



## CMC-Canada Position Paper: On the Value of the CMC Designation

*Focus: Management Consulting Services  
Audience: Purchasing agents and clients*

**Background: Many professionals identify themselves as management consultants. Often individuals who have worked directly in an industry will step out and set up practice to deliver management advice to that industry. A select number of these consultants carry the CMC designation. Practitioners who carry the CMC designation set themselves apart in the marketplace.**

### Value Statement

The CMC Designation assures the client that they have engaged a professional who will deliver a higher level of Management Consulting through assurance that the individual has:

- Completed a rigorous certification process.
- A record of successful assignments.
- The endorsement of recognized practitioners.
- Demonstrated an ongoing commitment to management consulting as both a profession and a career.
- Is subject to the Professional Code of Ethics.

### Rationale

Achieving the CMC designation indicates that a person has committed to a career as a management consultant. Applicants for the CMC designation must have a minimum of three years experience in management consulting before they can be certified.

The designation process and the resulting CMC certification are regulated in most provinces.

The provincial institutes provide oversight and deliver disciplinary action if required. The designation process and regulatory oversight assure a high caliber of standardized management consulting service delivery from CMCs.

*There are 4 requirements in the certification and oversight process that separate CMCs from the rest of the management consulting world...*



1. **Required Courses:** CMCs are required to complete a number of specific courses to qualify for the designation. Other consultants may have these courses as well but the CMC designation indicates to a potential buyer that the practitioner is trained and ready to meet their requirements.
  - a. **Essentials of Management Consulting:** CMCs know how to conduct a professional consulting assignment. Many subject matter experts do not have experience with and knowledge of the consulting process and how to conduct an engagement based on a trust-based relationship.
  - b. **Project Management:** CMCs are trained in the basics of project management. This allows them to translate an assignment into a project and then manage the dynamics of project costs, scope and schedule accordingly.
  - c. **Interpersonal and Personal Skills:** CMCs possess the necessary skills to facilitate client and stakeholder relationships including conflict resolution.
  - d. **Ethical Behaviour:** CMCs are required to adhere to a code of ethics and must participate in training on ethical behavior prior to receiving the designation.

2. **Validation of Experience and Expertise** - the certification process. During the certification process, CMCs are required to demonstrate their professional experience. While CMCs cover a wide variety of industries, domains and functions, they must document and present their specific experience to the Institute. In other words, an independent body is verifying the qualifications of a CMC. When a potential buyer sees the CMC designation they can be confident that the consultant is representing their real capabilities.

3. **CPDs** – verification and direction for continued learning and development. CMCs are required to keep up their designations through a variety of means including regular practice, education, and industry participation. When a potential buyer sees the CMC designation, they can be confident that the consultant is current and up to date.

4. **Code of Ethics**

- a. CMCs are held to a Uniform Code of Professional Conduct. The Code guides CMCs in maintaining professional standards and best practices in the profession. It helps CMCs address conflict of interest, confidentiality, liability and their duty to the client, the firm and the profession. Potential buyers should have confidence that a CMC will behave ethically and responsibly throughout an engagement.
- b. A CMC is also accountable for the work product of the people who work for them. This makes the CMC accountable not only for their own output but also for those that they



CMCs work effectively with multidisciplinary teams to integrate expertise and ultimately, how to solve big problems.

lead. Therefore teams with a CMC consciously work to a high standard of performance.

Many large firms that deliver management consulting have similar requirements for their experienced staff. The CMC designation is complimentary to these requirements and provides independent verification of the qualifications of a management consultant.

The result of all of the experience, independent verification and validation training and oversight is that a client can expect better value from assignments delivered by CMCs. Good management will reduce times to deliver and lower project costs, while consistent application of the consulting process in an ethical framework will enhance the quality, consistency and reliability of the assignments. CMCs work effectively with multidisciplinary teams to integrate expertise and ultimately, how to solve big problems.

**Recommendation: Buyers of management consulting services should add “Management Consulting Proficiency” to their RFP requirements as a mandatory or desirable criterion and require individuals to demonstrate that they have successfully completed a rigorous training and/or certification process, including;**



**KNOWLEDGE**

- Demonstrated experience through successful assignments (at least 3 years).



- Demonstrated an ongoing commitment to management consulting as a profession and a career, not just as a temporary vocation.



- Adherence to a Professional Code of Ethics.



- That they are subject to an independent complaints process.



**Buyers of management consulting services should accept the CMC Designation as proof that the consultant is proficient in management consulting and has demonstrated the above to their peers.**

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