



## **Guidelines for Application for Change Management Practitioner Part 1 Accreditation**

### **Part 1 Accreditation:**

#### **Purpose of this document:**

The purpose of this document is to help you answer the questions in the Part 1 application form. Following these guidelines will ensure that you provide the assessors with adequate evidence of your demonstration of the competencies in the CMI Change Management Practitioner Competency Model. They provide a valuable insight into how the Assessors will be looking at the Application once submitted.

#### **Outline of Part 1 Assessment:**

The CMI Accreditation Process has been designed to objectively assess each skill topic area in the CMI Change Management Practitioner Competency Model. We recommend you become familiar with the model and keep a copy close by while you are completing the application.

Follow this link to download a copy of the model from our website <http://www.change-management-institute.com/benefits/Competency%20Model/28>

The Part 1 assessment is in three parts; short written statements, an essay and reference checks. This is to ensure that we are assessing each skill topic area in the most appropriate way. For example, some competencies are best assessed by others' observations of you in the role.

## **Guidelines**

### **Change Management Practitioner Part 1 Accreditation**

***Remember, it is your responsibility to provide the assessor with sufficient evidence in your application that you demonstrate the behaviours in the CMI Change Management Practitioner Competency Model***

#### **Practitioners Declaration**

- Please ensure that the application policy and terms and conditions have been read and understood before ticking this box.
- It is imperative that the work that has been submitted is not plagiarised and that the applicant has created the answers on their own.

#### **MEMBERSHIP NUMBER**

- You can find your CMI Membership Number when you log into the member area of the CMI website. When you have successfully logged in, you will be taken to the 'Welcome Back' page. Scroll down to the bottom of that page and your membership number is in blue at the bottom of the screen under 'My Account'.

#### **GENERAL**

- Please provide all applications in Microsoft Word format.doc
- All applications must be in English.
- All application file names must be named in the following convention for submission: CMI Accreditation\_Applicant\_(First Name)\_(Second Name)\_ YYYYMMDD.
- If you are concerned about the sensitivity of information in your application (for example, confidential commercial information or identifying specific organisations) you may choose to use another example, leave out, or disguise any sensitive information.

#### **SECTION 3**

##### **CLIENT REFERENCES**

- Some skill topic areas will be assessed by talking to referees that you provide.
- To ensure objectivity and also provide a cross check for the assessment, reference checks are conducted by an external party and their report is sent to the Assessor.
- Please note that the 3 referees that you provide must have observed you in change situations, within the last 5 years.
- The referees can be from the same company
- The referees must be either be on the delivery side of change (ie sponsor) or on the

receiving end of the change (ie business stakeholder). Please provide at least one of each.

- Your referees must be in a position to be very familiar with the specifics of what you have done and be able to articulate how you did it.
- The external party will validate referees to ensure that they are independent and are qualified to comment.
- We will select at least 2 of the referees to contact. Please ensure that your referees are happy to be contacted for this purpose. The conversation will take approximately 30 minutes.
- In order to gain the support of your referees, the following information should be covered with them prior to gaining their agreement:
  - As we will select two out of your three referees, they may not receive a call.
  - The interview will take approximately 30 minutes.
  - The Change Management Institute (CMI) is an independent, not-for-profit professional body set up in 2005 to promote and develop the practice of change management internationally. Its 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. For more information they can go to [www.change-management-institute.com](http://www.change-management-institute.com) or contact us at [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com).
  - Reference Check is an organisation which has been selected to partner with CMI to provide an extra dimension to the assessment. They specialise in tailored, competency based reference checks that meet our need for an observation-based, rigorous assessment from a valid referee. For more information go to [www.referencecheck.com.au](http://www.referencecheck.com.au).
  - The questions referees will be asked are similar to an employment reference check and will seek to identify examples of behaviours that you demonstrated during the project/engagement. They will also be asked a few simple questions to ensure they are a valid referee (i.e. that you have no personal association, are a colleague or any other reason for a potentially biased assessment).
  - The accreditation that you are applying for is recognition by the industry body that you have attained the standard required to be recognised as a competent change management professional. This accreditation not only recognises your efforts but is an assurance to future clients and employers that you can fulfil all aspects of the role of a change management practitioner.
  - We appreciate that some of the information you provide may be commercial in-confidence. Please assure your referees that:
    - the process complies with CMI's Privacy Policy. For more information go to <http://www.change-management-institute.com/privacy>.
    - all Assessors sign a confidentiality agreement.
    - the focus of the assessment is the evidence of what you did and the outcomes you reached.
    - the identity of the company is not critical, although information on the industry

may be relevant.



*Assessor's tip: The Assessor will be looking for specific evidence of how you applied the behaviours in the competency model. The best referee is one who worked closely with you on a regular basis, understands what you have done for them and has benefited from the work that you did.*

## SECTION 4

### OUTLINE KEY COMPETENCIES

- *The Question: For **each** of the following 5 skill topic areas please provide, in a maximum 250 words, a description of how you used one of the related sub-skills to achieve required results. Describe what you did and what the outcome was.*
- Five of the skill topic areas have been selected for assessment using a 250 word explanation of how you demonstrated the relevant behaviours.
- For each skill topic area, provide evidence for one of the sub-skills listed. Please tick one of the check boxes to identify which sub skill area you have chosen to demonstrate.
- To enable the Assessors to easily see the evidence in this section **please use the STAR (Situation, Task, Action, Result) format for this section**

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

**Task** – Briefly outline your role

**Actions** - Provide details of what you did, why and how you did it

**Results** – Briefly describe what you achieved


- Please note that if you go over the maximum limit of 250 words, the additional word count will not be considered for assessment.
- When choosing the projects you have worked on for the 5 competencies, you may choose phases of the same project or 5 different projects you have worked on over a five year period.
- We have provided an example below. Please note that this example refers to a competency that is **not** on the list of the 5 key competencies. The example aims to provide you with an indication of the approach you should take.

## CHANGE MANAGEMENT EXPERIENCE

**Example Competency:** Thinking and Judgement

**Indicative Behaviour (applicant choice) :** Analytical Thinking and Decision Making

Thinking and Judgement	<p><i>A large financial institution introducing new system and procedures, to comply with new legislation.</i></p> <p><i>I was Change Manager – Training, on this project, responsible for development and implementation of training solutions for impacted employees.</i></p> <p><i>A key team impacted would see their role change, their knowledge and system skills upgraded, and a need for increased staff. The team had no formal training framework in place, and new people only received training "on the job".</i></p> <p><i>The problem was how to meet training needs of all existing team members, as well as new people.</i></p> <p><i>I discussed with the Business Owner his concerns, so that I understood the impact. I also liaised with project team members designing the system and procedures solution.</i></p> <p><i>I developed a comprehensive solution to meet immediate training needs of all the team, as well as giving them capability to provide structured training for new people. The solution consisted of:</i></p> <ul style="list-style-type: none"> <li>- <i>A complete training needs analysis, by comparing existing knowledge and skills against required knowledge and skills. This provided the content for training design.</i></li> <li>- <i>Identification of several experienced team members with capability and willingness to train</i></li> <li>- <i>Design of training so that inexperienced trainers could facilitate it. Inclusion of "trainers" in the design of the training</i></li> <li>- <i>Provision of "Training Adults" coaching for new trainers</i></li> <li>- <i>Support for trainers, during training, by myself.</i></li> <li>- <i>The outcome was a fully trained team at time of implementation, a new organisational capability acquired by the team, and new skills gained by those who conducted the training.</i></li> </ul>
------------------------	--

 **Assessor's tip:** *If you stick to the STAR format it makes it easy to find and assess the evidence. Be specific about **what** you did, why and how you did it. Use "I" not "we" and be mindful of wasting your words, using them wisely.*

## SECTION 5

### ESSAY

- *The Question: Using one of the roles mentioned in the client reference section, write a 2000 word essay explaining the role in detail – showing specifically how you used the behaviours outlined in the following areas of the competency model: Strategic Thinking, Influencing Others, Project Management, Coaching for Change, Facilitating Change and Specialist Expertise - Communication.*
- Please refer to the CMI Competency Model when answering this question.
- To enable the Assessors to easily see the evidence in this section **please use the STAR (Situation, Task, Action, Result) format for this section.**
- Please make sure that you cover all the competencies as listed in the question.



*Assessor's tip: The Assessors will be looking for evidence of the effective use of the behaviours outlined in the competency model. They are looking for evidence that you have a good understanding of the behaviours, when and why to use them and that you obtain good outcomes from applying them. Again, be specific about **what** you did, why and how you did it. Use "I" not "we" and be mindful of wasting your words, using them wisely.*

**When you have completed all sections of the application and are ready to submit – click on the Submit button at the bottom of the form. Your application will be sent to the CMI Accreditation Coordinator who will assign an assessor, arrange the reference checks and monitor the progress of your application. Unless we notify you otherwise, you will receive the outcome of your application within 6 weeks.**

If you cannot find the answers to your questions in either the FAQ's document or these guidelines please contact the CMI Accreditation Coordinator on [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com).