

No. 488

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**SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)**

In accordance with the National Qualifications Act, Act No 67 of 2008, the Directorate Registration and Recognition at SAQA invites comment from interested parties on its intention to recommend the recognition of the following professional body and the registration of its designation/s on the NQF for the purposes of the said Act.

SAQA evaluated the application of the professional body against the *Policy & Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the National Qualifications Framework Act, Act 67 of 2008* as approved by the SAQA Board. The evaluation focused on the following key areas as set out in the criteria:

- Governance, Management and Sustainability
- Disciplinary Matters and Accountability
- Data Management
- Continuing Professional Development
- Awarding of Professional Designations

INSTITUTE OF MANAGEMENT CONSULTANTS AND MASTER COACHES OF SOUTH AFRICA (IMCSA)

Designation Title
Certified Management Consultant
Certified Master Coach

The complete application is available for viewing at SAQA.

Comment regarding the application should reach SAQA at the address below **no later than 30 days after publication in the Government Gazette**. All correspondence should be marked and addressed to:

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SAQA
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**PROFESSIONAL BODY RECOGNITION AND PROFESSIONAL DESIGNATION
REGISTRATION****EVALUATION REPORT****1. NAME OF BODY: INSTITUTE OF MANAGEMENT CONSULTANTS AND MASTER
COACHES OF SOUTH AFRICA (IMCSA)**

- 1.1 IMCSA applied to SAQA for recognition as a professional body and for the registration of two professional designations on the NQF in terms of the NQF Act, Act 67 of 2008.
- 1.2 The Directorate for Registration and Recognition (DRR) evaluated the application against the *Policy and Criteria for Recognising a Professional Body and Registering a Professional Designation for the Purposes of the NQF Act*.

2. BACKGROUND INFORMATION ON THE PROFESSIONAL BODY

- 2.1 The Institute of Management Consultants and Master Coaches of South Africa (IMCSA) is a professional body representing management consultants. It sets and maintains standards for the profession in South Africa. It seeks to make the profession of management consulting recognised, respected and accepted as providing a valuable and indispensable service to organisations in South Africa and the Southern African Region.

The IMCSA:

- Encourages the achievement of standards required by the profession through its accreditation process; and
 - Promotes and maintains contact with complementary local, regional, national and international bodies.
- 2.2 The Institute was inaugurated on 28 April 1972 to act as the certifying body for the Management Consulting Profession and to represent and enhance the Profession of Management Consulting in South Africa to clients, authorities and the community at large.
- To achieve its mission, the Institute pursues the following objectives:
- The maintenance of the code of professional conduct and the required disciplinary procedures.
 - Setting of standards for acceptance to the Institute in order to promote public confidence in its members, qualifications and abilities.
 - The certification of successful applicants.
 - The facilitation of education programmes for members and potential members with IMCSA accredited training providers.
 - The distribution of a journal, brochures, articles and informative material.
- 2.3 The IMCSA recognises consulting and coaching as two broad fields of practice, which reach into many related and unrelated professions and as such may have many nuances and specific characteristics of what may be considered the same

profession. In a quest to dispel these perceived similarities, the IMCSA offers the following definitions to clearly demarcate its scope of practice:

Management Consulting is the provision of independent advice and assistance about the process of management to clients with management responsibilities.

A *Management Consultant* is an individual who provides independent advice and assistance about the process of management to clients with management responsibilities.

A *Professional Management Consultant* is a management consultant who views management consulting as a profession, who strives for self-improvement in the processes of both management and management consulting, and who subscribes to the code of ethics of a professional body of management consulting.

A *Certified Management Consultant* is a professional management consultant who meets relevant requirements of character, qualifications, experience, competence and independence established by the professional body issuing certification.

Another distinctive feature is that the IMCSA is a founder member of the International Council of Management Consulting Institutes, which is a federated body representing some 50 countries with respect to international standards and reciprocity between member institutes. The Certified Management Consultant (CMC) is a registered trade mark and is protected by law. As a result, there can only be one professional body representing South Africa (or any other country) in this grouping.

2.4 IMCSA Membership

The Institute is a not-for-gain organisation that represents both individual and corporate management consultants of which about 100 are individual members.

Set out below are various categories of membership and requirements applicable to each category:

Associate (AIMC)

This category is reserved for individuals who wish to be involved in the profession without necessarily complying with the entry criteria.

Member (MIMC)

A graduate with less than three years management consulting experience or a non-graduate with less than eight years management consulting experience may qualify as a Member. Members of the academic professions and those people who provide internal consulting are to be classified as members until such time as they can demonstrate they have the relevant management consulting experience, at which time they may be classified as a Certified Member.

Certified Management Consultant (CMC)

Certified Management Consultant is the mark of competency for the management consulting industry and is recognised internationally. The CMC designation is consistent with internationally accepted standards and indicates that a management consultant meets certain requirements of character, education, and experience.

The following requirements and standards are subject to variation by agreement between the member organisations of the International Council of Management Consulting Institutes (ICMCI):

- Existing members with a minimum of three years consulting experience are eligible to become a Certified Management Consultant (CMC) by examination or assessment. These examinations or assessments are offered to Members of the Institute and are held on request.
- If an applicant does not possess a degree but has five years of management experience plus 3 years of management consulting experience and is working full time as a management consultant, he or she may be accepted as a Certified Management Consultant.
- To retain CMC designation, members must perform 1200 hours of management consulting annually and undertake 100 hours of professional development over a three-year cycle. A CMC Practising Certificate is issued annually upon proof of fulfilment of the stated requirements.

Fellow (FCMC)

A Certified Management Consultant, who has held that grade for not less than seven years and is deemed to have served the profession with distinction, may be graded as a Fellow. The applicant must submit a motivation with the request for an upgrade. The final decision as to the satisfaction of these criteria resides with the presiding Council.

2.5 IMCSA National Affiliations

The IMCSA along with other member organisations forms part of a national federation – that is, the Federation of Professional Management Organisations (FPMO). The other member organisations are:

- Association for Project Management SA (APMSA)
- Institute of Business Advisors South Africa (IBASA)
- South African Auditor and Training Certification Association (SAATCA)
- South African Projects Control Institute (SAPCI)
- South African Society for Quality (SASQ)

The co-signatories of the FPMO are:

- Project Management SA (PMSA)
- Association for Skills Development in South Africa (ASDSA); and
- Purchasing and Supply Management Forum (PSMF)

The purpose of this agreement is for FPMO to: promote professional skills and behaviour, organisational maturity and societal development for and amongst professional management disciplines; including standards for the management disciplines, excellence and organisational maturity as a means towards achieving management excellence. Furthermore, the agreement seeks to set objectives and allocate resources for the advancement of management professions on behalf of the members, and the public good through interaction and commitment; and to present value propositions to members including the protection of professional scope, rights and privileges.

2.6 IMCSA International Affiliations

International Council of Management Consulting Institutes (ICMCI)

The ICMCI is an international membership organisation and a network of the management advisory and consultancy associations and institutes worldwide including the IMCSA, which have a common purpose and shared values and goals.

IMCSA Members benefit from this affiliation in that the ICMCI endeavours to:

- Elevate standards of management consultants worldwide and increase acceptance of management consulting as a respected profession;
- Encourage reciprocity between national institutes with recognised universal standards and adherence to an International Code of Conduct; and
- Promote the value of the CMC to international bodies who influence the selecting and use of management consultants.

2.7 Education and Training

- The IMCSA is not a registered and accredited training provider; does not recognise workplaces and is not involved in the assessment of workplace experience.
- The IMCSA also recognises suitable education and training providers.

3. EVALUATION AGAINST SAQA CRITERIA

3.1 Governance, Management and Sustainability

- The management of the affairs of Institute of Management Consultants and Master Coaches of South Africa is vested in a National Council, subject to its Constitution and in conformity with the Bye-laws.
- The National Council consists of not more than twelve accredited members elected at the Annual General Meeting. National Council members shall be elected for a period of one year only but shall be eligible to be nominated for re-election to the same or any other office.
- The National Council may co-opt a maximum of five additional accredited members during its period of office, which shall have the same rights and obligations as members elected at the Annual General Meeting.
- The Chairman of a Branch and outgoing President shall be ex-officio members of National Council and shall have the same rights and obligations as members elected at the Annual General Meeting.
- Nomination forms for National Council elections must be sent to all members at least twenty-one days prior to the Annual General Meeting and received by the Secretary no later than five days prior to the Annual General Meeting.
- National Council members shall be elected at the Annual General Meeting by a simple majority vote of the Accredited Members present. If more nominations than positions available are received, the Electoral College Voting System shall be used to determine the composition of National Council.
- The National Council establishes the following functioning portfolios and may also appoint ad-hoc committees to assist in the execution of its oversight duties and responsibilities. These portfolios are:

Financial Portfolio

The effective and efficient management of finances is the responsibility of the Financial Portfolio. Decisions relating to financial matters are taken by this Portfolio and must always be ratified by the National Council.

Administrative Portfolios

The Administrative Portfolio has been tasked with assisting the Executive Director and Secretariat to administer the IMCSA.

Member Administration

This Portfolio is concerned with the subscription fees, the sending out of the invoices to the members. The amount of members who have applied to the institution and also who were awarded membership. This Portfolio should be linked to the Marketing Portfolio because members are one of the IMCSA's key survival factors.

Technology

This Portfolio has been tasked with providing the IMCSA with the technology platform for communicating with councillors and members alike and for providing information to the other portfolios in order for them to carry out their respective responsibilities.

Marketing Portfolios

This Portfolio entails liaison with key role players in large private consulting firms and government to facilitate and ensure a higher level of awareness and recognition of the IMC and especially the IMCSA and its members.

International

This Portfolio entails liaison with key role players in overseas consulting firms to facilitate and ensure a higher level of awareness and recognition of the IMC and especially the IMCSA and its members.

- IMCSA has one fulltime staff as at 31 December 2013 to deal with the day-to-day business of the Institute. It has offices which are situated at 12 Shelley Avenue; Willowild; Sandton; Johannesburg.
- Funding for IMCSA is generated primarily through annual registration fees.
- The IMCSA is financially sound and received an unqualified audit report for the year ended 31 December 2013 with a Net Asset Value of R167 505.

3.2 Disciplinary Matters and Accountability

- The Code of Professional Conduct of the Institute to which all members are required to sign adherence to is laid down in terms of Bye-law 8 of the IMCSA.
- A member in any grade of membership may be censured, suspended or expelled from membership, if found to be in breach of the Code of Professional Conduct.
- Any member of the Institute shall receive a censure or suspension of membership if National Council receives a substantiated written complaint from a member of the Institute which is not sufficiently serious to have the individual's membership terminated but a reprimand or temporary suspension is deemed fit by National Council.

- A member who has been censured, suspended or expelled from membership has the right of appeal to the presiding President. The rules pertaining to the handling of violations and the right of appeal are set out in By-law 8 of The Institute.

3.3 Data Management

IMCSA maintains an extensive electronic database of its members, consisting of personal details, designations awarded and Continuing Professional Development (CPD) activities. Members log onto the website using their secret code to view their personal data and have the responsibility to provide valid and honest returns on their CPD undertakings.

3.4 Continuing Professional Development (CPD)

- Certified Management Consultants and Certified Master Coaches are required to undertake CPD activities in order to maintain their technical and professional competence, while at the same time ensuring that their personal development including professional consulting activities and contribution to the profession are taken care of.
- Workload varies in the management consulting profession and opportunities for personal development may not occur on a specific "year on year" basis. To recognise this, professional development credits will be accumulated on a rolling 3-year basis, with the requirement that in any year, the sum of points from that year plus the immediately previous two years is 100. This allows members 3 years to attain the required points after the program is initiated. It is, however, suggested that members try to target approximately 35 points in each year, in order to avoid the situation where they suddenly have to make up a large number in order to maintain the 100 point total.
- Some of the CPD activities are set out in the table below:

Category	Description	Credits
A	Seminars Workshops, Courses and Conferences	
A1	For seminars, workshops, courses and conferences, usually less than five consecutive days in duration	1 point/hr, max 7/day, 3 points/half day
A2	Successful completion of a university, college, or any tertiary courses or distance learning (usually held over a period of weeks/months):	1 point/hr, max 25 points per course
B	Development / Presentation of Professional Workshops	
B1	Full day program (more than 4 hours)	20 points
	1 to 4 hour programme (e.g. a workshop for the Institute)	10 points
B2	Marking of examinations and assignments	1 point/hr of marking max 10 points
C	Other Activities	
C1	Participation in IMCSA Council, committees or any of its activities	1 point/hr, max 5/year in each category
C2	Article published in professional publication or website (must be peer reviewed or moderated).	5 points/article, max 10 / yr
C3	Actively coaching or mentoring a prospective CMC	1 point/hr, max 5/yr
C4	Non-structured personal development like studying books or software)	1 point/hr, max 7/yr

- Situations may occur that render completion of the designated professional development impossible to complete. Such exceptions will be recognised and should be communicated to the Institute as soon as practically possible, and no later than the time of filing the annual return.

Such exceptions may include:

- Newly certified members will not be required to start professional development the accumulation of points until the year following the year of certification.
 - Periods of leave of absence for personal reasons, during which period the individual was not working (e.g. 12 month maternity / paternity leave).
 - Periods of extended personal illness.
 - Retirement from active practice of consultancy.
- Depending on the circumstances, the IMCSA may work with the member to correct the situation or to implement whatever corrective action is deemed appropriate; however compliance is ultimately the responsibility of the member.
 - Members who remain CPD non-compliant with respect to the 100 points rolling average for more than a year (i.e. they do not re-establish a 3-year rolling average of 100 points in the year that immediately follows the year they have failed to do so) will be considered no longer in good standing by the National Council.
 - To maintain integrity in the process, random verification may be conducted as required. Misrepresentation of CPD achievements will be dealt with as an ethics violation and could lead to a disciplinary enquiry.

4 PROFESSIONAL DESIGNATIONS

4.1 Designation Awarding Process

- Candidates who wish to apply for a designation must use the IMCSA's CMC Application Pack which explains how to apply step-by-step. Candidates need to be members before applying for certification.
- An applicant is required to complete the application form and the CMC Declaration attached thereto, a Portfolio of Evidence and submits a complete career Curriculum Vitae (CV) as part of their professional records.
- The professional record consists of the following:
 - An up-to-date CV;
 - Summaries of consultancy assignment e.g. briefings, analyses and final reports;
 - Evidence of qualifications - academic and vocational;
 - Evidence of on-going training and continuing professional development;
 - Evidence of contractual arrangements with clients; and
 - Reflections on what has been learned from an assignment.
- Two copies of the completed application, the Portfolio of Evidence and the application/assessment fee to the Professional Registrar at IMCSA.
- Arrangements for an assessment interview by an Assessment Interview Panel will be made once the panel has accepted the applicant's Portfolio of Evidence.
- The Assessment Interview Panel consists of an assessor and an IMCSA qualified panelist.

- At the assessment interview the applicant will be expected to be able to expand on and corroborate any information supplied in the Portfolio of Evidence. It is also an opportunity for the panel to probe any aspect of the Portfolio of Evidence and for the applicant to elaborate on any aspect of the portfolio. The final decision and assessor's report is the responsibility of the assessor.
- After the assessment interview the applicant will:
 - either receive a letter confirming that you are now a CMC; or
 - receive an assessor's report stating which areas require further evidence need to be submitted. If a new application is required, it will be necessary to pay a further assessment fee.
- Within a few weeks of being accepted the applicant will receive an individually signed Certified Management Consultant (CMC) or Certified Master Coach (MC) Certificate.

4.2 Designations to be Registered

Designation Title: Certified Management Consultant (CMC)

Underlying Qualification(s)	<ul style="list-style-type: none"> • A Bachelor's Degree at NQF Level 7 or 8; OR • A comparable qualification
Experiential Learning and Practical Experience	Candidates need to have successfully completed a minimum of three years management consulting experience and preferably at least 3 years of management experience.
Board / Admission Examination / Assessment	Aspirant CMCs need to produce a verified Portfolio of Evidence, compliance with the minimum entry criteria plus a formal presentation, desk review and face to face assessment with two qualified IMCSA assessors.
Continuing Professional Development (CPD) Requirements	All CMCs are required to undertake and record a minimum of 100 <i>bona fide</i> continuing professional development hours over a period of 3 years, in concordance with the IMCSA CPD Policy.
Application of Recognition of Prior Learning (RPL)	A candidate with three years management consulting experience may be graded as a Member. If a candidate does not possess a degree but has eight years management consulting experience and is working full time as a management consultant they may be accepted as a Member which implies 5 years' experience in lieu of a degree. This process remains at the discretion of the IMCSA subject to its RPL policy.

Designation Title: Certified Master Coach (MC)

Underlying Qualification(s)	<ul style="list-style-type: none"> • A Bachelor's Degree at NQF Level 7 or 8; OR • A comparable qualification
Experiential Learning and Practical Experience	Candidates must have been a CMC with 10 years' of proven, relevant management experience plus 200 hours of verified coaching experience and evidence of own coaching framework.

Board / Admission Examination / Assessment	Aspirant MCs need to produce a verified Portfolio of Evidence, compliance with the minimum entry criteria plus a formal presentation, desk review and face to face assessment with two qualified IMCSA assessors.
Continuing Professional Development (CPD) Requirements	All CMCs are required to undertake and record a minimum of 100 <i>bona fide</i> continuing professional development hours over a period of 3 years, in accordance with the IMCSA CPD Policy.
Application of Recognition of Prior Learning (RPL)	A candidate with three years management consulting experience may be graded as a Member. If a candidate does not possess a degree but has eight years management consulting experience and is working full time as a management consultant they may be accepted as a Member which implies 5 years' experience in lieu of a degree. This process remains at the discretion of the IMCSA subject to its RPL policy.