

consultancy in the public sector

A foundation in essential
consultancy skills



One-week course
18 to 22 June 2012

Public Administration International
certified by

About the course

Consultants bring objectivity and fresh insights into an organisation which can transform its performance. The value that consultants can offer to the public sector is immense. Consultants, when used appropriately, can provide considerable benefits for clients, ranging from the development of core and specialist skills for individuals to major reviews of organisations, structures and processes.

Demand from the international development agencies for national consulting services has grown dramatically over the past ten years, fuelled primarily by the improved quality of national consultants in many countries. Demand for national consultants has also been stimulated by pressure on governments to reorganize, downsize and outsource more government activities. However, there are significant disparities in the ability of countries to meet the growing demand for national consulting services of the highest standard.

This course provides an introduction to management consultancy for those considering entering the profession or those who wish to have an understanding of the knowledge and skills needed in this area. The course leads to the award of the Certificate in Management Consulting Essentials (CMCE) – a professional certificate offered by the UK Institute of Consulting (IC) and awarded by the UK Chartered Management Institute (CMI). This course is run by PAI in conjunction with the Consultancy and Development Institute (CDI) which is authorised by the CMI as an Approved Centre to run CMCE courses. The CMCE provides public recognition of achievement of a professional foundation qualification in management consultancy. It also provides a basis for further development to full Certified Management Consultancy (CMC[®]) status – an internationally recognised qualification which is also offered by IC.

What the course will cover

The course consists of two parts – the Essential Consultancy Skills (ECS) course and the Project phase.

The course covers the basic CMCE syllabus, including

- Consultancy role
- Consultancy cycle
- Client relationship
- Communication for consultants
- Effective project delivery
- Structured knowledge, research and analysis
- Consultancy project management
- Risk and risk management of consultancy projects
- Marketing consultancy services
- Bidding for contracts

The course will include lectures and discussions. Participants will have the opportunity to discuss practical issues affecting their own professional lives and to compare and contrast experience with their counterparts from different countries. Visits are planned to an internal consultancy unit in a public sector organisation and a private consultancy company. Participants will receive a briefing from the UK's Institute of Consulting.

Who is it for?

The course is designed for those wishing to enter the consultancy profession, both in the public sector and the private sector – as internal or external consultants. It will also be of relevance to existing consultants who may wish to undertake a refresher course, line managers and those in other functions who wish to know the basics of consultancy, those involved in change management programmes and those working for the CMC® award.

How participants will benefit

The study course will:

- Prepare you for the CMCE qualification and identify you as a qualified practitioner
- Improve your career potential
- Provide an excellent basis for further professional development
- Provide you with the opportunity to develop a personal action plan to develop your organisation's consulting capacity
- Offer a useful background in consultancy for senior managers of any specialisation who may also need to undertake consultancy work
- Provide a useful “refresher” for experienced consultants, including those who may wish to apply for the CMC® award.

“The course has enhanced to a large extent the theory and practice of consulting and consultancy management. One hundred per cent accomplishment /achievement of expectations. Value for money – very satisfactorily attained.”

Dr Manuel Morga, Freelance Public Sector and Development Consultant, Philippines

"The materials have depth and contain all the information required for a foundation level consultancy and refresher course. The delivery is professional and facilitators are on top of their game."

Mr Felix Ovbude, Former Managing Director of the Eastern Ports, Nigeria

Programme Outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Course structure and objectives</p> <p>Consultancy environment</p> <p>The consultancy profession</p>	<p>Change management</p> <p>Consultancy cycle and stages</p> <p>Risk management</p> <p>CMCE questions 1 and 2</p>
Day 2	<p>Review of day 1</p> <p>Report back on questions 1 and 2</p> <p>Client relationship</p> <p>Effective project delivery</p>	<p>Marketing consultancy services</p> <p>Proposal writing</p> <p>CMCE questions 3 and 5</p>
Day 3	<p>Review of day 2</p> <p>Report back on questions 3 and 5</p> <p>Consultancy tools and techniques</p> <p>Practical group exercise</p>	<p><i>Visit to internal consultancy unit in a public sector organisation</i></p> <p>Preparation for the CMCE question 1</p> <p>CMCE question 6</p>
Day 4	<p>Review of day 3</p> <p>Report back on question 6</p> <p>Communication for consultants: report writing, presentation skills, negotiating</p>	<p><i>Visit to a private consultancy firm</i></p> <p>Preparation for the CMCE question 5</p> <p>CMCE questions 4 and 7</p>
Day 5	<p>Review of day 4</p> <p>Report back on questions 4 and 7</p> <p>Presentation about IC</p> <p>Participants' presentation on CMCE questions 1 and 5</p>	<p>Review and evaluation</p> <p>Briefing on CMCE project assignments</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the course as necessary

Location and arrival arrangements

The course will be based in central London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

Language

The course will be conducted in English. Participants will be expected to have a good working knowledge of the language.

Fees and other costs

The fee for this one-week course will be £1,600. This includes tuition, travel to and from the airport, travel on official visits and documentation (travel to and from the airport in the UK and travel on official visits is provided at cost). UK Valued Added Tax (VAT) will not be charged if applicants can provide written confirmation from their Government or its accredited representative that they are employed by their Government in furtherance of its sovereign activities. In all other cases, VAT (currently 20%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 18 June 2012. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

We reserve the right to cancel the course if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full. Airfares, accommodation costs, daily travel (other than on visits scheduled in the course), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

Public Administration International

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. This course is one of a number of specialist UK-based study programmes designed to meet the needs of the public services worldwide.

Course Director

The Course Director is Tony Lavender. He has wide consultancy and training experience, both as a Deputy Director of the Civil Service College with special responsibility for consultancy training and with many years' consulting within the public sector. Since 1994 he has provided consultancy and training in the UK and internationally. He is a Fellow of the Institute of Consulting and a Certified Management Consultant. He is a qualified Assessor for the CMC® award. Tony is also a Governance Consultant with the Department for International Development, an Associate Consultant with PAI, and was previously a Director of Studies with the Royal Institute of Public Administration, leading programmes on training in consultancy skills. He has also successfully run this CMCE course in the UK, Thailand and Tanzania and has had over 100 delegates qualified with the CMCE at their first attempt.

Application form

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Please complete this application form and post or fax to:

Clare Walters
Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB UK
T + 44 (0)20 7580 3590 F + 44 (0)20 7580 4746 E pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.
www.public-admin.co.uk

Please print clearly in black ink and in capital letters

Personal details

First name _____

Family name _____

Title (Prof. Dr. Mr. Mrs. Ms. etc.) _____

Nationality _____

Dietary requirements _____

Disabilities _____

Have you participated in a PAI study programme before? _____

If yes, which programme(s)? _____

Dates of programme(s)? _____

Current position

Title of post _____

Employer _____

Address _____

Telephone _____

Fax _____

Email _____

Brief description of your main role and responsibilities _____

Education and professional training

Provide details of your education and professional qualifications and training

School/college/university

Relevant professional qualifications or membership of professional bodies

Particular interests

Please indicate which aspects of the programme are of most interest to you

Sponsoring organisation

Who will pay your fees?

Who will pay your other costs such as travel and living costs?

How would you rate your English language capability?

	Spoken	Written
Fluent		
Good working knowledge		
Fair		
Basic		

Do you need a visa to enter the UK?

Yes No Not sure whether I need one

If you are unsure whether you need a visa please check the UK Border Agency website at www.ukvisas.gov.uk

How did you find out about the programme?

Brochure (by mail) Email PAI website From colleague/friend

Other

Value Added Tax (VAT)

I certify that I am employed by the Government of _____
in furtherance of its sovereign activities (please refer to note on VAT under “Fees
and other costs”)

Signature _____

Date _____

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