

2009 Course Schedule AFA Consultancy and Training Services



“Stepping towards success...”



Contents

Introduction	3
MSP™ Programme Management	4 - 5
PRINCE2® Project Management	6 - 7
M_o_R® Risk Management	8
P3O® Portfolio, Programme and Project Offices	9
ITIL®	10
Change Management	11
Benefits Management	12
Consultancy	13
Post Course Training Support	14

About AFA

AFA was established in 1995 as a management consultancy organisation. In 1996 AFA became one of the original group of **PRINCE2** Accredited Training Organisations (ATO) under the scheme administered by APM Group. AFA quickly established a reputation for being able to deliver courses that combine good exam pass rates with realistic and practical guidance.

For over ten years AFA has specialised in the Best Practice methods, becoming accredited to deliver training in **MSP programme management** and **M_o_R risk management** at the earliest possible opportunity.

In the last couple of years four further training strands have been added to the AFA offering:

- **Change Management** – accredited by the APM Group

- **Benefits Management** – developed from experience of MSP training & implementation

- **ITIL**, IT Service Management – accredited by ISEB

- **P3O (Portfolio, Programme & Project Offices)** - the latest qualifications from the Office of Government Commerce and APM Group.

AFA has always played a full and active part in the Best Practice community, serving on bodies such as review panels and exam boards. AFA's managing director was commissioned in 2001 to write 'Tailoring PRINCE2'. Latest activities in this area have included working with TSO and other professional colleagues on the current PRINCE2 Refresh and during development of the Common Glossary.

Consultants



“As we move into a new economic era, being effective in our professional lives is more important than ever. Organisations must gain the expected benefits from their programmes and projects in order to survive; service delivery must be as efficient as possible. AFA can help both individuals and organisations to increase their skills in all these areas. ITIL is already acknowledged as the best way to improve service delivery; I believe that the new P3O qualifications will play a similar role in the delivery of projects and programmes.” **Alan Ferguson, AFA Managing Director**



Mary Andrew is AFA's senior **M_o_R** specialist. As a qualified auditor she has led a number of extensive operational audits. She also uses her considerable experience to deliver AFA training.



Nico Viergever is based in Holland. He has a vast amount of experience in project and programme management consultancy and provides his services to AFA clients throughout Europe, and in the UK.



Ian Rosser is one of AFA's leading **PRINCE2** trainers with over 20 years experience in ICT, consultancy and project management. Ian gained his experience in both the public and private sectors.



Lyle George has been working in and around Business and IT Change for nearly 30 years. As well as being an approved **PRINCE2** trainer he also works as a mentor and interim programme manager.



John Vivian is AFA's senior MSP specialist, with over 30 years experience in managing high technology, time-critical projects. He has a wide range of experience in both large and small organisations.



Nancy Stacey has extensive experience in managing projects in the IT industry. Before becoming a trainer specialising in **PRINCE2**, Nancy undertook a variety of roles on global programmes.



David Crawford is a customer focused project and programme management professional. His work as an international consultant and trainer has given him extreme experience of delivering training solutions to all sectors.



Paul de Havilland's career started in electronics. He migrated to project management and in 1990 completed an MSc in the subject. He is now a trainer, a role that he thoroughly enjoys.

MSP™ Programme Management

The **MSP** framework was designed by practicing programme managers to enable the delivery of transformational change and the achievement of an organisation's strategic objectives.

Since its initial publication in 1999, **MSP** has become recognised as the global standard for programme management. It has been adopted by hundreds of organisations worldwide. **MSP** is regarded as equally applicable to both large and small organisations in either the public or private sectors.

The **MSP** guidance, and associated training courses, cover the following topics:

- Programme Management Principles
- Governance Themes
- Organisation
- Vision
- Leadership & Stakeholder Engagement
- Benefits Realisation Management
- Blueprint Design & Delivery
- Programme Planning & Control
- The Business Case
- Risk Management and Issue Resolution
- Quality Management
- Transformational Flow
- Identifying a Programme
- Defining a Programme

- Managing the Tranches
- Delivering the Capability
- Realising the Benefits
- Closing a Programme
- Programme Office

The qualification system associated with **MSP** is fully supported by AFA's training courses which can be accessed either as closed corporate events or through our extensive schedule of open courses.

The following levels of qualification are available:

The **Foundation** qualification is ideal for those newly appointed to a programme role. AFA offers a 3-day course including the exam.

The **Practitioner** qualification, for those with full-time responsibility within a programme, can be acquired either on a 4-day course or on a 2-day Foundation to Practitioner Conversion.

Advanced Practitioner is the highest qualification available. AFA offers a 3-day Practitioner to Advanced Practitioner Conversion course.

In addition AFA can provide 1-day **Overview** or **Awareness** sessions and **Seminars** or **Briefings for Senior Managers** which are usually 2-6 hours in duration.

“Alan is a vibrant character who made the course interesting and enjoyable”

2009 Dates	Location	Overview (1 day)	Foundation (3 days)	Practitioner (4 days)	F - P Conversion (2 days)	Advanced Practitioner (3 days)
26 – 29 January	Cambridge	•	•	•		
17 – 20 February	Exeter	•	•	•		
23 – 26 February	London*	•	•	•		
16 – 20 March	Cambridge				•	•
23 – 26 March	Bracknell	•	•	•		
20 – 23 April	London*	•	•	•		
11 – 14 May	Cambridge	•	•	•		
18 – 22 May	London*				•	•
15 – 19 June	Bracknell				•	•
22 – 25 June	London*	•	•	•		
13 – 16 July	Bracknell	•	•	•		
21 – 25 September	Cambridge				•	•
05 – 08 October	Cambridge	•	•	•		
02 – 05 November	London*	•	•	•		
23 – 27 November	Bracknell				•	•
30 November – 03 December	Bracknell	•	•	•		

Please see our website for latest course dates, offers, availability and booking

Course	Cost	Accommodation
Refresh / Overview	£350+VAT	None
Foundation	£1250+VAT	2 nights inclusive
Practitioner	£1650+VAT	3 nights inclusive
Advanced Practitioner	£1250+VAT	2 nights inclusive

*Please contact us for London pricing and information



PRINCE2[®] Project Management

Over the last twelve years **PRINCE2** has become the preferred project management methodology throughout the UK businesses and for many organisations globally. The benefits of adopting **PRINCE2** include:

- Clear definition of roles & responsibilities within the project structure
- Reduction in management workload through application of improved planning techniques
- Greater likelihood that end user requirements will be fully met
- Accessible and widely respected qualification system

As well as corporate **PRINCE2** events, AFA delivers a schedule of public courses throughout the UK and at a number of venues in Europe.

The following levels of qualification are available:

Foundation, with exam usually taken after 3 days of training

Practitioner, requires a minimum of 5 days training. This qualification has to be renewed (Re-registered) after five years.

In addition AFA provides a range of **PRINCE2 Overviews, Awareness Sessions and Briefings**.

London

19 – 23 January
23 – 27 February
23 – 27 March
27 April – 01 May
08 – 12 June
13 – 17 July
17 – 21 August
14 – 18 September

Norwich

26 – 30 January
09 – 13 March
20 – 24 April
01 – 05 June
06 – 10 July
07 – 11 September
19 – 23 October

Europe

12 – 16 January, Poland
02 – 06 February, Netherlands
09 – 13 March, Romania
18 – 22 May, Poland
08 – 12 June, Netherlands
12 – 13 October, Romania

Cambridge

09 – 13 February
30 March – 03 April
22 – 26 June
28 September – 02 October
16 – 20 November

Glasgow

26 – 30 January
 09 – 13 March
 11 – 15 May
 13 – 17 July
 07 – 11 September
 09 – 13 November

Edinburgh

09 – 13 February
 20 – 24 April
 08 – 12 June
 10 – 14 August
 12 – 16 October
 14 – 18 December

Exeter

23 – 27 February
 27 April – 01 May
 29 June – 03 July
 07 – 11 September
 02 – 06 November

Peterborough

23 – 27 February
 27 April – 01 May
 29 June – 03 July
 21 – 25 September
 23 – 27 November

Ipswich

16 – 20 February
 30 March – 03 April
 18 – 22 May
 13 – 17 July
 28 September – 02 October
 16 – 20 November

Belfast

16 – 20 February
 20 – 24 April
 08 – 12 June
 03 – 07 August
 28 September – 02 October
 23 – 27 November

Please see our website for latest course dates, offers, availability and booking

Course	Cost
Overview	£295+VAT
Foundation	£895+VAT
Practitioner	£1395+VAT
Conversion	£895+VAT
Re-Registration	£895+VAT



M_o_R[®] Risk Management

A certain amount of risk taking is inevitable if your organisation is to achieve its objectives. Effective management of risk helps you to improve performance by contributing to:

- Increased certainty and fewer surprises
- Better service delivery
- More effective management of change
- More efficient use of resources
- Better management at all levels through improved decision making

M_o_R qualifications are gaining acceptance & prestige across a wide range of market sectors including finance & health. AFA courses supporting these qualifications can be accessed via either in-house or publicly scheduled training events.

The **Foundation** exam is usually taken after 3 days of training; a minimum of 5 days training is usual before taking the **Practitioner** exam. **Overview** and **Briefing** events are also available.

2009 Dates	Location	Overview (1 day)	Foundation (3 days)	Practitioner (5 days)	Conversion (3 days)
02 – 06 February	Cambridge	•	•	•	•
30 March – 03 April	London*	•	•	•	•
01 – 05 June	Bracknell	•	•	•	•
13 – 17 July	Cambridge	•	•	•	•
28 September – 02 October	London*	•	•	•	•
23 – 27 November	Bracknell	•	•	•	•

Please see our website for latest course dates, offers, availability and booking



Course	Cost	Accommodation
Overview	£325+VAT	None
Foundation	£1125+VAT	2 nights inclusive
Practitioner	£1775+VAT	4 nights inclusive
Conversion	£1125+VAT	2 nights inclusive

*Please contact us for London pricing and information

P30[®] Portfolio, Programme & Project Offices

P30 stands for **Portfolio, Programme and Project Offices** and is the latest guidance to be developed by the Office of Government Commerce.

A **P30** model provides a decision enabling/delivery support structure for all change within an organisation. This may be provided through a single permanent office which can exist under several different names such as Support Office, Portfolio Office, Centre of Excellence, Enterprise or Corporate Programme

Office. It can otherwise be provided through a linked set of offices (portfolio office, programme offices, project offices), which can be either permanent or temporary, offering a mix of central and localised services.

AFA has scheduled public **P30 Foundation** courses in London & Cambridge throughout 2009. We also deliver these three-day events on client sites as well as offering short **Briefing** and **Awareness** sessions.

2009 Dates	Location	Overview (1 day)	Foundation (3 days)
03 – 05 February	London	•	•
31 March – 02 April	Cambridge	•	•
02 – 04 June	London	•	•
15 – 17 September	Cambridge	•	•
03 – 05 November	London	•	•

Please see our website for latest course dates, offers, availability and booking

Lead Author Sue Vowler hopes that P30 will provide a;

‘single source of information on setting up an effective delivery support office.’

Course	Cost
Overview	£295+VAT
Foundation	£895+VAT



ITIL®

ITIL (IT Infrastructure Library) provides a systematic and professional approach to the management of IT service provision. Adopting its guidance offers users a huge range of benefits that include:

- Reduced costs
- Improved IT services through the use of proven best practice processes
- Improved customer satisfaction through a more professional approach to service delivery
- Standards and guidance

- Improved productivity
- Improved use of skills and experience
- Improved delivery of third party services

AFA is pleased to introduce a schedule of **ITIL V3 Foundation** courses at venues throughout the UK. The 3-day courses are delivered by fully accredited and highly experienced trainers and culminate with the multiple choice Foundation exam.

2009 Dates	Location	Foundation (3 days)
28 – 30 January	Norwich	•
09 – 11 February	London	•
11 – 13 March	Cambridge	•
29 April – 01 May	Norwich	•
18 – 20 May	London	•
10 – 12 June	Cambridge	•
22 – 24 July	Norwich	•
09 – 11 September	Cambridge	•
14 – 16 October	Norwich	•
09 – 11 December	Cambridge	•

Please see our website for latest course dates, offers, availability and booking



Course	Cost
Foundation	£725+VAT

ITIL training delivered by ISEB accredited providers

Change Management

Dealing with change and, more importantly, the impact of change is a high priority for all organisations. Building on the concepts of Esther Cameron and Mike Green's book "Making Sense of Change Management" a series of training courses has been developed to help organisations and individuals come to terms with the reality of change.

There are four one-day courses comprising the **Principles of Change Management** qualification, dealing with

the theories of how change impacts on and is affected by:

- the Individual
- the Team
- the Organisation
- the Change Leader

AFA offers a public schedule of these modules. On completion of all four days the **Change Management qualification** is attained by passing a multiple choice exam. In-house delivery of one or more of the modules can also be arranged.

2009 Dates	Location	Individual Change (Monday)	Team Change (Tuesday)	Organisational Change (Wednesday)	Leadership & Change (Thursday)	Principals of Change Management (4 days)
09 – 12 February	Bracknell	•	•	•	•	•
20 – 23 April	Cambridge	•	•	•	•	•
06 – 09 July	Bracknell	•	•	•	•	•
19 – 22 October	Cambridge	•	•	•	•	•

Please see our website for latest course dates, offers, availability and booking

Course	Cost	Accommodation
Individual Change	£325+VAT	None
Team Change	£325+VAT	None
Organisational Change	£325+VAT	None
Leadership and Change	£325+VAT	None
Principles of Change	£1450+VAT	3 nights inclusive



Benefits Management

The guidance in ‘Managing Successful Programmes’ defines a benefit as ‘a measurable improvement resulting from an outcome which is perceived as an advantage by a stakeholder’. The guidance goes on to say ‘benefits are anticipated when a change is conceived’.

Based on experience gained whilst working with a range of clients over the last ten years, AFA has further developed this guidance into two **Benefits Management** training courses:

Identifying & Analysing Benefits – this two-day event covers the activities that are required to fully analyse and define the expected benefits at an early stage of a programme. The course is aimed at managers and specialists working in a programme environment who are responsible for delivering benefits.

Realising Benefits – this one-day course looks at the activities required to measure, track & record benefits as the programme lifecycle progresses. It is aimed particularly at Business Change Managers and Change Agents.

2009 Dates	Location	Identifying & Analysing Benefits (2 days)	Realising Benefits (1 day)	Combined (3 days)
23 – 25 February	Cambridge	•	•	•
18 – 20 May	Bracknell	•	•	•
09 – 11 November	Cambridge	•	•	•

Course	Cost	Accommodation
Identifying and Analysing Benefits	£695+VAT	1 night included
Realising Benefits	£350+VAT	None
Combined Course	£1050+VAT	2 nights included

AFA benefits management training can be accessed through a scheduled course or a tailored in-house event. We also provide briefings for senior managers and facilitate benefit mapping workshops.

Consultancy Services

Independent Review - Derived from OGC's Gateway Review process, this brief but probing review highlights to senior managers the strengths and weaknesses within the projects and programmes for which they are responsible. AFA's preferred approach is to combine external objectivity with internal knowledge in order to provide robust but realistic findings. If required we can, in partnership with the client, develop these findings into recommendations for remedial action. For a very modest outlay AFA can save considerable sums that would otherwise be wasted on activity that will not result in the required & expected benefits & outcomes.

Implementation - For organisations considering the adoption of in-house project or programme management standards, AFA provides an implementation and tailoring service. Starting from the standards currently in use, or from a structured methodology, AFA develops guidance and procedures of an appropriate level of detail for use on all projects and programmes within an organisation. Similarly standards for corporate governance can be developed in line with best practice, organisational culture and relevant legislation. Once such standards have been approved & adopted by the organisation, tailored training courses can be developed which combine generic guidance from OGC with in-house standards and culture.

Capability Maturity

AFA has developed a unique P3M3™ calibration service to give organisations a preliminary assessment of their maturity against the five levels of the P3M3 framework. Clients are finding this provides a sound basis for making specific and achievable improvements to working practices; at a minimum, clients gain a low impact but objective and incisive analysis of their programme and project culture.

P3M3 gives valuable insights into how to improve project productivity and reliability. AFA can continue to work with clients to plan next steps, helping raise capability maturity to the level required, within a timescale and budget that suits internal constraints.

Mentoring

Less experienced programme, project, and risk managers often need post-training mentoring. The objective of this support is to ensure embedment into working practices of the concepts learnt during training. AFA has considerable experience in providing this type of support which typically includes activities such as:

- One-to-one sessions with individuals to support them in their new or enhanced role
- Briefings or workshops for small groups with specific roles or responsibilities
- Remote support to review management documentation and/or discuss specific challenges
- Compilation of post-project reviews and lessons learned reports

Post Course Support

AFA is now offering delegates who have attended a course including one or more exams, a unique and free post-course support service. This service provides delegates with support and advice when first implementing their new skills in the workplace.

AFA is delighted to announce free post-course support for **PRINCE2 Project Management**, **MSP Programme Management**, **Portfolio, Programme & Project Offices P3O**, **ITIL**, **M_o_R Risk Management** and **Change Management**. This exciting new development is open to all delegates who book directly onto an AFA scheduled course which includes one or more exams. The aim is to offer delegates help and support once they have returned to the workplace. Delegates can ask accredited experts

up to five questions about the relevant methodology. Delegates make contact with the experts via email, and all questions are answered within fourteen days.

Stuart Flatt, AFA Training Manager said:

"Often after an intensive course delegates find it hard to start embedding what they have learnt into their daily work. This is our way of helping our delegates well beyond taking the examinations."

Further Information

AFA delivers a wide range of public training events throughout the UK and Europe. All trainers and consultants delivering AFA courses have been approved by the APM Group. All AFA courseware is frequently updated to ensure that it reflects the latest version of published guidance, Best Practice thinking and the current exam format. AFA's exam pass rates are consistently high. For the period January to June 2008 statistics were as follows:

- PRINCE2 Practitioner 91%
- MSP Practitioner 97%
- M_o_R Practitioner 75%

Venue details and pre-course study materials are issued to delegates 2-3 weeks before the course start date. Confirmation of overnight accommodation, and whether or not an evening meal is included, is sent to open course delegates at the same time.

Daytime refreshments are included in the cost of all public, scheduled courses. Special requirements (e.g. dietary, access) should be notified to AFA at time of booking. An invoice is raised shortly after receipt of each open course booking form; this should be paid prior to attending the course.

Cancellation terms are laid out both on the AFA booking forms and on our website.

Meet the Head Office team...

Susan Ferguson is AFA's Commercial Director. She joined AFA in 1999 and has since established strategic partnerships with organisations within the UK and throughout Europe.

Stuart Flatt joined AFA in 2003. He manages the AFA training department and is the senior account manager for some of AFA's largest clients. Currently he is spearheading the introduction of ITIL training courses.

Toni Lewis was the first member of staff to join AFA back in 1996. Toni is now part time due to other responsibilities but continues to support a number of special projects.

Sam Hagan began work with AFA as a training administrator in June 2000; she continues to work in and helps to develop the administration office.

Jenna Chapman joined AFA in September 2006. Jenna co-ordinates consultancy assignments, supports courseware development and maintains accreditation standards.

Colin Rae came to in October 2006, after a wide-ranging & varied career in the public sector. Colin now heads up our accounts department.

Natalie Thatcher joined AFA in September 2007. She now works full-time in the training administration office and is responsible for all exam administration.

Roni Holmes joined in September 2008, Roni's responsibilities include the co-ordination of material production and distribution, as well as the design of this brochure.

AFA

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AFA Public Course Locations & Addresses

Bracknell

Hilton Bracknell, Bagshot
Road, Bracknell,
RG12 0QJ

Peterborough

The Marriot Hotel,
Peterborough Business
Park, PE2 6GB

Edinburgh

Pitman Training Scotland
26 York Place,
Edinburgh, EH1 3EP

Norwich

Holiday Inn Norwich,
Ipswich Road,
Norwich, NR4 6EP

Cambridge

Belfry, Cambourne,
Cambridge, CB23 6BW

London

Holiday Inn Mayfair,
3 Berkeley Street,
London, W1J 8NE