



CMC - GLOBAL

## Member in Good Standing Report 2022

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“Member in good standing” is the status attributed to an Institute of Management Consulting (IMC) which is a full member of ICMCI and has complied with the requirements in the Members in Good Standing Policy (“the Policy”) adopted in 2014.

Being a “Member in good standing” affirms the Member’s commitment to the vision of the ICMCI, reflected in its Professional Code of Conduct, to which all members are bound, and to the ICMCI Bylaws.

### Definition

According to the Policy, the “Member in Good Standing” status is attributed to full member IMCs which adhere to the following three key criteria:

- QAC assessments: positive results are achieved,
- Payments: accounts receivables are made to ICMCI,
- Engagement: delegates respond in a timely fashion.

Further, the Policy stipulates that full or provisional members will be temporarily “suspended” when one of the following situations occurs:

- Any accounts receivable, not in dispute, from a member are aged more than 120 days, from the date of invoicing, or,
- The QAC assessment has not been completed within 180 days of the anniversary date, due to the member’s fault.

To encourage prompt reactions or corrective actions, penalties for members in violation of either one of the two criteria have been effected such as suspension of both voting privileges and running for Board until the issue is corrected.

The Board has the power to temporarily make accommodations for a maximum period of 90 days. This temporary accommodation may not be renewed automatically but must be reviewed again. If such accommodation is not made, then the IMC will automatically be classified as “suspended” and the above penalties / restrictions will apply.

### Basis of preparation

The ICMCI Membership Committee (MC) is responsible for reviewing member status as guided by the Policy and developing recommendations for Board action appropriate for each. In performing its work, the MC has used sources of information and has developed interpretations as noted below.

The Quality Assurance Committee has provided the information on certification scheme assessments, which appears straight-forward.

Upon the MC enquiries, the Treasurer and the Secretariat have presented a complex picture when disclosing information on membership dues:

- The global spread of the COVID-19 pandemic during 2020 and the economic and social crises, thereafter, resulted in challenges for the management consulting industry. While many IMCs have managed to fulfil their obligations, more than a few have experienced severe financial difficulties.

In striving to find a solution, individual Recovery Plans have been agreed and signed with the Treasurer.

- In addition, some IMCs have justified operational reasons for delaying payments and have made a commitment to execute the full amounts within a period of 90 days should the Board grant them such accommodation.
- For certain IMCs, membership dues are outstanding for reasons beyond their control and assurance has been given that the issues would be resolved at the earliest possible opportunity.

The MC has examined the above cases thoroughly and considers the respective IMCs as currently compliant regarding the “payment” criterion for a member in good standing.

With reference to the “engagement” criterion, information from two main sources has been reviewed, namely the Secretariat and the Membership Survey.

For provisional members which have been unable to file applications for full membership and/or meet their financial obligations as required, the MC has satisfied itself that the member has been given sufficient opportunity and time for clarifying their position before exiting the ICMCI membership.

### Observer Status

At the time of preparing this report, the ICMCI Board has been considering to introduce Observer Status to non-member organisations to make it possible for them to participate in the ICMCI’s activities.

The MC views this as an opportunity to continue the relationships with provisional members which exit the ICMCI membership.

While information on the eligibility and the process for admission as an observer organisation will be described fully in a separate document by ICMCI, below are the elements that MC recommends applying regarding former provisional members:

- Confirm intention to apply for membership
- Receive technical support in preparing to apply for membership
- Receive news and invitations to attend public sessions and events of ICMCI
- Have no voting rights
- May not volunteer representatives to ICMCI Committees and other structures
- May not award the CMC designation, yet their member consultants may be awarded by CMC-Global Institute
- Pay an observer status fee of EUR 200 annually
- Review eligibility for Observer Status each year

### Recommendations

The recommendations set out below have been prepared in accordance with the Member in Good Standing Policy, applied consistently.

As of September 20, 2022, the member status is as follows:

<b>Full members</b>	
Starting position	45
Upgrading from Provisional to a Full member	1
<b>Total</b>	<b>46</b>
<b>Provisional members</b>	
Starting position	3
Upgrading from Provisional to a Full member	-1
Exiting member from ICMCI and offering to grant Observer Status	-2
<b>Total</b>	<b>0</b>
<b>Full and Provisional members total</b>	<b>46</b>
<b>Member in Good Standing</b>	<b>43</b>
<b>Members for which information from the Treasurer is pending</b>	<b>3</b>

We are pleased to attest that the Full members have increased from 45 to 46 with Armenia being upgraded from Provisional member.

The review process for three IMCs, full members, is still ongoing. They have delayed paying their membership fees and negotiations on new terms with the Treasurer are pending. As a result, their status will be confirmed in due course. Should no information from the Treasurer be received by the date of the General Assembly, the MC recommends to consider their status as temporarily suspended.

Overall, we are pleased to recommend 43 Full members as being in Good Standing.

We trust that the attached set of recommendations will be approved by the Board and, as a Committee, we stand ready to address any questions or concerns that the Board may have.

We also look forward to working together to strengthen the position of the ICMCI and its member institutes and achieve quality growth for all in the future.

Submitted September 20, 2022, by:

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