

### ***IMCA (Institute of Management Consultants and Advisers)***

IMCA is the recognised professional institute for management consultants and business advisers in Ireland. Its principal objective is the advancement of the professions of management consultancy and business advice through the maintenance of the highest standards of performance and professional conduct by its members, and by the promotion of the knowledge and skills required for that purpose.

Membership is open to management consultants and business advisers working with national and international practices, as sole practitioners or as internal consultants / advisers. Full membership is open only to those who have demonstrated the attainment of appropriate professional qualifications, training and practical experience.

Full Members must demonstrate that they possess and are able to apply the appropriate qualities to carry out their duties as a management consultant or business adviser effectively and efficiently, ie:

- objectivity, impartiality and independence;
- knowledge of management organisation and techniques;
- consulting and advisory skills, practical experience and technical expertise.

Members must commit to abide by the IMCA Code of Professional Conduct (Attachment 1) which embodies the duties and obligations required to maintain the highest standards of integrity and competence.

### ***CMC (Certified Management Consultant)***

CMC is an internationally recognised management consultancy qualification based on strict certification requirements relating to competence, ethics and independence. Only members of ICMCI (International Council of Management Consulting Institutes) can award the CMC qualification. IMCA is a member of ICMCI.

### ***Requirements for CMC***

Applicants for CMC and full membership of IMCA must have:

- three years experience of full-time management consulting;
- a relevant third level degree or appropriate qualification (experience may be accepted in lieu and candidates without a degree must be five years in full time management consultancy).

CMC is a competence-based qualification and applicants must demonstrate evidence of competence, experience, education and training as a management consultant against IMCA's Competency Framework (Attachment 2) by:

- submitting an Application Form together with a detailed Assignment Study and Professional Record, including a CV;
- providing details of three independent referees who can vouch for the applicant's competence as a management consultant;
- attending an Assessment Interview with IMCA's Membership Review Board to corroborate the evidence provided in the Assignment Study and Professional Record.

Individuals may also join IMCA as a consequence of being employed within an Accredited Consulting Practice. These are the larger consultancy practices whose training and other arrangements for development of their consultants have been approved by IMCA as being at least equivalent to the standard sought from individual applicants.

Business advisers – such as those within the State sector - may join IMCA as full members but CMC status is restricted to those operating as management consultants.

## **MENT 1 - IMCA CODE OF PROFESSIONAL CONDUCT**

### **Confidentiality**

A member will treat client information as confidential and will neither take personal advantage of privileged information gathered during an assignment, nor enable others to do so.

### **Unrealistic Expectations**

A member will refrain from encouraging unrealistic expectations or promising clients that benefits are certain from specific management consulting and advisory services. A member will ensure that before accepting any engagement, a mutual understanding of the objectives, scope, workplan, and fee arrangements has been established with the client. A member will advise the client of any significant reservations the member may have about the client's expectation of benefits from an engagement.

### **Commissions / Financial Interests**

A member will neither accept commissions, remuneration nor other benefits from a third party in connection with recommendations to a client without the client's knowledge and consent nor fail to disclose any financial interest in goods or services which form part of such recommendations.

### **Assignments**

A member will only accept work that the member is qualified to perform and in which the client can be served effectively; a member will not make any misleading claims and will provide references from other clients if requested.

### **Disclosure and Conflicts of Interest**

A member will disclose at the earliest opportunity any special relationships, circumstances or business interests which might influence or impair, or could be seen by the client or others to influence or impair, the member's judgement or objectivity on a particular assignment. This requires the prior disclosure of all relevant personal, financial or other business interests that could not be inferred from the description of the services offered. In particular this relates to:

- any directorship or controlling interest in any business in competition with the client
- any financial interest in goods or services recommended or supplied to the client
- any personal relationship with any individual in the client's employ
- any personal investment in the client organisation or in its parent or any subsidiary companies
- any recent or current engagements in sensitive areas of work with directly competitive clients
- any work for a third party on the opposite side of a transaction, e.g. bid defence, acquisitions, work for the regulator and the regulated, assessing the products of an existing client

A member will not serve a client under circumstances which are inconsistent with the member's professional obligations or which in any way might be seen to impair the member's integrity; wherever a conflict or potential conflict of interest arises, the member will, as the circumstances require, either withdraw from the assignment, remove the source of conflict or disclose and obtain the agreement of the parties concerned to the performance or continuance of the engagement.

### **Recruiting**

A member will not make offers of employment to or engage any member of the client's staff nor use the services of any such person either independently or via a third party unless they have first obtained the client's written consent.

### **Standards of Service**

A member will carry out the duties, which he or she has undertaken for his/her client diligently, conscientiously and with due regard to his/her client's interest. A member will maintain a fully professional approach in all dealings with clients, the general public and fellow members.

### **Personal Conduct**

A member shall be a fit and proper person to carry on the profession of management consultancy and advisory services and shall at all times be of good reputation and character. Particular matters for concern might include:

- conviction of a criminal offence or committal under bankruptcy proceedings
- censure or disciplining by a court or regulatory authority
- unethical or improper behaviour towards employees or the general public

A member shall not wilfully give the Institute false, inaccurate, misleading or incomplete information.

### **Other Management Consultants**

A member will ensure that other management consultants and advisers carrying out work on behalf of the member are conversant with and abide by this Code of Professional Conduct. A member will sub-contract work only with the prior agreement of the client and, except where otherwise agreed, will remain responsible for the performance of the work.

**ATTACHMENT 2 – IMCA COMPETENCY FRAMEWORK**

<b>Major</b>	<b>Sub set</b>	<b>High level components</b>	<b>Core component of assessability - definition</b>
<b>Business Competence</b>	Client Business Insight	Understanding the client	Has researched and understood client business operations and agenda.
		Client business knowledge	Understands client business structures, processes, management and disciplines and impact on own area of work.
		External awareness	Demonstrates understanding of political, economic, social, technological, legal and environmental factors (PESTLE) impacting on area of work.
	Consulting Business Insight	Consultancy business knowledge	Understands the nature of the management consultancy market, competitors and capabilities.
		Commercial aspects of assignments	Demonstrates understanding of commercial aspects of project including scope, risk, terms and conditions and pricing.
<b>Technical Competence</b>	Functional Specialization	Knowledge and skills	Recognised as an expert in own discipline, applying expertise in one or more industry sectors.
	Consulting Skills	Client focus	Scopes client requirements, presenting clear comprehensive proposals. Identifies and articulates project drivers, strategic fit and commercial benefits with client in respect of one or more individual projects. Understand client cultures, addresses client satisfaction; understand client motivation impacts.
		Project management	Manages client projects effectively- setting objectives, deadlines and budgets, using appropriate project management tools and methodologies and ensuring seamless withdrawal process.
		Consulting knowledge	Captures, shares and applies knowledge in a structured way, relevant to the engagement needs.
		Consultative process	Uses a range of techniques, including facilitation, to deliver solutions of mutual benefit.
		Tools and methodologies	Selects and uses an appropriate range of tools and methodologies.
		Risk and quality management	Defines risk criteria, identifying, mitigating and managing risks and outcomes. Defines quality standards, ensuring quality of delivery and client satisfaction.
		Partnering and networking	Leverages network effectively to engage expertise of others, developing others as appropriate.
		<b>Values and Behaviour Competence</b>	Ethics and Professionalism

<b>Major</b>	<b>Sub set</b>	<b>High level components</b>	<b>Core component of assessability - definition</b>
	Analytical Skills	Conceptualisation & problem solving	Employs structured approaches to generate ideas, evaluate and select options.
		Observations & analysis	Recommendations are supported by objective facts and research.
	Personal Interaction	Complexity, change & diversity	Understands complexity of operating environment and impact of selected course of actions on others.
		Communication & presentation	Uses a range of techniques and approaches to convey thoughts and ideas in a range of situations.
		Responsibility & accountability	Responsible for own actions, demonstrating resilience, drive and commitment to results.
		Influencing	Presents ideas convincingly to produce specific outcomes.
	Personal Development	Focus and time management	Delivers timely solutions, balancing priorities and managing time effectively.
		Self development	Proven track record of self development and personal growth. Proven ability to learn from past assignments and apply knowledge.