3 Lapsed Members

Members who have not paid their dues for the current year are considered “lapsed”. Lapsed members are not considered to be in good standing.

5.3 Fellows

A “Fellow” shall mean any person elected as a Fellow of the Institute by Council.

Certified Members considered for election as Fellows of the Institute must be nominated, and their nomination recommended to the Council by the Fellows Committee.

5.3.1 Fellows Committee

The Fellows Committee oversees the administration of the Fellows program, and will recommend to Council the following:

- Criteria for the program.
- Candidates for election.
- Changes to the program when deemed necessary.

Certified Members of the Fellows Committee, at the time of nominations, are not eligible for nomination for election as Fellows.

The chair of the fellows committee shall hold the title of FCMC.

The chair of the committee will be approved by Council, but members are subject to approval of the chair of the committee with information passed along to Council when changes occur to the committee members.

5.3.2 Criteria

The Certified Member must satisfy the following criteria at the time of election:

- i. is a Member in Good Standing (see above); and
- ii. is a highly regarded Certified Management Consultant who has secured recognition as an outstanding professional, and in so doing, has brought credit to the Certified Management Consulting designation and the Management Consulting profession as a whole.
- iii. meets the following selection criteria:
 - a. has held the CMC designation for at least five (5) years;
 - b. has been awarded the designation as an executive or senior practitioner and has at least ten (10) years of experience as a Management Consultant; and
 - c. in extraordinary circumstances, has held the CMC designation for at least two (2) years and is deemed worthy of consideration by the Fellows

Committee.

- d. has provided exceptional service to the profession through work in or on behalf of the Institute, its Chapters, other provincial or regional Institutes of Certified Management Consulting in Canada and/or the CMCM-Canada; and
- e. has made a notable contribution to the community which brings credit to the Certified Management Consulting designation and the Management Consulting profession.

5.3.3 Nomination of Fellows

All Certified Members of CMC-Ontario, including those Certified Members working outside Ontario, are eligible for the Fellow designation. Only CMCs and FCMCs in good standing can nominate or second the nomination of FCMC candidates. Nominations from others will not be considered.

Nominees for election as Fellows shall be recommended to Council by the Fellows Committee from time to time. In recent practice, this has been done once per year with an annual deadline set by the Fellows Committee.

The following persons are not eligible to become FCMCs:

- Certified Members who are not in good standing with the Institute.
- Certified Members who have been the subject of a disciplinary decision resulting in their being struck off the roll of a professional body or a similar organization.
- Certified Members who have been struck off the roll or whose right to engage in professional activities have been suspended by CMC-Ontario under its rules of professional conduct.
- Certified Members who are currently subject to a limitation or suspension of their right to engage in professional activities.
- Certified Members who are the subject of a CMC-Ontario inquiry or who are being prosecuted before the civil or criminal courts.
- Members who have requested relief from dues payments for the year in which they have requested relief.

Notwithstanding the general principle and exceptions set out above, CMC-Ontario may accept a nomination after taking the relative weight of an offence into account. To do so, CMC-Ontario must consider in particular:

- The seriousness of the offence and the penalty imposed.
- The length of time between the date the penalty was imposed and submission of the nomination.

- The media coverage of the case.

5.3.3.1 Posthumous Admissions

Council may admit a Fellow posthumously.

5.3.3.2 Entitlements

A Fellow shall be entitled to use the designations CMC, FCMC, and Fellow CMC after their name.

A Fellow shall retain their status as a Certified Member.

5.4 Registrant Renewal, Removal and Reinstatement

5.4.1 Renewal

5.4.1.1 Associate Members, Candidate Members, and Student Members

To maintain registration as an Associate Member, registrants are expected to complete the following by December 31 each calendar year:

- Attest to following the Universal Code of Professional Conduct.
- Pay the prescribed dues.

Failure to meet these annual requirements may result in:

- Assessment of a late renewal fee.
- Suspension of registration if 60 days have elapsed without payment after notice by the Registrar.
- Escalation to the Practice review and Discipline Committee for further review and action.

5.4.2 Certified Members

To maintain registration as a Certified Management Consultant (including FCMC), the registrant is expected to complete the following by December 31 each calendar year:

- Attest to following the Universal Code of Professional Conduct.
- Pay the prescribed dues.
- Prove continued competency as a CMC through completion of at least 35 credits of continuing professional development. These must also be documented and submitted upon renewal.

Failure to meet these annual requirements may result in:

- Assessment of a late renewal fee.
- Suspension of registration if 60 days have elapsed without payment after notice by the Registrar.

- iii. Escalation to the Practice Review and Discipline Committee for further review and action.
- iv. Revocation of CMC designation for Certified Members.

5.4.3 Voluntary Changes in Status

There are five voluntary changes of professional status:

1. On-Leave are CMC-designated members who wish to retain their designation during a temporary work stoppage who may apply for on-Leave status using the [On-Leave Request Form](#) (see Appendix B).
2. Retirement-Occasional (remains active) is “Retired”.
3. Retired (inactive) moves to “Retired”.
4. Resignation moves to “Cancelled.”
5. Lapsed members are those who have not paid their dues for the current membership year.

Members who leave the management consulting profession to employ their professional capabilities in management or other positions in business or government are not considered to be Lapsed members in the following definitions and are required to maintain their dues current to be entitled to use their professional designation.

5.4.4 On-Leave Status

- Members must be a member in good standing.
- Members who experience a work stoppage and want to keep the right to use their designation may apply for On-Leave status.
- Members who cease consulting practice but continue to work in a field unrelated to consulting may not apply for On-Leave status.
- Members who take employment leave from a company or firm but continue to practice either full-time, part-time, or occasionally are not eligible for On-Leave status.

5.4.4.1 Requirements

- CMC-designated members must provide an attestation and documentation in applying for On-Leave status. Where the policy application to an individual is not clear and requires judgement, the status will be subject to approval by the CI Registrar who may consult with the CI’s Council.
- CMC-designated members with On-Leave status are temporarily relieved of the continuing professional development requirement. While Continuing Professional Development is not required, an annual Code declaration is, where it is stated that CMCs should not practice beyond their skills and capabilities.

- On-Leave status is limited to two full years from the time of application. The Institute Registrar and/or Registration Committee may make an exception at their discretion.
- Members must re-confirm, annually for a maximum of two years, that they are on leave and their continuing status as On-Leave is subject to review by the Registrar and approval of the CI's Council.
- Should individuals wish to resume practice, they can apply for Reinstatement as a practicing CMC without having to undergo re-examination, if the duration of the leave is two years or less.

Members are considered to be “On Leave” due to the following or associated circumstances:

- These are CMC-designated members who wish to retain their designation during a temporary work-stoppage, transition. or disruption.
- Members who continue to work but are not in the consulting profession are not eligible.
- Members who continue to work in the consulting profession are not eligible.
- Those who are deemed eligible are required to pay dues of \$170.00 per each year of “On-Leave” status. The dues will be prorated based on the number of months of the leave.

Given extenuating circumstances, the applicant for “On Leave” status may apply to the Registrar for consideration of a reduction in the required dues.

5.4.4.1.1 Family Leave

In situations of family leave, the member is required to make application in a form prescribed by the Registrar:

- Certifying that they are taking family leave and will be away from the profession.
- Indicating the length of time during which they expect to be away from the practice on family leave.

5.4.4.1.2 Medical Leave

In situations of medical leave, the member is required to make application in a form prescribed by the Registrar:

- Certifying that they are unable to work based on medical reasons and will therefore not be employed in any capacity related to the profession.
- Providing a statement from a Medical Doctor confirming their inability to work in a role related to the Management Consultant profession.

- Indicating the length of time during which they expect to be away from the profession on medical leave.

When approved by the Registrar, they will be granted “On Leave” status at no cost during the period of such leave.

5.4.4.1.3 Unemployment

In situations of unemployment, the member is required to make application in a form prescribed by the Registrar:

5.4.4.1.4 Education Leave

Where a member returns to post-secondary education on a full-time basis, they will be allowed to maintain their full CMC professional designation at the student rates in effect at the time. In such situations, the member is required to make application in a form prescribed by the Registrar:

- Certifying that they have left active employment to return to school on a full-time basis.
- Certifying that they will not be using their professional designation for any activities during the education period.
- Indicating the length of time, they will be enrolled and when they will actively return to the practice of management consulting.

5.4.4.1.5 Financial Hardship

In situations of financial hardship, it may be appropriate for the Registrar to consider each situation on its merits and decide as to whether to grant some form of easement on fees.

- In such situations, the member would be required to make application in a form prescribed by the Registrar certifying that they are currently experiencing financial hardship and explaining the circumstances.

The Registrar may consider applications for easement of fees or other requests on a case-by-case basis.

5.4.5 Retirement - Occasional

- This status is designed for practitioners who are advanced in their careers. These members may practice up to 160 paid consulting hours per year plus pro-bono hours. They are required to pay dues of \$170.00 per year. If they do practice more than 160 compensated hours, then the full membership fee shall apply.
- Members who cease consulting practice but continue to work in a field unrelated to consulting may not apply for Retired status.
- Note that CMCs who retire from a company or firm but continue to practice are not eligible for Retired status.

- There is no minimum age.
- Using the [Cancellation Request Form](#), registrants must provide an attestation and documentation in applying for Retired status (see Appendix D).
- Where the policy application to an individual is not clear and requires judgement, the status will be subject to approval by the Certifying Institute (CI) Registrar who may consult with the CI's Council.
- Registrants with Retired status may continue to use the CMC designation.

5.4.5.1 Retired Member Not Maintaining Retired Status

- A retired member who is no longer practicing and who does not wish to maintain Retirement status, is required to resign their membership and will no longer be able to retain their CMC and will not be required to pay the annual membership dues.
- Further, the resigned former member, if attending a CMC sponsored event, will be required to pay an attendance fee as prescribed for non-members. Access to CMC member benefits and perquisites will no longer be available to the former member as the preferred CMC member rates.

5.4.6 Resignation and Cancelled Membership Status

- A CMC or FCMC who provides their Resignation from membership moves to Cancelled membership status. The Cancelled membership means that the former CMC will no longer be able to retain their CMC and will not be required to pay the annual membership dues.
- Further, the resigned former member, if attending a CMC sponsored event, will be required to pay an attendance fee as prescribed for non-members. Access to CMC member benefits and perquisites will no longer be available to the former member as the preferred CMC member rates.

5.4.7 Termination of Registration Status

Termination of registration status may occur as a consequence from:

1. A revocation following a failure to renew registration.
2. Formal complaint procedure is triggered by a client or colleague.

Triggering either condition will open a case review by the Discipline Committee.

Members who have their status terminated, move to Cancelled status.

5.4.8 Reinstatement

5.4.8.1 Lapsed Membership of a One (1) Year Period

Members may apply in writing for reinstatement after a period of absence from the register of up to three years under the following conditions:

- Applicants must demonstrate that they have met the Institute's requirement for Continuing Professional Development over the past one (1) year period.
- Members in inactive lapsed status within one (1) year of becoming inactive lapsed are eligible for reinstatement, subject to:
- Completing a "Request for Reinstatement" form that outlines their circumstances and includes an attestation that they have not violated the Code of Ethics.
- Notification to the Registrar.
- Payment of a reinstatement fee, which is set by the Board of Directors and updated by the Executive Director from time to time; and,
- Payment of all outstanding dues.

5.4.8.2 Lapsed Membership of Greater Than One (1) Year Up to Five (5) Years

Members in lapsed status greater than one (1) year up to five (5) years of becoming inactive are eligible for reinstatement, subject to:

Completing a "Request for Reinstatement" form that outlines their circumstances.

- Notification to the Registrar; and,
- Payment of a reinstatement fee of \$150.
- Payment of all outstanding dues for the current year on a prorated basis.
- Retake the Ethics course.

The discretion by the Registrar/Registration Committee, and may require:

- Successful completion of the Essentials course.
- Submission of three engagement summaries.
- Participation in an interview with the Registrar.

5.4.8.3 Lapsed Membership of Greater Than Five (5) Years

Members in lapsed status greater than five (5) years of becoming inactive are eligible for reinstatement, subject to:

- Completing a "Request for Reinstatement" form that outlines their circumstances.

- Payment of a reinstatement fee of \$250.
- Payment of all outstanding dues for the current year on a prorated basis.
- Submission of three engagement summaries.
- Completion of the Ethics Course, and the Essentials of Management Consulting Course.
- Successful completion of the CMC Oral Exam, and/or
- Participation in an interview with the Registrar.

5.4.9 Reinstatement after Revocation

Members who have had their active member status revoked by the ICMCO for any reason may be eligible for reinstatement, subject to:

- Application to the Registrar.
- Payment of a reinstatement fee, which is set by the Registration Committee and updated from time to time.
- Payment of all outstanding dues.
- Subject to the reasons for the Revocation, and the duration of the Revocation, the member may be required to provide three (3) engagement summaries, take selected courses and pass the Oral exam.

5.4.10 Voluntary Resignations, Cancelled Memberships, Lapsed Memberships

CMC members must submit resignations using the [Cancellation Request Form](#) (see Appendix D).

The resignation form includes Notice of services no longer available to the resigning CMC, including but not limited to:

- Discontinued access to the CMC website.
- Membership list.
- Complementary attendance at CMC-sponsored in-person, or online events,
- Membership benefits, including insurance.*
- CMC members who have submitted written resignations are no longer entitled to use of the CMC title and logo in any sphere or capacity.

** effective at the conclusion of the contractual term*

5.4.11 Notification Of Discipline Process and Revocation

ICMCO will notify expeditiously:

- Members of the ICMCO about the discipline process, which may change from time to time.
- The Public and Members regarding revocation of certification of members.

5.4.12 On Leave Status for Certified Members Holding Elected Office: Municipal, Provincial, or Federal

CMC certified members in good standing who are elected for public office, at the Municipal, Provincial, or Federal level, who are not employed outside of their elected duties either by their choice or legislated prohibition,

In acknowledgement of their service to their Constituents, the elected official may apply for a membership fee waiver via On-Leave Status by meeting the conditions outlined below. The On-leave provision will ensure that the elected official's CMC membership remains active and in good standing during the time of service as an elected Official.

The CMC must pay the stipulated annual fee of \$170.00 + HST, or as determined by ICMCO for maintaining the On Leave Status category, for each year of their leave up to and including the official end of their elected term.

Members granted this leave are required to abide by the CMC Code of Ethics.

If there is any violation of the Code of Ethics, ICMCO reserves the right to cancel this agreement, and may also undertake any further review or investigation that may result in the removal of the CMC Certification from the elected official.

Members granted On Leave status must inform the Registrar of any changes in their elected status, including any external employment outside of their elected office which will nullify the On Leave status, and will require reinstatement of full membership dues, as well as payment of any outstanding dues during any elapsed unreported employment period.

CMC is not a political organization, and any impartation of a political stance on behalf of CMC will immediately nullify this agreement.

5.4.13 Certifying Institute Transfers

Certified Members may transfer their Membership to another institute in another province or country provided that a reciprocity agreement exists with the other institute.

5.4.13.1 Eligibility

- i. All transferring Certified Members must be Certified Members in good standing.
- ii. All transferring Certified Members must meet the requirements of the Certifying Institute to which they desire to transfer their Membership.
- iii. A Non-Practicing Certified Member must reinstate their practicing status prior to

making application for such transfer.

5.4.13.2 Process

The [Institute Transfer Form](#) is available on the CMC-Canada website (see Appendix C). Certified Members will need to upload a current CV or Resume. All requests for transfers are subject to verification, and Certified Members will be contacted via email for additional information if needed. While the verification process will be facilitated by CMC-Ontario, the decision will be made by the institute to which Membership transfer is requested.

Upon satisfactory verification that the transferring Certified Member's qualifications, the Registrar will present the transfer request for approval at the next Council meeting. Note that Council meetings are held monthly.

Membership status and benefits will be updated once the transfer is approved, and Certified Members will receive confirmation of the successful transfer.

5.4.13.3 Domestic Transfers

Within Canada, Certified Members of CMC-Ontario can transfer their Membership to Certifying Institutes in the following regions and provinces:

- Alberta
- Atlantic
- British Columbia
- Manitoba
- Saskatchewan

Note that the Province of Québec may have unique requirements which differ in some respects from other provinces; transferring Certified Members must satisfy these requirements.

5.4.13.4 International Transfers

International transfers between Certifying Institutes usually require more processing time, especially when there are local variations in Membership qualifications, and Membership classes.

5.5 Designated Firms

In Ontario, a firm may refer to itself as a "firm of Certified Management Consultants" if it satisfies the following criteria:

- i. all of its practicing owners are Certified Management Consultants and Certified Members of the provincial or regional Institute of Certified Management Consultants having jurisdiction in the province(s) or region(s) in which they practice;
- ii. at least one of its practicing owners resides and practices in Ontario and is a Certified Member of the Institute;
- iii. all of its client assignments are accepted, supervised and reviewed by Certified Management Consultants (who may, but need not, be owners);

- iv. its practicing owners hold all of the voting rights outstanding from time to time under the charter, by-laws or other constitutive documents governing the firm; and
- v. it has duly registered with the Institute as a firm of Certified Management Consultants and such registration is not in default.

For purposes of this definition, but subject to applicable law, a “firm” may be a proprietorship, a partnership (limited or general), a business corporation or a professional corporation and “owner” shall include a proprietor, a partner or a shareholder.

For greater certainty, “practicing owner” means an owner practicing in the firm of which he or she is owner or an owner and, if any owner of a firm is not an individual, then “practicing owner” means the individual practitioner(s), if any, practicing in the firm as the representative(s) of that owner.

5.5.1.1 Sole Practitioners

A sole practitioner may not use the words “Certified Management Consultants” in plural form.

5.5.1.2 Entitlements

A firm of Certified Management Consultants shall adhere to the guidelines on use of the CMC designation as well as the rules for registration as approved by Council from time to time.

5.5.1.3 For More Information

Please contact CMC-Ontario for more information about firm registrations.

5.6 Affiliated Persons

Affiliated persons (Affiliates) include Candidates, Associates, Students, and any other form of affiliation established by Council from time to time. Affiliates shall be governed by any rules or policies adopted by Council.

Note that Affiliates are neither Members nor Certified Members, and do not hold the CMC designation.

5.6.1 Candidates

“Candidates” are persons who are actively engaged in pursuing CMC certification but have not yet obtained their designation. Candidates may use the phrase “Candidate Affiliate” after their name. Candidates are NOT entitled to vote at special meetings or annual general meetings.

5.6.2 Associates

“Associates” are persons who are working as consultants, or who intend to work as consultants, or who are interested in learning more about consulting or Management Consulting but have not made the decision to become Candidates. Associates may use the phrase “Associate Affiliate” after their name. Associates are NOT entitled to vote at special meetings or annual general meetings.

5.6.3 Students

“Students” are persons who are engaged in post-secondary studies and have expressed an interest in learning more about consulting in general, Management Consulting, and/or the CMC designation. They may, or may not, become Candidates. Students may use the phrase “Student Affiliate” after their name. Student Affiliates are NOT entitled to vote at special meetings or annual general meetings.

5.7 Obsolete Membership Classes

Obsolete classes of Membership are described below for historical purposes only. Other Certifying Institutes in Canada may still use these classes. New Members cannot be accepted into obsolete Membership classes.

5.7.1 Non-Practicing Member

Previously, a “Non-Practicing Member” meant any person who:

- i. was a Certified Member in Good Standing within the 12-month period prior to their designation as a Non-Practicing Member;
- ii. was not practicing Management Consulting or being compensated in any way for the provision of Management Consulting services; and
- iii. subject to the foregoing, continued to adhere to the Institute’s by-laws and Code of Professional Conduct.

5.7.1.1 Entitlements

A Non-Practicing Member was entitled to use the designation CMC after their name but was NOT entitled to vote at special meetings and annual general meetings.

5.7.1.2 Change in Status

Should the non-practicing status of a Certified Member change, the Certified Member must have notified CMC-Ontario within ten (10) days of the change and would be responsible for payment of full Certified Member dues as of the date of the change.

5.7.1.3 Alternative to Non-Practicing Membership

Non-Practicing Members are not grandfathered. Certified Members interested in retaining their designation during a temporary work stoppage should now apply for On-Leave Status.

5.7.2 Life Member

Previously, a “Life Member” meant any person who:

- i. had attained sixty (60) years of age;
- ii. was no longer practicing as a Management Consultant;
- iii. had been in full-time Management Consulting for ten (10) years;
- iv. had been a Certified Member of the Institute for ten (10) years; and
- v. was approved for Membership status as a Life Member by Council

In exceptional cases, Council could have at its discretion, waived one or more of the above criteria.

5.7.2.1 Entitlements

A Life Member retained their status as a Member.

5.7.2.2 Alternative to Life Membership

Life Members are grandfathered and maintain their designation. Certified Members who wish to retire should now apply for “Retired Status”.

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6 Member Services

A variety of on-line services are offered to Members through both the CMC-Ontario and CMC-Canada websites.

6.1 Member Directory

The Act requires that a Member Registry be kept by the Registrar, and that the Registry be open to examination by the public during normal office hours. The absence of a person's name from the Member Registry was considered proof that the person was not registered, and therefore not a Certified Management Consultant.

While this approach was a commonly-used and satisfactory business practice in the pre-Internet age, CMC-Ontario has since introduced an enhanced service via an online Member Directory which is available to the public 24/7/365 at:

<https://cmc-canada.site-ym.com/search/custom.asp?id=6088>

6.2 Events

Networking and professional developments are offered on an on-going basis, both in Ontario and at locations throughout Canada. Members can view an event calendar, event descriptions, and register for events online.

6.3 Career Centre

Members looking for opportunities to enhance their practice, whether that means finding new job opportunities or hiring top talent, may use the CMC Career Centre, a resource for job hunting, partnership opportunities, and recruitment.

6.4 Mentorship Program

Affiliated persons looking to tap into the wisdom of established consultants and Members wanting to pass down their knowledge, the CMC Mentorship program for students and professionals can facilitate these connections.

6.5 Professional Development Resources

A wide variety of professional development resources, events, and courses are available. Many are announced by email. Professional development resources can be found on the www.cmc-canada.ca and www.cmc-ontario.ca websites.

6.6 Volunteer Opportunities

Members may get involved with local, provincial, and national CMC communities by volunteering in a number of capacities. From supporting events, writing blogs, facilitating a discussion, to serving on a council, there are plenty of opportunities available that can foster professional growth and development.

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7 PROFESSIONAL CONDUCT and DISCIPLINE

7.1 Introduction

As a self-regulating profession, CMC-Ontario has been given some powers that normally only governments hold. These self-regulating powers allow the Institute to put in place conditions and restrictions on its Members that have the force of law.

7.2 Member Obligations

7.2.1 Compliance with the Uniform Code of Professional Conduct

All Members shall at all times comply with the Uniform Code of Professional Conduct and the Bylaws, Rules and Regulations of the Institute.

7.2.2 Professional Development

All Members shall fulfill ongoing professional development requirements as they may be established by Council from time to time.

An annual submission of professional development activities is required. If no submission is made, the CMC logo will be removed from the Certified Member's profile in the Member Directory profile. Display of the CMC logo will be reinstated when the Certified Member complies with this requirement.

7.2.3 Membership Dues

All Members shall pay the applicable annual Membership Dues for their Membership category and such other initiation, oral assessment, transfer or other fees as may be established from time to time.

Subject to the provisions of the Agreement of Affiliation, the annual Membership Dues for each class of Membership shall be set at such amount as Council may by resolution determine and shall be payable on such date(s) as may be determined by Council from time to time.

Category	2024 Membership Dues
- Certified Member (CMC)	\$625.00 + HST per year (1 payment)
- Fellow CMC(FCMC)	\$55.00 + HST per month (12 payments) 25% discount for Certified Members under age 30
- CMC/FCMC -- On Leave	\$170.00 + HST per year (1 payment)
- CMC/FCMC -- Retired	\$170.00 + HST per year (1 payment)
- Candidate Affiliate	\$275 + HST per year (1 payment)
- Associate Affiliate	50% discount for New Grads, Year 1 25% discount for New Grads, Year 2 25% discount for Associates under age 30
- Student Affiliate	\$25 + HST per year

7.2.3.1 Payment

Membership dues can be paid either by cheque or credit card. Members can elect to pay monthly, with monthly credit card transactions automatically charged by CMC-Canada's billing system.

7.2.3.2 Other Fees

Subject to the provisions of the Agreement of Affiliation, Council may from time to time levy such other fees on the Members for such purposes and in such amounts as Council may by resolution determine.

7.2.3.3 Reductions, Waivers and Deferrals

Subject to the provisions of the Agreement of Affiliation, Council in its discretion may reduce, waive or defer any dues or fees payable by a Member in such circumstances and according to such criteria as it deems appropriate.

7.3 Uniform Code of Professional Conduct

The Uniform Code of Professional Conduct (UCPC) of the Institute shall be such as is approved by the Certified Member Institutes of CMC-Canada, including CMC-Ontario. The Uniform Code of Professional Conduct applies to all Certified Members, and prescribes the relations, rights and duties of the Certified Members amongst themselves, in relation to the profession and to other Institutes, and the relationships between Members and the public, including clients.

The Uniform Code of Professional Conduct shall be published and distributed to the Members of the Institute, and each Member must acknowledge compliance with the Uniform Code of Professional Conduct upon renewal of Membership.

7.3.1 Applies to All Members

The purpose of the Uniform Code of Professional Conduct (the "Code") is to identify those professional obligations that serve to protect the public in general, the client in particular, and the reputation of the profession of Certified Management Consultants (the "Profession"). The Code also clearly identifies the Institute's expectations of Members with respect to the Profession and to other Members of the Institute.

Members are bound by the terms of this Code and acknowledge that a breach of this Code may lead to disciplinary action, as set out in the bylaws of the Institute.

7.3.2 Responsibilities to the Public

- i. Members shall be aware of and comply with all applicable legislation and laws at all times.
- ii. Members shall not cause any person or persons to contravene any applicable legislation or laws at any time.
- iii. Members shall not serve or act on behalf of any person or persons who cause(s) or will cause the Certified Member to contravene any applicable legislation or laws at any time.

7.3.3 Representation

- i. Members shall not make public statements on behalf of the Institute or its Members unless authorized in writing to do so.
- ii. If asked by another person or party to make a representation on behalf of the Institute or its Members shall, as appropriate, either:
 - iii. refer the request to a designated spokesperson(s) of the Institute; or
 - iv. ask the Institute for written authorization.
- v. Members who wish to speak on behalf of the Institute shall secure the proper written authorization before doing so.

7.3.4 Public Protection

- i. The public has the right to have confidence in Members (individually and collectively) and, therefore, any actions of the Member that jeopardize such trust will be considered “acting in a manner unbecoming to the Profession,” including: (a) a violation of any applicable legislation or laws; (b) a breach of this Code; or (c) any actions inside or outside of the context of the Profession that may be or, may be perceived to be, detrimental to the Profession.
- ii. Members who breach this Code shall be liable for suspension or expulsion from Membership in the Institute or other penalties, in accordance with the terms of the disciplinary procedures of their Institute.

7.3.5 Responsibilities to the Profession**7.3.5.1 Knowledge**

- i. Members shall maintain their knowledge and understanding of this Code and the Common Body of Knowledge, referenced on the web site of the Canadian Association of Management Consultants (www.cmc-canada.ca), including any amendments or updates to same.
- ii. Members shall develop their skills and knowledge beyond the fundamentals described in the Common Body of Knowledge, particularly in their area(s) of preferred practice, to a level that is consistent with the needs of their clients and comparable to the services provided by other consultants in the same field.

7.3.5.2 Self-Discipline

Members shall strive to discipline themselves to maintain the high standards of professional and ethical practice reflected in this Code.

Members have the right to trust that other Members will conduct themselves appropriately and, therefore, any actions which mitigate that trust will be considered acting in a manner unbecoming to the Profession.

- i. Members who act in a manner unbecoming to the Profession are subject to being reported to the Institute by other Certified Members.

- ii. Members shall report to the Institute and/or encourage those clients or Members of the public affected to so report, the behavior of any Member they perceive to constitute acting in a manner unbecoming to the Profession.

7.3.5.3 Responsibilities For Others

- i. In addition to being responsible for their own advice and actions, Members shall ensure that any and all management consultants who work under their leadership on consulting assignments, understand and comply with this Code. These management consultants include the Certified Member's peers, employees and/or subcontracted associates.
- ii. Members shall be responsible for any breach of this Code reported to the Institute with respect to any Certified Member of his or her consulting team and will be liable to the same actions and consequences that would apply if the Member alone failed to comply with the Code where it is determined that the Member was aware, or ought to have been aware, of the breach.

7.3.5.4 Image

- i. Members shall ensure that their behavior is consistent with and reinforces a positive public image of the Profession.
- ii. Members shall ensure that their activities will not conflict or be seen to conflict with their integrity, objectivity or independence.
- iii. Members shall ensure that their physical and emotional state is consistent with the requirements of client work, particularly when developing or providing professional advice.
- iv. Members shall ensure that all their business affairs as consultants and otherwise shall comply with all applicable legislation and laws, as well as this Code.

7.3.6 Review of a Member's Work

- i. A Member's work shall be deemed to be under critical review if a client, or the client's representative or advisor, asks another Member to review and comment on any of the Member's written reports, memoranda or working files.
- ii. Members shall not accept a request to conduct a review of another Member's work if they have a conflict of interest.
- iii. Members shall inform other Members in writing whose work they have been asked to review.
- iv. The results of a review of a Member's work shall be communicated with the Member in question unless such discussion would jeopardize client confidentiality or other obligations to the client.
- v. At the request of the Institute's Discipline Committee, the Institute may request one or more Members to review the work of another Member. In such cases, the Committee shall establish the terms of reference for the review.

7.3.7 Responsibilities to the Client

- i. Subject to compliance with applicable legislation and this Code, Members shall recognize the interests of the client organization overall as paramount in every assignment.
- ii. Members shall not promote services, accept engagements, conduct work or provide advice to clients that is in any way to the Member's advantage or potential advantage while to the client's, or the public's disadvantage or potential disadvantage.
- iii. Members shall not accept or conduct work that is in the interest of any individual or group within the client organization if the work would, in any way, be detrimental or not serve the best interests of the client's organization.
- iv. Members shall not accept or conduct work that is in the interest of any individual or group external to the client organization if the work would, in any way, be detrimental or not serve the best interests of the client organization.
- v. Members shall always provide objective and independent advice. Members must not allow their objectivity and independence to be influenced by any individual or group either within or external to the client organization.
- vi. Members shall not guarantee specific quantitative results that are beyond their direct control.
- vii. Members shall respond to client requests for quantification of intended benefits or results, or for risk-sharing approaches, where the total fees for the Member will be related to the benefits or results realized, by specifying as a minimum:
 - the client's responsibilities related to the intended benefits or results;
 - identifying the risks and assumptions associated with realizing the intended benefits or results;
 - identifying the measures to be used; and
 - clearly communicating these elements to the client.

7.3.8 Business Development

- i. Members shall not criticize other Members, either directly or indirectly, in an attempt to secure business or in any other aspect of their professional work.
- ii. Members shall not participate in misleading advertising, pressure tactics, or other unprofessional methods of obtaining business.

7.3.9 Competence

- i. Members shall not present themselves as qualified to conduct an assignment without having both the relevant education and practical experience to do so.
- ii. Members shall not undertake assignments for which they do not have relevant

qualifications, including education and experience, even if a client, aware of this limitation, specifically requests that they do so.

- iii. Members shall specify in writing their relevant qualifications and those of any and all other management consultants proposed for the engagement.
- iv. Members shall describe how their qualifications will be applied in the engagement as well as how the qualifications of each Member of the consulting team will be applied.
- v. Members shall also describe their role in the engagement and the role of each Member of the consulting team.

7.3.10 Informed Client

- i. Members shall confirm in writing the terms of reference for an assignment.
- ii. Written terms of reference shall confirm:
 - assignment objectives;
 - steps, milestones and deliverables in the proposed work plan;
 - timeline of steps, milestones, deliverables and completion date;
 - names, relevant qualifications and role of each consultant proposed;
 - fees; and
 - billing arrangements, including how all expenses, disbursements and applicable taxes will be handled.
- iii. Members shall not begin an assignment until the written terms of reference have been accepted by the client.

7.3.11 Fee Arrangements

- i. Members shall confirm in writing the budget and billing arrangements related to professional fees, expenses, disbursements and applicable taxes.
- ii. Should the terms of reference change during the course of the assignment, Members shall ensure that any corresponding impact on fees, expenses, disbursements, taxes or billing arrangements are communicated to the client and agreed to in writing.
- iii. Members shall not permit for budget or time management purposes, a reduction in consulting time or in senior consulting involvement in an assignment if, as a result, the quality of service will be below that described in the terms of reference.
- iv. Members shall not undertake assignments of a scale or magnitude where the proposed fee arrangements are such that they represent a substantial business

risk for the client.

7.3.12 Conflict

- i. Members shall not accept assignments with their clients' competitors or with other organizations where the assignments would conflict with the interests of their clients without the permission of all of the parties involved.
- ii. Subject to any confidentiality obligations to a client, Members shall disclose to a client or prospective client any personal, professional or other business interests that may jeopardize the client's confidence in their integrity or objectivity or their capacity to provide independence.
- iii. Members shall follow the instructions of a client within applicable legislation, laws and this Code, with regard to the client's interests. If this is not possible, Members shall withdraw from the assignment.
- iv. Members shall not recruit to their own firm, or refer to other firms, any employee with whom the Member is working as part of an assignment for a client unless the client has been informed and has granted consent in advance.

7.3.13 Confidentiality

- i. Members shall not disclose any confidential client information without the specific consent of the client and shall, if exposed to any personal information of a third party, comply with the privacy policies of the client at all times.
- ii. Members shall store confidential client information and third-party personal information in accordance with the policies of the client and, in any event, in such a fashion that through diligence and normally accepted administrative practices, it is possible to safeguard the information at all times.
- iii. Members must treat any and all information obtained from a client as confidential unless otherwise directed by the client, but in no circumstances shall the Certified Member disclose information to another party that is protected by applicable legislation and laws.
- iv. Upon terminating an assignment, Members shall offer to return to the client any and all material pertaining to the engagement and any third-party personal information obtained from the client.
- v. If confidential client information that has been obtained by a Member or if any third party personal information obtained from the client is, at any point in time, exposed to individuals beyond the Certified Member's direct authority to control, the Certified Member shall inform the client immediately and take appropriate action to protect the client's interests.
- vi. Members shall encourage clients to classify sensitive information and if at all possible, shall refrain from taking possession of sensitive information.
- vii. Members shall keep the client informed as to the location and condition of storage of any and all information that has been deemed to be confidential or

contains third party personal information.

- viii. Members shall refrain from making public statements that may directly or indirectly lead to the disclosure of confidential client information or third-party personal information obtained from the client.
- ix. The rules pertaining to confidential client information shall not apply to compliance with a validly issued and enforceable subpoena and summons as long as disclosure of the information is not in violation of applicable legislation and laws.

7.3.14 Objectivity

- i. In advance of undertaking assignments, Members shall ensure that they do not accept any terms or conditions that may affect their ability to conduct the assignments in a fair, independent and objective manner.
- ii. When events or circumstances arise that affect a Member's objectivity, or perceived objectivity, the Member shall either:
 - discuss and attempt to rectify the matter with the client immediately; or,
 - withdraw from the assignment.

7.4 Complaints and Discipline

7.4.1 Filing of Complaints

If any person makes a complaint in writing to the Institute against any Member, the complaint shall be referred to the Registrar.

Council may, where Council deems it to be appropriate, make a complaint in writing against any Member and such complaint shall be referred to the Registrar.

7.4.2 Taking Notice Not Required

Neither the Institute nor Council shall be required to take notice of any published article or private communication or of any statement concerning the conduct of a Member.

7.4.3 Investigations

In the execution of his or her duties, the Registrar shall have the power:

- i. to receive in writing from any person a complaint of Professional Misconduct by a Member.
- ii. to determine whether the complaint received is clearly misinformed or otherwise not appropriate for commencing a disciplinary review.
- iii. to retain the services of CMC-Canada or any other person who is independent of the matter under complaint, whether or not a Member and on a fees basis or otherwise, to act as an Investigator with respect to the complaint.

- iv. on the report of the Investigator, to appoint counsel or an agent to participate in any proceedings before the Discipline Committee on behalf of the Investigator.

Before commencing an investigation involving a Member, the Registrar shall inform the Member that an investigation will take place and shall inform the Member of the nature of the complaint being investigated.

7.4.3.1 Investigator Powers

NOTE: The powers of an Investigator have not been defined.

7.4.4 The Discipline Committee

The Discipline Committee shall consist of three (3) Certified Members and one (1) individual with experience in the disciplinary process who is not a Certified Member of the Institute who has been appointed to the Discipline Committee by the Council. A Chair will be appointed by the Council from among the four Members of the Discipline Committee.

NOTE: *There is no standing Discipline Committee at this point in time.*

In the event of a Disciplinary action, an impromptu Disciplinary Committee could be quickly formed by i) appointing the Vice President as Chair, ii) appointing an FCMC who has significant experience working with the same type of client as the complainant -- large enterprise, SME, government, etc., and iii) hiring a lawyer with appropriate background in disciplinary processes. Another volunteer Certified Member could complete the committee as the fourth.

The Discipline Committee may or may not decide to proceed with a hearing.

7.4.4.1 Dismissal of Charges Without a Hearing

Upon receipt of the Investigator's written report, the Discipline Committee may, in its discretion, decide to dismiss the charges without a hearing.

7.4.4.2 Hearing

A hearing before the Discipline Committee shall be heard and determined by a panel of not fewer than two (2) Certified Members of the Discipline Committee.

A "hearing" means an oral or written hearing, and "Professional Misconduct" means any conduct of a Certified Member that in the opinion of the Discipline Committee or the Council:

- i. is detrimental to the best interests of the public;
- ii. harms or tends to harm the standing of the practice of Management Consulting generally; or
- iii. displays a lack of knowledge or a lack of skill or judgment in the practice of Management Consulting.

After a hearing, the Discipline Committee shall find the Certified Member guilty or not guilty of a charge. The Discipline Committee shall have power during or at the conclusion of a hearing to admonish Certified Members informally, whether found guilty or not.

7.4.4.3 Sanctions

If the Certified Member is found guilty of a charge, the Discipline Committee may order one or more of the following sanctions, namely:

- i. that the Certified Member shall be reprimanded by the Chair of the panel, orally or in writing or both;
- ii. that the Certified Member shall pay a fine to the Institute and, if such fine should not be paid within the time specified by the Discipline Committee, that the Certified Member shall be dealt with such manner, including suspension or expulsion, as the Discipline Committee may determine;
- iii. that the Member shall be suspended from any or all of their rights and privileges under the Institute Act and the by-laws enacted thereunder, on such terms and conditions as the Discipline Committee may determine;
- iv. that the Member shall be expelled from Membership in the Institute, or that any such Certified Member shall be permitted to resign (failing which such Certified Member shall be expelled);
- v. that the Member be required to satisfactorily complete such professional development courses or oral assessments, or engage an advisor or tutor, or such combination thereof as the Discipline Committee shall consider appropriate, and if such courses, tutoring or oral assessments are not satisfactorily completed within the time specified by the Discipline Committee that the Member shall be dealt with in such manner, including suspension or expulsion, as the Discipline Committee may determine;
- vi. that the Member be required to complete a period of supervised practice as prescribed by the Discipline Committee;
- vii. that the Member be reinvestigated by an Investigator, as to the Member's professional standards of practice or any other matter the Discipline Committee may determine, at such time or times or on such periodic basis as the Discipline Committee may determine;
- viii. that the Member be disciplined in such other manner as the Discipline Committee may determine; or,
- ix. that notice of its final decision and/or order be given in accordance with section 7.4.9 Notification to Members.

7.4.5 Possibility of Interim Suspension

The Discipline Committee may order that the rights and privileges of a Member charged with Professional Misconduct be suspended in whole or in part if it appears that one or more members of the public would be at risk by reason of the fact the Member charged remains a Member in good standing until the final disposition of the charge(s).

The Discipline Committee may give such directions as seem appropriate to protect the clients of the Member subject to the interim suspension, including a direction that the Member practice

under the supervision of another Member or refrain from accepting specified types of engagements.

An application for an interim order of suspension will be heard upon five days' notice to the Member charged.

Notwithstanding the provision of a hearing, an application for an interim suspension may be heard and determined by the Chair of the Discipline Committee or a Member of the Discipline Committee designated by the Chair.

If an interim order of suspension is made the Discipline Committee shall give such directions as are necessary so that the hearing can proceed expeditiously, unless the Member suspended requests otherwise.

The Discipline Committee panel hearing the charges against a Member may set aside, vary or amend the interim order of suspension, but otherwise the order shall continue in effect until the ultimate disposition of the charges by the Discipline Committee and, notwithstanding any other provision of the bylaws, no application for judicial review shall have the effect of staying the interim order of suspension.

7.4.6 Release of Information to Complainant

The Registrar shall, in writing, inform any person who has made a written complaint to the Institute against a Member, as applicable:

- i. that the Registrar has determined that the complaint is misinformed or otherwise not appropriate for commencing a disciplinary review; or
- ii. that an Investigator appointed to examine and review the complaint has determined that no charge should be laid; or
- iii. where a charge has been laid by the Investigator, of the decision of the Discipline Committee in the matter.

7.4.7 Release of Information to the Public

Results of investigations will be published on Institute's website. This is to protect the public from unknowingly engaging someone under review or who has been disciplined.

7.4.8 Requests for Reconsideration

Individuals who (i) are qualified for Membership and have been refused Membership, or (ii) have been subject to a disciplinary sanction, may appeal via a request for reconsideration. This appeal may rescind any previous decision.

Persons with a complaint in respect of the sanctions (the "Appellant") imposed by the Discipline Committee may, within thirty (30) days of receipt of the decision of the Discipline Committee, deliver a written request for reconsideration without a hearing to the Registrar for consideration by Council which Council in its sole discretion may or may not accept. Such written requests shall contain sufficient information to permit Council to form a reasoned judgment regarding whether to accept or reject the request.

Council shall deliver notice of its acceptance or rejection of the request for reconsideration to the Appellant. A rejection of a request for reconsideration shall be final and binding on the complainant.

If Council chooses to accept a request for reconsideration, Council shall undertake such a review of the Appellant as it deems appropriate and shall deliver written notice of its decision to the complainant. Such decisions of Council shall be final and binding on the Appellant.

7.4.9 Notification to Members

Notification of the decisions and outcomes of the Registrar, Council, and/or Discipline Committee shall be made to Members in writing.

For the purposes of this definition, “writing” can mean a hardcopy letter posted by mail or couriered by delivery service, facsimile (upon special request), and/or an e-mail with an attached file. At their discretion, the Registrar and Council may or may not provide a text message via mobile telephone informing a Member of an upcoming decision or outcome.

Notifications shall be sent using the contact information in the Member’s Profile listing in the Member Directory unless other written instructions are received.

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8 VOLUNTEERS

8.1 Introduction

Volunteers can serve CMC-Ontario in several ways:

- As a member of the Council;
- As a member of a local chapter council;
- As a member of the Discipline Committee, Policy Review Committee, or another working committee;
- As a Mentor in the CMC Mentorship Program; and/or,
- As a Program Administrator or CMC Volunteer Consultant in the CMC Mentorship Program.

8.2 Volunteer Positions on Council

The primary obligation of each CMC-Ontario Councillor (Council member) is to strive to make a positive contribution to the overall functioning of the CMC-Ontario Council.

The responsibilities of a person required to successfully serve as a Councillor are set out below. These responsibilities supplement the existing responsibilities for each Councillor already found under Uniform Code of Professional Conduct.

A failure to meet these responsibilities will result in appropriate remedial action that could include a written warning, suspension, or removal from Council.

8.2.1.1 Integrity

Councillors are ambassadors to Members of CMC-Ontario as well as the general public. Councillors must act at all times with integrity and honesty in performing their duties for CMC-Ontario. They shall not abuse this authority or any privileges provided by way of their position on Council.

8.2.1.2 Primacy

While acting as a Councillor, that person will place primacy towards meeting the needs and interests of CMC-Ontario. This requirement supersedes the needs and interests of a chapter and its Certified Members or of a geographic region that falls under the jurisdiction of CMC-Ontario.

8.2.2 President

The President is both the head, and a member, of the CMC-Ontario Council. The expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve out the balance of the former President's term. This position:

- i. Collaborates with the Past President and partners with the Chair of the National Board and the CEO of the CMC-Canada for the purpose of achieving the organization's goals and objectives;

- ii. Provides leadership to the CMC-Ontario Council which sets policy and strategy. The CEO of CMC-Canada is accountable to the President for matters related to the business of CMC-Ontario;
- iii. Chairs meetings of Council after developing the agenda with the Vice-President and Secretary;
- iv. Engages Council in developing and working in accordance with the National Board's strategic plan, develops and executes the Institute's strategic plan;
- v. Appoints the chairpersons of committees, in consultation with other Council Certified Members;
- vi. Serves *ex officio* on committees and attends their meetings when invited;
- vii. Discusses issues facing the organization with the Past President, CEO and Managing Director of CMC-Canada and the National Board Chair;
- viii. Helps guide and mediate Council actions with respect to organizational priorities and governance concerns;
- ix. Reviews any issues of Council concern with the CEO of CMC-Canada, the Managing Director of the National Office, or the National Board Chair;
- x. Ensues a financial plan is completed that supports the Institute's strategic plan and monitors financial planning and financial reports with the Institute's Treasurer;
- xi. With the Past President participates in the evaluation of the performance of the CEO of CMC-Canada and informally evaluates the effectiveness of the Council Certified Members for the purpose of succession; and
- xii. Annually evaluates the performance of the organization in achieving its goals.

The President may be reached via electronic mail at president@cmc-ontario.ca

8.2.3 Past President

This position is typically the predecessor to the position of President. The expected term is two (2) fiscal years, except when replacing a vacant position in which case they will serve for the balance of the former Past President's term. This position:

- i. Is a Councillor;
- ii. Serves as the Institute's Representative to the National Board for the purpose of achieving the larger organization's goals and objectives in partnership with the Institute;
- iii. Supports the President of CMC-Ontario Council in setting policy;
- iv. Supports the President of CMC-Ontario Council with National alignment in shaping the Institute's strategic plan;

- v. Serves as Chair of the Nominations Committee;
- vi. Serves as a Certified Member of Council and attends Institute meetings;
- vii. Acts as a sounding board and strategic advisor to the President to guide and mediate Council actions with respect to organizational priorities and governance concerns;
- viii. Raises issues of Council concern to the National Board and its Chair as well as the CEO; monitors progress on issues until resolution achieved;
- ix. Monitors financial planning and financial reports and from time to time will work with the President, Treasurer of Council and Vice President to address the issues, opportunities and needs of CMC-Ontario;
- x. Participates in the evaluation of the performance of the CEO of CMC-Canada and informally evaluates the effectiveness of the Council Certified Members; and
- xi. Collaborates and with permission coaches the President and may assist with their annual evaluation of performance of the organization in the achievement its goals.

8.2.4 Vice President

This position is typically the successor to the position of President. The expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve out the balance of the former Vice President's term. This position:

- i. Is a Councillor;
- ii. Performs President's responsibilities when the President cannot be available (see President Job Description);
- iii. Reports to the Council's President;
- iv. Works closely with the President and the CEO/Managing Director and staff of the National Office; and
- v. Works closely with the President to develop and implement succession planning.

8.2.5 Secretary

This position is elected by the Council. The expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve for the balance of the former Secretary's term. This position:

- i. Is a Councillor;
- ii. Maintains records of the CMC-Ontario Council and ensures effective management of organization's records;

- iii. Manages minutes of Council meetings;
- iv. Ensures minutes are distributed to Certified Members shortly after each meeting; and
- v. Is sufficiently familiar with legal documents (articles, by-laws, relevant legislation or regulations, etc.) to note applicability during meetings.

8.2.6 Treasurer

This position is elected by the Council. The expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve for the balance of the former Treasurer's term. This position:

- i. Is a Councillor;
- ii. Manages the finances of the organization;
- iii. Administers fiscal matters of the organization;
- iv. Works with Council to develop and provide annual budget to Council for Certified Members' approval;
- v. Ensures development and Council review of financial policies and procedures; and
- vi. With the agreement of the National Board Treasurer, CEO and Managing Director of CMC-Canada works closely with the appropriate staff Certified Members of the National Office, especially the office's bookkeeper.

The Treasurer may be reached via electronic mail at treasurer@cmc-ontario.ca

6.2.6 Registrar

CMC-Ontario is required by the Act to appoint a Registrar who or may not be a Councillor, and may or may not hold the Certified Management Consultant designation. The selection of Registrar is made by the Council. The Registrar executes the duties defined in its bylaws; namely:

- i. Keeping a register of CMC-Ontario Members who have been conferred the Certified Management Consultant designation;
- ii. Maintaining an appropriate Policy Manual, as from time to time amended by Council and available to Members and the public for viewing;
- iii. Working with the staff of the National Office and Chair of the Ontario Membership Committee, maintains the register of Certified Members for CMC-Ontario on behalf of Council;
- iv. Working with the staff of the National Office ensures the creation and maintenance of a record for all proceedings of the Institute's Membership Committee, Fellows Committee, and Nominations Committee;

- v. Receives on behalf of the Institute's Council complaints or charges of professional misconduct against Certified Members of the institute;
- vi. Working with the staff of the National Office oversees and/or performs all duties set out under the law or the Institute's by-laws for the proper receipt, disposition and resolution of complaints alleging professional misconduct including the appointment of an of an investigator, the retention of legal counsel and the convening of a discipline committee hearing; and,
- vii. Providing reports to Council on the activities and decisions of each committee.

The Registrar may be reached via electronic mail at registrar@cmc-ontario.ca

8.2.7 Councillors

Councillors are elected. The expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve for the balance of the former Councillor's term. This position:

- i. Regularly attends Ontario Institute Council meetings and important related meetings. Lack of attendance at three (3) meetings will be grounds for possible dismissal from Council;
- ii. Makes a firm commitment to participate actively in committee work;
- iii. Volunteers for and willingly accepts assignments and completes them thoroughly and on time;
- iv. Stays informed about committee matters, prepares well ahead of time for meetings, and reviews and comments on minutes and reports;
- v. Gets to know other Councillors and builds positive working relationships that contribute to the effective functioning of Council;
- vi. Is an active participant in the Council's annual evaluation and planning efforts;
- vii. Seeks opportunities to be an advocate for the Certified Management Consulting designation and the organization; and
- viii. Complies with all responsibilities set out in the Institute's by-laws.

8.2.8 Committee Members

Committee Members are volunteers appointed by Council. When serving on a standing committee, the expected term is two (2) fiscal years except when replacing a vacant position in which case they will serve for the balance of the former Committee Members's term. When serving on an ad hoc Working Committee, their expected duration may be for the duration of the project.

8.3 Volunteer Positions on Local Chapters

8.3.1 Local Chapter Council Members

Local chapter councils have a structure similar to the CMC-Ontario Council, including:

- President
- Past-President
- Treasurer
- Director At Large
- Committee Member

There is no Registrar function at the chapter level.

8.3.1.1 President

The President of a local chapter, or their delegate, serves on the Ontario Council and represents the local chapter.

8.3.1.2 Defined Roles

The President, Past President, and Treasurer have roles analogous to their counterparts on the CMC-Ontario Council.

8.3.1.3 Size

Local chapters may determine their own size and composition.

8.3.1.4 Administrative Support

Local chapters may decide to hire administrative assistance, and these people may attend chapter meetings as required.

8.4 Operating Principles

Councillors and local chapter council members are responsible for reading and understanding the requirements and responsibilities associated with the position or positions for which they agree to take on while a member of the Council of a chapter council.

In addition to these specific responsibilities, they agree to observe and apply key operating principles. A list of these principles appears in the next sections of this document. However, the list is not exhaustive; but because of their importance, certain principles deserve specific mention in the areas of Ethical Behavior, Objectivity and Impartiality, Integrity and General Conduct.

8.4.1 Ethical Behaviour, Objectivity and Impartiality

8.4.1.1 Conflict of Interest

Councillors will act professionally at all times and in a manner that can withstand close public scrutiny. Councillors are required to arrange their personal and business affairs in such a manner as to avoid a real, potential, or perceived conflict of interest.

Each year, Councillors and local chapter members must complete a disclosure of actual or potential conflicts of interest. If during the course of a year and between annual disclosures a real or perceived conflict of interest arises, members must inform their CMC-Ontario Council Chair or Chapter Chair who will determine the appropriate measures to be taken.

8.4.1.2 Transactions with Council

If a Councillor or a member of his or her immediate family holds an interest in a business or closely held corporation which would like to do business with or obtain a benefit from the Council or CMC-Canada, the Councillor will provide a full and complete written disclosure before any transaction takes place. If a Councillor becomes aware of the transaction after its completion, a written disclosure is also required.

8.4.1.3 Avoidance of Preferential Treatment

Councillors never give preferential treatment to any Member, or person, including relatives, friends, or business associates. They take great care to ensure they are not obligated to, or do not give any appearance of obligation to, any Member or person that might profit from special consideration in the affairs of CMC-Ontario.

8.4.2 Integrity

8.4.2.1 Irreproachable Conduct

Councillors conduct within or outside Council and the CMC-Ontario must demonstrate unquestionable honesty and integrity.

8.4.2.2 Records

Councillors prepare CMC-Ontario and Chapter books, records, and reports with integrity, and record all transactions in an accurate, complete, and timely manner, according to CMC-Ontario and Chapter policies and guidelines. Intentional omissions or erroneous reporting is not tolerated. If required, Councillors cooperate fully with internal and external audit procedures. Councillors act frankly at all times and avoid misrepresentation and/or breach of trust.

8.4.2.3 Misappropriation

Councillors shall not directly or indirectly use or allow the use of CMC-Ontario or Chapter funds, property, or information of any kind including intellectual property, for anything other than officially approved activities. In particular, they shall not use these assets carelessly, inappropriately or for personal gain. Council and Chapter funds shall be expended according to the policy outlined in CMC-Canada or CMC-Ontario policies.

8.4.2.4 Truthfulness

Council and Chapter members are truthful in all communications. They always provide clear, factual and honest information, making every effort to avoid errors, omissions or misunderstandings in their statements.

8.4.2.5 Spokesperson

Councillors do not grant interviews or make statements to or through any media or to the public concerning CMC-Ontario or Chapter policy or business without obtaining proper prior authorization from Council.

8.4.3 General Conduct

8.4.3.1 Deportment and Teamwork

Councillors are expected to act in a courteous and professional manner when dealing with Members, National Office personnel, and the public. They will not use abusive, intimidating, offensive, or threatening language. They also will not engage in behaviours that undermine respect and dignity. At all times, Councillors will work positively, cooperatively and respectfully with others in the performance of his or her duties.

8.4.3.2 Confidentiality

Confidential information refers to any form of information or knowledge that has been developed, acquired, or controlled by CMC-Ontario and that it wishes to safeguard from public disclosure. This could include but not be limited to financial records, Council or Chapter business plans, personal data on Members of the CMC-Ontario, preferred supplier information and/or contracts, legal matters and technical data.

Councillors protect confidential information obtained during the course of their duties. They will not disclose such information, for any reason or circumstance, to third parties unless expressly authorized by Council or as required by law.

8.4.3.3 Discrimination, Harassment, Bullying

Councillors will not illegally discriminate, harass or bully any Councillor, Member, staff, or members of the public as set out under the Ontario Human Rights Code or the Ontario Occupational Health and Safety Act.

8.4.3.4 Punctuality and Attendance

Councillors will present themselves punctually for Council meetings and activities. Councillors will inform their National Board Chair, Provincial Institute President or Chapter Chair respectively of absences as soon as possible. They also must comply with attendance requirements as set out in the by-laws of CMC-Ontario and as outlined in the position responsibilities statements above.

8.4.3.5 Council Authority and Solidarity

While Councillors are expected to discuss and present opposing views during regularly scheduled meetings through open discourse, and contribute objective views on critical issues after thorough preparation, they must also adhere to the principle of board solidarity once consensus has been achieved and a matter has been voted on and approved by CMC-Ontario. Therefore, Councillors are expected to support the decisions and policies of CMC-Ontario with outside parties even if they hold a different view.

8.4.4 Adherence to Councillor Responsibilities

8.4.4.1 Acknowledgements

Every Councillor signs an Acknowledgement certifying that they have read and understood this document and agree to abide by its contents.

Each year, Councillors will be asked to review this document and renew this Acknowledgement. Each Councillor should consult with the CMC-Ontario President or their Chapter Chair if unsure about any aspect of these requirements.

Every Councillor is responsible for ensuring that the obligations under this Code are upheld. Anyone who is aware of, or suspects a violation, should advise the Council President or Chapter Chair respectively, or in the case of violations by a Chapter Chair, the Council President. Councillors are expected to be familiar with their specific duties and responsibilities as set out under various sections of the By-Laws of the Institute.

8.4.4.2 Non-Compliance

Non-compliance will be subject to appropriate remedial action, ranging from a written warning, suspension, or removal from Council, suspension or termination of the CMC designation and / or CMC-Canada Membership, civil action, or criminal prosecution. The nature of the remedial action depends on the severity of the violation, previous similar violations, and other relevant circumstances. Determinations of non-compliance will be based on an appropriate inquiry or investigation that makes a finding or set of findings on a balance of probability that non-compliance in violation of this Code of Conduct or other relevant organizational policy or law has taken place.

8.4.4.3 Exception

Exceptional circumstances relating to the application of the Code should be referred to the President of CMC-Ontario or Chapter Chair respectively who will determine if external resources are required to deal with the matter in question.

8.5 Volunteer Agreements

In the past, project teams for provincial-level activities were typically composed of Councillors. A new team-oriented approach means project teams can include chapter representatives, committee members, and perhaps other types of volunteers.

This change means that project team members may:

- Work with confidential or proprietary information;
- Make decisions on behalf of CMC-Ontario; and/or,
- Recommend and manage suppliers.

8.5.1 Annual Volunteer Agreement

While Members are already governed by the Uniform Code of Professional Conduct, a widely-accepted best practice for the governance of professional associations is to provide volunteers with an agreement that defines their responsibilities. Refer to the [CMC-Ontario Volunteer Form](#) that sets out the expectations and responsibilities of our volunteers and must be submitted annually.

8.6 Volunteer Recognition

Volunteers who make extraordinary efforts can be recognised via two mechanisms:

- CMC Fellow; or,
- President's Award.

8.6.1 Fellow CMC

A Fellow CMC (FCMC) is any person elected as a Fellow of the Institute by Council. This honorific title is usually awarded to distinguished CMCs who satisfy specific criteria.

Candidates must be nominated to the Fellows Committee according to an annual schedule, and their nomination recommended to the Council by the Fellows Committee. FCMC presentations are made at the New Certified Members' Event.

8.6.2 President's Award

The objective of the CMC-Ontario President's Award is to reward Certified Members who – in the opinion of the Council – have provided meritorious service to the Institute on a specific project or initiative.

8.6.2.1 Nominations Process

This is an ongoing award, not time-based as the FCMC process. There are open criteria, and the group nominating the candidate needs to build the case for the person being nominated.

Requests for nominations can be made to Council and Local Chapters. Council is responsible for reviewing the nominations and granting the award.

8.6.2.2 When Awarded

Bestowed in the year immediately following the act for which the award is deserved, and therefore given by the President of the Institute at the time the benefit is realized.

8.6.2.3 Presentation

Presentation is made at the New Certified Members' Event (when FCMCs and new CMCs are recognized). There will be some type of plaque provided.

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9 EMPLOYEES

9.1 *Introduction*

CMC-Ontario has no employees, and hence no employee policies.

Some administrative functions are outsourced to CMC-Canada's National Office under a contractual agreement. National Office personnel are not employees of CMC-Ontario.

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10 REIMBURSABLE EXPENSES

10.1 Introduction

CMC-Ontario is pleased to reimburse volunteers and employees for pre-approved travel on the organization's behalf, but this expense must be done in a financially prudent and respectful manner, given the fact that close to 100% of the organization's resources come from its Members.

This policy is designed to communicate the conditions of reimbursement. As many of our volunteers travel extensively for their professional practice, we understand that CMC-Ontario's policy may appear restrictive and even frugal. Volunteers are free to travel in the style they have become accustomed to, but in that vein, it is probably better to define this policy as a travel subsidy, as opposed to a full reimbursement.

Under no circumstances will CMC-Ontario provide this travel subsidy for any travel that is not pre-approved. The onus is on the volunteer to obtain this pre-approval before incurring any expenses.

10.1.1 Definition of Authorized Travel

Travel is authorized for any Councillor duly called by the President (or their designate), for any committee or other meeting, for which the Council has pre-approved an appropriate travel budget.

10.2 General Guidelines

Out-of-pocket expenses will be reimbursed at cost. No administrative charges will be covered. Original (or scanned images of original) third-party receipts must accompany expense claims submission, showing itemized details including taxes. See Reimbursement sheet on claims process.

When in doubt about whether an expense qualifies for reimbursement, please contact your Chapter Treasurer and/or the CMC-Ontario Treasurer.

10.3 Eligible Meeting Expenses

For regular meetings that are less than three hours in duration, no food or beverage can be claimed. Pre-approval for expenditures needs to be obtained for food and beverages for regular meetings that are over three (3) hours.

CMC-Ontario does not reimburse for alcoholic beverages for meetings, unless arranged and authorized by the CMC-Ontario Chair.

While there is no mileage reimbursement for attending regular, local meetings within the same metropolitan area, parking and/or transit fares will be reimbursed up to a maximum of \$20/day with receipts.

10.4 Eligible Travel Expenses

CMC-Ontario will reimburse its Councillors and other volunteers for expenses incurred while travelling on authorized Council business as follows:

10.4.1 Air Fare

CMC-Ontario will only approve the lowest possible fare and/or discount airlines. CMC-Ontario will reimburse travelers only to the extent of the lowest possible fare available. (e.g., Flex for Air Canada travel, Firm for Porter, either of the two lowest Regular fares for WestJet, etc.).

Notice of CMC-Ontario meetings will be given with sufficient lead time to secure the lowest possible fares for travel.

When client business permits, it is expected that CMC-Ontario will benefit from shared or displaced travel costs.

Cancellation insurance, if purchased (as a result of sickness of traveler or next-of-kin), is reimbursable.

Cancellation fees will only be reimbursed if the change was due to a CMC-Ontario related request or if there were special circumstances. For consideration, you must submit a request for accommodation, which will be reviewed by a committee consisting of the CMC-Ontario President, Vice-President and Treasurer.

We remind volunteers that the best test to ensure that you are booking the “right” fare is to consider what you would do if your invoice was scrutinized by all of our Members.

Flights booked early to take advantage of seat sales may be claimed early.

10.4.2 Ground Transport

Taxis and parking will be reimbursed at cost. Receipts supporting the claims must be submitted, unless otherwise authorized by the CMC-Council Chair.

Shared ground transportation is encouraged whenever possible, especially travelling to the airport at the conclusion of meetings.

10.4.3 Transit, Rail and Personal Automobile

- **Transit Fares and/or Parking:** Will be reimbursed up to a maximum of \$20/day with receipts.
- **Rail:** CMC-Ontario will accept rail fares in the Quebec City-Windsor corridor, if the ticket cost is less than the cost of driving your personal automobile.
- **Personal Automobile:** No mileage reimbursement for attending meetings within the same metropolitan area. Mileage for attending out-of-town meetings will be reimbursed at current government established rates, up to the lesser of the mileage reimbursement or the cost of air/rail travel.

In 2024, the Government of Canada's per kilometer rate for the first 5,000 kms is \$0.70. The current rate can be verified using the link below:

<https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/payroll/benefits-allowances/automobile/automobile-motor-vehicle-allowances/reasonable-kilometre-allowance.html>

10.4.4 Lodging

It is expected that the traveler will use travel agent discounts, corporate rates or internet deals, whenever possible. CMC-Ontario will only pay for a regular room. No suites or upgrades will be reimbursed.

If volunteers are able to arrange private accommodation in the home of a friend or family, CMC-Canada will reimburse up to and including \$50 for a thank you gift-with appropriate receipt.

With regards to the number of nights that are acceptable for reimbursement for any event, CMC-Ontario does research the airline's arrival time, from each destination.

Each CMC-Ontario notice of meeting will be issued with an indication of the number of approved nights based on your originating city. For all meetings/events where this is not indicated, or if you require special accommodation due to extenuating circumstances, we ask that you obtain pre-approval before booking.

10.4.5 Bellhop and Porter

Bellhop and porter tips are not eligible for reimbursement except staff travelling with meeting supplies.

10.4.6 Meals

In most instances, breakfast, lunch and dinner will be provided by CMC-Ontario on the day of the meeting.

Allowances for those rare circumstances for volunteers when they are unable to eat at CMC-Ontario organized events and meetings are as follows.

<i>Meal</i>	<i>Allowance Guideline</i>
Breakfast	\$15.00 (if travel starts before 7:00 AM or ends after 7:00 AM)
Lunch	\$15.00 (if travel starts before 12:00 noon or ends after 12:00 noon)
Dinner	\$41.00 (if travel starts before or ends after 6:00 pm)

CMC-Ontario does not reimburse for alcoholic beverages. Allowances include tips and gratuities. See "Tips and Gratuities" section for acceptable amounts.

10.4.7 Personal Incidentals

Travel expenditures of a personal nature are not eligible for reimbursement.

10.4.8 Tipping and Gratuities

CMC-Ontario will reimburse volunteers for expenses, including tips and gratuities, according to the following guidelines.

Item	Allowance Guideline
Food	Maximum 15% of the before tax sub-total for food (no alcohol);
Taxi	Maximum 15% of the amount on the meter
Bellhop or Porter	Reimbursable only when traveling with meeting supplies

10.5 Expense Claims

Volunteers wishing reimbursement must submit a claim using the CMC-Ontario expense reimbursement claim form (see Appendix F – Expense Reimbursement Form) and must submit all related original (or scanned) third-party receipts unless authorized not to do so by the President.

10.5.1 Deadline for Submission of Expense Claims

Expense claims must be submitted within 60 days of occurrence.

10.5.2 Deadline for Submission at Fiscal Year-End

The CMC-Ontario fiscal year ends June 30. All expense claims relating to the fiscal year must be received ASAP, and no later than three weeks following the end of the fiscal year.

10.6 Accounting for the GST/HST

Expense claims must have the GST/HST portion shown separately for each expenditure made on behalf of the association. Accompanying receipts must show the GST/HST (except for taxis).

Under the GST/HST rules, **all expenses must be backed up by receipts** (even small expenses) unless authorized by the President.

10.7 Expense Reimbursement Process

1. Complete the Expense Reimbursement form in full. Acceptable expenses are reimbursed at cost. It is the responsibility of the claimant to ensure receipts show the HST detail.

Note: The Cheque Requisition form is only required when there is no invoice, e.g. use the Cheque Requisition form to pay a deposit for a future event.

2. Sign and scan the reimbursement form, along with all the third-party original receipts (unless approved by the CMC-Ontario Council Chair).
3. Send all documents and supporting details above, via email, for review/approvals to the:
 - Chapter Treasurer if a Chapter expense, or the
 - Ontario Treasurer if an Institute expense.

The association endeavours to pay all invoices as efficiently as possible. Please allow up to a month to receive payment; otherwise, contact the Chapter Treasurer or CMC-Ontario Treasurer.

10.8 Expense and Cheque Requisition Approval Process

10.8.1 For CMC-Ontario Councillors

1. The required documents are to be scanned into a single PDF file:
 - expense form;
 - cheque requisition form (see Appendix G- Cheque Requisition Form), if applicable; and,
 - copy of receipts/invoice and
2. Email the single PDF file above (which includes all details and receipts) to the CMC-Ontario Treasurer, for review.
3. Final approvals are required by two of the executive Councillors of the CMC-Ontario (e.g. two of Chair, Vice-Chair, Past-Chair, Treasurer and Secretary).

Upon receiving the above executive approval, the expense submission will be processed for payment.

10.8.2 For Local Chapter Members

1. All chapter expenses are first to be approved, via email, by two executive Members of the Chapter Council (e.g. two of Chapter Chair, Vice-Chair, Past-Chair, Treasurer or Secretary). The claimant cannot be one of the approvers.
2. Expenses are to be submitted using the expense submission form.
3. Expense submissions are to be signed and include all receipts (unless authorized by the CMC-Ontario Chair).
4. As part of approval process, it is expected that expense tabulations are verified and validated by the approvers against the CMC-Ontario expense policy and approved chapter budget.
5. If the Chapter Treasurer is not one of the Chapter Council approvers, the Chapter Treasurer is to be included on the distribution list for approvals.
6. The required documents are to be scanned into a single PDF file:
 - expense form;
 - cheque requisition form, if applicable;
 - copy of receipts/invoice; and,
 - both chapter email approvals.
7. Email the single PDF file above (which includes all details and receipts) to the CMC-

Ontario Treasurer, for review.

8. Final approvals are required by two of the executive Members of the CMC-Ontario Council (e.g. two of Chair, Vice-Chair, Past-Chair, Treasurer and Secretary).
9. Upon above chapter approvals, the submission will be processed for payment.

Appendix A – Glossary of Terms and Acronyms


Affiliated persons	Persons who have joined CMC-Ontario but do not hold the Certified Management Consultant designation
Associate	An affiliated person who has joined CMC-Ontario, but is not pursuing CMC designation
CAMC	Canadian Association of Management Consultants
Candidate	An affiliated person who has joined CMC-Ontario and is pursuing certification as a Certified Management Consultant
Certified Member	A Member of CMC-Ontario with a valid Certified Management Consultant designation
CI	Certifying Institute
CMC	Certified Management Consultant
CMC-Canada	Operating name of the Canadian Association of Management Consultants
CMC-Ontario	Operating name of the Institute of Certified Management Consultants of Ontario
Council	Board of Directors of the Institute of Certified Management Consultants of Ontario
Councillor	A member of the CMC-Ontario Council
E&O	Errors & Omissions (insurance)
FCMC	Fellow Certified Management Consultant
Fellow	See FCMC
Good Standing	A Certified Member who is in Good Standing
ICMCI	International Council of Management Consulting Institutes
ICMCO	Institute of Certified Management Consultants of Ontario
Institute	Institute of Certified Management Consultants of Ontario
Life Member	An obsolete Membership class similar to Retirement status
Member	A Certified Member of CMC-Ontario with a valid Certified Management Consultant designation
On Leave	On Leave membership status
NP	Non-practicing Member
Non-Practicing Member	An obsolete Membership class similar to Retired status
Retired	Retired membership status
Student	A full-time student who has joined CMC-Ontario
UCPC	Uniform Code of Professional Conduct

Appendix B – On Leave Request Form

On Leave Request Ontario

A HIGHER LEVEL of
management consulting

ONTARIO



Un **NIVEAU SUPÉRIEUR**
de conseil en management

ONTARIO

Declaration of On Leave Status: I hereby confirm that I am not currently practicing management consulting. I further agree that, should my situation change, I will notify my certifying Institute of this change within ten (10) days and if required, pay any changes in membership dues at that time.

Attestation of Accurate Information: I hereby attest that all information included in this form is true.

You will need to upload an up-to-date copy of your CV/Resume.

First Name * **Last Name ***

Email Address *

Date *

Declaration of On Leave *

☐ Yes
☐ No

Reason for requesting Leave *

Resume *

No file chosen

Attestation of Accurate Information *

☐ Yes
☐ No

Is there anything in your past conduct that might be in contravention of the code? *

☐ Yes - upload details
☐ No

Upload details if yes was checked

No file chosen

Appendix C – Institute Transfer - Ontario

Institute Transfer - Ontario

First Name * **Last Name ***

Email Address

Reason for Transfer Request

Current CV/Resume No file chosen

Declaration

I understand that by submitting this form I agree that:

- a) I will comply with the Regulation, Bylaws, Rules, or policies of CMC-Ontario
- b) I will provide payment for membership and ensure I remain in good standing throughout my membership;
- c) I will comply with the Institute's Code of Professional Conduct; and attest to the following:

I hereby request Membership status in the Institute of Certified Management Consultants of Ontario (and therefore in CMC-Canada) I am a resident in Canada and have an interest in advancing the profession of management consulting in Canada. I acknowledge and agree to abide by the Institute's Code of Professional Conduct and to pay such fees as established, from time to time, by the Association's Board of Directors.

Declaration -

☐ **Agree**

☐ **Disagree**

Appendix D - Cancellation Request Form - Ontario

I do solemnly declare that by submitting this form:

- I will no longer use the CMC or FCMC designation or logo (if applicable);
- I will no longer publicly display certification (if applicable);
- I understand that my resignation means that I no longer enjoy the rights and privileges of registration in ICMCA/CMC-Alberta and do not have the right to use any designation granted in Alberta, across Canada or in any of the 50 countries where we enjoy reciprocal recognition;
- I understand that I no longer have access to CMC-Canada membership benefits such as group insurance, common consulting tools, templates and resources, discounted travel and hospitality programs, and other administrative resources, etc.;
- I understand that if I wish to re-apply for registration in the future, I must submit a Reinstatement Application Form, re-instatement fee, and may be required to prove consulting competency and/or undergo required education/examination processes to re-achieve any designation I previously held and;
- Upon request, I must surrender to the Institute Registrar all documents relating to registration.

First Name *	<input type="text"/>	Last Name *	<input type="text"/>
Email Address	<input type="text"/>		
Year Designation Received *	<input type="text"/>		
Reason for resignation (Check all that apply): *	<input type="checkbox"/> Retiring <input type="checkbox"/> Relocation <input type="checkbox"/> Changing Industries <input type="checkbox"/> Value for Dues <input type="checkbox"/> No longer practicing as a management consultant <input type="checkbox"/> Other (please describe below)		
Other:	<input type="text"/>		
Comments/Sug	<input type="text"/>		
Name (in lieu of signature) *	<input type="text"/>	Date *	<input type="text"/>

Submit

Appendix E - CMC-Ontario Volunteer Agreement



CMC-ONTARIO VOLUNTEER AGREEMENT

This agreement between CMC-Ontario (the "Certifying Institute"), and _____ (the "Volunteer"), defines the terms and obligations of the Volunteer.

NOW, THEREFORE, the parties agree as follows:

1. Volunteer Eligibility

The Volunteer must and shall remain a member of CMC-Ontario in good standing for the duration of this agreement.

2. Positive Contribution

The Volunteer should realise that their primary obligation is to make a positive contribution to the overall functioning of the Certifying Institute by agreeing to commit to attending meetings for which their participation is required (e.g., a monthly meeting).

Furthermore, the Volunteer must commit to fulfilling their role, and performing their tasks, and as needed, should expect that additional time and effort may be required outside of monthly meetings.

3. Confidentiality of Information

The Volunteer shall respect and maintain the confidentiality of private and proprietary information about the Certifying Institute, its members, and business dealings. This obligation will survive the expiration or termination of this agreement for a period of three (3) years.

4. Conflict of Interest

The Volunteer must act in a way that can withstand close public scrutiny. The Volunteer must arrange their business and personal affairs in such a manner so as to avoid a real, potential, or perceived conflict of interest. This is particularly important when recommending or dealing with suppliers.

5. Professional Conduct

The Volunteer should conduct themselves in a professional and ethical manner and must abide by CMC-Canada's Uniform Code of Professional Conduct (UCPC) where applicable. An up-to-date version of the UCPC is available on the CMC-Canada website.



6. Financial Authority Policy

Any expenses incurred by the Volunteer must be pre-approved in writing by the Certifying Institute's Treasurer.

Only the Certifying Institute's President, Treasurer, and Past President are authorized to approve the payment of financial transactions. No other Volunteer can enter into any financial obligation on behalf of the Certifying Institute.

7. Annual Submission of Volunteer Agreement

The Volunteer -- whether on-going or new -- shall complete a Volunteer Agreement on an annual basis if the Volunteer wishes to participate as a Certifying Institute council member, local chapter representative, committee member, or in another role.

The term of this agreement becomes effective as of the date below and will remain in effect until the next 31st of May, unless superseded or cancelled by either party through a written communication transmitted by email, fax, or mail.

Note that the duration of the Volunteer's on-going commitment depends on the nature of their role and is typically between one (1) and three (3) years.

[NAME OF VOLUNTEER]

CMC-ONTARIO

Signature

Authorised Signature

Name (please print)

Name (please print)

Date: _____

Appendix F - Expense Reimbursement Form

CMC-Ontario					
Reimbursement Request					
Name					
Position					
Purpose of Expense / Travel					
Month					TOTALS
Date					
	Trip One	Trip Two	Trip Three	Trip Four	
Breakfast					\$0.00
HST/GST					\$0.00
Lunch					\$0.00
HST/GST					\$0.00
Dinner					\$0.00
HST/GST					\$0.00
Hotel					
GST					\$0.00
PST					\$0.00
Air/rail/ferry travel					\$0.00
HST/GST					\$0.00
Taxi					\$0.00
HST/GST					\$0.00
Taxi					\$0.00
HST/GST					\$0.00
Parking					\$0.00
HST/GST					\$0.00
Parking					\$0.00
HST/GST					\$0.00
Miscellaneous					\$0.00
HST/GST					\$0.00
Personal Auto					
From:					
To:					
Applicable rate					
Total km:					
Total mileage claim	0	0	0	0	\$0.00
Allowance see policy page for applicable rate					
Subtotal	\$0.00	\$0.00	\$0.00	\$0.00	
Total Expense Claim:					\$0.00
Claimant Signature:					
<i>Office Use Only</i>					
Approval					
Cheque #					
Date Issued:					

Appendix G - Cheque Requisition Form

Requested by:	Name:	<input type="checkbox"/> ONTARIO <input type="checkbox"/> SWO <input type="checkbox"/> GTA <input type="checkbox"/> EOC
Date of request:		Date payment required:
Payable to (payment will be sent to this address, unless otherwise noted):	Name:	Contact:
	Address:	
Amount of Invoice: (including taxes):		Invoice MUST BE attached (comment if no invoice):
Details/ Reason for Cheque (include event title or description):		
Authorized by (two authorized signatures required):	Name/Title:	Signature (or attach electronic approvals):
FORWARD to your Chapter Treasurer for approval, then CMC-Ontario Treasurer via email. Thank you. Please allow <u>2 weeks</u> for processing. All fields must be completed before processing will begin.		

For CMC-Canada Office Use:	
Date Cheque Printed:	Account #:
Cheque #:	Event #: 4
Signed by:	Checked by: