The New CMC Manual 2022

“Excellence in Consultancy”
Nick Warn – Interim Chair of QAC
Celal Seçkin - Chair of PSC

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

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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)

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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

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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
ICMCI Competence Framework

Business Competence

A) Client Business Insight
- A1) Client understanding
- A2) Client business knowledge
- A3) External awareness

B) Consulting Business Insight
- B1) Consultancy business knowledge
- B2) Commercial aspects of assignments

Technical Competence

C) Functional Specialisation
- C1) Functional knowledge and skills
- C2) Sectorial knowledge and experience

Consulting Skills

D) Engagement Management
- D1) Client Focus
- D2) Assignment Management
- D3) Consulting Knowledge
- D4) Consulting Process Techniques
- D5) Tools and methodologies
- D6) Risk and Quality Management

Values and Behaviour Competence

E) Ethics and Professionalism

F) Analytical Skills

G) Personal Interaction

Personal Development Competence

H) Continued Learning and Development
ICMCI Competence Framework

E) Ethics and Professionalism
- Operates with professionalism and integrity in all aspects of role including conduct, adhering to codes of practice and working in the best interests of the client.

F) Analytical Skills
- Applies analytical and proactive thinking to ensure robust and appropriate client solutions.

G) Personal Interaction
- Takes and maintains responsibility for actions and impact of selected course of action on others.
- Handles complexity in the operating environment.
- Interacts effectively with others to achieve desired outcomes.
- Demonstrates influencing skills.
- Demonstrates communication skills.

H) Continued Learning and Development
- Plans self-development and shows track record of personal growth.
# ONE MORE LEVEL OF DETAIL

## 1.0 Business insight & attitude Competence Framework Reference

### Business insight & attitude

### 1.1 Client, functional & sectorial knowledge

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>No.</th>
<th>Competence</th>
<th>Foundation</th>
<th>CMC</th>
<th>Profession Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Client Business</td>
<td>A1.1</td>
<td>Client understanding</td>
<td>Understand core business structures, processes, management and disciplines</td>
<td>Researches and understands the client business, the sector in which it operates and its stakeholders</td>
<td>Has credible depth of knowledge across range of disciplines, sectors and business environments</td>
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<tr>
<td></td>
<td>Insight</td>
<td>A1.2</td>
<td>Client business knowledge</td>
<td>Researches similar business and best practice</td>
<td>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.</td>
<td>Leads by example, applying management and business principles and skills in own business</td>
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<td></td>
<td></td>
<td>A1.3</td>
<td>External awareness</td>
<td>Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors</td>
<td>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.</td>
<td>Expertise is sought by external parties to advise on issues impacting own sector</td>
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</tbody>
</table>
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**

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

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

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

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OVERALL LOOK AT THE CMC COMPETENCE FRAMEWORK
ICMCI Competence Framework

Version 2.0 - 2014
- Business Competence
- Technical Competence
- Personal Development Competence
- Consulting Skills
- Values and Behaviour Competence

Version 4.0 - 2021
- 1) Business insight & aptitude
  - 1.1) Client, Specialism & Sectorial knowledge
  - 1.2) Consultancy & Consulting business insight
- 2) Practice Capabilities
  - 2.1) Assignment & Engagement Management Capabilities
  - 2.2) Consultative Capabilities
- 3) Consultative Behaviour
  - 3.1) Personal Capabilities - based on Leadership, Ownership, Stewardship and Teamworking
  - 3.2) Personal Behaviour
- 4) Ethics and Professional Conduct
  - 4.1) Society
  - 4.2) Client
  - 4.3) Consultancy Profession

Version 4.0 - 2021
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!

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