



achieve

Training Programme 2009

Scotland's National Partner Organisation for EFQM delivers training to meet all of your business needs

EFQM



QUALITY
SCOTLAND

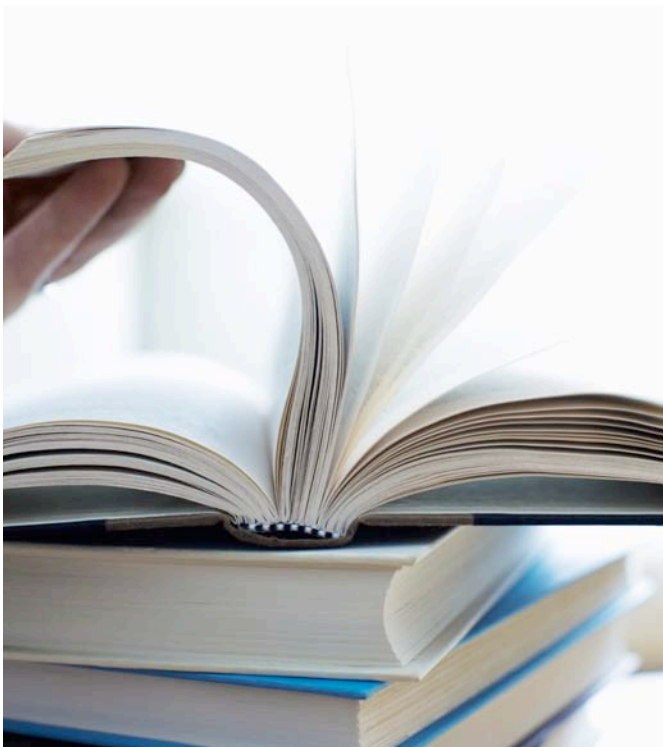
Welcome...

Welcome to Quality Scotland's 2009 (July to December) training brochure.

As the National Partner Organisation for EFQM, the most widely used business framework in Europe, all Quality Scotland courses are specifically designed to coincide with each criteria of the Excellence Model.

All courses are available at a discounted rate for Members of Quality Scotland as well as a full price option for non-members. What's more, all courses can be delivered in-house.

Should you have any queries or suggestion for inclusion for future training programmes, please do not hesitate to get in contact on 0131 556 2333 or alternatively you can email info@qualityscotland.co.uk.



Licensed Associates

Our Licensed Associates are a network of individuals who are licensed to carry out work on behalf of Quality Scotland.

Currently, the following individuals are Licensed Associates for Quality Scotland:

- * Diane Beagent - Be agents for Business Improvement
- * Jack Dunn - QMI Scotland
- * Carol George - Perform Consulting and Development
- * Graham Wylie - G2 Business Services
- * Moore Allison - Catalyst Consulting (Scotland)

If your organisation is considering proposals from unlicensed suppliers, we would urge you to ask if they are planning to become licensed, and if so, encourage them to contact us.

In-House Courses

All of the training courses (excluding EFQM Accredited Assessor Training) can be tailored specifically to suit your organisation's needs.

This cost-effective solution to your training requirements can be delivered at your work place or another suitable venue and what's more, if you book an in-house course you can save up to £100 per delegate, per day!

In-house Rates:

Maximum delegates: 12 per day

Costs (per day)

Member: £1200 +VAT

Non-Member: £2000 +VAT

*** Book an in-house course and save up to £100 per delegate, per day!!!**

All in-house courses are charged on a daily rate with no expenses or accommodation included in the price.

For more information or to book an in-house course, please contact Frances Farrelly or Shona Angus on 0131 556 2333.

Training that suits you...

Scheduled Courses

Quality Scotland's training brochure gives you an outline of the exciting range of training courses we have on offer, in a variety of locations across Scotland.

On demand

Let us know which course you would like us to schedule, with at least 8 weeks of notice, and we will advertise a new course date. Please note we need at least two notes of interest to advertise a course or the payment of the equivalent.

Book now!

To book a **scheduled** course visit www.qualityscotland.co.uk or call Frances or Shona on 0131 556 2333.

For more information or to make a request for **in-house** or **on demand** courses, submit an enquiry on our website www.qualityscotland.co.uk, email info@qualityscotland.co.uk or call Frances or Shona on 0131 556 2333.

Are you a Member of Quality Scotland?

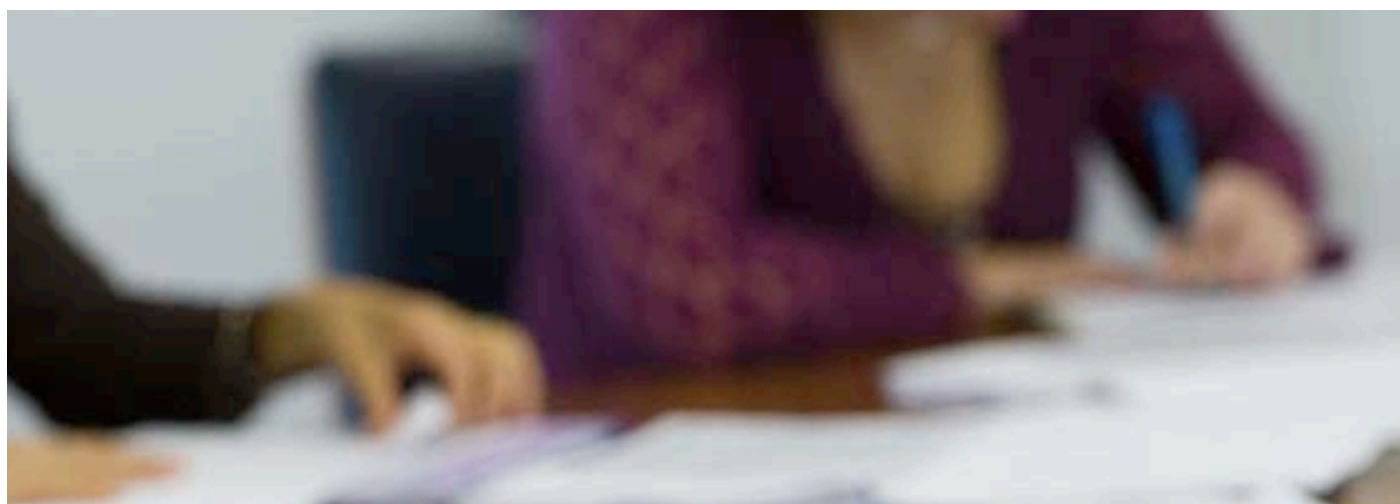
Quality Scotland is a registered charity that promotes organisational excellence across Scotland in the private, public and voluntary sectors. A member-based organisation, Quality Scotland was established in 1991 and now boasts a member base of over 200 companies, including blue chips such as Standard Life and The Royal Bank of Scotland, as well as ambitious SMEs and a range of public sector and voluntary organisations. The diversity of our membership highlights the relevance of what we offer to a wide cross-section of the economy. What connects our members is their shared belief in the value of Business Excellence and their drive and commitment to improve their organisations' performance.

What will you gain...

Quality Scotland members enjoy a wide range of benefits including:

- * The support of a dedicated account manager
- * Access to advice and expertise on Business Excellence
- * Enhanced organisational performance and improvements to the bottom line
- * Networking opportunities
- * Training and Events
- * Access to best practice
- * Online resources and tools
- * Research
- * Association with an organisation committed to making Excellence a national characteristic
- * The opportunity for secondment
- * And many, many more!

**For more information please contact Quality Scotland on
0131 556 2333 or visit www.qualityscotland.co.uk.**



Business Excellence & EFQM

How to Get Started with the EFQM Excellence Model

This introductory course outlines the fundamental concepts behind the EFQM Excellence Model and will demonstrate how using the Model to conduct a self-assessment can improve performance at all levels of the organisation.

Understanding the difference between Standards and Frameworks

This workshop will provide an overview of the various quality models: EFQM, The Big Picture, Charter Mark, Investors in People, Balanced Scorecard etc. It will show what they can do to improve organisations, how they can complement each other and how their different elements can dovetail into effective organisational development tools.

EFQM Self-Assessment

The aim of this course is to give participants sufficient experience in a range of approaches to self-assessment against the EFQM Excellence Model in order to allow them to select the one that will work best for their organisation.

EFQM Accredited Assessor Training

This course will provide participants with an in depth understanding of the EFQM Excellence Model and the ability to be a highly competent Accredited Assessor. This course is an excellent personal development opportunity.

Facilitation & Negotiation Skills

Whether releasing the energy of a work team or reaching a consensual agreement, this training course offers opportunities for the development of key facilitation skills.

Course Dates:		Duration: 1 day
25 Aug 09	Edinburgh	Costs: Member £180 + VAT Non-Member £360 + VAT
27 Oct 09	Edinburgh	

Course Dates:		Duration: 1/2 day
22 Sept 09	Edinburgh	Costs: Member £95 + VAT Non-Member £155 + VAT

Course Dates:		Duration: 2 days
21 Jul 09	Edinburgh	Costs: Member £360 + VAT Non-Member £720 + VAT
18 Aug 09	Edinburgh	
28 Oct 09	Glasgow	
8 Dec 09	Edinburgh	

Course Dates:		Duration: 3 days
14 Jul 09	Edinburgh	Costs: Member £800 + VAT Non-Member £1600 + VAT
11 Aug 09	Glasgow	
15 Sep 09	Edinburgh	
13 Oct 09	Glasgow	
17 Nov 09	Edinburgh	
1 Dec 09	Glasgow	

Course Dates:		Duration: 1 day
29 May 09	Edinburgh	Costs: Member £250 + VAT Non-Member £380 + VAT
2 Sept 09	Edinburgh	



Lean and Your Processes

Quality Scotland's process courses will help define your processes, mapping them to identify areas for improvement, introducing process improvement tools and techniques as well as locking in measures that will ultimately lead to all business processes being successfully managed across your organisation.

The first of these courses is Process Mapping, designed to teach the difference between process and procedure, this course will show you how powerful a tool this is and take away the practical approach to its implementation.

Armed with this experience, attend the 2-day Process Improvement course and you'll determine which processes to work on, how to get sponsorship of your improvement teams and understand the criticality of mapping your processes to any Performance Measurement that is taking place within your organisation.

Complete the Process Journey by attending the 3-day Process Management course and you'll have the opportunity to work on your processes, introducing a programme for improvement and other management controls around the business processes.

Book these courses in-house and you can save up to £1000!

Process Mapping

This course will help you understand your business processes by providing a clear methodology in process mapping.

Course Dates:	Duration: 1 day
8 Sep 09 Edinburgh	Costs: Member £250 + VAT Non-Member £380 + VAT

Process Improvement

This highly participative course engages delegates in the practical application of a world class methodology for identifying, defining and improving processes. Measurement and process performance evaluation techniques are also explored.

Course Dates:	Duration: 2 days
23 Sep 09 Glasgow	Costs: Member £495 + VAT Non-Member £755 + VAT

Process Management

This course takes participants through a proven methodology for managing processes. Learn how to structure your processes and prioritise improvement activity to deliver maximum benefit for your organisation. By the end of the course you will have started your improvement topic(s) and see how they will influence the delivery of your core services.

Course Dates:	Duration: 3 days
Available In-house	Costs: Member £745 + VAT Non-Member £1140 + VAT

Lean Six Sigma

The Lean Six Sigma programme is designed to take individuals to either Green Belt (Foundation or Advanced), or Black Belt Level. The following levels can be achieved and can be upgraded as you wish;

- * Foundation Green Belt
- * Foundation Green Belt plus Change Management
- * Advanced Green Belt achieved on completion of Foundation Green Belt plus Statistics 1 and 2.
- * Black Belt achieved on completion of Foundation Green Belt, Change Management, Statistics 1 and 2, Advanced Black Belt Tools.

Please also note that Modules can be booked together at a cheaper price!

Lean Six Sigma Awareness Day

This course is designed for anyone who needs to learn the basics of Lean Six Sigma. The course will provide participants with a comprehensive understanding of the background, principles and fundamentals of Lean Six Sigma. Lean Six Sigma Awareness Day can also be taken as a one day course.

Course Dates:

5 Oct 09 Edinburgh

Duration: 1 days

Costs:

Member £221 + VAT
Non-Member £245 + VAT

Lean Six Sigma Foundation Green Belt

Foundation Green Belt introduces the Lean Six Sigma principles and methodology and will suit anyone who needs a thorough understanding of what Lean Six Sigma is, and how it works in practice without yet requiring the more advanced statistical tools.

Course Dates:

6 Oct 09 Edinburgh

Duration: 4 days

Costs:

Member £1485 + VAT
Non-Member £1650 + VAT

Lean Six Sigma Statistical Tools 1

Participants will build on the skills taught on the Foundation Course and learn how to use Minitab software to enhance the Lean Six Sigma toolkit.

Topics include Statistical Process Control Charts, Measurement Systems Analysis, Sampling, Process Capability.

This course is normally taken with Statistical Tools 2.

Course Dates:

10 Nov 09 Edinburgh

Duration: 3 days

Costs:

Member £1161 + VAT
Non-Member £1290 + VAT

Lean Six Sigma Statistical Tools 2

This course is normally taken after Statistical Tools 1 and covers further statistical tools

Topics include Hypothesis Tests (t test, Analysis of Variance and Chi-Square Tests), Regression (Simple, Multiple, Binary Logistic), Control Charts (Continuous and Attribute Data Charts) and an introduction to Designed Experiments (Full and Fractional Factorial Designs).

Course Dates:

1 Dec 09 Edinburgh

Duration: 3 days

Costs:

Member £1161 + VAT
Non-Member £1290 + VAT

Lean Six Sigma Black Belt Advanced Tools

This module covers more advanced statistical tools and will begin with a challenging case study that will take the delegates from initial project charter development through a designed experiment. Subsequent advanced training in Regression Analysis (with indicator variables, curvilinear regression and logistic regression), Hypothesis Testing, Control Charts and Design of Experiments.

Course Dates:

No scheduled dates available. Please contact Frances or Shona for further information on 0131 556 2333.

Duration: 3 days**Costs:**

Member £1161 + VAT
Non-Member £1290 + VAT

Lean Six Sigma Black Belt Change Management

This programme is aimed at Master Black Belts, Black Belts and Green Belts who are required to manage change and it is a core module of the Catalyst Consulting Black Belt training programme (Module 2). However, it can also be approached as a valuable, stand-alone programme for anyone, whether a Six Sigma professional or not, whose change project will involve engaging with other people to deliver the change.

Course Dates:

20 Oct 09 Edinburgh

Duration: 3 days**Costs:**

Member £1161 + VAT
Non-Member £1290 + VAT

Skills Development

Communication and Assertiveness Skills

This workshop will equip delegates with the tools and skills required to communicate effectively and with assertiveness in the workplace. Aspects of verbal, written and non-verbal communication will be explored.

Course Dates:

29 Oct 09 Edinburgh

Duration: 1 day**Costs:**

Member £250 + VAT
Non-Member £380 + VAT

Effective Self & Time Management

We're told that we live in a cash rich, time poor world – if that is so then we all need to hone our skills as effective self managers. This course creates just such an opportunity.

Course Dates:

1 Sep 2009 Edinburgh

Duration: 1 day**Costs:**

Member £250 + VAT
Non-Member £380 + VAT

Understanding and Effectively Managing Change

In today's world change is the norm. Yet adapting and managing change seems a challenge for us all. Participation in this course will help you to question your approach to change and help you top up your existing tool kit.

Course Dates:

Available In-house

Duration: 1 day**Costs:**

Contact Quality Scotland for details

holistic
get results



Performance Measurement

Identifying Key Performance Outcomes

This highly participative course allows managers to create, measure and manage their performance regime. This includes the creation of objective Key Performance Indicators (KPI's) and how these align to the EFQM Excellence Model's Key Performance Outcomes (KPO's).

Course Dates:

14 Oct 09 Glasgow

Duration: 1 day

Costs:

Member £295 + VAT
Non-Member £420 + VAT

How to Benchmark for Performance Improvement

Benchmarking is the art of opening your mind to what has made other organisations successful, combined with the ability to creatively translate such insight into successful implementation and improved results.

Course Dates:

23 Jul 09 Edinburgh
28 Oct 09 Edinburgh

Duration: 1 day

Costs:

Member £250 + VAT
Non-Member £380 + VAT

Managing Poor Performance

This workshop looks at types of behaviours that can be difficult to deal with, what may drive such behaviour and how it might be managed. The workshop uses a number of practical exercises to help develop a better understanding of how to deal with poor performance.

Course Dates:

Available In-house

Duration: 1 day

Costs:

Please contact Quality Scotland for details

Performance Management – The Journey

This course takes participants through the journey that is followed when understanding how performance is managed across an organisation. Learn how to take the first steps in measuring performance through KPI's to the advanced levels of analysing service value principles..

Course Dates:

Available In-house

Duration: 2 days

Costs:

Please contact Quality Scotland for details

Leading Effective Meetings

This highly participative course allows line managers to lead more effective meetings. Learn by using skills, behaviours and techniques how meeting time can be reduced and made more productive for all concerned..

Course Dates:

Available In-house

Duration: 1 day

Costs:

Contact Quality Scotland for details

Leadership Development

Evaluation and Impact Assessment

This course has been designed to stimulate discussion and the development of good practice.

This will encourage managers to state their expectations, and both recognise and maximise the return from investing in the development of their people.

Leadership in Action

The aim of the course is to examine the role of today's leaders within organisations. Learn how Leadership fits into a framework of Excellence and review your own techniques in order that you can personally improve your Leadership style.

Can't find what you're looking for...

Simply get in touch and we'll see what we can do. Quality Scotland works with a network of highly skilled Licensed Associates, each an expert in different fields of business excellence.

cutting edge
deliver

Course Dates:	Duration: 1 day
10 Sep 09	Edinburgh
	Costs: Member £250 + VAT Non-Member £380 + VAT

Course Dates:	Duration: 1 day
24 Nov 09	Edinburgh
	Costs: Member £295 + VAT Non-Member £420 + VAT





ISO

ISO 9001:2008 Foundation Training

This course will demonstrate the purpose of a Management System and outline the ISO 9000, ISO 9001 & ISO 9004 series of standards. Delegates will learn the 8 Fundamental Principles of Quality Management and how to interpret the ISO 9001:2008 standard.

Course Dates:

15 Jul 09	Glasgow
20 Jul 09	Aberdeen
24 Aug 09	Aberdeen
2 Sep 09	Aberdeen
9 Sep 09	Glasgow
28 Sep 09	Edinburgh
26 Oct 09	Aberdeen
17 Nov 09	Glasgow
1 Dec 09	Aberdeen
14 Dec 09	Edinburgh

Duration: 1 day

Costs:

Member £245 + VAT
Non-Member £295 +VAT

Internal QMS Auditor Training

This course will provide delegates with an in-depth understanding of the tools and techniques required to conduct process based internal audits of Quality Management system based on the requirements of ISO9001:2000. Successful completion of the course is one of the elements required to become a registered audit or under the International Register of Certificated Auditors (IRCA) scheme.

Course Dates:

16 Jul 09	Glasgow
21 Jul 09	Aberdeen
25 Aug 09	Aberdeen
3 Sep 09	Aberdeen
10 Sep 09	Glasgow
29 Sep 09	Edinburgh
27 Oct 09	Aberdeen
18 Nov 09	Glasgow
2 Dec 09	Aberdeen
15 Dec 09	Edinburgh

Duration: 2 days

Costs:

Member £445 + VAT
Non-Member £495 +VAT

ISO 9000:2008 QMS Auditor/Lead Auditor Training

This course provides an in-depth understanding of the principles of Quality Management as contained in the ISO 9000:2008 series of standards. Successful completion of the course examination is one of the elements required to become a registered auditor under the International Register of Certificated Auditors (IRCA) scheme.

Course Dates:

27 Jul 09	Edinburgh
10 Aug 09	Aberdeen
21 Sep 09	Aberdeen
5 Oct 09	Glasgow
2 Nov 09	Edinburgh
9 Nov 09	Aberdeen
7 Dec 09	Aberdeen

Duration: 5 days

Costs:

Member £915 + VAT
Non-Member £995 +VAT

take the lead

To book on any of these training courses or for more information, log on to www.qualityscotland.co.uk or email info@qualityscotland.co.uk



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T: 0131 556 2333

Promoting Business Excellence



INVESTOR IN PEOPLE



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