

PROFESSIONAL LEVEL COURSES.

CQI and IRCA accredited Quality Management courses.

The Professional courses in Quality Management are aimed at experienced practitioners looking to advance to a strategic level and aspiring to become a Chartered Quality Professional.

The **PROFESSIONAL CERTIFICATE IN QUALITY MANAGEMENT** is awarded on successful completion of all six Professional courses. It meets the knowledge requirements for membership of the CQI at Chartered Quality Professional level.

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

www.roveconsultancy.co.uk/contact

WELCOME.

CONTENTS	PAGE
Professional courses in Quality Management	3 – 4
About rove	5
Delivery methodology	5
Assessment and Certification	6
Course fees	7
Enrolment	7
Leading Enterprise Performance Measurement (PR302)	8 - 9
Leading Quality Strategy and Planning (PR303)	10 - 11
Leading Business Process Excellence (PR304)	12 - 13
Leading Supply Chain Assurance (PR305)	14 – 15
Leading Strategic Change and Improvement (PR306)	16 – 17
Leading Enterprise Risk Management (PR307)	18 - 19



CQI AND IRCA CERTIFIED PROFESSIONAL LEVEL COURSES IN QUALITY MANAGEMENT.

The Professional level courses in Quality Management are aimed at experienced practitioners looking to advance to a strategic level and aspiring to become a Chartered Quality Professional. They meet the knowledge requirements for membership of the CQI at Chartered Quality Professional level.

There are six Professional courses - you can study all six and achieve the Professional Certificate of Quality Management, or enrol onto individual courses:

1. Leading Enterprise Performance Measurement (PR302)
2. Leading Quality Strategy and Planning (PR303)
3. Leading Business Process Excellence (PR304)
4. Leading Supply Chain Assurance (PR305)
5. Leading Strategic Change and Improvement (PR306)
6. Leading Enterprise Risk Management (PR307).

PROFESSIONAL CERTIFICATE.

The Professional Certificate in Quality Management is awarded by the CQI following the successful completion of all six Professional 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
- CQI membership recognition leading to Chartered Status.



AT A GLANCE...

COURSE TITLE	COURSE CODE	INDICATIVE LEARNING HOURS	COURSE OVERVIEW
LEADING ENTERPRISE PERFORMANCE MEASUREMENT	PR302	24 hours	This course develops leadership skills to coach and facilitate top management teams in the development of enterprise-wide performance measurement/KPIs for strategic goals and operational process performance.
LEADING QUALITY STRATEGY AND PLANNING	PR303	40 hours	This course develops leadership skills to apply quality planning within the context of product/service portfolio management and facilitate top management teams in the deployment of the strategic management of products/services, quality policies and the roles required.
LEADING BUSINESS PROCESS EXCELLENCE	PR304	40 hours	This course develops leadership skills to apply system thinking within the context of an overall enterprise or organisation, and coach and facilitate top management teams in the development of their understanding and deployment of system leadership and the roles required.
LEADING SUPPLY CHAIN ASSURANCE	PR305	40 hours	This course develops leadership skills to assure that stakeholder requirements are met in the whole supply chain, develop strategies for assessing supply chain capability, coach and facilitate top management teams in the deployment of strategic leadership of supply chain management.
LEADING STRATEGIC CHANGE AND IMPROVEMENT	PR306	40 hours	This course provides leadership skills in the development of improvement programmes and provides delegates with the capability of coaching and facilitating all levels of the organisation in a variety of approaches to change and improvement.
LEADING ENTERPRISE RISK MANAGEMENT	PR307	40 hours	This course provides leadership skills in the application of risk management within the context of an enterprise/organisation and provides delegates with the capability of coaching top management teams in the deployment of a system approach to the leadership of risk management.

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 ten weeks to complete, however this is dependent on the time you're able to dedicate to study.

If you undertake the Professional Certificate, you are required to complete all six 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.

ASSESSMENT AND CERTIFICATION.

- Assessment for Professional courses are currently workbook based and you will need to successfully complete one for each Professional course you study.
- You will be awarded a certificate for each course you achieve.
- Certification of the Professional Certificate programme is awarded on successful completion of all six 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 six Professional Level Quality Management courses, you will receive a **10% discount**

Individual Professional level courses:

- **£545 + VAT.**
- **£490.50 + VAT (10% discount)**

The Professional Certificate (all six courses):

- **£3,270 + VAT**
- **£2,943 + 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.



LEADING ENTERPRISE PERFORMANCE MEASUREMENT (PR302)

Overview

This course develops leadership skills to coach and facilitate top management teams in the development of enterprise-wide performance measurement/KPIs for strategic goals and operational process performance.

LEVEL	Professional
DURATION	24 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Managing Process Performance (PT202)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

Indicative course content

Leadership of performance measurement:

- Organisations as a system and PDCA
- Review of variation, control charts and effective measures
- Mapping measures of performance to an organisational system
- Systems thinking
- Roles in performance measurement
- Coaching techniques for developing enterprise performance measures and roles.

Measurement of enterprise strategy:

- Processes for gathering data on organisation context including competitors, benchmarking, technology, legal, regulatory, societal and standards relating to the organisation
- Linking measures to strategic objectives/goals
- Strategy map
- Balanced scorecards and KPIs.

Measurement and policy deployment:

- Overview of Hoshin Kanri
- Strategic scorecards
- Review processes
- Measures for business planning and forecasting
- Measures for financial management.



Leading performance measurement in the extended enterprise:

- Managing cross-functional measures
- Measures of supply chain performance
- Facilitation of supplier/external provider measurement and reporting
- Managing multi-site performance measurement.

Leading operational performance measurement:

- Cascading measures using a process approach
- Operational scorecards
- Dashboards
- Visual management for enterprise level measures
- Measures as drivers for continual improvement.



LEADING QUALITY STRATEGY AND PLANNING (PR303)

Overview

This course develops leadership skills to coach and facilitate top management teams in the development of enterprise-wide performance measurement/KPIs for strategic goals and operational process performance.

LEVEL	Professional
DURATION	40 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Managing Quality Planning (PT208)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

Indicative course content

Enterprise level product/service management:

- Product/service management as part of a management system
- Product/service portfolios, systems thinking and the extended enterprise (external stakeholders and suppliers)
- Review of processes to gather data about and flow down requirements from customers and stakeholders
- Understanding the context and environmental conditions of products and services (markets, competitors, benchmarking, technology, societal considerations)
- Managing legal, standards and regulatory compliance
- Coaching and facilitation skills to build commitment and engagement in leadership teams
- Facilitation of product/service review processes.

Product/service strategies:

- Building product portfolio strategies
- Facilitating management tools to identify opportunities with top management teams (SWOT, Boston Matrix, Market Analysis, Product Lifecycles and Prioritisation Matrices)
- Facilitation of key tools to identify potential risks in the context of strategy development (FMEA, risk register, risk matrix, cause/effect diagrams)
- Roadmaps
- Product/service quality planning
- Policy deployment (Hoshin Kanri)
- Risk management approaches (risk avoidance or elimination, risk reduction by changing the likelihood or consequences, managing risk following evaluation)

- Managing financial risk and effective business cases
- Leading and coaching quality function deployment.

Management and planning tools (new seven QC tools):

- Affinity diagram
- Interrelationship diagram
- Systematic (tree) diagram
- Matrix
- Data matrix
- Arrow diagram
- PDPC
- Facilitation of tools with top management teams.



LEADING BUSINESS PROCESS EXCELLENCE (PR304)

Overview

This course develops leadership skills to apply system thinking within the context of an overall enterprise or organisation, and coach and facilitate top management teams in the development of their understanding and deployment of system leadership and the roles required.

LEVEL	Professional
DURATION	40 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Managing Change and Continual Improvement (PT204) and Managing Process Performance (PT202)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

Indicative course content

Leadership of the management system as a system and systems thinking:

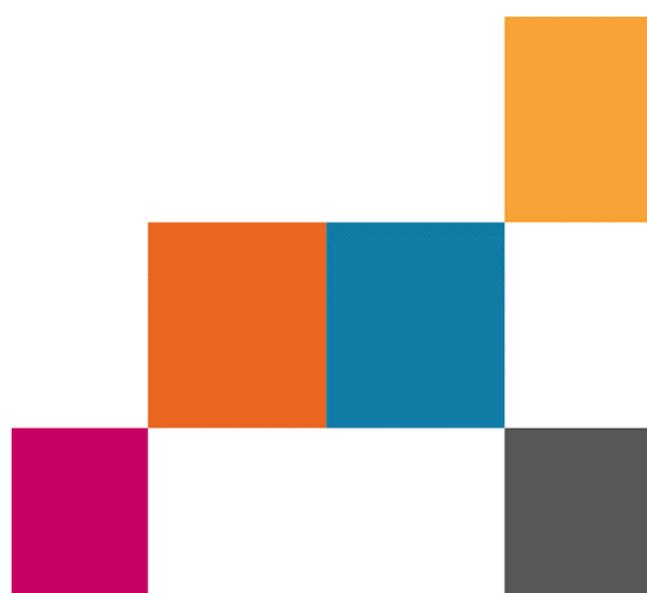
- Principles of holistic thinking and mind-set for PDCA
- Systems thinking
- Mapping organisations as systems
- Supply chains
- Understanding the context of the organisation (external influences).

Leading process management within organisations modelled on system thinking:

- The roles of the system leader, process owner, process manager and process operator
- Process deployment, measurement and continual improvement
- Overview of strategy deployment (Hoshin Kanri) and prioritisation processes
- Linking strategy and improvement programmes.

Approaches to enable definition of organisations as systems (soft skills):

- Facilitation of system mapping workshops
- Identification of process owners
- Coaching methodologies
- Influencing and building rapport with top management team members.



Managing cross-function and multi-site standardisation:

- Overview of standardisation in process deployment
- Roles of the process owner and process manager in standardisation
- Approaches to lead and manage global and local standardisation.

System and process review with global/local levels:

- A process for reviews of the system, process and continual improvement
- Typical agendas and preparation
- Collecting data for review (Voice of the Customer and other external data and internal performance data)
- Diagnostics for reviews (risk and opportunity assessment, business modelling and financial impact assessment)
- Interaction of local and global reviews
- Facilitation techniques for reviews.



LEADING SUPPLY CHAIN ASSURANCE (PR305)

Overview

This course develops leadership skills to assure that stakeholder requirements are met in the whole supply chain, develop strategies for assessing supply chain capability, coach and facilitate top management teams in the deployment of strategic leadership of supply chain management.

LEVEL	Professional
DURATION	40 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Managing Supply Chains (PT206)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

Indicative course content

Organisational drivers for outsourcing – benefits, opportunities and risks.

Organisational aspects of supply chain structures:

- Deciding which processes to outsource and which to retain
- Innovation and partnering
- Organisational focus
- Economic efficiency
- Capabilities.

Introduction to supply chain management:

- Roles
- Processes
- Contract management
- Sustainability
- Optimisation.

Procurement and supply policies:

- Introduction to the implications for procurement of the World Economic Forum
- Environmental and socially sustainable procurement
- Supply policies (fraud, bribery, corruption, environmental law, fair trade, reputation and human rights).



Supply chain management techniques:

- Tenders and supplier selection
- Information flow, order cycles, inventory, logistics
- Contracts and legal aspects
- Lifetime economic effectiveness
- Warehouse management, international trade/freight, materials planning
- Technology – supply chain management systems.

Supplier development assurance:

- Roles in supply chain assurance.
- Audit planning and management – accountability and auditability.
- Developing and managing supplier audit programmes.
- Managing risk in a supply chain.
- Partnering and improvement in the supply chain network.
- Supplier development strategies.
- Supplier development assurance and management – accountability and auditability.
- Leading advanced quality planning with suppliers.



LEADING STRATEGIC CHANGE AND IMPROVEMENT (PR306)

Overview

This course provides leadership skills in the development of improvement programmes and provides delegates with the capability of coaching and facilitating all levels of the organisation in a variety of approaches to change and improvement.

LEVEL	Professional
DURATION	40 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Managing Change and Continual Improvement (PT204)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

Indicative course content

Change and organisational culture:

- Organisations as systems and system thinking
- Linking strategy with organisation systems
- Linking strategy with improvement programmes
- Coaching others in the use of PDCA.

Frameworks for change:

- Project lifecycle management
- Governance structures
- Development of effective and engaging review processes
- Leading stakeholder management
- Integrating risk management into change programmes
- Innovation approaches and methodologies.

Coaching techniques for step change improvement approaches:

- Lean
- Six Sigma
- TQM
- TPM
- Kaizen
- Innovation.



Roles in change and improvement initiatives:

- Steering team and team members
- Improvement sponsor
- Improvement initiative leader
- Initiative team members
- Coaching to improve the effectiveness of roles.
- Facilitating and building commitment with top management teams:
- Influencing techniques when working with top management teams
- Supporting the selection of change and improvement priorities.

Developing change programmes:

- Coaching project definition, sponsorship and chartering
- External providers and stakeholders
- Managing and governance of change programmes
- Review processes.

Enterprise-wide stakeholder management:

- Supply chain considerations
- Working with key stakeholders and partners.

Managing and governance of change programmes:

- Overview of programme lifecycle
- Governance processes for programmes.

Sponsorship, governance and the role of the sponsor:

- Governance structures for sponsors
- Key behaviours for effective sponsors.

Effective programme reviews:

- A process for programme review
- Typical agendas and preparation
- Facilitation techniques for reviews.



LEADING ENTERPRISE RISK MANAGEMENT (PR307)

Overview

This course provides leadership skills in the application of risk management within the context of an enterprise/organisation and provides delegates with the capability of coaching top management teams in the deployment of a system approach to the leadership of risk management.

LEVEL	Professional
DURATION	40 hours (indicative), approximately 10 weeks
ASSESSMENT	Workbook assessment
RECOMMENDED PRIOR LEARNING	Introduction to Risk Management (FD103)
MANDATORY PRIOR LEARNING	None
DELIVERY	Distance learning
COST	£545 + VAT

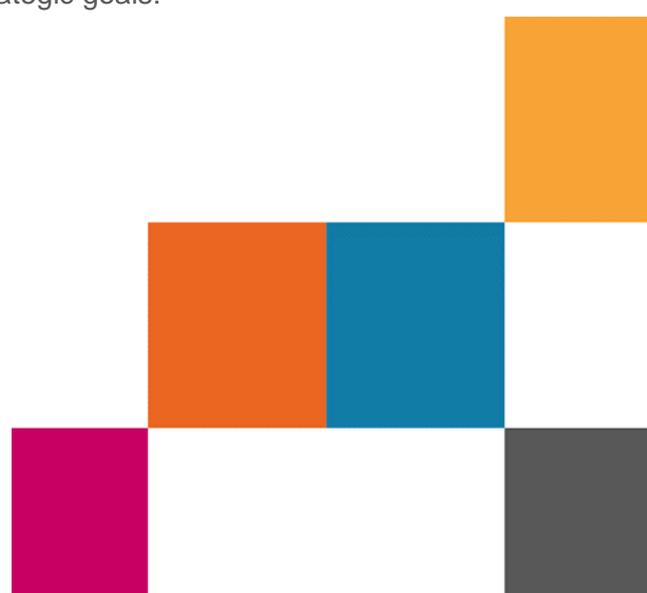
Indicative course content

Development and design of enterprise risk management policy, strategy and architecture:

- Role of the board and other key stakeholders
- Strategic and operational risk strategies and policies
- Risk tolerance and appetite
- Relationship to other standards, such as ISO 31000, ISO 14001, BS OHSAS 18001 (ISO 45001 when available), ISO 22301 and ISO 27001
- Resources, roles and responsibilities
- Ownership and human behaviour
- Integration into existing governance structures
- Holistic view of organisational capabilities
- Obstacles to success
- PDCA.

Understanding of specific risk groupings and their impact on strategic goals:

- Country, sector and industry risks
- Strategic
- Operational
- Hazard
- Financial
- Supply chain
- Cyber
- Project/organisational change
- Stakeholder
- Reputation
- Emerging risks and ‘unknown knowns/unknowns’ – resilience.



Risk assessment and treatment (mitigation) techniques:

- Risks and risk velocity – risk classification
- Frameworks – risk registers and matrices
- Identification techniques
- Mitigation techniques
- Audit (internal and external)
- Decision theory
- Limitations of data and statistical techniques
- Risk management information systems
- Risk maturity
- Key Performance Indicators (KPIs), Key Risk Indicators (KRIs) and Service Level Agreements (SLAs).

Become a trusted advisor organisation (soft skills):

- Relationship management
- Appreciation of the behavioural skills required to be able to engage with top management, the Board and other key stakeholders
- Communication skills and mechanisms of communication
- Collaboration and partnering
- Education, competency and skills
- Emerging risks.

