

Certification Benchmarking



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Certification Benchmarking

The professional work is changing its form from a more primitive guild form towards a post modern form which is more collaborative in nature. The form of trust is shifting from blind to reflective.



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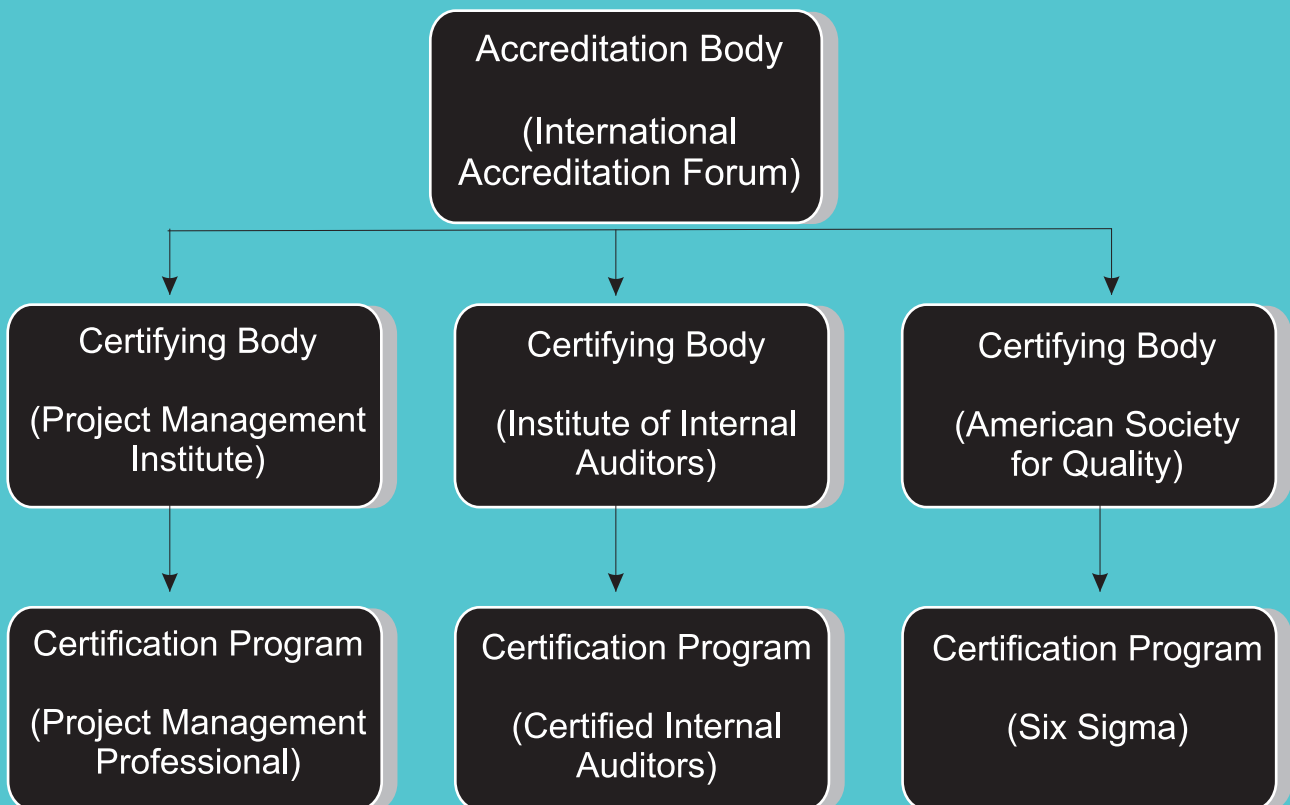
SUMMARY

The professional community is more socially oriented and thinks deeply before taking decisions. This change in professional work has led to the emergence of certifications. The research for this monograph was conducted for an in depth study of such 16 globally identified Certification Programs and a comparative analysis of the same. This study is primarily based on secondary research.

Certification of an individual or an organization confirms to the customers, competitors and other stakeholders that the entity in concern uses industry-respected best practice.

Accreditation on the other hand is the process of ensuring that the certification practices of the certifying body are acceptable, competent to test and certify third parties, behave ethically and employ suitable quality assurance. Organizations that issue credentials or certify third parties against official standards are themselves formally accredited by accreditation bodies.

Fig 1: Relationship between Accreditation body, certifying body and certification programs.



The diagram explains that an accreditation body audits a certification body for its work results and management system and certification body audits an organization for its work results and management system to increase confidence from a customer's viewpoint.



This article provides an in depth understanding of the 16 identified Certification Programs among which are the likes of Certified Public Accountant (CPA), Project Management Professional (PMP), Cisco Certified Network Associate (CCNA), Society of Human Resource Management (SHRM), Global Association of Risk Professional (GARP), The Chartered Institute of Personnel and Development (CIPD), Chartered Institute of Marketing (CIM), Chartered Accountant (CA), Certified Fraud Examiner (CFE), Certified Internal Auditor (CIA), International Financial Reporting Standards (IFRS) and others.

The article focuses on following aspects of the certifications:

CERTIFYING AGENCY: Certifying Agencies have stringent guidelines for applying for and receiving their particular certifications. Certifications are usually offered through a certification body, which is often a business organization or a professional body.

ELIGIBILITY CRITERIA FOR THE CERTIFICATION PROGRAM: In order to be eligible for a particular certification program, the candidates has to meet certain educational and professional experience requirements. However, the eligibility requirements for different certification programs vary.

CERTIFICATION PROCESS: The Certification process of every program consists of certain requirements such as Examination, Practicals, Ethics, Membership, etc. The candidate has to fulfil these requirements to obtain a particular certification.

RECERTIFICATION REQUIREMENTS: Once the candidate is certified, he has to fulfil the recertification requirements in order to maintain his designation. The recertification requirements vary from certification to certification.

COMMON BODY OF KNOWLEDGE: A CBOK for any profession defines the minimum level proficiency needed for effective performance within that profession. CBOK focuses on the minimal knowledge needed by any professional in that discipline to perform effectively.

ACCREDITATION OF THE CERTIFYING AGENCIES: This report also provides information on the accreditations of the certifying agencies.

GOVERNMENT SUPPORT & RECIPROCITY OF THE CERTIFICATION: This report shows as to how widespread is the adoption of the certification program around the world.



Remaining part of the reading is dedicated to details of various certifications.

CERTIFICATIONS	CERTIFYING AGENCY	COMMON BODY OF KNOWLEDGE
Certified Public Accountant	The American Institute of Certified Public Accountants (AICPA) & The National Association of State Boards of Accountancy (NASBA)	Proposed by Robert H. Roy and James H in 1967 for CPAs. It includes technical standards of financial & managerial accounting, auditing, business law and taxation.
Certified Management Accountant	Institute of Management Accountants (IMA)	The CMA CBOK consists of 1,300 pages reflecting the relevant business skills and abilities.
Certified Internal Auditor	Institute of Internal Auditors (IIA)	A Global Summary of the CBOK 2006, launched by IIA presents a rich overview on how the profession develops and how it is being practiced worldwide.
Certified Fraud Examiner (CFE)	Association of Certified Fraud Examiners (ACFE)	The Fraud Examiners Manual of 2000 pages is the global standard for the anti-fraud profession.
Chartered Accountant (CA)	Accountancy Association for Chartered Accountants (AACCA) E.g.: Institute of Chartered Accountants of India (ICAI).	The ICAI provides a comprehensive study package including a large question bank.
Professional Diploma in Marketing program	Chartered Institute of Marketing (CIM)	The CIM provides the Official CIM Course book for all modules.
Certificate in Recruitment & Selection (CRS)	Chartered Institute of Personnel and Development (CIPD)	The CIPD provide books to support students studying for CIPD qualifications.



GEOGRAPHICAL SPREAD	GOVERNMENT SUPPORT	ACCREDITATIONS
Offered only in the U.S. and outside U.S. applicants have to pass the international qualification examination (IQEX).	It is U.S. based certification.	AICPA is a leading member of the International Federation of Accountants (IFAC) and the Global Accounting Alliance (GAA). NASBA is also the member of IFAC.
Offered at an extensive network of Prometric Testing Centres located throughout the U.S. and Internationally. of Prometric Testing Centres located throughout the U.S. and Internationally.	It is U.S. based certification.	The IMAs professional affiliations include APQC, Open Compliance & Ethics Group (OCEG) and VENTANA Research.
The CIA designation is the only globally accepted certification for internal auditors with presence in more than 165 countries.	It is U.S. based certification.	The IIA is a member of the International Federation of Accountants (IFAC).
The ACFE has 50,000 members globally who organize chapters based on their region residence	It is U.S. based certification.	Sufficient data not available.
All the countries have their own Accountancy Association which regulates the quality and quantity of the CA professionals.	All the countries have their own for Chartered Accountants.	ICAI is a member of the International Federation of Accountants (IFAC).
Over the years CIM has expanded overseas with in all 58 branches and market interest groups.	The CIM is a professional marketing body based in UK.	The CIM certifications are accredited by The Office of the Qualifications and Examinations Regulator (Ofqual).
CIPD qualifications are delivered in the UK, Ireland and internationally through their network of centres	The CIPD is Europe's largest professional institute for people management and development	The CIPD is the member of the WFPMA, EAPM, IFTDO.



CERTIFICATIONS	CERTIFYING AGENCY	COMMON BODY OF KNOWLEDGE
Certificate in Team Leading	Chartered Management Institute (CMI)	There is no Common Body of Knowledge
Financial Risk Manager (FRM)	Global Association of Risk Professionals (GARP)	The FRM Handbook, authored by Philippe Jorion & supported by GARP, is the most comprehensive guide on financial risk management.
Global Professional in Human Resources (GPHR)	Society for Human Resource Management (SHRM)	The GPHR BOK guide explains the HR certification process.
Cisco Certified Internetwork Engineer (CCIE)	CISCO	The CCIE examination is based on the Body of Knowledge by the CISCO.
Cisco Certified Network Associate (CCNA)	CISCO	The CCNA examination is based on the Body of Knowledge by the CISCO
Certified Information Systems Security Professional (CISSP)	International Information Systems Security Certification Consortium Inc (ISC)2	The CISSP CBOK is fundamentally based on the CIA triad i.e. confidentiality, integrity and availability.
Project Management Professional (PMP)	Project Management Institute (PMI)	The PMBOK is a project management guide and an internationally recognized standard
International Financial Reporting Standards (IFRS)	International Accounting Standards Board (IASB), AICPA & ACCA	A Guide through IFRS 2009 includes the complete text of the International IFRSs.
Six sigma Master Black Belt	Motorola Inc, American Society for Quality (ASQ), Institute of Industrial Engineers, ESSC-D, etc. Currently there is no central certification body.	The Master Black Belt Body of Knowledge published by ASQ

GEOGRAPHICAL SPREAD	GOVERNMENT SUPPORT	ACCREDITATIONS
The training from the CMI courses is recognized globally	The CMI is the only chartered professional body in the UK.	CMI is an active member of the EMA.
The GARP is the only worldwide organization that offers risk management certification.	The GARP is based in the U.S.	Sufficient data not available.
The SHRM is world's largest association devoted to HRM having more than 575 affiliated chapters within the U.S and subsidiary offices in China and India.	The SHRM is based in the U.S.	SHRM is an active member of the North American HRM Association and the current secretariat for the World Federation of People Management Associations.
Cisco is a global corporation based in California, USA with presence in over 140 countries	The CISCO is based in the U.S.	CISCO has associations with the WCA, TIA, EICTA, etc.
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Global Presence	The (ISC)2 is based in the U.S.	Accredited by the ANSI to ISO17024:2003
Global Presence	The PMI is based in the U.S.	Earned the ANSI/ISO/IEC 17024 accreditation from ISO.
The largest international accounting body, with over 345,000 students and members in 170 countries.	The ACCA is an accredited body in the UK.	The ACCA is recognized by the Department of Trade and Industry (DTI). The ACCA is a founding member of the Consultative Committee of Accountancy Bodies (CCAB) and the IFAC.
Offered globally by Motorola. In the U.S., it is offered by the Institute of Industrial Engineers and the ASQ	The ASQ is based in the U.S. Currently there is no central certification body for Six Sigma.	The ASQ is recognized by the ANSI (American National Standards Institute).

CERTIFICATIONS	ACADEMIC ELIGIBILITY CRITERIA	EXPERIENCE CRITERIA
Certified Public Accountant	1) 150 semester hours of university education. 2) A Minimum of a bachelor's degree. 3) A Specified number of accounting and business courses.	At least two years public accounting experience.
Certified Management Accountant	1) A Minimum of a bachelor's degree. Or 2) A Score in the 50th percentile or higher on either the GMAT or the GRE test. Or 3) A Professional qualification comparable to the CPA, CMA etc.	At least two continuous years of professional experience in management accounting and/or financial management.
Certified Internal Auditor	A Minimum of a bachelor's degree.	At least two years of internal auditing experience or its equivalent.
Certified Fraud Examiner (CFE)	1) A Minimum of a bachelor's degree. Or 2) a substitute of two years of fraud-related professional experience for each year of college.	At least two years of professional experience in a field either directly or indirectly related to the detection or deterrence of fraud.
Chartered Accountant (CA)	1) The candidate must be at least 10 + 2 pass.	NA
Professional Diploma in Marketing program	A minimum of a bachelor's degree or Masters Degree where a minimum of one-third of the credits come from marketing.	Around a year of experience in marketing management role If the candidate doesn't qualify education requirements.

PROCESS EXAM/PRACTICAL	ETHICS	MEMBERSHIP	RECERTIFICATION
It is a computer-based exam developed by AICPA. A 14-hour examination offered only in testing centres in the 50 U.S. states and four of the five additional jurisdictions.	It is mandatory to complete a special examination on ethics.	NA	The CPAs are required to renew their CPA license annually or biannually by taking a specified number of continuing professional education (CPE) hours within a specified period of time.
A computer-based exam consisting of a two-part format. All topics in both parts are tested up to Level "C" competence. Each part is of 4 hours with 100 MCQs and two 30-minute essay questions.	Candidates must agree to comply with IMA's Statement of Ethical Professional Practice.	The candidate has to become a member of the IMA.	The CMAs are required to keep their IMA membership current and earn at least 30 hours of CPE credits annually, at least two of which must be ethics related.
Computer-based testing offered in four parts, each part consisting of 100 MCQs. Candidates are given 2 hours and 45 minutes to complete each exam part.	Candidates must agree to abide by the Code of Ethics established by the IIA.	Membership requirements differ in countries where exams are administered through agreements with IIA institutes.	Practicing CIAs must complete 80 CPE hours and Non-practicing CIAs must complete 40 CPE hours every two years.
Candidate receives a self-administered, timed exam in the form of a CD along with a pass code to unlock the exam and take it. It consists of 500 questions and is divided into 4 sections. Each question has a time limit of 75 sec.	Candidates must agree to abide by the Bylaws and Code of Ethics established by The ACFE.	The candidate has to become a member of the ACFE.	The CFEs are required to obtain a minimum of 20 hours of CPE every 12-month period to stay current in their profession. The CPE hours must relate directly to the detection and deterrence of fraud.
Three levels of examinations: CPT, IPCC and Final Exam. The min. period for each level of study is 10 months. Exams are held twice a year. The CA candidates are expected to go through a two and a half years of practical training under a practicing CA.	NA	The candidate has to become a member of the ICAI.	There is no re-certification requirement.
A blend of a formal examination and assignments that require answers based on various findings and recommendations within their own company.	Candidates must agree to abide by the Code of Conduct of the CIM.	The candidate has to become a member of the CIM.	The certificate holder has to earn 35 CPD hours annually. This can be earned from attending various industry events and training courses to mentoring employees and reading industry publications.

CERTIFICATIONS	ACADEMIC ELIGIBILITY CRITERIA	EXPERIENCE CRITERIA
Certificate in Recruitment & Selection (CRS)	NA	Meant for HR officers, recruitment consultants and line managers.
Certificate in Team Leading	NA	Meant for candidates who are likely to be working in, or have just started, a team leading role.
Financial Risk Manager (FRM)	NA	A minimum of two years experience in the area of FRM or related field is required within 5 years from the time they pass the FRM Exam
Global Professional in Human Resources (GPHR)	1) 2 years of global professional HR experience with a Master's degree or higher. OR 2) 3 years of professional HR experience with 2 of the 3 being global HR experience and a Bachelor's degree.	3) 4 years of professional HR experience with 2 of the 4 being global HR experience, with less than a Bachelor's degree.
Cisco Certified Internetwork Engineer (CCIE)	NA	There are no formal prerequisites but Cisco recommends that the candidate should at least have 3 - 5 years experience in networking.
Cisco Certified Network Associate (CCNA)	There are no formal prerequisites for taking the CCNA exam.	NA

PROCESS EXAM/PRACTICAL	ETHICS	MEMBERSHIP	RECERTIFICATION
The candidate has to attend the Introductory Workshop and all five course modules. They are assessed on two skills-based assignments and work-based project related to the syllabus.	ICandidates must agree to comply with the standards of professional conduct by the CIPD.	The candidate has to become a member of the CIPD.	There is no re-certification requirement.
The assessments are normally via practical work-based assignments. The candidates have to complete 120 guided learning hours and meet all the learning outcomes.	NA	The candidate has to become a member of the CMI.	The Certificate holder has to submit a detailed CPD record annually. It is an integral and compulsory part.
GARP offers FRM program in 2 parts via paper and pencil. The FRM Part I has 100 MCQ and Part II has 80 MCQ. Each Exam Part is of 4 hours. Once a candidate passes the FRM Part I they must pass the Part II within 4 years or they will have to re-enrol as a new candidate.	NA	NA	It is mandatory for the Certified FRM Holders to participate in the Continuing Professional Educational (CPE) Program in order to maintain their designation status.
The GPHR exam is offered through CBT. It consists of 165 multiple-choice questions. It is 3 hours long. The exam questions are based on the body of knowledge.	NA	NA	The Certificate holder has to recertify every 3 years. They can recertify by accumulating 60 credit hours of HR-related related activities, including 30 hours that are related to international HR management.
Computer based exam and consists of 100 questions. The duration for this written exam is 2 hours. If failed, the written exam can be taken after 5 days. If pass, candidates are not allowed to take the exam till 6 months. The candidate takes the lab exam only if he passes the written exam within three years of passing.	NA	NA	Every two years a CCIE has to take a CCIE written test to retain the certification. If this is not done, the CCIE is in a suspended status. After one further year, if a written test has not been undertaken and passed, the CCIE is then revoked.
Candidates have the option of two routes toward CCNA certification. One is Combined exam and other is Individual exam. The 640-802 CCNA is the combined exam. By taking the individual exam route, candidates can focus on one subject area at a time.	NA	NA	CCNA certification must be renewed every three years. To recertify, a candidate must pass the applicable current CCNA exam, the ICND exam, or any of the '642' professional level or Cisco Specialist exams.

CERTIFICATIONS	ACADEMIC ELIGIBILITY CRITERIA	EXPERIENCE CRITERIA
Certificate in Recruitment & Certified Information Systems Security Professional (CISSP)	<p>If a candidate does not have 5 years work experience, then the candidate has to take CISSP exam valid up to 6 years from the date of the result published. After that, 5 years of related work experience has to be shown in order to get the full CISSP status.</p>	<p>A minimum of 5 years of full-time security work ex. 1 year may be waived for having either a 4 year college degree, a Master's degree in Information Security.</p>
Project Management Professional (PMP)	<p>A bachelor's degree plus a minimum 36 non-overlapping months of project management experience. 35 contact hours of formal project management education.</p>	<p>A high school diploma plus a minimum 60 non-overlapping months of project management experience and 35 contact hours.</p>
International Financial Reporting Standards (IFRS)	<p>As per ACCA there are no formal qualification requirements in order to register for this Certificate.</p>	<p>The target audience for this certificate is professional accountants and auditors, qualified in accordance with their national accounting standards.</p>
Six sigma Master Black Belt	<p>At least 5 years of experience in the role of a Six Sigma Black Belt (SSBB) or Master Black Belt (MBB) Or 2) Completed 10 Six Sigma Black Belt projects.</p>	<p>The candidate must hold a current ASQ Certified Six Sigma Black Belt. 2) The candidate's portfolio is reviewed by panel of expert MBBs. It must include topics such as Teaching, Coaching, Mentoring, Occupational Experience & Responsibility, Technical Experience, and Innovation.</p>

PROCESS EXAM/PRACTICAL	ETHICS	MEMBERSHIP	RECERTIFICATION
The exam is computer based exam. The candidate has to pass with at least 700 points. The exam is multiple choice question based, consisting of 250 questions with four options each, to be answered over a period of six hours.	The candidate has to subscribe to the (ISC) 2 Code of Ethics	NA	The certificate holder has to earn 120 CPE credits every three years. It can be earned through several paths, including taking classes, attending conferences and seminars etc.
The PMP exam is a computer based exam conducted in the Prometric centres. It is of 4 hours and consists of 200 MCQ of which 25 are considered pre-test questions. The candidate has to score a minimum of 106 out of 175 to pass.	The candidate must agree to a code of professional conduct.	NA	The PMP certified has to recertify every 3 years. The PMP must earn 60 Professional Development Units (PDUs) from activities such as researching, authoring articles, speaking on Project Management-related topics.
The candidates are assessed online . It is 1 hour long and there are 25 MCQ. The pass mark is 50%. As long as they have access to a computer then you can sit the assessment anywhere.	NA	NA	NA
The MBB examination consists of two assessment components. First is a 100 item multiple choice test and second is a performance-based assessment. It is a five-hour examination. All examinations are open-book.	NA	NA	ASQ requires Master Black Belts to recertify every three years. A minimum of 18 recertification units is to be obtained during three-year certification period. It can be earned from activities like employment, teaching, etc.

The comparative analysis presented above of the identified Certification programs can be used very effectively by the certifying agencies to draw inferences based on the comparisons and to incorporate the best practices.

The findings of the study are mentioned below:

1) ELIGIBILITY CRITERIA FOR THE CERTIFICATION PROGRAM

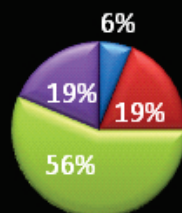
Majority of the certification programs i.e. 56% of the 16 indentified certifications require both, Education Qualification as well as Work Experience, as a prerequisite for the candidates to be eligible to sit for the certification exam.

19% of the certifications require the candidate to fulfil only the Education requirements.

19% of the certifications require only Work Experience as a prerequisite.

6% of the certification programs have no formal eligibility requirements.

Eligibility Criteria to Sit for Examination



- Only Education Requirements
- Only Work Experience
- Both
- No requirements





2) CERTIFICATION PROCESS

Majority of the certification programs i.e. 25% of the 16 indentified certifications require the candidate to pass only an examination in order to be certified.

12% of the certification programs require the candidates to fulfil Examination as well as Practical requirements get certified.

19% requires Examination and Ethics.

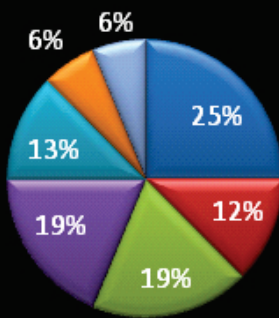
19% requires Examination, Ethics and Membership.

Only 13% of the programs have incorporated all the 4 requirements i.e. Examination, Practical, Ethics and Membership which the candidate has to fulfil.

6% requires Practical and Membership.

6% requires Practical, Ethics and Membership.

Certification Process



- Only Examination
- Examination and Practicals
- Examination and Ethics
- Examination, Ethics and Membership
- Examination, Practicals, Ethics and Membership

3) COMMON BODY OF KNOWLEDGE (CBOK)

94% of the identified certification has a CBOK.

Only 6 percent doesn't have a CBOK.

4) RECERTIFICATION

81% of the identified certification programs require the certificate holders to recertify themselves to maintain their designation.

19% has no recertification requirements

5) EXAMINATION

86% of the certification programs have Computer based Testing. This shows that majority of the certifications have moved from Paper Pencil test to computer based test.

Only 14 percent have paper pencil based test.

6) ETHICS

89% of the certifications require the candidates to sign the code of conduct in order to fulfil the ethics requirements.

Few certifications i.e. only 11% require candidates to complete an examination on ethics





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Dr. Aneeta Madhok, is Director at Open Spaces Consulting in Mumbai, India. A global professional, HR systems expert, people person, creative thinker & writer, much sought after speaker, academician of repute, behavioral scientist and experienced trainer.

She has served the Management Consulting Profession as President of Institute of Management Consultants of India and is currently Chairperson of the Executive Committee (2009-2011) the International Council of Management Consulting Institutes which she undertakes in an honorary capacity.

Dr. Madhok is a recipient of the British Chevening Scholarship from the U.K. Foreign & Commonwealth Office. She has received the award for Best Faculty in Management from Bombay Management Association as well as NMIMS University. Her area of experience & expertise are in Human Resource & Organizational Development (with special acumen in Performance Management Systems, Behavioural Skills Training, Personnel Assessment, HRD Systems Design and Improvement) with proven success stories having provided various multinational, large & small enterprises with an innovative insights and solutions. Dr. Madhok is a Certified Management Consultant and a Master Trainer for the Global Professional in Human Resources (GPHR) Certification for the Society for Human Resources Management (SHRM). She is an accredited user of the Myers Briggs instrument of the Consulting Psychologists Press, and the DISC based assessment system of Thomas International.

Dr. Madhok qualified with an honors degree in Psychology from Delhi University and MBA in HRD from XLRI, Jamshedpur, and also has a PhD in Managerial Leadership from Punjab University in Chandigarh India. Her corporate career in India spanned over 12 years with the DCM Group's SRF Limited and FMCG major Marico and has worked in academics from 1993 to 2007 with NMIMS University as Dean of their School of Business and with SP Jain Center of Management as Dean, Center for Human Resources.

She draws upon ancient wisdom from India to throw light on modern day situations with clarity and conviction. Her approach has always been to create integrative and inclusive, holistic frameworks and perspectives for the work that she does. She is keenly interested in the ways that individuals integrate themselves with organizations and group dynamics in teams. In her research, teaching and consulting, Dr. Madhok looks for opportunities to translate management practice into theory and vice versa.

Dr. Madhok has consulted to the International Labour Organisation and has interacted in several national and international professional forums. She holds life membership of the Indian Society for Training and Development, Bombay Management Association, and National HRD Network. Dr. Madhok is also a fellow of IMCI and Sumedhas - Academy for the Human Context. International memberships include Society for Human Resources Management, USA and Dubai Human Resources Forum



O P E N S P A C E S

Corporate Strategy and Human Resources is the key to building businesses that are vibrant, competitive and well integrated. Sustaining and growing businesses that endure over the long term and delight in the short term is one of the biggest challenges faced by companies in today's context. Open Spaces Consulting has been set up by management professionals to meet the needs of companies today for transforming organisations and meeting these challenges.

At Open Spaces we believe that People and Strategy come first in any business. Almost all business issues can be worked with at these two levels. Success comes from building perspectives that move the organization forward and up the evolutionary path and also comes through implementing solutions to problems that arise in the normal course of business. There is a role to be played by external consultants who bring an objective point of view, in the facilitation of such perspectives and solutions. We see ourselves as partners with our clients in their growth and development

Open Spaces Professional Development Series 003

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