



Scottish Enterprise “MANAGING MAJOR PROGRAMMES”

38(1)b

DATE 12/2019 v0.1

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Executive Summary

This proposal demonstrates why QA is best placed to support Scottish Enterprise's (SE) capability building initiative for its programme management community. This belief is based on:

- QA's scale (we are one of Scotland's largest commercial learning providers with 33(1)b 33(1)b)
- Unrivalled experience in Project and Programme Management (PPM) learning and specifically the Managing Successful Programmes (MSP) certification
- Our experience gained from helping multiple Scottish public and private sector organisations to improve their PPM capability
- We have a deep understanding of what makes engaging learning - accumulated from over 30 years' experience as 33(1)b

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The proposal provides supporting detail for each of the above points and is structured as follows:

1. Why building a programme management capability is important for SE and how this will be done
2. How QA designs and delivers learning and the specific learning solution for your needs
3. A summary of QA's capability in the PPM learning sector
4. Examples of how QA has supported Scottish based customers in their efforts to build a PPM capability
5. How QA has used our deep understanding of current developments in learning theory to build engaging PPM development programmes (e.g. how neuroscience has influenced learning, utilisation of digital technology etc.)
6. The proposed timeframe for the design and delivery of the learning (including the associated assumptions)
7. Commercials



1. Building and Sharing Wealth through Effective Programme Delivery

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“The time is right for a new approach - an approach that taps into Scotland’s past to build a brighter future today”

SE

To enable this vision, SE is in the process of moving to larger multi-partner projects and programmes. Your project management community will take a lead role in the definition and delivery of these initiatives and therefore needs to develop its skillset to perform this responsibility. This will be undertaken through two primary interventions:

1. Major Programme Management (MPM) ‘Masterclasses which will be developed and facilitated internally by SE
2. Partnering with an external learning provider to design and deliver programme management learning that is tailored to the SE programme delivery framework – and will offer a route to optional MSP-Foundation certification through the AXELOS examination

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Although based on the standard Managing Successful Programmes (MSP) certification syllabus,

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2. QA's Learning Design and Delivery Approach

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A) QA Learning Development Framework (4DS)

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B) QA Performance Based Learning Model



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C) Building Programme Management Capability in Scottish Enterprise

QA anticipates that the majority of SE project managers will attend the blended programme that is detailed below and is tailored to the SE environment.

More experienced project managers may decide to undertake QA's generic MSP digital learning. This will be supplemented by the self-assessment document and the 'post-course embedding



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The blended solution is an expanded version of our class-leading MSP Foundation workshop and consists of:

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PRE-COURSE LEARNING

1. Self-assessment

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2. Pre-course Work



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CLASSROOM WORKSHOP

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The content of the

classroom workshop is based on the MSP-Foundation syllabus:

- Distinguish between projects and programmes
- Identify the MSP defined types of programme and their characteristics
- Explain the benefits of applying the MSP guidance to the management of a programme of transformational change
- Explain the purpose and areas of focus of the defined roles
- Explain the purpose of the seven MSP principles, the nine governance themes and the six transformational flow processes
- Explain the purpose of MSP programme information (documents)

Source: AXELOS

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“The digital revolution has only just started – and it will impact almost every company, every organisation, every government and every job in every nation.”

QA Strategic Manifesto 2019

MSP Foundation Examination (Optional)

The MSP Foundation examination will take place at the end of the classroom workshop. The exam format is:

- 75 multiple choice questions
- Candidates require a minimum of 35 correct answers (50%) to pass
- 60 minutes
- Closed-book

Note: Both blended and digital programmes include the cost of MSP-Foundation examination. This is now mandated by the MSP accrediting body (AXELOS) who state that *“Accredited Organisations must only offer MSP training to candidates that have also purchased the relevant exam.”*

AXELOS has made this decision *“to ensure that every candidate who invests in training in AXELOS Global Best Practice has the opportunity to attain the corresponding certification. The official certification validates the candidate’s learning, underpins professional standing, and justifies the organisation’s investment in training”*.

Post-Course Embedding Activities

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Post-Learning Virtual Consulting Event (0.5d maximum per cohort)

QA will provide an optional

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3. PPM Expertise in QA

QA is uniquely placed to partner with SE in the development and delivery of this programme. We are consistently the largest provider of PRINCE2 and MSP training in Scotland and offer bespoke and certification training that builds confident and credible project and programme managers. We have supported multiple Scottish-based public and private entities in similar initiatives. Customers

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and many other small, medium and large-sized organisations.

We offer learning across flexible delivery formats: eLearning, blended learning, virtual learning, and 'extended classrooms', offering unrivalled choice and access to our project and programme management learning.

In addition to a large associate trainer community, QA has 33(1)b full-time Project and Programme Management trainers, all with extensive industry experience. This permanent pool of trainers affords QA the opportunity to easily share knowledge and learning, thereby ensuring that our MSP courses are as engaging as possible and fully meet each learner's needs; 33(1)b

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QA's PPM community also contributes to knowledge sharing across the PPM world and recent activities have included:

- Definition of industry standards and certifications; for example – lead author of the last edition of the 'Project, Programme and Portfolio Offices (P3O)' textbook and referenced reviewers for multiple AXELOS products
- Published articles in 'APM Project' and 'PM-today' magazines
- Presentations at project management seminars and conferences
- Sponsorship and judging for the 'APM Scotland Young Project Manager of the Year' award
- Seminars in QA training centres on topics ranging from 'project governance' to 'leadership skills for a digital world'

Trainers who are appropriate for the design and delivery of this specific learning programme are listed below:



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Customer Service

QA firmly believes in Customer Service Excellence.

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This commitment to Customer Service Excellence results in

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4. Relevant PPM Experience

QA is uniquely placed to partner with SE in the development and delivery of this programme. We are consistently the

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Examples of recent bespoke project/programme management learning initiatives are described below:



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Background to the engagement:

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Solution:

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Outcomes:

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Solution

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Outcomes

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5. Learning Innovation in QA



QA recognises that the success of a capability-building strategy is not just about what you set out to learn, but equally about how you deliver that learning. There are innumerable different teaching and learning approaches; not all are equal, and certainly not all are suitable for every situation.

The ideal approach is to adopt a learner-centric mindset: where the starting point is a set of

“One aspect of learning gaining prevalence in recent years is the exploration of neuroscience as a contributor to learning success in the workplace. Understanding how people learn is almost as important as deciding what they should learn.”

“Neuroscience has helped identify the processes by which sharing ideas can help us be more creative.”

CIPD – Future of Learning

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- The action-learning-set and the self-assessment will also help SE demonstrate that the learning has resulted in real behavioural change in programme management. The programme aligns with the Kirkpatrick Learning Evaluation Model:
 - **Level 1 – Reaction;** evaluated by the post-course satisfaction survey (including NPS score)
 - **Level 2 – Learning;** evaluated by the self-assessment and the MSP Foundation examination
 - **Level 3 – Behaviour:** demonstrated through application of theory in the action-learning-sets and also supported by further review of the self-assessment and the associated learner-manager discussions, MPM Masterclasses etc.
 - **Level 4 – Results:** For a learning programme of this scope, it will be difficult to

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Use of Technology

In large programmes where it is cost-effective to do so, QA has used technology to enhance the

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Key dates to note are:

Contract award	20-Jan-20
Pilot MSP workshop	27-Feb-20
Programme completion	01-Oct-20
ALS presentations	3-4 weeks after each classroom workshop

Assumptions:

1. Timescales shown are dependent on contract award being no later than 20-Jan-2020
2. Mutually agreed delivery dates will be defined no later than 1 week after the kick-off meeting – confirmed dates will depend on the availability of SE project managers, course venues (that can accommodate 33(1)b in an AXELOS exam environment), and QA trainer availability
3. The ALS dates may shift to align with the MPM Masterclasses (and also the optional QA facilitation of these sessions)

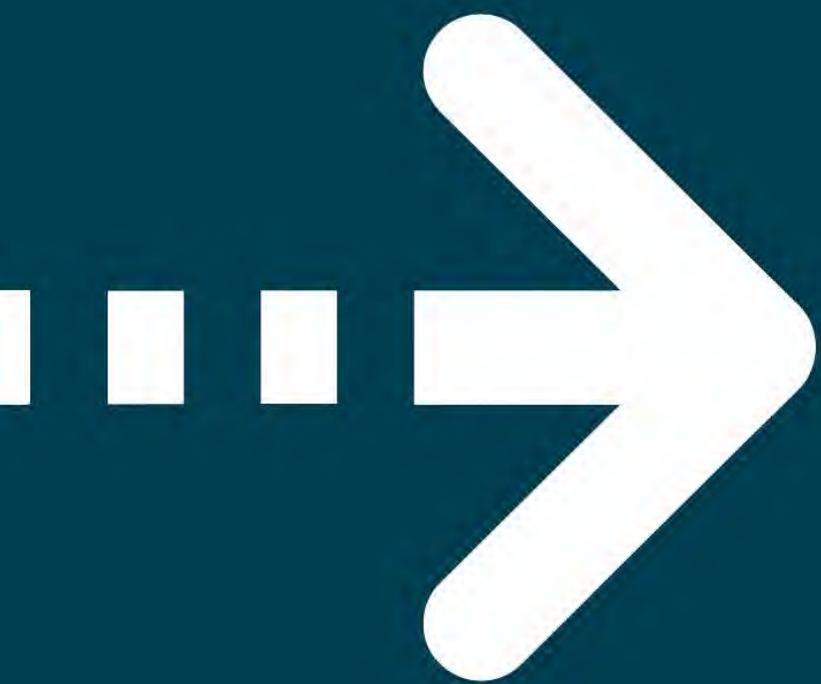


Suggested Timetable for 3-Day Classroom Workshop

Day 1	Day 2	Day 3
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7. Commercials



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Pricing Schedule

Those quoting are required to complete the following proforma showing all the costs associated with their quote. Any additional costs will not be considered.		
Pricing Element (A day rate is based on a 7 hour working day.)	Total No. hours/ element	Price (excel VAT)
Consultation	Hrs – Day Rate - Cost -	7 hours 33(1)b
Design costs following consultation and possible bespoke requirements	Hrs – Day Rate – Cost -	21 hours 33(1)b
Delivery of Training programme	Hrs – Day Rate – Cost -	21 hrs per course 33(1)b
Accreditation costs	Cost -	33(1)b
Any additional costs (e.g. meetings, travel and subsistence– provide a detailed breakdown below)	Cost	N/A

Sub Total

VAT

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Total