CQI AND IRCA CERTIFIED QUALITY MANAGEMENT COURSES.

PROFESSIONAL LEVEL 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.

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WELCOME.

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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.

There are six Professional courses – you can enrol onto individual courses or study all six:

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).

THE PROFESSIONAL CERTIFICATE.

The Professional Certificate in Quality Management is awarded by the CQI following the successful completion of all six Professional courses. It meets the knowledge requirements for **membership of** the CQI at **Chartered Quality Professional level**.

HOW WILL YOU BENEFIT?

The Chartered Quality Institute (CQI) and its IRCA division are the leading global professional bodies for quality and audit 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:

- With three levels of training and a variety of modular courses, you can create a learning programme perfectly tailored to your needs whatever your career stage.
- Training is mapped to the CQI's Profession Map, so you learn the relevant, up-to-date skills employers want.
- Our certified training courses provide you with the skills and knowledge to support your application for CQI membership.

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 has worked in partnership with the CQI and IRCA since 2010. It has delivered CQI and IRCA training programmes, supporting quality management professionals develop and progress in their careers. rove initially offered the Level 3 Certificate and Level 5 Diploma in Quality Management qualifications, and from 2016 the Foundation, Practitioner and Professional Level courses.

rove has been assessed and certified as an Approved Training Partner (ATP) by the CQI and IRCA. This means it has the processes and systems in place to deliver certified courses to the highest standards. The CQI and IRCA undertake ongoing monitoring activities to ensure rove continues to meet ATP requirements.

Since 2016, rove has worked with over 400 learners, from over 300 companies - both in the UK and Internationally. It has a course pass rate of 100% (over 700 courses completed) and has supported nearly 30 individuals to achieve the Practitioner and Professional Certificates in Quality Management. rove is the only ATP able to offer Professional courses and the Professional Level Certificate in Quality Management.

FLEXIBLE DELIVERY – HOW?

rove's supported distance learning model means you can study when you want – its systems provide you with 24/7 access to course materials and assessments and your dedicated tutor will provide timely advice, support and feedback throughout your course. This means:

- You're not constrained to set dates/times for training - you can start when you're ready.

- You can complete your training at a pace that's best for you - if you have more time than expected you can accelerate your learning and complete earlier than planned.

- You can access course learning, assessment and study support materials, receive feedback and support and sit your exam at a time and place that works for you.

If you'd like to know more about how our delivery model works, please get in touch.

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. The maximum duration per course is **six months** (CQI requirement).

If you undertake the Professional Certificate, you are required to complete all six courses within **three years** (CQI requirement). The time limit begins from when you start your first course.

WHAT ARE THE ENTRY REQUIREMENTS?

The Professional courses are aimed at those at experienced practitioners looking to advance to a strategic level. At the point of enrolment, we ask you to provide a brief statement on your experience, training, qualifications and study goals (or you can send your CV). Our Programme Lead will assess this to ensure the level is appropriate and will support your development aims.

Unsure which level or course is right for you?

- Use the CQI tool to help (https://www.quality.org/training/quiz).
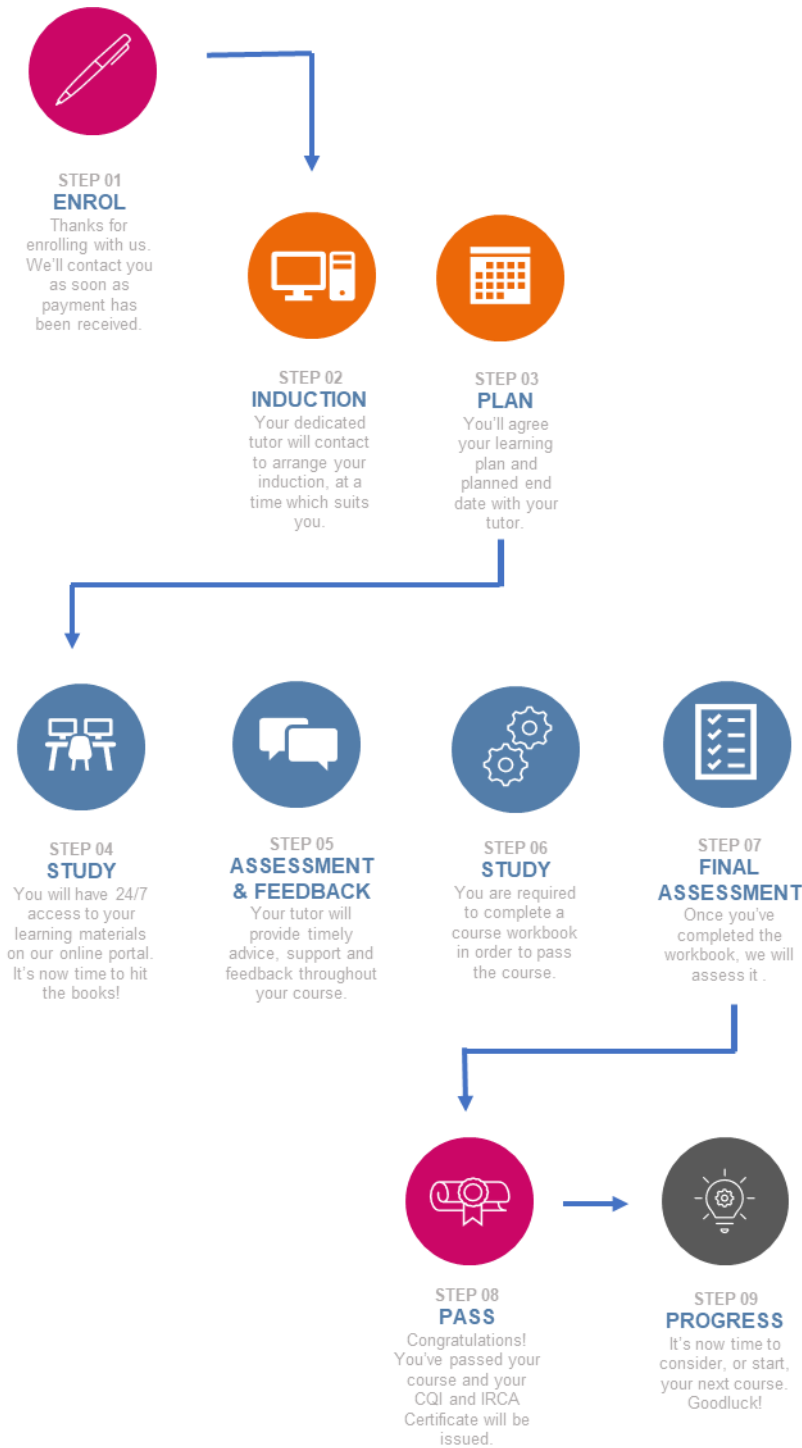
- Get in touch to request a free consultation.

ASSESSMENT AND CERTIFICATION.

- Assessment for Professional courses is workbook based.

- On successful completion you will be awarded a certificate of achievement.

- The **Professional Certificate in Quality Management** is awarded on achievement of all six courses.

YOUR LEARNING JOURNEY.

STEP 01
ENROL
Thanks for enrolling with us. We'll contact you as soon as payment has been received.

STEP 02
INDUCTION
Your dedicated tutor will contact to arrange your induction, at a time which suits you.

STEP 03
PLAN
You'll agree your learning plan and planned end date with your tutor.

STEP 04
STUDY
You will have 24/7 access to your learning materials on our online portal. It's now time to hit the books!

STEP 05
ASSESSMENT & FEEDBACK
Your tutor will provide timely advice, support and feedback throughout your course.

STEP 06
STUDY
You are required to complete a course workbook in order to pass the course.

STEP 07
FINAL ASSESSMENT
Once you've completed the workbook, we will assess it .

STEP 08
PASS
Congratulations! You've passed your course and your CQI and IRCA Certificate will be issued.

STEP 09
PROGRESS
It's now time to consider, or start, your next course. Goodluck!

COURSE FEES.

If you enrol on more than one course, you have the option to pay on a course-by-course basis.

A *10% discount* will be applied if you enrol on the Professional Certificate in Quality Management / all six courses.

Individual Professional level courses:
- *£585 + VAT*.
- *£526.50 + VAT (10% discount)*

The Professional Certificate (all six courses):
- *£3,510 + VAT*
- *£3,159 + VAT (10% discount)*

WHAT'S INCLUDED?

Course fees cover tutorial support, course induction, learning, assessment and support materials, an account for our learning management system and CQI registration and certification.

HOW TO ENROL?

We don't have set start dates for our courses, so you can enrol at any time using our **online 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 get in touch:

- +44 (0) 191 670 9529 or

- info@roveconsultancy.co.uk

LEADING ENTERPRISE PERFORMANCE MEASUREMENT (PR302)

OVERVIEW

This course provides delegates with the 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.

INDICATIVE 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.

SUGGESTED PRIOR LEARNING

- Managing Process Performance (PT202).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level – Leading Enterprise Performance Measurement.

LEADING QUALITY STRATEGY AND PLANNING (PR303)

OVERVIEW

This course will provide leadership skills development in the application of quality planning within the context of product/service portfolio management. Delegates will leave the course with the capability of coaching and facilitating top management teams in the development of their understanding and deployment of the strategic management of portfolios of products/services, quality policies and the roles required.

INDICATIVE 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 diagraph
    - Systematic (tree) diagram
    - Matrix
    - Data matrix
    - Arrow diagram

o   PDPC
o   Facilitation of tools with top management teams.

SUGGESTED PRIOR LEARNING

- Managing Quality Planning (PT208).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level – leading quality strategy and planning.

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.

INDICATIVE 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.

SUGGESTED PRIOR LEARNING

- Managing Change and Continual Improvement (PT204)
- Managing Process Performance (PT202).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level – Leading Business Process Excellence.

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.

INDICATIVE CONTENT

- **Organisational drivers for outsourcing** – benefits, opportunities and risks.

- **Organisational aspects of supply chain structures:**
    o Deciding which processes to outsource and which to retain
    o Innovation and partnering
    o Organisational focus
    o Economic efficiency
    o Capabilities.

- **Introduction to supply chain management:**
    o Roles
    o Processes
    o Contract management
    o Sustainability
    o Optimisation.

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

- **Supply chain management techniques:**
    o Tenders and supplier selection
    o Information flow, order cycles, inventory, logistics
    o Contracts and legal aspects
    o Lifetime economic effectiveness
    o Warehouse management, international trade/freight, materials planning
    o 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.

SUGGESTED PRIOR LEARNING

- Managing Supply Chains (PT206).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level - Leading Supply Chain Assurance.

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.

INDICATIVE 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.

SUGGESTED PRIOR LEARNING

- Managing Change and Continual Improvement (PT204)
- Managing Problem Solving (PT205).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level – Leading Strategic Change and Improvement.

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.

INDICATIVE 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.

SUGGESTED PRIOR LEARNING

- Introduction to Risk Management (FD103).

CERTIFICATION

On successful completion, delegates will be awarded a certificate of achievement in professional level – Leading Enterprise Performance Measurement.

CQI MEMBERSHIP.

JOINING THE CQI

The CQI is the professional body for experts in improving product, project and service quality. For more than 100 years, it has been championing organisational excellence by setting professional standards for quality management in the UK and globally.

With 18,000 members in 100 countries, the CQI are the partner of choice for quality management practitioners and, through its International Register of Certificated Auditors (IRCA) certification, for systems audit professionals.

MEMBERSHIP GRADES

The CQI's five membership grades each reflect a different level of experience and expertise. As you move forward in your career, you will be able to progress through the grades. Read more about the membership journey here.

WHAT GRADE OF MEMBERSHIP SHOULD I APPLY FOR?

If you're unsure which membership is right for you, you can take the 'Grades test'

MEMBERSHIP BENEFITS

Joining the CQI makes you part of a unique network of thousands of professionals working in quality management. Becoming a member of the CQI gives you opportunities for learning, development and networking, as well as unrivalled recognition – showing your colleagues and employers that you're serious about your profession and committed to developing your expertise. Read more about benefits of membership here.

APPLYING OR UPGRADE MEMBERSHIP

The requirements for membership vary depending on which level you apply for. You need to evidence relevant experience and knowledge. rove's CQI quality courses are mapped to the CQI's Profession Map and so they will support your application and provide evidence of training and CPD. Completion of the **Professional Certificate in Quality Management** meets the knowledge requirements for membership of the CQI at **Chartered Quality Professional level**.

You can access membership application guidance here. If you're an existing CQI member, you can upgrade to a higher membership grade as your career advances…read more...

NO APPLICATION FEE FOLLOWING COURSE COMPLETION

If you apply for Affiliate or Practitioner grade membership within 16 weeks of completing your course, the CQI will waive the application fee. Simply email applications@quality.org and request the code.