

Institute of Management Services education review

By Geoff Mansfield
Education Committee
IMS Council

Times are constantly changing and the IMS Council has recognised the need to evolve its education provision.

This article explains the work completed over the last nine months with our approved education providers in developing a modern IMS Certificate and Diploma. We have all worked together to overcome the change barriers identified by Machiavelli: *"There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system. For the initiator has the enmity of all who would profit by the preservation of the old institutions, and merely lukewarm defenders in those who should gain by the new ones."*

Context – taken from the IMS Membership and Examinations Regulations 2005. (A copy is available from Institute of Management Services, Brooke House, 24 Dam Street, Lichfield, Staffs, WS13 6AB.)

Established in 1941 and now with a strong international presence, the Institute of Management Services is one of the leading UK authorities in improving productivity.

The main objective of the IMS is to make connections between:

- The concept of all sector productivity as a key determinant of wealth generation and economic well-being;
- The systematic measurement, analysis and improvement of systems, processes and procedures through management services approaches and techniques; and
- The further development and deployment of those approaches and techniques via research and development, knowledge sharing and peer based support processes.

Within our body of knowledge these methodologies and techniques for the improvement of productivity and quality are known collectively as

'management services'. This embraces the disciplines of industrial engineering, work-study, organisation and methods, systems analysis, and a wide range of management information and control techniques.

The Institute acts as the qualifying body for the management services profession in the UK, focusing developments in practice and knowledge and acting as a forum for information exchange. This, in turn, enables our members who work under a variety of job titles across the whole of the UK economy, to make a more effective contribution to the well being of their own organisation and to the nation's economy as a whole.

This Institute syllabus course is the industry standard for anyone needing a comprehensive understanding of productivity and performance improvement techniques. Full member status is achieved solely by qualification, via the IMS Certificate or Diploma.

Becoming an accredited productivity professional IMS Certificate

The IMS has updated the education provision in line with the needs of

modern businesses focused on productivity improvement. It is rare today for companies to employ full time dedicated management services or productivity professionals and Council is aware that today, a system is required which allows line staff of all levels to practice productivity improvement from a solid foundation of theoretical knowledge.

To this end, as from September 2005 (old scheme ceases on 1 January 2006) the new IMS Certificate programme came into effect. Whilst retaining the core skills of work measurement and methods improvement increased focus is given to change management and lean skills.

IMS training providers now tailor their courses to meet client needs and the IMS approves their schemes, provided that the essential framework of skills and knowledge evident in the IMS 'Body of Knowledge' is maintained. The following shows the successful route to attaining the qualification and the modules which must be satisfied.

The successful route to this qualification:

- Enrol as a member of the IMS - mandatory;
- Enrol onto the course with the provider;
- Earn the required 60 accreditation



Scott-Grant Training



Left and above: Harry Mitchell College

Quality guaranteed

The IMS annually audits the facilities and capabilities of our Education providers to deliver the programme leading to the Management Services Certificate and Diploma. This rigorous process ensures high standards of professionalism, a modern structured approach to productivity improvement and the development of a challenging mindset.

points by studying the modules.

- Critical review methodology 15 points;
- Process quantification 15 points;
- People and implementation skills 15 points;
- Productivity toolkit 15 points.

IMS Diploma

Award of the IMS Diploma is designed to recognise individuals who have developed skills and competence to make them suitable for supervisory and senior positions in management services. A variety of routes to achievement based on the acquisition of 75 credit points through study and supporting work related activity:

- Diploma core 30 points;
- Productivity leadership toolkit 30 points;
- Management services investigation 15 points.
- Management services Certificate

Full content details for the Certificate and Diploma are available in the IMS

Membership and Examinations Regulations 2005. (A copy available on request from Institute of Management Services, Brooke House, 24 Dam Street, Lichfield, Staffordshire, WS13 6AB.)

The companies accredited to run the programme include:

LEEDS

B Cuthbert & Associates

Course tutor: Brian Cuthbert

Tel/fax: 0113 253 4364.

Certificate, part time day.

Diploma, part time day or distance learning.

MANCHESTER

Scott-Grant Training

Course tutor: Mike Seaman

Tel: 0161 234 2121.

Fax: 0161 234 2125.

Email:

training@scott-grant.co.uk

Certificate (industrial &

clerical), full time, in-company or open training courses.

Further Information from

www.scott-grant.co.uk

NOTTINGHAM

Harry Mitchell College

Course tutors: David Beeson, Andrew Reid, Harvey Folkard

Tel: 0115 922 5735.

Fax: 0115 922 6142.

Email:

training@chinal.co.uk

Certificate (industrial & clerical), full time and distance learning, in-company or open training courses within the UK or anywhere else in the world.

Further Information from

www.harrymitchell.co.uk

NEWARK-ON-TRENT

Inform Management

Training Ltd

Tel: 01636 643910.

Fax: 01636 643911.

Mobile: 07966 195641.

Email: imt@intrain.co.uk

Certificate (industrial & administrative), full time, part time and distance learning, in-company or open training courses within the UK or anywhere else in the world.

Further information from

www.intrain.co.uk

Any revisions or updating to this list will be detailed in subsequent editions of the Institute's

journal and updated on the IMS website.

www.ims-productivity.com

The view of the IMS Providers

Scott-Grant Training

The new IMS Certificate gives approved training providers greater flexibility in creating effective programmes. At Scott-Grant Training we have consistently encouraged the Institute and worked with them to revise the syllabus. We believe that our new IMS Certificate programme, which we have created for our delegates, is not only exciting and challenging, but also flexible and practical.

We are delighted that much of our established and very successful lean training can now be incorporated into the IMS course. Lean principles are at the heart of every successful business in the 21st century.

Since we started our new four-week programme in September 2005, our courses have been pretty full with an extensive range of delegates from quite different job functions, including directors and managers, team leaders, production supervisors, estimators, administrators and management trainees.

They have come from quite diverse industry sectors such as insurance companies, financial services and banks, local/regional authorities, government agencies, major retailers and many branches of manufacturing.

This is indeed evidence that our four one-week courses are structured to be highly relevant to the business sector

in which delegates operate.

The Scott-Grant course ensures that delegates can opt for the modules that best suit them and their company's needs. They can select to study the measurement technique most appropriate to their work: time study, MOST®, or PADS. (MOST® training is only available from Scott-Grant in the UK, Eire and much of Europe.) The week spent on developing a lean environment is structured for either production or administrative/service environments.

At Scott-Grant Training we ensure that the content of our courses can be applied as soon as the delegate returns to the workplace.

As with so many aspects of business, change means progress and we strongly believe the new IMS qualifications are a very positive move forward.

Harry Mitchell College

The world renowned 'Harry Mitchell College' is the training division of Chinal Management Services and specialises in the delivery of process improvement and performance training courses.

Over the last 50 years the company has delivered coaching and training to over 3,000 organisations in some 43 countries. They include the USA, China, Malaysia, Thailand, Eastern Europe, several Middle East and Gulf States.

To reflect the changing needs of our extensive local and international client base, we joined with the IMS to develop a four week Certificate training course. The content of this new course programme includes a tool box of the latest techniques for process and continuous improvement, to meet the global challenges that every organisation faces today.

The work measurement module can be tailored to include the practical application of time study on the full range of PMTS techniques. This includes MTM-UAS and both levels of PADS.

Training programmes are conducted either as public courses at our own purpose-built Nottingham Training Centre or in-house at the client's chosen locations worldwide.

Harry Mitchell trainers apply their vast worldwide experience of giving practical hands-on assistance, coaching and facilitating expertise. We have customers in every business sector including industrial, commercial, legal, retail, logistics, petroleum, defence, government, public utilities, bank and financial sectors.

Our portfolio of training programmes includes the full range of Institute of Management Services Certificate courses and those of other professional qualification bodies.

The college is recognised for its academic teaching and ability to create customised learning programmes that are right for your organisation, that develop practical skills within your workplace and equip your organisation to meet today's global challenges.

Brian Cuthbert Associates

Forty years ago I became a member of the 'Work Study Society' as the present Institute was then known and soon after this I left my managerial post in industry to become a lecturer at a Leeds college which became the Leeds

Polytechnic, and later the Leeds Metropolitan University.

Our business provides training for the IMS professional based on over 40 years of productivity improvement experience. The IMS examination system has changed many times over this period, always adapting to the changing needs of industry.

Lengthy discussions with managers, students past and present in industry and government agencies has shaped our training provision. The new IMS system will provide a good basis for the IMS professional of the future by introducing new areas of study, whilst retaining the essential core subjects and also allowing us to shape the training to the needs of our clients.

As a result it is my intention to offer the basic Certificate course with one major alteration, managing change. This module I feel covers too wide an area for a student at this level to gain any real benefit from it in the time available.

I will be submitting a new course area to replace it, either remuneration or ergonomics which should fit in better, depending on the requirement of the client.

During the last few years, in order to keep costs down the tendency has been to have in-house training courses, thus making savings in costs and expenses.

IMT (Inform Management Training)

To coincide with the launch of the new IMS accreditation process, Inform Management Training has introduced the post of 'managing associate'. This post will enable IMT to concentrate on a revised training structure that reflects the requirements of 'process based' management services for the 21st century.

This new role has been filled by Ron Pearce, who will be well known to many readers of this journal. Ron has been involved in management services, and in particular the PMTS field, for most of his working life and brings a wealth of experience to this new training provision. In particular Ron will be closely involved with the ongoing development of 'process based' IMS training, which will cover both industrial and administrative processes.

In addition to the changes in their training structure for 2006, IMT has also entered into a 'preferred training supplier' agreement with Productivity Solutions Limited (PSL) for the provision of IMS, PMTS, process management training and many other courses. They will also be supporting PSL in the promotion and training of their new SmartTime® PDA based

work measurement tool.

IMT are now based at Balderton Hall, Newark-on-Trent in Nottinghamshire (01636 643910) and PSL are in Stoke-on-Trent (01782 855739).

Any questions, comments and observations may be directed to the Education Committee via Institute of Management Services, Brooke House, 24 Dam Street, Lichfield, Staffordshire, WS13 6AB.

Summary and Conclusions

The Education review and new programme supports the ongoing life of the IMS. Council recognises that membership is transient; rarely do members remain in management services as a life career. Modern management styles are team based, consultative and equip employees with a range of skills, including productivity improvement. Everyone, including the management services professional, the line operator and the most senior director, are responsible for productivity improvement and need a framework and base set of skills with which to tackle their productivity problems – we, the IMS and the providers, commend this programme as the source of those skills.



Geoff Mansfield, lean consultant, has 30 years experience of productivity improvement, purchasing and materials management in various industries including textiles, engineering, printing and health and beauty products. Geoff has an MBA from Nottingham Trent University and has been a member of Council for the Institute of Management Services since 2000. His most recent work has been the introduction of lean thinking into Boots Manufacturing which is the integrated supplier to the retail group. As one of the architects of the lean programme Geoff has been closely involved in the development of a cadre of over 80 lean coaches and a strategic programme, which has reduced business costs by 30% in three years whilst maintaining service and improving quality.