



CANADA

# CMC-Canada 2024 Day on the Hill Overview

Bringing a Higher Level of  
Consulting to Ottawa



## Our Day on the Hill

On Tuesday, April 30th, our members participated in our first Day on the Hill, where they met with senior decision-makers on Parliament Hill to discuss the importance of our work. During these conversations, our members were able to make connections and create more institutional knowledge of what the CMC designation entails, and how Certified Management Consultants benefit every project that they are involved in.

A Day on the Hill is an opportunity to meet with many officials across party lines and in multiple departments to advance our advocacy goals. We raised CMC-Canada's profile and talked about the contributions that CMCs make on federal projects and in helping Canadian businesses achieve their full potential.

## Combatting a “Front Page” problem

Management consulting is under fire in the public discourse.

When things go well, the public takes the role of consultants for granted. When procurement scandals emerge and project deliveries go awry, our profession has been unfairly maligned as the source of the problem. Good actors are punished by the reputational damage that the bad actors have wrought. The issues that end up on the front page do not define us, and we had the opportunity to share that message with elected officials and policymakers.

Differentiating CMCs as a higher level of management consulting was well-received on Parliament Hill. We learned that many of the people influencing our public discourse are not aware of the CMC and the Uniform Code of Professional Conduct that CMCs are required to uphold.

As a small association, we benefitted from the high return on investment that a Day on the Hill can bring to shed light on these issues and propose solutions.

# Bringing Our Message to Parliament Hill

In 2023, the Federal Budget delivered a blow to consultants who work with federal departments. The government set forth to cut \$15 billion from federal departments with a focus on cutting travel costs and the use of management consultants. CMC-Canada went to work advocating for the profession following those changes and decided to cast a wider net by bringing members of the board and other engaged CMCs to Ottawa to advocate for our profession.

We met with Members of Parliament, political staff, and senior civil servants from key departments and committees. In these meetings, we advocated for a greater focus on ethics in government procurement processes, and to increase funding for the Management Advisory Services (MAS) Program.

## CMC-Canada Recommendations

We advised the federal government to make the following policy changes:

- 1. Implement a plan to hire ethical consultants through procurement**
- 2. Prioritize ethical foundations in the bidding process**
- 3. Increase knowledge of the CMC designation with procurement officials**
- 4. Reverse the decision to reduce funding for the Management Advisory Services program**
- 5. Work to expand delivery of the Management Advisory Services program through partnerships with Canada's Regional Development Agencies as an entry point to business scale-up opportunities**





## Meetings and Follow-up

On April 30, 2023, CMC-Canada held 17 meetings with elected officials, political staff and senior public servants. This is a strong outcome for a group doing its first Day on the Hill.

CMC-Canada met with many notable officials including:

- Director of Policy and Operations Manager to the Hon. Diane Lebouthilier (National Revenue)
- Senior Policy Advisor to the Hon. Chrystia Freeland (Finance)
- Senior Policy Advisor to the Hon. Anita Anand (Treasury Board)
- Policy Advisor to the Minister of Rural Economic Development and ACOA
- Assistant Deputy Ministers of Public Services and Procurement Canada
- Directors General for Procurement for Immigration, Refugees and Citizenship Canada
- Members of Parliament from eight notable House of Commons Committees

From these meetings we registered 13 points of follow-up which is a high success rate for advocacy meetings.



# Meeting Statistics

We developed a metric for gauging the overall awareness, knowledge and support of the officials that we met with, which we hope to track over time. We asked participants to rate on a scale of 1 to 5 the overall receptiveness, overall knowledge, and overall support of the officials they met with. We will track this data and compare it for future Day on the Hill events. We also asked the participants to track whether any specific commitments were made by the officials they met with. An example of this form is below.

**CMC-Canada Day on the Hill Feedback Form**

**Name of official:** Randy Hoback

**Party of official:** Conservative

**Please rank the following from 1 to 5 (1 = poor, 5 = excellent)**

**Overall receptiveness:** 3

**Overall knowledge:** 4

**Overall support:** 2

**Did the official offer any specific advice?**  
He suggested that the best place to focus efforts would be with organizations supporting advancement of Indigenous businesses that have money to engage consultants and that CMC's messaging/advertising should call out the fact that the MC's in the news are not CMCs in order to draw awareness of the designation (kinda partisan but with careful language could help).

**Did the official commit to taking action? (ie. write a letter, speak with the minister, give a speech, talk to caucus, etc.)**

## Mean response of officials

Receptive to CMC-Canada: **3.4 / 5.0**

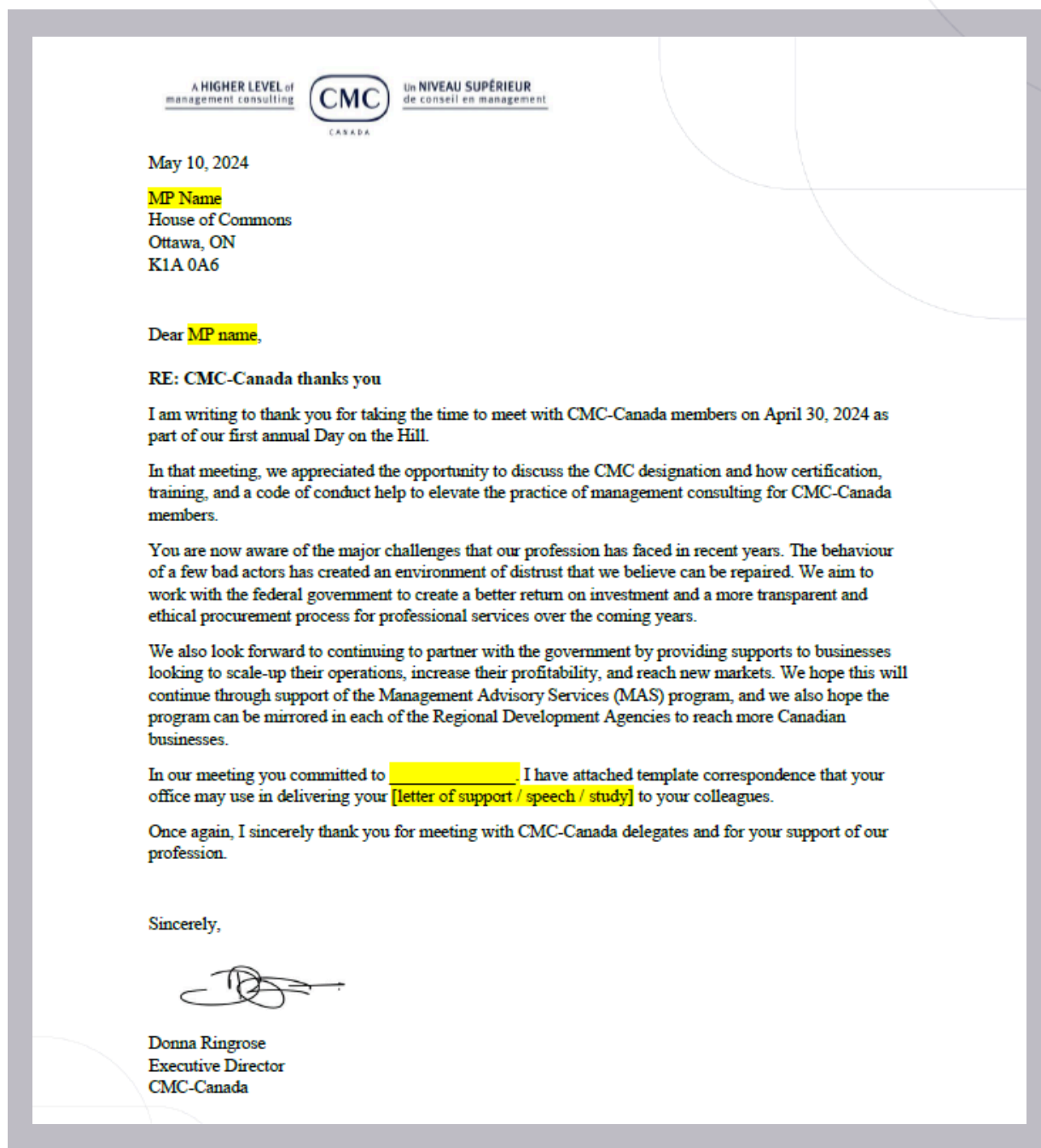
Knowledge of CMC-Canada: **3.0 / 5.0**

Support for the Designation (post-meeting): **4.3 / 5.0**

These results tell us that it is important to continue boosting the profile of CMC-Canada and sharing information about the CMC designation on Parliament Hill, across party lines and departments. It also tells us that even though we face some headwinds with the brand of management consulting at the outset, we can change perceptions and find supportive partners once decision-makers have learned about CMCs and our work.

# Next Steps

Over the coming days, CMC-Canada will distribute “Thank You” letters to all of the officials we were able to meet during our Day on the Hill. The following is an example of the template letter that we will be personalizing for all of the officials we met with.



# Advocacy Impact

In addition to letters of support, we also received commitments from offices to connect us with other elected officials and political staff. Over the weeks ahead, CMC-Canada will continue its lobbying efforts and will follow leads from the day.

## 75% of meetings resulted in follow-up actions

Some of these included requests for letters to be sent to the respective ministers related to the MAS program and for delivering more ethical consulting requirements in procurement. We will draft letter templates that can be shared with MP offices that they can use to help CMC-Canada advance its agenda.

Another example of follow-up came from an official working with the President of the Treasury Board, the Hon. Anita Anand. The official suggested that CMC-Canada could provide training materials and an information package to procurement officials throughout government departments to be aware of the CMC designation and the benefits of working with CMCs. Dozens of similar requests will receive direct follow-up from the CMC-Canada government relations and advocacy team.

# Summary and Recommendation

April 30, 2024, was CMC-Canada's first ever Day on the Hill. These advocacy events require months of preparation, hours of training, and significant logistics on the day of the event. The staff of CMC-Canada and volunteer CMCs made contributions that are on par with groups that have done many such events over a number of years.

This event is a platform for knowledge of the profession within the federal government. It has created positive momentum for our profession's policy recommendations and the association is more well known as a result. The feedback from participating members was overwhelmingly positive and it is recommended that CMC-Canada continue to hold Day on the Hill in future years.

