

Hon. Anita Anand
President of the Treasury Board
Treasury Board of Canada Secretariat
90 Elgin Street, 8th Floor
Ottawa, ON K1A 0R5

Dear Minister Anand,

I am writing on behalf of the members of the Canadian Association of Management Consultants (CMC-Canada) to share our perspective on recently announced measures to reduce departmental spending.

You have asked your colleagues to finalize plans to reduce departmental spending by the beginning of next month. As departments embark on these cost-cutting measures, consultants stand to bear the brunt of at least some of the reductions taking place. As Certified Management Consultants (CMCs), we wish to share information about how departments can make the most of their budgets for consultants in this context.

First, Ministers and Deputy Ministers should **evaluate their department's needs**. Management consultants have proven themselves to be useful to the Federal Government by providing expertise not found from within and impartial perspectives on key decisions and program direction. As honest brokers, CMCs are able to provide unbiased, innovative solutions to complex problems. Their recommendations are based on years of experience working with other departments and the private sector. In all cases, the Federal Government is contracting-in support, and not contracting-out jobs for civil servants.

Second, the federal government should reinforce the need to **contract qualified professional consultants**. Hiring certified consultants can result in cost benefits and potential savings. It is troubling that anyone can declare themselves to be a consultant and apply for contract work with the Federal Government. CMC-Canada oversees the worldwide protected designation of CMC (Certified Management Consultant). This certification provides a certainty of quality and ethics. CMCs are certified professionals who obey a strict code of professional conduct as well as a proven methodology in their work. When focusing on the best ways to respect taxpayer dollars, we strongly believe emphasizing the CMC designation will help the government reach this objective.

Third, we strongly encourage you to work with Minister Duclos to **review the procurement system** for consulting services. The CMC designation should be required by the Federal Government for management consulting services. The procurement system should allocate additional value in bids and tenders to consultants who earn and keep up their CMC designation. Canada's CMCs believe this would be a positive step in ensuring greater transparency and accountability in procuring the knowledge, skills, and expertise of management consultants. PSPC and TBS should consider the ethical foundations of the management consultants they engage. Similar to engineers or accountants, CMCs are professionals who adhere to a rigorous code of ethics and a proven methodology when delivering client services.

The Federal Government has an opportunity to strengthen public trust by demonstrating how it will strengthen its future approach to engaging management consultants. CMCs will continue to be ready to support the Federal Government in delivering better results and services for Canadians. I firmly believe that this will only be enhanced with the proposed changes outlined above.

I would be grateful for the opportunity to discuss these recommendations with you further, this Fall, in Ottawa. At that meeting, I would appreciate the opportunity to draw your attention to the very successful



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Management Advisory Services (MAS) program that has been offered by the National Research Council of Canada Industrial Research Assistance Program (NRC IRAP), in partnership with CMC-Canada, for over 20 years (the Agency's longest running contribution agreement). The MAS program is a success story that should be celebrated, and its best practices adopted across Federal departments.

Thank you very much for considering these suggestions and my request to meet with you.

Sincerely,

Sophie Lemieux, C. Adm., C.M.C.

Chair of CMC-Canada