



**CHARTERED MANAGER
COMPETENCY FRAMEWORK**

First Edition

Canadian Institute of Management

2016

CONTENTS

Foreword	3
Overview of the Chartered Manager Professional Designation	5
Academic Requirements	5
Professional-Level Experience Requirements	7
Management Aptitude Evaluation (MAE)	8
Professional Competencies	10
Professional Development	17
Professional & Ethical Behaviour	18
Value to Industry	23
Map to Becoming a Chartered Manager	24
Appendix One: Chartered Management Program Courses	25
Appendix Two: Continuing Professional Development Criteria	26



Foreword

One class of professional permeates all industry sectors: the manager. This person is entrusted to provide leadership, business skills and technical knowledge that helps an organization achieve its goals and satisfy stakeholders. No other single profession embraces responsibility on so many levels and across the breadth of an organization; leading and taking responsibility for the actions of others.

The skillset required to become an effective manager stems from a solid academic foundation in the various areas of business; such as accounting, finance, organizational behaviour, human resources management, marketing, information technology, communications, project management, business law and strategy. Building upon this academic foundation comes the professional experience component, adherence to a code of ethics and professional conduct and a commitment to continuing professional development.

Industry and society place great responsibility on the management profession, trusting managers to maintain their commitment and ensuring that they develop their professional competence to ensure that businesses enhance productivity and innovative capabilities to benefit all Canadians. Because of the scope of the profession, management failures have caused much societal turmoil and affected the lives of many people.

The Chartered Manager (C.Mgr.) professional designation forms the cornerstone of management professionalism in Canada and internationally. As a national designation, Chartered Managers have achieved the technical skills to manage processes, people and projects, but have also been assessed to be capable leaders and have demonstrated their professional experience and commitment through a rigorous peer-review process utilizing multiple layers of validation.

The formation process begins with a recognized undergraduate degree in management, commerce or business administration to form the cornerstone of critical thinking, problem solving, research and analysis. If the candidate has a degree in a field other than management, commerce or business administration they will be required to complete the 8-course Chartered Management Program (CMP) to ensure they have the requisite technical skills. A graduate degree in

management will also satisfy this requirement. Forty-eight months of professional-level management experience will be required to validate the application of management skills in practice, supplemented with references. The final validation comes in the form of completing the Management Aptitude Evaluation (MAE), a skills-based behavioural test that will ensure that the appropriate leadership and management competencies have been met.

This Chartered Manager Competency Framework outlines to all stakeholders the competencies required to achieve this leading designation in management and leadership. It forms the cornerstone in the development of a true management profession that is equally rigorous and inclusive, and provides academic institutions with the benchmark for the development of effective academic programs that will lead to this professional designation.

Dr. Matthew Jelavic, C.Mgr.

A handwritten signature in black ink, appearing to read 'M. Jelavic', with a long horizontal flourish extending to the right.

Board Chair, National President and CEO
Canadian Institute of Management

Overview of the Chartered Manager Professional Designation

A Chartered Manager is developed through demonstration of undergraduate degree-level academic credentials, professional knowledge and technical competency. These requirements are in accordance with Institute standards to meet the criteria for registration. If required, the Chartered Management Program (CMP) requires candidates to have successfully completed four mandatory courses and four approved optional courses (see Appendix 1 for details). Registrants are required to maintain current membership in good standing with the Institute, abide by the Code of Ethics and Professional Conduct and commit to Continuing Professional Development (CPD). The academic and professional experience and competency requirements for the Chartered Manager designation establish this qualification as a highly respected resource of management expertise.

The use of the title **Chartered Manager** and the post-nominal designation **C.Mgr.** is exclusive to Institute members that have qualified as such. The designation can be used across Canada and any use otherwise outside of registration with the Institute is in contravention of law.

Academic Requirements

Routes	Requirements
<i>Undergraduate Management Degree</i>	<ul style="list-style-type: none"> ✓ Undergraduate degree in management, commerce or business administration from a recognized and accredited university or college: AUCC (Association of Universities and Colleges of Canada), Colleges and Institutes Canada (CICan) or equivalent * ✓ 48 months of professional-level management experience ✓ Professional References ✓ Management Aptitude Evaluation (MAE)

<p><i>Non-Management Undergraduate Degree (with existing C.I.M. designation)</i></p>	<ul style="list-style-type: none"> ✓ Undergraduate degree in any discipline from a recognized and accredited university or college: AUCC (Association of Universities and Colleges of Canada), Colleges and Institutes Canada (CICan) or equivalent * ✓ Certified in Management (C.I.M.)** Designation (which includes 24 months of experience) ✓ 24 months of additional professional-level management experience ✓ Professional References ✓ Management Aptitude Evaluation (MAE)
<p><i>Non-Management Undergraduate Degree (with Chartered Management Program)</i></p>	<ul style="list-style-type: none"> ✓ Undergraduate degree in any discipline from a recognized and accredited university or college: AUCC (Association of Universities and Colleges of Canada), Colleges and Institutes Canada (CICan) or equivalent * ✓ Chartered Management Program (CMP) *** ✓ 48 months of professional-level management experience ✓ Professional References ✓ Management Aptitude Evaluation (MAE)
<p><i>Non-Management Undergraduate Degree (with Graduate Degree in Management)</i></p>	<ul style="list-style-type: none"> ✓ Undergraduate degree in any discipline from a recognized and accredited university or college: AUCC (Association of Universities and Colleges of Canada), Colleges and Institutes Canada (CICan) or equivalent * ✓ Graduate degree in management, commerce or business administration * ✓ 48 months of professional-level management experience ✓ Professional References ✓ Management Aptitude Evaluation (MAE)

* Equivalent Degrees from institutions outside of Canada can be assessed by referring to the following website for Educational Credential Assessment:

Formal evaluation by one of the approved assessors are to be submitted along with the application for Chartered Manager.

- ** The Certified in Management (C.I.M.) designation exempts the applicant from completing the Chartered Management Program (CMP)
- *** The Chartered Management Program (CMP) was formerly known as the Certificate in Management and Administration (CIMA). Holders of CIMA have met the requirements of the CMP

Professional-Level Experience Requirements

Eligible candidates for the Chartered Manager (C.Mgr.) designation are those who have acquired a minimum of 48 months of professional-level management experience in a position or positions of responsibility within for-profit or not-for-profit industry sectors, public and private, including government, educational and charitable organizations. Academic experience through teaching senior-level (non-introductory) management courses at a college or university and conducting industry-related applied management research may be acceptable at the discretion of the Chartered Manager Review Committee.

A management position of individual responsibility requires that the candidate for Chartered Manager registration makes significant contributions to workplace activities that:

- Exists for the purposes of leading, managing or controlling management activities for an organization or clients
- Requires the candidate to have demonstrated continuous sharing of expertise in the management field as part of their assigned job descriptions
- Requires ongoing work at a professional level

The Chartered Manager Competency Framework defines a ‘professional-level’ position as one that includes:

- The ability to demonstrate independent judgement and discretion in performing required work activities
- A high level of authority in decision-making and management functions
- Engaging in work related requirements that involve gathering data, data analysis, data interpretation, research and applied implementation of results
- Development and implementation of strategies for management functions
- Demonstration of effective interpersonal skills, including working with, managing or leading teams in the decision-making of management projects
- Individual accountability for management actions and organizational results with financial implications, including the management of budgets

The Chartered Manager:

- Achieves acceptance as a member in good standing with the Institute and the community of Chartered Managers
- Routinely interacts between and among other management professionals, as part of a professional management community
- Maintains and continues professional learning and development in management practices
- Engages within defined practices of ethical and behavioural conduct
- Participates in Institute conferences, annual general meetings, local chapter activities, research and writing of articles for Institute publications, etc.

Management Aptitude Evaluation (MAE)

The online MAE is a general indicator of the individual’s ability to lead and manage others. The individual indicators help candidates identify proficiencies in problem solving, decision-making, interpersonal skills, critical thinking and learning. The MAE is the final criteria for registration as a Chartered Manager and should be used as a tool for professional development.

The content components and descriptions assessed in the MAE include:

Content Components	Assessments
Achievement Drive	Measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for positions where the attainment of established goals and benchmarks are important. It is also important for positions where there may be competition within departments or between coworkers and where the individual is expected to grow and advance to higher levels within the organization.
Assertiveness	Measures the degree to which the individual is likely to assert themselves, speak their mind and enjoy taking control or the lead in group situations. This characteristic is important for positions where a strong personality is beneficial.
Leadership	Measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for positions that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.
Self Confidence	Measures the degree to which the individual is likely to be self-assured, independent and is confident in their decisions and actions.

Stress Management	Measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for positions requiring interactions with customers, multitasking and jobs in fast paced organizations.
Supervision	Measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for positions that require overseeing and managing others.

An average overall score of 60% is required to become registered as a Chartered Manager. Scores of less than 60% in individual areas are acceptable, however, this should be seen as a professional development opportunity to help strengthen that area.

The MAE may be taken as many times as is required to achieve a successful outcome, however, a period of 30 days must elapse between evaluations to allow sufficient time for professional development.

Professional Competencies

Approaches to defining competencies for professional registration as a Chartered Manager stem from current economic needs and industry demands. These needs are dynamic and will continue to be updated in subsequent editions of the Chartered Manager Competency Framework. The process of achieving the Chartered Manager designation emphasizes the standards of practice and competencies in the following descriptions. Competence is the ability of a Chartered Manager to carry out a management task at an effective and professional-level standard.

Competence Standards for Chartered Managers

<p>Chartered Managers are required to be competent in their education, training and professional experience. The competencies can be achieved through the criteria identified in this column</p>	<p>The examples provided in this column are intended as suggestions to assist you in identifying training and experiential activities, as means to demonstrate competence and commitment for registration as a Chartered Manager</p>
<p>1. Use a combination of generalist and specialist management and business knowledge, skills and understanding to maximize the application of established and emerging practices</p>	
<p>1. A. Maintain and expand on knowledge of management theories and practices This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Identify personal and professional goals of developing knowledge and skills • Aspirations to extend personal and professional learning of management • Engage in research activities to expand knowledge of management topics and issues through qualitative and quantitative experimentation 	<p>Continuous professional learning and development</p> <p>Engage in formal post-graduate academic studies, in management related fields. This may include obtaining a graduate degree in management or short courses in specific topics, learning and developing new management theories and applications in the workplace</p> <p>Contribute to academic and practitioner publications</p>

<p>1. B. Understand the nature and structure of work organizations through application of management knowledge. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Articulate management concepts that are linked to organizational activities • Identify and apply ethical models to managerial decision-making • Apply critical thinking and problem-solving strategies in the analysis of work related management cases • Identify and describe motivational factors for managing successful work performances • Articulate the role and effectiveness of managing teams in the workplace • Evaluate and develop workplace activities relating to the analysis of organizational culture • Describe processes of developing and implementing management strategies 	<p>Participate in industry-related action research to expand one's knowledge of applied management principles</p> <p>Engage in cross-disciplinary team-based projects with internal organizational members and external stakeholders</p>
<p>2. Apply knowledge and skills in the management of marketing strategies for products and/or services.</p>	

<p>2. A. Engage in the innovative development of marketing knowledge and practical applications. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Assess current market needs and contribute to the management of marketing strategies • Identify strengths, challenges and opportunities for the development of marketing strategies within your industry sector • Promote marketing strategies and applications in appropriate environments • Ensure that the intellectual property rights of marketing plans are secured • Develop and evaluate marketing strategies and practices 	<p>Lead and/or participate in market research of products and/or services. Active participation in multi-disciplinary and inter-disciplinary teams for marketing research and development</p> <p>Work on product development and product launches</p> <p>Stay current on the latest research and practice in this dynamic field</p>
<p>3. Understanding of the Canadian legal system in terms of applications to management practices</p>	
<p>3. A. Demonstrate applications of Canadian Law to management practices in the workplace. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Promote ethical and legal management practices • Understand and differentiate sole proprietorship, partnership and incorporations • Differentiate non-profit versus for-profit organizational designs and governance structures • Practice behaviours in accordance to the Canadian Charter of Rights and Freedoms and other human rights legislations • Understanding of legally binding contracts, tort law, etc. 	<p>Contribute to the development of policies addressing legal conduct and criteria for the management of workplace behaviours</p> <p>Ensure that applicable Local, Provincial, Federal and International Laws are considered in business dealings</p>

<p>4. Understanding of managerial and financial accounting tools and resources in management practices</p>	
<p>4. A. Apply knowledge and skills of managerial and financial accounting in planning, directing and controlling. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Develop cost behaviours and methods • Analyze profits and losses • Prepare budgeting plans • Develop reporting schemes • Implement performance measurements 	<p>Participate in the development and implementation of accounting plans and financial performance management tools</p> <p>Ensure that applicable accounting controls are considered within strategic and operational decision-making</p>
<p>5. Demonstrate knowledge and skills of managerial finance</p>	
<p>5. A. Application of corporate financial decision-making concepts, tools and models for financial analysis. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Understanding of how corporate governance affects corporate financial strategy • Applications of financial assets in financial decision-making • Evaluate various tools, models and resources for financial decision-making 	<p>Lead and/or be part of a team in the development of financial policies for purposes of maximizing the value of the organization</p> <p>Ensure that applicable financial controls are considered within strategic and operational decision-making</p>
<p>6. Demonstrate knowledge of organizational behaviour theories and practices</p>	

<p>6. A. Applications of current organizational behaviour concepts and theories in organizations that are non-profit, for-profit, private and public. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Apply strategic, cultural and political designs in the analysis of human and organizational behaviours • Understand organizational governance • Examine the changing nature of work • Manage diversity in the workplace • Manage and develop organizational culture • Evaluate organizational design methods 	<p>Develop initiatives to evaluate learning styles of individuals and teams, and how they affect interpersonal relationships</p> <p>Apply practices of organizational behaviour processes to improve management strategies and employee performance</p> <p>Embrace cultural differences at the organizational and societal level and recognize the differences in operational and strategic matters</p>
<p>7. Demonstrate knowledge of leadership theories and models</p>	
<p>7. A. Identify issues and approaches in leadership for applications to managing people in the workplace. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Develop a self-directed personal leadership plan • Analyze how leadership behaviours affect organizational performances • Apply organizational culture and management ethics to leadership effectiveness • Explore how theories, concepts and models apply to leadership practices 	<p>Construct a personal leadership analysis and action plans</p> <p>Implement strategies for leadership skill development to workplace employees</p> <p>Develop effective leadership succession planning systems to ensure business continuity</p>
<p>8. Demonstrate knowledge and practices of project management</p>	

<p>8. A. Plan for effective project management practices. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Lead projects through stages of initiating, planning, executing, monitoring, controlling and closing • Evaluate the impact of project management knowledge areas • Work with teams in the project management process 	<p>Involvement as a team member or team leader in projects that utilize the principles and practices of project management</p> <p>Use modern project management practices and software to facilitate successful project completion</p>
<p>9. Apply current human resources processes and practices to create effective workplace environments</p>	
<p>9. A. Contribute to the activities of human resource management functions. This could include experiential competencies in the ability to:</p> <ul style="list-style-type: none"> • Understand the environmental context and organizational challenges of managing human resources • Identify legal statutes and principles which govern human resources practices in Canada and in the Provinces • Explain interrelationships between human resources functions and initiatives 	<p>Active contributions of working with human resources in recruitment, engagement and retention of employees</p> <p>Ensure that effective human resources practices are conducted in the context of Canadian Provincial and Federal Laws</p>
<p>10. Practice essential interpersonal managerial and communications skills through experiential education and action research processes</p>	

10. A. Integrate action learning into the planning of management systems. This could include experiential competencies in the ability to:

- Apply theories and concepts of group/team dynamics, to analyze leader-team performances
- Create plans for ongoing managerial and professional learning and development
- Research management topics and develop critical analysis and applications to workplace management
- Develop effective presentation and communication skills for various levels of management

Utilize field research to apply current management theories and concepts for the improvement of personal management skills

Integrate other business areas, such as accounting, finance and strategy for the effective management of people and processes

Continuing Professional Development (CPD)

Candidates applying for registration as a Chartered Manager must be committed to maintaining and enhancing their professional competence in the field of management. The Institute will require registrants to show documented evidence on CPD in accordance with the CPD Guidelines for Chartered Managers. One (1) PDU may be earned for each documented hour of self-directed learning that enhances management knowledge or skills within a structured activity or course.

The Institute will randomly audit Chartered Managers on an annual basis. The audit will require Chartered Managers to submit, upon request, the Continuing Professional Development for Chartered Managers Criteria Reporting Form.

See Appendix 2 Continuing Professional Development for Chartered Managers Criteria Reporting Form.

CPD Guidelines for Chartered Managers

1. Take responsibility for their learning, training and development requirements, and develop a CPD plan to indicate how they will meet these, in discussion with their employer and other stakeholders
2. Undertake a variety of professional development activities, as indicated in the CPD plan, other opportunities which may arise and those required by their employers and other stakeholders
3. Record their CPD activities on the Continuing Professional Development Criteria Reporting Form
4. Reflect, evaluate and review what they have learned or achieved through their CPD activities and record these observations as related to professional objectives
5. Support the learning and continuing professional development of others through activities such as sharing experience, mentoring, and joint development activities

Professional & Ethical Behaviour

A Chartered Manager's primary objective is to protect the interests of the public, the profession and the people and organizations they serve. These actions are achieved through ensuring that Chartered Managers meet the required education and competency requirements, and conduct themselves in both ethical and professional manners.

The professional and ethical behaviours identify and describe the responsibilities of Chartered Managers to the Institute, the management profession, employers, employees, stakeholders and shareholders in the workplace, and the various codes and rules of conduct applied in Canada's various regions.

The Code of Ethics and Rules of Professional Behaviour is intended to guide the Chartered Manager through ethical issues, yet are limited in describing ethical behaviours set by various organizations and geographical regions.

Chartered Managers are encouraged to ensure they develop a comprehensive understanding and practice of ethics in the sectors in which they work.

A Chartered Manager who has been found to have violated the Code of Ethics and Rules of Professional Behaviour, may have disciplinary actions brought forward by the Institute, up to and including the revocation of membership and registration.

Code of Ethics

- 1.** Is honest and impartial; loyal to associates, the Canadian Institute of Management, employer, client, subordinates and the public and is respectful of the personal dignity of all.
- 2.** Applies knowledge and skill to maintain high ideals of professional integrity.
- 3.** Promotes the competence of, and the public regard for, the profession, by respecting the reputation of the Institute and other managers.
- 4.** Supports an open climate for innovation and free exchange of ideas and encourages colleagues to do the same.
- 5.** Promotes the principle of recognition for those whose performance make a worthwhile contribution.
- 6.** Neither condones nor engages in misrepresentation, unlawful practices nor brings discredit to the Institute.
- 7.** Fosters educational requirements in order to further the training, knowledge and proficiency of existing and potential management.
- 8.** Upholds the principle of fair and impartial judgement.
- 9.** Consciously avoids prejudice in dealings with all persons.
- 10.** Acknowledges that subscribing to this code imposes a shared obligation with other professionals to maintain these standards.

Ethics

Rules of Professional Behaviour

The Rules of Professional Behaviour expand on the Code of Ethics and are founded on one's ability and willingness to embrace integrity, fairness and equality through four fundamental duties.

1. Duties to the Institute;
2. Duties to the workplace and clients;
3. Duties to the public; and
4. Duties to individuals.

1. Duties to the Institute

Chartered Managers have a duty to the Institute. The Chartered Manager's duties to the Institute, are in addition to, and/or support the ethical codes of conduct and professional behaviours, described when becoming a member.

Chartered Managers:

- a) Ensure that professional activities are unbiased and timely.
- b) Believe in the application of knowledge, skills and research to underpin and steer the best practice of management.
- c) Value the passion, integrity, honesty and the highest commitment of fellow Chartered Managers.
- d) Ensure that professional development includes the practice of ethics and professional conduct.
- e) Perform continuing professional development that promote ethics and professional conduct.
- f) Ensure that all required competencies and commitments are founded on ethical and professional attributes.
- g) Will inform the Institute to any illegal and/or professional misconduct that they have been charged with.
- h) Shall not falsify communications and/or documents that are inaccurate with respect to professional standards and requirements.

2. Duties to the Workplace and Clients

Chartered Managers have a duty to act in the best interest of their employer, stakeholders, shareholders and clients. The Chartered Manager's duties to the workplace and clients shall act as supportive or additions to all ethical and professional conduct standards that are enforced by individual organizations in which the Chartered Manager works.

Chartered Managers:

- a) Demonstrate a transparent relationship with the public, partners and clients to ensure it is professional, ethical, honest and fair, and maintain open communication while meeting all commitments.
- b) Seek to build relationships that are respectful while valuing each and every contribution by employees, partners, and clients.
- c) Strive to be open, approachable and professional, encouraging the sharing of information and knowledge.
- d) Build strong professional, long-term relationships with clients/stakeholders, while delivering on promises, being transparent and accountable.
- e) Are aware of personal and professional limitations of skills, knowledge and experience when considering work related projects.
- f) Act in the best interests of organizations and/or clients will be mindful to avoid issues that involve conflict of interest.
- g) Practice confidentiality in all situations that demand protections of human rights and freedom of information.

3. Duties to the Public

A Chartered Manager's ethical and professional conduct duties to the public are either supportive or in addition to the codes of ethics and professional management practices outlined in appropriate public domains, industry sectors and geographical areas.

Chartered Managers:

- a) Understand, observe and abide by all laws, regulations and ethical codes that are identified at all levels of government, where work is being performed.
- b) Demonstrate ethical behaviours and professional conduct that is viewed by the dominant cultures in workplace activities, when practicing in appropriate global regions.

4. Duties to the Individual

Chartered Managers are required at all times to act in a manner that enhances the principles of risk management, conflict management, health and safety, human rights, equity, dignity and the well-being of others.

Chartered Managers:

- a) Respect the rights and dignities of all individuals.
- b) Engage in management activities that ensures adherence to policies, practices and processes that respect the rights and protect the well-being of all individuals.
- c) Work effectively to ensure that health and safety standards are enforced and practiced.
- d) Secure the confidentiality of personal and organizational information and records that they have agreed to have possession of, in compliance with privacy laws governing the collection, use and storage of data.
- e) Do not use personal and organizational information that is identified as confidential, for their own or others benefit or gain.
- f) Record and report all incidences that indicate physical, psychological, unethical, illegal acts, and immediately inform appropriate security agencies to the events.
- g) Release confidential information when required by law and ordered by the governing court of jurisdiction.
- h) Do not support or participate in any acts of harassment, physical violence, psychological distress and discrimination, in accordance to the laws of human rights and the jurisdiction where the Chartered Manager practices.

- i) Act in both courteous and respectful behaviours with all individuals or groups that the Chartered Manager is engaged with.

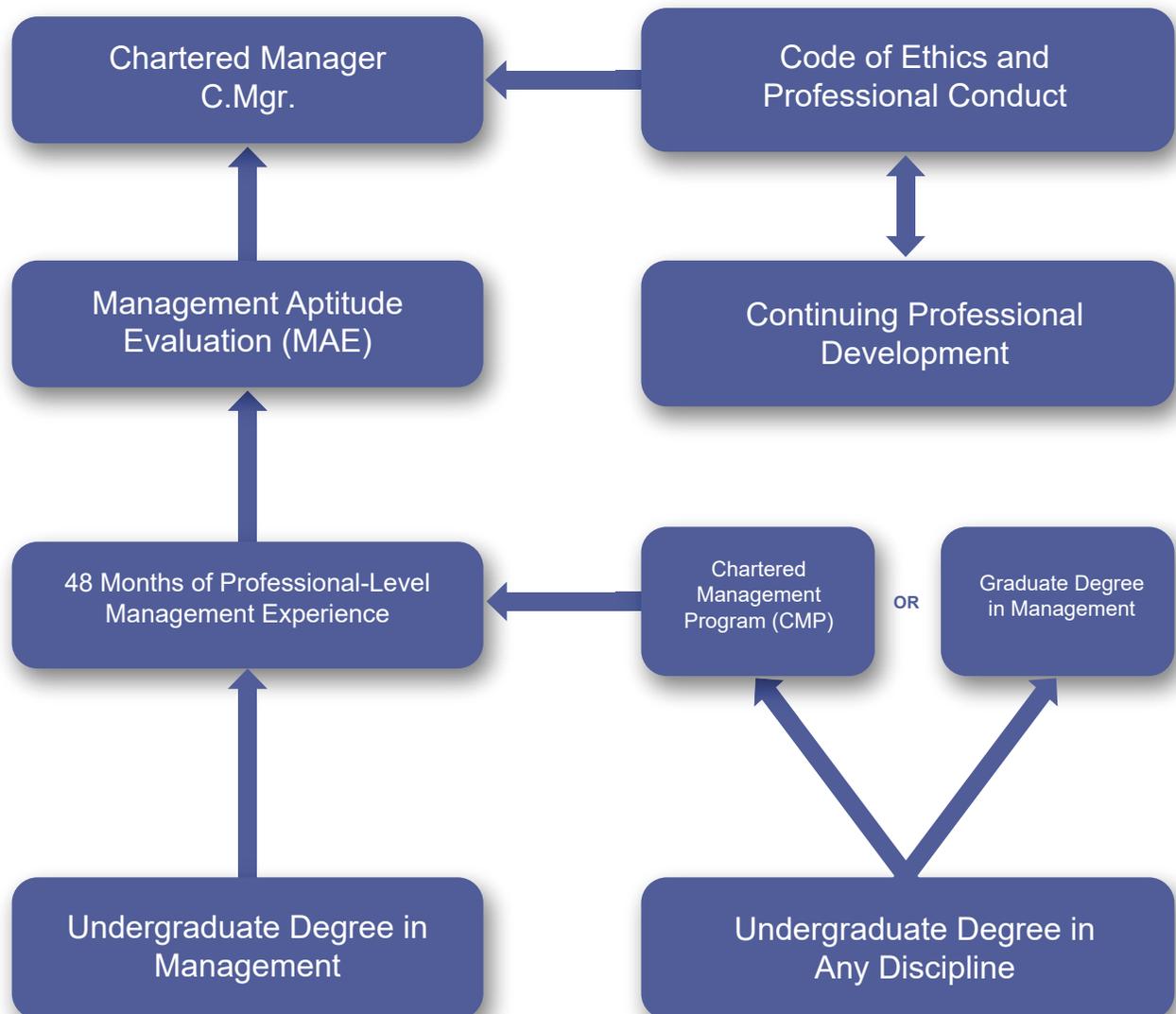
Value to Industry

Chartered Manager is the internationally recognized designation in management and leadership. A Chartered Manager has developed various competencies in leadership, strategy, finance, accounting, management operations and organizational analysis. Chartered Managers are part of an international network of management professionals who deliver value to organizations at the highest level. The skills of a Chartered Manager provide foundation and growth for success in careers within a variety of industry sectors. These careers can be achieved in Canada and globally. Chartered Managers are devoted to and practice a code of ethics, professional conduct and continuing professional development. Organizations can depend on Chartered Managers to deliver results for success.

The benefits of attaining the Chartered Manager designation and the value to industry and organizations include:

- Professional validation of knowledge, skills and experience in leading people, managing processes and projects, and facilitating change.
- Integrating various disciplines of management; including accounting, finance, human resources management, project management, organizational behaviour, marketing, information technology and strategy.
- Credibility of the Chartered Manager as a peer-reviewed professional that can bring immediate benefit to an organization; minimizing human resources costs to organizations.
- Commitment to career development through continuous professional learning and development.
- Inspiring people and teams they manage.
- Help people in assuming responsibility that leads to organizational success.
- Creating a workplace that promotes effective recruiting, engagement and retention of people.
- Higher levels of self-confidence in abilities to manage people.
- Aspirations of achieving higher levels of management positions within organizations

Map to Becoming a Chartered Manager



Appendix 1: Chartered Management Program (CMP)

Required (mandatory) Courses:

All Chartered Manager candidates must complete the following four required courses:

1. Introduction to Management
2. Managerial Communications
3. Financial Management
4. Strategic Analysis

+ Any **four** approved **Optional Courses** such as but not limited to the courses listed below:

1. Canadian Business Law
2. Managerial Accounting
3. Organizational Behaviour
4. Human Resource Management
5. Managerial Marketing
6. Economics
7. Project Management
8. Operational Management

Candidates must complete distinct courses and cannot receive credit for the same or similar courses. Articulation of credits will be based on the following criteria:

- i. **Equivalency and parity** - courses are not likely to be identical but requests to recognize courses as being equivalent will be based on comparability of the knowledge gained between two similar or same courses
- ii. **Quality** - credit recognition will only be granted in courses for formal coursework completed at recognized postsecondary institutions.
- iii. **Pedagogy** - learning can happen in a wide variety of arrangements so articulation will not be based on method of delivery.



Appendix 2: Continuing Professional Development for Chartered Managers – Institute Criteria Reporting Form

Maximum Professional Development Units (PDUs)	Continuing Professional Development for Chartered Managers Institute Criteria Reporting Form 80 points required over a three-year period	Points Achieved
Professional Activities:		
10	Team leader for management related project for employer. Must provide scope of project while protecting confidentiality	
25	Mentoring in the CONNECTIONS program.	
25	Significant change in job related duties – i.e. promotion	
30	Publish an article pertaining to management	
Educational and Self Directed Learning:		
15	1 PDU may be earned for each documented hour of self-directed learning that enhances management knowledge or skills within a structured activity or course	
15	Attending educational programs offered by an educational organization approved through the Institute. These providers have adherence to quality criteria established by the Institute, and are solely authorized to issue the Institute's PDUs to attendees	

60	Develop a course/materials approved by the National Education Committee	
Institute Chapter Participation:		
20	Serve as Guest Speaker at a Chapter Function	
20	Serve on Chapter Executive	
20	Serve as a speaker at a Chapter Seminar	
Institute National Involvement:		
10	Attended the Institute National AGM.	
15	Participated as an Institute National Sub-Committee Member (per year)	
25	Participated as an Institute National Sub-Committee Chairperson (per year)	
25	Participated as an Institute National Board Committee Member (per year)	

30	Elected to the Institute National Board (per year)	
40	Elected as Institute National President (per year)	

**Volunteers Leadership to Professional
or Community Organization**

20	Board Member or Committee Member of another association	
25	Annual community involvement as a volunteer with a minimum of 40 hours	
25	Provide Management related service to a community or charitable group	
30	Receipt of a Professional/Public Service Award	