



ACMP Transition Planning

February 2010

Association of Change Management Professionals (ACMP)

The Association of Change Management Professionals (ACMP) will provide oversight and management of a professional certification program for change management professionals leading the people side of change. With this program, change practitioners, HR and OD professionals, project managers, and other change professionals can earn their ACMP certification.

ACMP will:

- Provide professional accreditation to change management professionals
- Enable employers to identify qualified professionals
- Build a structured environment to facilitate the growth of change management as a professional discipline

ACMP development is occurring in conjunction with the Prosci/ACMP Global Conference on Change Management.

Timeline

- World Cafe Conference Exercise - April 9, 2009
- World Cafe Summary Analysis - September, 2009
- ACMP Transition Team Meetings - October, 2009
- ACMP Regional Transition Teams / Committee Meetings – December through March
- ACMP Governance Model Draft – January, 2010
- ACMP Certification Standards Draft - March, 2010
- ACMP Constitution and Governance Ratification (TBD) – dates adjusted
- ACMP Governance Structure in place (TBD)
- ACMP Certification Standards – Open review period – Winter 2010 - 2011
- ACMP Accreditation Standards Adopted – 2011
- ACMP Administration staffed - 2011
- 1st ACMP Certification awarded - 2011 (date adjusted per Oct 14 call input)
- 1st Global Conference hosted by ACMP - 2012
- ACMP financially self-sustaining - 2014

ACMP Funding Plan

- \$1M estimated funding requirement for first five years of operation
- 2009: Prosci funded
- 2010: Prosci and association fees
- 2011: Prosci, industry sponsors and association fees
- 2012: Industry sponsors and association fees
- 2013: Association fees



ACMP Launch

The official launch of ACMP occurred at the 2009 Global Conference on Change Managements hosted by Prosci, and sponsored by Booz Allen Hamilton and LaMarsh & Associates. A World Café exercise involving more than 200 change practitioners was conducted focused on the following areas:

- ACMP Value Proposition (Value to me and Value to my organization)
- ACMP Certification Standards Process
- Knowledge, Skills and Abilities of a certified change professional
- ACMP Governance Model

This transition planning document presents the summary analysis of the data from this exercise. The raw data from the World Café exercise can be downloaded from <http://66.70.71.150/>.

ACMP Formation Process Proposal

Event	Purpose	Status
World Café Exercise at 2009 Global Conference	Generate ideas for ACMP governance, standards and administration	Complete
Transition team meeting – Oct 7 through Oct 19 teleconference meetings	Review process for ACMP formation; circulate results from World Café exercise; charter regional team meetings	Oct 7, 11:00 EDT Oct 14, 6:00 EDT Oct 19, 4:00 EDT
Regional Transition teams and Standards Committee meetings – Dec - Feb	Initiate formation of local ACMP transition teams; foster international representation to review World Café results and submit regional input; form committees to benchmark governance, standards and administration	Underway
Transition Governance team meeting	Draft ACMP constitution including governance model – research and benchmarking	Underway
Regional Transition team meetings - Feb and Mar	Review and provide input to draft ACMP constitution and certification standards	
2010 Global Conference	Status report - ACMP governance, standards and regional teams	April, 2010

Oct 14 – Call input on this topic

- Formation of ACMP must be viewed as independent; representation must not be perceived as *Prosci* biased

Oct 19 – Call input on this topic

- Need to find ways to involve academia



ACMP Transition Team

Region/Sector	Name
Australia	
	Sharon Alexander, Department of Transport / Main Roads (G) - Governance / Regional Team
	Catherine Smithson, Being Human (C) - Regional Team / Standards
	David Brine, Commonwealth Bank (P) - Standards / Regional Team
	Rowan Ashton, Commonwealth Bank (P) - Standards / Governance
	Helen Campbell, CMI - Standards
	Caroline Perkins, CMI – Regional Team
Canada	
	Kirk Sievert, AdPro(C)
	Karen Sedore, Region of Peel (G) - Regional Team / Governance
	Rebecca Chorley, Bell Aliant (P)
	Kevin Judge, MD Physician Services Inc
Europe	
	Rupert Laslett, Chaucer Group company (C) - Regional Team / Standards
	Betina Halkjæ (Peter), Proacteur(C) - Regional Team / Governance
	Eugene Valentijn, ALMA Academy (C)
Middle East	
	Khaled Almobarak, MAWJ(C) - Regional Team / Governance
US Government	
	Karl Hunrick, Bonneville Power Administration (G) – Regional Team / Standards
	Bradd Busick, City of Tacoma (G) - Governance / Standards
	Stephen B. Wehrenberg, Ph.D. , U. S. Coast Guard (G) – Governance / Standards
	Jim Schnaible, City of Albuquerque (G) - Standards / Regional Team
US Company	
	Dr. Cathy L. Chargualaf, Edison International (P) - Standards / Governance
	David Monroe, Nationwide (P)
	Sharon Gabrielson, Mayo Clinic (P) - Governance / Standards
	Rachel Shafran, NIKE (P) – Regional team
US Consulting (> 5000 employees)	
	Maria Darby, Booz-Allen Hamilton (C) - Governance / Standards
Other	
	Jeff Hiatt, Prosci (R) - Governance / Standards
US Consulting (< 5000 employees)	
	Susan Anderson, Hitachi, (C) - Standards / Regional Team
	Jeanette LaMarsh / (Rick), LaMarsh and Associates (C) - Standards
	Norrene Duffy, Red Bridge Consulting (C) - Standards / Regional Team
	Ann English, Xwave (C) - Governance / Regional Team
	Mark Hilldrup, CapTech Ventures (C) – Standards / Governance
	Lynn Sardonia, Track 12 (C) – Standards / Governance
	Steve Chihos Big Rocks - Standards / Regional Team
	Donna Brighton, Brighton Leadership (C) – Governance / Regional Team
South Africa	
	Willie Jooste, Mindpeace (C) – Regional Team, Standards
	Tom Marsicano, Picourseware (C) – Standards / Regional Team
	Wessel Pretorius, ICPSA, Governance and Standards



Transition team assignments

Governance research committee

Sharon Alexander, Department of Transport / Main Roads (G)
Bradd Busick, City of Tacoma (G)
Maria Darby, Booz-Allen Hamilton (C)
David Monroe, Nationwide (P)
Stephen B. Wehrenberg, Ph.D., U. S. Coast Guard (G)
Sharon Gabrielson, Mayo Clinic (P)
Donna Brighton, Brighton Leadership (C)
Mark Hilldrup, CapTech Ventures (C)
Wessel Pretorius, ICPSA

Certification standards research committee

Rowan Ashton, Commonwealth Bank (P)
Helen Campbell, CMI
Jim Schnaible, City of Albuquerque (G)
Dr. Cathy L. Chargualaf, Edison International (P)
Jeanenne LaMarsh / (Rick), LaMarsh and Associates (C)
Jeff Hiatt, Prosci
Lynn Sardonia, Track 12 (C)
Wessel Pretorius, ICPSA

Regional Transition teams

David Brine, Commonwealth Bank (P) - **Australia**
Catherine Smithson, Being Human (C) - **Australia**
Caroline Perkins, CMI - **Australia**

Karen Sedore, Region of Peel (G) – **Canada**
Kirk Sievert, AdPro Change Systems (C) – **Canada**
Rebecca Chorley, Bell Aliant (P)- **Canada**
Kevin Judge, MD Physician Services Inc – **Canada**
Ann English, Xwave (C) – **Canada**

Khaled Almobarak, MAWJ(C) - **Middle East**

Rachel Shafran, NIKE (P) – **United States**
Karl Hunrick, Bonneville Power Administration (G) – **United States**
Susan Anderson, Hitachi, (C) – **United States**
Norrene Duffy, Red Bridge Consulting (C) – **United States**
Steve Chihos Big Rocks - **United States**

Willie Jooste, Mindpeace (C) – **South Africa**
Tom Marsicano, Picourseware (C) - **South Africa**

Betina Halkjæ (Peter), Proacteur(C) – **Europe**
Rupert Laslett, Chaucer Group company (C) – **Europe**
Eugene Valentijn, ALMA Academy (C) - **Europe**



World Café Results from 2009 Global Conference



Value Proposition - Value to my organization

World Café Exercise Summary Analysis

Recognized industry standards for change management

- Clarity of role and function of change management professional
- Common language
- Consistent professional standards
- Common knowledge, skills and abilities

More effective recruiting and hiring of change management staff

- Clear job roles and job descriptions
- Meaningful definition of change management professional
- Qualified resource pool for recruitment
- Faster “on-boarding” of new staff

Enhanced professional development and staff retention

- Well defined training development plans to build skills
- Creates career path and performance management based on standards
- Provides internal credibility and respect
- Enables external recognition

Increased organizational capacity to manage change

- Enhanced ability to implement projects successfully
- Established group of skilled resources to assign to projects – greater “bench strength”
- Addition of change management as a core competency

Networking channel and knowledge source for change professionals

- Global network to share and learn from others
- Conference gatherings and ongoing education
- Centralized standards administration

Note: Consultants providing input to this topic area also identified the value to their consultancy; specifically, they cited improved competitive advantage (marketing differentiation) and recognized credibility with their clients. They stated that an industry certification would inspire additional confidence and trust.



Value Proposition - Value to me

World Café Exercise Summary Analysis

Recognized expert

- Respected specialist
- Credibility with work associates
- External recognition and acknowledgement of expertise

Professional designation

- Industry-recognized accreditation
- Professional credentials

Global Network

- Community of practice
- International support network
- Sense of belonging

Professional development

- Ongoing education and conferences
- Foundation for professional growth
- Roadmap of skills and development goals
- Common language and professional standards

Personal marketability

- Hiring advantage / marketplace differentiation
- More promotable
- Higher compensation potential
- Career mobility



ACMP Certification Standards for Change Management Professional

World Café Exercise Summary Analysis

Guiding principles

1. Certification requires a combination of elements

- 1.1. Relevant work experience
- 1.2. Completion of required educational programs
- 1.3. Demonstrated application
- 1.4. Examination

2. Certification should be tiered

- 2.1. Multiple levels
- 2.2. Must work hard to obtain
- 2.3. Higher levels are exclusive by design

3. Certification must be maintained

- 3.1. Periodic re-certification
- 3.2. Continuing education requirements
- 3.3. Ethical standards maintained
- 3.4. Must be active in the field

4. ACMP membership does not require certification

Item 1.1 - Relevant work experience

Work experience should be:

- In the change management field (focus on change management experience as compared to work experience overall)
- Application or teaching

Item 1.2 – Educational requirements

Certification requires completion of recognized educational programs

- Standardized core program areas (with agreement on core principles and subject areas)
- Can have specialization areas
- Taken from recognized / authorized education providers



Item 1.3 – Demonstrated Application of Change Management

The demonstrated application through one or more of the following:

- Case studies / essays of completed work
- Applied application evidence from project work
- Letters of reference
- Portfolio of accomplishments (what have you achieved)

Other factors for certification

- 1) Will there be a minimum college degree requirement for any of the CMP certification tiers?
- 2) How will existing certifications be handled (grandfathering, credits)?
- 3) Will there be a minimum work experience requirement for any of the CMP certification tiers?
- 4) How will college coursework be credited?

General recommendation for additional analysis

Benchmark certification process for PMI, ASTD, SHRM, IAP2, CMMI (IT), others

Oct 7 – Call input on this topic

Certification standards should be based on:

1. Standard definition of change management
2. Fundamental tenets and foundational principles for change management
3. Content body of knowledge for this discipline

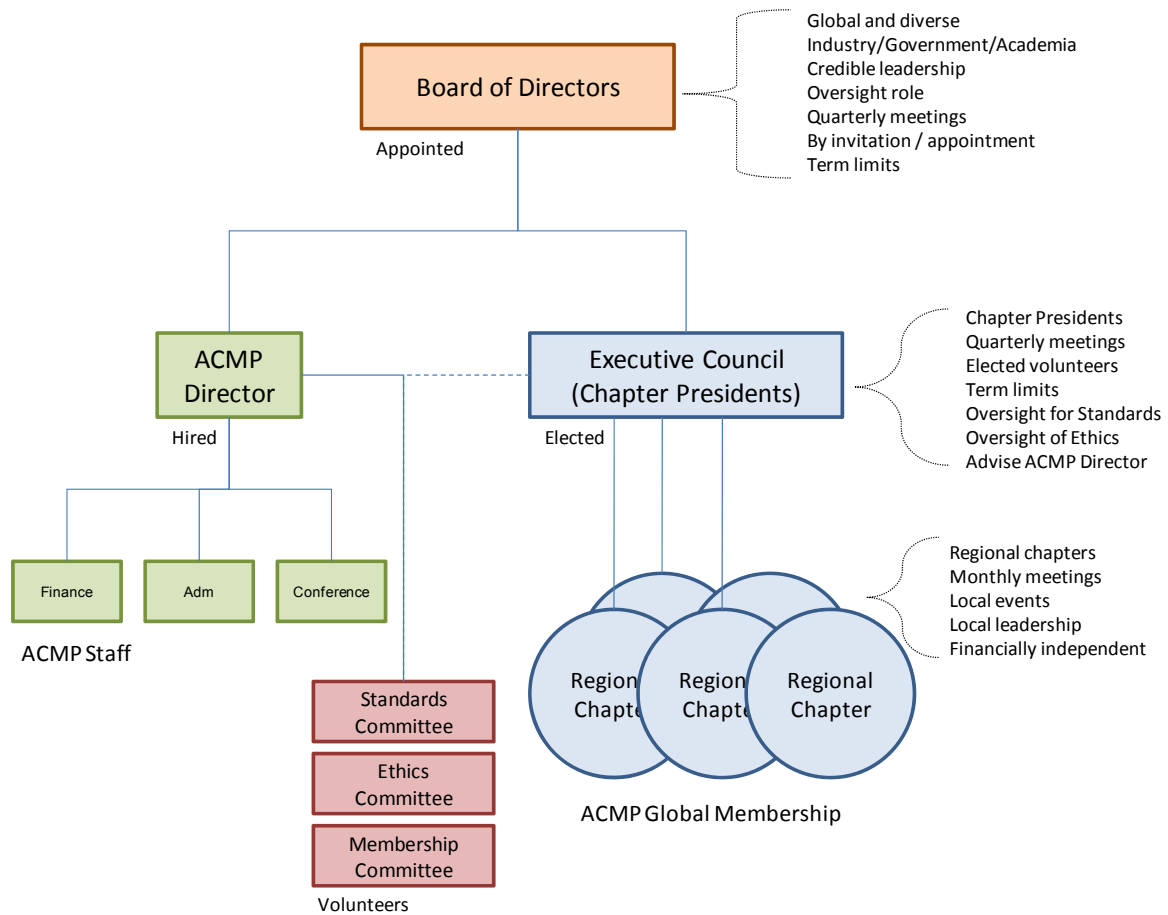
Standards should enable application of change management through multiple approaches or models (not exclusive).



ACMP Governance Model Draft

World Caf  Exercise Summary Analysis

The results for the governance model data analysis from the World Caf  exercise are presented in a draft diagram that most closely represents the requirements defined by conference participants. Benchmarking of governance structures of other associations is required before a final model is selected.



ACMP Governance Model Draft Analysis

