



**CHARTERED  
MANAGEMENT  
CONSULTANT**

Delivered by the Chartered  
Management Institute (CMI)  
and the Management  
Consultancies Association (MCA)

# CHARTERED MANAGEMENT CONSULTANT

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Programme Accreditation Guidance

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## 1: Introduction to the Chartered Management Consultant (ChMC) Award

The **Chartered Management Consultant Award (ChMC)** sets and maintains the highest standards in the management consulting profession. Central to this is the [ChMC Competency Framework](#) which identifies the essential knowledge, understanding and practise required by the profession. Using the Framework, organisations can determine how well its training and development provision aligns with the standards and identify any areas for growth. For organisations that do not currently have a training and development programme, the Framework provides the **industry** standards against which one can be developed.

This document sets out the process for an organisation to gain CMI accreditation for its in-house management consultant development programme. Gaining ChMC Programme Accreditation signifies to clients and employees that an organisation's programme successfully prepares consultants to meet the competencies defined in the ChMC Framework and achieve the highest professional standard represented by the Award.

## Frequently Asked Questions

**Does our organisation need to have an established management consultant development programme before we can apply for ChMC Programme Accreditation ?**

- Whether your organisation has an established development pathway for its management consultants, or is ready to develop one, commencing the programme accreditation process enables you to align your competency framework and development programme with recognised industry best practice.

**What are the benefits of having our in-house development programme accredited?**

- The benefits of having the programme accredited is that it demonstrates superior expertise, high levels of professional integrity and advanced leadership and management capabilities within the consulting operating environment. Programme accreditation demonstrates the highest externally recognised standard

**Will our consultants be awarded ChMC when they have completed our accredited programme?**

- Consultants that have completed an accredited programme will be eligible to apply for the Chartered Management Consultant award, however it is not an automatic award. To achieve ChMC status, applicants must successfully complete a detailed written submission and assessment for the award.

## Which organisations have accredited ChMC development programmes?

- The number of ChMC accredited programmes is increasing rapidly as organisations recognise the value it brings in promoting high levels of competency, offering an enhanced employee proposition through the commitment to professionally develop people in line with industry best practice, that in turn enhances the value provided to their clients. [Take a look at which organisations currently have accredited programmes.](#)

If you would like to speak to an accredited organisation about their experience, contact the ChMC team at [chmc@managers.org.uk](mailto:chmc@managers.org.uk) and we will be happy to put you in touch.

## Key Documents

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[ChMC Competency Framework](#)

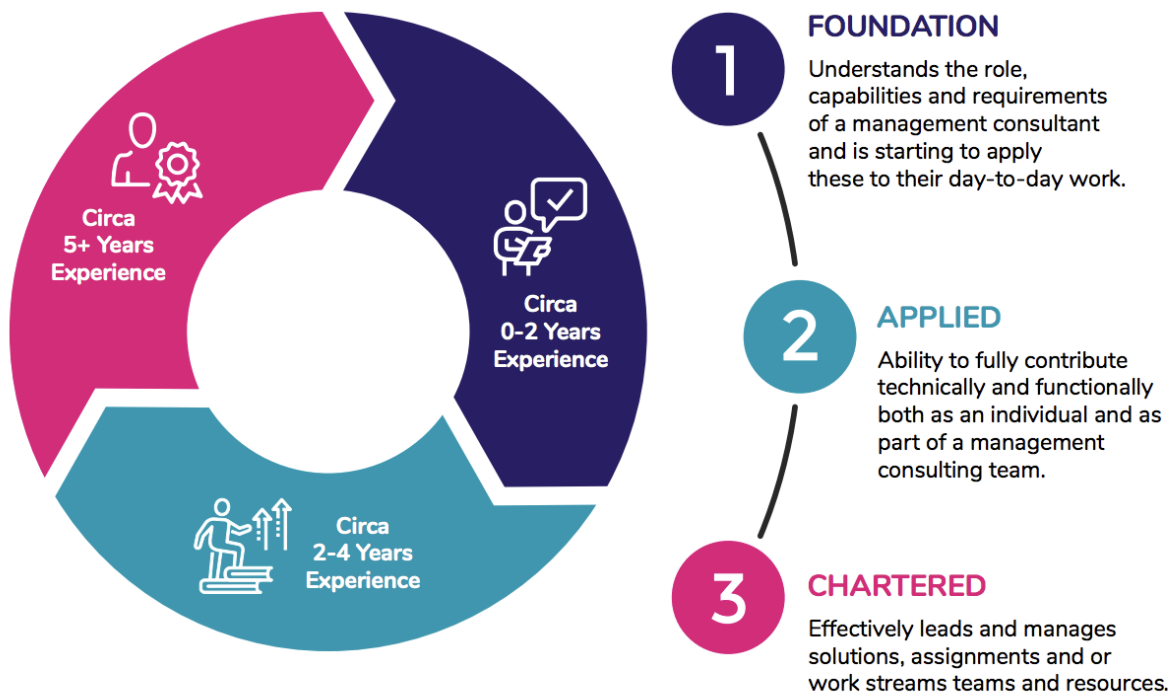
[Browse ChMC Case Studies](#)

[Meet the ChMC Accredited Organisations](#)

[Why the ChMC Award is right for you](#)

## 2: ChMC Competency Framework Progression Stages

The ChMC Competency Framework defines the competencies at three stages of progression.



Organisations map the journey through their in-house development programme to these 3 stages of progression over 4+ years. Accreditation is of the Chartered level only.

## Frequently Asked Questions

### Does our programme have to be 5 years in duration?

- An accredited ChMC programme demonstrates the development of a management consultant from Foundation through to Chartered level, which is expected to be a minimum of 4-5 years'.

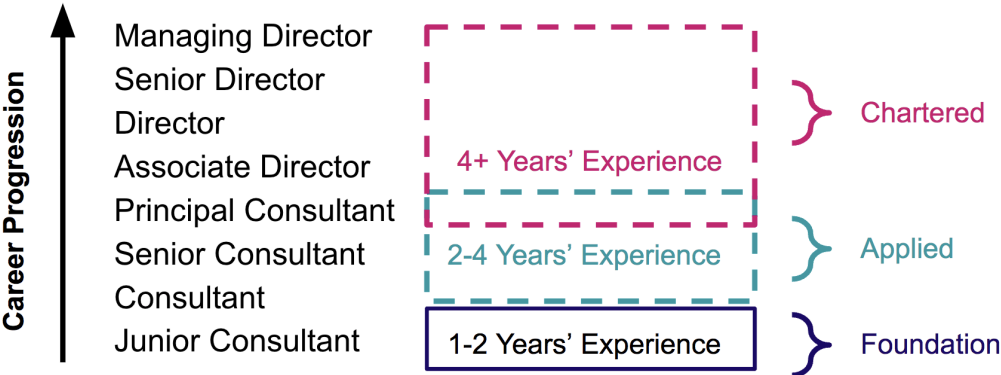
### Do we have to map our training and development activities to all 3 stages of progression?

- We do not require an exact timeline for when management consultants will undertake the various elements of your development programme, but you will find that some elements of the programme are specifically aligned to the foundation, applied or chartered level of progression. The accreditation is based on all Chartered level competencies being evidenced.

### How do the ChMC stages of progression relate to our own levels of career progression?

- Many organisations have recognised and aligned the foundation, applied and chartered progression levels of the ChMC development programme to their career progress levels, e.g.:

#### Example of how the ChMC Award may align to career progression in a consultancy firm:



### Key Documents

[ChMC Competency Framework](#)

### 3: Criteria for ChMC Programme Accreditation

For an in-house programme to be recognised as meeting the requirements of the Chartered Standard, an organisation will need to demonstrate that the programme:

- is at least at the required level for knowledge, understanding and professional practice;
- provides a 4+ year development pathway covering all of the competencies within the framework at the Chartered level.

Detailed guidance is provided on each step of the ChMC accreditation process. The process is intended to be completely transparent.

### Frequently Asked Questions

#### **Is our in-house development programme eligible for ChMC accreditation?**

- For an in-house development programme to be accredited it must demonstrate that it covers the expected 4+ year's development of a management consultant, from the foundation stage, through the applied stages, to Chartered level and demonstrate all the Chartered level competencies.

#### **How do we know if our programme is at the required level for knowledge, understanding and professional practice?**

- By mapping the learning outcomes from the different elements of your development programme to the Chartered level competencies, you will identify if it meets the expectations of knowledge, understanding and professional practice.

#### **What happens if our programme does not cover all of the Chartered level competencies within the ChMC framework?**

- The Mapping Template should be completed to demonstrate that all of the Chartered level competencies are met by the programme and clearly signpost how and where each competence is covered. If your programme does not fulfil all of the Chartered level competencies, the accreditation process is designed to find ways of filling any gaps, e.g. developing additional content or incorporating services from third party training providers.

#### **Can we use third party training providers to support our application for ChMC Programme Accreditation?**

- Yes, third party training providers can be used to provide training interventions to support your in-house development programme. You will need to be able to demonstrate to the CMI Mapping Specialist, as part of the accreditation process, how any parts delivered by third parties are meeting the requirements for that competency. See Section 6 for further details about the third party route to accreditation.

**How much of the development programme can be delivered by third party training providers?**

- The structure and delivery methods of in-house development programmes will differ greatly. Up to 20% of your development programme may be provided by third party providers. If more than 20% is provided by third party training providers, please refer to section 6.

**Does the use of accredited third party training providers affect the fee for ChMC Programme Accreditation?**

- No, the use of third party training providers for up to 20% of your development programme does not affect the programme accreditation fee.

**Key Documents**

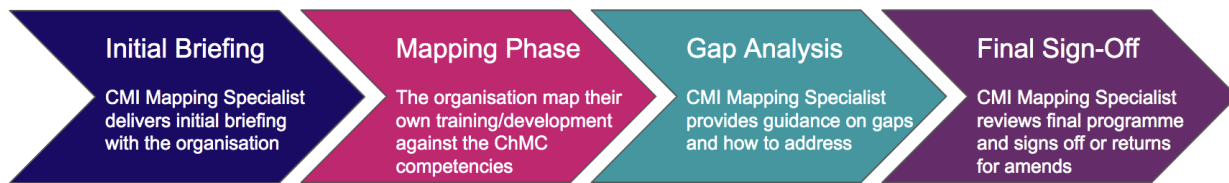
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[ChMC Competency Framework](#)



## 4: The Programme Accreditation Process

The ChMC programme accreditation process is illustrated here.



The ChMC programme accreditation process is described further in the following 8 steps. The time taken to complete each step will vary for each organisation but could be achieved within as little as 8 weeks.

### Weeks

- 1 **Step 1 - ChMC programme accreditation briefing with ChMC Engagement Manager**
- 2 **Step 2 - Organisation maps draft content for 2 selected competencies**
- 3 **Step 3 - Meet with your dedicated Mapping Specialist to discuss approach, and receive feedback**
- 4 **Step 4 - Organisation continues to map its development programme against the ChMC competencies**
- 5 **Step 5 - Organisation schedules Mapping Moderation meeting and uploads completed ChMC Programme Mapping Template for review**
- 6 **Step 6 - Mapping Moderation Meeting**
- 7 **Step 7 - Where required, organisation completes follow-up actions and presents revisions to ChMC Mapping Specialist**
- 8 **Step 8 - ChMC development programme is formally accredited**

### Step 1 - ChMC programme accreditation briefing with ChMC Engagement Manager

Your ChMC Engagement Manager will arrange an initial briefing with you and your team to talk you through the ChMC Programme Accreditation process and ensure that everyone involved has secure access to the programme mapping materials.

All documentation is shared via a secure Google Drive, enabling all stakeholders to collaborate efficiently throughout the process. CMI will provide you and your team with secure access via your own CMI partner Google accounts.

Your ChMC Engagement Manager will explain how to approach completing the ChMC Programme Mapping Template and ask you to draft the content for 2 selected competencies:

**3B:** Managing organisation risk

**3E:** Proactively develop and manage a portfolio of sustainable relationships

The draft mapping of the selected competencies usually take around 2 weeks to complete, but this can vary for each organisation. Your ChMC Engagement Manager will follow up with you regularly and be available for any questions you may have.

## Step 2 - Organisation maps draft content for 2 selected competencies

Supported by a dedicated ChMC Mapping Specialist, an organisation will use the ChMC Programme Mapping Template to map its in-house development programme to the ChMC competencies. The template has been designed to enable organisations to map the journey through the stages of foundation and applied to Chartered. No changes should be made to the format of the template. Re-formatted templates will not be accepted.

The ChMC Programme Mapping Template consists of three sections:

### Section 1. Programme Reference

This section allows the organisation to describe the full structure of its development programme and other relevant documentation e.g. training modules, statement of organisation values, Code of Ethics. It should list the materials used, including the syllabus and learning outcomes delivered through training interventions used as part of the in-house programme. It is recommended that this section is completed first. For reasons of confidentiality, organisations are not required to include copies of materials in the template.

REFERENCE	NAME OF TRAINING INTERVENTION	SESSION	DESCRIPTION OF LEARNING OUTCOME
1	Induction	Day 1 - Welcome	Welcome from the Leadership team, an overview of the Firm and the Consulting strategy
2	Induction	Ethics and Values	1) how the organisation instills a sense of ethics and values to meet those listed in the framework 2) understand the organisation's Code of Ethics / Code of Conduct
3	Annual online training on the Code of Ethics / Code of Conduct	Ethics and Values	1) how the organisation instills a sense of ethics and values to meet those listed in the framework 2) understand the organisation's Code of Ethics / Code of Conduct
4	Consulting Foundation	Networking	1) explain what is meant by networking, why it is important and the organisation's networking culture 2) appreciate different people work in different ways, depending on their personality and networking style 3) articulate how to network effectively and authentically, depending on your personality and working style 4) practice networking with peers

Having identified the content of your development programme, it is recommended that you identify when, within the 5 year development pathway, each module is intended to be delivered. This is not an exact science, but it will help to structure the sequence of the programme, rather than identifying isolated events, and embed it within your organisation's development and appraisal processes. It also enables you to tie the programme into a career development and progression pathway, potentially linked to career grades, e.g.:

SESSION	DESCRIPTION OF LEARNING OUTCOME	WHEN IN THE DEVELOPMENT PATHWAY						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7+
	<i>Aligned Consultant Grade:</i>	<i>Consultant</i>	<i>Consultant</i>	<i>Principal Consultant</i>	<i>Principal Consultant</i>	<i>Managing Consultant</i>	<i>Managing Consultant</i>	<i>Director</i>
Day 1 - Welcome	Welcome from the Leadership team, an overview of the Firm and the Consulting strategy	x						
Ethics and Values	1) how the organisation instills a sense of ethics and values to meet those listed in the framework 2) understand the organisation's Code of Ethics / Code of Conduct	x						
Ethics and Values	1) how the organisation instills a sense of ethics and values to meet those listed in the framework 2) understand the organisation's Code of Ethics / Code of Conduct	x						
Networking	1) explain what is meant by networking, why it is important and the organisation's networking culture 2) appreciate different people work in different ways, depending on their personality and networking style 3) articulate how to network effectively and authentically, depending on your personality and working style 4) practice networking with peers	x						

## Section 2. Mapping Template

This section identifies all of the competencies required on the journey from foundation to Chartered. For each Chartered level competency, organisations need to identify the **source** of the learning, and how the competence is **evidenced and assessed**.

**Source Name** - this should reference the appropriate element of your development programme (described in the Programme Reference) that covers the Chartered level competency. The learning outcomes identified in the programme reference will help to demonstrate how the source supports the competency. A source can be used more than once where it covers more than one competency.

Competency Framework			Evidence of Training				
1. Ethics and Professional Standards			Source Name Module/Training/Process/etc	Supporting Evidence	RAG Status	Gap Identified	Link
1A. Ethics and Professional Standards: Foundation Values	Level	Competence					
Understands an Organisation's Code of Conduct and Practice	All	Understanding of the Organisation's values, as set out in the code of conduct and practice, is evidenced throughout 1B and 1C.	<i>Ref 2 - Induction training for all staff - an intro to the Code of Ethics / Code of Conduct (staff sign to confirm understanding)</i>  <i>Ref 3 - Staff complete annual online training on the Code of Ethics / Code of Conduct (and verification issued from the online learning to this effect)</i>	- Application of Code is reviewed at individual appraisals / reviews - Checkpoint Performance Goals and annual performance assessment - Project Appraisals completed at end of each assignment or major project phase			<a href="#">Hyperlink to the organisations Code of Ethics / Code of Conduct</a>  <a href="#">Hyperlink to the induction / annual online training programme</a>

**Supporting Evidence** - this should provide evidence that a consultant has achieved the competency. Consider how a consultant will:

- apply what they have learned and demonstrate application in their day-to-day work as a consultant
- provide evidence and be assessed / measured by the organisation

Provide 1-2 examples per competency of the mechanisms used to capture that evidence (appraisals, observations, feedback, surveys, etc.). Supporting evidence can be anything used to support the claim that a competency has been demonstrated by the consultant. An item of supporting evidence, e.g. appraisal, feedback, etc, may be used more than once where it covers more than one competency.

Competency Framework			Evidence of Training				
1. Ethics and Professional Standards			Source Name Module/Training/Process/etc	Supporting Evidence	RAG Status	Gap Identified	Link
1A. Ethics and Professional Standards: Foundation Values	Level	Competence					
Understands an Organisation's Code of Conduct and Practice	All	Understanding of the Organisation's values, as set out in the code of conduct and practice, is evidenced throughout 1B and 1C.	<i>Ref 2 - Induction training for all staff - an intro to the Code of Ethics / Code of Conduct (staff sign to confirm understanding)</i>  <i>Ref 3 - Staff complete annual online training on the Code of Ethics / Code of Conduct (and verification issued from the online learning to this effect)</i>	- Application of Code is reviewed at individual appraisals / reviews - Checkpoint Performance Goals and annual performance assessment - Project Appraisals completed at end of each assignment or major project phase			<a href="#">Hyperlink to the organisations Code of Ethics / Code of Conduct</a>  <a href="#">Hyperlink to the induction / annual online training programme</a>

**RAG Status** - this should identify coverage of the competencies using the following criteria:

- Red:** There is no coverage of the competency
- Amber:** There is partial coverage of the competency, but some gaps identified
- Green:** There is full coverage of the competency

Competency Framework			Evidence of Training				
1. Ethics and Professional Standards			Source Name Module/Training/Process/etc	Supporting Evidence	RAG Status	Gap Identified	Link
1A. Ethics and Professional Standards: Foundation Values	Level	Competence					
Understands an Organisation's Code of Conduct and Practice	All	Understanding of the Organisation's values, as set out in the code of conduct and practice, is evidenced throughout 1B and 1C.	<i>Ref 2 - Induction training for all staff - an intro to the Code of Ethics / Code of Conduct (staff sign to confirm understanding)</i>  <i>Ref 3 - Staff complete annual online training on the Code of Ethics / Code of Conduct (and verification issued from the online learning to this effect)</i>	<i>- Application of Code is reviewed at individual appraisals / reviews</i> <i>- Checkpoint Performance Goals and annual performance assessment</i> <i>- Project Appraisals completed at end of each assignment or major project phase</i>			<a href="#">Hyperlink to the organisations Code of Ethics / Code of Conduct</a>  <a href="#">Hyperlink to the induction / annual online training programme</a>

**Gap Identified** - this should specify any gap(s) identified in coverage of the competencies, and a corresponding entry should be made in the separate 'Gap Analysis' tab.

Competency Framework			Evidence of Training				
1. Ethics and Professional Standards			Source Name Module/Training/Process/etc	Supporting Evidence	RAG Status	Gap Identified	Link
1A. Ethics and Professional Standards: Foundation Values	Level	Competence					
Understands an Organisation's Code of Conduct and Practice	All	Understanding of the Organisation's values, as set out in the code of conduct and practice, is evidenced throughout 1B and 1C.	<i>Ref 2 - Induction training for all staff - an intro to the Code of Ethics / Code of Conduct (staff sign to confirm understanding)</i>  <i>Ref 3 - Staff complete annual online training on the Code of Ethics / Code of Conduct (and verification issued from the online learning to this effect)</i>	<i>- Application of Code is reviewed at individual appraisals / reviews</i> <i>- Checkpoint Performance Goals and annual performance assessment</i> <i>- Project Appraisals completed at end of each assignment or major project phase</i>		None	<a href="#">Hyperlink to the organisations Code of Ethics / Code of Conduct</a>  <a href="#">Hyperlink to the induction / annual online training programme</a>

**Links** - A column is provided within the Mapping Template for the organisation to include any relevant intra or internet 'links' to the material that they are presenting to evidence the competency. It is appreciated that the CMI Mapping Specialist may not be able to access these links remotely but this will enable quick reference and demonstration during the Mapping Moderation with the CMI Mapping Specialist.

Competency Framework			Evidence of Training				
1. Ethics and Professional Standards			Source Name Module/Training/Process/etc	Supporting Evidence	RAG Status	Gap Identified	Link
1A. Ethics and Professional Standards: Foundation Values	Level	Competence					
Understands an Organisation's Code of Conduct and Practice	All	Understanding of the Organisation's values, as set out in the code of conduct and practice, is evidenced throughout 1B and 1C.	<i>Ref 2 - Induction training for all staff - an intro to the Code of Ethics / Code of Conduct (staff sign to confirm understanding)</i>  <i>Ref 3 - Staff complete annual online training on the Code of Ethics / Code of Conduct (and verification issued from the online learning to this effect)</i>	<i>- Application of Code is reviewed at individual appraisals / reviews</i> <i>- Checkpoint Performance Goals and annual performance assessment</i> <i>- Project Appraisals completed at end of each assignment or major project phase</i>		None	<a href="#">Hyperlink to the organisations Code of Ethics / Code of Conduct</a>  <a href="#">Hyperlink to the induction / annual online training programme</a>

### Section 3. Gap Analysis

For any competencies that have an amber or red RAG status in the Mapping Template, a corresponding entry should be made in the Gap Analysis.

Category	Competence	Gap Identified	Recommendation	Owner	Due Date	Evidence required	Status
2A. Leadership and Management: Leading self	You are able to manage your own workload priorities while managing those of other team members and your clients.	No evidence of Time Management being delivered as part of the programme	Provide further evidence that time management is covered. Would recommend this is during Module 51 - 53	Joe Bloggs	01/12/24	Confirmation of inclusion of time management within programme	Awaiting development

The Gap Analysis should then describe the gap identified, along with the recommended action to fill the gap, the owner of the action, the date the action is due to be completed, the evidence required and its status.

### **Step 3 - Meet with your dedicated Mapping Specialist**

A CMI Mapping Specialist is assigned to the organisation and a virtual briefing is scheduled within 2-3 weeks. The draft content populated in the template is shared with the CMI Mapping Specialist for review. The CMI Mapping Specialist facilitates a virtual meeting with the organisation's ChMC Programme Manager to discuss the draft content and provide feedback and guidance on the approach.

The CMI Mapping Specialist and the organisation's ChMC Programme Manager agree on next steps. The organisation may choose to make any revisions recommended to the draft content and schedule a review before continuing further. If the organisation is confident in their approach, they may choose to complete a section or all of the mapping before reconvening with their Mapping Specialist. The pace is driven by the organisation.

### **Step 4 - Organisation continues to map its development programme against the ChMC competencies**

The organisation continues to complete the mapping of its development programme against the ChMC competencies. The dedicated Mapping Specialist can be contacted at any time for guidance, review and support.

### **Step 5 - Organisation schedules Mapping Moderation meeting and uploads completed ChMC Programme Mapping Template for review**

When the organisation believes it has completed the programme mapping, a date is scheduled with the Mapping Specialist for the Mapping Moderation meeting. The ChMC Programme Manager will upload the completed mapping template to a secure Google Drive at least one week before the Mapping Moderation meeting. The Mapping Specialist will review the completed template and provide further feedback guidance where required.

### **Step 6 - Mapping Moderation Meeting**

During the Mapping Moderation meeting, the Mapping Specialist reviews and moderates the mapping to ensure it meets all of the Chartered level competencies, or provides advice where gaps may exist.

### **Step 7 - Where required, organisation completes follow-up actions and presents revisions to ChMC Mapping Specialist**

If, during the Mapping Moderation meeting, additional content or revisions are required to the mapping template, the organisation completes the follow-up actions within agreed timescales. The changes are then shared with the Mapping Specialist via the secure Google Drive or during a scheduled virtual meeting. The Mapping Specialist will review any changes to the mapping templates and provide feedback.

### **Step 8 - ChMC development programme is formally accredited**

When the Mapping Specialist confirms that the development programme supports all of the ChMC Chartered level competencies, they will recommend formal ChMC Programme Accreditation. This will be confirmed to the organisation by the ChMC team.

Programme accreditation is valid for 12 months, on the condition that neither the Programme nor the CMI Chartered Management Consultant Award framework is amended. CMI must be notified of:

- any amendments to programme content or delivery
- any changes in programme management or administration

All programmes are re-accredited annually to assure quality and alignment with best practice. The organisation will be contacted in 12 months by the ChMC team and guided through the re-accreditation process.

Upon accreditation, the organisation will be asked to complete a ChMC Programme Accreditation Questionnaire to tell us about their experience of the process. A ChMC Promotion Pack will be shared with the organisation providing advice and guidance on how to promote its accredited status and CMI will add the organisation's logo to the list of accredited organisations on the [ChMC Accreditation webpage](#).

## Frequently Asked Questions

### How long does the whole Programme Accreditation process take?

- The progress of the programme accreditation process is driven by the organisation. Some organisations achieve accreditation within 2-3 months, others have taken up to 12 months. There are a number of factors which impact the pace at which an organisation can achieve programme accreditation

If a fully developed programme is already in place, minimal effort is required to map the programme's learning outcomes against the ChMC competencies and describe the assessment methods used by the organisation. The driving factor here is the availability of someone to do this.

If an organisation has its own competency framework in place, it is helpful to start by aligning this with the ChMC competency framework to identify where there are overlaps and where there may be gaps.

If no programme currently exists, the ChMC competency framework can be used to drive the development of a programme. Existing training and development content can be mapped to the framework to identify gaps. The Mapping Specialist can then work with the organisation to identify ways of filling those gaps. If content is developed internally, the time required to do this will depend on the availability of resources and skills. See section 6 for more information on use of third party training providers to fill identified gaps.

## **What resources does an organisation need to complete the Programme**

### **Accreditation process?**

- Organisations differ in their approach to programme accreditation. Some approach it as a project and allocate resources to achieve accreditation within defined timescales. Other organisations approach it as business as usual and add the activities into individuals' day to day work. The project approach has proved more effective in achieving accreditation quicker.

The organisation should identify a ChMC Programme Manager to coordinate the mapping. The mapping can be shared between subject matter experts, or done by one individual who liaises with the subject matter experts for their input.

### **What will the Mapping Specialist need to see?**

- The Mapping Specialist will need to see all the programme materials / content, programme structure including assessment strategy and the mapping template completed by the organisation.

The Mapping Specialist will go through each supporting evidence within the programme that links to the learning outcomes within the competency framework. The Mapping Specialist can agree/disagree with what the organisation has signposted, identify other evidence within the programme and feedback on gaps within the programme - if any. The organisation's programme must cover all of the Chartered level competencies.

### **Does the Mapping Specialist require an actual run through of each training session?**

- No, the Mapping Specialist will review the training materials and evidence of learning outcomes but not observe a training session.

### **How long will the Mapping Moderation take?**

- It is envisaged that a Mapping Specialist will require 3-4 hours with the ChMC Programme Manager to work through the completed mapping template. It is important that there are people available who have a good understanding of the programme so that the Mapping Specialist can get the information they need from them. These subject matter experts are not required to attend the whole meeting, but should be available to answer questions when needed. If further work is required, another meeting may be scheduled.

### **How will the confidentiality of our property be protected?**

- Your materials will remain within your organisation. All Mapping Specialists have signed non disclosure agreements.

## What sort of questions will the Mapping Specialist ask during the Mapping Moderation meeting?

- The following example questions will be used by the Mapping Specialist to explore the completed mapping template, the thinking behind it, and identify opportunities for any further insight, innovation or action to enhance the mapping work undertaken.

As they are generic questions, not all of them will be used during the moderation exercise. Those used will depend on specific context and circumstance.

### Example Questions:

1. What were your main findings from the programme mapping process?
2. What do you consider to be the main gaps in the mapping that you have completed? *This will be followed up with specific and relevant questions to explore the gaps and what is being done to fill the gaps, by whom and by when.*
3. Are there any particular areas that you need support / assistance with? *The responses here will be followed up with questions to explore these areas and ascertain the support required.*
4. How do you believe ChMC Programme Accreditation will contribute to your organisation's goals?
5. How will ChMC Accredited Programme and the ChMC award be positioned to staff within your organisation?
6. How will the award be positioned to your clients, partners, potential employees, competitors?
7. What (if any) challenges do you see in embedding the development programme into business as usual?
8. How will you gather the learning from your programme and assess how it is being applied within your organisation?
9. How will effectiveness be measured, and what actions might you take if the result falls below standards and expectations?

## What happens if we want to make changes to our programme after it has been accredited?

- All ChMC Accredited Programmes, including elements provided by external third parties, will be subject to annual re-accreditation following a CMI review and verification process. Any material change to the structure, delivery, or content of the development programme may require review during the accredited 12 month period.

### Key Documents

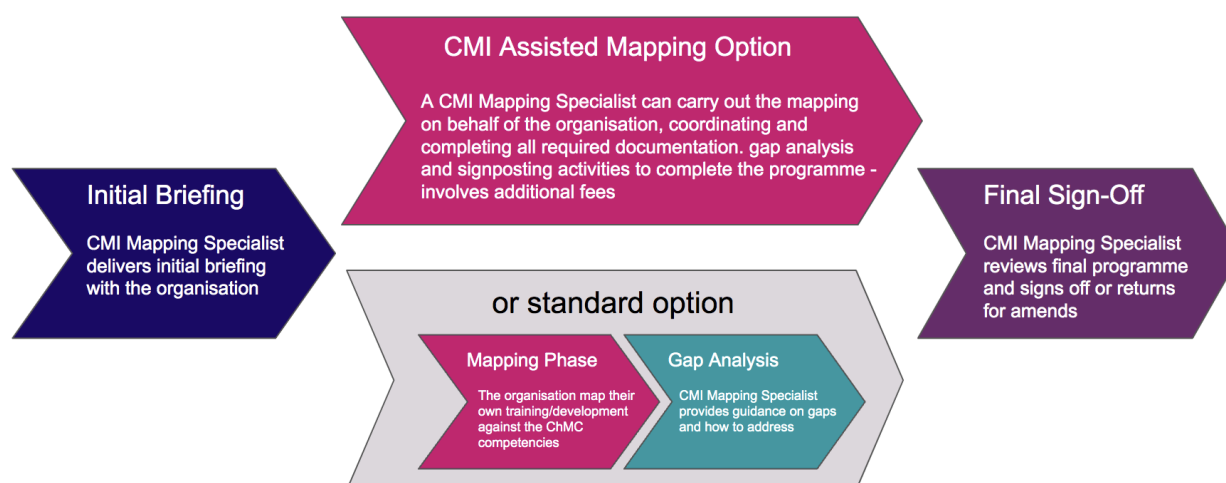
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[ChMC Programme Mapping Template](#)



## 5: Assisted Mapping Service

CMI can provide a dedicated Mapping Specialist to carry out the programme mapping exercise for an organisation. The Mapping Specialist would require access to the organisation's training and development materials, internal appraisal and review processes and documentation, and subject matter experts, to gather the required information. They would then map the organisation's content to the ChMC competencies. The Mapping Specialist works with the organisation to find ways of filling any gaps identified.



This service is aimed at those organisations that do not have the resources or skills available to complete the programme mapping exercise within their desired timescales.

The organisation must still appoint a ChMC Programme Manager to support the Mapping Specialist, coordinating the provision of materials and liaison with subject matter experts in a timely manner. The Programme Manager is responsible for ensuring that the programme is embedded within the organisation and is annually reviewed.

Please contact your Engagement Manager or the ChMC team at [chmc@managers.org.uk](mailto:chmc@managers.org.uk) for further information.

## Frequently Asked Questions

### **Why would an organisation want to use the CMI assisted mapping service?**

- This service is designed for organisations that need more in-depth support, a ChMC Mapping Specialist can carry out the mapping on behalf of the organisation, coordinating and completing all required accreditation documentation, carrying out a full gap analysis and signposting additional training and development activities.

### **How much does the assisted mapping service cost?**

- This service will incur an additional fee based on the ChMC Mapping Specialist's time. The time taken will vary for each organisation dependent on the timely provision of required content and availability of internal subject matter experts to supply the information required.

### **How long would the assisted mapping service take?**

- The time taken will vary for each organisation dependent on the timely provision of required content and availability of internal subject matter experts to supply the information required.

### **Why must an organisation have a ChMC Programme Manager if it is using the assisted mapping service?**

- The organisation must still appoint a ChMC Programme Manager to support the Mapping Specialist, coordinating the provision of materials and liaison with subject matter experts in a timely manner. The Programme Manager is responsible for ensuring that the programme is embedded within the organisation and is annually reviewed.

### **What happens if the ChMC Mapping Specialist does not find sufficient content to meet the requirements for programme accreditation?**

- On completion of the mapping the ChMC Mapping Specialist will provide guidance as to how the organisation might fill any gaps in their provision, including in-house development activities; formal training or other development opportunities. See section 6 for further information about use of third party training providers to fill identified gaps.

## 6: Accreditation of Third Party Providers

The purpose of the third party route for ChMC Programme Accreditation is to give organisations that do not have a comprehensive in-house training and development programme the opportunity to use external training to help them meet the necessary requirements for accreditation.

Organisations are split into three categories based on their training and development provision. There are two accreditation routes for organisations who are eligible to have their training and development provision accredited:

### Accreditation Routes:

1. **Full in-house** - At least 80% training provision is delivered in-house, as described in previous sections of this guidance.
2. **Hybrid** - Less than 80% of training provision is in-house, the rest is delivered by an external third party training provider.

### Qualification Pathway:

3. For organisations or individuals that do not have access to an accredited programme, they can access the **Qualification pathway**.

### ChMC Programme Accreditation Process

The ChMC Programme Accreditation process includes the following steps:

1. ChMC Mapping Specialist carries out an initial briefing with the organisation
2. There are two options for an organisation to map their development programme against the ChMC Competencies:
  - a. **Self service** - For organisations that have the resource to map their own training and development provision, with coaching and guidance from the ChMC Mapping Specialist.
  - b. **Assisted Mapping** - For organisations that need more in-depth support, a ChMC Mapping Specialist can carry out the mapping on behalf of the organisation, coordinating and completing all required accreditation documentation, carrying out a full gap analysis and signposting additional training and development activities (*this service will incur an additional fee based on Mapping Specialist's time*).
3. For self service organisations, on completion of their mapping the ChMC Mapping Specialist will provide guidance as to how the organisation might fill any gaps in their provision, including in-house development activities; formal training or other development opportunities.

**Note: the ChMC Mapping Specialist will only signpost third party training that has been endorsed and is on the list of approved third party training (see below). Anything else will have to go through the quality assurance process as detailed below.**

### **List of approved third party training providers**

CMI maintains a list of all approved third party training providers, which includes:

- CMI Approved Training Providers offering the CMI Level 7 Professional Consulting qualification.
- Any providers that have a CMI endorsed programme (i.e. it has been mapped by CMI against the ChMC Competency Framework).

This list will grow organically as more programmes are approved and endorsed.

### **Quality Assurance Process**

All external third party training should be quality assured by CMI to be included as part of the Programme Accreditation mapping. This ensures that all training and development has been mapped and aligned to the standards set out in the ChMC Competency Framework.

The quality assurance process requires a deeper dive into the specific external training programme itself. CMI has existing processes in place to map and endorse third party programmes. We will work directly with the training provider, who will pay for the additional mapping on the basis that once their programme is endorsed by CMI it will be added to the list of approved third party training and available to offer to other organisations going forward.

If the third party training is unique to a specific organisation and cannot be made available to others (for intellectual property reasons, for example) then it is anticipated that the additional cost of mapping and endorsement is paid for by the organisation.

### **Qualification Pathway**

For organisations or individuals that have no access to an accredited programme, they can apply for ChMC award via the Experienced Professional Route, where they meet the relevant criteria, or follow the **Qualification pathway** through completion of a CMI Level 5 Diploma in Professional Consulting.

## Frequently Asked Questions

**Does all third party training included in our ChMC accredited programme have to be quality assured?**

- If your programme comprises more than 20% training provision by third party providers then yes, it should be quality assured by CMI.

**Does the fee for Programme Accreditation include the quality assurance of third party training modules within programmes?**

- No, the quality assurance of third party training programmes is in addition to the ChMC Programme Accreditation fee.

**How much does it cost to have a third party training module quality assured?**

- Please speak to your ChMC Engagement Manager or contact the ChMC Team via [chmc@managers.org.uk](mailto:chmc@managers.org.uk) to discuss the fees associated with assuring third party training modules.

### Key Documents

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[CMI Level 5 Diploma in Professional Consulting](#)

[CMI Accreditation Solutions](#)

## 7: Annual Programme Reaccreditation

All accredited ChMC programmes, including elements provided by external third parties, will be subject to annual re-accreditation following a CMI review and verification process. Any material change to the structure, delivery, or content of the development programme may require review during the accredited 12 month period.

The [ChMC Programme Re-accreditation Guidance](#) provides details of the annual re-accreditation process.

### Frequently Asked Questions

**If we have not made any changes to the programme, do we still have to be reaccredited annually?**

- Yes, as well as reviewing and verifying the content of the programme, the re-accreditation process requires evidence that the programme has been embedded and consultants are being supported on programme. The ChMC Mapping Specialist encourages the organisation to reflect on their programme content and its continual improvement.

**Can we self certify that our programme continues to meet the accreditation requirements?**

- No, CMI must independently review all accredited programmes annually to maintain accredited status.

**When will the re-accreditation process take place?**

- The programme re-accreditation process will take place 12 months after the programme was formally accredited, and annually thereafter. The ChMC team will contact the ChMC Programme Manager around 2 months before the re-accreditation is due to ensure they understand the requirements and provide support and guidance.

**What does the annual re-accreditation process involve?**

- The programme re-accreditation process requires the organisation to review the mapping of their training and development provision and identify any changes. The Programme Mapping Template will evolve every year to show an audit trail of revisions, additions, etc. Please refer to the [ChMC Programme Re-accreditation Guidance](#) for further details.

**Key Documents**

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[ChMC Programme Re-accreditation Guidance](#)

## 8: Enquiries

For further information, please contact the ChMC Team via [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk)