

## Certified Management Consultant (CMC) Designation Program

### Executive Stream

Below is detailed information for the CMC Program following the Executive Stream. Candidates may qualify for the Executive Stream if they meet these criteria:

#### Criteria for Executive Stream candidates (for all Provincial Institutes)

You must be approved by your Provincial Institute to follow the Executive Stream.

**Criterion 1: All candidates to the Executive Stream must hold an executive position in a consultancy at the time of application.**

*Interpretation:* "Executive" is defined as "a person having administrative or managerial authority in an organization."

*Example:* A consultant leading a practice (of any size). Practice leadership refers to defining services to be delivered, client markets to be addressed, and the overall processes used by the consultancy for delivering and resourcing team members.

**Criterion 2a: Candidates might be career consultants OR those transitioning from industry. Career consultants must have a minimum 10 years executive experience.**

*Interpretation:* "Executive experience" refers to responsibility for building a practice in large, medium or boutique-sized firms. Sole practitioners working with "virtual" teams can also qualify at the discretion of the Provincial Institute.

**Criterion 2b: Candidates transitioning from industry must have a minimum of 15 years of executive experience. This must include 3 years of consulting experience including the past 12 months in a practice leadership capacity (as defined above).**

*Interpretation:* The candidate should have held a senior management position in the organizations in which he or she worked prior to entering the consulting field. In this role, he or she would have been responsible for managing units within the organization (managing means that the candidate would have been involved in business planning, P&L responsibility, organizing staff, hiring and developing staff, managing change etc.,).

*Example:* Candidates with "C-level" titles (CEO, COO, CFO, CMO etc.) would qualify. Those without such titles but whose CV indicates that they did have managerial responsibilities during their work in industry (including the public sector) could also be considered. Candidates who worked primarily as individual contributors would not likely have developed the breadth of knowledge anticipated by the CMC Competency framework.

**Criterion 3a: Candidates should display "breadth of knowledge" demonstrated by work experience in more than one sector or functional area, OR,**

**Criterion 3b: Candidates should display "breadth of knowledge" demonstrated by an undergraduate degree or equivalent.**

## **Step 1: Apply for CMC-Canada Membership**

### **Completed Application Form:**

- Completed [application form](#) and membership fees payment including signed adherence to the Uniform Code of Professional Conduct, leading to membership in applicable regional Institute.
- Annual Membership is \$275 (plus tax) per year January to December (pro-rated based on the month in which you join).

## **Step 2: Application Review/Approval by the Provincial Institute**

Submit the following documentation to CMC-Canada:

- A current resume/CV conveying your career work history and your educational experience.
- **Please note that your CV should clearly demonstrate you meet the three criteria listed at the beginning of this document.**

Your application will be reviewed by the appropriate Institute to confirm you are eligible for the Executive Stream. Once approved by the Institute for the Executive Stream, here are the steps to follow:

## **Step 3: Complete Required Courses**

### **Ethical Behaviour: Best Practices of Management Consultants Course**

- The goal of this course is to teach consultants about the challenges associated with professional standards and best practices in the management consulting profession. In addition, it explores how to resolve ethical dilemmas frequently faced by management consultants.
- This course is available either in person or via Webex. Please refer to our [website](#) for further details.

*Candidates who are approved for the Executive Stream receive exemptions from the Essentials of Management Consulting course, one course in the area of Project Management, and two courses in Interpersonal/Personal Skills.*

## **Step 4: Complete Confirmation Interview**

### **Part One: Preparation Requirements**

#### **Two CMC Sponsors:**

- Sponsors must be members in good standing of your provincial Institute. If you do not know any CMCs, CMC-Canada can assist you in finding sponsors for the interview process.

#### **Experience Declaration Form**

- Signed declaration attesting to at least three years in the business of management consulting including the immediate past 12 months. This declaration must be signed by one of the candidate's CMC sponsors. Declarations are submitted to the CMC-Canada office, which forwards them to the appropriate Institute for review.

## Client References

- Validation of competencies by 2 client references. These should refer to 1 project completed in the previous year and 1 completed anytime in the previous 3 years. Note that in situations where the executive candidate is actively engaged on a full-time basis in the field of management consulting but not currently client-facing, exceptions can be made to waive the need for client references upon recommendations of the sponsors or of the Institute.

**Note:** The sponsors' role is to guide the candidate through the certification process. Client references are used by oral assessors to attest to a candidate's skills as a management consultant. A sponsor *cannot act* as a candidate reference when they have acted as sponsor for that same candidate.

## Part Two: Confirmation Interview

- Register for the Oral Assessment. **Cost for the assessment is \$850 plus tax.**
- Complete Confirmation Interview with questions based on the competency framework and the Ethical Behaviour: Best Practices of Management Consultants.

## Step 5: CMC Designation Granted by Certifying Institute

Membership is upgraded to CMC Member. There is an upgrade fee when you are granted your CMC Designation. **Annual CMC fees are \$625 plus tax.**

## Step 6: Maintain CMC Designation

- CMCs are required to track their Continuing Professional Development – 35 points per year. Tracking and reporting of points begins 12 months after earning the CMC designation.
- CMCs are required to keep their membership in good standing to maintain their CMC designation (pay annual fees of \$625 plus tax).

*If you have any questions, or would like more information about the CMC certification process, please contact Manager, Certification Administration, 416-860-1515/800-268-1148 ext. 212, or [certification@cmc-canada.ca](mailto:certification@cmc-canada.ca)*