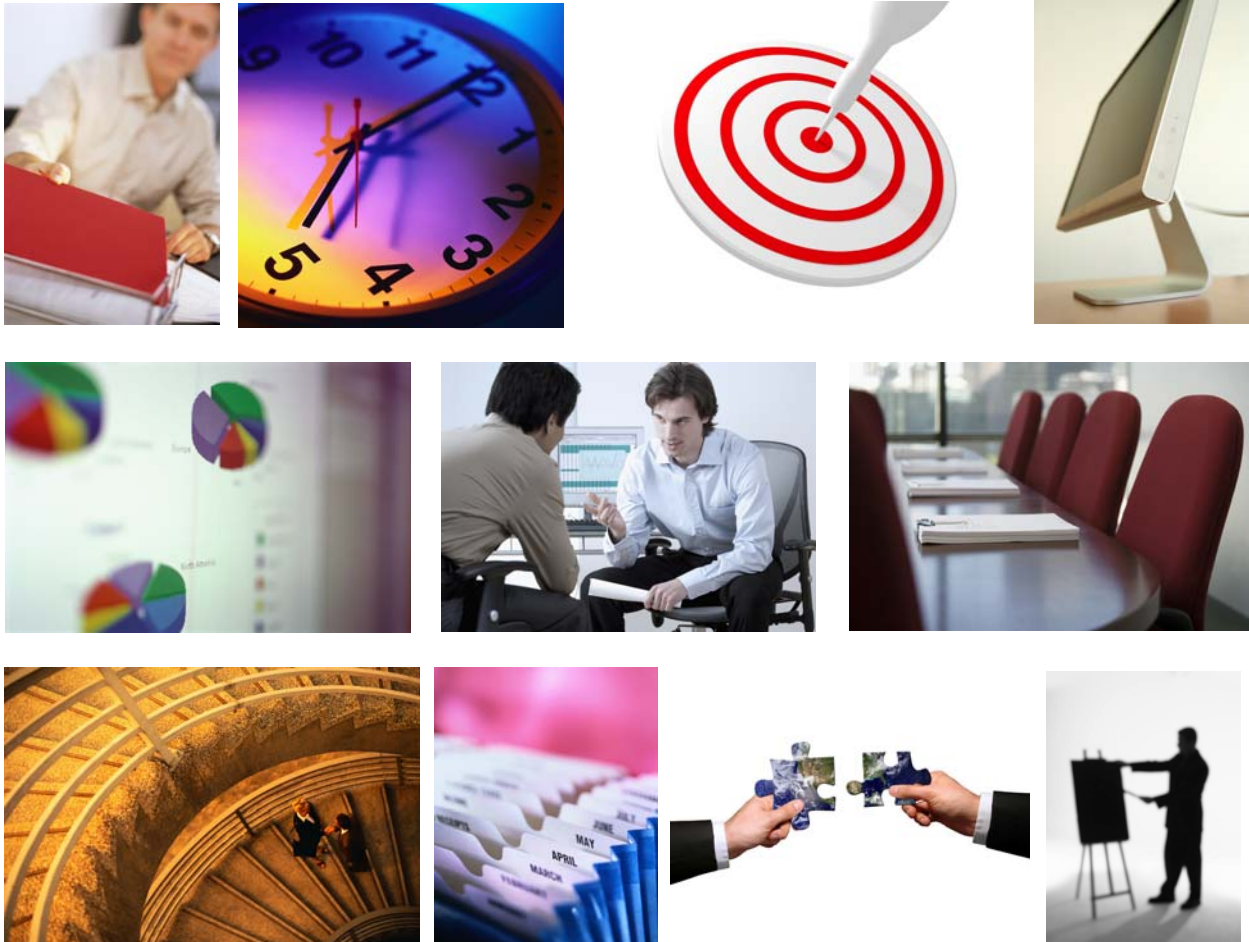


MANAGEMENT CONSULTANT CERTIFICATION SCHEME

CERTIFICATION REQUIREMENTS





RABQSA International, Inc (RABQSA) is accredited by the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) as meeting the requirements of the International Standard for personnel certification bodies, ISO/IEC 17024:2003 *'General requirements for bodies operating the certification of persons'*.

This qualification-based scheme is not included in RABQSA's scope of accreditation.

Disclaimer

While every effort is made to ensure that the process for evaluating applications for certification is effective, RABQSA International Inc does not accept liability for the performance, conduct or services provided by the certified person.

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This Certification Scheme and associated Intellectual Property is subject to RABQSA International, Inc Copyright©. Apart from any fair dealing for the purposes of application, review or reference, as permitted under Australian and United States of America Copyright Acts, no part of this Scheme may be reproduced by any process without the written permission of the Chief Executive Officer of RABQSA International, Inc.

RABQSA International

Website: www.rabqsa.com

Email: info@rabqsa.com

Please see the website for your Principal Office's contact details.

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Introduction

The **Management Consultant Certification Scheme** has been developed by RABQSA International, Inc (RABQSA) in liaison with industry representatives.

The Scheme provides international recognition for Consultants who provide consultancy and advice to organisations and enterprises in relation to business and management systems using, as reference international, national, and/or industry-based standards or regulations, and other normative documents recognised by RABQSA.

Confidence and reliance in the consulting process depends on the competence of personnel performing the consulting.

The Scheme has been developed to meet the following key objectives:

- To ensure that RABQSA certified Consultants meet or exceed the competencies defined by RABQSA;
- To assist organizations in selecting competent consultants; and
- To enhance the professional recognition of RABQSA-certified consultants.

How To Use This Document

This document has been designed to provide the information required for RABQSA certification, in a clear and easy-to-follow (hyper-linked) format.

There are four grades of Management Consultant certification. Requirements specific to each grade are identified by the color of the stripe down the right-hand edge of each page. The colors are:

Associate Management Consultant (MC-A):



Management Consultant (MC-C):



Principal Management Consultant (MC-PR):



Lead Management Consultant (MC-L):



Pages containing information that is common to all grades and general information about the Management Consultant scheme are identified by a blue stripe (as shown on this page).

Applicants for certification to the Management Consultant Certification Scheme will be required to provide evidence of specific knowledge-based competencies, defined work experience and prescribed qualifications, and the ability to demonstrate defined personal attributes.

An overview of the certification requirements is outlined at Annex I [Page 40](#).

Refer to Annex A [Page 21](#) for Definitions and Abbreviations used in this document.

Electronic versions of this document have links embedded to enable direct access to selected pages as well as page references. Hard copy versions have page references only.

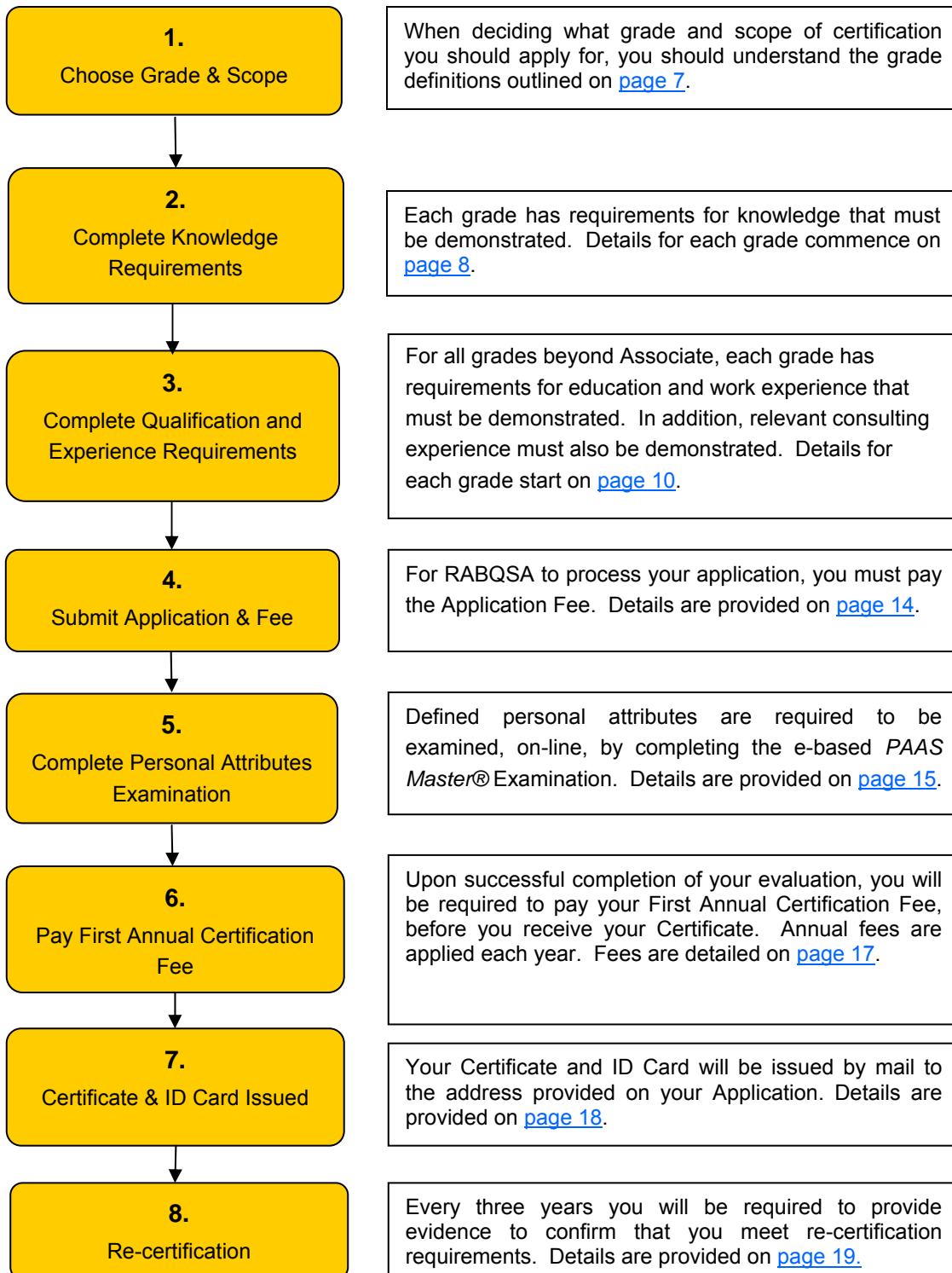
Essentially, the Applicant follows the step-by-step process as outlined down the right hand side of the page, commencing with Applying for Certification at [Page 6](#).

An EXAMPLE Application Form is available at Annex H [Page 36](#). For your convenience an editable version of the Application is available for download from the RABQSA web site.

Note:

Matters requiring clarification and or additional guidance should be referred to your regional RABQSA Management Consultant Scheme Examiner. Please refer to the RABQSA web site www.rabqsa.com for contact details.

Applying for Certification



NOW GO TO CHOOSE YOUR GRADE AND SCOPE ([Page 7](#))

Choose Your Grade

GRADES OF CERTIFICATION

There are four grades of Management Consultant certification. Requirements specific to each grade are identified by the color of the stripe down the right-hand edge of each page. The colors are:

Associate Management Consultant (MC-A):



Management Consultant (MC-C):



Principal Management Consultant (MC-PR):



Lead Management Consultant (MC-L):



Please (SELECT) your Grade:

Associate Management Consultant grade recognizes that an applicant has demonstrated knowledge-based competence required for Management Consultants. [\(Page 8\)](#)

Management Consultant grade recognizes that an applicant has demonstrated the competencies to perform all or part of a management consulting service as a member of a consulting team. [\(Page 8\)](#)

Principal Management Consultant grade recognizes that an applicant has demonstrated the competencies to perform all or part of a management consulting service either alone or as a member of a team. [\(Page 8\)](#)

Lead Management Consultant grade recognizes that an applicant has demonstrated the requirements to manage a consultant team and conduct all aspects of a complete management consultancy service. [\(Page 8\)](#)

SCOPE OF CERTIFICATION

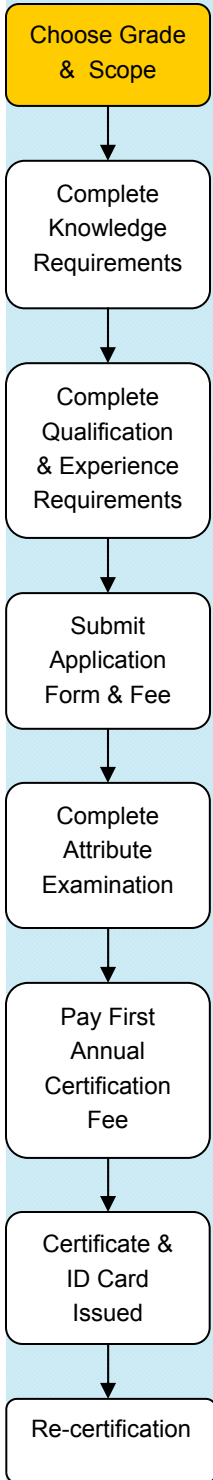
Applicants applying for Management Consultant certification may be awarded recognition for their competence to conduct specialized ISO-based management system consulting in the Scopes listed.

The decision on which scopes are appropriate will be dependent on each applicant's specialized qualifications (education, training and/or professional experience).

Refer to Annex B [Page 23](#) for an overview of the competencies required for each scope of certification. It is possible for a consultant to be awarded more than one scope.

Note:

Management Consultants may be recognized for their professional and/or technical experience as defined under the Scope of Certification. In establishing consulting teams for any purpose, consideration of these competencies in the overall make up and management of the team should be taken into account.



Knowledge Requirements

All Management Consultant Grades

Applicants for all grades of Management Consultant certification must provide evidence of knowledge competency as defined by RABQSA in the following Training Provider and Examiner Certification Scheme (TPECS) Competency Units.

Consulting to Management (RABQSA-MC)

- Respond to a request for an Expression of Interest (EOI)
- Tender for organization
- Communicate with senior management (Advanced)
- Deliver the service to specifications
- Overcome resistance to change
- Manage client relationships

and

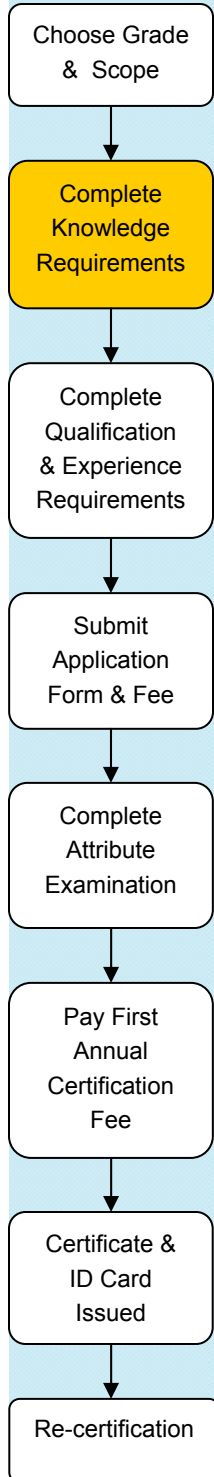
Advising on Business Improvement and Risk Management (RABQSA-OI)

- Write an organizational business plan
- Interpret financial statements
- Write a risk management plan
- Determine Human Resources (HR) best practice
- Determine appropriate business improvement tools
- Communicate with senior management

Evidence of Knowledge-based Competency

A Certificate/s of Successful Completion for the above from an RABQSA-Certified Training Provider, issued within the three years prior to application, is required. The RABQSA register of Certified Training Providers is available at www.rabqsa.com.

Applicants who have not completed the RABQSA-MC and RABQSA-OI Competency Units will be required to provide evidence of Recognition of Prior Learning (RPL) or Recognition of Current Competence (RCC) to the RABQSA-MC and RABQSA-OI TPECS competencies listed in this Section.



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Knowledge Requirements (cont.)

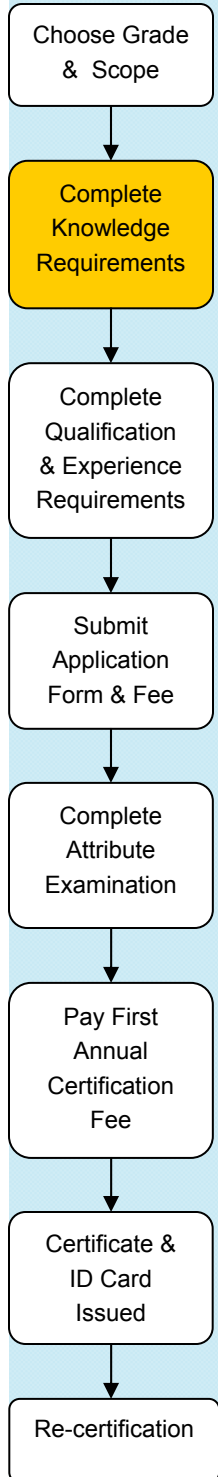
All Management Consultant Grades

Applicants who have not completed the RABQSA-MC and/or RABQSA-OI competency units will be required to provide evidence of **Recognition of Prior Learning (RPL)** or **Recognition of Current Competence (RCC)** to the applicable TPECS competencies . Refer to [Page 9](#).

RABQSA has a matrix for the Competency Units RABQSA MC (Refer to Annex I, [Page 45](#)) and RABQSA OI (Refer to Annex J, [Page 49](#)). The matrix explains the type of knowledge required for each competency and includes a section to be completed by the Applicant. The Applicant shall also provide supplementary documentation as supporting evidence.

Also, for the RABQSA-OI Competency Unit, a copy of a Masters in Business Administration (MBA) degree or equivalent will be accepted as evidence of knowledge.

NOW GO TO QUALIFICATIONS ([Page 10](#))



Qualification Requirements

Associate Management Consultant

Applicants for certification must provide evidence of qualifications defined by RABQSA in the following categories:

Evidence—Education

Applicants shall have completed secondary education or national equivalent.

Evidence—Work Experience

Applicants must provide evidence of at least five years work experience that demonstrates the application of knowledge required to perform effective management consulting for the grade and scope of certification being sought.

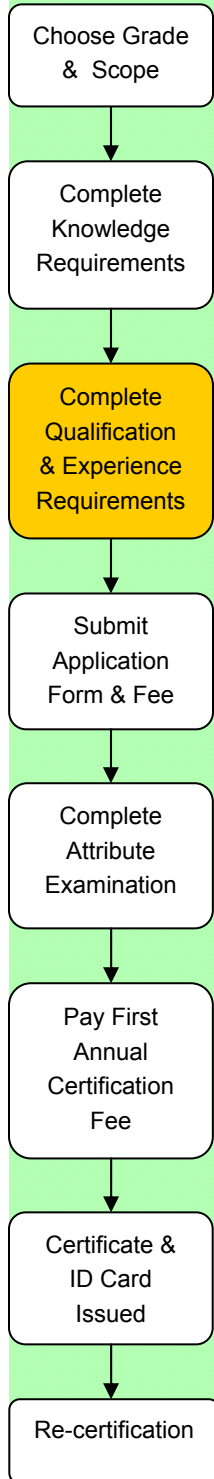
Evidence of work experience must be verifiable and include:

- Employer (including contact details);
- Dates of employment; and
- Roles, responsibilities (job description) and achievements.

Evidence-Scopes

Applicants must demonstrate the additional Qualifications required for each Scope of Certification. Refer to Annex B [Page 23](#).

NOW GO TO SUBMIT APPLICATION FORM AND FEE ([Page 14](#))



Qualification Requirements

Management Consultant

Applicants for certification must provide evidence of qualifications defined by RABQSA in the following categories:

Evidence—Education

Applicants shall have completed secondary education or national equivalent.

Evidence—Work Experience

Applicants must provide evidence of at least five years work experience that demonstrates the application of knowledge required to perform effective management consulting for the grade and scope of certification being sought.

Evidence of work experience must be verifiable and include:

- Employer (including contact details);
- Dates of employment; and
- Roles, responsibilities (job description) and achievements.

Evidence—Consulting Experience

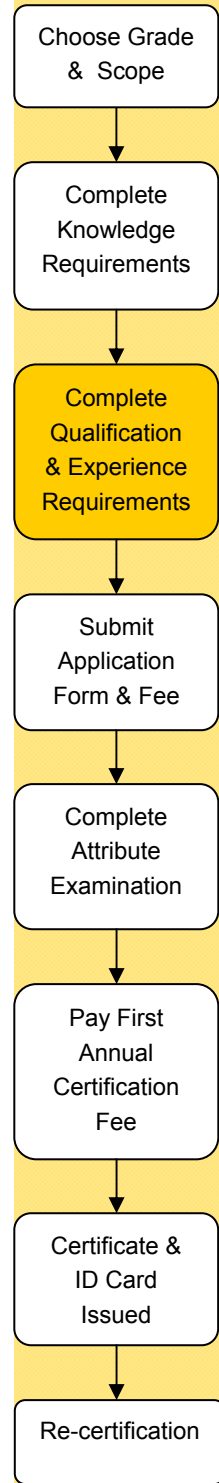
Twenty consulting days within the past 5 years in accordance with the Conditions for Consulting Experience in Annex D [Page 29](#).

Included in the 20 consulting days, an applicant must demonstrate at least four complete Consulting Projects as a member of a consulting team.

Evidence-Scopes

Applicants must demonstrate the additional Qualifications required for each Scope of Certification. Refer to Annex B [Page 23](#).

NOW GO TO SUBMIT APPLICATION FORM AND FEE ([Page 14](#))



Qualification Requirements

Principal Management Consultant

Applicants for certification must provide evidence of qualifications defined by RABQSA in the following categories:

Evidence—Education

Applicants shall have completed secondary education or national equivalent.

Evidence—Work Experience

Applicants must provide evidence of at least five years work experience that demonstrates the application of knowledge required to perform effective management consulting for the grade and scope of certification being sought.

Evidence of work experience must be verifiable and include:

- Employer (including contact details);
- Dates of employment; and
- Roles, responsibilities (job description) and achievements.

Evidence—Consulting Experience

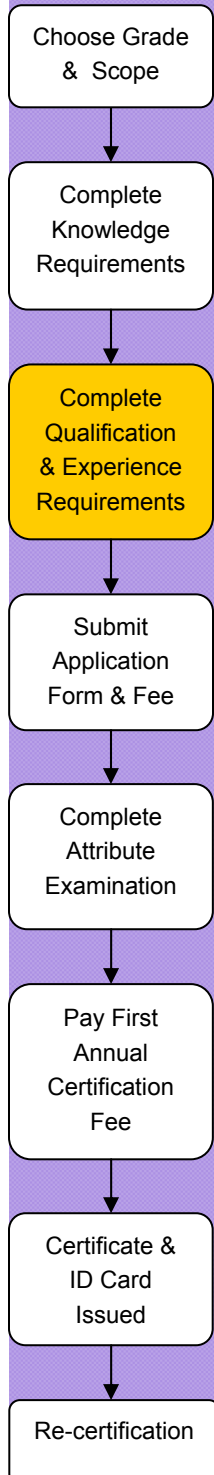
Twenty consulting days within the past 5 years in accordance with the Conditions for Consulting Experience in Annex D [Page 29](#).

Included in the 20 consulting days, an applicant must demonstrate at least four complete Consulting Projects. Two of the complete Projects and a total of at least 10 consulting days must be performed either solo or as the lead of a consulting team.

Evidence-Scopes

Applicants must demonstrate the additional Qualifications required for each Scope of Certification. Refer to Annex B [Page 23](#).

NOW GO TO SUBMIT APPLICATION FORM AND FEE ([Page 13](#))



Qualification Requirements

Lead Management Consultant

Applicants for certification must provide evidence of qualifications defined by RABQSA in the following categories:

Evidence—Education

Applicants shall have completed secondary education or national equivalent.

Evidence—Work Experience

Applicants must provide evidence of at least five years work experience that demonstrates the application of knowledge required to perform effective management consulting for the grade and scope of certification being sought.

Evidence of work experience must be verifiable and include:

- Employer (including contact details);
- Dates of employment; and
- Roles, responsibilities (job description) and achievements.

Evidence—Consulting Experience

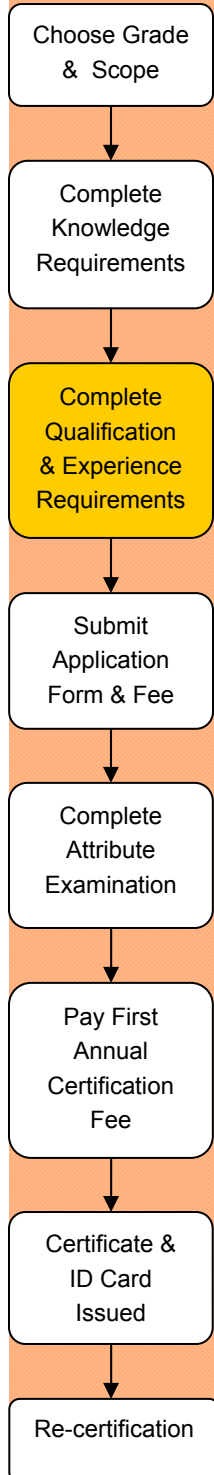
Thirty-five consulting days within the past 5 years in accordance with the Conditions for Consulting Experience in Annex D [Page 29](#).

Included in the 35 consulting days, an applicant must demonstrate at least seven complete Consulting Projects. Three of the complete Projects and a total of at least 15 days must be performed as a Lead Consultant managing a team of at least one other consultant.

Evidence-Scopes

Applicants must demonstrate the additional Qualifications required for each Scope of Certification. Refer to Annex B [Page 23](#).

NOW GO TO SUBMIT APPLICATION FORM AND FEE ([Page 14](#))



Submit Application Form and Fees

To apply for certification, you will need to:

- Complete the Application Form (Example found at Annex H [Page 36](#)), including confirmation to observe the RABQSA Code of Conduct;
- Submit this to RABQSA with the Application Fee and PAAS Master® Fee; and
- Provide evidence of your knowledge, qualifications and consulting experience as defined (refer to previous page for details).

For complete details of Fees, refer to website at www.rabqsa.com/fee_portal.html.

Note:

Payments may be made in US\$, AU\$ or €. All fees are non-refundable and are subject to change. Please refer to the fees listed for each region on the website www.rabqsa.com for details.

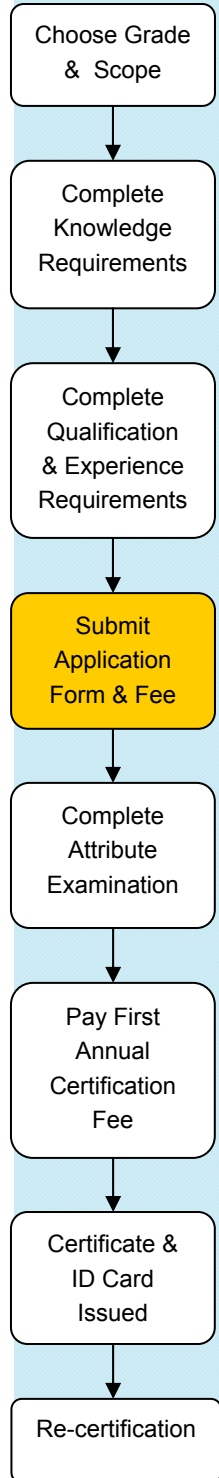
To enable effective evaluation of Applications, RABQSA requires all Applicants to provide verifiable documentary evidence that demonstrates compliance with these certification requirements for the grade of certification being sought.

Applicants must ensure that the information they provide in their Application is accurate and complete, or delays may occur in the processing of their Application.

All Application information must be provided in English. Where translations of documents are provided, these must be independently verified for accuracy.

Applicants who have any special needs related to language and/or disabilities should contact RABQSA for advice.

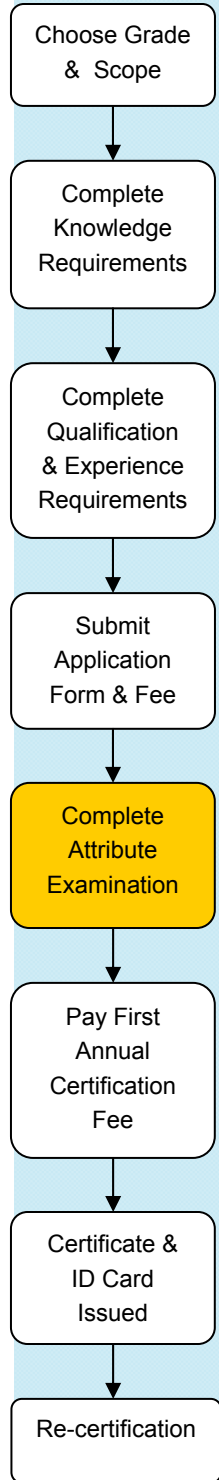
NOW GO TO PERSONAL ATTRIBUTES ([Page 15](#))



Examination of Personal Attributes

Applicants must provide evidence they possess appropriate personal attributes, as shown below.

- **Ethical** – fair, truthful, sincere, honest and discreet;
- **Proactive and organized** – takes the initiative with issues, and is personally organized;
- **Systematic** – shows a balanced affiliation for both tasks and people;
- **Logical** – makes decisions based on facts and reasoned logic;
- **Decisive** – expedites decisions methodically;
- **Observant** – shows the ability to identify both patterns and exceptions in complex situations;
- **Diplomatic** – relates to others and shows tact in appropriate situations;
- **Flexible** – shows a balanced global and detail focus;
- **Process focused** – demonstrates the ability to follow a pre-determined method;
- **People sensitive** – is sensitive to and can identify a person’s emotional state;
- **Adaptable and resourceful** – adapts to, and works with, different types of people in a range of situations and copes with change; and
- **Confident** – demonstrates certainty and competency, and reacts well to a variety of challenges, i.e. demonstrates calm and poise in challenging situations.



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Examination of Personal Attributes (cont)

Applicants are required to demonstrate the defined personal attributes through completion of the e-based *PAAS Master*[®] Examination.

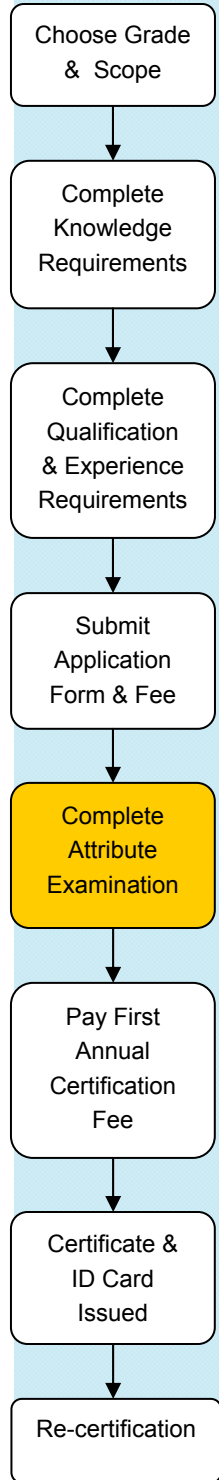
Details to enable the completion of the *PAAS Master*[®] Examination will be provided to each Applicant when RABQSA receives his/her Application.

Personal Attribute (*PAAS Master*[®]) Examination Fees are submitted with the Application Fees for Certification.

If an appropriate *PAAS Master*[®] Examination has been successfully completed within the four years prior to application, a further Examination is not required. Applicants are required to note the details of the Examination on the Application form.

Further information on the *PAAS Master*[®] Examination is available on the RABQSA web site at www.rabqsa.com.

NOW GO TO PAY FIRST ANNUAL CERTIFICATION FEE ([Page 17](#))



Pay First Annual Certification Fee

When all certification requirements have been demonstrated, RABQSA will notify the Applicant that the Application has been approved. An invoice for the First Annual Certification Fee will be provided with this notification.

Details on accepted methods of payment are provided on the invoice.

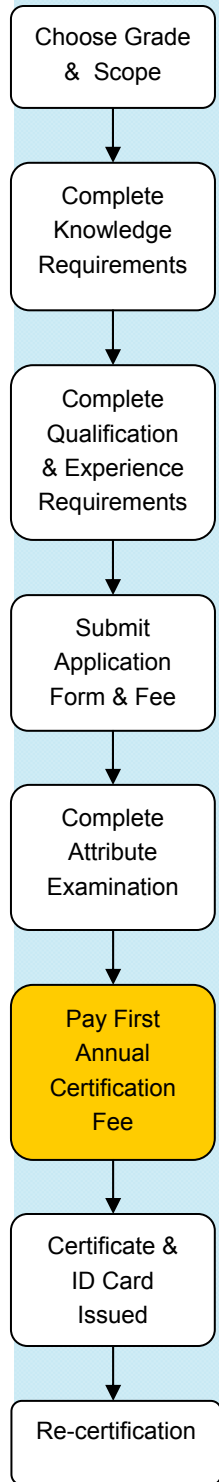
Payment of this invoice must be received by RABQSA before certification is confirmed.

Annual Certification Fees are due each year on the anniversary of initial certification. RABQSA will provide an invoice for the amount due approximately two months prior to the due date.

For complete details of Fees, refer to website at www.rabqsa.com/fee_portal.html.

Note:

Payments may be made in US\$, AU\$ or €. All fees are non-refundable and subject to change. Please refer to the fees listed for each region on the website www.rabqsa.com for details.



NOW GO TO CERTIFICATES AND ID CARDS [\(Page 18\)](#)

Certificates and ID Cards

When payment for the First Annual Certification Fee has been received by RABQSA, a Certificate and ID Card are issued to the Management Consultant.

The Certificate includes the following information:

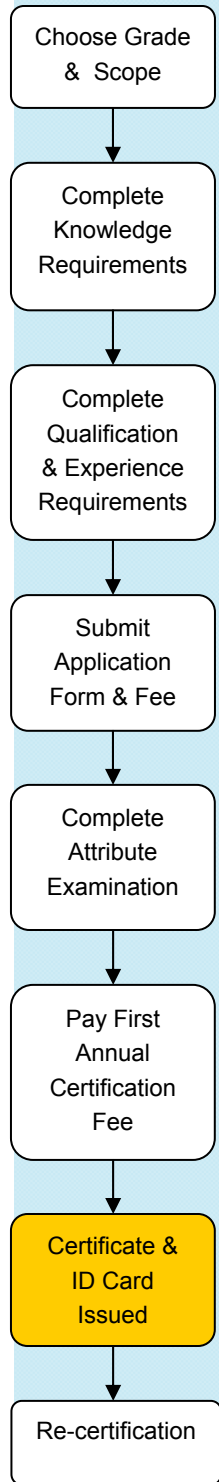
- Certified Consultant’s name;
- RABQSA customer number;
- Type and grade of certification;
- Scope of certification;
- Date certification awarded; and
- Date certification expires.

The ID Card includes the following information:

- Certified Consultant’s name;
- RABQSA customer number;
- Type and grade of certification; and
- Date certification expires.

Certificates and ID Cards remain the property of RABQSA and must be returned if certification is suspended or withdrawn. Certified Persons are required to immediately notify RABQSA if a Certificate or ID Card is lost or stolen.

Updated Certificates and ID Cards will be issued at each re-certification.



NOW GO TO RECERTIFICATION [\(Page 19\)](#)

Re-certification

To maintain certification, all certified management consultants are required to demonstrate continuing compliance with the current certification requirements for the grade of certification awarded. RABQSA will provide reminders with the invoice for Re-certification Fee when the date for re-certification is due and the information required.

Every three years from the date of initial certification and each subsequent re-certification, consultants must demonstrate continuing compliance with the current certification requirements by providing:

- Consulting experience that meets the conditions for consulting experience (See Annex D [Page 29](#)) in accordance with the following:
 - **Associate Consultant:** No consulting experience required.
 - **Consultant:** At least 4 projects that total at least 20 days. At least 2 of these projects must be complete consulting projects.
 - **Principal Consultant:** At least 4 projects that total at least 20 days. At least 2 of these projects must be complete consulting projects. At least 2 of these projects must be performed either solo or as a consultant team leader.
 - **Lead Consultant:** At least 4 projects that total at least 20 days. At least 2 of these projects must be complete consulting projects. At least 2 of these projects must be performed as a consultant team leader.
- Evidence of 45 hours of Continual Professional Development (CPD) activities. CPD logs and guidance are available on the RABQSA web site at www.rabqsa.com, and also in Annex E [Page 30](#).
- Confirmation that the RABQSA Code of Conduct has been adhered to and any complaints against performance have been resolved.

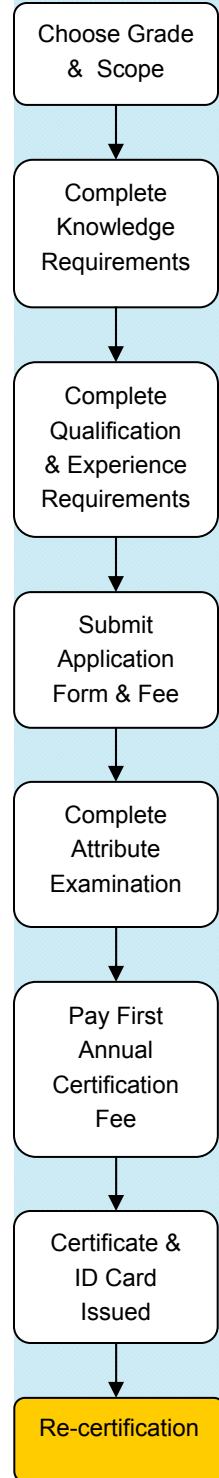
Re-certification Fees

These Fees are payable every 3rd anniversary of initial certification and each subsequent re-certification. The Re-certification Fee includes the Annual Certification Fee. The applicable Fee will be invoiced by RABQSA.

For complete details of Fees, refer to website at www.rabqsa.com/fee_portal.html.

Note:

Payments may be made in US\$, AU\$ or €. All fees are non-refundable and are subject to change. Please refer to the fees listed for each region on the website www.rabqsa.com for details.



NOW GO TO EXPANSION OF CERTIFICATION ([Page 20](#))

Expansion of Certification

Certified Management Consultants can apply to expand their grade and/or scope of certification at any time. To apply for an Expansion of Certification, consultants are required to:

- Complete the Expansion Application Form (available on the RABQSA website www.rabqsa.com);
- Submit this to RABQSA with the Expansion Fee; and
- Provide evidence of the requirements for the Grade and/or Scope sought, as defined in these Certification Requirements.

For complete details of Fees, refer to website at www.rabqsa.com/fee_portal.html.

Note:

Payments may be made in US\$, AU\$ or €. All fees are non-refundable and are subject to change. Please refer to the fees listed for each region on the website www.rabqsa.com for details.

NOW GO TO DEFINITIONS AND ABBREVIATIONS ([Page 21](#))

General Definitions and Abbreviations

For the purpose of RABQSA International, Inc., certification requirements, the definitions given in ISO 19011:2002 'Guidelines for quality and/or environmental management systems auditing' and ISO/IEC 17024:2003 'General requirements for bodies operating certification of persons' apply, in addition to those definitions specific to RABQSA.

Accredited Certification Body: A Certification Body who is accredited by an Accreditation Body who is a member of the International Accreditation Forum Inc. (IAF).

ADWG: Australian Drinking Water Guidelines (National Health & Medical Research Council and Natural Resource Management Ministerial Council, 2004); Chapters 2 & 3 Framework for Management of Drinking Water Quality.

APIQ: Australian Pork Industry Quality Program.

APIQ Requirements: Audit reference that includes APIQ Standards, Management Commitment and HACCP Plan.

Approval: Conducted at the request of a Certification Body (CB) and as such, when individual approval is granted, the CB is notified that the auditor has met requirements. This notification serves as acknowledgement and evidence that the CB may use that auditor for AS9110 audits. Neither the individual nor the CB holds formal credentials with RABQSA.

AS9100 Aerospace Auditor: An Aerospace Auditor, Aerospace Experienced Auditor, or Aerospace Industry Experienced Auditor, certified by RABQSA to this Personnel Certification Scheme.

AS9110 Aerospace Auditor: An Aerospace Auditor, Aerospace Experienced Auditor, or Aerospace Industry Experienced Auditor, certified by RABQSA to this Personnel Certification Scheme.

Assessment: Process taken by an accreditation body to perform the competence of the CAB, based on particular standard(s) and/or other normative documents and for a defined scope of accreditation.

Assessment Team Leader: Person with the competence to lead an assessment team that includes at least one other assessor.

Assessor: Person assigned by an accreditation body to perform, alone or as part of an assessment team, an assessment of a conformity assessment body (CAB).

Audit: Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.

Audit Criteria: Set of policies, procedures or requirements (used as a reference).

Auditor: Person with the competence to conduct an audit.

Continued over page

General Definitions and Abbreviations (cont)

Audit Team Leader: Person with the competence to lead an audit team that includes at least one other auditor.

Bachelors Degree: Post secondary education that includes bachelor and/or higher college or university degree.

BOAS: Bus Operator Accreditation Scheme operated by NSW Ministry of Transport.

BRC: British Retail Consortium.

CAB: Conformity assessment body.

Certification (RABQSA): Conducted at the request of an auditor. When individual certification is granted, it provides the applicant with RABQSA credentials (certificate and ID card), that serve as acknowledgement and evidence that the auditor may conduct audits for a Certification Body or other organizations. In this case, the individual holds credentials with RABQSA as a certified auditor.

Certification Body (CB): An organization that assesses and registers/certifies the quality management system of customer organizations with respect to published quality management system standards and any supplementary documentation required under the system.

Cleaning: The removal of foreign material or unwanted matter from a surface.

Competence: Demonstrated ability to apply knowledge and skills, and demonstrate the required personal attributes.

Complete Consulting Project: A project that has reached its conclusion as defined by the project objectives and/or contract.

Compliance Audit: an audit to confirm implementation of, and ongoing conformance with, an agreed standard or reference criteria.

Consultant: Person with the competence to provide consulting services.

Consulting Project:

Consumer Technical Expert: A person with a disability who is a member of the audit team, engaged for his/her specialist knowledge and abilities.

Disinfection: Physical or chemical removal of miscellaneous micro-organisms from surfaces.

EMS: Environmental Management System

Environmental Auditor: a Provisional Auditor, Auditor, Principal Auditor, Lead Auditor or Business Improvement Auditor, certified by RABQSA to this Personnel Certification Scheme.

Continued over page

General Definitions and Abbreviations (cont)

Expansion: Movement from one certification grade to another and/or addition of certification scopes via demonstration of the competency required for that grade and/or scope.

Examination: Assessment of knowledge and skill competencies, and personal attributes defined for certification under the Scheme.

Food Safety Auditor: A Provisional Auditor, Auditor, Principal Auditor, Lead Auditor or Business Improvement Auditor, certified by RABQSA to this Personnel Certification Scheme.

Freshcare: On-Farm Food Safety Program for Fresh Produce.

FSMS: Food Safety Management System.

HACCP (Hazard Analysis and Critical Control Point): A system that identifies, evaluates and controls hazards that are significant for Food Safety (Reference CODEX Alimentarius Commission Guidelines).

HACCP Plan: A document prepared in accordance with the principles of HACCP to ensure controls of hazards which are significant for food safety in the segment of the food chain under consideration.

HAACP Practitioner: A person qualified to develop, validate and verify HACCP plans.

High Risk Scope: Recognition that an Auditor has demonstrated the competency to conduct audits of defined high risk food business or process.
such as APIQ and Coles Ltd.

High Risk Business/Process: A business producing, packaging or serving food that may contain physical, biological, or chemical food safety hazards and/or could support the formation of toxins or growth of pathogenic micro-organisms. Failure to control these risks will contribute to immediate public health risk and/or immediate health risk for the targeted consumer.

Industry Scope: Recognition that an Auditor has demonstrated the competency to conduct audits for specific industry sectors, such as APIQ and Coles Ltd.

Inspection: Examination of a product design, product, service, process or plant, and determination of their conformity with specific requirements or, on the basis of professional judgment, general requirements.

IRCA: International Register of Certificated Auditors, personnel certification body based in UK.

ISMS auditor: a Provisional Auditor, Auditor, Principal Auditor, Lead Auditor or Business Improvement Auditor, certified by RABQSA to this Personnel Certification Scheme.

Laboratory Assessor: An Associate Assessor, Assessor, or Lead Assessor certified by RABQSA to this Personnel Certification Scheme.

Lead Assessor: Assessor who is given overall responsibility for specified assessment activities.

Continued over page

General Definitions and Abbreviations (cont)

Low Risk Business/Process: A business producing, packaging or serving: food that is unlikely to contain physical, biological, or chemical food safety hazards due to food characteristics or processing; or an intermediate product where the risk is clearly defined (for example, milk from a farm) and is controlled at a later point in the food supply chain.

Management Consultant: An Associate Management Consultant, Management Consultant, Principal Management Consultant or Lead Management Consultant, certified by RABQSA to this Personnel Certification Scheme.

Management Consulting: Provision of advice to ensure that management activities and related outcomes of an organization achieve desired targets.

Market Value: the estimated amount at which property should be sold, on the date of valuation, between a willing seller and a willing buyer, in an arm's-length transaction, after proper marketing, wherein the parties had each acted knowledgeably, prudently and without compulsion.

Medium Risk Business/Process: A business producing, packaging or serving food that may contain physical, biological, or chemical food safety hazards, but will not normally support the growth of pathogenic micro-organisms, or toxin formation, due to food characteristics or processing. Failure to control these risks may contribute to a public health risk.

Off-site activity: The assessment activities that include planning, document review, and preparation of the assessment report, even if these functions are performed on the laboratory premises.

On-site activity: The assessment activities that include the opening and closing meetings and the conformance assessment phase.

OHS Auditor: a Provisional Auditor, Auditor, Principal Auditor, Lead Auditor or Business Improvement Auditor, certified by RABQSA to this Personnel Certification Scheme.

OHSMS: Occupational Health & Safety Management System.

Primary Education: Education completed prior to secondary education (high school), e.g., middle school.

QMS: Quality Management System

QMS Auditor: A Provisional Auditor, Auditor, Principal Auditor, Lead Auditor or Business Improvement Auditor, certified by RABQSA to this Personnel Certification Scheme.

Qualification: Demonstration of education, training and/or work experience.

RABQSA Certified Coles Skill Examiner: A person approved by Coles and certified by RABQSA as competent to conduct an examination of RABQSA-defined skill competency for applicants.

Continued over page

General Definitions and Abbreviations (cont)

RABQSA Certified NFSA Skill Examiner: A person certified by RABQSA as competent to conduct an examination of RABQSA-defined skill competency for NFSA Applicants.

RABQSA-Certified Skill Examiner: A person certified by RABQSA as competent to conduct an examination of RABQSA-defined skill competency for Applicants.

Relevant Laboratory Experience: Work Experience in the specified field of Testing/Calibration for scopes of certification.

RABQSA-Certified Skill Examiner: A person certified by RABQSA as competent to conduct an examination of RABQSA-defined skill competency for Applicants.

RABQSA Scheme Examiner: Employee of RABQSA with responsibility for management of designated Schemes and evaluation of Applications.

Recognition of Current Competency (RCC): Acknowledgement by RABQSA of competency currently held by a person, acquired through qualifications, and/or work or life experiences.

Recognition of Prior Learning (RPL); Acknowledgement by RABQSA of knowledge acquired by a person, acquired through qualifications and/or training.

Reduction: Movement to a lower grade or removal of scope of certification.

Registration Management Committee (RMC): An Industry group charged with the oversight and management of the AQMS certification program and supporting processes, systems and documentation for the Americas sector.

Relevant Laboratory Experience: Work Experience in the specified field of Testing/Calibration for scopes of certification.

Responsible Care® Auditor: An Auditor or Lead Auditor certified by RABQSA to this Personnel Certification Scheme.

Scheme Committee (SC): Committee established by RABQSA with responsibility for the development and maintenance of personnel certification Schemes offered by RABQSA International, Inc. The SC shall fairly and equitably represent the interests of all parties significantly concerned with the certification Schemes, including the consideration of public interest.

Scope: Recognition that an Auditor has demonstrated the qualifications to conduct audits of a defined ISO Standard or Industry Sector.

Scope (High Risk): Recognition that an Auditor has demonstrated the competency to conduct audits of defined high risk food business or process.

SQF: Safe Quality Food Institute.

Continued over page

General Definitions and Abbreviations (cont)

Sub-Scheme Committee (SSC): Committee established by RABQSA with responsibility for the development and maintenance of a specific personnel certification Scheme, offered by RABQSA International. The SSC shall fairly and equitably represent the interests of all parties significantly concerned with the certification Scheme, including the consideration of public interest.

Tertiary Education: post secondary education that may include trade school, associate, bachelor and/or higher college or university degree.

TCC: Training Course Certification, offered by RABQSA.

TPECS: Training Provider and Examiner Certification Scheme, offered by RABQSA.

Valuation: the procedure of definition of market value for the subject of Value according to standards such as the International Valuation Standards Committee IVSC and of the European Group of Valuers' Associations TEGoVA standards.

Valuer: person who can demonstrate the following attributes:

- a. appropriate education, work experience and ability to show that he maintains and enriches his professional knowledge within relevant continuous training courses,
- b. sufficient knowledge of local conditions and experience in valuing of fixed or current assets in the location and category of the asset or has disclosed his insufficiency to the client before accepting the assignment and has obtained assistance from competent and knowledgeable person (s) and,
- c. meets all legal, regulatory, ethical and contractual requirements which are related to the assignment.

End of Annex A

Choosing Your Certification Scope

SCOPE OF CERTIFICATION

SCOPE	ADDITIONAL KNOWLEDGE	ADDITIONAL WORK EXPERIENCE	ADDITIONAL CONSULTING EXPERIENCE
1. Quality	RABQSA-AU, RABQSA-QM	4 years QMS consulting and/or implementation	4 QMS consulting projects with 20 on-site days
2. Environmental	RABQSA-AU, RABQSA-EM	4 years Environmental consulting and/or implementation	4 environmental consulting projects with 20 on-site days
3. Occupational Health and Safety	RABQSA-AU, RABQSA-OH	4 years OHS consulting and/or implementation	4 OHS consulting projects with 20 on-site days
4. Food Safety	RABQSA-AU, RABQSA-FS	4 years Food Safety consulting and/or implementation	4 Food Safety consulting projects with 20 on-site days
5. Information Security	RABQSA-AU, RABQSA-IS	4 years Information Security consulting and/or implementation	4 Information Security consulting projects with 20 on-site days

The decision on which Scopes are appropriate will be dependent on each applicant's demonstration of the requirements defined for each Scope. It is possible for an applicant to be awarded more than one Scope.

Information on the Knowledge requirements is found on the following pages.

Continued over page

Choosing Your Certification Scope (cont)

Applicants for all scopes of Management Consultant certification must provide evidence of knowledge competency as defined by RABQSA in the following TPECS Competency Units.

Management System Auditing (RABQSA-AU)

- Understand the application of the principles, procedures and techniques of auditing.
- Understand the conduct of an effective audit in the context of the auditee's organizational situation.
- Understand the application of the regulations, and other considerations that are relevant to the management system, and the conduct of the audit.
- Practice personal attributes necessary for the effective and efficient conduct of a management system audit.

And at least one of the following

Auditing Quality Management Systems (RABQSA-QM)

- Understand the application of Quality Management Principles in the context of ISO 9001:2000.
- Relate the quality management system to the organizational products, including services, and operational processes.

and/or

Auditing Environmental Management Systems (RABQSA-EM)

- Understand the application of Environment Management Principles in the context of ISO 14001:2004.
- Understand the application of environmental science and technology.
- Understand the application of environmental systems to different operational processes.
- Assess the risk of significant environmental impacts and activities identified in the context of the organization's EMS management system.
- Assess the effectiveness of methodologies to control environmental hazards.
- Assess the EMS roles and responsibilities within the context of the organizational environment.
- Determine the adequacy and effectiveness of the EMS.

Continued over page

Choosing Your Certification Scope (cont)

and/or

Auditing Food Safety Management Systems (RABQSA-FS)

- Identify food safety hazards that are reasonably expected to occur for the food type and industry.
- Assess the risk of identified hazards in the context of the organization's food safety management system.
- Assess the effectiveness of methodologies to control food safety hazards.
- Identify all integrated schemes and procedures used by the organization to achieve food safety objectives.
- Determine the adequacy and effectiveness of a food safety scheme.
- Understand the application of HACCP theory and principles to individual food business.
- Understand the application of food safety management systems as it relates to ISO 22000:2005.

and/or

Auditing Occupational Health and Safety Management Systems (RABQSA-OH)

- Understand OHS laws, principles, codes of practice, and Standards.
- Identify OHS hazards that are reasonably expected to occur for that business type or industry.
- Assess the risk of identified hazards in the context of the organization's OHS management system.
- Assess the effectiveness of methodologies to control OHS hazards.
- Assess the OHS roles and responsibilities within the context of the organizational environment.
- Determine the adequacy and effectiveness of an OHS management system.

and/or

Information Security Management Systems (RABQSA-IS)

- Understand the application of an Information Security Management System In the context of ISO27001:2005.
- Understand the relationship of the ISMS, including risk assessment and controls, to information assets belonging to the organization, its customers, and partners.

Continued over page

Choosing Your Certification Scope (cont)

Evidence—Knowledge

A Certificate/s of Attainment for the above from an RABQSA-Certified Training Provider, issued within the three years prior to application, is required.

If your Certificate does not meet the above requirements, you may be eligible to complete a 'Gap' Examination. Please refer to Annex C [Page 27](#) for more details.

The RABQSA register of Certified Training Providers is available at www.rabqsa.com.

Evidence—Work Experience

Applicants must provide evidence of at least four years work experience that demonstrates the application of knowledge required to perform effective management consulting for the scope of certification being sought.

Evidence of work experience must be verifiable and include:

- Employer (including contact details);
- Dates of employment; and
- Roles, responsibilities (job description) and achievements.

Evidence—Consulting Experience

Twenty scope-specific consulting days within the past 5 years in accordance with the Conditions for Consulting Experience in Annex D [Page 29](#).

End of Annex B

RABQSA E-Based Examinations

E-based Examinations

E-Based examinations are accessed through the RABQSA website, www.rabqsa.com. A high speed internet connection is recommended.

E-based Examinations confirm the applicant's knowledge-based competency through Gap Examinations.

Gap Examinations

A Certificate/s of Attainment for the competency units as defined in the knowledge requirements (page 8) from an RABQSA-Certified Training Provider, issued within the three years prior to application, is required.

The purpose of the Gap Examination is to bridge the 'Gap' when the Certificate of Attainment is:

- Older than three years;
- Where training was provided by a RABQSA-Certified Training Course Certification (TCC) Training Provider; or
- Where training is certified by an approval body recognized by RABQSA (e.g., IRCA, IEMA).

There are currently gap examinations for the following competency units:

- RABQSA-EM
- RABQSA-FS
- RABQSA-OH
- RABQSA-QM

For information on determining equivalency of the RABQSA-IS competency unit, please contact the Management Consultant Scheme Examiner.

Continued over page

RABQSA E-Based Examinations (cont)

Completing E-based Examinations

Applicants who are required to complete RABQSA E-based Examinations are to submit the Application Form and pay the appropriate Application Fee. For complete details of your region's fees please refer to the RABQSA website www.rabqsa.com/fee_portal.html.

Upon RABQSA receiving the Application Form and payment of the appropriate Fee RABQSA will issue a User ID and Password via email. The applicant is to access and complete the appropriate E-based Examination via the RABQSA website www.rabqsa.com.

Examination Results

RABQSA will provide examination results via email. Applicants who achieve a 100% correct result will be issued a Certificate of Attainment (E-certificate) via email.

Applicants who achieve greater than 80% but less than a 100% correct result will be sent the questions answered incorrectly via email. Applicants will have 48 hours from the time of opening the email to provide the correct answers to RABQSA.

Applicants who achieve less than a 80% correct result will be sent another User ID and Password to retake the examination. Applicants who require a third User ID and Password will be required to pay the E-based Examination Fee. For details of your region's E-based Examination Fee please refer to the RABQSA website www.rabqsa.com/fee_portal.html. RABQSA will recommend to Applicants who achieve less than 80% correct after three attempts to seek additional training or, at RABQSA's discretion to retake the examination. Additional training may be sourced from RABQSA certified Training Providers. RABQSA certified Training Providers contact information may be found on the RABQSA website www.rabqsa.com.

End of Annex C

Conditions for Consulting Experience

Only eligible consulting experience completed in the five years prior to initial application is considered. For recertification, only eligible consulting experience completed in the three years prior to application is considered.

Only independent consulting projects satisfy the consulting experience requirements. The consultant shall be independent from the client organization.

Consulting Projects should be recorded in on-site days, not man days. On-site activity shall not be less than six hours per day.

Applicants may be required to submit evidence of relevant projects. This evidence shall include the Manual and principal procedures designed by the applicant.

RABQSA may verify Consulting Projects through the client organizations.

The RABQSA Consulting Log is available on the RABQSA web site at www.rabqsa.com. Alternative Logs may be accepted if they provide all information required on the RABQSA Consulting Log.

End of Annex D

Continuing Professional Development

All certified consultants are required to provide evidence of Continuing Professional Development (CPD) upon re-certification. All consultants are required to undertake at least 45 hours of appropriate CPD every three years.

In the selection of appropriate professional development, consultants need to consider their personal strengths and weaknesses and identify areas for personal improvement. Professional development activities undertaken should be related to the field of work undertaken by the consultant. All professional development activities should be new knowledge and skills for each consultant.

The RABQSA CPD Log is available on the RABQSA web site at www.rabqsa.com. Alternative CPD logs may be accepted if they provide all information required on the RABQSA CPD Log.

The CPD log should show the duration and type of activity undertaken and details of the provider. The following are examples of acceptable CPD activities:

- Participation in formal/short courses;
- Participation in in-house courses/workshops;
- Attendance at conferences, seminars and workshops;
- Attendance at Professional Body/Association meetings;
- Participation in relevant committees and working groups;
- Delivery of publicly presented papers;
- Preparation of published articles;
- Presenting a training course (only one time per re-certification period can be considered); and
- Developing new training course material.

End of Annex E

Terms and Conditions

RABQSA has defined Terms and Conditions for certification, as shown in this Annex.

Code of Conduct

All certified consultants have an obligation to improve the standing of their profession by observing the RABQSA Code of Conduct (Code). Compliance with the Code is a condition of certification and all Applicants are required to sign their agreement to comply with the Code at time of application for certification. All certified consultants are required to confirm that they have complied with the Code at each period of surveillance and re-certification.

RABQSA Code of Conduct

- I will act professionally, accurately and in an unbiased manner.
- I will strive to increase the competency and prestige of my profession.
- I will assist those in my employ or under my supervision in developing their professional competency.
- I will not undertake any assignments that I am not competent to perform.
- I will not represent conflicting or competing interests and will disclose to any client or employer any relationships that may influence my judgment.
- I will not discuss or disclose any information relating to any assignment unless required by law or authorized in writing by the client and/or my employing organization.
- I will not accept any inducement, commission, gift or any other benefit from client organizations, their employees or any interested party or knowingly allow colleagues to do so.
- I will not intentionally communicate false or misleading information that may compromise the integrity of any assignment or the personnel certification process.
- I will not act in any way that would prejudice the reputation of RABQSA or the personnel certification process and will cooperate fully with an enquiry in the event of any alleged breach of this code.

Continued over page

Terms and Conditions (cont)

Reduction of Certification

Certified persons can reduce their certification at any time by notification in writing to the RABQSA Management Consultant Scheme Examiner.

A reduction in certification may also be advised to an Applicant by the RABQSA Scheme Examiner after evaluation of the Application. Acceptance of a reduction of certification must be provided in writing. RABQSA does not refund fees to any certified persons when reducing certification.

Suspension

RABQSA reserves the right to suspend certification as a result of investigations into the conduct or performance of certified persons. Refer to Complaints for further details. RABQSA does not refund fees to any certified persons when suspending certification.

Withdrawal

RABQSA reserves the right to withdraw certification as a result of investigations into the conduct or performance of certified persons. Refer to Complaints for further details.

Certified persons may withdraw their certification at any time by notification in writing to the RABQSA Management Consultant Scheme Examiner.

RABQSA remains the sole owner of any Certificates and ID Cards issued to certified consultants. In the event of withdrawal of certification, the Certificate and ID Card issued must be returned to RABQSA. RABQSA does not refund fees to any certified consultant when withdrawing certification.

Complaints

Against Consultants

Complaints against the actions or conduct of a certified consultant will be reviewed and investigated by RABQSA using documented procedures. A valid substantiated complaint may result in withdrawal of certification.

Against RABQSA

Complaints against RABQSA must be submitted in writing to RABQSA via the website, www.rabqsa.com. Each complaint will be reviewed, investigated, and resolved in a timely manner through a formal documented process. In appropriate circumstances, the RABQSA Scheme Committee will investigate complaints against RABQSA.

Continued over page

Terms and Conditions (cont)

Appeals

An appeal against adverse certification decisions or withdrawal of certification must be submitted in writing. The written appeal will be reviewed, investigated, and resolved in a timely manner through a formal documented process.

Appeals may be made on the following decisions:

- Refusal to grant initial certification;
- Refusal to grant continuation of certification;
- Refusal to grant an expansion of grade of certification;
- Reduction in certification grade;
- Withdrawal; or
- Suspension.

All appeals shall be submitted in writing to RABQSA via the website, www.rabqsa.com. The Applicant is required to submit their appeal to RABQSA no later than 30 days after notification of the decision. The appeal should include appropriate substantiation for the appellant's position and it shall contain any additional or updated information.

Certification Information

For information on RABQSA's:

- Certification processes;
- Applicants' rights and responsibilities;
- Complaints and appeals process;
- Conditions of use for Certificates, ID Cards and RABQSA logo; and
- Privacy

Please contact RABQSA via the website www.rabqsa.com or email info@rabqsa.com.

End of Annex F

Fee Schedule

Effective 1st May 2008

All fees paid to RABQSA are non-refundable and subject to change.

Payments may be made in US\$, AU\$ or €

For complete details of Fees, refer to website at www.rabqsa.com/fee_portal.html.

APPLICATION FEES

Provides for the receipt and desk audit of the application (Administration Fee) and conduct of the Personal Attributes Examination (Personal Attributes Examination (PAAS Master®) Fee).

These fees must accompany all applications.

- Administration Fee; and
- Personal Attributes Examination (PAAS Master®) Fee.

CERTIFICATION AND ANNUAL FEES

Provides for the Certificate and ID Card (First Annual Certification Fee), inclusion on the RABQSA Certified Personnel Register (available to the public through the RABQSA website) and ongoing certification (Annual Fee).

The First Annual Certification Fee is payable AFTER your Application has been approved.

Do not submit this Fee with your Application. Annual Certification Fees are payable annually on the anniversary of the certification and will be invoiced by RABQSA.

RE-CERTIFICATION FEES

Provides for Annual Fee, administration costs, ongoing certification, re-issue of the Certificate and ID Card, and inclusion on the RABQSA Certified Personnel Register.

The Re-Certification Fee is payable every second anniversary of initial certification and re-certification and includes the Annual Certification Fee. The applicable Fee will be invoiced by RABQSA.

EXPANSION FEE

Provides for the receipt and desk audit of the Application, issue of updated Certificate and ID Card and update on the RABQSA Certified Personnel Register.

The Expansion Fee is payable when applying for an expansion of grade or scope in currently held certification.

Continued over page

Certification Fee Schedule (cont)

PAYMENT OPTIONS

Please see the website for your Principal Office's contact details.

Payment options include:

- **Credit card Payment on Line:** Credit Card payments may be made in US\$, AU\$ or € via the RABQSA website www.rabqsa.com [Pay Online](#) section.
- **Credit card Payments by Fax:** Please fax your credit card payment form to the fax number listed for your Principal Office.
- **Payment by Telephone:** You can pay your account over the phone using your credit card. Please call your Principal Office during normal business hours Monday to Friday.
- **Payment by Check:** Send Check payable RABQSA to the address listed on the RABQSA website www.rabqsa.com for your Principal Office.

Note:

All fees are non-refundable and subject to change. Please refer to the fees listed for each region on the website www.rabqsa.com for details.

End of Annex G

EXAMPLE

Annex H

MANAGEMENT CONSULTANT CERTIFICATION APPLICATION

RABQSA International Commercial-In-Confidence when completed.

When completing this Application please ensure that all sections are completed and that all requested information is provided.

SECTION 1 – PERSONAL DETAILS

Family Name:.....*Consultant*.....Prefix/Title:.....*Mr*.....

Given Name(s):*David Good*.....

Name for Certificate:*David Good Consultant*.....

This should be your name as you wish it to appear on all published materials (e.g. David G Consultant).

Organization:*Citywide Company*.....

Position:.....*Quality Manager*.....

Please provide both business and home contact details and **select** the relevant box to indicate which is the preferred contact point for RABQSA communications. Please include area codes in phone and fax numbers.

Business Address

Address details:

PO Box 1234

Cityville

State: *WI*.....Postcode: ...*30010*

Phone: *888-722-2440* Fax:..*414-765-8661*

Mobile:..*414-272-3937*.....

Email:..*davidgconsultant@citywide.com*...

Home Address

Address details:

29 Home St

Homeville

State: *WI*.....Postcode: ...*30919*

Phone: *414-555-1212* Fax:

Mobile:..*414-272-3937*.....

Email:..*davidga@yahoo.com*

Applications must include an e-mail address.

Applications should be forwarded to your local Principal RABQSA Office.

Please see the website for your Principal Office's contact details.

Continued over page

EXAMPLE

SECTION 2 – GRADE OF CERTIFICATION

Please select the grade of certification requested:

- Associate Management Consultant
- Management Consultant
- Principal Management Consultant
- Lead Management Consultant

SECTION 3 – SCOPE OF CERTIFICATION

Please select the scope(s) of certification requested, as applicable:

- Quality
- Environmental
- Occupational Health and Safety
- Food Safety
- Information Security

SECTION 4 – GENERAL REQUIREMENTS FOR CERTIFICATION

- Application Fee
- Copy of Certificate/s of Attainment /Successful Completion confirming required knowledge-based competency for Grade and Scope certification sought. (Refer to each section for details)
- Details of qualifications.
- Copy of Certificates of Attainment and/or details of experience confirming required competency for each Scope sought.
- Consulting experience, documented on RABQSA Consulting Logs.

ESSENTIAL INFORMATION FOR APPLICANTS FOR CERTIFICATION

Applicants should review the Certification Requirements for the grade and scope of Management Consultant certification sought and ensure that the information submitted demonstrates all these requirements.

Applicants who may have any special needs (e.g., language) should contact RABQSA for advice.

Applications must be submitted in English, unless otherwise agreed with RABQSA. Where translations of documents are provided, these must be independently verified for accuracy.

Please ensure that all materials are complete and accurate prior to submittal. Applications without all the required information will experience delays in processing while RABQSA seeks the additional information required.

Continued over page

EXAMPLE

SECTION 5 – DECLARATION

Please select the boxes as appropriate to confirm your understanding and agreement to the Terms and Conditions below:

- I hereby apply for Management Consultant Certification with RABQSA International.
- I agree to the publication of my name, contact and certification details in the RABQSA Register of Certified Personnel. (select only if applicable).
- I request that I be shown on the Register of Certified Personnel as able to undertake contract audit work (select only if applicable).
- I agree to comply with the requirements of certification as detailed in the Management Consultant Certification requirements.
- I agree to supply any further information needed for the evaluation of my Application
- All information provided in this Application is correct to the best of my knowledge.
- Any complaints regarding my performance are formally dealt with in a manner to prevent recurrence.
- I authorize RABQSA to seek information from any parties noted in this Application and supporting documents.
- I will observe the RABQSA Code of Conduct and confirm that I will:
 - Act professionally, accurately and in an unbiased manner.
 - Strive to increase the competency and prestige of my profession.
 - Assist those in my employ or under my supervision in developing their professional competency.
 - Not undertake any assignments that I am not competent to perform.
 - Not represent conflicting or competing interests and will disclose to any client or employer any relationships that may influence my judgment.
 - Not discuss or disclose any information relating to any assignment unless required by law or authorized in writing by the client and/or my employing organization.
 - Not accept any inducement, commission, gift or any other benefit from client organizations, their employees or any interested party or knowingly allow colleagues to do so.
 - Not intentionally communicate false or misleading information that may compromise the integrity of any assignment or the personnel certification process.
 - Not act in any way that would prejudice the reputation of RABQSA or the personnel certification process and will cooperate fully with an enquiry in the event of any alleged breach of this code.

Name: David Good Consultant

Signature: *D. G. Consultant*

Date: 30 May 2008

Continued over page

EXAMPLE

SECTION 6 - PAYMENT DETAILS

Please refer to the Certification Fee Schedule www.rabqsa.com/fee_portal.html for details of Application Fees.

I enclose my Check Credit card for the amount of __\$100.00_ in USD AUD Euro

Please be sure to select the correct method of payment and the correct currency.

Credit Card Type: (please select) VISA M/CARD B/CARD AMEX

Card Number: 1234 / 5678 / 9123 / 4567

Expiry Date: 01/10

Card Holder Name: D.G. Consultant

End of Application Form

End of Annex H

Consulting to Management (RABQSA-MC)

Equivalency Matrix

Annex I

Competency: Respond to a request for an Expression of Interest (EOI).

Performance Criteria	Applicant Experience/Evidence	<i>RABQSA Use Only Verification/remarks</i>
<p>The following key requirements of a business plan are established:</p> <ul style="list-style-type: none"> • Description of the organization requiring the EOI • Timeframe for submission • Service • Service(s), Deliverables and/or Outcomes to be Provided • Consultant's competence to provide the service(s) <p>Format of the submission: formal document</p>		

Competency: Tender for organization.

Performance Criteria	Applicant Experience/Evidence	<i>RABQSA Use Only Verification/remarks</i>
<p>The following key requirements for a tender are established:</p> <ul style="list-style-type: none"> • Description of the organization requiring the Tender • Timeframe for submission • Format of the submission: formal document • Service(s) to be provided • Specification for each service • Timeframe(s) • Fee for service structure • Contractual obligations • Liaison and coordination <p>Format of the submission: formal document</p>		

Continued over page

Consulting to Management (RABQSA-MC) Annex I

Equivalency Matrix (cont)

Competency: Communicate with senior management (Advanced).

Performance Criteria	Applicant Experience/ Evidence	RABQSA Use Only Verification/remarks
Prepare a Tender for business for the delivery of consulting services, utilizing an appropriate medium i.e., Microsoft PowerPoint or similar. The Tender presentation should include the following key considerations: <ul style="list-style-type: none"> • Assumptions/background • Objectives and KPOs • Supporting strategies • Timeframe(s) • Coordination and administration • Fee for service Format of the submission: formal document		
Prepare and deliver to senior management, a Tender for business for the delivery of consulting services, utilizing an appropriate medium i.e., Microsoft PowerPoint or similar. Format of the submission: formal document		

Competency: Deliver the service to specifications

Performance Criteria	Applicant Experience/Evidence	RABQSA Use Only Verification/remarks
Prepare a written project plan that will describe the outcome/deliverables of the service to be provided and how the service(s) will be measured. The following key requirements for a project plan are established: <ul style="list-style-type: none"> • Targeted at middle management • Service objective/outcomes or deliverables 		

Continued over page

Consulting to Management (RABQSA-MC) Annex I

Equivalency Matrix (cont)

Competency: Deliver the service to specifications (continued).

Performance Criteria	Applicant Experience/Evidence	<i>RABQSA Use Only</i> Verification/remarks
<ul style="list-style-type: none"> • Supporting service delivery strategy for each objective • Timeframe and phasing of service • KPO or KPI established for each objective <p>Format of the submission: formal document</p>		

Competency: Overcome resistance to change.

Performance Criteria	Applicant Experience/Evidence	<i>RABQSA Use Only</i> Verification/remarks
<p>Prepare a plan of action that will address the need for change and the actions required to manage/resolve resistance from stakeholders.</p> <p>The following key requirements for the plan are established:</p> <ul style="list-style-type: none"> • Business environment • Targeted at the clients' stakeholders (principle people effected by the change) • Requirement to change an entrenched work practice (skill/knowledge based) • Potential consequences if organizational improvement does not occur in accordance with plan • Verbal briefing to client's stakeholders <p>Format of the submission: formal document</p>		

Continued over page

Consulting to Management (RABQSA-MC) Annex I

Equivalency Matrix (cont)

Competency: Manage client relationships.

Performance Criteria	Applicant Experience/Evidence	<i>RABQSA Use Only Verification/remarks</i>
<p>Establish a communication file containing contact details and other data necessary to maintain and manage a client(s) relationship.</p> <p>The following database requirements for a communication file are established:</p> <ul style="list-style-type: none"> • Consultant stationery • Data management methodology • Client particulars • Service details and costing for each client • Method for retrieval and use <p>Format of the submission: formal document</p>		

End of RABQSA MC Matrix

End of Annex I

Advising on Organizational Improvement and Risk Management (RABQSA-OI)

Annex J

Equivalency Matrix

Competency: Write a business plan

Performance Criteria	Applicant Experience/ Evidence	RABQSA Use Only Verification/remarks
<p>The following key requirements of a business plan are established:</p> <ul style="list-style-type: none"> • Timeframe • Vision and mission statements • Management and financial objectives • Supporting strategies • Coordination and administration • Financial plan (budget) • Risk management plan • Marketing Plan <p>Format of the submission: formal document</p>		

Competency: Interpret financial statements.

Performance Criteria	Applicant Experience/ Evidence	RABQSA Use Only Verification/remarks
<p>The following financial documents are identified and interpreted:</p> <ul style="list-style-type: none"> • P&L statement • Balance Sheet • Cash Flow statement <p>Format of the submission: formal document</p>		

Competency: Write a risk management plan.

Performance Criteria	Applicant Experience/ Evidence	RABQSA Use Only Verification/remarks
<p>The following key requirements for a risk management plan are established:</p> <ul style="list-style-type: none"> • Timeframe • Identified risks 		

Continued over page

Advising on Organizational Improvement and Risk Management (RABQSA-OI)

Annex J

Equivalency Matrix (cont)

Competency: Write a risk management plan (continued).

Performance Criteria	Applicant Experience/ Evidence	<i>RABQSA Use Only</i> <i>Verification/remarks</i>
<ul style="list-style-type: none"> • Supporting risk management strategies • Risk management objectives • Coordination and administration • Financial plan (budget) • Risk audit plan <p>Format of the submission: formal document</p>		

Competency: Determine Human Resources (HR) best practice.

Performance Criteria	Applicant Experience/ Evidence	<i>RABQSA Use Only</i> <i>Verification/remarks</i>
<p>The following key requirements of a business plan are established:</p> <ul style="list-style-type: none"> • Timeframe • Identify personnel position, descriptions, recruitment, training and development needs • HR objectives • Supporting HR strategies • Coordination and administration • Financial plan (budget) • HR audit plan <p>Format of the submission: formal document</p>		

End of RABQSA OI Matrix

End of Annex J

Summary of Certification Requirements

Please note that this table is a **SUMMARY ONLY** of certification requirements. Applicants **MUST** refer to the details provided in the Certification Requirements.

Certification Requirements	Associate Management Consultant	Management Consultant	Principal Management Consultant	Lead Management Consultant
Knowledge competency (page 9)	RABQSA-MC RABQSA-OI	RABQSA-MC RABQSA-OI	RABQSA-MC RABQSA-OI	RABQSA-MC RABQSA-OI
Education (page 10)	Secondary Education	Secondary Education	Secondary Education	Secondary Education
Personal Attributes (page 14)	PAAS® Master	PAAS® Master	PAAS® Master	PAAS® Master
Work Experience (page 10)	5 years Work Experience	5 years Work Experience	5 years Work Experience	5 years Work Experience
Consulting Experience (page 11)	NA	20 consulting days; 4 complete projects	20 consulting days; 4 complete projects; 10 consulting days and 2 complete projects as a solo consultant	35 consulting days; 7 complete projects; 15 consulting days and 3 complete projects as an audit team leader

OVERVIEW — TPECS KNOWLEDGE MODULES

RABQSA-MC: *Consulting to management*

RABQSA-OI: *Advising on business improvement and risk management*

RABQSA-AU: *Management System Auditing*

RABQSA-QM: *Auditing Quality Management Systems*

RABQSA-EM: *Auditing Environmental Management Systems*

RABQSA-FS: *Auditing Food Safety Management Systems*

RABQSA-OH: *Auditing Occupational Health and Safety Management Systems*

RABQSA-IS: *Information Security Management Systems*

End of Certification Requirements.