

# ASSOCIATE CHARTERED MANAGEMENT CONSULTANT AWARD

Application Guidance

## CONTENTS

1. Introduction to the Associate Chartered Management Consultant (ChMC) Award	2
2. Why become an Associate ChMC?	2
3. Are you ready to apply for Associate ChMC status?	3
4. The application process	4
5. Helping you to prepare your submission	5
6. The Professional Discussion	8
7. Continuous Professional Development (CPD)	9
8.. Further Information	10

**Becoming an Associate Chartered Management Consultant (ChMC)** will demonstrate your commitment to professional standards, continued professional development and ethical and professional conduct. It will provide assurance for your employer and clients and help raise the profile and value of management consulting as a professional practice.

This guidance will help you to decide when the time is right for you to apply and will help you to prepare for an application now or at a future date. Make becoming an Associate ChMC part of your career development journey and join the community of recognised management consultants.

## 1. INTRODUCTION TO THE ASSOCIATE CHARTERED MANAGEMENT CONSULTANT (CHMC) AWARD



This guide is designed to help you:

- ▶ Understand what being awarded Associate ChMC status means for you and the profession;
- ▶ Decide if becoming Associate ChMC is right for you now, or at a later date;
- ▶ Prepare your application submission;
- ▶ Prepare for your professional discussion.

If you are successful, you will join the Register of Associate Chartered Management Consultants.

## 2. WHY BECOME AN ASSOCIATE CHARTERED MANAGEMENT CONSULTANT?



Benefits of Chartered status to individual consultants:

- ▶ 86% report **greater self-awareness**
- ▶ 85% have **improved self-confidence**
- ▶ **+81 Net Promoter Score**

Benefits of Chartered status to firms:

- ▶ “86% believe that Chartered status has a positive impact on the **reputation of their business**” (APM)
- ▶ “**Attrition rate** among Deloitte Finance consultants lowered from an industry average of 15-20% to **less than 5%** by offering Chartered Management Accountant.” (CIMA)
- ▶ “The public ranks Chartered number one in terms of **confidence in professionalism**, over other designations like degrees” (CII)
- ▶ “85% highly value Chartered status, with 54% saying it gives **greater professional status**” (CEng)

APM '8 out of 10 Employers Choose Chartered' 2018; IChemE 'Salary Survey' 2015; CII 'The Stamp of Quality? The Importance of being Chartered' 2009; Eng Council 'Survey of Professionally Registered Engineers' 2013; CIMA 'The Value that CGMAs Bring to Business'

### 3. ARE YOU READY TO APPLY FOR ASSOCIATE CHARTERED MANAGEMENT CONSULTANT STATUS?



- ▶ You are professionally active with a proven track record of management consulting;
- ▶ You have the required breadth and depth of management consulting experience to meet the requirements of the Applied Level ChMC competencies;
- ▶ You are committed to continuing professional development and an ethical way of working;
- ▶ You have a sponsor who will support your application for Associate Chartered status.

#### Are you eligible?

You need to be 'professionally active'. This means you:

- a) Have 3+ years experience with a proven track record of delivering consultancy;
- b) Are a role model of the profession, contributing to the operational enhancement and commercial sustainability of the firm and its clients;
- c) Have up-to-date knowledge of current practices and methods;
- d) Are actively involved in the management consultancy profession.

#### What is being assessed?

The application process is designed to assess the following areas, therefore you need to consider whether you can provide evidence of this now or if you need some more experience or learning first. You will need to show:

- ▶ Knowledge and understanding across all Applied Level ChMC competencies;
- ▶ Successful application of all Applied Level ChMC competencies;
- ▶ Commitment to professional ethics and continuing professional development (CPD);
- ▶ Sponsor support of your application.

For full details of the competencies that will be assessed, please see the [Competency Framework](#).

## 4. APPLICATION PROCESS



### STAGE ONE - SUBMISSION

Complete a Submission using the template provided. Submission must be completed within 3 months of application for assessment.

Your application will be assessed at this stage. If your Submission does not satisfactorily evidence the level required or is incomplete, you will receive feedback which will have to be addressed before re-submitting your evidence. You will have 14 days in which to re-submit your application. You may have a maximum of 2 submission attempts before being issued with a failure notice. If your Submission is deemed satisfactory, you will be invited to a professional discussion.

### STAGE TWO - PROFESSIONAL DISCUSSION

A professional discussion, held virtually with a CMI Assessor, of approximately 60 minutes.

- ▶ Validate evidence in Associate ChMC Submission.
- ▶ Discussion of competencies related to CPD.
- ▶ Ethics.

Your Sponsor may be contacted to validate your Submission.  
Your Assessor will decide on the outcome. The decision is then moderated.  
Your result will be confirmed within 15 working days following professional discussion, and Associate ChMC status awarded if successful.

### ONGOING CONTINUED PROFESSIONAL DEVELOPMENT (CPD)

- ▶ Once Associate ChMC is awarded, CPD will be sampled annually by the CMI. CPD is output based. In addition to the activities undertaken, we expect to see evidence of how these have had an impact and the key lessons you have learnt.
- ▶ If CPD is not upheld, Associate ChMC status can be withdrawn.

## 5. HELPING YOU TO PREPARE YOUR SUBMISSION



### Registration

If applying via an accredited organisation, you will be registered with the CMI by the coordinator of your organisation's accredited programme. Some basic personal contact information will be provided for yourself. CMI will only use this information in accordance with data protection rules and our privacy policy.

Upon registration, you will be sent an email providing instructions on how to upload your submission to the secure ChMC online portal. You will have 3 months in which to submit your application.

### Completing Your Submission

Your Associate ChMC application will be submitted online. You will need to log on to the CMI submissions portal, using your unique authorisation code, via the link provided in the welcome email where you will be guided through the application process.

In completing the Associate ChMC Submission, you will be confirming that you operate in a professional and ethical manner which supports the **CMI Code of Conduct and Practice** and that you are committed to completing annual CPD and maintaining records in support of this.

The information you provide in this submission will only be accessible to the ChMC admin team, your assessor and potentially a moderator. You must confirm that you are happy to share your information with CMI for the purposes of undertaking the Assessment, and that you have read and understood how this data will be held and processed by CMI.

### Assessment Submission:

#### 1. Case for becoming Associate ChMC (maximum 750 words)

##### You must provide:

- ▶ A brief introductory paragraph that explains who you are, your role and level of seniority;
- ▶ A summary of why you believe you are acting at the level required;
- ▶ How you believe you are demonstrating all of the key Applied Level competencies and behaviours within the ChMC Competency Framework. This must directly relate to how you have demonstrated:
  - ▷ Ethics and professional standards
  - ▷ Leadership and management
  - ▷ Consulting operating environment
  - ▷ Personal and professional development

#### 2. Impact as a management consultant (maximum 1250 words)

A brief summary of your most notable projects or work completed within the last 3 years. You should be clear as to your role, how you have applied your acquired skills and experiences in the context of the main sections of the Competency Framework, and the impact you have had on your organisation and your clients. You should describe 2-5 engagements.

For each project or piece of work you must provide:

- ▶ The project name, start and end dates;
- ▶ A description of the project, including your role and expectations/requirements;
- ▶ How the project maps to the main areas/competencies within the ChMC Competency Framework;

- ▶ A summary of the impact the project has had on your client, and the key outputs;
- ▶ A summary of the impact the project has had on you and your role as a Management Consultant;
- ▶ What you have learned from the project and how this will help you move forward.

### **3. Continuous Professional Development (maximum 500 words)**

A summary of your future training and development plans for the next 12 months, identifying 3 to 5 activities and what you hope to learn, the impact these will have on you and your role, and what you are doing as an inspirational leader and role model for the profession and your organisation.

For each activity you need to describe:

- ▶ What it is that you are wanting to develop further, and why you feel this development opportunity is required;
- ▶ What actions you are planning on taking to achieve this development opportunity;
- ▶ How the development opportunity maps to the main areas/competencies within the ChMC Competency Framework;
- ▶ A summary of the impact the development opportunity will have on you and your role as a Management Consultant;
- ▶ What activities you are planning on undertaking to give back to the profession;
- ▶ How you act as a role model to the industry.

### **4. Ethics Statement**

- ▶ A declaration that you are required to adhere to, and have signed, your organisation's ethics statement.

### **5. Endorsement (maximum 500 words)**

This section is to be completed by your Sponsor, who will confirm you are operating at the level of a Associate Chartered Management Consultant and demonstrate the required competencies.

Your Sponsor needs to provide:

- ▶ An introductory paragraph that explains who they are, their role and level of seniority and how they are known to you;
- ▶ A summary of why they believe you are acting at the level required and how they think you are demonstrating the key competencies and behaviours within the ChMC Competency Framework.

A Sponsor should be a senior manager or your line manager, someone that can provide a professional reference, ideally from the perspective of a coach/mentor. If it is not possible to provide this type of Sponsor then you should identify a peer or a client. In all instances this should be someone who can confirm and expand on the value you have added to your organisation / the client and give their perspective of your application of the Chartered level competencies.

They will be asked to provide a summary of why they believe you are acting at the level required and how they think you are demonstrating the key competencies and behaviours within the ChMC framework. The assessor will be looking for a relatively detailed response (approximately 500 words) in support of your submission.

It is important therefore that you think carefully about who you wish to select as your Sponsor, ensuring that they will have sufficient knowledge about you and the work you have undertaken. You need to keep Sponsors informed about their role in your submission and the fact that they may be contacted and need to respond within 5 working days.

## 6. Evidence Template

You should start your ChMC journey with the end in mind. During the on-programme period, you will be gathering evidence of your competence as you develop through the foundation, applied and Chartered levels of competence.

### Description of Application of Experience

The Evidence Template is designed to enable you to describe and highlight how you have applied your experience to make a difference to clients, colleagues and your organisation and, in doing so, have demonstrated the Applied level competencies within the ChMC Competence Framework. Think about each section as an opportunity to detail a time when you have best displayed each of the competency areas. Ask yourself what did I do? Why did I do it? What difference did it make/what was the impact?

Your evidence must:

- ▶ Showcase your 'best' work, including your most 'notable projects' undertaken whilst on-programme;
- ▶ Cover all of the Applied Level competencies within the ChMC Framework;
- ▶ Demonstrate how you have applied the knowledge gained whilst on-programme.

The template contains examples of how to describe evidence of your competence as a guide only. You must replace the examples with your own evidence demonstrating your competence.

When completing the template please be aware that the word count for each section is a limit not a target.

Your Submission should not refer to any additional attachments. All evidence must be presented within the template provided.

Your Submission must be uploaded to your secure document submission portal for your Assessor to access.

Assessors will be looking for evidence of how you have attained and demonstrated competencies, not how you have managed others to do it so you should use the first person in your responses. All evidence must be related to your own experience so avoid making statements about any team or corporate achievements which were not your own.

### Feedback Received/Testimonial:

The template allows for 3-4 testimonials from colleagues/clients which support the evidence supplied for the competence area. You should indicate who the feedback is from, including their role, and how this feedback supports the evidence you are submitting.



## 6. THE PROFESSIONAL DISCUSSION



Following the success of your stage one application, you will be invited to a professional discussion with your Assessor.

This stage is applicable to all applicants. It is based on your Associate ChMC Submission. The professional discussion will validate and explore your experience.

The Assessor(s) will make their judgements based solely on the information in your Submission and your performance during the professional discussion.

Assessors are experienced management consultants and understand the requirements for Associate ChMC. You will be contacted directly by your Assessor to arrange a convenient time for your professional discussion. Professional discussions will be recorded for quality assurance purposes with your permission.

### Professional Discussion Format

The discussion is designed to evaluate and assess your level of professional competence. There are no trick questions and you should structure your responses to questions using 'I', not 'we' or 'the team'. The assessor is seeking to understand your evidence.

You are expected to provide detailed and specific answers about actual events relating to the evidence in your submission. You may also be asked to expand on some of your answers and highlight how processes or tasks might have been done differently.

The discussion will focus on a selection of the competencies, spending more time on some than on others. All applicants will have a mandatory question on ethics and the final few minutes of the discussion is your opportunity to talk about anything that you think is important to your application that has not yet been mentioned.

### Following the Professional Discussion

Your assessment will be moderated and you will be informed of the outcome within 15 working days.

If you are successful, you will receive confirmation and a certificate from CMI confirming your achievement and your name will be included on the Register of Associate Chartered Management Consultants.

You will have one attempt at the professional discussion process before having to reapply for Associate ChMC. If your submission is not successful, you will receive feedback on the competencies not sufficiently demonstrated.

If unsuccessful at professional discussion against the Applied Level ChMC competencies then you will have to start the application process again, including your written submission. You will be eligible to re-apply after 6 months from receiving your result.

Any appeal must be submitted within 20 days of receipt of the decision. The CMI appeal process is available from the ChMC team via [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk)

## 7. CONTINUOUS PROFESSIONAL DEVELOPMENT (CPD)



Your development as a management consultant will continue throughout your career. Once awarded Associate ChMC status, you will be able to use the designated post nominals for as long as you remain a member of CMI. Membership is renewed annually.

As a part of maintaining your Associate ChMC status you are required to maintain a Continuous Professional Development (CPD) record on an annual basis when you renew your ChMC commitment.

CPD is an important part of being a professional and allows you to look in two directions. It is an opportunity to reflect on what has affected your practice over the last 12 months and offers a chance to identify what you need to develop over the coming 12 months. When you reflect on past learning it is important to understand how you have used that learning and what difference it has made. This is an opportunity to ensure you are developing in the areas that make the biggest difference and allow you to remain at the forefront of your profession.

How you record your CPD is a matter of personal choice, however it is important that/ it identifies;

- ▶ What development activities you have undertaken/plan to undertake?
- ▶ Why you chose those CPD activities?
- ▶ How that has affected your practice/will affect your practice?
- ▶ How you have shared/plan to share the learning with others?

You should aim to record and plan between 3 and 5 meaningful activities per 12 months.

### Progressing to full Chartered Management Consultant (ChMC) status

Having achieved the Associate ChMC award, the next milestone for your professional recognition within the management consulting industry is full Chartered status. You should continue to gather evidence of your competencies against the Chartered level standards in preparation. Full ChMC status can be applied for when you can demonstrate a minimum of 5 years' of management consulting experience. Application for ChMC status within 3 years of achieving Associate ChMC can be done so via a reduced ChMC submission and at a reduced fee. Application after 3 years will be via the standard ChMC application process and fee.

## 8. FURTHER INFORMATION



### Confidentiality and Commercially Sensitive Evidence

You **MUST NOT** share evidence within your submission which contains confidential or commercially sensitive information.

In all organisations, there will be incidents where a consultant will be involved in, or working in, areas where confidentiality of data, information and documents is paramount.

This can present some challenges when you are constructing your submission.

- ▶ CMI will accept evidence that has been redacted to cover any confidential or commercially sensitive material or information;
- ▶ If the redacted information is pertinent to the evidence being put forward (i.e. it provides evidence towards a competency) then a contextual statement detailing how the evidence meets the competency is acceptable;
- ▶ This contextual statement should be completed by you and underpinned by a confirmation statement from your Sponsor;
- ▶ Witness testimony in support of the redacted evidence will also be accepted from peers, line managers and supervising clients;
- ▶ During the professional discussion, you may be asked questions about the redacted evidence in order to confirm any areas that require further detail;
- ▶ We will store all recordings in our secure ChMC system for a period of 12 months.

CMI does not require specific client names. Client names **MUST** be anonymised, replacing them with 'Client A', 'Client B', etc. Rather than direct client feedback, your Sponsor will be used to validate your evidence.

You should not share any confidential or commercially sensitive information in your submission. If this does occur, your application will be rejected, your submission will be deleted and you will receive notification. This will not serve as your second attempt at submission. We can assure you that any confidential or commercially sensitive information that is shared with the CMI will remain secure within our ChMC system for the purposes of ChMC Assessment and Quality Assurance.

All of our Assessors and staff involved in the Chartered assessment process have signed non-disclosure agreements and have been trained in GDPR compliance.

### CMI Policies and Procedures

All CMI Policies and Procedures can be found at:

<https://www.managers.org.uk/education-providers/policies-and-procedures>

### Questions

Contact the Chartered Management Consultant team by telephone on **07850 326077** or via email: [ChMC@managers.org.uk](mailto:ChMC@managers.org.uk)

## Chartered Management Institute (CMI)

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than **130,000** people training to be better managers right now.

Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.

CMI's thought leadership, research and online resources provide practical insight on critical issues for a **182,000** plus membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

For more information, please visit [www.managers.org.uk](http://www.managers.org.uk) Chartered Management Institute on LinkedIn, Facebook, Twitter and Instagram.

## Management Consultancies Association (MCA)

The MCA is the representative body for the UK's leading management consulting firms. For over 60 years, the MCA has been the voice of the consulting industry, promoting the value of consulting to business, the public sector, media commentators and the general public.

The MCA's mission is to promote the value of management consultancy for the economy and society as a whole. The MCA's **member companies** comprise over 50% of the UK consulting industry work with over 90 of the top FTSE 100 companies and almost all parts of the public sector. The UK consulting industry is amongst the best in the world and a vital part of the business landscape. Click to see the full list of current [MCA members](#) see link.

Compliance with the MCA's tough **entry criteria** and adherence to the principles of **Consulting Excellence** means that MCA member companies are widely acknowledged to provide high quality services to their clients. Many of their achievements are recognised in the annual **MCA Awards**.

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**#CharteredConsultant**

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MANAGEMENT  
CONSULTANT**

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