

IMC Membership By- Laws

(19th April 2022)

PURPOSE

These By-Laws set out the procedures, responsibilities, structure, and processes for admission to and administration of membership of the Institute of Management Consultants.

Pursuant to Section 10 of the Constitution of the Institute of Management Consultants:

The Institute has the following classes of members:

- (a) Individual professional and non-professional , and
- (b) Member Firm.

The Institute has the following professional member grades :

- (a) Associate,
- (b) Member,
- (c) Fellow, and
- (d) Emeritus (Emeritus Fellow and Emeritus Member).

The Institute has the following non-professional member grades:

- (a) Affiliate,
- (b) Honorary Fellow, and
- (c) Member Firm.

Pursuant to Section 58 of the Constitution of the Institute of Management Consultants (“The Institute”), the Board of The Institute may make By-Laws binding on members. The Board has made the following By-Laws.

1 MEMBERSHIP COMMITTEES, BOARD DELEGATES & ASSESSORS

1.1 *Membership Committee*

The Board will establish a Membership Committee to manage the membership procedures. The Membership Committee will comprise the following:

- Membership Chair,
- Membership Processing Delegate, and
- other Board Directors as required.

The Membership Committee will:

- approve Membership Assessors,
- appoint a Reference Checker, and
- ensure the membership procedures detailed in the By-Laws are adhered to.

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1.2 *Membership Processing Delegate*

The Board will appoint a Membership Processing Delegate (MPD). The MPD is authorised to process:

- All membership applications, and
- membership upgrades.

The MPD will refer all processed applications to the Membership Chair for approval.

1.3 *Assessors*

The Membership Chair will appoint additional Membership Assessors to assist the MPD as required. If requested, State Chapters will present potential Assessors to the Membership Chair for approval.

Assessors must fulfil the following criteria:

- be a professional member of IMC with a long-term involvement in the activities of IMC,
- be approved by the Membership Committee,
- be prepared to provide time for interviewing potential IMC membership applicants and the subsequent follow up, and
- report to the MPD.

2 **MEMBERSHIP PROCEDURES**

2.1 *Membership Admission*

The Membership Committee is responsible for adherence to the following procedures:

- a) Applicants may apply via the Institute's website.
- b) Upon receipt of the Application Form and payment of the relevant Membership Fee, and Application Fee (where applicable) the member is assigned Provisional status until assessment is completed and the relevant Chapter President notified. Applicants need to submit all the required information within 3 months from the application receipt date.
- c) The relevant Chapter should ensure that, during the course of the admission process, the applicant is invited to attend Chapter events to become known to members.
- d) Applicants wishing to join The Institute by transferring from another member national institute of the International Board of Management Consulting Institutes (ICMCI) pursuant to the membership reciprocity agreement should provide appropriate documentation attesting to their current grade and financial status to confirm their eligibility for automatic membership of The Institute.

Reciprocal applicants shall:

- Be a permanent resident of Australia and intending to pursue the profession of management consulting in Australia;
- be existing professional (i.e. not Affiliate, probationary or other non-professional grade) members of an overseas Institute which is a current member of ICMCI;

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- produce a letter from their current Institute certifying the grade of membership currently held, that they are currently financial and that there are no disciplinary proceedings pending against them; and
- agree to comply with the Code of Professional Conduct of IMC.

Such applicants shall not be subject to interview or reference checking and shall be processed without delay.

- e) The MPD is responsible for:
- reviewing the Application for Membership and ensuring that all details have been completed in every respect;
 - determining eligibility for membership; and
 - checking all membership requirements and, if unable to personally conduct the interview, arranging for a Membership Assessor to interview the applicant.
- f) The MPD or Membership Assessor will interview all candidates for professional membership without delay and, from that interview, seek confirmation that:
- the applicant's Management Consulting experience as stated in the Application for Membership is correct;
 - the applicant understands, and is committed to, the Professional Code of Conduct of The Institute;
 - the applicant possesses technical competence in at least one of the areas contained in the Body of Knowledge as defined in these Guidelines and that the area is relevant to the activities of the applicant's practice; and
 - the integrity and other personal qualities of the applicant are such as to further the profession of Management Consulting through membership of The Institute.
- g) A reference checker appointed by the Membership Committee will check client references of all applicants. Completed reference checks are to be entered into the applicant's online membership application and the MPD advised.
- h) The MPD will review the applicant's complete information and make a final assessment.
- i) The Membership Chair may approve, reject, or modify any recommendation or delegate this responsibility to the MPD.
- j) The Membership Chair's or MPD's decision regarding an application will provide authority for actions as follows:
- In the case of rejection, an appropriate letter from the Membership Chair to the applicant with copies to the Chapter President and the Board Chairperson. Under specific circumstances and when warranted, no reason should be given in writing to the applicant for IMC's rejection.
 - In the case of acceptance, :
 - ◇ The MPD will formally approve the member in the database and update their postnominals according to the membership grade, advise the member in writing with a copy to the Membership Chair and the relevant Chapter President, and prepare the

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appropriate membership certificate and membership kit(s) and dispatch them.

- ◇ The Chapter President will make contact with the new member welcoming them to IMC and the Chapter and where possible will present the new member with their Membership Certificate at the next available Chapter event.
- k) All newly approved members are advised to Board at the next available Board meeting. The new member is not eligible to vote, take office or use any post-nominals until such time as their membership has been approved.

2.2 Membership Interview

a) Responsibility

The MPD and Membership Assessors are responsible for the maintenance of Membership standards through the Membership Interview process.

Members of The Institute are required to possess experience in those areas of consulting activity described in The Body of Knowledge which are accepted by The Institute as constituting Management Consulting. These are set out below and may be extended appropriately as the profession develops and to meet changes in requirements.

- Business Competence
 - Client business insight
 - Consulting business insight
- Technical Competence
 - Functional specialisation
 - Consulting skills
- Values and Behaviour Competence
 - Ethics and professionalism
 - Analytical skills
 - Personal interaction
 - Personal development
- Continued Learning and Development in each of the above competencies
 - Management consulting practice
 - Methods of problem diagnosis
 - Methods of business appraisal
 - Means of implementing change and
 - Professional consulting standards and ethics.

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Members are also required to possess knowledge and experience in at least one of the following areas of consulting practice:

01	<p>STRATEGY– focussing on the longer-term vision of a company (or project)</p> <ul style="list-style-type: none"> - Strategic Planning & Review - Feasibility Appraisals - Environmental Impact Studies - Business Case Planning - Public Policy Development - Economic Research - Regional Development Strategy - Corporate Communications - Marketing Strategy - Scenario Planning - Other
02	<p>OPERATIONS MANAGEMENT– concerned with the systems that clients use to reach their goals and work to enhance their efficiencies</p> <ul style="list-style-type: none"> - Business Operational Planning - Program Evaluation & Cost Reduction - Partnering - Customer Experience - Six Sigma / Lean Systems - Benchmarking - Marketing Planning & Review - Procurement, Purchasing and Inventory Control - Resource Allocation - Business Process Management - Asset, Property & Maintenance Management - Production & Planning Control - Business Process Improvement - Product/Service/Process Innovation - Other
05	<p>PROCUREMENT, SUPPLY CHAIN AND LOGISTICS</p> <ul style="list-style-type: none"> - Strategy, Planning & Optimisation - Purchasing & Inventory Control - Transport, Storage, Warehousing & Materials Handling - Value Chain Management - Cost Reduction - Other
06	<p>FINANCE – Assessment and planning for best way to manage the business finances</p> <ul style="list-style-type: none"> - Finance Strategy - Privatisation/Commercialisation - Shared Services and Outsourcing - Financial Needs Analysis, Modelling & Feasibility Studies - Budgeting - Finance Technology and Information Reporting Systems - Internal Audit Functions Studies - Wealth and Asset Management - Risk Management and Insurance - Cash Flow Management - Other

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07	INFORMATION TECHNOLOGY – how best to use technology to enhance a client’s business
	<ul style="list-style-type: none"> - Strategy and Architecture - Information Strategy - Technical Strategy and Planning - Systems Design and Development - User Experience - IT feasibility studies - Strategic management systems - Workflow and Business Processes Review - Cyber and Data Security Reviews - Digital Technologies and Intelligent Systems - Other
08	HUMAN RESOURCE - assess, plan and execute an organisation’s needs involving the many factors that affect workforce management
	<ul style="list-style-type: none"> - HR Strategy & Systems Review - Performance Appraisal Systems Review - Talent Management Strategies & Executive Selection - Management Development & Employee Training/Organisation Development - Job Evaluation & Remuneration Strategy - Employee Relations & Enterprise Bargaining - Strategic Workforce Planning - Organisation Culture Reviews & Employee Surveys - Workplace Investigations - Media & Dispute Resolution - Interim Management - Other
09	PROGRAM AND PROJECT MANAGEMENT
	<ul style="list-style-type: none"> - Program Strategy - Program Office - Program Management - Project Management - Project Management Office - Project Management Systems - PRINCE II PMBOK - Implementation Planning - Risk Management - Project Review - Other
10	COMPLIANCE, AUDIT & PERFORMANCE – reorganising/ simplifying business operations including implementation of changes to make it a smooth process for all
	<ul style="list-style-type: none"> - Change Management - Organisation Review and Restructures - Change Leadership - Change Integration & Employee Engagement - Compliance Audit and Performance - Quality Management - Certification - Business Process Management - Other

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11	GOVERNANCE - looks at the scope of the board's needs and devise strategies to improve performance which transcends into improving the company's performance
	<ul style="list-style-type: none"> - Board Visioning & Strategic Planning - Board Skills & Performance - Constitutional Reviews - Governance Structure & Review - Compliance, Fiduciary & Legal Review - Dispute Resolution and mediation - Implementing Advisory Boards - Risk Management - Other
12	MARKETING & COMMUNICATIONS -
	<ul style="list-style-type: none"> - Marketing Strategy - Market Research & Feasibility - Marketing Planning & Review - Advertising, Digital & Social Media - Branding - Customer Journey and Experience - Communications & Public Relations - Design Thinking
13	OTHER -
	<ul style="list-style-type: none"> - Innovation, Research and Development - Facilitation - Mentoring - Coaching - Indigenous Services - Starts Ups, Franchising, Selling, Buying & Valuations - Government Grants - Exporting and Importing

The Board may, from time to time, define additional practice areas of management consulting.

2.3 Relocation of a Member from another National Institute to IMC

The relocation of that member to Australia as a permanent resident. In such cases those members may be admitted as members of this Institute without performing the review functions for new members.

Those members may be admitted at similar gradings to those which they enjoyed as a member of the other Institute at the time that another Institute ceased to operate.

2.4 Membership Resignations and Removals

Resignations from membership received by any office of The Institute shall be passed to the National Office, which will remove the member's name from the Register of Members (membership database) and record the member as having resigned voluntarily.

2.5 *Lapsed Membership*

Lapsed members who wish to re-join and have a gap in continuous membership of less than 2 years will be reinstated at their existing grade on payment of the outstanding membership fees.

Should the period of lapse in membership be greater than 2 years, then completion of a new membership application will be required.

3 PROFESSIONAL MEMBERSHIP GRADES

To be approved as a professional member of the Institute, the following eligibility criteria apply:

- a) **Associate (AIMC).** In the case of an “Associate” the person must be an Eligible Applicant who has less than three years’ experience in providing Management Consulting Services and who also holds a degree, equivalent to AQF qualification level 7¹ or higher, from a University or other tertiary educational institution, or if the Eligible Applicant does not hold any such degree, the person has more than eight years’ experience in providing Management Consulting Services. Application for admission as an Associate is set out in Section 2.
- b) **Member (MIMC).** In the case of a “Member” the person must be an Eligible Applicant who has at least three years’ experience in providing Management Consulting Services and who also holds a degree, equivalent to AQF qualification level 7² or higher, from a University or other tertiary educational institution, or if the Eligible Applicant does not hold any such degree, the person must have at least eight years’ experience in providing Management Consulting Services. Application for admission as a Member is set out in Section 2.
- c) **Fellow (FIMC).** Admission as a Fellow of the Institute is by application or invitation only. Application for admission as a Fellow is set out in Section 3.2.
- d) **Emeritus Fellow and Emeritus Member.** The Emeritus Grade is available to all professional members of good standing in the Institute who cease to practise as full-time management consultants. Application for admission as an Emeritus is set out in Section 3.3.

3.1 *Membership Upgrading - Associate to Member*

Upgrading may occur by application from the member or by annual review of apparent eligibility by the MPD or National Office.

Applicants for upgrading from Associate to Member are required to submit to the MPD an electronic application, including information to support the upgrade.

The MPD will determine eligibility for upgrade and, in particular, that the applicant has continued in the practice of Management Consulting since the previous grading. The recommendation is then forwarded to the Membership Chair who will approve the application or call for further checking if considered necessary. The Membership Chair may delegate this action to the MPD.

¹ [AQF qualifications | Australian Qualifications Framework](#)

² [AQF qualifications | Australian Qualifications Framework](#)

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3.2 Membership Upgrading - Member to Fellow

Upgrades to Fellowship in The Institute will only be by invitation of the Board.

Chapter committees are normally expected to be the initiating bodies for the review of candidates for the grade of Fellow although Board has the right to initiate reviews and to request relevant information on individual Members from Chapters Committees. The responsibility of the Chapter Committees includes the identification of potential Fellows, the screening and examination of a candidate's qualifications and the submission of recommendations to Board.

Recommendations for the grade of Fellow should be supported by a completed "Fellow Upgrade" form.

To be eligible for upgrade to Fellow, members must meet the following criteria:

a) Period in Management Consulting

For selection for appointment as Fellow, a person must have a practicing management consultant for at least 15 years. This period need not comprise 15 consecutive years. A limited break in the continuity of practice is acceptable, enabling prospective Fellows to withdraw from the profession for limited periods and return to it. A period in practice of 15 out of the last 20 years is acceptable.

b) Period of Institute Membership

To qualify for the grade of Fellow, a person must be a current Member of The Institute (MIMC). To avoid the situation in which a new member can automatically be considered for the grade of Fellow (because he/she has worked in the profession for at least 15 years), a period of time should elapse between initial membership of The Institute and appointment as Fellow. Five years' membership is the minimum to meet this requirement.

c) Consulting Disciplines

The intention is that the potential Fellow should have a broad experience in consulting.

d) Serving the Profession with Distinction

There are certain basic requirements that MUST be met by a candidate before any further consideration is given. The candidate must:

- be regarded as an effective consultant by both peers and clients, and
- maintain an ethical position in regard to his/her work and be a person who would not be expected to bring disrepute to the profession by his/her behaviour.

Seniority and/or success within firms or practices, or being an office holder in The Institute, are not, *of themselves*, a qualification for Fellowship.

"Service with Distinction" should include the following:

1. seniority or success with a firm or practice; plus
2. a recognised contribution (over time) to The Institute or, under exceptional circumstances where the service to The Institute in office has not been a realistic option; or
3. an equivalent contribution to the profession through at least one of:
 - (a) prominence in the wider community within management consulting; or
 - (b) prominence in the wider community outside of management

Approved by the IMC Board 19/04/2022

consulting which enhances the standing of the profession; or

- (c) active development of the profession through one of:
 - (i) the development of new techniques, concepts, or processes (whether or not generally available); or
 - (ii) representation (over time) of the profession in some form or forum; or
 - (iii) the enhancement of public knowledge of the profession of management consulting.

e) **Special Exception**

The Board is empowered to selectively invite senior members of the management consulting profession to become Fellows by allowing flexibility in the application of the “5 year membership” rule provided they have fulfilled the “15 year practice” rule.

f) **Proportion of Fellows of Total Membership**

The proportion of Fellows as compared to the total membership should not exceed an acceptable level, as determined by Board from time to time.

3.3 ***Emeritus Grade***

The Emeritus Grade is available to all professional members of good standing in the Institute who cease to practise as full time management consultants. The conditions for each category are described below.

3.3.1 **Emeritus Member**

The granting of MIMC Emeritus is subject to the following conditions:

1. The awarding of the grade is not automatic but is to be applied for when eligible or offered to those who deserve such recognition when they become eligible.
2. Members can apply for recognition immediately they cease to practice. Recognition does not preclude other forms of employment, just that the member is no longer a full time practising management consultant.
3. The grade is renewed annually, provided that an annual membership fee is paid, or for life, provided a one-off fee is paid. Members who become non-financial lose this classification.
4. A register is to be maintained for MIMC Emeritus.
5. The award is not an endorsement of a current qualification to practice, rather recognition of a previously high standard which has been attained.
6. Granting of this grade continues to entitle the recipient the right to vote and to sit on a Chapter Committee and Board.
7. Recipients will continue to have access to all other member benefits but will not have a page on the Find a Consultant section on the website.
8. The post nominal of ‘MIMC Emeritus’ is authorised for use by the recipient.

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3.3.2 Emeritus Fellow

The granting of FIMC Emeritus to Fellows of the Institute is subject to the following conditions:

1. The awarding of the grade is not automatic but is to be applied for when eligible or offered to those who deserve such recognition when they become eligible.
2. Members can apply for recognition immediately they cease to practice.
3. The grade is for life provided that an initial life membership fee is paid, with the amount to be determined from time to time by the Board.
4. A register is to be maintained for FIMC Emeritus.
5. The award is not an endorsement of a current qualification to practice, rather recognition of a previously high standard which has been attained.
6. Granting of this grade continues to entitle the recipient the right to vote and to sit on a Chapter Committee and Board.
7. Recipients will continue to have access to all other member benefits but will not have a page on the Find a Consultant section on the website.
8. The post nominal of 'FIMC Emeritus' is authorised for use by the recipient.

4 NON-PROFESSIONAL MEMBERSHIP GRADES

To be approved as a non-professional member of the Institute, the following eligibility criteria apply:

- a) **Affiliate.** A person with a genuine interest in management consulting, who is not currently practising as a management consultant, may apply as an Affiliate of the Institute, as set out in Section 4.1.
- b) **Honorary Fellow.** Admission as a Fellow of the Institute is by application or invitation only. Application for admission as an Honorary Fellow is out in Section 4.2.
- c) **Member Firm.** Admission as a member Firm of the Institute is by application or invitation only. Application for admission as a Member Firm is out in Section 4.3.

4.1 Affiliate

4.1.1 Requirements

A person with a genuine interest in management consulting, who is not currently practising as a management consultant, may apply as an Affiliate of the Institute.

Progression from Affiliate to Associate will be in accordance with Section 2.1 of the By-Laws, relating to Full Member Admission. Board may, from time to time, set rules for a reduction in application fee for Affiliates upgrading to Associate.

4.1.2 Application Processing

The Affiliate application is completed online. Upon receipt by the MPD, the application will be checked to confirm all information is complete. If important details are omitted the applicant will be requested to complete.

Once confirmed, the MPD will approve the applicant. Upon approval, the new Affiliate will receive a letter from the MPD welcoming them as a member with a

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copy to the relevant Chapter President and outlining the benefits of Affiliate membership. The member benefits offered to an Affiliate will differ from Full Members as determined by the Board from time to time.

4.2 *Honorary Fellow*

4.2.1 Requirements

In order to acknowledge best practice in related fields of **Management** and **Management Consultancy**, The Institute is empowered in its Constitution to award the title of **Honorary Fellow** to appropriate management consultants.

Although nominees are **not** required to be current or former members of IMC, the following criteria for Award of Honorary Fellowship should all be satisfied before an individual is approached with the offer of the Award.

a) **Stature**

The individual should clearly have stature and command respect throughout the national business community.

b) **Achievement**

The individual should be able to demonstrate and be recognised for outstanding achievement and competence at the highest level, in the fields of management, or management consultancy, or both.

c) **Integrity**

The individual should display and be recognised for his/her qualities of personal integrity.

d) **Enhancing IMC's Reputation by Association**

The individual should be of such stature, achievement, and integrity that the reputation of the IMC is enhanced by association.

e) **Publicity for IMC**

The individual should be willing and able to give a commitment to publicise IMC's existence and strengths to clients and influencers in the business community, to government, and to the public at large.

4.2.2 *Administrative Guidelines for Honorary Fellow*

The following are guidelines for the administration of the award of Honorary Fellowship:

a) **Nominations for the Award**

Nominations for the Award, which may come from any **Member** or **Fellow** of the IMC, should be submitted **in writing** in the first place, to the Chapter President in the State/Territory where the nominee is resident. All nominations should be made in a standard form against agreed criteria 2.6 a) to e) and should provide a commentary on the individual's achievement as appropriate.

b) **Chapter Review**

The Chapter Committee should conduct suitable enquiries and vote to support or oppose the nomination.

c) **Review and Voting Procedure**

The Chapter President should propose awarding the Honorary Fellow to the Board following Chapter Committee approval. It is at the absolute discretion of Board to

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make the award, or to refuse to make the award without stating a reason. In the absence of any clear reason for rejecting the nomination, a *75% vote in favour* will be deemed conclusive.

d) Invitation

Once a nomination has been accepted, the Chair will write to the nominee inviting him/her to accept the award. This letter should remind the individual of the publicity requirement and suggest suitable opportunities where a contribution can be made.

e) Term of Award

The term of the award will be in perpetuity; however, it is recommended that the Board review the current list of Honorary Fellows every year to ensure that the requirements continue to be met. It is at the absolute discretion of the Board to terminate the award at any time.

f) Frequency of Award

Not more than three Awards should be made in any one year. It is recommended that not more than Honorary Fellow Awards should not exceed approximately 1% of the total membership at any one time Written Designation.

The individual shall be able to use the initials *Hon FIMC* or the phrase *Hon Fellow IMC* after his/her name. No other initials or description will be permissible.

g) Disciplinary Proceedings

The Honorary Fellow will be subject to the Code of Professional Conduct and to any Disciplinary Proceedings that should flow from that, as if he/she were a full Member.

4.3 Member Firms

The member firm section is being developed in 2022.