A European Scheme for Process Improvement Manager Training and Certification

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History

• At DELTA we have worked with assessments and process improvement in more than 15 years, e.g. more than 150 assessments
• About 50% of all improvement activities do not show any measurable benefit
• Only 16% of all projects are delivered on time and within budget

So:
• There must be a lack of certain abilities in order to be successful with process improvement
The Danish Innovation and Improvement initiative: Talent@IT

2003 to 2006

Mission:
To develop a model and method to assess an organisation's ability for process and product improvement and innovation – based on research with focus on parameters with influence on success and failure.

Proudly supported by:
- Danske Bank
- ATP
- PBS
- SimCorp
- IT University of Copenhagen
Role model for change

Organization

- Management (Sponsor)
- Project Organisation (Steering committee)
- Process owners (PI unit)
- User group (Stakeholders)
- Experts (Consultant)
- Process
- Situation before
- Situation after

Project
- Project Manager
- Developers

Roles and Responsibilities:

- Organization
  - Project Organisation
  - Management
  - Process owners
  - User group
  - Experts

- Project
  - Project Manager
  - Developers

- Management (Sponsor)
- Process owners (PI unit)

- Situation before
- Situation after
Roles and *ImprovAbility™*

**Foundation**
- Vision and strategy
- Organisational culture
- Expectation management
- Knowledge management
- Management competence

**Initiation**
- Sensing urgency
- Idea creation
- Idea processing

**In Use**
- Product quality
- Deployment strategy
- Deployment means
- Roles and responsibility
- Operations and maintenance

**Projects**
- Project goal and requirements
- Project team
- Project competence and knowledge
- Project process
- Project prioritising
- Management support
- Involvement of others

**Management** (Sponsor)

**Project Organisation** (Steering committee)

**User group** (Stakeholders)

**Experts** (Consultant)

**Performers**

**Suppliers**

**Project Manager**

**Developers**

**Process owners** (PI unit)

**Performers**

**Suppliers**

**Roles and ImprovAbility™**
SPI Manager Job Role Committee (2009)

- Tomas Schweigert, Germany (Chair)
- Miklos Biro, Hungary
- Morten Korsaa, Denmark
- Richard Messnarz, Austria/Ireland
- Risto Nevalainen, Finland

- Note: Also SINTEF has been an active member in EQN phase
The need for the PI manager qualification

- Approximately 10,000 professionals of all levels dealing with PI issues whole over Europe
  - Members of SEPG in big enterprises
  - Responsible in KMU
  - Consultants
  - Assessors
- Qualification schemes for appraiser, auditor, assessor are available (10% to 30% of Investment)
- Some specialized qualification scheme available for PI (like V-Model XT PING)
- No European scheme for PI professionals available
SPI is a business with many dimensions

- SPI Manager is developed close to the EU-project Manager and the EU Innovation Manager qualification.
  - Synergy by using a common framework
  - Minimum redundancy by defining skills of these professions as useful prerequisites.
- SPI Manager takes into account,
  - that SPI has a change dimension. So cultural issues are addressed
  - that SPI has an organizational dimension, so modern tools of organizational development like “Real Time Strategic Change” conferences are addressed
  - that SPI has an improvement dimension so typical improvement models like PDCA or IDEAL are addressed
  - that SPI has a technical dimension, so typical process description models like flow charts or swim lane diagrams are addressed
  - that SPI has a team work dimension, so team working and presentation skills are addressed
  - that SPI has a measurement dimension, so measurement skills are addressed
  - that SPI has a deployment dimension, so roll out of skills are addressed
  - that SPI has a needs analysis an planning dimension, so also these skills are addressed.
  - that SPI has a knowledge management dimension which is also addressed
The ImprovAbility™ model is based on interviews about success and failure in 14 projects, i.e. more than 50 interviews; both IT and Process Improvement Projects.

- **Process improvers**
- **New processes or tools**
- **IT developers**
- **IT product**
- **End users**

**Process improvement (= innovation)**

**Product development (= innovation)**
Current structure of SPI Manager units and elements

PI Involvement and Commitment Issues
- PI Presentation Skills
- PI Teamworking Skills
- Multicultural PI Teams
- Organisational Culture Influencing PI
- Large group motivation techniques

Improvement Models
- Process & Life Cycle Models
- Process Improvement Models
- Process design & process description models

Managing PI
- PI Needs & Drivers Analysis
- Business Goals, Balanced Scorecard, GQM & KPI
- Process measurement, data collection & analysis

PI Implementation
- Supporting top manager for organisational change management
- Planning Improvement
- Deployment of PI
- Best Practice Sharing and Knowledge Management
The structure of the profession

- The Skill card with
  - The description of the skill set
  - Units with
    - The description of the unit
    - Elements with
      - The description of the element
      - Performance criteria
- The exam portal (Including questions for each performance criterion)
- The Training material derived from the skill card
Current Status

Skill Card: Ready for approval
Exam Portal: In development
Training Material: In development
Dissemination
• 2009:
  – SPICE 2009 Conference Turku
  – EUROSPI 2009
• 2010: TBD
Training Delivery: Starting 2010
Certified SPI Manager

- A 5 day training course
- A 5 day training course for training of trainers
- An organization and infrastructure in place
- An exam
- A certificate – to those who pass the exam
More Information

• www.ecqa.org
  – Certification Body

• www.eu-certificates.org
  – Virtual training campus

• www.eurospi.net
  – European conference series since 16 years
THANK YOU