Table 1 of these CMC Range Statements for the Competence Framework define the levels of abilities, commitments, knowledge, and skills that a management consultant might demonstrate at progressive stages of experience and maturity in the profession (Development, Independence, Profession leader). A consultant should reach the Independence Level before CMC can be awarded. Table 2 (page 16) gives examples of evidence to show required competence for CMC Award.

Table 1

Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
A	**Client Business Insight** *Understands the internal and external factors impacting on the project*	Ref #	**Development**	**Independence**	**Profession Leader**
A1	Client understanding	A1.1	Understands 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 a range of disciplines and business environments
A2	Client business knowledge	A2.1	Researches similar businesses and best practice	Analyses business culture, structure, processes, management and performance criteria based on the scope of work.	Leads by example, applying management and business skills in own business
A3	External awareness	A3.1	Uses a process to identify impact on client from political, economic, social, technological, legal and environmental factors	Formulates analysis for client including current political, economic, social, technological, legal and environmental factors	Expertise is sought by external parties to advise on issues impacting own sector
B	**Consulting business insight** *Understands the management consultancy environment and its commercial aspects*	Ref #	**Development**	**Independence**	**Profession Leader**
B1	Consultancy business	B1.1	Studies the structure of	Understands the nature of the	Their expertise is sought by external

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
	knowledge		consultancy including cash flow, profit and loss, intellectual property, risk management, local laws and regulations.	management consultancy market, competitors and capabilities	parties to advise on the nature of the consultancy market
B2	Commercial aspects of assignments	B2.1	Develops commercial awareness and participates, under supervision, in scoping, pricing, risk analysis, and setting terms and conditions	Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions	Advises, coaches and mentors others in the commercial aspects of consultancy
		B2.2	Develops self-marketing capability and taking part, under supervision, in negotiation of contracts	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.	Actively promotes the consultancy profession through a network of contacts
Competence Framework Reference		**Range Statements**			
Technical Competence		Sub-comp.			
C	**Functional Specialisation** *Recognised as an expert in own discipline*	Ref #	**Development**	**Independence**	**Profession Leader**
C1	Functional knowledge and skills	C1.1	Builds sector technical expertise through education, qualifications and work experience	Shows evidence of at least one year's management consulting experience in the declared primary functional specialism PLUS: • A degree or professional	Acts as a leader / adviser / coach to others in own area of discipline

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
				qualification in the functional specialism, OR • At least four years' years specialized work experience in the functional specialism.	
C2	Sectorial knowledge and experience	C2.1	Demonstrates knowledge of the sector in which work is carried out	Demonstrates how functional expertise has been applied in at least one business sector.	Influences business thinking and agenda in one or more sectors

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Competence Framework Reference		**Range Statements**			
Consulting Skills		Sub-comp.			
D	**Engagement Management** *Determines the scope of client assignments. Manages client and other stakeholders' expectations. Engages expertise of others where appropriate.*	Ref #	**Development**	**Independence**	**Profession Leader**
D1	**Client Focus**				
D1.1	Scoping client requirements	D1.1.1	Researches and understands client agenda and issues	Understands and defines client requirements as evidenced by client agreement	Utilises knowledge of external issues and depth of experience to inform, challenge and define scope of work
		D1.1.2	Understands purpose and content of client proposals, including implications of local contract law	Presents clear comprehensive written proposals – if this forms part of the normal job role	Advises, coaches and mentors others in the development and presentation of project proposals
		D1.1.3	Contributes to written proposals	Engages the client in selecting, and taking ownership of, options for the structure and execution of the assignment.	Advises, coaches and mentors others in the design of projects
D1.2	Managing client interface	D1.2.1	Understands and operates within contractual terms of engagement	Manages client, and consultancy stakeholder, expectations - • Complies with contractual terms • Conducts regular assignment reviews with client • communicates the assignment process effectively to clients and	Owns, leads and manages complex client bids and proposal with teams, demonstrating depth of experience

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
				makes timely reports to discuss with clients the need to change purpose, scope or progress of the assignment if evidence indicates the necessity	
D1.3	Partnering and networking	D1.3.1	Develops network to support and add value to client engagements, including within own company, clients and external professional networks	Understands and engages expertise of others alongside own	Leverages effective, established networks to create added value for clients
		D1.3.2		Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform delivery solution	
D2	**Assignment Management** *Manages client assignments effectively Delivers timely solutions while balancing priorities and managing time effectively.*		**Development**	**Independence**	**Profession Leader**
D2.1	Managing successful outcomes	D2.1.1	Manages own delivery in a consultancy under the guidance of more experienced colleagues	Manages client assignments successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time.	Leads major projects involving consultant teams and advises others on objectives, design and implementation
D2.2	Planning	D2.2.1	Plans and manages own time ensuring own deliverables are completed to required timescales and budget	Demonstrates competent use of planning tools and techniques, and sets milestones appropriate for the size and scale of the assignment.	Reviews and advises on project plans
D2.3	Managing the assignment	D2.3.1	Learns to handle changes in project scope and seeking	Shows flexibility and adaptability to changing demands and deadlines.	Takes responsibility for the people working for them in a project and

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Competence Framework Reference		Range Statements			
Business Competence		Sub-comp.			
			advice from senior consultants when necessary	Demonstrates ability to manage ambiguity	provides guidance on how to react to changes in the assignment. Reviews and advises on project management to ensure flexibility
		D2.3.2	Persists with own tasks, seeking advice from more experienced consultants when necessary	Keeps 'big picture' in focus but addresses detail and balances priorities.	Reviews and advises on project management to ensure priorities are maintained and the assignment stays 'on track'
		D2.3.3	Develops awareness of priorities and building time management capability	Manages own time effectively to meet deadlines.	Advises, coaches and mentors others in techniques for setting priorities and time management
		D2.3.4	Works with others to develop mutually supportive relationships. Contributes to positive team working behaviours	Where appropriate, demonstrates the ability to identify, develop, describe and allocate work streams for others to meet objectives, deadlines and budgets.	Draws on a range of leadership styles to ensure effective development of others. Pro-actively coaches and develops others. Manages large complex teams operating across cross-cultural boundaries
D2.4	Working on all phases of project	D2.4.1	Works in one or more stages of project delivery	Operates competently in all areas of project delivery from offering through to closure	Takes responsibility for the people working for them in a project and ensures that they have the required competences
D2.5	Managing handover to client	D2.5.1	Completes own deliverables and engages client to take ownership. Shows the ability to draw to a close own deliverables. Understands the need for client withdrawal on the basis of the progress to	Anticipates handover issues and addresses during engagement. Agrees handover process with client (skills transfer, implementation, sustainability, knowledge, documentation). If withdrawing due to inability to continue, offers client	Responsible and accountable that the consulting team completes all outputs and deliverables. Follows up periodically with client.

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
			date indicating that this can be necessary.	recommendations on other resources, to complete the project.	
D3	**Consulting Knowledge** *Captures, shares and applies knowledge in a structured way relevant to the engagement needs*	Ref #	**Development**	**Independence**	**Profession Leader**
D3.1	Using a logical process approach to capturing and building knowledge	D3.1.1	Builds knowledge of logical processes for data gathering and analysis	Gathers, records and analyses data and information through ordered and logical processes and translates data into useable output	Advises, coaches and mentors others in techniques for data gathering and analysis
D3.2	Sharing knowledge and experiences with others	D3.2.1	In assignments uses own knowledge to contribute within a project team	Shares acquired knowledge and experience with others in appropriate ways in order to build value for the client	Advises, coaches and mentors others in effective communication methods
D3.3	Applying knowledge, tools and technical expertise to create value for the client	D3.3.1	Develops knowledge of appropriate tools and techniques	Demonstrates how value was created for the client through use of knowledge, tools and expertise and show how this met the client's needs	Contributes to the development of consultancy tools and techniques that add value to clients
D4	**Consulting Process Techniques** *Uses a range of techniques, including facilitation, coaching and mentoring to deliver solutions of mutual benefit*	Ref #	**Development**	**Independence**	**Profession Leader**

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
D4.1	Presentation	D4.1.1	Presents ideas effectively one to one or in small groups adapting style to audience	Uses presentation tools and techniques effectively	Draws on a range of experiences and techniques to adapt communication style to challenging situations and audiences
D4.2	Written reports	D4.2.1	Displays use of appropriate business language and grammar	Produces clear client correspondence and reports selecting most appropriate style to achieve desired outcome	Writes in a style appropriate to the audience across cultures
D4.3	Facilitation	D4.3.1	Develops facilitation skills and leading group sessions under supervision	Manages group processes to achieve desired outcomes, using facilitation tools and techniques to maximise the group's decision-making potential	Advises, coaches and mentors others in facilitation techniques
D4.4	Coaching	D.4.4.1	Develops knowledge and understanding of the variety of coaching styles, skills and techniques	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.	Advises, coaches and mentors others in coaching techniques and their application in differing contexts
D4.5	Mentoring	D4.5.1	Develops knowledge and understanding of the variety of mentoring styles, skills and techniques	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.	Advises, coaches and mentors others in mentoring and its application in differing contexts

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
D4.6	Consensus building	D4.6.1	Develops skills in building consensus and resolving conflict	Demonstrates skills in building consensus and managing conflict	Advises, coaches and mentors others in techniques of consensus building and conflict management
D4.7	Collaborative working	D4.7.1	Develops team working skills	Works effectively in a team with others and seeks support from others where appropriate	Leads teams of people and coaches people in team-working skills
		D4.7.2	Learns management techniques	Demonstrates, if in a management role, the management, development and appraisal of others and delegation of tasks	Demonstrates the management, development and appraisal of others and delegation of tasks
D5	**Tools and methodologies** *Selects and uses appropriate tools and methodologies*	Ref #	**Development**	**Independence**	**Profession Leader**
D5.1	Selects and uses appropriate diagnostic tools, methods and techniques	D5.1.1	Develops knowledge of appropriate tools and techniques	Evaluates tools and techniques against validity criteria and uses them to obtain best data, information or knowledge available, within budgetary or organisational constraints.	Advises on use of a range of diagnostic tools, methods and techniques. Makes a holistic assessment using information and knowledge from tools and techniques and from market experience.
		D5.1.2	Tests client hypotheses and solutions with robust data	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	Develops and selects appropriate methods in unclear situations

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
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*	Ref #	**Development**	**Independence**	**Profession Leader**
D6.1	Managing risk and issues	D6.1.1	Manages 'low risk' projects (low complexity, acting as sole consultant)	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).	Manages 'high risk' projects (major clients, multi-disciplinary teams, complex and ambiguous scope of work, significant change to cash flow, capital funding, business design, market approach and profitability, sustainability, or stakeholder approval)
		D6.1.2	Pro-actively identifies and communicates issues impacting progress of own work and that of client. Requests advice in achieving milestones	Applies risk management processes including planning and resourcing, monitoring and reporting. Uses risk and/or issue logs, reports, risk mitigation and/or recovery action and the use and control of contingencies	
D6.2	Managing quality	D6.2.1	Understands basic quality concepts: working to specification, cost of quality. Complies with consultant team quality management	Identifies success criteria to ensure required quality of deliverables is achieved	Contributes to the development of quality management within the profession and takes responsibility for the quality of work done by those who work for them

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
			processes and standards, and agreed with the client		
		D6.2.2	Seeks feedback and acts on it	Assures quality compliance of own deliverables and those of team	Leads quality assurance reviews, including direct checks with clients.
		D6.2.3	Builds track record of successful delivery in a range of support roles in client engagements	Monitors and measures client satisfaction	Advises others on design of quality assurance process
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.*	Ref #	**Development**	**Independence**	**Profession Leader**
E1	Demonstrating ethical behaviour	E1.1	Understands the principles of business ethics and adheres to the ICMCI and/or National Institute Code of Professional Conduct and Ethics	Demonstrates appropriate ethical behaviour and adheres to the ICMCI and/or National Institute Code of Professional Conduct and Ethics	Acts as a role model for ethical behaviour and contributes to the development and maintenance of ethical standards within the profession
E2	Demonstrating professional behaviour	E2.1	Is able to identify client's needs and is developing the ability to provide advice to meet those needs	Ensures professional advice is sound and relevant to client's needs	Guides others within the profession in the ways of identifying client needs and how to provide sound and relevant advice
		E2.2	Sets high personal standards,	Sets high personal standards, acts	Acts as a role model in demonstrating

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
			acts with integrity, respects confidentiality, and Is courteous, reliable and responsive in dealing with others	with integrity, respects confidentiality, and Is courteous, reliable and responsive in dealing with others Explains the value of independent objective advice to clients.	high personal standards of integrity and confidentiality
		E2.3	Understands diversity in the context of consultancy (size of organisation and ownership – SMEs v multi-nationals and private, public, and third sector)and is developing ways to manage it	Understands and manages diversity in terms of culture, religion, race and gender	Acts as a role model in managing diversity and coaches others to help their understanding
		E2.4	Develops professional behaviour and is assessing the reactions of colleagues to that behaviour	Demonstrates behaviour that earns the respect of professional colleagues	Is held in high regard by senior members of the profession and is approached by others for professional advice
		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*	Ref #	**Development**	**Independence**	**Profession Leader**
F1	Problem solving	F1.1	Understands problem-solving techniques and practices their application. Observes	Uses a logical, coherent and consistent approach to problem-solving	Provides advice, coaches and mentors others in problem-solving techniques and actively encourages

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
			behaviour of senior consultants in challenging assumptions and probing details	Challenges assumptions and probes detail	attitudes that challenge assumptions Understands that problem solving techniques, analytic and other tools are a means of working in a "conversation" with the client and not an end in themselves
F2	Decision making and recommendation	F2.1	Understands risk analysis role in developing recommendations for clients. Makes recommendations under supervision and tests practicality of recommendations with senior consultants	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	Is able to maintain a view of the 'big picture' in directing consultancy assignments and monitors the decisions and recommendations of consultants under their direction
F3	Innovation	F3.1	Learns how to react flexibly to client feedback whilst retaining professionalism and objectivity Explores with seniors ways to develop skills of creativity and innovation	Demonstrates flexibility, creativity and innovation in generating solutions and recommendations	Is regarded by members of the profession as an innovator who provides creative 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*	Ref #	**Development**	**Independence**	**Profession Leader**

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
	outcomes. *Demonstrates influencing skills.* *Demonstrates communication skills.*				
G1	Taking responsibility for own actions	G1.1	Understands that one's actions have effects on clients and colleagues when developing solutions and making recommendations.	Maintains responsibility to the client to remain within the scope of work. Identifies, and where appropriate notifies colleagues of, issues outside scope of work.	Demonstrates responsibility for their own actions, and those of others who work for them, both within and external to the immediate scope of work Is able to maintain a broad view of all issues surrounding the immediate work
G2	Handles complexity	G2.1	Works under supervision in client assignments	Works effectively in complex environments containing value-conflicts and uncertainties, with at most needing only indirect supervision	Advises, coaches and mentors others in the techniques of handling complex issues and dealing with uncertainty
G3	Interacts effectively with others	G3.1	Understands methods to work with others. Assesses the effect of one's personality on working relationships. Builds a network of contacts	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.	Acts as a role model in building and maintaining effective working relationships
G4	Demonstrates influencing skills	G4.1	Develops techniques of persuasive verbal and written	Presents ideas to the client convincingly to achieve specific	Invited to deliver confident and engaging presentations to a wide

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Competence Framework Reference		**Range Statements**			
Business Competence		Sub-comp.			
			presentation	outcomes	range of audiences.
G5	Demonstrates communication skills	G5.1	Uses listening and questioning techniques to understand issues and problems	Conveys ideas and thoughts in a clear focused style using effective verbal, non-verbal, graphical, written and oral communication techniques in formal and informal situations	
H	**Continued Learning and Development** *Plans self-development and shows track record of personal growth*	Ref #	**Development**	**Independence**	**Profession Leader**
H1	Self-development	H1.1	Follows a detailed and comprehensive Continuing Professional Development Programme	Identifies opportunities and sets personal objectives for a tailored Continuing Professional Development Programme	Seeks technical expertise in new sectors, shares knowledge in many forums
		H1.2	Follows a detailed and comprehensive Continuing Professional Development Programme	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	
	Actively seeks out new and appropriate tools	H1.3	Develops awareness of a range of consultancy tools and techniques	Demonstrates a logical process, as part of Personal Development, to seek out new tools and techniques and identify their relevance to current and future work	Can advise others on appropriate sources of knowledge for personal development. May engage in tailoring and development of new tools.

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Competence Framework – CMC Independence Level – Evidence Examples

Table 2 provides examples of typical evidence that a management consultant might provide to demonstrate the required competence for award of CMC, either by documentary proof (shown in **bold type**) or by description in submitted Case Studies and by presentation and dialogue at interview.

Table 2

Competence Framework Ref. / **Business Competence**		**Independence Level Range Statements**		**Typical Evidence**
A	**Client Business Insight** *Understands the internal and external factors impacting on the project*	**Ref #**	**Sub-Competence Statement**	**Examples of Evidence** or Positive Indicators at Interview
A1	Client understanding	A1.1	Researches and understands the client business, the sector in which it operates, and its stakeholders	**Research Notes** In Case Study and at interview: Can describe a Client business and the sector in which it operated. Can define and describe the business' stakeholders
A2	Client business knowledge	A2.1	Analyses business culture, structure, processes, management and performance criteria based on the scope of work.	**Research Notes** In Case Study and at interview: Can describe the scope of work and the parameters of the business in the context of the assignment work undertaken
A3	External awareness	A3.1	Formulates analysis for client including current political, economic, social, technological, legal and environmental factors	**PESTLE Analysis** In Case Study and at interview: Can describe the PESTLE factors impacting the work with the client

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Business Competence				
B	**Consulting business insight** *Understands the management consultancy environment and its commercial aspects*	Ref #	**Sub-Competence Statement**	
B1	Consultancy business knowledge	B1.1	Understands the nature of the management consultancy market, competitors and capabilities	**Relevant qualifications and CPD records** In Case Study and at interview: Can describe the consultancy market in which he/she operates and how their capabilities enable them to compete against typical competitors
B2	Commercial aspects of assignments	B2.1	Demonstrates understanding of commercial aspects of projects including scoping, pricing, risk, and terms and conditions	**Scoping reports; cost and fee estimates; risk analyses and risk management plans; example Terms & Conditions used with Clients.** In Case Study and at interview: Can describe how they have scoped an assignment, estimated costs and have priced the assignment for the Client. Have carried out a risk assessment and developed a risk management plan.
		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.	**Marketing collateral; promotional literature; website; internal information on consultancy service (for internal consultants); contact management database/spreadsheet.** In Case Study and at interview: Can describe how they promote their consultancy services and the tools used to do this.

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Competence Framework Ref.		**Independence Level Range Statements**		**Typical Evidence**
Technical Competence				
C	**Functional Specialisation** *Recognised as an expert in own discipline*	**Ref #**	**Sub-Competence Statement**	
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' specialized work experience in the functional specialism.	**Degree or Professional Qualification; CV showing 4 years' specialist experience and at least one years' consultancy experience in specialist field; References from Clients and/or Superiors or Peers.**
C2	Sectorial knowledge and experience	C2.1	Demonstrates how functional expertise has been applied in at least one business sector.	**Case Studies; References from Clients and/or Superiors or Peers.**

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Consulting Skills				
D	**Engagement Management** *Determines the scope of client assignments. Manages client and other stakeholders' expectations. Engages expertise of others where appropriate.*	**Ref #**	**Sub-Competence Statement**	
D1	**Client Focus**			
D1.1	Scoping client requirements	D1.1.1	Understands and defines client requirements as evidenced by client agreement	**Scoping reports; Agreed Terms of Reference; Project Plans with Client acceptance by signature on document, email acceptance or similar.**
		D1.1.2	Presents clear comprehensive written proposals – if this forms part of the normal job role	**Proposal document or presentation**
		D1.1.3	Engages the client in selecting, and taking ownership of, options for the structure and execution of the assignment.	**Agreed Terms of Reference; Project Plans with Client acceptance by signature on document, email acceptance or similar**
D1.2	Managing client interface	D1.2.1	Manages client, and consultancy stakeholder, expectations - • Complies with contractual terms • Conducts regular assignment reviews with client • communicates the assignment process effectively to clients and makes timely reports to discuss with clients the need to change purpose, scope or progress of the assignment if evidence indicates	**Project Progress Reports; Notes of Project Meetings with Clients.**

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Competence Framework Ref. Technical Competence		Independence Level Range Statements		Typical Evidence
			the necessity	
D1.3	Partnering and networking	D1.3.1	Understands and engages expertise of others alongside own	In Case Study and at interview: Can show that they know the limits of their expertise and can describe how they have recognised situations where additional expertise was required and how they identified and engaged it.
		D1.3.2	Leverages network effectively to research and define client issues, generate innovative solutions for clients and/or inform delivery solution	**Database of network contacts; Documents showing engagement of others in an assignment.** In Case Study and at interview: Can describe their network and demonstrate where and how resource from that network has been used in an assignment.
D2	**Assignment Management** *Manages client assignments effectively* *Delivers timely solutions while balancing priorities and managing time effectively.*		**Sub-Competence Statement**	
D2.1	Managing successful outcomes	D2.1.1	Manages client assignments successfully, ensuring that objectives, deadlines and budgets are agreed and delivered on time.	**Terms of Reference; Project Plans; Project Progress Reports; Notes of Project Meetings with Clients; Client Satisfaction Sign-offs.** In Case Study and at interview: Can describe how they managed an assignment with a successful outcome where objectives were met on time and in budget.
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.	**Gantt Charts, output from Project Management Software, use of PRINCE2 or equivalent, as appropriate to the complexity of the assignment.** In Case Study and at interview: Can describe what planning tools were used and give reasons why they were chosen in place of others

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Technical Competence				
D2.3	Managing the assignment	D2.3.1	Shows flexibility and adaptability to changing demands and deadlines. Demonstrates ability to manage ambiguity	**Project Progress Reports; Notes of Project Meetings with Clients; Change Notes generated in an assignment** In Case Study and at interview: Can describe how they have successfully managed change in an assignment. Can describe how they clarified requirements with the Client.
		D2.3.2	Keeps 'big picture' in focus but addresses detail and balances priorities.	**Project Progress Reports; Notes of Project Meetings with Clients.** In Case Study and at interview: Can describe how they managed an assignment with a successful outcome where objectives were met on time and in budget.
		D2.3.3	Manages own time effectively to meet deadlines.	**Time Management Plan; Assignment Diary.** In Case Study and at interview: Can describe how they have managed their diary in an assignment and have met 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.	**Output from Project Management Software, PRINCE2 records or equivalent; Work Orders for other consultants.** In Case Study and at interview: Can demonstrate how the work streams in the assignment were identified, what those work streams were, and how they were allocated to others
D2.4	Working on all phases of project	D2.4.1	Operates competently in all areas of project delivery from offering through to closure	**Complete assignment documentation from scoping, through proposal, negotiation, ToR, and project management to successful Client sign-off.** In Case Study and at interview: Can describe how they have undertaken all stages of delivery in one or more assignments.
D2.5	Managing handover to client	D2.5.1	Anticipates handover issues and addresses during engagement. Agrees handover process with client (skills transfer, implementation,	**Progress Reports; Notes of Meetings with Client; Final Report; Client sign-off.** In Case Study and at interview: Can describe the handover process followed in an assignment.

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Competence Framework Ref. / Technical Competence		Independence Level Range Statements		Typical Evidence
			sustainability, knowledge, documentation). If withdrawing due to inability to continue, offers client recommendations on other resources, to complete the project.	
D3	**Consulting Knowledge** *Captures, shares and applies knowledge in a structured way relevant to the engagement needs*	**Ref #**	**Sub-Competence Statement**	
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	**Assignment Notes; Diary; Progress Reports; Proposed solutions; Notes of Meetings with Clients;** In Case Study and at interview: Can describe the methods used to gather data and tools used to analyse it. Demonstrates how data has been used to form proposed solutions.
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	**Assignment Notes; emails; Meeting Notes.** In Case Study and at interview: Can describe the methods used to disseminate information to Client, Stakeholders and Consultant Team. Can demonstrate how the shared information has added value in the assignment.
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 show how this met the client's needs	**Final Report; Client sign-off and feedback; Quantified and verified outcomes.** In Case Study and at interview: Can describe the approach, methods and tools used in the assignment

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Competence Framework Ref. / Technical Competence		Independence Level Range Statements		Typical Evidence
				and how these directly caused the achieved outcomes.
D4	**Consulting Process Techniques** *Uses a range of techniques, including facilitation, coaching and mentoring to deliver solutions of mutual benefit*	**Ref #**	**Sub-Competence Statement**	
D4.1	Presentation	D4.1.1	Uses presentation tools and techniques effectively	**Examples of presentation material.** In Case Study and at interview: Presentation given during interview.
D4.2	Written reports	D4.2.1	Produces clear client correspondence and reports selecting most appropriate style to achieve desired outcome	**Examples of assignment reports; and other written communication e.g. emails.** In Case Study and at interview: (The quality of the candidate's submission document and Case Study write-up will give Assessors an indication of this competence)
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	**Meeting Plans and Meeting Notes.** In Case Study and at interview: Can describe tools and techniques that have been used, how successful they were, and verifiable outcomes to which they contributed.
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.	**Coaching Plans and Meeting Notes.** In Case Study and at interview: Can describe tools and techniques that have been used, how successful they were, and quantifiable outcomes which they caused.

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Technical Competence				
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.	**Mentoring Plans and Meeting Notes.** In Case Study and at interview: Can describe tools and techniques that have been used, how successful they were, and quantifiable outcomes which they caused.
D4.6	Consensus building	D4.6.1	Demonstrates skills in building consensus and managing conflict	**Meeting Plans and Meeting Notes.** In Case Study and at interview: Can describe tools and techniques that have been used, how successful they were, and verifiable outcomes to which they contributed.
D4.7	Collaborative working	D4.7.1	Works effectively in a team with others and seeks support from others where appropriate	**360° appraisal reports; Client Feedback.** In Case Study and at interview: Can describe effective team-working skills used in an assignment.
		D4.7.2	Demonstrates, if in a management role, the management, development and appraisal of others and delegation of tasks	**Appraisal reports; personnel development plans; Work Orders or Task allocation.** In Case Study and at interview: Can describe how they manage other consultants in assignments and how they use feedback sessions to aid development.
D5	**Tools and methodologies** *Selects and uses appropriate tools and methodologies*	**Ref #**	**Sub-Competence Statement**	
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	**Examples of tools, methods and techniques used.** In Case Study and at interview: Can describe the tools, methods and techniques used in an assignment, why they were selected in place of others, and how successful they were

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Competence Framework Ref. / Technical Competence		Independence Level Range Statements		Typical Evidence
			budgetary or organisational constraints.	in achieving objectives.
		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	**Examples of tools, methods and techniques used.** In Case Study and at interview: Can describe the tools, methods and techniques used in an assignment, why they were selected in place of others, and how successful they were in achieving objectives.
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*	**Ref #**	**Sub-Competence Statement**	
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)	**Risk Analysis.** In Case Study and at interview: Can describe the risks identified in an assignment and how they were identified, evaluated and prioritised.

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Technical Competence				
		D6.1.2	Applies risk management processes including planning and resourcing, monitoring and reporting. Uses risk and/or issue logs, reports, risk mitigation and/or recovery action and the use and control of contingencies	**Risk Management Plan; Risk Log.** In Case Study and at interview: Can describe how risk was successfully managed in an assignment.
D6.2	Managing quality	D6.2.1	Identifies success criteria to ensure required quality of deliverables is achieved	**Terms of Reference.** In Case Study and at interview: Can describe how success criteria for an assignment were discussed and agreed with the Client.
		D6.2.2	Assures quality compliance of own deliverables and those of team	**Quality Plan; Progress Reports; Notes of Meetings with Client.** In Case Study and at interview: Can describe the methods used to measure the quality of deliverables against the outcomes agreed with the Client. Can demonstrate some form of independent quality assessment.
		D6.2.3	Monitors and measures client satisfaction	**Progress Reports; Notes of Meetings with Client; Client sign-off.** In Case Study and at interview: Can describe how Client satisfaction was assessed both during the assignment and at final sign-off.
E	**Ethics and Professionalism** *Operates with professionalism and integrity in all aspects of role including conduct, adhering to codes of practice and working in*	**Ref #**	**Sub-Competence Statement**	

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Technical Competence				
	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	**Client References; Results from Ethics Examination/Test.** In Case Study and at interview: Can explain the key requirements of the Institute's Code and demonstrate how they comply.
E2	Demonstrating professional behaviour	E2.1	Ensures professional advice is sound and relevant to client's needs	**Client References; Peer Review; Appraisal Reports.**
		E2.2	Sets high personal standards, acts with integrity, respects confidentiality, and Is courteous, reliable and responsive in dealing with others Explains the value of independent objective advice to clients.	**Client References; Peer Review; Appraisal Reports.**
		E2.3	Understands and manages diversity in terms of culture, religion, race and gender	**Client References; Peer Review; Appraisal Reports.**
		E2.4	Demonstrates behaviour that earns the respect of professional colleagues	**Client References; Peer Review; Appraisal Reports.**
		E2.5	Applies professional and ethical criteria and withdraws from an engagement that discovers, or causes, illegal activity.	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can describe the key professional and ethical requirements of a consultant and how they have applied them in assignments.
F	**Analytical Skills** *Applies analytical and pro-active*	**Ref #**	**Sub-Competence Statement**	

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Technical Competence				
	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	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can demonstrate that the approach they have taken to problem solving in an assignment has followed logical steps. Can show how they have analysed and challenged the 'status quo' as part of the assignment process.
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	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can demonstrate how options for solutions have been analysed for impact and risk – both short and long term. Can show how the ability of the Client has been assessed and built into the chosen solution.
F3	Innovation	F3.1	Demonstrates flexibility, creativity and innovation in generating solutions and recommendations	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can show evidence of 'new thinking' in the options for solutions that have been proposed to the Client and how they have avoided a 'one size fits all' approach.

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Technical Competence				
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.*	**Ref #**	**Sub-Competence Statement**	
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.	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can describe how the Client relationship in an assignment has been managed to avoid 'scope creep' and maintain Client satisfaction.
G2	Handles complexity	G2.1	Works effectively in complex environments containing value-conflicts and uncertainties, with at most needing only indirect supervision	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: Can describe how complex situations in an assignment have been managed and how potential conflict has been managed to avoid issues arising.
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	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: (The quality of the candidate's presentation and subsequent responses to questions during the interview will give Assessors an indication of this

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Competence Framework Ref. / Technical Competence		Independence Level Range Statements		Typical Evidence
			reaching conclusions. Where appropriate, uses professional network to seek contributions from others.	competence)
G4	Demonstrates influencing skills	G4.1	Presents ideas to the client convincingly to achieve specific outcomes	**Client References; Peer Review; Appraisal Reports.** In Case Study and at interview: (The quality of the candidate's presentation and subsequent responses to questions during the interview will give Assessors an indication of this competence)
G5	Demonstrates communication skills	G5.1	Conveys ideas and thoughts in a clear focused style using effective verbal, non-verbal, graphical, written and oral communication techniques in formal and informal situations	
H	**Continued Learning and Development** *Plans self-development and shows track record of personal growth*	**Ref #**	**Sub-Competence Statement**	
H1	Self-development	H1.1	Identifies opportunities and sets personal objectives for a tailored Continuing Professional Development Programme	**CPD Plan and Record; Peer Review; Appraisal Reports.**
		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	

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Competence Framework Ref.		Independence Level Range Statements		Typical Evidence
Technical Competence				
			Learns from own and others' past assignments	
	Actively seeks out new and appropriate tools	H1.3	Demonstrates a logical process, as part of Personal Development, to seek out new tools and techniques and identify their relevance to current and future work	**CPD Plan and Record; Peer Review; Appraisal Reports.** In Case Study and at interview: Can describe new tools and techniques that have been adopted and how they have been used in an assignment.

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Record of Changes

Version/Date	Change	By
1.0 / January 24 2014	Initial	PSC, Approved by ICMCI Trustees

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