Practising Management Consultant (PMC) Certification Scheme



"A Quality Trust Mark for Management Consultancy"



Content

- Practising Management Consultant (PMC) Scheme
- Selecting a Right Consultant
- Critical Success Factors in Consultancy Project Implementation





History of PMC

- SMEs had fed back on the poor quality of consultants available to SMEs and industry associations (e.g. SMa) back in 2003 on <u>need to professionalise consultancy services in Singapore</u>
- Varying standards of consultancy services in Singapore. Need to ensure that the consultants are professional and can deliver.
- PMC Certification Board (PMC-CB) set up in Sep 07 as an independent body and officially launched in Nov 08. It is an <u>industry-led certification of individual management consultants</u>, supported and recognised by government agencies
- The PMC-CB administers the PMC scheme. The PMC-CB is set up within the Singapore Business Advisors and Consultants Council (SBACC)





Mission of SBACC

The Council's mission is to promote and advance the professionalism of business consulting and business advice by setting and maintaining internationally recognised standards of performance and conduct for our certified consultants and registered business advisors.





Current PMC Certification Board



Ms Isabella Loh – Current Chairman Former CEO Global Shell Marine Products Current Chairman, Singapore Environment Council



Ms Frances Cheang – Deputy Chairman Former Partner KPMG



Mr Chua Chin Kiat –Board Member Former Executive & CEO Aetos Security Management Pte Ltd Former Director, Singapore Prison Service



Mr Michael Yap – Board Member Adjunct Prof of Swinburne University of Technology, Victoria Australia



Mr Daniel Yeow – Board Member Director Temasek Business School



Mr Tay Keng Leng – Board Member Advisor American International Assurance (AIA) Singapore



Ms Susan de Silva – Board Member Partner ATMD Bird & Bird LLP



Mr Yong Lum Sung –Board Member Director Thalcom Public Company Ltd



Mr James Kwek - Board Member Head Career Transition Resource Centre, MINDEF



Mr George Huang – Past Founding Chairman
President
Singapore Manufacturers' Federation (SMa)
Chairman
SMa Institute of Higher Learning
Managing Director/CEO
Amoy Canning Corporation (S) Ltd

PMC Certification Board's Panels

Vetting Panel

Ms Frances Cheang – CH Former Partner, KPMG

Mr Daniel Yeow- Dy CH Director, Temasek Business School

Mr George Yap Giok SengDirector, Temasek Polytechnic
Entrepreneurship Centre

Mr Seah Kim Swee

Mr Dave Lim Head, Planning, SPRING Singapore

CPE Panel

Mr Tay Keng Leng- Chairman Advisor, American International Assurance (AIA) Singapore

Mr Michael Yap- MemberAdjunct Professor of Swinburne
University of Technology, Victoria,
Australia

Exam Panel

Mr Daniel Yeow- CH
Director, Temasek Business School

Mr Michael YapAdjunct Professor of Swinburne University of Technology, Victoria, Australia

Mr Koh Hwee Jeng Lecturer, Temasek Business School

Mr Simon Ho Khee Lim Managing Director, Simon Ho & Associates

Marketing Panel

Mr Yong Lum Sung- CHDirector, Thaicom Public Company Ltd

Mr Michael Yap- Dy CH Adjunct Professor of Swinburne University of Technology, Victoria, Australia

Mr James Kwek

Head, Career Transition Resource Centre, Manpower Div, Defence Mgt Group, MINDEF

Mr Dave Lim Head, Planning, SPRING Singapore

Disciplinary Panel

Ms Susan de Silva- CH Partner, ATMD Bird & Bird LLP

Mr Chua Chin Kiat – Dy CH
Former Executive Director & CEO, Aetos
Security Management Pte Ltd
Former, Director, Singapore Prison Service

Mr Edward LamFormer Consultant, Alban Tay Mahtani & de Silva LLP

Mr Intekhab Khan
Managing Director, M & A Law Corporation

Mr Mirza Iskandar Namazie
Director, M & C Services Pte Limited

Ms Shennon KhongFormer Assistant Director, CaseTrust





Benefits For PMCs

Professional Recognition

- PMC designation

Profiling to Potential Clients

- Listing on website

Eligible for government projects supported by incentive schemes

Job referrals

Networking Opportunities

Commitment to the Profession through Continual Learning





Incentives Schemes That Require or Prefer PMCs to Be Engaged

- Human Resource Capability Programme
- Local Enterprise Technical Assistance Scheme (LETAS)
- SME Management Action For Results (SMART)
- Customer-Centric Initiative
- BrandPact
- EduTrust Support Scheme
- Intellectual Property Management Programme (IPM)
- iSPRINT (Increase SME Productivity With Infocomm Adoption & Transformation)
- CaseTrust consultancy
- Halal certification for food industries

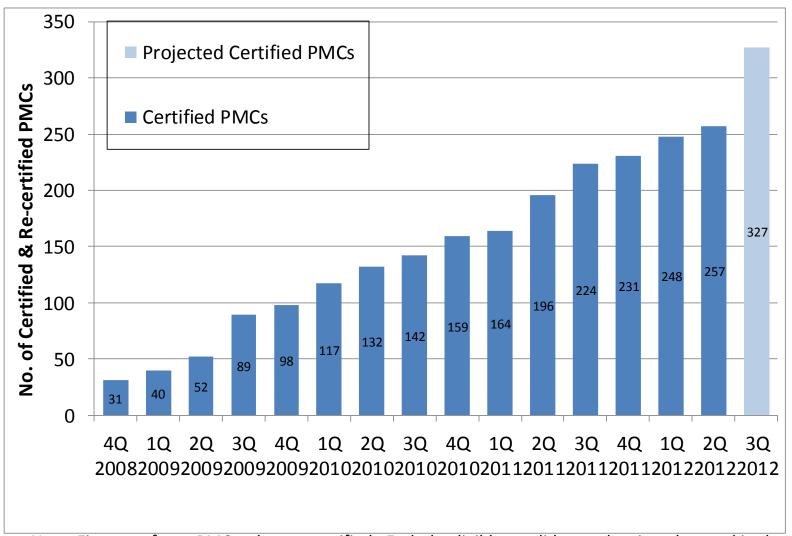




Benefits for Companies

Avenue for Access to a Access to Get reliable recourse govt funded assurance of source of against projects (50consultant's unethical management 70%) quality consultants consultants

No. of Certified/Re-certified PMCs (cumulative)

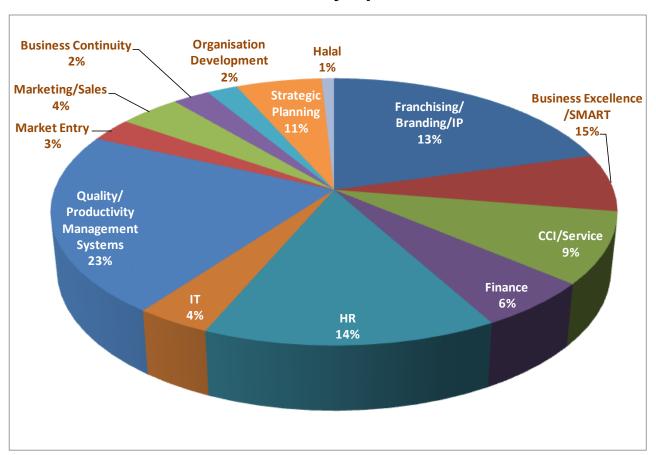


Note: Figures refer to PMCs who are certified. Exclude eligible candidates who signed up and in the process of meeting the full requirements (either training or consulting hours) to be certified.



Profile of PMCs (1/2)

Distribution of PMCs by Specialisation

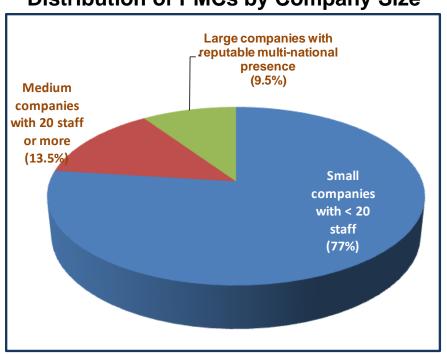




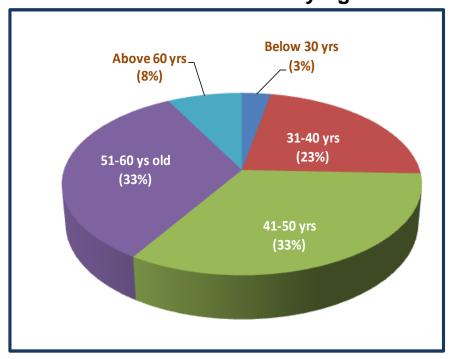


Profile of PMCs (2/2)

Distribution of PMCs by Company Size



Distribution of PMCs by Age







Success Stories

"promising results...intervention that brings about continual growth and excellence" -Carmelia Ng, Fuji Xerox S'pore

"allow me to organise my consulting activities into a structured framework" -SJ Lim, PMC

"improved customer service translated to more than 10% increase in sales" -Han's Café and Cake House "a structured competency framework which help raise the professionalism of business consulting industry in Singapore and provides quality assurance to our SMEs." – George Wong, PMC

"create(d) a holistic franchise system that helped us replicate effectively regionally" -Dr. Quek, BreadTalk Founder

"A good place to acquire knowledge and new skills"
-MW Ho, PMC





Selecting A Right Consultant

Step 1: Identify the need for business consulting services

Incentives scheme should not be the key reason for embarking on a consultancy project.

Typical needs include:

- Management believe there is room for improvement but unsure what action can be taken;
- Diagnostic/assessment was carried out but lack specific knowledge and skills to solve the problems and/or to address capability gaps; or
- Management needs an independent, third-party advice.

Step 2: Know the project requirements

Determine what needs to be accomplished.

The client organisation should:

- define and scope the problem clearly,
- make a commitment for change,
- establish timing preferences, and
- identify budget constraints
- Once this is done, the organization can start the process to select the right consultant.





Selecting A Right Consultant

Step 3: Carefully select the consultant based on knowledge, demonstrated skills, and competencies

- > Shortlist a few PMC certified consultants whose expertise comes closest to the need(s)
 - consultants normally possess relevant certification from a reputable professional body or institute, particularly, in their specialised field of expertise. (Go to www.pmccertboard.org.sg for a list of PMC consultants)

Conduct interviews

- ask the consultant to provide references to support his/her area of expertise, familiarity in handling similar situations and the outcomes that were reportedly achieved.
- > Factors to consider before making the final selection:
 - Breadth of well-rounded experience and relevant industry experience
 - Adherence to ethics and standards
 - Availability and ability to complete engagements within budget and on schedule
 - Ability to work with relevant stakeholders of the organization to achieve maximum results with minimal disruptions
 - Degree of trust and rapport established with management during initial contact.
 - Professional fees and available budget
- Proposal submission by chosen consultant
 - Proposal should describes his/her understanding of the organization's needs, project approach and methodology, proposed deliverables, credentials, schedule, and fees





Selecting A Right Consultant

Step 4: Confirm which consultant(s) would be doing the consultancy project and their roles

Project could sometimes be handled by a junior consultant but guided by a senior, experience consultant. Complex or technical project where different expertise is required, it would typically involve a tem of consultant. There is a need to establish who will be responsible for the overall project management and the role of each consultant.





Critical Success Factors For Consultancy Project Implementation

The client organisation should be prepared to pay a fee for detailed proposal

Client organisations often have a procurement procedure that requires bidding or tender process before awarding a consultancy project. Thus, consulting firms normally would not provide a detailed proposal at this stage. If a very detailed proposal is required, the client organisation should be prepared to pay a fee for it.

Allocate sufficient budget before embarking on a consultancy project

Sufficient budget is essential to ensure project implementation success. It is also important to have a budget approval process for the project.

Assign a project coordinator

Client organisation should identify a project coordinator who would liaise with the consultant. The project coordinator would facilitate resources and help to the consultant such as data gathering and providing necessary information from the various departments.

It is important that there is knowledge and/or technology transfer to enable the client organisation to implement the project. Thus, it is pertinent that a project team be formed of staff with the appropriate competency. In some cases, it may be necessary for the client to send staff for relevant training prior to the project or include some training elements as part of the consultancy project.





Critical Success Factors For Consultancy Project Implementation

Keep everyone informed of the consultancy project and the nature of the project

Management should inform staff of the consultancy project, the nature of the project, the name of the project coordinator and the project team. It is important for the management to allay any anxiety from the staff arising from the consultancy project.

Work out with the consulting firm an agreed timeline for the project, payment plan and schedule for progress update meetings

Regular progress meetings signal to the staff the management's commitment to the project. Consultant to present at update meeting:

- ✓ Progress of the project and the challenges and issues encountered It is important for the consultant and staff to maintain mutual trust. Therefore, there is no need to disclose the names of staff.
- ✓ The meeting should discuss how to overcome some of the implementation challenges.
 - Action plans by both the client organisation and the consultant for the coming period before the next progress update meeting
 - Resources/help needed from the client organisation

Pay promptly based on agreed fee payment schedule

A client organisation pays for what it gets. Thus, a professional consultant would expect to be paid on time based on the agreed payment plan upon meeting the delivery points.



Critical Success Factors For Consultancy Project Implementation

Establish Intellectual property ownership and observe copyrights

In some consultancy projects, intellectual property such as copyright may be established in the course of the project. It is important to establish which intellectual property would belong to the client organisation and which would belong to the consultant. For example, in a typical IT project, it important to establish who owns the source code for the application programme developed. As a consultant may use proprietary materials, it is important to observe the copyright of the consultant.

Sign-off the progress and final project report

In a consultancy project, the key deliverables would be the progress and final project report. Thus, the client organisation should sign-off the progress report at the relevant milestone and final project report at the end of the project. The client organisation should also provide objective evaluation of the project in the feedback form normally required in a consultancy project that taps on government incentive schemes.

End of consultancy project is not the end of the relationship between client organisation and the consultant

A client organisation may sometimes work out a retainer arrangement with the consultant to help in the implementation of the project beyond the scope of the consultancy project. This could be in the form of a training arrangement to ensure that there is knowledge transfer to new staff in the client organisation.

CONTACT US

Ms Sharon Roberts / Priscilla Lee

Tel: 6272 3238

Email: sharonroberts@sbacc.org.sg/

priscillalee@sbacc.org.sg