



CIAMC

Chartered Institute of Administrators & Management
Consultants ~ Ghana

CONCEPT PAPER ON THE FAST-TRACK INTENSIVE PROFESSIONAL CERTIFICATION PROGRAMME

Introduction

The job of administration and management consultancy has become more sophisticated because of the ever-growing complexity of modern business and client needs. The pressures facing public and private sector organizations are intense and multifaceted. Capital markets, consumers, boards of directors, and shareholder / voting masses, all demand excellent administration of Institutions. Excellence comes from meeting standards. And one can only excel if he or she possess the requisite skills for executing a particular task. Professions, according to Evetts, Mieg, & Felt, (2006), are relatively autonomous occupational groups that claim jurisdiction over a certain class of tasks. Examples are doctors, lawyers, accountants, administrators, or consultants. Generally speaking, professions are instances of “social closure” Furthermore, Professions monopolize the definition of performance criteria for tasks within their scope of jurisdiction.

The medical profession monopolizes the definition of what a good medical therapy is. Administration is a discipline and the practice must not be underrated. Administration is the hub of every Institution, and contemporary executive administration practice must be guided by the tenets of the profession. Since a profession is an occupation that requires specialist academic and practical training, it demands therefore that executive administrators possess high level professional qualification with, the requisite strategic knowledge, skill and expertise that will enable them to formulate and execute effective and efficient corporate strategies. This will enable them cope with their daily managerial functions of problem-solving, irrespective of how complex the situation is.

Mistaken notions

Often times administration is seen as a line management level function, with administrators coordinating and creating conducive environments for other departments to perform. Administrators are considered implementers of policy and therefore “need not think” as thinking is done at the policy formulating level. Apparently, this narrow perception of administration is at variance with many leaders and managers who often find themselves from a base of extensive training in their technical vocation, like law, medicine, engineering, security, secretarial and accountancy among others, finally operating as ‘administrators’ at the peak of their career or professional lives. Very often the greatest problem which hold back these leaders and the organization they serve is the lack of training in the rudiments and strategic principles of Administration. Without training in these areas on the part of the ‘leaders,’ the organization unfortunately puts a ceiling on success.

Furthermore, because administration is the most obvious aspect of group activity, those who are unfamiliar with it are apt to assume that executive operations are not very difficult. By the same thinking, the study of administration is sometimes thought to be dismal and quite lacking in important theoretical considerations. These are mistaken notions.

The concept of Administration

Administration is as old as the human civilization and human existence. It is administration which controls and stabilizes the society. The whole society has been guided by the norms and values of administration. So, a society without administration cannot operate effectively. And a society without an effective administration cannot operate efficiently.

The Study of Administration in an 1887 article by Woodrow Wilson is widely considered a foundational article in the field of administration, making Wilson one of the field's founding fathers, along with Max Weber and Frederick Winslow Taylor. Although Wilson indicates in the article that colleges were already teaching administration in the 1880s, it was considered a sub-field of political science.

In the words James McCann “Administration is the specialized vocation of managers who have skills of organizing and directing men and materials just as definitely as an engineer has the skill of building structures or a doctor has the skill of understanding the human ailments.”

The Concept of the Professional Administrator

The environment faced by Administrators is a challenging one; changes are occurring rapidly across a wide range of issues. Administrators are confronted by challenges such as:

- ▶ Complex Organization Problems
- ▶ Management and Leadership Conflict
- ▶ Communication
- ▶ White-collar crime
- ▶ Ethical Standards for Practice, and
- ▶ Career Development

The Professional Administrator must be identified by some core competencies common to all practitioners, irrespective of the industry in which he/she operates. Contemporary Administration requires the business executive, the all-round executive that is equipped to meet the full satisfaction of the customer. It equips the all-round executive with the skills of analysis in decision making, monitoring and evaluation.

Contemporary business management requires an executive administrator, who:

- ▶ employs strategic management and leadership principles,
- ▶ understands the basic principles and practice of marketing,
- ▶ understands the fundamentals of the financial mechanism,
- ▶ abreast with the rapidly changing computing and telecommunications technologies, and
- ▶ appreciates the legal implications of decisions taking as individuals and corporate entities.

Professional administration combines and utilizes the principles, theories, and concepts of management and leadership as models and tools for administrative and strategic decision making.

About CIAMC

The Institute was established and licensed in Ghana, as a prestigious, examining, licensing and regulatory Professional Body, incorporated under the Companies Code, 1963 (Act 179) as a Company limited by guarantee, on the 11th of May 2001. After meeting the statutory requirements, on 20th January 2004, the Institute was duly registered as a Professional Body in accordance with the provisions of the Professional Bodies Registration Decree, 1973 (NRCD 143). And on the 19th of April 2004, to reflect the mission and wider aspirations of the institute, the name of the institute was changed by Special Resolution and with the Approval of the Registrar of Professional Bodies, from Chartered Institute of Administration to the Chartered Institute of Administrators and Management Consultants-Ghana (CIAMC). The vision of CIAMC is to be a lead institution in Africa, advancing and ensuring professionalism in the practice of administration and management consultancy through certification and life-long learning.

National Accreditation and Affiliations

The Chartered Institute of Administrators and Management Consultants-Ghana, operated for eight years under the mentorship of the International Professional Managers Association of the United Kingdom, (IPMA-UK), and the United Nations Industrial Development Organization (UNIDO), Geneva. In 2008 CIAMC applied to the National Accreditation Board (NAB) of Ghana, and paid for both Institutional and Programme accreditation. Although the National Accreditation Board (NAB) does not register or regulate professional bodies, CIAMC saw it prudent to periodically seek an independent view on the content and standard of its certification programmes. After a series of meetings and consultations, on Friday September 4th 2009 a panel of seven members from the National Accreditation Board visited the National Secretariat of CIAMC and met with the Principal Officers of CIAMC. At the end of the meetings, CIAMC was advised to go with all or any of the options below:

- i. Present to NAB for approval a recognised University that shall mentor CIAMC, to enable it run degree and diploma equivalent related programmes. This is because CIAMC's pre-professional membership qualifying programme was structured to meet the requirements of a diploma, bachelor's and master's degree in administration. This was also to enable NAB determine the equivalences if CIAMC intends awarding professional diplomas and degrees.
- ii. CIAMC was to establish its own University and have it affiliated to any NAB approved University,
- iii. CIAMC should in the short term, limit itself to its primary mandate of professional membership certification and regulating of its members.

- iv. CIAMC, like all local professional institutions in Ghana that are awaiting ultimate presidential charter, should change its name to Certified Institute of Administrators and Management Consultants-Ghana. (Application has been sent to the Registrar of Professional Bodies to effect the change)

CIAMC has since continued with its primary mandate of awarding membership certificates and practicing license to regulate the practice of members. In 2013, NAB recommended the following Universities – Northwood University, USA, Limkokwing University, Malaysia and Swiss Management Center University, Switzerland - for CIAMC to affiliate with for mentorship. Furthermore, CIAMC has since 2014, in consultation with NAB, initiated the process of establishing a campus for a postgraduate School in Professional Administration and Management Consultancy. This process of establishing a campus is still in progress.

CIAMC's Professional programmes

The Institutes professional programmes are divided into three broad categories:

- A. The Pre-Licensing Qualifying Programme
- B. The Professional Licensing Programme
- C. The Experienced Practicing Consultants Programme

5.1 The Pre-licensing Qualifying Examinations (professional postgraduate membership qualifying programme in administration and management consultancy), structured into diploma, higher diploma, and bachelor's degree equivalents entry levels.

The programme is categorized into three entry options:

- a) **Basic Level Examinations in Management Studies –BLMS (Foundation I, II & III)** (West African Examinations Council (WAEC) Examinations Category)
 - i. Senior Secondary School Certificate Examination (SSSCE)

Compulsory Subjects - Grade D or better in three (3) core subjects, including English and Mathematics (Core) and Elective Subjects – Grade D or better in three (3) elective subjects.

ii. West Africa Senior School Certificate Examination (WASSCE)

Compulsory Subjects - Grade C6 or better in three (3) core subjects including English and Mathematics (Core) and Elective Subjects – Grade C6 or better in three (3) elective subjects.

iii. General Certificate of Education (GCE) Advanced Level

Passes in three (3) subjects (at least, one of the passes should be Grade D or better). Also, the applicant must have had credit passes (Grade 6) in five GCE Ordinary Level subjects including English, Mathematics and a Science subject (for non-science students) and an Arts subject for Science students.

iv. Advanced Business Certificate Examination (ABCE)

Passes in three (3) subjects (at least, one of the passes should be Grade D or better). Also, the applicant must have had credit passes in five (5) subjects including English Language, Mathematics, Integrated Science or Social Studies in the General Business Certificate Examination (GBCE).

b) Operational Level Examinations - OLE (Intermediate I, II & II)

- HND certificate holder or equivalent professional qualification
- Successful completion of BLMS
- Mature Students- (Senior Managers and Senior Civil Servants with 15 years working experience or more and with credit in English and Mathematics). The individuals' admission shall be determined by interview or by an aptitude test.

c) Management Level Examinations - MLE (Professional I, II & III)

- BSc/BA/BBA certificate holder or equivalent professional qualification
- Successful completion of Operational Level examinations

5.2 The Professional Licensing Programme (CMC & CHPA)

Who qualify to apply?

- i. Practicing Managers/Administrators with Master's degree or equivalent
- ii. Holders of CIAMC Graduate membership certificate or equivalent professional qualifications (completion of Management Level Examinations - Professional I, II & III)

The professional licensing programme is organized via seminars and instructor session or by private studies. The programme is divided into five (5) main parts or modules, namely:

- A. Professional Administration – Theory, Investigative Research and Practice, Needs Assessment and Baseline Survey - Case Study, Review and Evaluation,
- B. Competitive Management Consultancy - Theory and Practice,
- C. Training Professional Development - Theory and Practice, and
- D. Strategic Audit – Theory, Field and Advance Research
- E. Legal Studies Applicable to Administration and Consultancy

5.3 Experienced Practicing Administrators and Consultants

5.3.1 Who qualify to apply?

- i. Senior corporate executives in private, public and NGO sectors with relevant post graduate qualification and administration experience
- ii. Senior corporate executives in private, public and NGO sectors with relevant post graduate qualification and consulting experience

ii. Practicing Management Consultants

5.3.2 Three Application Options:

Option 1

Basic Level: Entry point for consultants with a minimum of three (3) up to nine (9) years of management consulting experience as independent or internal consultants with five satisfactory client's evaluations. Applicant must have a Bachelor's degree or at least 5 years of work experience including 3 years of full-time consulting plus significant professional education in management consulting, and pass a written and oral examinations.

Option 2

Experienced Level: Entry point for consultants with minimum of ten (10) years working experience as independent or internal consultant. Applicant must meet the Basic Level requirements. The scope of the written and oral examination may be reduced by taking a challenge examination.

Option 3

Executive Management Level: Entry point for high level managers with 20 or more years' experience with at least 3 years of consulting with clients and accountability for successful completion of projects involving management consultants and otherwise meeting requirements of the Basic track. The scope of the written and oral examination may be reduced by taking a challenge interview.

6. Certificates to be awarded:

- Chartered Management Consultant (CMC) and Chartered Professional Administrator (ChPA) certificates, and
- Associate, Full Member or Fellow of the Institute

The Fast Track Intensive Package

The Institute introduced the Fast Track Intensive Certification package to augment the regular certification process. The fast-track package targeted senior management staff in Administration at the Institutional levels, and all senior personnel playing managerial

roles in various headship positions. The lecture and instructions sessions are therefore customized to suit the operational schedule of the particular institution.

Whereas the original certification process had a face-to-face interaction of licentiates with lecturers/instructors once in a month, licentiates on the fast-track intensive package, had four days continuous interactions covering sessions which previously would have been held in four (4) months. The advantage is that licentiates then have three months after the four days practical interaction to work on their assignments, submit and defend their projects, before advancing to the next module. Organizing it at institutional level also makes it easier for licentiates to study together and use organizational problems as case study.

The package is also in appreciation of the fact that the senior staff, meet the entry qualification for CIAMC's licentiate programme by having a minimum of master's degree or equivalent professional qualification.

Entry Options

Guided by qualifications, seniority, experience and roles of expected applicants, the package has been categorised into two levels as follows:

1. Senior Management Officers (composition may be defined by sector or organization)
2. Middle Management Officers and others with Master's degree.

Category 1: Senior Management Officers (E.g., Principal Officers of a University, or Chief Directors of various Ministries)

The ChPA package consists of the following:

1. One day certification seminar (6 hours) to be held in Accra or at the Regional Capitals
2. Induction as Professional Fellows of CIAMC
3. The award of Chartered Professional Administrator (ChPA)
4. Mandatory Continuing Professional Education (MCPE) sessions, (twice in a year to cover remaining areas within the rest of the CMC certification programme
5. Fees for the ChPA reduced to GHc3000.00 (for the period)

6. Induction will be held either during the annual Professional Year Opening of the Institute in February, or during annual National Conference of Admin Professionals held in July, or during the annual graduation and National MCPE held in October/November.

The Premise and Assumption

The senior members of the various tertiary institutions and public sector organizations, meet the entry qualification for CIAMC's licentiate programme, by having a minimum of master's degree or equivalent professional qualification. The principal officers of these institutions of repute, are at the peak of their career. Although they may not have been trained as administrators, they have varied experiences in administering the day-to-day business of the organizations they head. They therefore have a lot to share and contribute to the practice, teaching and learning of professional administration.

The Objective

To educate participants on the programmes of the Institute, and engage their expertise in the advancement and consolidation of the professionalization of administration and management consultancy. Mandatory continuous professional education (MCPE) sessions will be held twice a year for the fellows after their participation in the fast track programme.

Category 2: Middle Management Officers

The package consists of the following:

1. Four (4) days (6 hours/day) to be held in Accra and the Regional Capitals
2. Induction as Full Members of CIAMC
3. The award of Chartered Professional Administrator (ChPA)
4. Mandatory Continuing Professional Education (MCPE) sessions, (twice in a year to cover remaining areas within the rest of the CMC certification programme)
5. Fees for the ChPA reduced to GHc3000.00 (for the period)
6. Induction will be held either during the annual Professional Year Opening of the Institute in February, or during annual National Conference of Admin Professionals held in July, or during the annual graduation and National MCPE held in October/November.

The Premise

This category of senior members are officers still progressing along the career path. They have more years to practice, and therefore must be comprehensively schooled in the tenets and principles of professional administration. They must be thoroughly equipped with the competencies expected of the professional administrator. The contact period, assignments and projects therefore cover the entire curriculum

The Programme Structure and Content

A) Chartered Professional Administrator (ChPA)

1. Filling of Internship Manual
2. Management Challenge Project Part 1 & 2:
 - Situation Analysis and problem definition
 - Objective Setting and Decision-making (Administrative and Performance Theories)
3. Professional Administration Practice and Internal Consultancy
4. Baseline Studies, Needs Assessment and Stakeholder Engagement
5. Administrative Law
6. Public Administration
7. Health Safety and Work Environment Management
8. Professional Ethics and Codes of Practice
9. Management of White-Collar Crime

Duration: 5 days lecture, 3 months internship, 3 months to submit assignments and complete projects for defense. An investigative report presentation session will be held before a panel of examiners.

B) Management Consultancy Practice

1. Consultancy Theory
2. Concept Paper
3. Expression of Interest
4. Technical and Financial proposal
5. Contract Negotiation and Contract Law
6. Marketing of Consultancy Services

Award: Advanced Certificate in Management Consultancy Practice

Duration: 3 days lecture, and two (2) months to complete assignments and a competitive bidding project. A competitive presentation session will be held before a panel of examiners.

C) Strategic Auditing

1. Corporate Performance Evaluation
2. Operational and Financial Appraisal (Balanced Score Card and Ratio Analysis)
3. Worksheet Analysis Approach
4. SWOT, TOWS and QSP Matrix
5. Procurement Law

Award: Advanced Certificate in Strategic Auditing

Duration: 3 days lecture, 2 months to complete assignments and project. An investigative report presentation session will be held before a panel of examiners.

D) Training Professionals Development

1. Roles and Competencies of Trainers
2. Theories of Adult Learning and Training Needs Assessment
3. Training Manual Development
4. Budgeting for Training and
5. Post Training Audit

Award: Advanced Certificate in Training of Professionals

Duration: 3 days lecture, 2 months to complete assignment and project

E) Legal Studies Applicable to Administration and Consultancy

Contact Details:

Institutions that wish to benefit from the package should contact Hannah or Maclean on the following numbers: 0553903442, 0571856008, 05042275100 or per the email address below:

registrar@ciamcghana.org, hannah.okyere@ciamcghana.org

Officers from CIAMC will be available to assist participants go through the registration process. Applicants are expected to come along with the following documents:

1. 4 passport size photographs
2. Copy of Transcript and Certificates
3. Copy of current Curriculum Vitae (CV)
4. Membership Registration Fee of GH¢150.00
5. Application fee of GH¢50.00

2019 TRAINING SCHEDULE

	Institution/Group	PHASE 1 OF FAST TRACK	SUBMISSION OF FAST TRACK PHASE 1 ASSIGNMENTS	COMPLETION OF MODULE ONE PROJECT	PROJECT DEFENSE	CENTER	DATE FOR NEXT MODULE/MCPE	REMARKS
1.	Koforidua Technical University (Principal Officers)	July 2019	NA	NA	NA	Koforidua	January 2020	Phase 1 Completed
2.	University of Education Winneba (Ghana Association of University Administrators, GAUA, and others)	7 th – 28 th August 2019	28 th September 2019	25 th November 2019	16 th & 17 th December 2019	Winneba	February 2020	Phase 1 Completed
3.	University of Cape Coast (Ghana Association of University Administrators GAUA and others)	19 th – 22 nd August 2019	27 th September 2019	25 th November 2019	10 th & 11 th December 2019	Cape Coast	February 2020	Phase 1 Completed
4.	University of Cape Coast (Principal Officers)	23 rd August 2019	NA	NA	NA	Elmina	February 2020	Phase 1 Completed
5	Association of Health Service Administrators – Ghana, Civil service and Local Government	10 th – 13 th September 2019	19 th October 2019	20 th December 2019	January 2020	Accra	April 2020	Phase 1 Completed
6.	Association of Health Service Administrators – Ghana, Civil Service	17 th – 20 th September 2019	11 th October 2019	20 th December 2019	January 2020	Kumasi	April 2020	Phase 1 Completed
7.	University of Professional Studies, Accra	8 th – 11 th October 2019	31 st October 2019	11 January 2020	February 2010	Accra	April 2020	Phase 1 Completed

PICTURES OF SOME 2019 PARTICIPANTS



PRINCIPAL OFFICERS - KOFORIDUA TECHNICAL UNIVERSITY



PRINCIPAL OFFICERS & DIRECTORS - UNIVERSITY OF CAPE COAST



KUMASI CLASS – HEALTH ADMINISTRATORS



ACCRA CLASS - HEALTH ADMINISTRATORS & COORDINATING DIRECTORS



UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA – ADMINISTRATORS



UNIVERSITY OF EDUCATION, WINNEBA - ADMINISTRATORS & LECTURERS



LOOK OUT FOR 2020 CALENDER

APPENDIX I
PLANNED 2020 TRAINING SCHEDULE

	INSTITUTION/GROUP	PHASE 1 OF FAST TRACK	SUBMISSION OF FAST TRACK PHASE 1 ASSIGNMENTS	COMPLETION OF MODULE ONE PROJECT	PROJECT DEFENSE	Center	DATE FOR NEXT MODULE/MCPE	REMARKS
1.	Koforidua Technical University (Senior Members & Administrators)	January 2020				Koforidua		
2.	Ghana Institute of Management and Public Administration (GIMPA)					Accra		
3.	University of Ghana, Legon (Ghana Association of University Administrators, GAUA, and others)					Accra		
4.	University of Health and Allied Sciences (Ghana Association of University Administrators, GAUA, and others)					Ho		
5.	University of Cape Coast (Ghana Association of University					Cape Coast		

	Administrators GAUA and others)							
6.	University Education Winneba (Kumasi and Mampong Campus					Kumasi		
7	Association of Health Service Administrators - Ghana					Accra		
8.	Association of Health Service Administrators - Ghana					Kumasi		
9.	Civil Service and Local Government					Accra		
10.	Tema Oil Refinery					Tema		
11.	Takoradi Technical University					Takoradi		
12.	Tamale Technical University					Tamale		

APPENDIX II



CIAMC

Chartered Institute of Administrators & Management
Consultants - Ghana

Fast-track Intensive Professional Certification Programme (FPIC)

ChPA TRAINING SCHEDULE

Office Location:

Oyibi, Near Valley View University, Accra,
Along the Adenta – Dodowa road

Address: P. O. Box AF 331, Adenta, Accra, Ghana.

Website: www.ciamcghana.org, EMAIL: registrar@ciamcghana.org

mawusius@gmail.com, digital address: GK-0886-7207

AUGUST 2019 – JULY 2020

PROGRAMME SCHEDULE

FAST-TRACKED INTENSIVE PROFESSIONAL CERTIFICATION PROGRAMME (FIPC) FOR SENIOR MANAGEMENT OFFICERS

DAY 1

DATE	TIME	ITEM/ACTIVITY
	Opening Ceremony	
	9:00am -10:00am	Registration of Participants
	10:00am-10:05am	Opening Prayer
	10:05am-10:10am	Introductions
	10:10am-10:15am	Welcome Remarks
	10:15am-11:15am	Orientation: Purpose, Structure and Content of CIAMC Professional Licensing Programme –
	11:15am -1:15pm	Presentation on Competitive Management Consultancy Practice –
	1:15pm-1:45pm	Lunch Break & Group Photograph
	1:45pm-3:45pm	Presentation on Professional Administration and Internal Consultancy –
	3:45pm- 5:45pm	Internship for Management & Leadership Skills Development (Part I) –
	5:45pm	Closing Prayer

**FAST-TRACKED INTENSIVE PROFESSIONAL CERTIFICATION PROGRAMME (FIPC) FOR
SENIOR MANAGEMENT OFFICERS**

PROGRAMME SCHEDULE

DAY 2

DATE	TIME	ITEM/ACTIVITY
	9:00 – 10:00am	Registration of Participants
	10:00am	Opening Prayer
	10:05am - 1:00pm	Internship for Management & Leadership Skills Development (Part II) –
	1:00pm -1:30pm	Lunch Break
	1:30pm - 3:30pm	Introduction to Strategic Auditing -
	3:30pm - 5:30pm	Management Challenge Practice I (Decision Making) -
	5:35pm	Closing Prayer

**FAST-TRACKED INTENSIVE PROFESSIONAL CERTIFICATION PROGRAMME (FIPC) FOR
SENIOR MANAGEMENT OFFICERS**

PROGRAMME SCHEDULE

DAY 3

DATE	TIME	ITEM/ACTIVITY
	9:00 – 10:00am	Registration of Participants
	10:00am	Opening Prayer
	10:05am - 12:05pm	Management Challenge Practice II (Decision Making and Management Challenge Theories) –
	12:00pm - 1:00pm	Administrative Law and the Administrator in Decision Making -
	1:00pm -1:30pm	Lunch Break
	1:30pm -2:30pm	Administrative Law and the Administrator in Decision Making -
	2:30pm - 4:30pm	Management Challenge: Problem and Situation Analysis -
	4:35pm	Closing Prayer

FAST-TRACKED INTENSIVE PROFESSIONAL CERTIFICATION PROGRAMME (FIPC) FOR SENIOR MANAGEMENT OFFICERS

DAY 4

DATE	TIME	ITEM/ACTIVITY
	9:00 - 10:00am	Registration of Participants
	10:00am	Opening Prayer
	10:05am - 12:05pm	Management of White-Collar Crime and Professional Ethics and Codes of Practice
	12:05pm-1:00 pm	Management Challenge Project
	1:00pm - 1:30pm	Lunch Break
	1:30pm- 2:30pm	Management Challenge Project
	2:30pm - 4:30pm	Scholarly Writing and Presentation
	4:35pm	Closing Prayer

SOME OF THE RESOURCE PERSONS

1. Professor Noble Paul Buatsi, 2. Mr. Samuel Mawusi Asafo, 3. Professor John Bright Korbla Aheto, 4. Professor Oswald Seneadza, 5. Mrs Nana-Anna Abaka-Cann, 6. Dr Alexis Akanson, 7. Mr. Francis Kofi Andoh, 8. Professor Wisdom Gagakuma, 9. Mrs. Mildred Asmah, 10. Mr. Noah Tumfo,

By: ***The Registrar/CEO***
Samuel Mawusi Asafo



Address: P. O. Box AF 331, Adenta, Accra, Ghana.
Website: www.ciamcghana.org, EMAIL: registrar@ciamcghana.org
mawusius@gmail.com, digital address: GK-0886-7207