



Change
Management
Institute

CMI Accreditation Process Frequently Asked Questions

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1. Accreditation Overview

1.1. What is the Change Management Institute (CMI) Accreditation?

CMI Accreditation is the process and standard by which the independent, not-for-profit, professional body independently assesses and recognises high quality change management practitioners. The accreditation is recognised by employers as a valuable indicator of your ability to perform well in a change management role.

The CMI Accredited Change Manager (ACM) accreditation is:

- an opportunity for you to review your own performance, learn from your experience and focus on your development.
- recognition by an independent professional body that you consistently demonstrate the behaviours outlined in the CMI Change Management Practitioner Competency Model. (<http://www.change-management-institute.com/benefits/Competency%20Model/28>)
- designed for competent Change Management Practitioners (ie those that are confident that they consistently demonstrate, and can provide evidence of, the behaviours outlined in the CMI Change Management Practitioner Competency Model (<http://www.change-management-institute.com/benefits/Competency%20Model/28>))
- a process that rigorously assesses what you do in the workplace.
- becoming more widely recognised by recruiters and employers as a reliable indicator of ability to perform well in a Change Manager role.
- a two part process. You will be awarded your ACM on successful completion of both Part 1 *and* Part 2.

The CMI Accredited Change Manager accreditation is not:

- a training course.
- applicable if you are just starting out in Change Management.
- a test of your theoretical knowledge or what you know.
- something that everyone passes.

1.2. Why does CMI offer accreditation for practitioners?

CMI's mission is to promote excellence in the management of change by setting standards, educating and supporting change management practitioners and promoting the value of change management.

The goals of the CMI Accreditation process are to:

- develop independent standards and recognise excellence in the management of change.
- ensure high quality change management professionals operating consistently in all countries and industries.
- promote the professionalism of change management.
- provide recognition to practitioners from CMI - the leading independent professional body for Change Management practitioners.

CMI acknowledges your dedication to the profession with your interest in achieving the Accreditation.

Before you apply, please read the CMI Change Management Competency Model. It is important that you familiarise yourself with these competencies before you register your application as this is the standard against which you will be assessed.

1.3. How is the Accreditation Structured?

- Step 1 Register and Pay for Part 1
- Step 2 Prepare and submit your Part 1 application
- Step 3 Receive the outcome of your Part 1 application

If you are successful in Part 1:

- Step 4 Register and pay for Part 2
- Step 5 Attend a Part 2 Assessment Centre

If you are successful in Part 2:

- Step 6 Celebrate!!

As change management is a developing profession and as the practitioners who have expressed an interest in accreditation come from a wide variety of locations, CMI has designed the accreditation process to be in two parts:

In Part 1 you will be asked to provide written evidence that you demonstrate behaviours outlined in the CMI Change Management Practitioner Competency Model. You will provide a range of evidence including a CV, an outline of a variety of change roles, references and an essay. This application will be assessed accordingly and if you successfully complete the Part 1 Assessment, you will be invited to continue with Part 2.

In Part 2 you will attend a face to face assessment. This will involve one or more interviews and a presentation developed by you based on a case study that you will receive on the day.

1.4. How does the CMI Change Management Practitioner Competency Model link in with Part 1 Accreditation Process?

The Competency Model is the standard you will be assessed against. It outlines specific behaviours that a high quality Change Manager demonstrates. It is important to remember that this is an assessment of what you *do*, rather than what you *know*.

In Part 1 of the Accreditation Process, you will be asked to provide written evidence that demonstrates these behaviours. You will submit a range of evidence including a CV, an outline of a variety of change roles, references and an essay.

1.5. How does the CMI ACM Accreditation relate to the Australian Qualifications Framework (AQF)?

The CMI ACM accreditation is a *validation* of your ability to demonstrate the behaviours required of a mid-level Change Manager (as outlined in the CMI Change Management Practitioner Competency Model). **It is not a training course.** However, as a guide, the level of ability is aligned to AQF Diploma level criteria:

- *"the self-directed application of knowledge and skills, with substantial depth in some areas where judgement is required in planning and selecting appropriate equipment, services and techniques for self and others";*
- *"Breadth, depth and complexity covering planning and initiation of alternative approaches to skills or knowledge applications across a broad range of technical and/or management requirements, evaluation and coordination"; and*
- *"Applications involve participation in development of strategic initiatives, as well as personal responsibility and autonomy in performing complex technical operations or organising others. It may include participation in teams including teams concerned with planning and evaluation functions. Group or team coordination may be involved."*

1.6. What do you mean by 'a competency'?

For the purposes of *qualifications*, the vocational education and training sector defines 'competency' as 'the possession and application of both knowledge and skills to defined standards, expressed as outcomes, which correspond to relevant workplace requirements'. For the purposes of *validation*, CMI further define behavioural competencies as clusters of behaviours that are related to success in a given role.

1.7. How does this accreditation align to the Skills Framework for the Information Age (SFIA) levels?

The SFIA levels are used specifically in the technology industry but equate to general levels of competence. This accreditation aligns to their level 4 'Enable'.

1.8. How do you assess my behaviours given that part of the process is written?

Ideally, we would follow you around your workplace for a period of time to assess whether you demonstrate the behaviours in the competency model; however this is impractical for both of us. We have therefore worked with a range of experts in this area to come up with an alternative, reliable method. The process assesses your behaviours in the following ways:

Part 1 (written)

- Assessing what you have written to find evidence that you have demonstrated the behaviours, understand how and why you did this and how this influenced the outcomes.
- Talking to at least two valid referees about the behaviours that they have observed.

Part 2 (face to face)

- Asking questions that enable you to demonstrate your awareness of the behaviours, and why and how you use them.
- Observing your behaviours in a case study assessment, where you present your approach and plan.

2. Application Process

2.1. How can I apply for the Part 1 Accreditation?

CMI requires you to apply online. You can [apply for the Part 1 Accreditation](#) online through the [CMI website](#). Log into the website using your member login and password and click on the "Start the Accreditation Process now" button on the "Welcome Back" page.

Please note that any missing information on the application will delay processing.

2.2. Can I still apply for the Part 1 Accreditation if I am not a member of the CMI?

You must hold a current membership to be eligible to apply for the accreditation process. You can apply for membership online [here](#).

2.3. When can I apply for the Part 1 Accreditation?

You can apply for the Part 1 Accreditation at any time.

Before applying, we recommend you review the [CMI Change Management Practitioner Competency Model](#) and determine whether you will be able to provide sufficient written evidence that you demonstrate these behaviours.

2.4. How long will it take me to complete the Part 1 application?

Preparation for Part 1 can take between 6 and 12 hours. From the date of registration you have 12 months to complete your application.

Feedback from applicants tells us that they find this a valuable opportunity to reflect on their career and that this is not something to be rushed. You will also need to contact your referees and seek their agreement to be contacted by us. This can take some time.

We cannot stress enough your responsibility to provide the assessors with the evidence they need to assess your application. We strongly suggest you keep a copy of the Competency Model and the Application [Guidelines](#) alongside you to assist you with your application.

2.5. What supporting documentation should I send with my application?

When submitting an application, you will need to upload the following documentation:

- Completed application form
- Detailed CV (typically 5-7 pages)

2.6. Can I submit information relating to my academic qualifications?

Whilst CMI encourages academic study, the accreditation is validation of what you *do*, not what you *know*. Therefore academic qualifications do not form part of the assessment at the ACM level.

2.7. How will the 250 words key competency sections and the 2,000 essay be assessed?

The assessor will look for evidence in both the 250 word submissions and your essay to show that you demonstrate the behaviours outlined in the CMI Change Management Practitioner Competency Model.

We request all applicants to follow the STAR methodology when completing both the 250 word key competency section and the essay.

Situation – Set the context by briefly describing the circumstance where you used the behaviours

Task – Briefing outline your role

Actions – Provide details of what you did and how you did it

Results – Briefly describe what you achieved

2.8. What happens if I exceed the word limit in either the key competency sections or the essay?

You will only be assessed on the first 250 words of the key competency section and the first 2,000 words in the essay. It is important you do not to exceed the word limit as anything above the acceptable word limit will not be assessed.

2.9. What does “provide an outline and client references of 3 change management roles” mean?

As part of your Part 1 Application you will be asked to provide 3 referees. We will contact two of these. We use an external organisation to conduct competency based reference checks for the skill topic areas that are best assessed by direct observation such as ‘Influencing Others’ .

2.10. Who is an acceptable/appropriate referee and how do I pick my 3 referees?

An acceptable/appropriate referee is someone who:

- a) has directly observed you in a change management role in the last 5 years and is able to comment on the behaviours you demonstrated in that role.
- b) is in a position to be familiar with your role and your contribution to the change program you were involved in.

You should provide one or two managers/clients and one or two key stakeholders who were impacted by the change that you were managing.

Note: colleagues are not deemed to be acceptable/appropriate referees.

2.11. What if I do not have 3 client references?

The minimum requirement is for 3 client references. The practitioner should not submit a Part 1 application without meeting this requirement.

2.12. How do I submit my application?

Unless otherwise notified, all applications are to be emailed to the accreditation@change-management-institute.com. Attached in your email should include:

- the completed application form.
- your detailed CV.

The required naming convention for all email correspondence and documentation should be as follows:

First Name_Surname_CMI Accreditation_Member Number_(name of file e.g. Application Form or Detailed CV).

2.13. How is the Part 1 Accreditation assessed?

The Assessors are senior, well respected and accredited change management professionals. They will look for evidence in your application and from your referees that you demonstrate the behaviours outlined in the CMI Change Management Practitioner Competency Model. It is your responsibility to follow the Application Guidelines and provide this evidence. The Assessor will review the application against the standard and assess you as either having successfully completed the first part of the assessment or not.

You will receive a letter stating the outcome of your assessment.

2.14. What happens if I don't follow the Application Guidelines?

Your application will be assessed against basic criteria (format, language, word count) before being sent to the reference check company and the assessor. If, at this point, your application is found to be non-compliant your application will be rejected. As CMI will have already incurred the cost of the assessor and the reference check company, you will forfeit your fee. You will be able to reapply immediately.

Typical reasons why applications may be rejected at this stage are:

- there is insufficient evidence to show that you have demonstrated the specific behaviours outlined in the CMI Change Management Competency Model.
- the requested skill topic areas are not covered in the appropriate sections of the application.
- the referees you have chosen are not valid.
- the standard of written communication is too poor for the assessors to make a valid assessment. (e.g. poor structure and grammar, making it difficult to comprehend and therefore assess.)

2.15. What does "successfully completed Part 1" mean?

You will have successfully completed Part 1 of the assessment process if the Assessor has found sufficient evidence in your application to recommend that you continue on to the next stage of the accreditation process. It is important that you follow the application guidelines carefully and make sure that you provide sufficient evidence in all the skill topic areas in the CMI Change Management Practitioner Competency Model.

Receiving a "successful completion" status in the Part 1 of the Accreditation process enables you to continue and apply for Part 2 of the Accreditation.

2.16. What does “not successfully completed” mean?

A Part 1 application is deemed “not successful” if the Assessor has found insufficient evidence in your application that you demonstrate the range of behaviours outlined in the CMI Change Management Practitioner Competency Model.

We regret that we are unable to provide detailed feedback on your application. If you receive this assessment you will be provided with a report on the competencies that CMI feel you need additional experience in, together with some high level suggestions for opportunities you should look for to help you develop in these areas. We suggest that you refer to workshops being run by your local CMI chapter, the 360o Feedback tool, experienced practitioners and coaches to help you develop further.

2.17. If I am not successful in Part 1 can I reapply?

Yes, you can. We recommend you wait until you are confident that you have developed the additional competencies before reapplying. This may take time. When you feel that you have adequately addressed the areas for improvement, you will need to submit a new application.

2.18. If I am not successful in Part 1 can I appeal?

Yes, you are able to [lodge an appeal](#). Please note that there is a fee associated with lodging an appeal, that is refunded if the appeal outcome is in your favour.

2.19. If I pass Part 1 of the Accreditation Process, can I say that I am an Accredited Change Manager?

No. When you have succeeded in Part 1 you can apply to attend a Part 2 Assessment Centre to complete your accreditation.

2.20. Once I am successful in the Part 1 Accreditation, what are the next steps?

When you have passed Part 1 you can apply to attend a Part 2 Assessment Centre to complete your accreditation.

At the assessment centre you will:

- Attend one or two interviews
- Prepare and present a plan, based on a case study you will be given on the day

On successful completion of Part 2 you will have the title of CMI Accredited Change Manager (ACM)

2.21. Why can't I just do Part 1?

If you would like to use this as a development activity and do not wish to complete the assessment, you can do this. However, you may wish to also consider other assessments like the CMI 360o Feedback Assessment and other development activities such as the CMI Competency Model workshop. (<http://www.change-management-institute.com/benefits/360%20degree%20feedback%20tool/27>)

Remember that if you do not apply for your Part 2 within one year of completing your Part 1 you will be required to reapply for Part 1.

2.22. What communications can I expect to receive?

You will receive an acknowledgement that your application has been received and will be advised of the outcome of your Part 1 application via email within 6 weeks of lodgement.

We will let you know the outcome of your Part 2 assessment on the day of the Assessment Centre. This will be confirmed in writing.

2.23. How long do I have to complete the Part 1 assessment?

You have 12 months from the date of registration to submit your application for Part 1 assessment.

If you do not submit your application for Part 1 within 12 months of registration, you will forfeit your registration fee and will need to reregister.

2.24. Is there a time limit to apply for Part 2?

You have 12 months from the date you receive notification of being successful in Part 1 to apply for Part 2. If you do not apply for Part 2 within this period you will need to reapply for Part 1.

2.25. Are the costs of travel and accommodation covered in the Part 2 fees?

Costs of travel and accommodation are *not* covered in the Part 2 fees. It is the responsibility of the applicant to arrange and pay for travel and accommodation.

2.26. How can I check the status of my application?

Assessment of Part 1 will take up to 6 weeks. If you need to contact the Accreditation Office during this time please email accreditation@change-management-institute.com. Please include your member number.

2.27. What is the cost of the Part 1 and Part 2 Accreditation?

The [application fees](#) are available on our website. Payment must be made at the time of registration.

2.28. What is the cost made up of?

We operate our accreditation process at break-even. It is a separate cost centre and is not subsidised by member or event revenue. The costs associated with assessing your application include reference checks carried out by a specialist company, payment to assessors, administration and venue costs.

2.29. How long is my accreditation valid for?

The accreditation is valid for three years after which time you will be invited to submit an application to renew your accreditation by outlining recent experience and achievements in the field of change management.

2.30. Do you have a continuing education points system?

No. In time we would like to offer a continuing education points system.

2.31. What are the guidelines for special considerations?

If you are not able to submit an application for Part 1 or Part 2 of the accreditation within the timeframes specified due to factors outside your control, you can contact the Accreditation Officer to discuss applying for special consideration at accreditation@change-management-institute.com.

3. Appeal Process

If you are not satisfied with the outcome of either part of your application you may appeal. Please note there is a fee for lodging an appeal which is refundable if the original decision is overturned.

Appeals are considered carefully by alternative assessors and the Board. The reasons for appeal are taken into consideration and a re-assessment of the original application/assessment is conducted.

3.21. Can I appeal a “not successful” decision?

Yes, you are able to make one appeal against a “not successful” assessment.

Your appeal must be lodged in writing and clearly outline the grounds for appeal. The Accreditation Officer is unable to consider additional evidence so there is no need to submit any further documentation.

3.22. What are the steps for the Appeal Process?

You must lodge an appeal request within four weeks of receiving the outcome of your assessment.

Complete the [Application for Appeal](#) available on the CMI website and submit this with the appeal fee through PayPal (refundable if the appeal is successful) to accreditation@change-management-institute.com

Upon receiving the request for a review, the Accreditation Officer will appoint an alternative assessor to review your case. The assessor will review the original application and assessment, and make a recommendation to either reaffirm or overturn the original decision. This recommendation will be reviewed and endorsed by the CMI Accreditation Officer. You will be notified of the outcome of your appeal within 6 weeks of lodgement.

The outcome of the appeal process is final and further appeals cannot be considered.

3.23. When can I lodge my appeal?

Your appeal must be lodged within four weeks of receiving the outcome of your assessment.

3.24. Where do I lodge my appeal?

All appeals must be submitted through the CMI website and sent to accreditation@change-management-institute.com

There are strict deadlines for the submission of your appeal so please ensure you follow these instructions carefully.

3.25. When will I receive advice on the outcome of my appeal?

You will receive outcome of your appeal within 6 weeks of lodgement.

3.26. What support can the CMI offer me?

We regret that we are unable to provide detailed feedback on your application. If you feel you need coaching or additional experience we suggest that you refer to workshops being run by your local CMI chapter, the 360o Feedback tool and experienced practitioners and coaches to help you develop further.

3.27. Where can I read the Policy?

All information should be read in conjunction with the CMI Accreditation Policy.

Related
Accreditation
Forms

Links
Policy

4. Contact Information

4.21. Who do I contact if I have any questions?

You can contact the CMI Accreditation Officer at accreditation@change-management-institute.com.

5. Privacy and Confidentiality

5.21. How will my personal information and documentation be used?

All information provided by you is treated as confidential and will only be used for the purposes of the accreditation process. All assessors are bound by the CMI privacy statement which also complies with all current privacy legislation. Your documentation will be supplied to the CMI-preferred third party reference check organisation for the purposes of the reference checks. This organisation complies with Privacy Legislation and the CMI Privacy Policy.

You should take out any identifiers if your application contains sensitive information. This will not affect the outcome of your assessment.

For further information read CMI's [privacy statement](#)

6. Policy

6.21. Where can I obtain the Policy statement?

Go to the CMI website to see the [Accreditation Policy](#).