

PRACTITIONER LEVEL COURSES.

CQI and IRCA accredited Quality Management courses.

The Practitioner courses in Quality Management are aimed at those already working in a quality role who wish to develop their knowledge and skills.

The **PRACTITIONER CERTIFICATE IN QUALITY MANAGEMENT** is awarded on successful completion of all eight Practitioner courses. It meets the knowledge requirements for membership of the CQI at Practitioner level.

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WELCOME.

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CQI AND IRCA CERTIFIED PRACTITIONER LEVEL COURSES IN QUALITY MANAGEMENT.

The Practitioner level courses in Quality Management are aimed at those already working in a quality role who wish to develop their knowledge and skills.

There are eight Practitioner courses - you can complete individual courses or if you complete all eight you will achieve the Practitioner Certificate in Quality Management:

1. Managing Process Performance (PT202)
2. Managing Management Systems (PT203)
3. Managing Change and Continual Improvement (PT204)
4. Managing Problem Solving (PT205)
5. Managing Supply Chains (PT206)
6. Managing Customer Excellence (PT207)
7. Managing Quality Planning (PT208)
8. Managing and Influencing Stakeholders (PT209).

PRACTITIONER CERTIFICATE.

The Practitioner Certificate in Quality Management is awarded by the CQI following the successful completion of all eight Practitioner courses.

HOW WILL YOU BENEFIT?

The Chartered Quality Institute (CQI) are the leading global professional body for quality professionals. As the only chartered body in the world that's dedicated to quality management, 60,000 delegates in over 100 countries across the world take CQI and IRCA Certified Training every year. Here's why:

- They enhance your career development
- They contribute towards your CPD showing further recognition of your achievements
- You are recognised for contributing to your organisation's improvement in its performance and customer satisfaction
- You can achieve a professionally recognised CQI certificate
- Contributes towards the knowledge element of CQI membership.



AT A GLANCE...

COURSE TITLE	COURSE CODE	INDICATIVE LEARNING HOURS	COURSE OVERVIEW
MANAGING PROCESS PERFORMANCE	PT202	24 hours	Provides practical skills development in the management of process operation and delegates will develop the capability of leading teams in the development of management processes and performance measures that indicate the effectiveness of operational processes.
MANAGING MANAGEMENT SYSTEMS	PT203	24 hours	Provides the practical skills that enable delegates to work with an organisation and other quality professionals to support the development of management systems and associated management processes using a process-based approach, risk-based thinking and PDCA in a systems context.
MANAGING CHANGE AND CONTINUAL IMPROVEMENT	PT204	24 hours	Provides practical skills development in the management of change within the context of process management and improvement, the capability of leading teams in the development of their improvement approaches and the ability to facilitate the management of the associated changes.
MANAGING PROBLEM SOLVING	PT205	24 hours	Provides practical skills development of the fundamental tools, techniques and structured methodologies for problem solving and the capability to lead a problem-solving team in the application of the key tools and development of robust and sustainable solutions.
MANAGING SUPPLY CHAINS	PT206	24 hours	Provides the practical skills required to manage a broad range of supplier activities, the capability to assess the approaches taken by suppliers, measure performance, manage supply chain risks and encourage suppliers to take a process-based approach to drive improvement.
MANAGING CUSTOMER EXCELLENCE	PT207	24 hours	Provides the practical skills required to identify different types of customers and stakeholders, gain insight into their requirements and translate requirements into their organisation's governance, assurance and improvement processes, hence driving customer excellence.
MANAGING QUALITY PLANNING	PT208	24 hours	Provides the practical skills to manage the early phases of the product/service lifecycle and work with teams to deploy an integrated project-based approach to product/service quality planning and risk management, to meet customer and stakeholder requirements.
MANAGING AND INFLUENCING STAKEHOLDERS	PT209	24 hours	This course provides practical skills development to effectively apply a range of tools and techniques when working with customers, stakeholders, top management and external providers/suppliers to increase their readiness to change and overcome resistance.

ABOUT ROVE.

rove is a CQI and IRCA Approved Training Partner (ATP), delivering accredited quality management qualifications and courses since 2010.

For 10 years, it has supported quality management professionals to develop and progress in their careers, through undertaking its quality management courses and qualifications.

rove offers learners a flexible training solution, with all courses delivered through supported distance learning. It is also the only CQI and IRCA ATP delivering the full suite of Quality Management courses including all Foundation courses and both the Practitioner and Professional Certificates.

Following the introduction of the new CQI and IRCA Foundation, Practitioner and Professional accredited courses in 2016, rove has worked with over 80 learners, delivering over 400 courses - both in the UK and Internationally.

rove is an approved CQI Training centre and CQI and IRCA Approved Training Partner (ATP) and holds centre approval with I Can Qualify.

FLEXIBLE DELIVERY METHOD.

Our courses are delivered through supported distance learning:

- You will be assigned a dedicated tutor, who will provide a comprehensive induction and support and guidance throughout the course.
- An online account for our web-based learning management system will be created for you allowing you to access course learning, assessment and study support materials.

HOW LONG DOES IT TAKE?

Each course typically takes eight weeks to complete, however this is dependent on the time you're able to dedicate to study. Following successful completion of your course workbook, you must arrange and sit your examination within a two-week time frame.

If you undertake the Practitioner Certificate, you are required to complete all eight courses within **three years** (this is a CQI requirement). The time limit begins from you starting the first course.



WHAT ARE THE ENTRY REQUIREMENTS?

We assess applications on an individual basis. At the point of enrolment, we ask you to provide a short statement which allows our Programme Lead to provide advice and guidance and ensure you have selected the most appropriate course for your intended development. If you are unsure which level to take, the CQI have a tool to help (<https://www.quality.org/training/quiz>). We are, however, happy to discuss this with you and advise.

WHAT IS THE ACADEMIC EQUIVALENT OF A PRACTITIONER COURSE?

The Practitioner courses are the equivalent to Level 4 (i.e. Higher National Certificate (HNC), Certificate of Higher Education (CertHE) or Level 4 NVQ).

ASSESSMENT AND CERTIFICATION.

- You are required to pass an online exam for each Practitioner course you take - this is a multiple choice (30 questions), open book exam and the duration is one hour. The pass mark is 66%
- You will be awarded a certificate of achievement once you have passed the exam.
- The online examination/s can be taken in your workplace, if invigilation can be facilitated by your employer. Should you wish to undertake a paper-based examination additional fees will apply.
- A fee of £65 +VAT is applicable, should a re-sit be required.
- Certification of the Practitioner Certificate programme is awarded on successful completion of all eight courses. The CQI issue this certificate and will need to provide copies of your individual course certificates.



COURSE FEES.

You can pay for your courses in one payment or opt to pay on a course-by-course basis. If you enrol on all eight Practitioner Level Quality Management courses, you will receive a **10% discount**

Individual Practitioner level courses:

- **£475 + VAT.**
- **£427.50 + VAT (10% discount)**

The Practitioner Certificate (all eight courses):

- **£3,800 + VAT**
- **£3,420 + VAT (10% discount)**

Terms and conditions apply and are detailed within our enrolment form.

What's included?

The course fees are inclusive of tutorial support, learning and assessment materials, an account for our learning system and certification.

HOW TO ENROL?

We don't have set enrolment periods for our courses, so you can enrol at a time which best suits you.

Please email info@roveconsultancy.co.uk or call +44 (0) 191 670 9529 and we'll send you our enrolment form.

Once we receive your enrolment form, we will process your application and issue an invoice for your course fees. Following payment, we will contact you to arrange your induction.

QUESTIONS?

If you have any questions, please contact us on:

+44 (0) 191 670 9529 or
info@roveconsultancy.co.uk.

MANAGING PROCESS PERFORMANCE (PT202)

Overview

This course provides practical skills development in the management of process operation and delegates will develop the capability of leading teams in the development of management processes and performance measures that indicate the effectiveness of operational processes.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Problem Solving (FD102)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Introduction to process management and the relationship between standardisation, performance management and continual improvement

Roles in process management:

- Process management roles
- Teams
- Behaviours for effective process and performance management

Management techniques and tools to embed standardisation:

- Managing documentation
- Construction and use of SOPs, SPLs, visual aids and workplace organisation (5S)
- Managing risk. Construction and use of risk matrix and mistake proofing
- Managing skills and resources. Skills and competency matrix

Identification of key measures of process performance:

- Voice of the customer. Definitions and use of focus groups, face-to-face interviews, questionnaires, interviews and observation
- Types of data: qualitative, categorical, ordinal, discrete (or attributes), continuous (or variables) and the benefits/drawbacks of each
- Sampling methods: random, systematic and stratified
- Selecting key measures. Construction and use of CTQ Trees, requirements matrices, operational definition and link to the system level measures of performance against customer and stakeholder requirements



- Defining and analysing the measurement process. Performance of the measurement process with respect to bias, linearity, stability (variation), repeatability and reproducibility.

Use of the following tools for displaying/analysing data:

- Check sheets and data collection forms
- Run charts
- Control charts
- Histograms
- Capability analysis.

Management techniques and tools to monitor performance:

- Construction and use of visual management boards, description of associated management processes and tiered accountability
- Process confirmation.

Management techniques and tools to improve performance:

- Visual management for action planning and execution
- Visual management to monitor corrective actions
- Process review
- Role of audit
- Benchmarking.



MANAGING MANAGEMENT SYSTEMS (PT203)

Overview

This course provides the practical skills that enable delegates to work with an organisation and other quality professionals to support the development of management systems and associated management processes using a process-based approach, risk-based thinking and PDCA in a systems context.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Management Systems (FD107)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Management system structure and framework:

- Systems thinking
- PDCA thinking model and representation in Annex SL
- Seven quality management principles (from ISO 9001)
- Process-based approach
- Process management and standardisation
- Risk-based thinking
- Definitions of customer focus, process approach, risk-based thinking, opportunity, context, policy, quality objectives, support, operation, external providers, documented information, audit programme, management review, non-conformity, corrective action and types of improvement
- Overview of other related standards (ISO 14001, OHSAS 18001, ISO/IEC 27001).

Organisational scope and context:

- Mapping an organisation as a system. Representation and management of an organisation as a system. Mapping the organisation as a system of processes (core, enabling, strategic, external data generation)
- Listening processes to gather data on the organisational environment
- Policy deployment overview. Relationship between customer focus, risk, opportunity and context in setting quality policy and objectives, and overview of a Hoshin Kanri. Attributes of effective quality objectives and plans
- Management review for learning. Attributes of effective management review conducted for learning.



Roles in the management system:

- System leaders (top management). The role of 'top management' in leading the organisation as a system of interrelated process
- Process owners
- Process managers
- Improvement roles.

Overview of the role of the following in a management system:

- Quality objectives: risk, opportunity, strategy development and deployment
- Risk management and overview of key tools
- Process management and standardisation
- Types of improvement: correction, corrective action, continual improvement, breakthrough change, innovation and reorganisation
- Quality planning
- Performance measurement, selecting measures and attributes of effective performance evaluation, monitoring and measurement. This will include customer satisfaction, process performance and understanding variation (interpretation of control charts)
- Auditing for learning and process confirmation. Definitions and uses of assurance, process confirmation, audit, auditing for learning and the role of the auditor
- Supply chain management.

Designing a management system framework:

- Typical implementation framework
- Organisational needs for implementation
- Documented information
- Key engagement and resource requirements
- Certification process
- Assessment and gap analysis.

Planning your implementation.



MANAGING CHANGE AND CONTINUAL IMPROVEMENT (PT204)

Overview

This course provides practical skills development in the management of change within the context of process management and improvement, the capability of leading teams in the development of their improvement approaches and the ability to facilitate the management of the associated changes.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Change Management (FD104) and Introduction to Process Design (FD106)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Process management overview:

- Relationship between standardisation, performance management and continual improvement.
- PDCA
- Prioritisation of improvement activities and targets in line with organisational strategy and needs
- The use of data and metrics in process improvement.

Management techniques for continual improvement:

- Understanding the impact of localised process improvement on the larger organisational system
- Structure and use of a method of problem solving, such as 3C, 8D and A3
- Process review – agendas, roles and outputs
- Process waste (Lean 8 Wastes descriptions and typical examples)
- Visual management – use of visual management in identification risks, opportunities and improvements, and tracking of the resulting action plans.

Overview of improvement methodologies (approaches) and their application:

- Improvement cycles (DMAIC and PDCA)
- Lean
- DMADV
- Total Quality Management
- Kaizen
- Innovation
- Reorganisation.



Roles in change management:

- Change agent
- Sponsor.

Key improvement techniques:

- Identification and elimination of process wastes
- Identification of causes of variation and variation reduction.

Approaches to building readiness for change: stakeholder, process owner, process manager, process operator, planning and influencing:

- Kübler-Ross change curve
- Kotter and Schlesinger resistance to change approaches
- Construction and use of a stakeholder matrix (for example, simple four box with power vs interest) and the process to identify, prioritise and develop plans for stakeholder engagement.

Effective communications and visual management:

- Charters
- RACI
- Communication plan/matrix.



MANAGING PROBLEM SOLVING (PT205)

Overview

This course provides practical skills development of the fundamental tools, techniques and structured methodologies for problem solving and the capability to lead a problem-solving team in the application of the key tools and development of robust and sustainable solutions.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Problem Solving (FD102)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Approaches to problem solving and their use (such as 3C, 8D, A3, Six Sigma [DMAIC], DFSS, Lean, Kaizen, TPM, Appreciative Inquiry and Kepner-Tregoe)

Structured problem-solving approaches (8 Steps)

Problem definition and scope (such as Is/is not, description structures and chartering)

Roles in problem solving and workshop facilitation

Leading teams working with the following tools:

- Tools to understand current conditions (flowcharts, check sheets, stratification, pareto charts, scatter plots, run charts, histograms, control charts)
- Tools for root cause analysis (cause/effect diagram, 5 Whys)
- Solution generation (idea generation, selection matrices)
- Evaluation of solutions (PDCA)
- Risk analysis (risk matrix, FMEA, mistake proofing)
- Implementation of solutions (standardisation, monitoring, follow-up).



MANAGING SUPPLY CHAINS (PT206)

Overview

This course provides the practical skills required to manage a broad range of supplier activities, the capability to assess the approaches taken by suppliers, measure performance, manage supply chain risks and encourage suppliers to take a process-based approach to drive improvement.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Management Systems (FD107)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Elements of the supply chain:

- Supply chain structures and processes
- Information flow through the supply chain
- Introduction to supply chain logistics
- Contracts, sourcing agreements and negotiation techniques
- Requirements of ISO 9001 for 'external providers'.

Supply chain alliances:

- Benefits of a partnership approach
- Supplier development
- Supplier communication strategies (listening skills and communication styles)
- The role of the supplier in improvement activities
- Risk management in the supply chain.

Process management and the supply chain:

- Overview of process approach
- Difference between product/service assessment and process assessment.

The role of the supplier/external provider in product/service development:

- Overview of the stages on product/service quality planning
- Overview of key tools used in quality planning (project plans, checklists, process maps, FMEA,
- control plans, control charts, capability analysis and capacity planning).



Measuring supplier/external provider performance:

- Supplier selection and assessment methods
- Supplier surveys
- Establishing specifications and service level agreements
- Methods for product/service approval (process and documentation reviews, certificates of conformity, inspection records, test certificates, audit)
- Performance measures, monitoring and improvement (periodic reviews, audit programmes, feedback communication processes, problem and non-conformance investigation processes and protocols).



MANAGING CUSTOMER EXCELLENCE (PT207)

Overview

This course provides the practical skills required to identify different types of customers and stakeholders, gain insight into their requirements and translate requirements into their organisation's governance, assurance and improvement processes, hence driving customer excellence.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Product and Service Management (FD105)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Requirements for a customer-focused organisation:

- The organisation as a system
- Organisational processes for listening to the external environment, including SWOT and PESTEL
- Relationship to strategy development and stakeholder analysis
- Relationship to strategy deployment (Hoshin-Kanri) and quality objectives
- Customer requirements for process-based approach, product and service quality planning and improvement
- Requirements of ISO 9001 for customer focus
- Concepts of supply chain excellence.

Establishing customer requirements:

- Identifying the customers
- Understanding the different types of requirements
- Construction and use of the Kano Model
- Establishing critical to quality deliverables
- Construction and use of CTQ Trees and requirements matrices.

Capturing the voice of the customer:

- Different methods for capturing the voice of the customer
- Techniques for interviewing the customer, focus groups and questionnaires
- Customer survey design
- Customer knowledge banks
- Customer observation techniques



Translating customer requirements:

- Operational definitions
- The Customer Interaction Cycle
- Managing risk of customer dissatisfaction

Analysis of data:

- Types of data: qualitative, categorical, ordinal, discrete (or attributes), continuous (or variables) and the benefits/drawbacks of each
- Data collection
- Sampling methods (random, systematic, stratified)
- Affinity diagram, interrelationship diagram.

Assessing customer satisfaction:

- Cost of poor quality
- Different data types and their benefits/drawbacks
- Analysis of customer survey results
- Customer journey mapping
- The role of social media in broadcasting success or failure.

Handling customer feedback:

- Complaint handling
- Root cause problem solving
- Handling positive feedback.

Innovation and new products/services:

- Customer behaviour and product/service interaction
- Techniques to evaluate the external environment
- Scenario planning techniques.



MANAGING QUALITY PLANNING (PT208)

Overview

This course provides the practical skills to manage the early phases of the product/service lifecycle and work with teams to deploy an integrated project-based approach to product/service quality planning and risk management, in order to meet customer and stakeholder requirements.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Risk Management (FD103) and Introduction to Product and Service Management (FD105)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Benefits of product and service planning:

- Principles of PDCA
- Relationship between PDCA and product/service planning
- Standards for Quality Planning (ISO 31000, ISO 10005).

Translating customer/stakeholder and other requirements into functional product and service requirements:

- Review of Creating Customer Excellence (voice of the customer)
- Understanding how to establish legal, compliance, regulatory, societal and standards-related requirements
- Quality function deployment overview
- Building the House of Quality
- Generating the 'waterfall' of matrices.

Managing projects (overview):

- Key principles and roles
- Project charters
- Milestone planning
- Business case
- Development of timing plans
- Monitoring projects
- Key requirements of ISO 9001:2015 (Sections 8.2 – 8.6) for product/service design and development.



Managing products and services through quality planning phases:

- Overview of Design for Six Sigma project methodology of Define, Measure, Analyse, Design, and Verify
- Stage-gate reviews
- Checklists
- Design verification
- Product/service validation
- Key tools: Design Failure Mode and Effects Analysis, control plan, capability
- Managing external provider/supplier development.

Managing project and product/service risks:

- Risk assessment tools: risk register.
- Risk evaluation tools: risk matrix.
- Product/service risk analysis tools: Fault Tree Analysis, Design Failure Mode and Effects Analysis, Process Failure Mode and Effects Analysis.
- Managing scope.
- Budgets and financial planning.
- Risk response techniques.
- Integration into quality planning methodologies and project stages.



MANAGING AND INFLUENCING STAKEHOLDERS (PT209)

Overview

This course provides practical skills development in order to effectively apply a range of tools and techniques when working with customers, stakeholders, top management and external providers/suppliers to increase their readiness to change and overcome resistance.

LEVEL	Practitioner
DURATION	24 hours (indicative), approximately 8 weeks
ASSESSMENT	Workbook completion and examination
RECOMMENDED PRIOR LEARNING	Introduction to Stakeholder Communications (FD108) and Introduction to Change Management (FD104)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£475 + VAT

Indicative course content

Stakeholder analysis and management:

- 4-box Power vs Influence
- Strategies for managing and communicating with stakeholders
- Construction and use of the stakeholder matrix (Simple 4-box with Power vs Interest) and the process to identify, prioritise and develop plans for stakeholder engagement.

Influencing styles:

- Use and application of generic influencing styles
- Rationalising
- Asserting
- Negotiating
- Inspiring
- Bridging
- Influencing people
- Influencing situations.

Transactional analysis:

- Ego states
- Types of transactions
- Behavioural diagnosis.



Personal contracting:

- Review role of the consultant and description of how they work with organisations, leaders and others including contracting with stakeholders
- Purpose
- Expectations
- Behaviour.

Engaging others and building trust and rapport:

- Questioning techniques: open/closed; reflecting; mirroring; clarifying
- Listening skills
- Empathy
- Body language.

The consulting process:

- Contract
- Evaluate data
- Develop strategy
- Develop plan
- Implement plan
- Review.

Increasing readiness to change (dealing with resistance):

- Readiness to change assessment: Gleicher Formula, meaning of the terms and application.
- Scott & Jaffe change curve: descriptions of the four stages.
- Kotter & Schlesinger's six methods: descriptions of methods and typical actions to increase readiness to change.

Scenario-based learning.

