



ACCREDITATION • MEMBERSHIP • PROFESSIONAL SERVICES

Accreditation, Membership & Professional Services Handbook

A practical governance and operations manual for institutions, programs, members, assessors, partners
and service teams

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Interpretive Status

This handbook is an operational policy framework. It becomes binding only after adoption by CISCM's authorized governance body. Any fee, validity period, membership designation, post-nominal, logo, certificate wording, or territory-specific condition must also be confirmed in the applicable approval letter, service agreement, fee schedule, and local legal review.

Important distinction: CISCM recognition under this handbook is professional or institutional recognition issued by a independent professional organization. It must not be described as governmental approval, university recognition, academic degree authority, statutory licensure, or recognition by a regulator unless a separate competent authority has expressly granted that status in writing.

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How to Use This Handbook

This edition is structured for action. Readers can enter through the pathway that matches their role, use the checklists before applying, follow the workflow during review, and return to the appendices for controlled templates. Requirements use “must”; recommended practice uses “should”; examples use “may.”

If you are...	Start here	Then use
An institution seeking recognition	Sections 3 and 4	Appendices A, D, E and F
A program owner	Sections 3 and 5	Appendices B, D, E and H
A membership applicant	Section 6	Appendices C, I and the CPD tools
A trainer, assessor or moderator	Sections 2, 5 and 7	Competence matrices, conduct code and assessor report
A CISCM reviewer or decision-maker	Sections 2, 3, 8 and 9	Scoring, findings, decision and monitoring templates
A partner or service client	Sections 7, 10, 11 and 12	Service agreement, branding and data controls

Reader Navigation

QUICK GUIDE Before applying

Complete the readiness screen, define the exact scope, assign an accountable owner, assemble evidence by criterion, and verify every public claim.

QUICK GUIDE During review

Maintain one evidence index, respond through the named coordinator, distinguish factual corrections from corrective actions, and notify CISCM of any material change.

QUICK GUIDE After approval

Use only the approved wording and mark, verify scope before every campaign, submit monitoring information on time, preserve records, and plan renewal early.

QUICK GUIDE When uncertain

Use the stricter interpretation, pause the claim or activity, preserve evidence, and request written clarification from the authorized CISCM function.

At-a-Glance Product Map

Need	CISCM route	Primary output
Recognition of an	Institutional accreditation	Scope-specific accreditation decision

Need	CISCM route	Primary output
organization's quality system		and register entry
Recognition of a defined curriculum and assessment	Program accreditation	Program-specific decision and approved specification
Professional affiliation and development	Individual or organizational membership	Grade/status, benefits and CPD obligations
Authority to deliver defined offerings	Approved provider or centre	Delivery agreement, approved scope and monitoring plan
Recognition of teaching/assessment competence	Trainer, assessor or moderator recognition	Role- and subject-specific approval
Independent developmental support	Review, advisory or benchmarking service	Report, tools and improvement roadmap—not automatic accreditation

CISCM Professional Services Ecosystem



1. Purpose, Scope and Institutional Profile

1.1 Purpose

This handbook establishes a consistent, evidence-based framework through which CISCM may recognize institutions, accredit education and training programs, admit and maintain professional members, and provide related quality, learning, career, corporate, and advisory services. It is designed to protect learners and stakeholders, support reliable decision-making, and ensure that all CISCM recognition is credible, transparent, renewable, and capable of verification.

1.2 Scope

1. Institutional accreditation of training providers, academies, corporate universities, professional institutes, colleges, departments, and other eligible learning organizations.
2. Program accreditation of certificates, professional certifications, diplomas, executive programs, short courses, micro-credentials, and structured corporate learning programs.
3. Individual membership and organizational membership.
4. Approved training provider, approved center, trainer recognition, continuing professional development, curriculum review, assessment moderation, certification support, corporate training, executive development, career support, knowledge resources, and advisory services.
5. Ongoing monitoring, renewal, public verification, complaints, appeals, sanctions, and controlled use of CISCM marks.

1.3 CISCM Profile and Website Alignment

CISCM's public website identifies the Chartered Institute of Supply Chain Management LLC as a Texas-registered professional training organization specializing in supply chain, logistics, procurement, and operations management. Its stated approach emphasizes practical, job-ready, practitioner-led and results-driven learning, delivered through classroom, virtual, online, and blended formats.

Website theme	Handbook response
Practical, job-ready learning	Criteria require workplace outcomes, applied assessments, tools, case studies, and evidence of learner capability.
Industry-practitioner delivery	Trainer standards test occupational competence, facilitation capability, currency, and conflict disclosure.
Flexible learning formats	Accreditation criteria cover classroom, virtual, online, blended, and work-based delivery.
Corporate customization	Rules permit contextualization while protecting approved outcomes, assessment validity, and change control.
Resources and tools	Services include learning materials, cases, templates, recorded learning, articles, and professional resources.

Website theme	Handbook response
Career development	Membership and services incorporate competency roadmaps, CPD, mentoring, job readiness, and career support.
Partnerships	Approval and monitoring processes cover academic, training, industry, delivery, and international partners.

1.4 Vision, Mission and Operating Values

For the purpose of this handbook, CISCM's stated vision is interpreted as becoming a trusted training partner that supports strong, efficient, and future-ready supply chains. Its mission is operationalized through the following values:

6. Practical relevance
7. Integrity and accurate public claims
8. Competence and evidence
9. Learner protection
10. Fairness and accessibility
11. Industry currency
12. Continuous improvement
13. Confidentiality and responsible data use
14. Impartial decision-making

1.5 Definitions

Term	Meaning in this handbook
Accreditation	A time-limited CISCM decision that defined requirements are met. It is not permanent and is subject to monitoring.
Applicant	The person or organization seeking a CISCM service or recognition.
Institution	The legal entity or organizational unit responsible for governance and delivery.
Program	A structured learning and assessment offer leading to a defined outcome or credential.
Approved scope	The exact institutions, sites, modes, programs, territories, languages, and services covered by a decision.
Condition	A requirement that must be satisfied by a stated deadline.
Major change	A change capable of affecting quality, validity, learner protection, ownership, scope, or public claims.
CPD	Continuing professional development undertaken to maintain and extend competence.
Sanction	A restriction, suspension, withdrawal, or other corrective decision imposed for nonconformity.

2. Governance, Independence and Quality Principles

2.1 Governance Model

Body / role	Core responsibility	Independence safeguard
Governing authority	Approves policy, delegations, strategic risk appetite, and final institutional accountability.	Does not replace evidence-based technical decisions.
Accreditation and Standards Committee	Approves criteria, reviews recommendations, decides complex or high-risk cases.	Members declare conflicts and recuse where required.
Quality Assurance function	Administers applications, evidence, monitoring, records, reports, and corrective action.	Separated from sales targets and assessor recommendation.
Assessors / reviewers	Evaluate evidence, interview stakeholders, sample delivery, and report findings.	No recent consultancy, employment, financial interest, or close relationship with applicant.
Appeals panel	Reviews challenged decisions for process, evidence, proportionality, and fairness.	Members were not involved in the original decision.
Authorized certification officer	Controls award letters, certificates, registers, seals, and verification.	Issues only after recorded approval and fee/condition checks.

2.2 Decision Principles

15. Evidence before assertion: marketing claims and applicant statements must be corroborated.
16. Proportionality: the depth of review reflects risk, size, delivery mode, geographic spread, credential level, and learner exposure.
17. Consistency: comparable evidence receives comparable treatment; departures are documented.
18. Impartiality: commercial benefit does not determine approval.
19. Due process: applicants receive findings, time to respond, and access to appeal.
20. Scope control: recognition is limited to what has been reviewed and explicitly approved.
21. Continuing assurance: approval depends on ongoing compliance, not only entry-stage evidence.

2.3 Conflict of Interest

All decision-makers, staff, assessors, subject experts, trainers, moderators, consultants, and committee members must disclose actual, potential, and perceived conflicts. CISCM must record the declaration,

assess risk, and apply safeguards such as recusal, independent review, restricted access, replacement, or enhanced oversight.

2.4 Risk Classification

Risk band	Typical indicators	Assurance response
Low	Single site, stable ownership, limited learner numbers, established controls, low-risk scope.	Desktop review plus proportionate sampling.
Moderate	Multiple modes, moderate scale, subcontracting, international delivery, or recent change.	Full evidence review, interviews, and remote or on-site validation.
High	Large learner exposure, high-stakes assessment, multiple countries, material complaints, weak history, complex partnerships, or significant change.	Enhanced due diligence, site validation, larger samples, conditions, shorter approval, and more frequent monitoring.

3. Common Application and Decision Framework

3.1 Standard Lifecycle

22. Enquiry and eligibility screening.
23. Application, declaration, scope definition, and fee confirmation.
24. Completeness check and risk classification.
25. Evidence review and clarification.
26. Interviews, observation, learner/partner sampling, or site visit where required.
27. Draft findings and applicant factual-accuracy response.
28. Corrective action for nonconformities.
29. Independent decision and scope confirmation.
30. Agreement, certificate/letter, register entry, and brand authorization.
31. Monitoring, annual return, change notification, renewal, or closure.

Accreditation and Recognition Lifecycle



3.1A Readiness Screen

Question	Ready when...	If not ready
Is the legal and operating identity clear?	Registration, ownership, authority, sites and trading names reconcile.	Resolve inconsistencies before application.
Is the requested scope precise?	Programs, modes, locations, languages, partners and territories are listed.	Create a scope schedule.
Is there operational evidence?	Controls have been implemented and records are available, not merely drafted.	Pilot the system and retain evidence.
Can outcomes be demonstrated?	Current learner, assessment, complaint and improvement data can be produced.	Establish baseline measures.
Are public claims accurate?	Website, brochures, agents and certificates match legal and current status.	Correct claims before review.
Is one accountable coordinator appointed?	The coordinator can access leaders, records, staff, learners and partners.	Assign authority and backup.

3.1B Indicative Service Standards

Milestone	Target once complete	Applicant dependency
Eligibility response	Normally 5–10 working days	Clear enquiry and proposed scope
Completeness check	Normally 10 working days	Application, declarations, evidence index and fee
Desktop review	Normally 20–30 working days	Responsive clarifications and accessible evidence
Validation scheduling	Mutually agreed; risk-based	Staff, learners, systems and sites available

Milestone	Target once complete	Applicant dependency
Draft findings	Normally 10–15 working days after validation	No major missing evidence
Decision	Normally 15–20 working days after closure-ready file	Corrective actions and conditions addressed

Service standards are planning targets, not guarantees. The clock may pause for incomplete evidence, applicant delay, safeguarding or integrity concerns, translation, specialist input, complex partnerships, public holidays, or matters outside CISCM’s reasonable control.

3.2 Decision Categories

Decision	Meaning
Approved	All material requirements are met; routine monitoring applies.
Approved with conditions	Recognition is granted subject to time-bound actions that do not create unacceptable immediate risk.
Deferred	A decision cannot yet be made because essential evidence or corrective action is outstanding.
Refused	Requirements are materially unmet, risk is unacceptable, or evidence is unreliable.
Scope restricted	Only a defined subset of the requested scope is approved.
Suspended	Recognition remains on record but may not be promoted, enrolled against, or used until conditions are resolved.
Withdrawn	Recognition ends following voluntary surrender or CISCM action.

3.3 Nonconformity Classification

Class	Definition	Normal response
Critical	Immediate or severe risk to learners, credential integrity, legality, data, safety, or public trust.	Immediate containment; possible suspension or refusal.
Major	Systemic failure or absence of an essential control; likely to affect outcomes or multiple learners.	Corrective action and verification before approval or by a short deadline.
Minor	Isolated lapse that does not indicate systemic failure or immediate material harm.	Corrective action tracked through monitoring.
Observation	Improvement opportunity or emerging risk that is not currently a nonconformity.	Consider and report progress where requested.

3.4 Evidence Rules

32. Evidence must be current, attributable, legible, relevant to the requested scope, and available for verification.
33. Translations must be accurate; CISCM may require certified translation for consequential records.
34. Sampling does not transfer responsibility from the applicant.
35. False, altered, misleading, or concealed evidence may lead to refusal, withdrawal, and a defined reapplication restriction.
36. CISCM may validate registration, ownership, staff credentials, learner records, partners, sites, and public claims through lawful sources.

4. Institutional Accreditation

4.1 Purpose and Eligible Applicants

Institutional accreditation recognizes that an eligible organization has a functioning governance and quality system capable of designing, delivering, assessing, and improving professional learning within an approved scope. Eligible applicants may include legally established training providers, professional institutes, corporate academies, colleges, university units, consulting/training firms, nonprofit learning organizations, and government or sector training entities.

4.2 Proposed Accreditation Categories

Category	Intended use	Typical scope
CISCM Accredited Training Institution	Organizations with established multi-program capability and documented quality systems.	Specified sites, modes, territories, and subject domains.
CISCM Accredited Corporate Academy	Internal academies developing employees or approved ecosystem participants.	Defined workforce, business units, and corporate programs.
CISCM Approved Training Provider	Providers approved to deliver defined CISCM or CISCM-recognized programs.	Named programs, trainers, locations, and delivery modes.
CISCM Approved Delivery Centre	A site operating under an accountable parent/provider.	Named location with defined administrative and delivery authority.

4.3 Institutional Standards

Standard	Minimum evidence expectation
A. Legal identity and integrity	Valid legal identity; ownership; licenses where applicable; accurate claims; litigation/regulatory disclosure; solvency and continuity arrangements.
B. Governance and leadership	Defined accountability; delegated authority; committees; strategy; risk management; ethical code; conflicts; documented review.
C. Quality management	Controlled policies; internal review; complaints; corrective action; performance data; document control; improvement cycle.
D. Program governance	Approval, review, change control, closure, teach-out, stakeholder input, and alignment to stated occupational needs.
E. Learner lifecycle	Accurate entry criteria; admissions; induction; support; accessibility; progress; safeguarding where applicable; completion and records.
F. Trainers and staff	Role profiles; qualification/experience criteria; verification; induction; observation; CPD; workload and succession.
G. Learning resources	Suitable facilities, platforms, materials, library/resources, technology support, accessibility, and continuity.
H. Assessment integrity	Blueprints; valid instruments; secure administration; authenticity; marking; moderation; reasonable adjustment; results and appeals.
I. Certification and records	Controlled issuance; identity checks; unique identifiers; replacement rules; retention; verification; prevention of unauthorized awards.
J. Partnership control	Due diligence, contracts, responsibilities, monitoring, data, branding, subcontracting, termination, and learner protection.
K. Data and technology	Privacy, cybersecurity, access control, backup, retention, incident response, online delivery controls, and responsible automation/AI.
L. Outcomes and improvement	Completion, achievement, satisfaction, workplace impact, complaints, equity, employer feedback, trend analysis, and action.

4.3A Detailed Performance Indicators

Domain	What effective practice looks like	Common warning signs
Leadership	Leaders review performance, risks, learner protection and improvement; decisions are recorded and followed through.	Policies exist but ownership, review or action evidence is absent.
Quality cycle	Plan–deliver–check–improve controls operate across every approved site, mode and partner.	Quality activity is reactive, informal or limited to satisfaction surveys.
Admissions	Entry, identity, prerequisites, prior learning, accessibility and fee information are consistently controlled.	Pressure to enroll overrides eligibility or accurate advice.

Domain	What effective practice looks like	Common warning signs
Delivery	Schemes of work, trainer guidance, observation and learner engagement demonstrate consistent implementation.	Delivery varies materially by trainer or site without authorization.
Assessment	Blueprint, security, authenticity, marking, moderation, results and appeals form a complete audit trail.	Results cannot be traced to approved criteria or authenticated work.
Certification	Only approved results trigger uniquely controlled credentials and register entries.	Blank certificates, shared access, delayed register updates or uncontrolled templates.
Partnerships	The accountable institution retains oversight through due diligence, contracts, monitoring and action.	Partner activity is treated as outside the institution's responsibility.
Digital systems	Access, backup, recovery, privacy, cyber incident and continuity controls are tested.	Controls depend on one person, one device or untested backup.
Outcomes	Data is segmented, interpreted, discussed with stakeholders and converted into measurable action.	High-level averages conceal withdrawals, gaps or repeated complaints.

4.3B Scope Architecture

Scope element	Approval must identify
Legal entity	The accountable registered entity and any approved trading name.
Sites	Head office, delivery centres, satellite sites and temporary locations.
Territories	Countries or regions where marketing, enrollment, delivery, assessment and certification may occur.
Delivery modes	Classroom, live virtual, self-paced online, blended, workplace or another approved mode.
Subject domains	Supply chain, procurement, logistics, warehousing, analytics, sustainability, risk, operations and approved related fields.
Programs / services	Owned programs, CISCM programs, customized corporate offers, assessment, certification and other approved services.
Languages	Languages reviewed for materials, delivery, assessment, support and quality assurance.
Partners	Named delivery, assessment, technology, recruitment, academic, industry or country partners.

4.3C Validation Visit Agenda

Activity	Typical evidence / participants
Opening meeting	Senior accountable officer, quality lead, scope confirmation, changes and risks.
Governance review	Minutes, delegated authority, risk, management review and improvement.
Learner journey sample	Enquiry, admission, payment, induction, learning, support, assessment, results and certificate.
Faculty and staff interviews	Competence, workload, observation, CPD, assessment, data and escalation.
Learner / graduate discussion	Accuracy of information, support, learning experience, assessment fairness and outcomes.
Systems demonstration	LMS, records, identity, access, assessment security, certification and verification.
Site / resource tour	Rooms, equipment, accessibility, safety, technology, records and continuity.
Evidence triangulation	Cross-check claims across documents, records, interviews, observations and public information.
Closing meeting	Factual summary, provisional themes, next steps and no promise of decision.

4.4 Evidence Portfolio

37. Legal registration, ownership chart, licenses, insurance where relevant, financial/continuity statement, and organization chart.
38. Strategic plan, governance terms, policy register, risk register, meeting evidence, delegation matrix, and conflict declarations.
39. Quality manual, internal audit/review reports, complaints and appeals logs, corrective-action records, and management review.
40. Program catalog, approval records, curriculum and assessment controls, closure/teach-out plan, and stakeholder feedback.
41. Learner handbook, admissions samples, support and accessibility procedures, attendance/progress records, and completion data.
42. Staff files, qualification verification, trainer matrix, observation records, CPD records, workload and substitute arrangements.
43. Facilities/platform evidence, learning materials, access controls, backup tests, security/privacy documentation, and incident logs.
44. Assessment samples across results bands, marking schemes, moderation, results approval, malpractice handling, and certification register.

45. Partner files, due diligence, contracts, monitoring reports, marketing samples, and corrective actions.

4.5 Institutional Scoring Model

Rating	Descriptor	Score
Exemplary	Mature, consistently effective practice with measured impact and sustained improvement.	4
Effective	Requirement is met with reliable implementation and evidence.	3
Partially effective	Requirement is partly met; weakness is limited but correction is necessary.	2
Ineffective	Material weakness, inconsistent operation, or inadequate evidence.	1
Not demonstrated	Requirement is absent, not evidenced, or not applicable without accepted justification.	0

Recommended decision rule: Overall score of at least 70%; every applicable standard at least 60%; no critical nonconformity; and no unresolved major nonconformity at the point of unconditional approval. Governance may approve different thresholds only through a controlled policy decision.

4.5A Scoring and Decision Calibration

Overall result	Indicative interpretation	Decision control
85–100%	Strong and consistently embedded system with measurable improvement.	Approval may proceed if no critical/major barrier remains.
70–84%	Effective overall, with defined areas requiring improvement.	Approval or conditional approval, subject to criterion floors.
60–69%	Partial effectiveness or uneven implementation.	Normally defer; targeted corrective evidence required.
Below 60%	System is insufficiently demonstrated or presents material risk.	Normally refuse or require substantial redevelopment.

Scores support—not replace—professional judgment. A high average cannot compensate for a critical failure in legality, learner protection, assessment integrity, data security, certification control or truthful public claims.

4.5B Evidence Strength Scale

Evidence strength	Characteristics
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Evidence strength	Characteristics
Strong	Multiple current sources agree; implementation is visible; records show consistency, monitoring and corrective action.
Adequate	Relevant evidence demonstrates the requirement with only limited gaps or sampling uncertainty.
Weak	Evidence is mainly policy or assertion; implementation is recent, isolated, inconsistent or difficult to trace.
Unreliable	Evidence conflicts, lacks attribution, appears altered, omits material facts or cannot be verified.

4.6 Validity, Monitoring and Changes

The recommended standard approval period is three years, subject to annual surveillance and continuing payment of applicable fees. High-risk or conditional approvals may be shorter. Accredited institutions must notify CISCM before or promptly after a material change, including ownership, legal status, name, senior leadership, site, platform, delivery country, subcontractor, credential, assessment model, major curriculum change, learner volume, closure, insolvency, serious complaint, breach, sanction, or adverse regulatory action.

4.7 Institutional Accreditation Benefits

46. Time-limited certificate and approval letter identifying the exact scope.
47. Entry on a public or controlled CISCM verification register.
48. Authorized use of the relevant CISCM accreditation statement and mark.
49. Independent quality feedback and improvement priorities.
50. Eligibility for defined partnership, program-review, trainer, resource, or corporate-service options.
51. Access to briefings, templates, knowledge resources, and networking opportunities as published.

5. Program Accreditation

5.1 Purpose and Coverage

Program accreditation evaluates the design, delivery, assessment, governance, and outcomes of a specific learning program. It may be pursued independently or alongside institutional accreditation. Each decision is limited to the named title, version, level or complexity, delivery mode, language, sites, partners, and credential described in the approval record.

5.2 Eligible Program Types

52. Professional certification and certificate programs
53. Diploma and advanced diploma programs, where legally permissible and accurately described
54. Executive education and leadership programs
55. Short courses, masterclasses, and structured CPD
56. Micro-credentials and stackable learning
57. Corporate or industry-specific academies
58. Online, blended, virtual, classroom, and work-based programs

5.3 Program Standards

Criterion	Requirement
1. Need and purpose	Documented target audience, industry need, occupational relevance, stakeholder input, and intended value.
2. Learning outcomes	Clear, measurable outcomes at appropriate complexity, mapped to competencies and assessment.
3. Curriculum	Coherent sequence, sufficient breadth/depth, current content, practical application, and controlled references.
4. Learning design	Suitable hours, methods, learner workload, activities, case work, tools, inclusion, and delivery-mode adaptation.
5. Entry and progression	Accurate prerequisites, recognition of prior learning where offered, progression, support, and completion rules.
6. Assessment strategy	Valid, reliable, fair, sufficient, authentic, secure, and proportionate assessment of all outcomes.
7. Marking and moderation	Clear criteria, trained assessors, sampling, consistency, feedback, results approval, appeals, and reassessment.
8. Faculty and resources	Competent trainers/assessors, adequate materials, technology, equipment, learner guidance, and support.
9. Governance and review	Named owner, approval, version control, monitoring, external/industry input, change and withdrawal controls.
10. Outcomes and certification	Achievement and impact data, certificate wording, unique verification, records, and accurate claims.

5.3A Program Design Architecture

Design layer	Required question	Required output
Market / occupational need	What performance problem, role requirement or professional capability will the program address?	Need statement and stakeholder evidence
Competency	What must a successful participant know, do	Competency map with

Design layer	Required question	Required output
framework	and demonstrate in context?	proficiency indicators
Learning outcomes	What measurable performance will be achieved by the end?	Outcome set using observable verbs
Curriculum	What content and practice sequence will build the outcomes?	Module map, topics, activities and hours
Assessment	What evidence will prove each outcome at the intended complexity?	Blueprint, tasks, criteria and conditions
Delivery	How will different modes, trainers and learners receive an equivalent opportunity?	Facilitator guide, learner guide and resources
Quality assurance	How will consistency, validity, feedback and improvement be protected?	Approval, moderation, observation and review plan
Outcome evaluation	How will learning, application and stakeholder value be evaluated responsibly?	Measures, data sources, timing and owner

5.3B Learning-Time Definitions

Term	Definition
Guided learning	Planned learning with real-time or structured direction by a trainer, tutor or learning system.
Independent learning	Directed reading, practice, research, reflection or preparation completed without live supervision.
Work-based application	Planned application in a real or simulated workplace, supported by defined evidence.
Assessment time	Time allocated to produce, complete or present evidence under stated conditions.
Total learning time	The realistic sum of guided, independent, work-based and assessment activity required by a typical learner.

Program duration must be evidence-based and stated consistently across the specification, timetable, marketing, LMS and certificate. CISCM review does not automatically convert hours into academic credits, qualification-framework levels or university transfer credit.

5.3C Assessment Method Selection

Outcome type	Suitable methods	Quality controls
Knowledge and understanding	Scenario MCQs, short responses, oral questioning, analysis tasks.	Blueprint, item review, answer key, difficulty balance and security.
Applied analysis	Case analysis, data interpretation, sourcing decision, inventory or logistics	Authentic data, clear assumptions, analytic rubric and moderation.

Outcome type	Suitable methods	Quality controls
	problem.	
Practical skill	Observation, simulation, demonstration, system task, workplace evidence.	Observation checklist, trained assessor, identity and repeatable conditions.
Integrated competence	Project, portfolio, presentation, professional discussion or capstone.	Milestones, authenticity, triangulation, rubric and independent sampling.
Ethics and judgment	Dilemma, reflective justification, scenario decision or professional discussion.	No single “opinion” mark; criteria focus on reasoning, duties, evidence and impact.

5.3D Program Red Flags

59. The title or claimed level is more advanced than the outcomes, content or assessment.
60. Learning outcomes describe topics taught rather than performance expected.
61. A final MCQ test is used to claim complex practical or leadership competence.
62. Assessment weightings, pass marks or reassessment rules conflict across documents.
63. Trainer slides are treated as the complete curriculum and are not version-controlled.
64. Online delivery lacks identity, authorship, accessibility, engagement or continuity controls.
65. Marketing promises career, immigration, credit transfer or universal recognition outcomes.
66. The program can be materially changed by a partner or trainer without approval.

5.4 Required Program File

Document	Minimum content
Program specification	Title, purpose, audience, outcomes, content, hours, modes, entry, progression, assessment, award, version, owner.
Curriculum map	Modules/topics mapped to outcomes, competencies, learning activities, assessment, and indicative hours.
Assessment strategy	Assessment methods, weighting, blueprint, standards, security, authenticity, moderation, reassessment, appeals.
Delivery guide	Session plan, trainer guidance, resources, learner activities, accessibility and mode-specific instructions.
Learner information	Accurate brochure/handbook, entry, schedule, fees, obligations, support, assessment, award and complaints.
Faculty evidence	Role criteria, verified CVs/credentials, subject competence, teaching/assessment capability, and CPD.
Samples	Learning materials, cases, tools, assessments, marking guides, feedback, moderation, and certificates.

Document	Minimum content
Quality evidence	Program approval, stakeholder input, performance indicators, review schedule, change log and improvement plan.

5.5 Assessment Quality Requirements

67. Every learning outcome must be assessed at the intended level of complexity.
68. Assessment conditions, permitted resources, pass rules, grading, reassessment, and submission rules must be transparent.
69. Identity and authorship controls must be proportionate, especially for remote and AI-assisted work.
70. AI use must be explicitly permitted, restricted, or prohibited by task; candidates must disclose permitted assistance where required.
71. Reasonable adjustments must preserve the competence standard while removing avoidable barriers.
72. Moderation must sample assessors, sites, modes, result bands, borderline work, reassessment, complaints, and identified risks.
73. Assessment records must support audit, appeal, replacement, verification, and trend analysis.

5.6 Program Review Outcomes

Outcome	Typical basis
Accredited	All material criteria met.
Accredited with conditions	Limited deficiencies can be resolved without unacceptable learner or credential risk.
Developmental recognition	Promising design requires further evidence, pilot outcomes, or assessment strengthening before full accreditation.
Deferred	Essential evidence, delivery sample, pilot, or corrective action remains outstanding.
Refused	Material criteria are unmet or credibility/learner risk is unacceptable.

5.7 Change Control

Prior approval is normally required for a change to title, award, outcomes, total learning time, assessment method or weight, pass standard, delivery language, partner, ownership, target audience, entry criteria, learning level, mode, or substantial curriculum. Minor updates that do not alter approved outcomes or standards may be recorded in the program change log and reported through annual monitoring.

6. Membership Framework

6.1 Purpose

CISCM membership should create a structured professional community supporting ethical practice, career growth, competence, continuing learning, knowledge exchange, and contribution to the supply chain profession. Membership is separate from program accreditation and does not by itself authorize an individual to claim statutory licensure or a protected professional title.

6.2 Proposed Individual Grades

Grade	Indicative entry criteria	Typical evidence	Post-nominal policy
Associate Member	Relevant learning plus at least 1 year of relevant experience, or an accepted competence route.	CV, qualification/training evidence, experience verification.	Use only if formally approved
Professional Member	Relevant qualification/competence plus at least 3 years of progressive relevant experience.	Verified experience, competence statement, CPD and references.	Use only if formally approved
Chartered Member	Advanced competence, significant responsibility, ethical standing, CPD, and peer assessment; title subject to legal and governance review.	Portfolio, references, interview, leadership/impact evidence.	Requires separate protected designation policy
Fellow	Sustained senior contribution, professional impact, leadership, service, and peer recognition, normally over 8–10 years.	Nomination/application, impact portfolio, references and panel review.	Use only if formally approved

Governance caution: Before offering a “Chartered” grade or post-nominal, CISCM should complete legal review of its name, charter claims, trademark position, consumer-protection implications, and wording in every target jurisdiction. Registration of an LLC or use of “Chartered” in an organizational name is not automatically equivalent to a royal, legislative, governmental, or professional charter.

6.3 Organizational Membership

Option	Purpose	Indicative access
Corporate Member	For employers building supply chain capability and engaging employees in professional development.	Employee engagement, selected resources/events, competency support, and preferred service access as published.
Academic / Training Partner Member	For eligible institutions seeking professional engagement without implying accreditation.	Knowledge exchange, events, collaboration opportunities, and partner communications.
Public / Nonprofit Partner Member	For eligible public, development, association, or nonprofit bodies.	Sector dialogue, learning initiatives, research/knowledge collaboration, and professional engagement.

Professional Membership Pathway



6.3A Membership Competency Framework

Competency domain	Associate evidence	Professional evidence	Senior / Fellow evidence
Technical practice	Applies established supply chain tools under normal conditions.	Selects and adapts methods for complex work.	Shapes strategy, standards or enterprise practice.
Business and commercial insight	Understands cost, service, risk and stakeholder basics.	Integrates operational and financial consequences.	Influences enterprise value, investment and trade-offs.
Data and digital	Uses reliable data and	Analyzes trends and	Leads data governance,

Competency domain	Associate evidence	Professional evidence	Senior / Fellow evidence
capability	common systems responsibly.	improves digital workflows.	analytics or transformation.
Leadership and collaboration	Communicates and contributes effectively.	Leads teams, suppliers, projects or cross-functional work.	Builds capability, culture and senior alignment.
Ethics and sustainability	Recognizes duties, conflicts and responsible practice.	Resolves dilemmas and embeds controls.	Shapes governance, responsible sourcing and public value.
Improvement and resilience	Uses structured problem-solving.	Leads measurable improvement and risk response.	Designs resilient systems and sustained change.
Professional learning	Maintains relevant learning records.	Reflects, applies learning and supports others.	Contributes knowledge, mentoring and professional service.

6.3B Benefits Governance

Benefit group	Possible benefits	Control
Learning	Resource hub, webinars, short courses, CPD records, member briefings.	Availability and access level must be published by grade.
Career	Competency roadmap, mentoring, profile tools, interview guidance and opportunities.	No job, salary, promotion or immigration guarantee.
Community	Events, chapters, working groups, roundtables and networking.	Conduct, inclusion, privacy and event rules apply.
Recognition	Digital badge, directory listing, grade certificate and approved post-nominal where authorized.	Active status, accurate grade and controlled use.
Contribution	Writing, speaking, mentoring, panels, research and standards input.	Selection based on competence, conflict and quality controls.
Organization	Employee engagement, capability initiatives, selected events and partnership dialogue.	Separate agreement for accreditation, delivery or certification.

6.4 Application and Upgrade

- 74. Submit identity, contact information, employment/education profile, declarations, requested grade, and applicable fee.
- 75. Provide verifiable qualifications, experience, references, CPD, portfolio, or interview evidence required for the grade.
- 76. CISCM checks completeness, eligibility, ethics declarations, and risk indicators.
- 77. Authorized reviewers decide admission, defer for evidence, offer an alternative grade, or refuse with reasons.
- 78. Upgrades require fresh evidence against the higher grade and are not automatic through payment or length of membership alone.

6.5 Member Obligations

- 79. Act honestly, competently, lawfully, fairly, and with respect for people, society, and the environment.
- 80. Avoid bribery, corruption, fraud, discrimination, exploitation, conflicts, misuse of confidential information, and misleading claims.
- 81. Maintain professional competence through relevant CPD.
- 82. Use CISCM membership designations, marks, certificates, and digital credentials exactly as authorized.
- 83. Notify CISCM of material disciplinary, criminal, regulatory, employment, credential, or identity matters relevant to professional standing.
- 84. Cooperate with verification, audit, complaint, and disciplinary procedures.
- 85. Pay applicable subscriptions by the due date and keep contact details current.

6.6 CPD Framework

Component	Recommended rule
Annual expectation	At least 30 hours of relevant CPD for professional grades, including at least 15 structured hours; governance may calibrate by grade.
Ethics	At least 2 hours annually on ethics, compliance, sustainability, responsible sourcing, data, or related professional responsibility.
Evidence	Date, activity, provider/source, learning gained, application or reflection, and supporting record where available.
Acceptable activity	Courses, webinars, workplace projects, research, mentoring, teaching, writing, conferences, professional service, and guided self-study.
Audit	Risk-based annual sample plus mandatory review for upgrade, complaint, reinstatement, or identified concern.
Shortfall	Documented recovery plan; repeated or unexplained shortfall may restrict renewal or designation use.

Practical CPD Cycle

- 86. Assess: compare current responsibilities and target role with the CISCM competency domains.
- 87. Plan: select two or three priority capabilities and define intended workplace application.
- 88. Learn: use a balanced mix of structured, experiential and contribution-based activities.
- 89. Apply: test the learning through work, simulation, mentoring, writing or professional discussion.
- 90. Reflect: record what changed, what evidence supports the change, and what remains uncertain.
- 91. Review: update the plan, retain evidence and prepare for audit, renewal or upgrade.

CPD Record

Date	Activity / provider	Competency	Hours / type	Learning and application	Evidence

6.7 Membership Status

Status	Effect
Active	All requirements met; benefits and authorized designation remain available.
Pending renewal	Renewal action is due; use may continue only within a published grace period.
Lapsed	Benefits and designation use stop until reinstated.
Retired	Approved status for eligible long-serving members; designation terms determined by policy.
Suspended	Membership rights and designation use are temporarily restricted.
Resigned	Voluntary end of membership, subject to unresolved conduct matters.
Terminated	Membership ended following disciplinary or eligibility decision.

7. Other Professional and Organizational Services

7.1 Service Portfolio

Service	Purpose	Core controls
Approved Training Provider / Centre	Authorization to deliver defined CISCM programs or services within a controlled scope.	Due diligence, trainer approval, delivery controls, assessment integrity, learner protection, reporting,

Service	Purpose	Core controls
		monitoring.
Trainer / Facilitator Recognition	Recognition of individuals qualified to deliver specified subjects or programs.	Subject competence, experience, facilitation skills, observation, ethics, CPD, renewal.
Assessor / Moderator Recognition	Recognition for assessment or quality roles.	Assessment competence, standardization, independence, security, sampling, CPD.
CPD Event Recognition	Review of short professional learning activities for CPD relevance and hours.	Objectives, agenda, facilitator, duration, participation evidence, evaluation, accurate claims.
Curriculum Review & Benchmarking	Independent review of curriculum relevance, coherence, industry alignment, and assessment.	Defined scope, expert review, benchmark, gap report, recommendations; no implied accreditation unless separately awarded.
Assessment Design & Moderation	Blueprinting, item review, rubric design, moderation, standard setting, and quality review.	Confidentiality, competence, security, psychometric/qualitative review, conflict control.
Certification Administration	Controlled certificate production, digital credential support, replacement and verification.	Approved results, identity, unique ID, templates, register, access control, audit trail.
Corporate Training Solutions	Customized learning aligned to organizational roles, objectives, and performance needs.	Needs analysis, outcomes, customization controls, delivery plan, evaluation and impact.
Executive & Leadership Development	Strategic supply chain leadership, decision-making, resilience, sustainability, and transformation.	Senior audience analysis, practitioner faculty, application, strategic project or reflection.
Competency Mapping	Role profiles, skills matrices, development roadmaps, gap analysis, and learning pathways.	Job evidence, stakeholder validation, proficiency levels, observable indicators, review.
Career & Job Readiness	Career pathways, interview preparation, practical application, mentoring, and development planning.	No job guarantee; qualified advisers; privacy; appropriate referrals; outcome tracking.
Resources & Knowledge Hub	Guides, cases, tools, templates, recorded sessions, articles, and communities.	Authorship, copyright, currency, access terms, accessibility, review and withdrawal.
Research / Industry Insights	Surveys, reports, roundtables, benchmarking, and sector dialogue.	Method transparency, consent, privacy, limitations, conflicts, responsible claims.
Consultancy and	Operational improvement,	Clear contract, competence,

Service	Purpose	Core controls
Advisory	procurement, logistics, inventory, risk, sustainability, analytics, and capability advisory.	independence, deliverables, confidentiality, and no guaranteed outcome.
Partnership and Co-branding	Academic, industry, training, event, content, or market collaboration.	Due diligence, written roles, quality control, brand approval, data, IP, monitoring, exit and learner protection.

7.1A Service Selection Guide

Client question	Best-fit service	Not included unless contracted
Is our institution ready for accreditation?	Readiness diagnostic or gap review	Accreditation decision
Is our curriculum aligned and assessable?	Curriculum review and benchmarking	Program accreditation or certificate issuance
Can we deliver a named CISCM program?	Approved provider / centre review	Unlimited territories, modes or programs
Are our trainers and assessors competent?	Trainer / assessor recognition and standardization	Employment vetting beyond agreed scope
Can CISCM issue or verify credentials?	Certification administration	Ownership of results or admission decisions
How can we build workforce capability?	Competency mapping and corporate learning solution	Guaranteed performance or financial outcome
How can professionals develop careers?	Membership, CPD and career support	Placement, salary or immigration guarantee

7.1B Standard Service Lifecycle

92. Discover: clarify purpose, users, risks, constraints, desired outcomes and decision authority.
93. Scope: define deliverables, exclusions, responsibilities, milestones, evidence, fees and acceptance.
94. Design: confirm methodology, expertise, data, quality checks, communications and change control.
95. Deliver: execute through approved personnel, controlled materials and documented decisions.
96. Verify: review quality, acceptance criteria, stakeholder feedback, records and unresolved matters.
97. Close: issue final outputs, transfer approved materials, confirm retention and record lessons.
98. Follow up: evaluate agreed outcomes, corrections, renewal or next-stage support without overstating causation.

7.1C Service Deliverable Quality Checklist

- 99. The deliverable answers the agreed question and clearly states scope, evidence, assumptions and limitations.
- 100. Findings are traceable to evidence and distinguish fact, professional judgment and recommendation.
- 101. Recommendations identify priority, owner, timing, dependency and expected evidence of completion.
- 102. Confidential, proprietary and personal information is minimized and protected.
- 103. Branding, authorship, version, approval, distribution and retention are controlled.
- 104. No deliverable implies accreditation, certification, endorsement or guaranteed outcome beyond the contract.

7.2 Service Agreement Minimum Terms

- 105. Parties, legal names, contacts, authority, scope, territory, sites, language, mode, and service period.
- 106. Deliverables, responsibilities, milestones, acceptance criteria, dependencies, reporting, and change control.
- 107. Fees, taxes, currency, invoicing, transfer charges, cancellation, refunds, expenses, and consequences of late payment.
- 108. Quality, trainer/assessor approval, learner protection, assessment, certification, records, audit, complaints, and continuity.
- 109. Brand use, publicity approval, intellectual property, confidentiality, data protection, cybersecurity, subcontracting, and conflicts.
- 110. Warranties, limitations, indemnities where lawful, dispute route, suspension, termination, teach-out, survival, and governing law.

7.3 No-Guarantee Rule

CISCM and its partners must not guarantee employment, promotion, immigration outcome, salary increase, university admission, credit transfer, governmental recognition, regulatory acceptance, procurement award, operational savings, or professional licensure. Outcomes depend on third parties and circumstances beyond the service. Any published outcome statistic must be supportable, dated, scoped, and presented with material limitations.

8. Quality Assurance, Monitoring and Renewal

8.1 Monitoring Tools

Tool	Use
Annual return	Learner/member volumes, delivery, results, complaints, staff/partner changes, outcomes, incidents, and declarations.
Desk surveillance	Review of websites, marketing, registers, documents, data, samples, and public claims.
Observation	Live or recorded review of teaching, assessment, moderation, support, or governance.
Site / systems visit	Validation of facilities, people, records, platforms, controls, and implementation.
Stakeholder sampling	Confidential contact with learners, trainers, employers, partners, or members.
Thematic review	Cross-provider review of a risk such as online assessment, AI, subcontracting, complaints, or certification.
Triggered review	Investigation following complaint, adverse information, anomaly, breach, serious incident, or unreported change.

8.1A Monitoring Frequency Matrix

Risk / performance	Routine monitoring	Additional assurance
Low risk / strong performance	Annual return and desk surveillance	Sample review or visit during approval cycle
Moderate risk / mixed performance	Annual return, targeted evidence and stakeholder sample	Remote validation or thematic review
High risk / conditional approval	Quarterly or six-month reporting against defined indicators	Site/system visit, enlarged sample and short review interval
Triggered concern	Immediate information request and risk triage	Investigation, protective action, special audit or suspension

8.1B Quality Dashboard

Indicator	Current	Target / tolerance	Trend	Owner	Action
Applications completed within target					
Learner completion /					

Indicator	Current	Target / tolerance	Trend	Owner	Action
withdrawal					
Assessment agreement / moderation changes					
Certificates issued accurately and on time					
Complaints / appeals by theme					
Corrective actions closed on time					
Trainer observations meeting standard					
Data / continuity incidents					

8.2 Key Performance Indicators

- 111. Application and decision turnaround, with complexity and pauses separately reported.
- 112. Learner enrollment, retention, completion, achievement, reassessment, and certification accuracy.
- 113. Assessment reliability, moderation agreement, malpractice, appeals, and result changes.
- 114. Complaints by theme, substantiation, resolution time, recurrence, and corrective action.
- 115. Trainer competence, observation outcomes, CPD, turnover, workload, and learner feedback.
- 116. Graduate or workplace outcomes where validly measurable.
- 117. Data incidents, platform continuity, certificate verification, brand misuse, and partner performance.
- 118. Equity and accessibility indicators, interpreted carefully and lawfully.

8.3 Renewal

Renewal should begin at least 90–180 days before expiry, depending on scope and complexity. It is not automatic. Renewal reviews continuing eligibility, performance, changes, complaints, outcomes, CPD, corrective actions, public claims, fees, and refreshed evidence. If an application is timely and complete, CISCM may issue a written administrative extension; no extension should be assumed without written confirmation.

8.4 Improvement Planning

Finding	Root cause	Action	Owner	Due date	Evidence / closure
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Finding	Root cause	Action	Owner	Due date	Evidence / closure

9. Complaints, Appeals, Sanctions and Reinstatement

9.1 Complaints

A complaint concerns service, conduct, quality, administration, marketing, delivery, assessment handling, member behavior, partner activity, or another matter within CISCM's remit. Complaints should be acknowledged, triaged for immediate risk, assigned independently, investigated proportionately, decided with reasons, and closed with corrective action where needed.

Complaint Triage

Priority	Examples	Response
Urgent	Learner safety, serious fraud, credential compromise, major data issue, illegal conduct or immediate public deception.	Escalate immediately; consider containment and protective action.
High	Systemic assessment failure, repeated serious complaint, discrimination, retaliation, major partner breach.	Senior case owner, conflict check, evidence preservation and time-bound investigation.
Standard	Service delay, communication, administration, isolated quality or conduct concern.	Routine case process with proportionate evidence and remedy.
Feedback / enquiry	Suggestion, dissatisfaction without alleged breach, request for clarification.	Respond, record trend where useful, and redirect if another process applies.

Available Remedies

- 119. Explanation, correction, apology, service completion or re-performance where appropriate.
- 120. Reassessment, independent moderation or results correction where valid evidence supports it.
- 121. Fee adjustment or refund only under the applicable terms and authority.
- 122. Training, supervision, system change, corrective action or enhanced monitoring.
- 123. Brand correction, certificate correction, scope restriction, sanction or referral where justified.

9.2 Appeals

An appeal challenges a formal CISCM decision. It is not a new application and does not normally suspend a decision unless CISCM confirms otherwise. Appeals should identify the contested decision, grounds, evidence, requested remedy, and why the original process, evidence interpretation, or proportionality was materially flawed.

Stage	Recommended timeframe	Control
Submit	Within 20 working days of the decision	Written grounds and supporting evidence.
Admissibility	Within 10 working days	Confirm scope, timeliness, standing, and any conflict.
Independent review	Normally within 30 working days after complete file	Panel not involved in original decision.
Outcome	Written as soon as practicable	Confirm, vary, remit, or overturn with reasons.

9.3 Sanctions

Sanction	Illustrative use
Advisory / warning	Low-level issue requiring prompt correction.
Condition or enhanced monitoring	Control weakness that can be corrected while recognition continues safely.
Scope restriction	Risk is limited to a site, mode, program, territory, trainer, assessor, or partner.
Suspension	Immediate restriction is necessary to protect learners, credentials, the public, data, or CISCM integrity.
Withdrawal / termination	Serious, repeated, dishonest, unsafe, or unresolved noncompliance.
Reapplication restriction	A defined period is needed following fraud, deliberate misuse, or serious failure.

9.4 Urgent Protective Action

CISCM may take interim action before completing a full investigation where credible evidence indicates immediate material risk. The subject must receive the basis of action, applicable restrictions, review point, and opportunity to respond, unless disclosure would unlawfully prejudice an investigation or another person's rights.

9.5 Reinstatement

Reinstatement requires a written application, resolution of the original causes, evidence of corrective and preventive action, current eligibility, any outstanding obligations, and a fresh risk review.

Reinstatement may include restricted scope, conditions, enhanced monitoring, or a new approval period.

10. Brand, Certificates, Public Claims and Verification

10.1 Authorized Statements

- 124. Use only the exact approval or membership title shown in the current CISCM letter or certificate.
- 125. State the approved program, institution, site, mode, territory, and validity where omission could mislead.
- 126. Do not imply that all programs or locations are accredited when approval is narrower.
- 127. Do not use the CISCM name or mark in a company name, domain, social-media identity, email address, or credential title without specific written authorization.
- 128. Stop use immediately on expiry, lapse, suspension, withdrawal, or termination, except for accurate historical statements authorized by policy.

Model Wording

Situation	Use this structure
Institution	"[Legal name] is accredited by CISCM for [scope], valid from [date] to [date], subject to continuing compliance."
Program	"The [exact title and version] delivered by [provider] is CISCM-accredited for [mode/site/territory], valid to [date]."
Approved provider	"[Provider] is approved to deliver the following CISCM program(s): [list and scope]."
Member	"[Name] is an active [grade] of CISCM." Add post-nominal only if explicitly authorized.
Developmental review	"CISCM conducted an independent curriculum/readiness review." Do not replace "review" with "accreditation."

Claim Review Test

- 129. Authority: Who granted the status, and did that body have authority to grant exactly what is claimed?
- 130. Accuracy: Does wording match the approval letter, scope, dates and current register status?

131. Audience: Could a reasonable learner, employer, regulator or partner misunderstand the statement?
132. Evidence: Can CISCM or the approved party immediately produce current proof?
133. Context: Are limitations, territory, mode, provider and expiry shown where material?

10.2 Prohibited Claims

134. Government-approved, regulator-approved, university-accredited, degree-equivalent, licensed, internationally recognized, globally accepted, or guaranteed acceptance without specific verifiable authority.
135. Ofqual-regulated, CHEA-recognized, US Department of Education-recognized, UK ENIC-recognized, ISO-certified, charter-granted, or similar third-party status unless genuinely held and applicable.
136. A partner's or provider's unapproved program is CISCM accredited merely because the organization holds another CISCM relationship.
137. Membership or certificate guarantees competence beyond its assessed scope, statutory right to practice, employment, promotion, or immigration benefit.

10.3 Credential Controls

Control	Requirement
Approval source	Issue only from an authorized results/decision record.
Identity	Use verified legal/preferred name under controlled correction rules.
Unique identifier	Assign non-repeating certificate or membership ID.
Content	Title, recipient, issuing body, date, status/validity where relevant, signature/authorization, and verification route.
Register	Maintain protected record of issue, replacement, correction, revocation, and status.
Replacement	Mark or record replacements; investigate suspicious requests.
Revocation	Update verification promptly and preserve audit history.

10.4 Verification Register

The verification response should disclose only appropriate information: credential/member/institution name, identifier, award or approved scope, issue date, current status, and expiry where applicable. Privacy notices and consent rules must govern any additional disclosure.

11. Data Protection, Confidentiality and Records

11.1 Principles

- 138. Collect only data necessary for a stated lawful purpose.
- 139. Provide clear privacy information and determine the responsible controller/processor roles.
- 140. Limit access by role; protect credentials, assessment, identity, financial, complaint, and disciplinary information.
- 141. Use secure transfer, storage, backup, retention, deletion, incident response, and third-party controls.
- 142. Do not use confidential applicant or learner material for marketing, model training, research, or unrelated consultancy without lawful authority and appropriate permission.
- 143. Respond to rights requests and legal holds under applicable law.

11.2 Minimum Retention Schedule

Record	Recommended baseline	Note
Application, evidence, report and decision	Approval period plus 7 years	Extend for dispute, law, contract, or high-stakes need.
Credential / membership register	Permanent core verification record	Minimize personal data retained.
Assessment evidence and moderation	At least 3 years after result	Longer where regulation, appeal, contract, or award risk requires.
Complaints, appeals and discipline	Closure plus 7 years	Restrict access.
Financial and contract records	At least 7 years	Subject to tax and corporate law.
Marketing approvals and brand monitoring	Approval period plus 3 years	Keep evidence of correction/withdrawal.
Routine unsuccessful enquiry	Only as long as necessary	Apply privacy notice and deletion schedule.

12. Fees, Commercial Terms and Conflicts

12.1 Fee Principles

Fees must be published or quoted transparently and approved through delegated authority. The applicable schedule should distinguish application, review, site visit, specialist, annual, renewal, certificate, replacement, appeal, late, expansion, and monitoring charges; taxes and transfer costs; cancellation and refund terms; and what is non-refundable once work begins.

12.2 Payment Does Not Guarantee Approval

Payment buys the defined review or service, not a favorable decision. Sales personnel, agents, country representatives, consultants, and partners must not promise approval, a particular grade, a passing result, or accelerated treatment outside published processes.

12.3 Consultant Separation

Where CISCM provides developmental consultancy and later makes an accreditation decision, it must disclose the relationship and use independent reviewers. The applicant remains responsible for its system, and consultancy must not guarantee accreditation.

12.4 Agents and Referral Partners

- 144. Written appointment, due diligence, territory and scope.
- 145. Approved claims, materials, fees, commissions, and prohibited promises.
- 146. No authority to decide accreditation, membership, results, complaints, or sanctions unless expressly delegated under controlled policy.
- 147. Data, confidentiality, anti-bribery, sanctions, tax, and conflict obligations.
- 148. Monitoring, complaint handling, audit, suspension, termination, and prompt removal of brand assets.

13. Implementation and Transition

13.1 Recommended Implementation Sequence

Phase	Priority actions
1. Governance approval	Approve handbook, legal disclaimer, delegations, committees, decision rights, conflicts, and appeals.
2. Product definition	Confirm service names, grades, post-nominals, scope language, validity, fees, benefits, and eligibility.
3. Operating controls	Create applications, evidence checklists, assessor reports, scoring, decisions, agreements, certificates, and registers.
4. Capability	Select/train assessors and reviewers; standardize judgments; create conflict and competence records.
5. Systems	Implement CRM/case tracking, secure evidence store, credential register, renewal alerts, complaints, and access controls.
6. Pilot	Pilot with a limited number of institutions/programs/members; review clarity, burden, consistency, and risk.
7. Launch	Publish accurate webpages, applicant guide, fee schedule, verification, terms, privacy, appeals, and brand rules.
8. Review	Evaluate first-year outcomes, complaints, decision consistency, market

Phase	Priority actions
	response, and required policy revision.

13.2 Transitional Rule

Existing partners, members, providers, programs, and certificate holders should receive a mapped transition notice defining their current status, evidence required, permitted claims, fees, deadline, review route, and consequence of no action. Historic awards should remain verifiable but must not be retrospectively described as accredited under this handbook unless formally reviewed.

13.3 Launch Readiness Gates

Gate	Minimum evidence before launch
Governance	Approved handbook, delegations, committee terms, conflict rules, appeals and legal review.
Product	Final names, definitions, grades, scope, validity, fees, benefits, certificates, marks and conditions.
People	Competence criteria, trained assessors, decision-makers, administrators, backups and standardization.
Process	Applications, evidence lists, reports, scoring, decisions, monitoring, complaints, sanctions and renewal.
Technology	Secure case files, access roles, backups, credential register, verification, alerts and audit trail.
Market	Accurate website, FAQs, agreements, privacy, terms, refund rules, brand guidance and partner briefing.
Pilot assurance	Completed pilot cases, calibration findings, corrections, capacity review and launch authorization.

13.4 First 90-Day Operating Plan

Period	Operational priority	Management evidence
Days 1–30	Control enquiries, screen eligibility, train staff, test systems and accept a limited pilot cohort.	Issue log, staff sign-off, test results and pilot register
Days 31–60	Complete reviews, calibrate findings, test decisions, certificates, verification and complaints.	Calibration record, decision sample and control corrections
Days 61–90	Review capacity, turnaround, applicant feedback, risks, costs and public claims; authorize scale-up.	Management review, improvement plan and controlled launch decision

Appendix Toolkit — Forms, Checklists and Templates

The appendices convert the handbook requirements into reusable working tools. Select the form that matches the pathway, copy it into the applicant or case file, assign an owner, and retain the completed version as controlled evidence.

QUICK GUIDE Use the toolkit consistently

Start with the relevant application or self-assessment, maintain one evidence index, record findings and decisions separately, and use the monitoring or change form after approval.

Task	Use these appendices	Primary result
Institutional accreditation	A, D, E, F, K, L and M	Self-assessment, evidence file, review report, monitoring and decision record
Program accreditation	B, D, E, F, K, L and M	Program map, evidence file, review report, monitoring and decision record
Membership and CPD	C, I and O	Eligibility evidence, conduct commitment and continuing-development portfolio
Complaints and public verification	G, H and J	Controlled case record, minimum register data and accurate applicant disclosures
Professional services and source control	N and P	Defined service brief, exclusions, deliverables and development record

Controlled-use note: adapt layout and local legal references as needed, but do not weaken eligibility, evidence, independence, decision, monitoring, data-protection, appeal, or public-claim controls.

Appendix A — Institutional Accreditation Self-Assessment

Standard	Applicant rating 0–4	Evidence reference	Gap / planned action
A. Legal identity and integrity			
B. Governance and leadership			
C. Quality management			
D. Program governance			
E. Learner lifecycle			
F. Trainers and staff			
G. Learning resources			
H. Assessment integrity			
I. Certification and records			
J. Partnership control			
K. Data and technology			

Standard	Applicant rating 0–4	Evidence reference	Gap / planned action
L. Outcomes and improvement			

Applicant declaration: We confirm that the information and evidence supplied are complete and accurate, that material adverse matters have been disclosed, and that CISCM may verify relevant information through lawful means.

Authorized name	Title	Signature	Date

Appendix B — Program Accreditation Mapping Form

Learning outcome	Module / content	Learning activity	Assessment method / item	Criteria / standard

Program Metadata

Field	Applicant response
Legal owner and provider	
Program title and version	
Target audience and entry criteria	
Delivery mode, language, site and territory	
Total learning time / guided hours	
Credential and certificate wording	
Assessment, pass, grading and reassessment	
Program owner and approval	

Field	Applicant response
date	
Planned review date	

Appendix C — Membership Application Evidence Checklist

Evidence	Student	Affiliate	Associate	Professional	Senior / Fellow
Identity and contact	✓	✓	✓	✓	✓
Education / training	Enrollment	If relevant	Required	Required	Required
Employment / experience	If relevant	Profile	Required	Required	Detailed
Competence statement	—	—	May apply	Required	Required
References	—	—	Risk-based	Normally	Required
CPD record	—	Optional	Expected	Required	Required
Portfolio / impact	—	—	—	May apply	Required
Ethics declaration	✓	✓	✓	✓	✓
Interview / panel	—	—	Risk-based	Risk-based	Required

Appendix D — Assessor Report Template

D.1 Assignment

Field	Entry
Applicant / program	
Requested scope	
Assessor(s)	
Conflict check completed	
Review methods and sample	
Dates	

D.2 Findings

Ref.	Requirement	Evidence reviewed	Finding / rationale	Class	Required action

Ref.	Requirement	Evidence reviewed	Finding / rationale	Class	Required action

D.3 Recommendation

149. ☐ Approve
 150. ☐ Approve with conditions
 151. ☐ Defer
 152. ☐ Restrict scope
 153. ☐ Refuse

Recommended scope, conditions, monitoring, validity and rationale:

Appendix E — Annual Monitoring Return

Area	Required annual information
Scope and changes	Legal, ownership, leadership, sites, modes, territories, partners, programs, trainers, platforms and material changes.
Learner activity	Enrollment, active, completion, achievement, withdrawal, reassessment, certification and demographic/access indicators where lawful.
Quality	Internal review, observations, moderation, complaints, appeals, malpractice, incidents and corrective actions.
People	Trainer/assessor changes, competence, observation, CPD, workload and succession.
Outcomes	Satisfaction, employer feedback, workplace impact and improvement evidence.
Risks	Data/security incidents, continuity, legal/regulatory action, adverse publicity, financial or operational concern.
Public claims	Current web and promotional links, brand samples, agents and partner claims.
Declaration	Accuracy, completeness, cooperation, and confirmation of continuing compliance.

Appendix F — Major Change Notification

Field	Applicant response
Current approval / membership ID	
Nature and effective date of change	
Reason for change	
Affected learners, members, programs, sites, partners or records	
Risk and impact assessment	
Continuity / teach-out / communication plan	
Updated documents and evidence	
Requested CISCM decision	

Appendix G — Complaint and Appeal Form

Field	Response
Complainant / appellant and contact	
Relationship to the matter	
Decision or conduct concerned	
Relevant dates and persons	
Detailed grounds	
Evidence supplied	
Steps already taken	
Requested outcome	
Confidentiality or accessibility needs	
Declaration and date	

Appendix H — Certificate and Public Register Minimum Data

Certificate / register field	Institution	Program	Member / individual credential
Legal / approved name	Required	Provider + program	Required
Unique identifier	Required	Required	Required
Approved title / scope	Required	Required	Grade / credential
Issue / decision date	Required	Required	Required
Expiry / status	Required	Required	As applicable
Mode / site / territory	Where material	Where material	Not normally
Authorized signatory	Required	Required	Required
Verification route	Required	Required	Required
Restriction / condition	Where public disclosure is necessary	Where necessary	Where necessary

Appendix I — Code of Professional Conduct**Integrity**

Be truthful, avoid deceptive conduct, and correct material misstatements.

Competence

Accept work only within competence, maintain learning, and seek appropriate support.

Objectivity

Manage conflicts, resist improper influence, and base judgments on evidence.

Confidentiality

Protect information and disclose only with authority or legal obligation.

Respect and inclusion

Treat others fairly and support accessible, non-discriminatory professional practice.

Law and public interest

Comply with applicable law and consider safety, human rights, sustainability, and public value.

Responsible supply chains

Oppose bribery, forced labor, exploitation, fraud, unsafe practices, and environmental misconduct.

Data and technology

Use data, analytics, automation, and AI responsibly, securely, transparently, and with appropriate human oversight.

Professional claims

Represent qualifications, membership, experience, results, and CISCM status accurately.

Accountability

Keep suitable records, cooperate with review, report serious concerns appropriately, and accept corrective action.

Appendix J — Suggested Website and Applicant Disclosures

- 154. Who CISCM is, its legal identity and contact details.
- 155. What each accreditation, approval, membership grade, and service means—and does not mean.
- 156. Eligibility, criteria, application steps, evidence, fees, normal timelines, monitoring, validity, renewal, complaints and appeals.
- 157. Exact approved post-nominals and marks, if any, and rules for use.
- 158. Public verification method and status definitions.
- 159. Clear distinction between CISCM private professional recognition and governmental, statutory, university, or regulator recognition.
- 160. Privacy, terms, refund/cancellation, accessibility, safeguarding where relevant, and responsible AI/assessment rules.

Appendix K — Master Evidence Index

Ref.	Criterion	Document / record	Owner	Version / date	Location / link	Confidential?

Evidence-index rules:

- 161. Use one stable reference for each item and do not rename files during active review.
- 162. Identify the exact page, tab, report, record or sample that demonstrates the requirement.
- 163. Separate policies from evidence that the policy operates.
- 164. Mark confidential or restricted evidence and agree a secure access method.
- 165. Record replacements and withdrawal of obsolete evidence in the change log.

Appendix L — Accreditation Application Summary

Field	Applicant response
Legal name and registration number	
Trading name(s)	
Registered and operating address(es)	
Ownership and controlling persons	
Authorized applicant and contact	
Requested accreditation / approval type	
Programs, services and subject domains	
Delivery modes, languages and territories	
Sites and partners included	
Current learners / annual projected volume	
Existing certifications, accreditations or regulatory status	
Material complaints, sanctions, litigation or adverse matters	
Requested start date and business rationale	

Applicant Declarations

- 166. ☐ Information and evidence are complete, current and accurate.
- 167. ☐ CISCM may lawfully verify identities, credentials, registration, sites, partners and public claims.

168. ☐ Material changes and adverse matters will be disclosed promptly.

169. ☐ Payment does not guarantee approval and recognition is limited to the written scope.

170. ☐ The applicant accepts monitoring, complaint, appeal, brand, data and sanction requirements.

Authorized signatory	Role	Signature	Date

Appendix M — Independent Decision Record

Decision field	Recorded conclusion
Applicant / case ID	
Requested and recommended scope	
Review methods and sample	
Overall score and criterion floors	
Critical / major / minor findings	
Applicant response considered	
Conflicts and safeguards	
Decision and reasons	
Conditions, deadlines and evidence	
Monitoring, validity and renewal date	
Appeal information issued	

Decision-maker	Role / authority	Signature	Date

Appendix N — Professional Service Request Brief

Field	Client response
Organization and contact	
Business / professional need	
Target users and stakeholders	
Desired decisions or outcomes	
Requested service and exclusions	
Scope: sites, programs, roles,	

Field	Client response
territories and modes	
Available evidence / data	
Constraints, risks and confidentiality	
Target dates and dependencies	
Budget / commercial assumptions	
Acceptance criteria and authorized approver	

Appendix O — CPD Reflection and Upgrade Portfolio

Prompt	Member reflection / evidence
What capability did you intend to develop?	
What activity did you complete and why was it suitable?	
What did you learn or reconsider?	
How did you apply it in practice?	
What changed for work, stakeholders or professional judgment?	
What evidence supports the change?	
What limitations or further development remain?	
Which membership competency domain does this support?	

Appendix P — Source Basis and Development Notes

This handbook was developed from CISCM's public website as reviewed on 27 July 2026, together with generally accepted quality-assurance concepts for professional education and membership bodies. Website wording has been summarized rather than reproduced. The handbook introduces proposed governance and service controls that may not yet be present on the website and therefore require internal approval, legal review, operational design, and alignment with CISCM's actual authority and resources.

Public CISCM source	Topics used
https://www.ciscm.us/	Institutional identity, professional training positioning, domains, delivery modes, portfolio and contact.
https://www.ciscm.us/about_us	Vision, mission, learning philosophy, industries and practical approach.
https://www.ciscm.us/programs	Program categories, audiences, practical methods and subject portfolio.
https://www.ciscm.us/resources_hub	Materials, guides, case studies, exercises, tools, templates, recordings and articles.
https://www.ciscm.us/clients_partnerships	Corporate, industry, academic and training partnerships; collaboration and reported outcomes.
https://www.ciscm.us/careers_development	Career pathways, competency roadmaps, learning resources and job readiness.
https://www.ciscm.us/privacy_policy	Existing public privacy-policy location.
https://www.ciscm.us/terms_conditions	Existing public terms-and-conditions location.
https://www.ciscm.us/refund_policy	Existing public refund-policy location.

Adoption Checklist

171. ☐ Confirm legal name, registration facts, trademarks, office/contact, and decision-making authority.
172. ☐ Obtain US/Texas and target-jurisdiction legal review, especially for “Chartered,” post-nominals, diplomas, accreditation claims, consumer terms, privacy, and international agents.
173. ☐ Approve criteria, thresholds, validity, fees, benefits, titles, marks, certificates, registers, committees, and delegations.
174. ☐ Develop operational forms, assessor training, secure systems, service agreements, privacy notices, public verification, and record retention.
175. ☐ Pilot, calibrate assessors, test complaints/appeals, review burden, and correct ambiguity before broad launch.
176. ☐ Align the website and all partner materials with the final approved handbook.