ADVANCE YOUR CAREER
COURSES / CERTIFICATE IN PROCESS MANAGEMENT
EXCELLENCE CANADA OFFERS A NUMBER OF DYNAMIC, INTERACTIVE TRAINING PROGRAMS TO UNLEASH STANDARDS OF EXCELLENCE IN ANY ORGANIZATION

We believe that all organizations, large and small, have the capacity to positively impact their working environments with the right tools. Excellence Canada has spent over twenty years developing a diverse curriculum of training courses that can unlock the talent and potential in your employees and processes.

Excellence Canada is now pleased to offer 7 courses on Process Management, all of which are part of our certificate program.

ADVANCE YOUR CAREER

PROCESS MANAGEMENT PROFESSIONALS DRIVE AND MANAGE CHANGE IN AN ORGANIZATION

If you would like to expand your current skill set and advance your career, Excellence Canada offers courses and a certification program which provide you with the knowledge and skills to excel and succeed in your organization.

Enrol today. We promise you a learning experience by highly developed, qualified and engaging instructors.
WHETHER YOU ARE LOOKING TO ADVANCE YOUR CAREER OR LEARN SOMETHING NEW, EXCELLENCE CANADA OFFERS COURSES AND A PROGRAM TO SUIT YOUR SCHEDULE AND UNIQUE LEARNING STYLE.

Effective process management is a strategic priority of world class organizations. Professionals with skills and knowledge of process management strategies are in high demand by successful organizations in the private and public sector.

Excellence Canada’s Certificate in Process Management program allows participants to master the skills required to improve strategically important processes. The curriculum includes 7 modules that cover a specific pathway to achieve excellent results with process improvement.

“85% of people using process improvement tools today are self-taught. This is good news because it shows that people aren’t afraid to experiment with these tools. However, continuous improvement works better when people use a consistent formal approach. The results of successful process improvement will have a positive impact on your career and your organization’s performance.”

INSTRUCTOR

ADAM STOEHR
Vice President, Education
Excellence Canada

“The Excellence Canada training has provided a practical tool kit and solid platform from which to prompt strategic change with my organization.”

MARLENE GRACE, CEP - SUN LIFE ASSURANCE COMPANY OF CANADA

CERTIFICATE IN PROCESS MANAGEMENT

Certificate Requirements:
Completion of 7 of the following courses.

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*Process Impact Assignment Presentation

Courses are offered in-class. For a listing of all available dates and locations, please visit us at www.excellence.ca/training-and-consulting

Please visit us at our website:
www.excellence.ca
### ECPM-01  **INTRODUCTION TO PROCESS MANAGEMENT**  
Fee: $295*

Process improvement is one of the drivers of excellence for any organization. Understanding how to systematically move from reaction-based process management (focused on re-work) to prevention-based process management (focused on long-term strategy) is what separates world class organizations from pretenders.

**Learner Outcomes**  
- Introduces core process improvement underpinnings for success  
- Introduces a specific pathway to achieve excellent results with process improvement

**Course Content**  
- The elements of the cost of quality  
- Introducing a plan to avoid re-work and unnecessary inspection  
- Prevention based process management  
- Factual approach to decision making  
- Introduction of a Process Management Methodology to improve organizational performance

**Who Should Attend**  
- All employees, managers and quality professionals responsible for increasing the effectiveness of their workgroup or organization

### ECPM-02  **CURRENT STATE PROCESS MAPPING**  
Fee: $495*

Process mapping is an essential tool to fostering continuous process improvement. Processes are one of the most important factors in the day-to-day operations of any successful organization. Process Mapping is a must in today’s ever-improving, customer-focused, quality-driven environment.

**Learner Outcomes**  
- Examines process mapping using customer focused, employee-friendly tools that will help participants to identify, analyze and improve key/core processes  
- Describes the methodology to document the flow of a process from inputs to outputs and to provide a focal point from which to analyze opportunities for improvement

**Course Content**  
- How to define processes in terms of suppliers, inputs, process, outputs, and customers  
- How to map current-state processes at three levels of detail (Level 1, 2 and 3 process maps)  
- How to facilitate process mapping  
- How to analyze process maps  
- How to use process mapping to facilitate continuous process improvement

**Who Should Attend**  
- Any person who needs to learn a formal approach to mapping processes

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* Fees based on Non-Partner rates. For a full schedule of fees and discounts, please visit [www.excellence.ca/training-and-consulting](http://www.excellence.ca/training-and-consulting)

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### CERTIFICATE IN PROCESS MANAGEMENT REQUIREMENTS

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- This certificate requires the successful completion of 7 courses. Individuals who take an individual course will receive a Certificate of Participation.  
- Students have 3 years from the start date of their first course to complete the certificate.  
- Prior learning experience may be granted for a maximum of 2 courses.
Measuring performance is essential to understanding how your organization is improving.

Fact-based decision making is a key principle of excellence. Not everything is measurable but those things that are should be measured regularly. The results of those measures should be understood and communicated appropriately.

**Learner Outcomes**
- Examines process measurement using customer-focused, employee-friendly tools that will help participants to identify gaps and improve key/core processes
- Describes the methodology to measure key processes and monitor key performance indicators (KPI)

**Course Content**
- How to identify key processes
- How to measure key processes both qualitatively and quantitatively
- How to collect data that relate to your processes
- How to use data to track improvement
- How to establish key performance indicators (KPI)
- How to determine what is and what is not measurable. “The most important things are unknown or unknowable.” W. Edwards Deming
- How to transform data into information
- How to transform information into strategy
- How to define quality gaps
- How to create problem statements and project mission statements

**Who Should Attend**
- Any person who needs to formally track progress of process improvement efforts

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**ECPM-04 Root Cause and Risk Analysis**

Fee: $495*

Once a quality gap or a problem has been identified, we then need to uncover the cause of that gap, and analyze the risk of not closing it.

When problems arise, the most frequent response is to find the quickest and easiest solution. While finding an immediate fix for the problem may be very satisfying, taking this approach may lead to solving the same issue repeatedly. By finding and eliminating the root cause, we can prevent a recurrence of the problem.

**Learner Outcomes**
- Examines employee-friendly tools for both root cause and risk analysis that will help participants to eliminate process problems and gaps.
- Participants will practice getting to the root cause of problem statements and calculate the risk of implementing a solution.

**Course Content**
- How to define root cause analysis
- How to use Ishikawa / fishbone diagrams
- How to incorporate 5 why methodology
- How to use root cause analysis to reduce risk throughout the organization
- How to use root cause analysis to reduce firefighting
- How to use root cause analysis to empower employees with effective analysis tools
- How to conduct a Failure Mode and Effect Analysis (FMEA)
- How to integrate the principles of operational risk management with process management and root cause analysis activities.

**Who Should Attend**
- Any person who needs to find the root cause of identified gaps/problems
- Anyone who would like to understand the risk associated with leaving problems alone

* Fees based on Non-Partner rates. For a full schedule of fees and discounts, please visit www.excellence.ca/training-and-consulting
ECPM-05 DESIRED STATE PROCESS MAPPING
Fee: $495*

Turn your as-is or current-state processes into something that you want. Desired state maps are the “should be” maps that we all want in order to improve our organizations.

Learner Outcomes
• Improves current-state process maps, subsequently moving them towards the desired state. Several customer focused, employee-friendly tools will help participants to close gaps and improve key/core processes
• Introduces methodology to change processes from where they are to where we want them to be.
• Successful implementation of these desired state maps will help you and your organization improve productivity, customer satisfaction, quality of service, employee satisfaction and reduce cycle time, etc.

Course Content
• How to review as-is process maps
• How to analyze current state process maps
• How to understanding input/output requirements
• How to understand customer requirements
• How to understand organizational environment
• How to map desired state processes
• How to implement desired state processes with cost benefit analysis and force field analysis

Who Should Attend
• Any person who is sitting with a pile of process maps that they are not sure what to do with.

Recommended Pre-requisites
ECPM-02 Current state process mapping

ECPM-06 ADVANCED PROCESS IMPROVEMENT TOOLS AND TECHNIQUES
Fee: $495*

There are many tools in your process improvement tool kit. We tend to have our favourite tools, and end up using those most often. Successful process improvers know exactly when to use the common tools and when to use the lesser known tools.

Advanced process improvement tools will allow participants to understand their processes better, communicate the gaps easier, and close gaps faster.

Learner Outcomes
• Explores several easy-to-use “advanced” process improvement tools that are designed to understand, communicate, and close quality gaps.
• Focuses on when to use these tools and when not to use them.
• Shows you where various process improvement tools fit into the landscape of strategic process improvement.

Course Content
• Pareto Charts
• Run Charts
• Bar Charts
• Control Charts
• Scatter diagrams
• Performance/Importance matrix
• Quality function Deployment QFD
• Overview of Six Sigma DMAIC
• Introduction of Lean Techniques
• Decision Matrix
• Creativity Brainstorming

Who Should Attend
• Any person struggling with knowing when to use which process improvement tool.

Recommended Pre-requisites
ECPM-02 Current State Process Mapping
ECPM-05 Desired State Process Mapping

* Fees based on Non-Partner rates. For a full schedule of fees and discounts, please visit www.excellence.ca/training-and-consulting
ECPM-07  BEST PRACTICES IN PROCESS MANAGEMENT
Fee: $495*

Some of the best ideas for improvement are simple things that others have already tried and implemented successfully. Process improvement starts with understanding quality gaps and ends with the never-ending journey of continuous improvement.

Learner Outcomes
• Allows the opportunity for Excellence Canada Certificate in Process Management candidates to share a “Process Impact Assignment” with fellow candidates and certified individuals
• Gives participants a chance to learn and share best practices in process management methodology

Course Content
• Process Impact Assignment Presentations
• Lessons on Process Improvement
• Guest speakers from Canada Awards for Excellence Recipients
• Discussion of how the lessons you learned played out in real life
• Facilitated discussion about current events related to process improvement for reflection and feedback
• Networking opportunity for process management professionals

Pre-requsites
ECPM-01 Introduction to Process Management
ECPM-02 Current State Process Mapping
ECPM-03 Measuring Key Processes and Establishing Performance Indicators
ECPM-04 Root Cause and Risk Analysis
ECPM-05 Desired State Process Mapping
ECPM-06 Advanced Process Improvement Tools and Techniques

This course is exclusively available to those who are completing the Excellence Canada Certificate in Process Management program

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"I have been able to utilize the theories that I was taught and adapt and implement them within the scope of my own role; therefore assisting my clients with an overall improvement to their bottom line."

DAVID TAILLEFER, CEP
SUN LIFE FINANCIAL CANADA

"Excellence Canada certification provided me with valuable tools that allows me to apply the theoretical notions I have learned on this journey."

MARTIN NADON, CEP
MORNEAU SHEPELL

"The in-depth curriculum has allowed me to develop new skills and enhance my current skills in order to greater align myself with my organization’s mission and vision."

MARK GOODMAN, CEP
THE LAW SOCIETY OF UPPER CANADA

"With my Excellence Canada designation, I aspire to assist my organization to achieve excellence through a strategic approach and application of quality principles and practices."

NATALIE MESSINA, CEP
MPAC

Please visit us at our website: www.excellence.ca