

The New CMC Manual 2022

“Excellence in Consultancy”

Nick Warn – Interim Chair of QAC

Celal Seçkin - Chair of PSC

www.cmc-global.org

1. Overview – CMC Scheme & Standards
2. The updating process
3. Preparing for Triennial Assessment
4. Changes in the updated CMC Standards



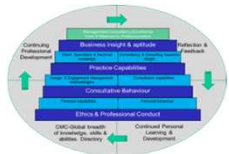
(CMC001)

CMC Manual– the standard for IMCs

- **IMC's Governance & Management**
- **CMC Standards & Assessment Process**
- **Principles of Equivalence & Reciprocity**
- **ICMCI Assessment of IMCs**
- **Compliance with ISO 17024**

<https://www.cmc-global.org/content/cmc>

Appendices – Standards



- CMC Competence Framework (CMC002)
- Matrix of Preferred & Acceptable Assessment Techniques (CMC006)
- Code of Conduct (CMC003)
- Common Body of Knowledge (CMC004)
- Additional Pre-requisites (CMC005)

<https://www.cmc-global.org/content/cmc>

Appendices – Guidance Documents



- CMC Competence Framework Background
- Competence Framework Overview (CMC009)
- Competence Framework Introduction Presentation
- Glossary (CMC007)
- General Requirements – ISO 17024:2012 (CMC008)
- Guidance on UN Sustainable Development Goals
- Anti-Bribery Guidance

<https://www.cmc-global.org/content/cmc>





The Updating Process

A robust and comprehensive process was followed by PSC:





- **Existing scheme and standards taken as a basis**
- **Research:**
 - **Voice of the Customer Project – Client survey**
 - what do they want from a consultant?
 - **Considered other similar standards, frameworks and codes**
 - **Considered changes – e.g. in technology, management practice, society**
- **Produced updated drafts based on outcomes of research**
- **Reviewed and revised by PSC members**
- **Submitted to IMCs for comment**
- **Final versions produced and submitted to Board for approval**
- **Published to IMCs at Annual Meeting October 2021**



IMCs - preparing for Assessment

- If a triennial assessment, review the report from the previous assessment to ensure that any Rectifications or Recommendations have been addressed and can be referenced.
- Read the CMC Manual (CMC001)
 - especially the bullet points in sections 1.2.3 & 1.2.4 
- Use the Statement of Equivalence to do a 'gap analysis' and put corrective actions in place for areas where you don't comply.
- Study the updated ICMCI CMC Competence Framework , Matrix of Preferred and Acceptable Assessment Techniques  and Code of Conduct  - ensure your CMC Assessments and your Institute's Code are equivalent to ICMCI Standards.
- Complete the 'Institute Basic Facts' form and the 'Statement of Equivalence', send to the Lead Assessor and agree arrangements for the on-site/virtual assessment.
- Prepare other evidence documents ready for the Assessors to see during the assessment – especially if there have been changes since the last QAC Assessment

QAC Assessors - preparing for an Assessment

- **Ensure familiarity with the QAC Reference Guide and QAC Assessment Process**
- **Familiarise with:**
 - the updated CMC Manual 
 - the updated CMC Competence Framework 
 - the updated Matrix of Preferred and Acceptable Assessment Techniques 
 - the updated Code of Conduct 
- **Contact IMC to be assessed – remind them the assessment will be to new Standards**
- **Prepare Assessment Plan and Assessment Checklist**

Overview of changes to be aware of in the updated CMC Standards

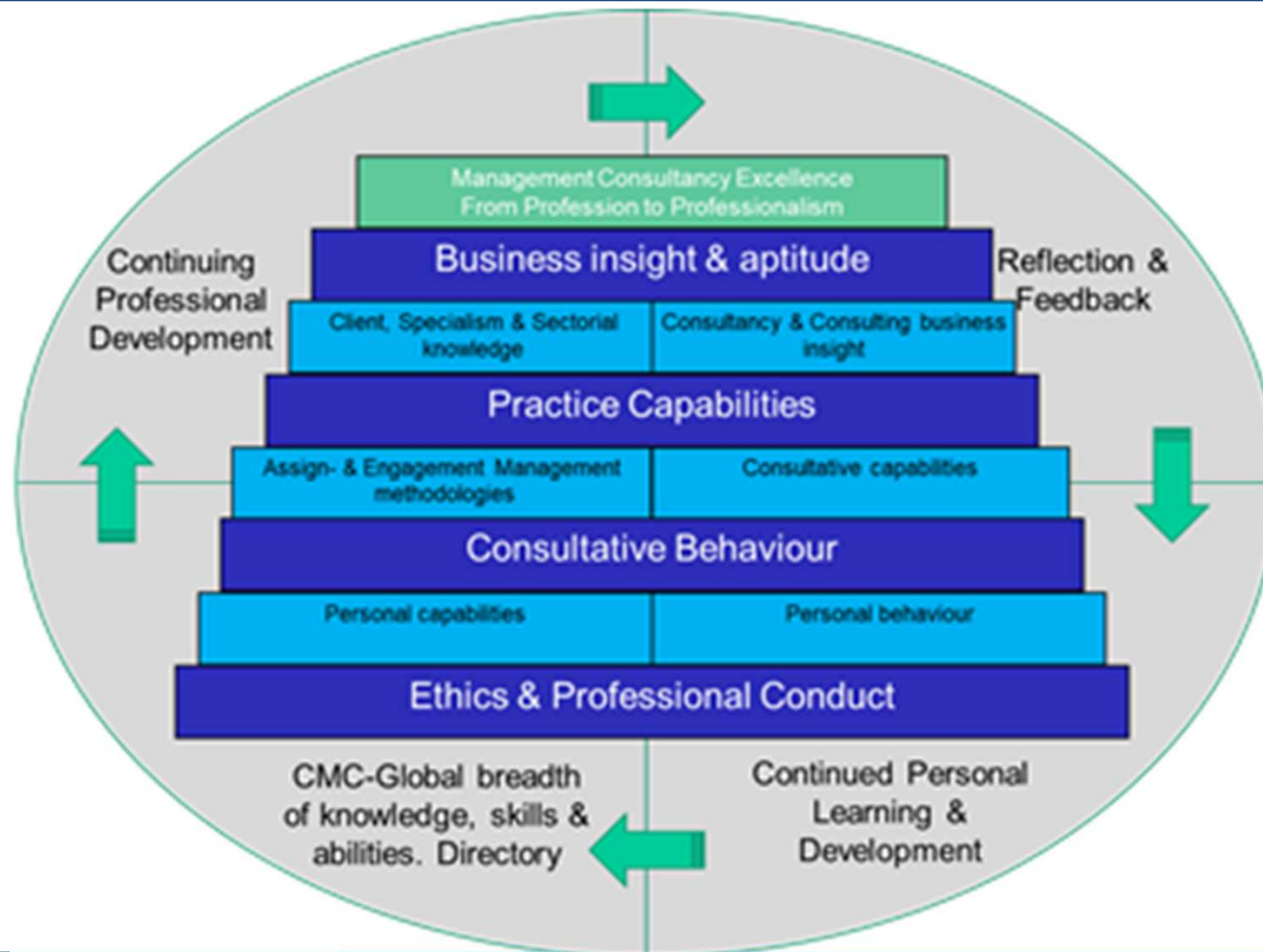
Key updates from the 2014 version of the Competence Framework

- IT skills for effective communication and efficient administration
- Awareness of, and ability to apply, latest technology for diagnostics and solutions
- More emphasis on interpersonal skills – Emotional Intelligence
- Societal awareness – Application of UN Sustainable Development Goals (UN SDGs)
- Holistic and transformational thinking
- Integration with the Code of Conduct and ISO 20700

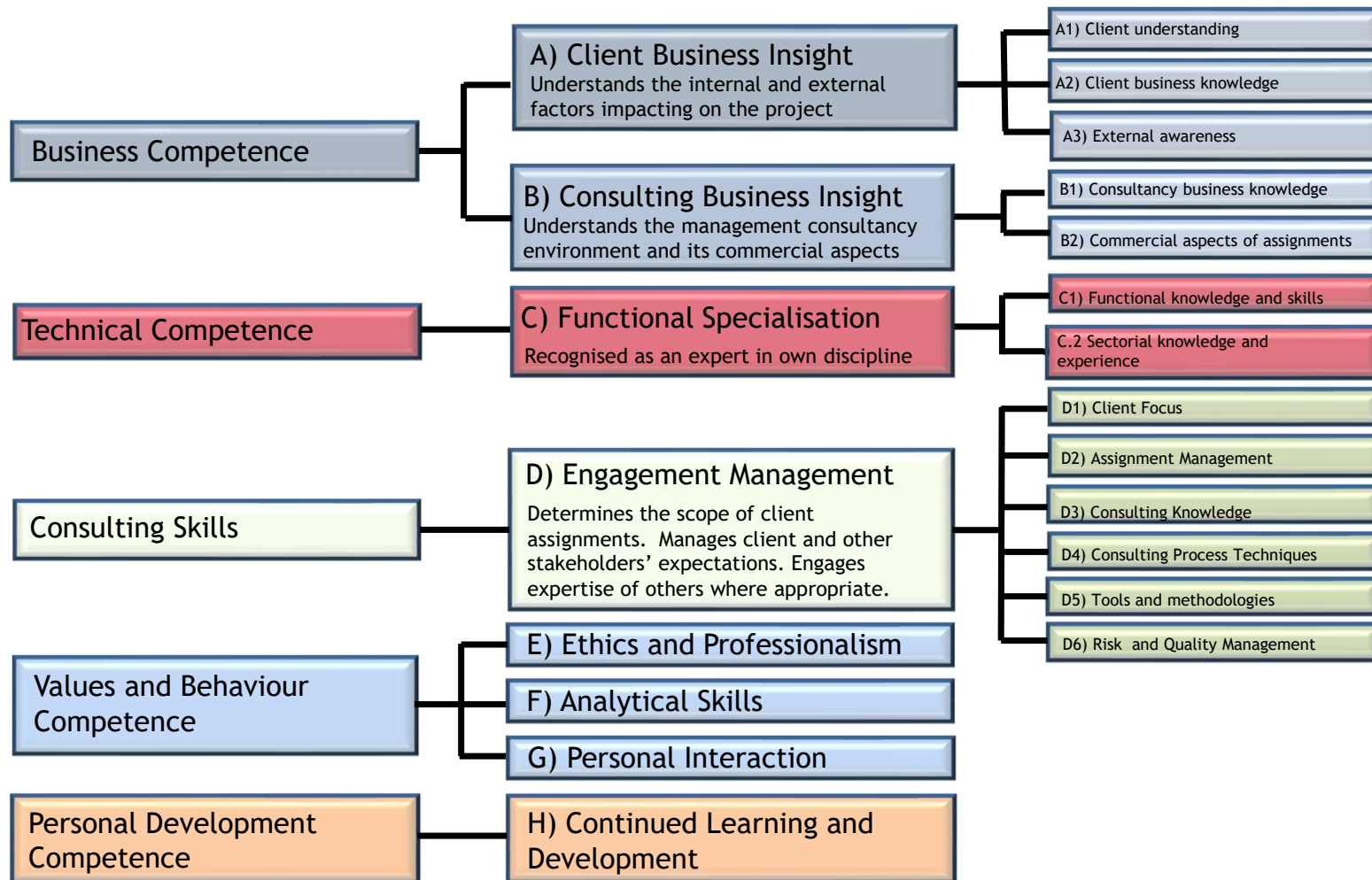
Key updates from the 2014 version of the Code of Conduct

- 5 areas of responsibility – Client, Society, Organisation, Colleagues, Profession,
 - Client - follow ISO 20700:2017 Guideline
 - Society - apply the principles of the UN SDGs, ISO 26000:2020, Anti-Bribery

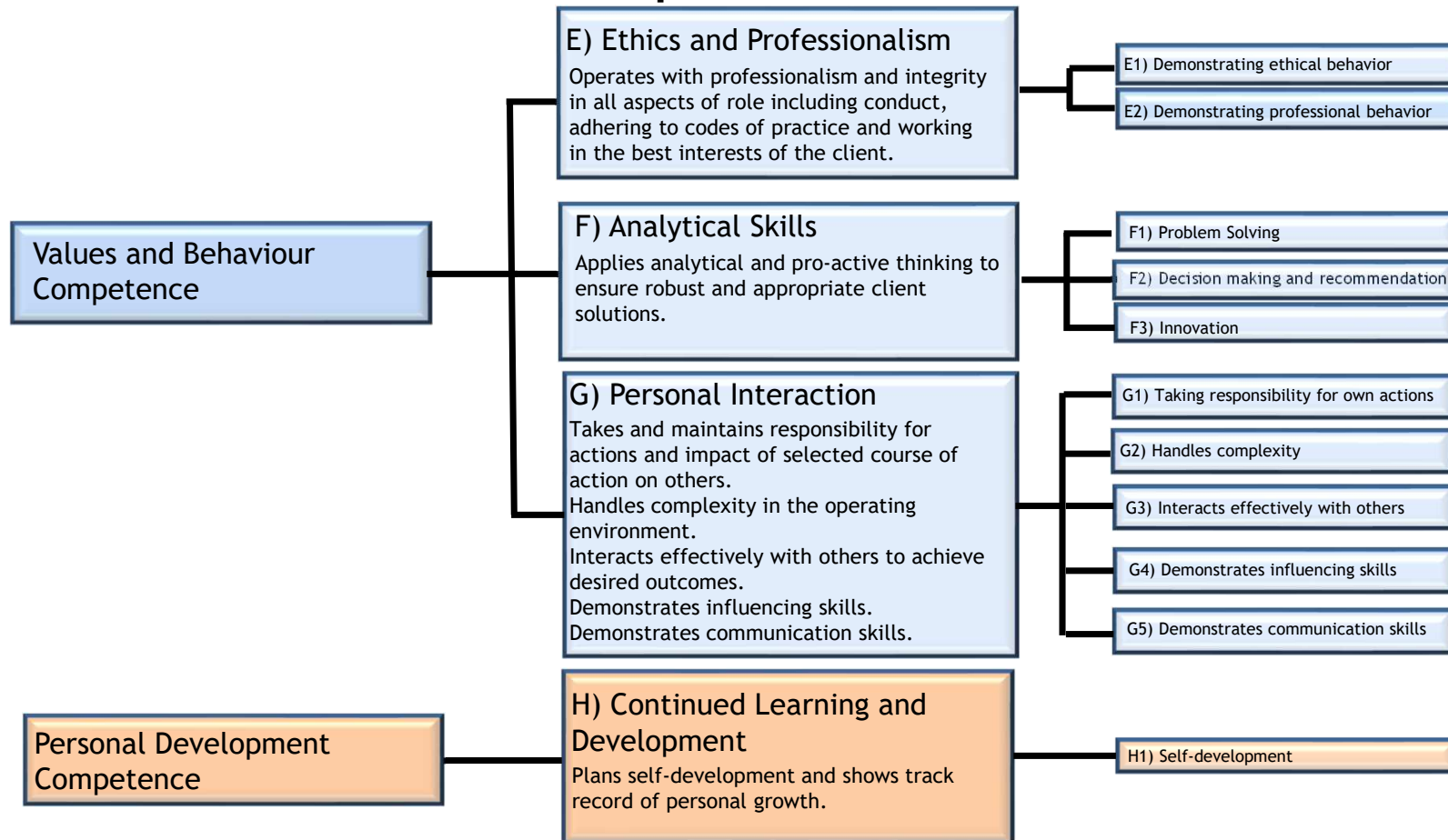
STRUCTURE OF ICMCI CMC COMPETENCE FRAMEWORK



ICMCI Competence Framework



ICMCI Competence Framework



ONE MORE LEVEL OF DETAIL

1.0 Business insight & attitude Competence Framework Reference

Business insight & attitude

1.1 Client, functional & sectorial knowledge

No.	Description	No.	Competence	Foundation	CMC	Profession Leader
A1	Client Business Insight	A1.1	Client understanding	Understand core business structures, processes, management and disciplines	Researches and understands the client business, the sector in which it operates and its stakeholders	Has credible depth of knowledge across range of disciplines, sectors and business environments
		A1.2	Client business knowledge	Researches similar business and best practice	Analyses business culture, structure, processes, management and performance criteria based on scope of work and at an appropriate level to be able to complete the assignment.	Leads by example, applying management and business principles and skills in own business
		A1.3	External awareness	Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors	Identifies the ecosystem in which the client operates and formulates analysis for client including the current political, economic, social, technological, legal, environmental and competitive factors which may impact the assignment.	Expertise is sought by external parties to advise on issues impacting own sector

PROCESS APPROACH TAKES ISO 20700 STANDARD INTO ACCOUNT

Policies

Stakeholder Management Regulatory Framework CoEPC CSR Guarantees IP Capability
Communication Project Governance Risk Management QHSE Management Data Protection

Consulting Process Execution

Contracting

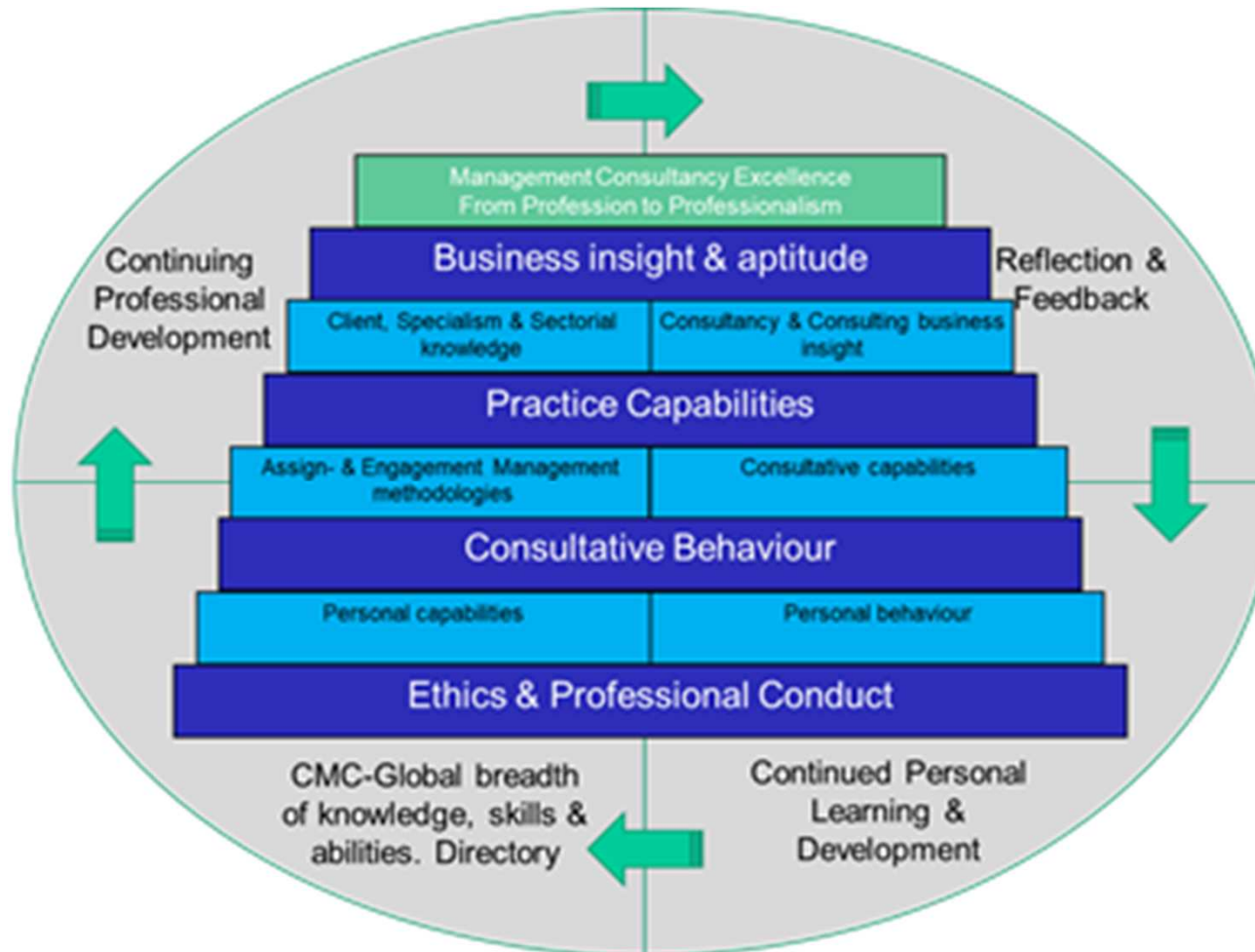
Closure

*Services and deliverables
Approach and work plan
Roles and responsibilities
Acceptance criteria
Terms and conditions*

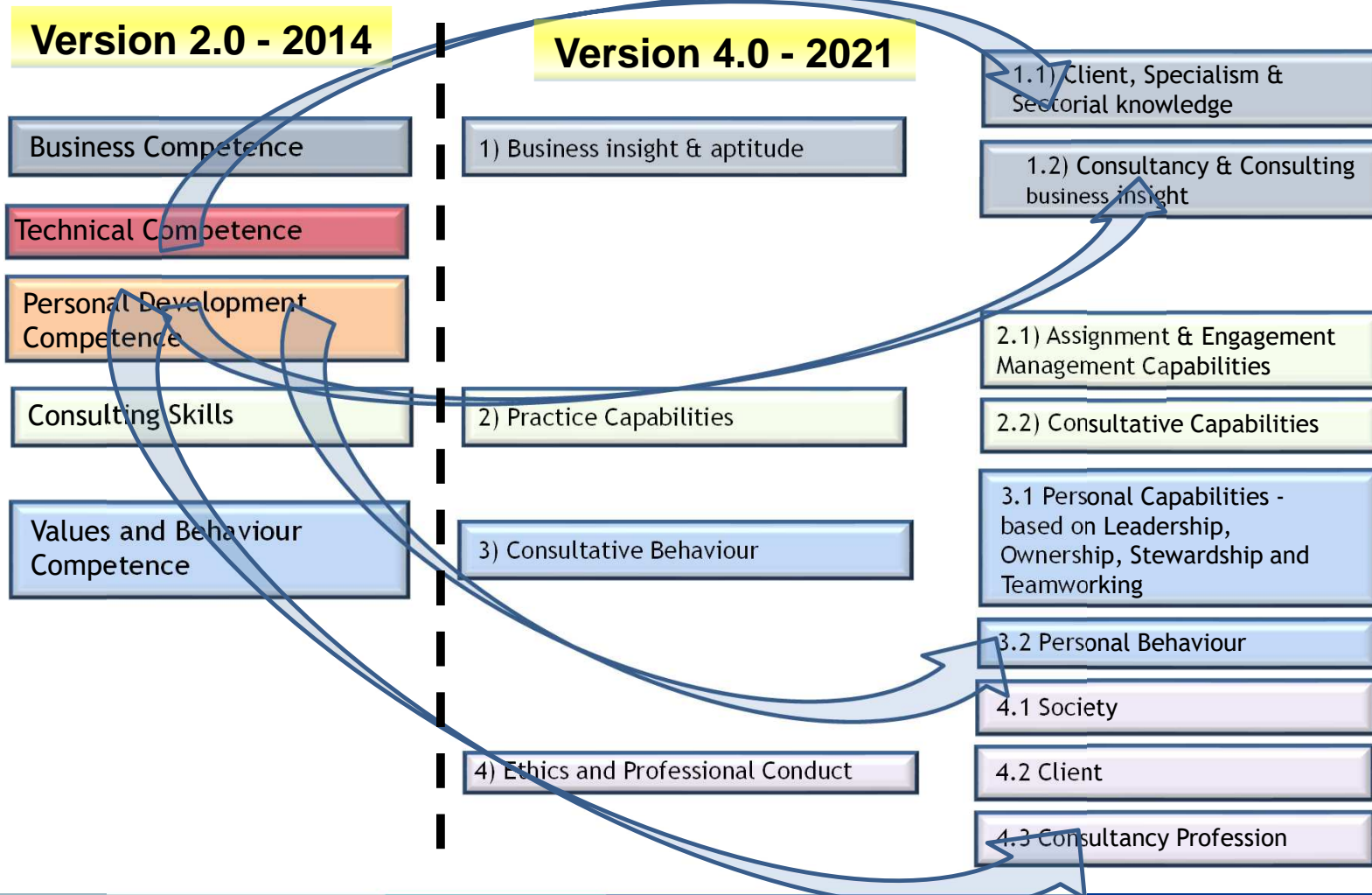
*Refining the agreed work
plan
Implementing the work
plan
Assignment management
and monitoring
Approvals and acceptance*

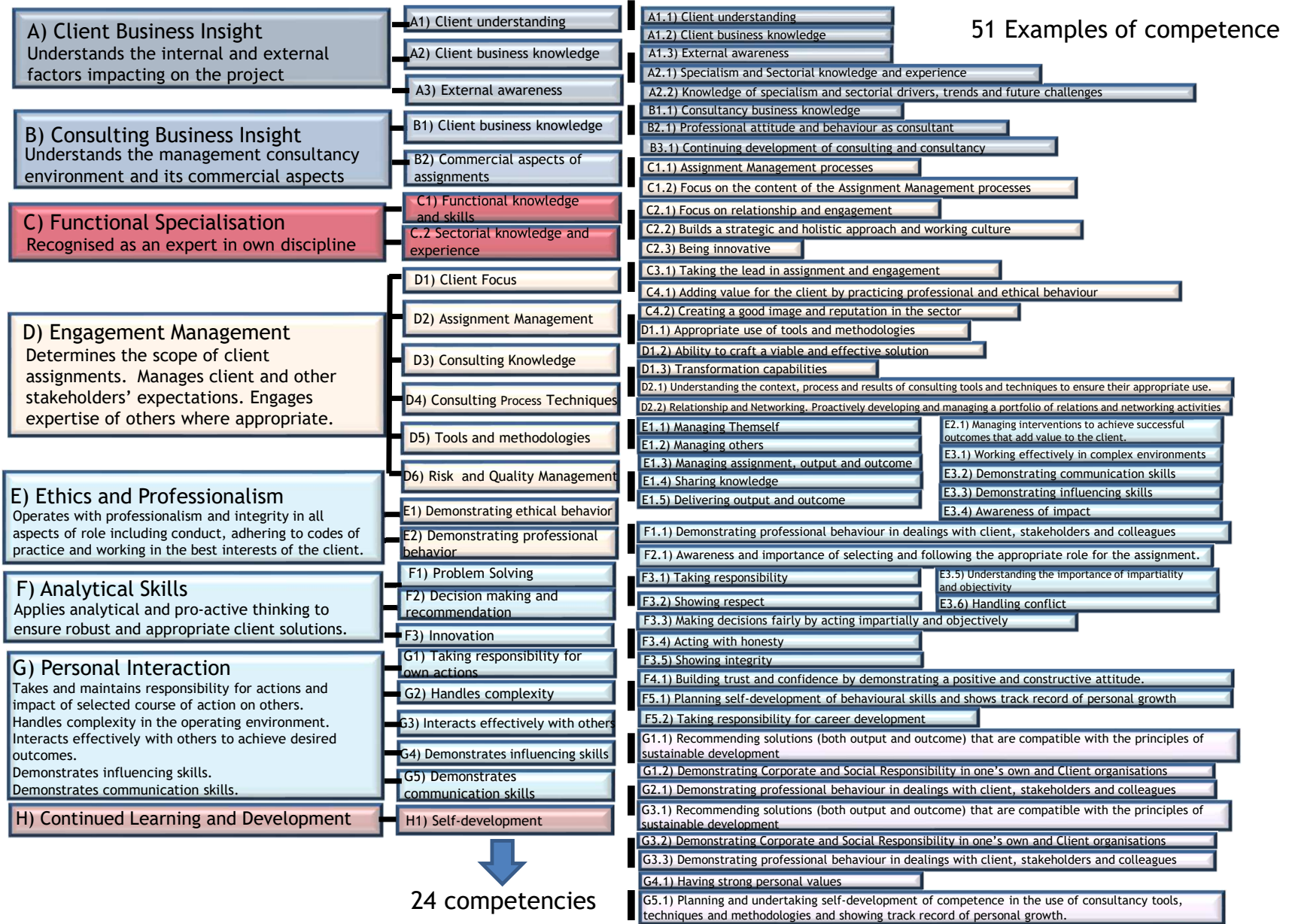
*Legal and contractual
matters
Final evaluation and
improvement
Administrative matters
Communication
Outstanding minor
issues*

OVERALL LOOK AT THE CMC COMPETENCE FRAMEWORK



ICMCI Competence Framework





Applying the Principle of Equivalence

ICMCI's policy is that the ICMCI CMC Standard is at a relatively high level, while leaving a significant degree of freedom to member countries in the detailed specification of their national CMC standards.

“Equivalence” is a key concept used for assessing compliance with the ICMCI CMC Standard.

ICMCI respects the historical, cultural and legal diversity of its members;

ICMCI fully accepts diversity (within certain defined limits) in national CMC standards and procedures in reflection of these valid differences.

ICMCI shall require that an Institute demonstrates to the satisfaction of ICMCI that the Institute's CMC standard requires at least the equivalent level of professionalism and ethics in candidates as the ICMCI Standard.

Taking the right approach to Assessment

- The main focus is 24 competencies
- 51 examples of competencies are good practices, do not use them as a checklist
- Understand the big picture; ecosystem and stakeholders of the IMC
- Respect principles of equivalence, culture and local aspects
- Consider awareness on Holistic and Transformational Thinking and UNSDG
- Take integration with the Code of Conduct and ISO 20700 into account
- Remember key dimensions of CMC Competence Framework are
 - Business Insight and Aptitude, Practical Capabilities, Behaviour Capabilities, Code of Ethics and Professional Conduct
- With emphasis on the new concepts such as IT skills, awareness of, and ability to apply, latest technology, interpersonal skills and Emotional Intelligence

Thank you!

Nick Warn – Interim Chair of QAC

Celal Seçkin - Chair of PSC

www.cmc-global.org