



**ICMCI ACCREDITED
MANAGEMENT CONSULTANCY COURSE (AMCC)**

STATEMENT OF EQUIVALENCE

4) Application Form: Accredited Providers offering AMCC

Accredited Provider's name		Date	
Accredited Provider's address		Contact's phone number	
Accredited Provider's contact name		Contact's email	
Course Title			
Has the Accredited Provider been awarded ISO 17011 or ISO 17024 ?		If the Accredited Provider holds ISO 17011 or ISO 17024 there is no requirement to answer the questions that are cross referenced to the standard.	
<p>Please read document number 3 Guidance Notes: Accredited Providers offering the AMCC before completing this application.</p> <p>Please complete all sections, including the mapping, before signing, dating and sending to the Business Development Manager at the Institute of Management Consultants (IMC) where it will be reviewed by a panel. The decision of the review panel will be notified to you as soon as possible.</p> <p>The panel at IMC may require additional documentary evidence supporting the statements that you make in your application.</p>			

ICMCI Requirement	Accredited Provider	Relevant Documents	Relevant Standards
	Describe your processes, demonstrating their equivalence to the ICMCI requirements	Cross reference to your relevant documents	Please add any standards that are relevant
1 GENERAL REQUIREMENTS			
1.1 Accredited Providers Management Responsibility			
The Accredited Provider is of good repute and has been in operation for more than one year			ISO 17011 4.1 4.2
There are continual and systematic internal processes to ensure compliance and improvement			ISO 17011 5.1.1
There is a procedure for document control			ISO 17011 5.3
There is a procedure for managing record keeping			ISO 17011 5.4
There is a clearly identified procedure for handling complaints and appeals in a timely and effective manner			ISO 17011 5.9
There are clear refund policies in place, illustrating terms and conditions			

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<p>The Accredited Provider has a management system in place to:</p> <ul style="list-style-type: none"> • Receive and log registrations • Track fees paid and due • Track refunds given • Track participant attendance • Track participant results / feedback 			ISO 17011 5.3 5.4.1
<p>The Institution has in place policy and procedures to ensure confidentiality, privacy and candidates information</p>			ISO 17011 4.3 ISO 17024 6.1.6 7.3
<p>The organisation has in place procedures to handle contingencies, such as unexpected changes in venues, trainers etc.</p>			
<p>The Accredited Provider has an equal opportunities policy in place and actively discourages discrimination</p>			
<p>1.2 Lecturers / Trainers</p>			
<p>Lecturers/ trainers are experienced in consulting</p>			ISO 17024 6.1.3

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Lecturers/trainers have the relevant teaching/training qualifications			ISO 17024 6.1.3
Lecturers/trainers have experience in consultancy training			ISO 17024 6.1.3
Lecturers/trainers can demonstrate their commitment to continuing professional development			ISO 17011 6.3.1
Processes are in place to assess and approve lecturers/trainers			ISO 17024 6.1.1
Processes are in place to monitor Lecturers/trainers' performance			ISO 17011 6.3.2
Records are kept of all those involved in the accreditation process			ISO 17011 6.4
1.3 Premises, Resources and Health & Safety			
There is a Health & Safety Policy in place			
Resources that are required for specific groups/classes are readily available			
The venue for delivery is appropriate to the course and the size of the group			ISO 17024 6.4
The facilities and equipment are kept up to date and in good working order			

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1.4 Student Support and Service			
<p>Course criteria are clearly communicated to students namely:</p> <ul style="list-style-type: none"> • Academic level (where possible relating this to well-known levels) • Course curriculum and objectives • Course prerequisites • Admission criteria • Accreditation for prior learning • Commitment required by the student • Details of venue including directions • Timings • Length of course • Fees and other charges • Lecturers/trainers qualifications and experience 			

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2 QUALIFICATION / COURSE			
2.1 Course Development and Design			
Course aligns with elements of the ICMCI Competence Framework. (See Mapping Section)			
<p>Course outline / description clearly defines areas such as:</p> <ul style="list-style-type: none"> • Scope and duration of the programme • Trainee target group i.e. who • Entry requirements • Optimum class size • Course structure and learning outcomes • Prior learning or equivalence • Monitoring / evaluation • Delivery methods and approaches • Trainer qualifications • Venue and resource requirements 			

ICMCI Requirement	Accredited Provider	Relevant Documents	Relevant Standards
	Describe your processes, demonstrating their equivalence to the ICMCI requirements	Cross reference to your relevant documents	Please add any standards that are relevant
Course developers possess the relevant required knowledge and competencies or work under someone who has this capability			
Has the course been approved by a regulatory body? Please give details			
Course materials are well organised and easily accessible to students			
2.2 Learning and Assessment			
The course is delivered to meet the intended learning outcomes			
The course is delivered to meet the students individual learning needs			
The course includes a variety of teaching/learning methods including practical examples and approaches			

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The course is delivered, either by individuals with relevant and required competencies, or under guidance of such a person			
Course materials are current and maintained on a regular basis			
Assessment is planned and structured to evidence students' competencies			ISO 17024 9.2.3
Students receive appropriate and timely feedback on their assessments and progress			
2.3 Course evaluation			
There is a mandatory and systematic approach for obtaining participant feedback on courses and for the review, evaluation and response to the outcome			
The course is evaluated on a regular basis. Please give details			

Mapping of the Accredited Provider's course to the ICMCI Competence Framework

Please complete the document below which illustrates the competencies that the ICMCI uphold as their Standard.

You should provide an outline timetable for the course for which this application is being made and show which competences/sub-competences are covered. Indicate which module on the course programme covers the competence and the learning outcomes expected. There is also a column for you to make any comments that you consider relevant.

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
BUSINESS COMPETENCE				
A Client Business Insight: Understands the internal and external factors impacting on the project				
A1 Client understanding	A1.1 Researches and understands the client business, the sector in which it operates, and its stakeholders			
A2 Client business knowledge	A2.1 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			
A3 External awareness	A3.1 Formulates analysis for client including the current political, economic, social, technological, legal and environmental factors which may impact the assignment			
B Consulting Business Insight: Understands the management consultancy environment and its commercial aspects				
B1 Consultancy business knowledge	B1.1 Understands the nature of the management consultancy market, competitors and capabilities			
B2 Commercial aspects of assignments	B2.1 Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions			
	B2.2 Demonstrates understanding of, and where appropriate uses, systematic methods to promote consultancy services for external and internal clients, to maintain a pipeline of opportunities and to negotiate and win contracts			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
TECHNICAL COMPETENCE				
C Functional Specialisation: Recognised as an expert in own discipline				
C1 Functional knowledge and skills	C1.1 Shows evidence of at least one year's management consulting experience in the declared primary functional specialism PLUS: • A degree or professional qualification in the functional specialism, OR • At least four years' years specialized work experience in the functional specialism			
C2 Sectoral knowledge and experience	C2.1 Demonstrates how functional expertise has been applied in at least one business sector.			
CONSULTING SKILLS				
D Engagement Management: Determines the scope of client assignments. Manages client and other stakeholders' expectations. Engages expertise of others where appropriate				
D1 Client Focus				
D1.1 Scoping client requirements	D1.1.1 Understands and defines client requirements as evidenced by client agreement			
	D1.1.2 Where appropriate, presents clear comprehensive written proposals			
	D1.1.3 Engages the client in selecting, and taking ownership of, options for the structure and execution of the assignment			
D1.2 Managing client interface	D1.2.1 Manages client, and consultancy stakeholder, expectations - Complies with contractual terms Conducts regular assignment reviews with client Obtains client agreement if the scope of work changes			
D1.3 Partnering and networking	D1.3.1 Understands and engages expertise of others alongside own			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
	D1.3.2 Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform the delivery solution			
D2 Assignment Management: Manages client assignments effectively. Delivers timely solutions while balancing priorities and managing time effectively.				
D2.1 Managing successful outcomes	D2.1.1 Manages client assignments successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time			
D2.2 Planning	D2.2.1 Demonstrates competent use of planning tools and techniques, and sets milestones appropriate for the size and scale of the assignment			
D2.3 Managing the assignment	D2.3.1 Shows flexibility and adaptability to changing demands and deadlines. Demonstrates ability to manage ambiguity			
	D2.3.2 Keeps 'big picture' in focus but addresses detail and balances priorities			
	D2.3.3 Manages own time effectively to meet deadlines			
	D2.3.4 Where appropriate, demonstrates the ability to identify, develop, describe and allocate work streams for others to meet objectives, deadlines and budgets			
D2.4 Working on all phases of project	2.4.1 Operates competently in all areas of project delivery from offering through to closure			
D2.5 Managing handover to client	2.5.1 Anticipates handover issues and addresses them during engagement. Agrees handover process with client (e.g. skills transfer, implementation, sustainability, knowledge documentation). If withdrawing because the consultant cannot complete the assignment, offers the client recommendations on other resources that can complete the project			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
D3 Consulting Knowledge: Captures, shares and applies knowledge in a structured way relevant to the engagement needs				
D3.1 Using a logical process approach to capturing and building knowledge	D3.1.1 Gathers, records and analyses data and information through ordered and logical processes and translates data into useable output			
D3.2 Sharing knowledge and experiences with others	D3.2.1 Shares acquired knowledge and experience with others in appropriate ways in order to build value for the client			
D3.3 Applying knowledge, tools and technical expertise to create value for the client	D3.3.1 Demonstrates how value was created for the client through use of knowledge, tools and expertise and shows how this was tailored to meet the client's needs			
D4 Consulting Process Techniques: Uses a range of techniques, including facilitation, coaching and mentoring to deliver solutions of mutual benefit				
D4.1 Presentation	D4.1.1 Uses presentation tools and techniques effectively			
D4.2 Written reports	D4.2.1 Produces clear client correspondence and reports selecting most appropriate style to achieve desired outcome			
D4.3 Facilitation	D4.3.1 Manages group processes to achieve desired outcomes, using facilitation tools and techniques to maximise the group's decision-making potential.			
D4.4 Coaching	D4.4.1 Where appropriate, demonstrates use of a process to enable client learning and development to occur and performance to improve. Demonstrates knowledge and understanding of the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
D4.5 Mentoring	D4.5.1 Where appropriate, demonstrates how personal knowledge and experience has been passed on to help client personnel make significant transitions in knowledge, work or thinking in order to aid their personal development			
D4.6 Consensus building	D4.6.1 Demonstrates skills in building consensus and managing conflict			
D4.7 Collaborative working	D4.7.1 Works effectively in a team with others and seeks support from others if appropriate			
	D4.7.2 Demonstrates, if in a management role, the management, development and appraisal of others and delegation of tasks			
D5 Tools and methodologies: Selects and uses appropriate tools and methodologies				
D5.1 Selects and uses appropriate diagnostic tools, methods and techniques	D5.1.1 Evaluates tools and techniques against validity criteria and uses them to obtain best data, information or knowledge available, within budgetary or organisational constraints			
	D5.1.2 Uses a variety of data gathering, problem solving and analytical techniques that take into account client and own values and objectives and the type of recommendations to be made			
D6 Risk and Quality Management: Defines risk criteria, identifying, mitigating and managing risks and outcomes. Defines quality standards, ensuring quality of delivery and client satisfaction				
D6.1 Managing risk and issues	D6.1.1 Analyses risk in an engagement including, where appropriate, risk identification and evaluation (probability and impact assessment) and identifies suitable responses to risk (prevent, reduce, transfer, accept, contingency)			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
	D6.1.2 Where appropriate, applies risk management processes including planning and resourcing, monitoring and reporting. Where appropriate, uses risk and/or issue logs, reports, risk mitigation and/or recovery action and the use and control of contingencies. Demonstrates suitable responses to issues that arise during an assignment			
D6.2 Managing quality	D6.2.1 Identifies success criteria to ensure required quality of deliverables is achieved			
	D6.2.2 Assures quality compliance of own deliverables and, where appropriate, those of the consultancy team			
	D6.2.3 Monitors and measures client satisfaction			

VALUES AND BEHAVIOUR COMPETENCE

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

E1 Demonstrating ethical behaviour	E1.1 Demonstrates appropriate ethical behaviour and adheres to the ICMCI and/or National Institute Code of Professional Conduct and Ethics			
E2 Demonstrating professional behaviour	E2.1 Ensures professional advice is sound and relevant to client's needs.			
	E2.2 Sets high personal standards, acts with integrity, respects confidentiality, and is courteous, reliable and responsive in dealing with others			
	E2.3 Understands and manages diversity in terms of culture, religion, race and gender			
	E2.4 Demonstrates behaviour that earns the respect of professional colleagues			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
	E2.5 Applies professional and ethical criteria and withdraws from an engagement that discovers, or causes, illegal activity			
F Analytical Skills: Applies analytical and pro-active thinking to ensure robust and appropriate client solutions				
F1 Problem solving	F1.1 Uses a logical, coherent and consistent approach to problem-solving. Challenges assumptions and probes detail			
F2 Decision making and recommendation	F2.1 Understands the implications of different courses of action Makes recommendations based on risk analysis with facts and assesses the ability of the client to implement			
F3 Innovation	F3.1 Demonstrates flexibility, creativity and innovation in generating solutions and recommendations			
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.				
G1 Taking responsibility for own actions	G1.1 Maintains responsibility to the client to remain within the scope of work. Identifies, and where appropriate notifies colleagues of, issues outside scope of work			
G2 Handles complexity	G2. Works effectively in complex environments containing value-conflicts and uncertainties, needing, at most, only indirect supervision			
G3 Interacts effectively with others	G3.1 Shares views with others, expressing own ideas and thoughts clearly and openly while also being prepared to listen to other, differing, views before reaching conclusions. Where appropriate, uses professional network to seek contributions from others			

Competence	Sub-competence	Accredited Provider's Module	Learning Outcome	Comments
G4 Demonstrates influencing skills	G4.1 Presents ideas convincingly to the client to achieve specific outcomes			
G5 Demonstrates communication skills	G5.1 Conveys information in a clear focused style using effective verbal, non-verbal, graphical, written and oral communication techniques in formal and informal situations			
PERSONAL DEVELOPMENT				
H Continued Learning and Development: Plans self-development and shows track record of personal growth				
H1. Self-development	H1.1. Identifies opportunities and sets personal objectives for a tailored Continuing Professional Development Programme			
	H1.2 Pro-actively seeks opportunities to further own development. Seeks and acts on feedback from clients, superiors, peers and team members to further personal development. Learns from own and others past assignments			
	H1.3 Demonstrates a logical process to seek out new tools and techniques and identify their relevance to current and future work			

Please sign and date this application and return it to:

(IMC to complete)

Contact's name: please print		Date	
Contact's signature			
Senior Manager's name: please print		Date	
Senior Manager's signature			

For IMC use only	
IMC Assessors' comments	Date
Name of Lead Assessor	Name of Second Assessor
The application form	Assessor's comments:
1 General requirements	
1.1 Accredited Provider's Management Responsibilities	
1.2 Lecturers / Trainers	
1.3 Premises, Health & Safety and Resources	
1.4 Student Support Services	
2 Qualification / Course	
2.1 Course Development and Design	
2.2 Learning and Assessment	
2.3 Course Evaluation	

Mapping to the ICMCI Competence Framework	
A Client Business Insight	
B Consulting Business Insight	
C Functional Specialisation	
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	
E Ethics and Professionalism	

F Analytical Skills	
G Personal Interaction	
H Continued Learning and Development	

Request for additional documentary evidence	
Details of any additional evidence that has been requested:	Assessors feedback:

Recommendations – to be made to the ICMCI and to applicant				Date:	
Course approved		Application requires some additional work. Please specify below		Rejected application. Please specify reasons below	

Additional sheet for comments