



Change  
Management  
Institute

# Accreditation Handbook

This Handbook provides valuable information about the three levels of Change Management Institute Accreditation (Foundation, Specialist and Master) to assist you to decide if you would like to become a Change Management Institute Accredited Change Manager.

June 2020

# Accreditation Handbook

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## 1. Accreditation Handbook

The purpose of this Handbook is to inform you about what is involved in becoming a Change Management Institute Accredited Change Manager (ACM).

It provides valuable information about what Change Management Institute Accreditation is and the three different levels (Foundation, Specialist and Master). You will also learn about the key related resources of the [Change Management Institute Change Manager Competency Models \(Competency Models\)](#) and [Change Management Institute Change Management Body of Knowledge \(CMBok\)](#). The ACM application form content is outlined, along with administrative processes and timing.

This information will help you to determine if Change Management Institute Accreditation is right for you, and which level of accreditation may suit. If you have further queries after reading this Handbook please contact us at [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com).

If you decide to move ahead with Change Management Institute Accreditation, please ensure you are a current member and review the relevant documents in detail ie, the Competency Model, Application Form, and Application Guidelines. It is essential to ensure you have critically evaluated your capabilities against the behaviours described in the relevant Competency Model and that you are able to meet the professional development and referee requirements outlined in the Application Guidelines.

If Change Management Institute Accreditation is not currently right for you, we encourage you to use the Competency Models to evaluate your existing change capabilities and identify areas to advance your change management expertise. The CMBok is also a great source of information about the underlying knowledge that change practitioners need.

## 2. Accreditation, the Competency Models and the CMBoK

The Competency Models and the CMBoK are key resources for those seeking to become an Accredited Change Manager. The Competency Models are the accreditation assessment standard and the CMBoK describes the knowledge underpinning the models.



### Independent evaluation

- Provides independent validation of change practitioner capabilities
- Awarded CMI Accredited Change Manager Foundation, Specialist or Master



### Behaviours

- Describes change practitioner behaviours
- Provides a global industry benchmark
- Is the accreditation assessment standard



### Knowledge

- Change Management Body of Knowledge (CMBoK)
- Describes the knowledge areas underpinning the Competency Models

## 2.1 Accreditation Overview

The Change Management Institute is committed to the creation and promotion of professional standards in Change Management. In a world of disruption, those with proven change capabilities are constantly sought after in the marketplace. Employers and recruiters know that a Change Management Institute Accredited Change Manager has undertaken an independent assessment of their capabilities.



The Change Management Institute has three levels of accreditation: **Foundation**, **Specialist**, **Master**. These three levels cater for the full spectrum of change management career progression providing members with access to a relevant assessment of their capabilities.



Change Management Institute Accreditation is not a training course, it is an independent assessment of your existing capabilities as a change professional – what you have actually done and achieved in practice.

The assessment standard for Change Management Institute Accreditation is the Change Management Institute Competency Models.

## 2.2 Competency Model Overview

The Competency Models have been developed by the Change Management Institute in consultation with practitioners and employers across the world.

The Competency Models are clusters of behaviours that are related to success in a given role. These Models provide a strong focus on what change professionals can and would be expected to **do** in their roles. Refer to the CMBok for guidance on what Change Managers must **know** in order to display those competencies effectively.

The Competency Models are a valuable resource for individuals and organisations:

- Members can review the Models to help build their skills and capabilities, or to prepare themselves for Accreditation.
- Organisations can build change capability in their human resources, change management and project teams.
- Recruiters can ensure they are seeking the full breadth and depth of skills required for change management roles.
- Training and education providers can use the Models to assist with their course curriculum and learning modules.

Three Competency Models have been developed for Change Managers at different points in their career – **Foundation, Specialist, Master**. The skill topic areas are similar across the Models, but the key difference is in the depth and breadth of experience expected at each level. The different levels are documented together to enable you to see the areas of difference.



Members can review the Competency Model on the website. If you are not yet a member you might like to take a look at the Competency Model preview document available on the website.

<https://www.change-management-institute.com/competency-model>

## The Competency Areas

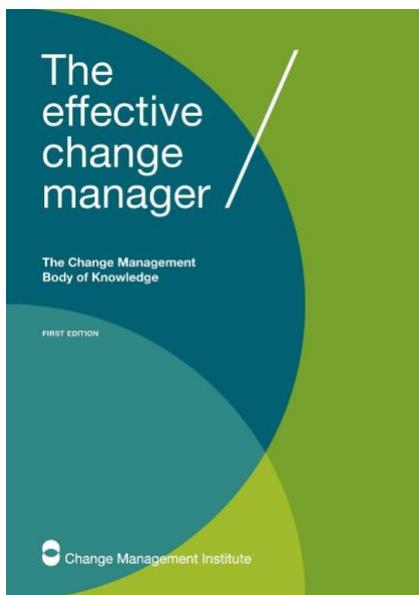
The skill topic areas are similar across the Models, the following lists all areas and highlights those that only apply to specific levels.

- Facilitating Change
- Thinking and Judgement
- Influencing Others
- Project Management
- Communicating Effectively
- Self Management
- Facilitation – Meetings
- Professional Development
- Specialist Expertise – Training
- Specialist Expertise – Communication
- Impact Assessment (Foundation only)
- Strategic Thinking (Specialist and Master only)
- Coaching for Change (Specialist and Master only)

## 2.3 CMBok Overview

The Change Management Body of Knowledge (CMBok) is entitled 'The Effective Change Manager'. It is available in hard copy and digital formats and represents a global standard in Change Management.

The Change Management Institute and APMG International formed a strategic partnership to develop the CMBok and promote its worldwide use and adoption as best practice for Change Management.



Informed by international research and peer review, the CMBok represents one of the best resources for the professional Change Manager and those organisations seeking to improve their change management capability.

This first edition draws on the experience of more than six hundred Change Management professionals in thirty countries.

Starting with the Competency Model (what Change Managers **do**), the CMBok describes what Change Managers must **know** in order to display those competencies effectively and to deliver change successfully.

CMBok is designed for practitioners, employers, authors, academics and anyone with an interest in this growing professional discipline.

It provides:

- An outline of the required knowledge to deliver change successfully for practicing or aspiring Change Managers.
- A description of the depth and breadth of Change Management expertise that employers can reasonably expect of an effective Change Manager.
- Well-researched information on which to base books and courses, for academics, trainers and educators.

The CMBok is a key resource for those seeking to become Change Management Institute Accredited Change Managers. It describes the knowledge underpinning the accreditation assessment standard – the Change Manager Competency models.

The CMBok is also the reference text for the education component of Change Management Institute's Accredited Change Manager (ACM) Foundation Level.

Foundation level applicants need to demonstrate they have successfully completed change management training courses that cover key knowledge areas of the CMBoK.

View a sample chapter of the CMBoK on the website:

<https://www.change-management-institute.com/buycmbok>

### **The CMBoK Areas**

The CMBoK does not need to be read from front to back, all 14 knowledge areas can be read separately. These are

1. A Change Management Perspective
2. Defining Change
3. Managing Benefits
4. Stakeholder Strategy
5. Communication and Engagement
6. Change Impact
7. Change Readiness
8. Planning and Measurement
9. Project Management
10. Education and Learning Support
11. Facilitation
12. Sustaining Systems
13. Personal and Professional Management
14. Organisational Considerations

### **Purchasing the CMBoK**

Members can purchase the hard copy or digital CMBoK directly from our publishing partners in Australia and the UK at a significantly discounted price (available to members around the world but payment is in AUD/GBP).

Refer to the Change Management Institute's website for more information:

<https://www.change-management-institute.com/buycmbok>

### 3. The Three Levels of Accreditation

Find the right accreditation level for you. Have you nailed the Foundations? Are you a Specialist in your field? Or are you already a Master change practitioner?

A high level summary of the 3 levels of Accreditation:

	FOUNDATION	SPECIALIST	MASTER
YOUR EXPERIENCE	<ul style="list-style-type: none"> <li>✓ 1 - 2 years CM experience</li> <li>✓ Typical scope – project level</li> </ul>	<ul style="list-style-type: none"> <li>✓ 3 - 6 years CM experience</li> <li>✓ Typical scope – project or program level</li> </ul>	<ul style="list-style-type: none"> <li>✓ 7+ years senior CM experience</li> <li>✓ Typical scope – portfolio / organisational level</li> </ul>
ASSESSMENT STANDARD	Foundation Competency Model	Specialist Competency Model	Master Competency Model
WHAT WILL BE REQUIRED	<p><b>Foundation</b></p> <ul style="list-style-type: none"> <li>• Written application</li> <li>• Reference check</li> </ul>	<p><b>Specialist</b></p> <ul style="list-style-type: none"> <li>• Written application</li> <li>• Reference checks</li> <li>• Virtual interview</li> </ul>	<p><b>Master</b></p> <ul style="list-style-type: none"> <li>• Written application</li> <li>• Reference checks</li> <li>• Virtual interview</li> <li>• Virtual assessment centre</li> </ul>

The nature and extent of experience noted above provides a general guideline only. There are no specific rules around the years of experience required or the types of assignments you need to have completed before you can apply for a specific accreditation level.

The following information provides a more detailed picture of the kind of experience and capabilities that candidates at each level might have.

A **Foundation level** practitioner understands the principles and actions underpinning successful implementation of workplace change. They have the skills and knowledge required to provide support to senior change practitioners in the analysis, planning, administration and implementation activities of a change program.

Foundation level accreditation is likely to suit practitioners with knowledge certification and 1 to 2 years change management experience, typically operating at the project level as a junior change manager or change analyst. Their primary relationships are likely to be within the project team, with business change champions and human resources.

A **Specialist level** change practitioner has the expertise to apply the change principles, processes, behaviours and skills necessary to effectively prepare an impacted audience for sustainable change.

Specialist level accreditation is likely to suit practitioners with around 3 to 6 years dedicated change management experience, typically operating at the project or program level. The change practitioner is likely to have end-to-end responsibility for preparing an impacted audience for a sustainable change. Their primary relationships are likely to be the project team, impacted leaders and business stakeholders.

A **Master level** change practitioner has mastery of the change principles, processes, behaviours and skills necessary to effectively identify, manage, initiate and influence change, and manage and support others through it.

Master level accreditation is likely to suit practitioners with 7+ years of experience including senior change management roles typically in large programs, portfolio or organisational wide. The practitioner is likely to have end-to-end responsibility for preparing a broad audience for a series of sustainable changes driven by organisation-wide strategic priorities. Their primary relationships are likely to be senior business leaders including executive team and Board members.

### **Where to start**

There is no requirement to start at Foundation, move on to Specialist and then complete Master level Accreditation. Members are encouraged to apply for the accreditation level that is the best fit for their skills and experience e.g., highly experienced senior change practitioners can apply for Master level directly and will be assessed against the Master level Competency Model.

The critical consideration for determining which level of accreditation to apply for is a self-assessment of your current capabilities against the Competency Models. As detailed in section 2.2 above, three Competency Models have been developed for Change Managers at different points in their career – **Foundation, Specialist, Master**.

The different levels are documented together in a summary document to enable you to see the areas of difference. The specific Master level behaviours are highlighted in italics.

Members can review the Competency Model on the website. If you are not yet a member you might like to take a look at the Competency Model preview document available on the website.

<https://www.change-management-institute.com/competency-model>

### Competency Model example – the three levels

The following is an extract from the Competency Model document that illustrates the differences between the levels that can exist in some of the competency areas.

The Competency Area example is “Communicating Effectively” with two of the subskills detailed below “Relationship Building” and “Empathy”.

#### COMMUNICATING EFFECTIVELY

*Definition: The building and maintaining of open, collaborative and reciprocal relationships with others*

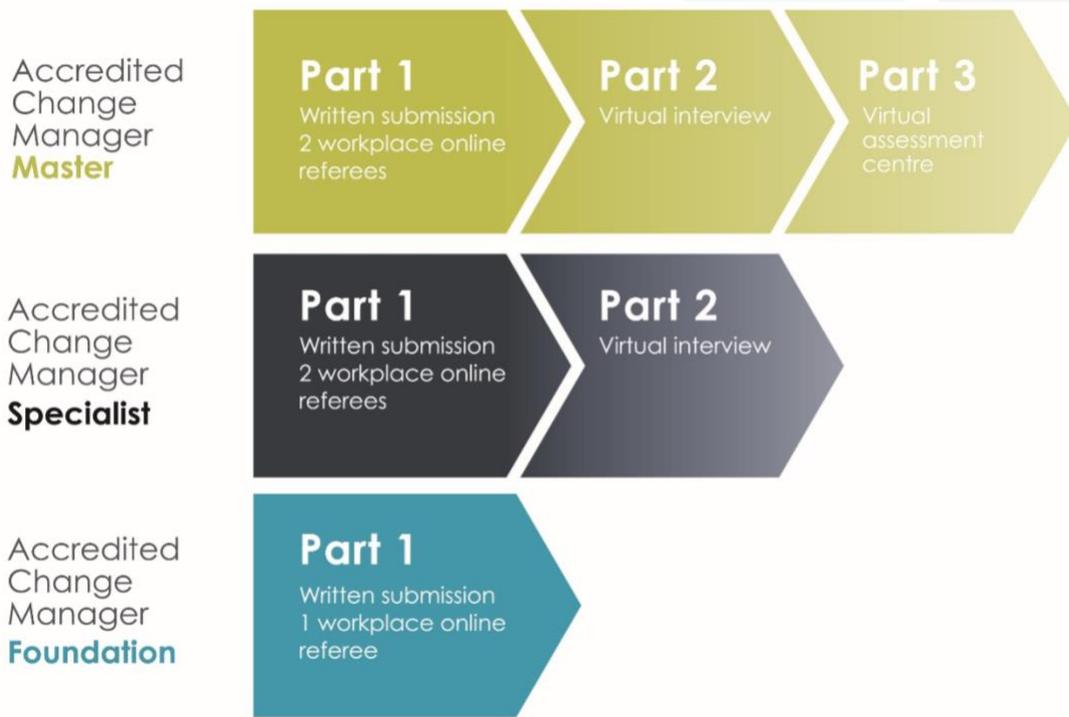
Foundation	Specialist	Master
<b>Relationship Building</b>		
Understands collaboration and how to develop it in relationships	Understands collaboration and how to develop it in relationships	Understands collaboration and how to develop it in relationships
Actively supports teamwork through collaboration and effective relationships	Actively supports teamwork through collaboration and effective relationships	Actively supports teamwork through collaboration and effective relationships
	Creates and maintains value added relationships	Creates and maintains value added relationships
	Builds rapport and keeps others in the loop	Builds rapport and keeps others in the loop
	Facilitates the discussion of conflicting issues between individuals and groups	Facilitates the discussion of conflicting issues between individuals and groups
	Collaborates with others, seeks and utilises feedback	Collaborates with others, seeks and utilises feedback
		Applies principled negotiation to achieve win/win outcomes in dealings with others
<b>Empathy</b>		
Is attentive to cues (e.g. body language), and responds appropriately	Is attentive to cues (e.g. body language), and responds appropriately	Is attentive to cues (e.g. body language), and responds appropriately
Can relate to people and listen effectively to their viewpoint	Demonstrates empathy, can relate to people and listen to their viewpoint	Demonstrates empathy, can relate to people and listen to their viewpoint
		Uses empathy to consider stakeholder views, plan stakeholder engagement, plan

		and prioritise activities and tailor communication materials
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### What is involved in each level of Accreditation

Each higher level of Accreditation introduces an additional element to the process:

1. Foundation – written submission + referee
2. Specialist – written submission + 2 referees + virtual interview
3. Master – written submission + 2 referees + virtual interview + virtual assessment centre



Each of the above elements are detailed in the relevant section of this Handbook:

- ACM Foundation – Section 5
- ACM Specialist – Section 6
- ACM Master – Section 7

## 4. Application Documents

Accreditation is available to members only. If you're not yet a member and would like to join, please refer to our website:

<https://www.change-management-institute.com/join-now>

Full application documents are available to members via the website. This includes the Competency Model, Application Form and the Application Guidelines. Learn more about what is included in the application forms in the Foundation, Specialist and Master sections of this document.

To access the application documents, refer to the relevant level of accreditation on our website:

<https://www.change-management-institute.com/acm-foundation>

<https://www.change-management-institute.com/acm-specialist>

<https://www.change-management-institute.com/acm-master>

If you are not yet a member this Handbook will inform you about what is involved in becoming an Accredited Change Manager. You can also access a preview of the Competency Model on the website

<https://www.change-management-institute.com/competency-model>

## 5. Foundation Level

Foundation level accreditation is an opportunity for those early in their change careers to assess change management skills and areas for development.

A Foundation level Change Manager understands the principles and actions underpinning successful implementation of workplace change. They have the skills and knowledge required to provide support to senior change practitioners in the analysis, planning, administration and implementation activities of a change program.

It is likely that Foundation level candidates will have around 1-2 years change practitioner experience, typically operating at the project level possibly as a junior change manager or change analyst. Candidates also need to have successfully completed formal change management training as outlined below.

### 5.1 Overview of the Process

To gain Foundation level accreditation your capabilities will be assessed against the behaviours outlined in the Change Manager Competency Model – Foundation level.

#### Written application

- Demonstration of professional competencies
- Evidence of CMBok aligned training
- Curriculum Vitae (CV)
- Online workplace referee

The assessment comprises a written application providing evidence of your practical capabilities in a number of the competency areas, supported by a reference from a manager who has directly observed your behaviour in a change management role.

You will also have completed relevant change management education; either a Change Management Institute endorsed course or other training courses that aligns to the CMBok. For courses that haven't been endorsed by the Change Management Institute you will need to demonstrate how the course content covered specific CMBok knowledge areas.

## 5.2 Change Management Training

You will need to provide evidence of your formal change management training. This must be in the form of a 'pass' or other successful result from either:

- Change Management Institute endorsed courses; or
- Other qualifying courses

The courses that are currently endorsed by the Change Management Institute are listed on the website at <https://www.change-management-institute.com/training>

There is a lower application fee for applicants with endorsed education due to the lower assessment time required. Refer to the Appendix for details of application fees.

If you haven't completed any of the courses that have been endorsed by the Change Management Institute, you can still apply to become an ACM Foundation. If you have undertaken other formal change management training you can check whether those courses will provide the required evidence. The key evidence required is proof of successful completion and course content with sufficient coverage of the CMBoK knowledge areas. You will need to be able to demonstrate the links from your course content to CMBoK in a summarised form in your written application. Refer to the extracts from the application form below for more information about what you will need to document.

## 5.3 Written Application

The application documents for ACM Foundation are available on the website: <https://www.change-management-institute.com/acm-foundation>

### Written submission

There are two components to the written application:

1. Evidence of change management education
2. 250/400 word submissions of practical capabilities for 9 competency areas

The below are extracts from the ACM Foundation Application Form illustrating the components of the application.

### SECTION 5A Knowledge Evidence (using a CMI Endorsed training course)

I have successfully passed the examination standard required by at least one of the following CMI Endorsed courses

- APMG Change Management Foundation & Change Management Practitioner. Go to [www.apmg-international.com/successful-candidates](http://www.apmg-international.com/successful-candidates) to look up your record and attach a screen shot here (see Guidelines for an example of what is required)
- Graduate Certificate in Change Management (Australian Graduate School of Management). Provide a scanned copy of your Academic Transcript. See Guidelines for more information.
- Prosci Change Management Certification. Provide a scanned copy of your Certificate of Accreditation

### Change Management Education – Other Courses

If you haven't completed a Change Management Institute endorsed training course, the below illustrates the kind of content you will need to provide about the change management training courses you have attended. You can provide details of up to 4 relevant courses and need to identify the CMBok areas that have been covered by the courses. The below is an extract only, it is not the full section of the application form.

#### Course details

Please provide details of a maximum of four courses for which you have successfully met the examination/completion standard, that together provide evidence of CMBok Knowledge Areas 1, 2, 4, 5, 6, and 7 along with at least 2 of the other 7 Knowledge Areas

<b>Completion date</b>  (as displayed on attached certificate/transcript)	<b>Course name</b>	<b>Course provider name and website address</b>	<b>Learning outcomes as stated by provider</b>	<b>Course syllabus</b> (URL <u>directly to provider website course outline</u> preferred or attach soft copies of course outline)
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### Coverage of CMBok Knowledge Areas

Please mark with an 'X' the topics covered in the formal change management training courses you have successfully completed.

For each of the Knowledge Areas covered please note which course(s) covered that area (ie, labelled 1 to 4 as above) and provide brief notes about which part of the course content addressed that Knowledge Area.

Your courses must have covered Knowledge Areas 1, 2, 4, 5, 6 and 7 (ie, the areas shaded in grey) along with at least 2 of the other 7 Knowledge Areas.

Chapter	CMBok Knowledge Area	"X" if topic covered	Link to Course Content
<b>1.</b>	<b>A Change Management Perspective – the overarching theories behind change</b>		
1.1	Why change matters		
1.2	Change & the individual		
1.3	Change & the organisation		
1.4	Key roles in organisation change		
1.5	Organisational culture and change		
1.6	Emergent change		

### Change Management Practice – 9 Written Submissions

**1. Impact Assessment:** Project Roles, Change Impact Tools, Impact Analysis, Training Needs

From your experience, provide an example of a time when you were involved in preparing an impact assessment for a change:

- Briefly describe the change and your role
- What steps you took
- Who you consulted and why
- The challenges you faced and how you overcame them and
- In what ways the Impact Assessment contributed to the success of the project

Maximum **400** words

**2. Thinking and Judgement:** Analytical Thinking, Research, Holistic Perspective, Decision Making

Provide an example of a problem you needed to solve relating to your change management work:

- What was the situation?
- What were the steps you took to deal with the problem?
- What outcome did you achieve?

Maximum **250** words

### Reference Check

The ACM Foundation application includes feedback from a manager who you have reported to for a period of at least 4 months during the last 3 years. Feedback from your referee is obtained via an online questionnaire. The questions are similar to an employment reference check and will seek to identify examples of behaviours you demonstrated during the project/engagement. The referee feedback will take approximately 20 – 30 minutes to complete.

It is critical your referee has directly observed you in change situations. Your referee must be very familiar with the specifics of what you have done and be able to articulate in writing how you did it.

## 5.4 Final Result and Feedback

After the evidence from your written application and reference checks has been assessed you will receive an overall successful/unsuccessful result by email. You will also receive a report from your Assessor identifying the specific competency areas where you have successfully met the required standard and any areas where you have not been successful. You will receive your result within 6 weeks of submitting your application.

If you receive a successful result you will be awarded the ACM Foundation level accreditation. For further information about unsuccessful results please refer to section 8.3.

## 5.5 ACM Foundation Logo and Certificate

Upon achieving your accreditation, you will receive an ACM Foundation certificate and electronic logo to recognise your achievement.

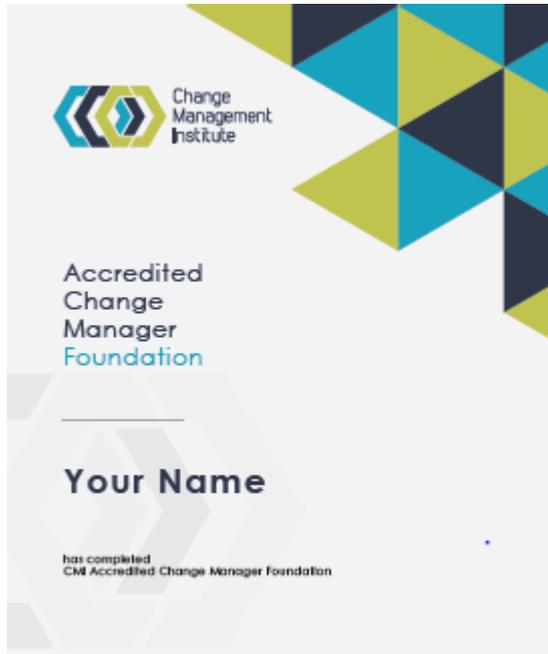


The logo can be used in your professional profiles including email signature, business related collateral such as business cards and websites.

Rather than using a post nominal of ACMF we recommend you use the accreditation name in full where possible or shorten it to ACM Foundation to ensure it is meaningful for the reader.



The logo and post nominal may not be altered in any way. They may only be used while Change Management Institute membership remains current.



On 1 October 2017  
Valid until continued membership  
Renewal due 1 October 2020

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Global President

## 6. Specialist Level

To gain Specialist level Accreditation your capabilities will be assessed against the behaviours outlined in the Competency Model - Specialist level.

A Change Manager Specialist practitioner has the expertise to apply the change principles, processes, behaviours and skills necessary to effectively prepare an impacted audience for a sustainable change.

It is likely that Specialist level candidates will have around 3-6 years change practitioner experience, typically operating at the project or program level.

### 6.1 Overview of the Process

To gain Specialist level Accreditation your capabilities will be assessed against the behaviours outlined in the Competency Model - Specialist level.

The ACM Specialist is a two part assessment process which will evaluate your change management capabilities in multiple ways – a written submission, referee feedback, and a one-on-one interview.



### 6.2 Part 1 – Written Application

The application documents for ACM Specialist Part 1 are available on the website: <https://www.change-management-institute.com/acm-specialist>

#### Written submission

There are three components to the written application:

1. Evidence of professional development
2. 250 word submission for 5 competency areas
3. 2,000 word essay

The below are extracts from the ACM Specialist application form illustrating the three different components.

### **SECTION 3: PROFESSIONAL DEVELOPMENT**

Please provide details of at least 40 hours of professional development you have undertaken in the last 5 years that is related to your change management practice.

Professional development activities may include formal training courses, seminars, workshops, presentations, webinars, podcasts, in house training, conferences etc.

#### **4. Strategic Thinking**

- Vision
- Strategic View

In a maximum of 250 words please provide an example of a situation that demonstrates the competency, what you did and what the outcome/s were.

Please tick the one sub skill topic area that you have chosen to demonstrate.

### **SECTION 6: ESSAY**

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, Thinking and Judgement, Influencing Others, Project Management, Coaching for Change, Facilitating Change and Specialist Expertise - Communication.

You must use the STAR format (Situation, Task, Action, Result) for this essay. Please refer to the guidelines for more information.

Please note, the ACM Specialist application form is the same as the ACM Master level application form. It is expected that the answers given in the application reflect the respective level of the Competency Model and the nature and extent of the candidate's experience. Many of the skill topic areas outlined in the Competency Models are the same for both the Change Manager – Specialist and Change Manager – Master, it is the depth and breadth of experience that differs and this is reflected in the levels of behaviour.

### **Referee Feedback**

ACM Specialist Part 1 includes feedback from two workplace referees. Feedback from referees is obtained via an online questionnaire. The questions referees are asked to respond to are similar to an employment reference check and will seek to identify examples of behaviours you demonstrated during the project/engagement. The referee feedback will take approximately 30 – 45 minutes to complete.

It is critical to be able to provide 2 referees who have directly observed you in change situations within the last 5 years. Your referees must be very familiar with the specifics of what you have done and be able to articulate in writing how you did it. You need to provide one referee on the delivery side of the change (i.e., sponsor) and one on the receiving end of the change (i.e., impacted stakeholder).

### **6.3 Part 2 – Virtual Interview**

After your Part 1 written application and referee feedback has been assessed, you will be invited to participate in a virtual interview with your Assessor. Your interview may be up to 1 hour duration and you will be asked questions about your change management practice. Your assessor will also be seeking evidence of your capabilities in competency areas where insufficient evidence has been obtained in Part 1.

### **6.4 Final Result and Feedback**

After the evidence from your Part 1 application and Part 2 interview have been assessed, you will receive an overall successful/unsuccessful result by email. You will also receive a report from your Assessor identifying the specific competency areas where you have successfully met the required standard and any areas where you have not been successful.

You will receive your result within 6 weeks of submitting your complete Part 1 application. This timeframe is subject to your availability to participate in the Part 2 virtual interview.

If you receive a successful result you will be awarded the ACM Specialist level accreditation. For further information about unsuccessful results please refer to section 8.3.

### **6.5 ACM Specialist Logo and Certificate**

Upon achieving your accreditation you will receive an ACM Specialist certificate and electronic logo to recognise your achievement.



The logo can be used in your professional profiles including email signature, business related collateral such as business cards and websites.



Rather than using a post nominal of ACMS we recommend you use the accreditation name in full where possible or shorten it to ACM Specialist to ensure it is meaningful for the reader.

The logo and post nominal may not be altered in any way. They may only be used while Change Management Institute membership remains current.



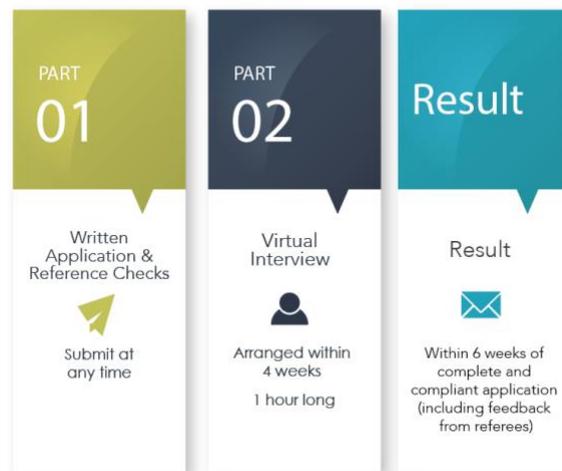
On 1 October 2017  
Valid with continued membership  
Renewal due 1 October 2020

CM Global President

## 6.6 Process Timeline

The timing of the key steps involved in the ACM Specialist application process:

### ACM SPECIALIST PROCESS



## 6.7 Fast Track to ACM Master

ACM Specialists who wish to move on to become an ACM Master within 5 years will receive recognition for their current accreditation achievement. There is a shortened application process and a reduced fee for Part 1 and 2 of the process.

For more information refer to section 7.9.

## 7. Master Level

Master level Accreditation is an opportunity for highly experienced, senior change practitioners to stand out from their peers as leaders in the profession.

A Master level change practitioner has mastery of the change principles, processes, behaviours and skills necessary to effectively identify, manage, initiate and influence change, and manage and support others through it.

It is likely that Master level candidates will have seven or more years of experience including senior change management roles typically in large programs, portfolio or organisational wide.

### 7.1 Overview of the Process

To gain Master level Accreditation your capabilities will be assessed against the behaviours outlined in the Competency Model - Master level.

The ACM Master is a three part assessment process which will evaluate your change management capabilities in multiple ways – a written submission, referee feedback, a one-on-one interview, case study assessment and presentation in a virtual assessment centre.



## 7.2 Part 1 – Written Application

The application documents for ACM Master Part 1 are available on the website:  
<https://www.change-management-institute.com/acm-master>

### Written submission

There are three components to the written application:

1. Evidence of professional development
2. 250 word submission for 5 competency areas
3. 2,000 word essay

The below are extracts from the ACM Master Application Form illustrating the three different components.

#### SECTION 3: PROFESSIONAL DEVELOPMENT

Please provide details of at least 40 hours of professional development you have undertaken in the last 5 years that is related to your change management practice.

Professional development activities may include formal training courses, seminars, workshops, presentations, webinars, podcasts, in house training, conferences etc.

#### 4. Strategic Thinking

- Vision
- Strategic View

In a maximum of 250 words please provide an example of a situation that demonstrates the competency, what you did and what the outcome/s were.

Please tick the one sub skill topic area that you have chosen to demonstrate.

#### SECTION 6: ESSAY

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, Thinking and Judgement, Influencing Others, Project Management, Coaching for Change, Facilitating Change and Specialist Expertise - Communication.

You must use the STAR format (Situation, Task, Action, Result) for this essay. Please refer to the guidelines for more information.

Please note, the ACM Master application form is the same as the ACM Specialist level application form. It is expected that the answers given in the application reflect the respective level of the Competency Model and the nature and extent of the candidate's experience. Many of the skill topic areas outlined in the Competency Models are the same for both the Change Manager – Specialist and Change

Manager – Master, it is the depth and breadth of experience that differs and this is reflected in the levels of behaviour.

### **Referee Feedback**

ACM Master Part 1 includes feedback from two workplace referees. Feedback from referees is obtained via an online questionnaire. The questions referees are asked to respond to are similar to an employment reference check and will seek to identify examples of behaviours you demonstrated during the project/engagement. The referee feedback will take approximately 30 – 45 minutes to complete.

It is critical to be able to provide 2 referees who have directly observed you in change situations within the last 5 years. Your referees must be very familiar with the specifics of what you have done and be able to articulate in writing how you did it. You need to provide one referee on the delivery side of the change (i.e., sponsor) and one on the receiving end of the change (i.e., impacted stakeholder).

## **7.3 Part 2 – Virtual Interview**

After your Part 1 written application and referee feedback has been assessed, you will be invited to participate in a virtual interview with your Assessor. Your interview may be up to 1 hour duration and you will be asked questions about your change management practice. Your assessor will also be seeking evidence of your capabilities in competency areas where insufficient evidence has been obtained in Part 1. There will be a particular focus on the Master specific behaviours (note – these behaviours are highlighted in italics in the Competency Models - Summary of the 3 Levels document).

## **7.4 Part 1 & 2 Result and Feedback**

After the evidence from your Part 1 application and Part 2 interview have been assessed you will receive an overall successful/unsuccessful result by email. You will also receive a report from your Assessor identifying the specific competency areas where you have successfully met the required standard and any areas where you have not yet been successful.

You will receive your result within 6 weeks of submitting your complete Part 1 application. This timeframe is subject to your availability to participate in the Part 2 virtual interview within the required timeframe.

If you receive a successful result you are able to move on to participate in a Part 3 Virtual Assessment Centre. Please note, you do not need to be successful in every competency in order to move on to Part 3. You will have the opportunity to demonstrate your capabilities in any unsuccessful areas during the assessment centre.

If you receive an unsuccessful result you are not able to move forward with the ACM Master accreditation. For more information about unsuccessful results please refer to section 8.3.

The Change Management Institute aim to offer candidates a place on a Master Part 3 assessment centre within 3 months of receiving your Part 1 and 2 result. You are encouraged to complete your Part 3 as soon as you feel ready. Some candidates have specific development areas identified in their Part 1 and 2 feedback where it is recommended they gain more experience before moving forward. After successfully completing Master part 1 and 2 you have up to one year to complete your Part 3 assessment centre.

## **7.5 Part 3 – Virtual Assessment Centre**

The Virtual Assessment Centre involves analysing a case study and preparing a presentation, followed by an interview with your Assessor. During the interview the Assessor will be looking for additional information about your capabilities in any areas where your presentation didn't provide sufficient evidence. You will also receive verbal feedback about your presentation.

The Virtual Assessment Centre duration is normally around ½ day but may be slightly shorter or longer depending on the number of participants. Candidates receive their case study and instructions via email just prior to the start of the assessment centre and remain online for 2 hours while preparing their presentations. Candidates also remain online to hear the presentations from the other candidates.

## **7.6 Final Result and Feedback**

After the evidence from all 3 parts of the ACM Master accreditation process have been assessed you will receive a final successful/unsuccessful result by email. You will also receive a final report from your Assessor with feedback on any competency areas where you have not yet been successful.

If you receive a successful result you will be awarded the ACM Master level accreditation. For further information about unsuccessful results please refer to section 8.3.

## **7.7 ACM Master Logo and Certificate**

Upon achieving your accreditation, you will receive an Accredited Change Manager Master certificate and electronic logo to recognise your achievement.



The logo can be used in your professional profiles including email signature and business related collateral such as business cards and websites.

Rather than using a post nominal of ACMM we recommend you use the accreditation name in full where possible or shorten it to ACM Master to ensure it is meaningful for the reader.

The logo and post nominal may not be altered in any way. They may only be used while Change Management Institute membership remains current.



On 1 October 2017  
Valid with current membership  
Renewal due 1 October 2020

Signature

## 7.8 Process Timeline

The timing of the key steps involved in the ACM Master application process:

### ACM MASTER PROCESS



## 7.9 Fast Track from ACM Specialist

ACM Specialists who wish to move on to become an ACM Master within 5 years will receive recognition for their current accreditation achievement. There is a shortened application process and a reduced fee for Part 1 and 2 of the process. Refer to the Appendix for details of the fast track application fees.

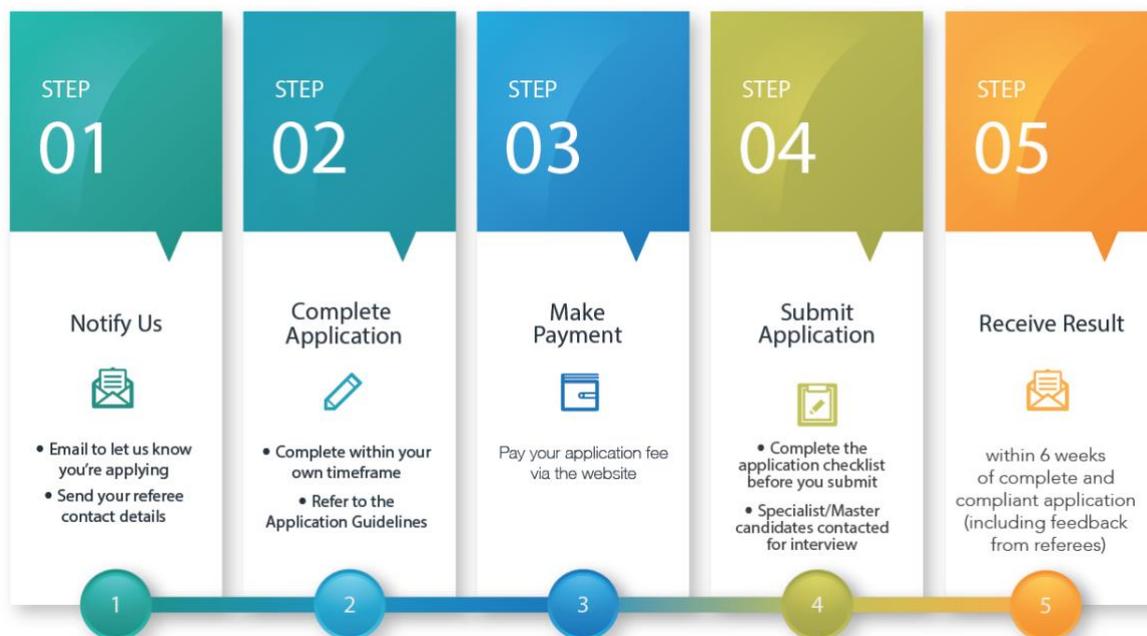
There will be no need to complete the ACM Master Part 1 application form. Instead ACM Specialists will need to complete a short written submission highlighting their capabilities in specific Master level competency behaviours. You may also be asked to participate in a short interview. This process will validate that the applicant is ready to participate in the ACM Master Part 3 virtual assessment centre.

If it has been more than 5 years since your ACM Specialist accreditation was awarded please contact the Accreditation Administrator [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com). It will be at the discretion of the Change Management Institute Board Member – Standards whether the fast track process can be applied.

## 8. Accreditation Administration

The Accreditation application process is very straightforward, the key steps are:

### ACCREDITATION ADMINISTRATION PROCESS



### 8.1 Contact Us

Contact the Accreditation Administrator for any accreditation related queries [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com). Please be aware that small staff numbers and different time zones mean you may not always receive a response within 24 hours.

Please note the Accreditation Administrator is not able to provide specific guidance around matters such as:

- Whether your specific experience makes you a suitable candidate for Change Management Institute accreditation.
- Which level of accreditation you should apply for.
- Whether certain training courses will meet the Foundation level education requirements.

### 8.2 Accreditation Payment

Please advise the Accreditation Administrator at [accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com) when you are ready to apply and the appropriate fee will be put in your cart in your Change Management Institute member portal.

There is no need to make payment until you're ready to submit your application. Payment for Part 1 and 2 of Specialist and Master are made together, payment of Part 3 of Master is due when your place has been confirmed on a Part 3 assessment centre.

### 8.3 Unsuccessful Applications

If you have been unsuccessful in your application we ask you to wait 12 months before re-applying at the same level/a higher level. You may apply for a lower level of accreditation at any time. When reapplying for accreditation it will be critical to demonstrate your development in the competency areas that were identified as unsuccessful in your feedback report.

If you have been successful in Part 1 and 2 but unsuccessful in Part 3 of the Master level accreditation you will be awarded the ACM Specialist.

If you believe you have grounds to appeal an unsuccessful result please contact the Accreditation Administrator within 2 weeks of receiving your result.

### 8.4 Accreditation Renewal

Every three years Change Management Institute Accredited Change Managers are required to complete a Renewal Declaration Form confirming they are keeping current in the profession.

ACM's are asked to provide details about their professional development activities during the period. This is expected to be a combination of:

1. Formal development – a minimum of 20 hours during the 3-year period
2. Informal development – a minimum of 40 hours during the 3-year period
3. Change management work assignments

Formal professional development includes training courses, workshops, educational seminars or events. Informal professional development includes attending information/update presentations, self-learning via relevant publications.

There is a small administration fee payable when submitting your Renewal Declaration. Refer to the Appendix for fee information.

A new Accredited Change Manager certificate will be issued. This certificate will remain valid for another 3 years, at which time another Renewal Declaration will be required.

## 8.5 Accreditation Assessors

Applications are assessed by a team of independent assessors. Change Management Institute Assessors are highly experienced and well-respected senior change management practitioners who meet all of the following criteria:

- Are Accredited Change Manager themselves.
- Have applied experience of at least 8 years at a senior level in all of the skill topic areas outlined in the Competency Models.
- Have academic qualifications in Change Management or a related discipline.
- Have experience in undertaking similar accreditation assessment against a set of competencies/behaviours.
- Have signed and are bound by the Assessor Agreement and Code of Conduct.
- Act in an independent capacity (i.e., independent of any other commercial or organisational alliance).
- Have been trained in the role and completed a probationary period of quality assurance with an experienced assessor.

## Appendix – Application Fees

Fees are current as at June 2020, subject to change.

### ACM Foundation

	Application Fee	Discounted Fee (Change Management Institute Endorsed Training)
Australia*	AUD 695	AUD 595
New Zealand	NZD 695	NZD 595
UK	GBP 400	GBP 350
Ireland	Euro 450	Euro 400
USA	USD 525	USD 450
Canada	CAD 695	CAD 595
Other	AUD 695	AUD 595

\*Includes GST

### ACM Specialist

	Part 1 & 2
Australia*	AUD 895
New Zealand	NZD 895
UK	GBP 525
Ireland	Euro 600
USA	USD 675
Canada	CAD 895
Other	AUD 895

\*Includes GST

## ACM Master Fees

	Part 1 & 2	Part 3	Total
Australia*	AUD 895	AUD 500	AUD 1,395
New Zealand	NZD 895	NZD 500	NZD 1,395
UK	GBP 525	GBP 300	GBP 825
Ireland	Euro 600	Euro 325	Euro 925
USA	USD 675	USD 375	USD 1,050
Canada	CAD 895	CAD 500	CAD 1,395
Other	AUD 895	AUD 500	AUD 1,395

\*Includes GST

There are reduced fees for ACM Specialists advancing to ACM Master within 5 years.

	Part 1 & 2	Part 3	Total
Australia*	AUD 400	AUD 500	AUD 900
New Zealand	NZD 400	NZD 500	NZD 900
UK	GBP 250	GBP 300	GBP 550
Ireland	Euro 275	Euro 325	Euro 600
USA	USD 300	USD 375	USD 675
Canada	CAD 400	CAD 500	CAD 900
Other	AUD 400	AUD 500	AUD 900

\*Includes GST

## 3 yearly ACM Renewal Fees

There is a small administration fee payable when submitting your Renewal Declaration: AUD/NZD/CAD 50, GBP 30, USD 40, Euro 30.



Change  
Management  
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# Thank you for your interest in becoming a Change Management Institute Accredited Change Manager

**[accreditation@change-management-institute.com](mailto:accreditation@change-management-institute.com)**

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[www.change-management-institute.com](http://www.change-management-institute.com)