



# Becoming an Authorized Organization for eSCM Training Services

ITSqc, LLC  
<http://www.itsqc.org>

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## **1 eSourcing Capability Models (eSCMs) and Training**

ITSqc, LLC is seeking qualified organizations to provide training worldwide regarding its eSourcing Capability Models (eSCMs). The mission of ITSqc, LLC is to address the emerging need for capability models and qualification methods, including certification, for organizations involved in the evolving global services economy.

ITSqc, LLC was founded to increase the adoption of the eSourcing Capability Model for Service Providers (eSCM-SP), the baseline normative model for appraising and evaluating service providers for several years. The eSCM-SP was developed to provide IT-enabled sourcing service providers with a reference model and capability determination methods to improve their capability to consistently deliver high-quality services in the networked economy. The model and methods will aid service providers in establishing, managing, and continually improving relationships with clients. Additionally, the eSCM-SP will give clients a means to consistently evaluate multiple service providers.

ITSqc, LLC also aims to foster adoption of the eSCM for Client Organizations (eSCM-CL) to provide for improvement in relationship and sourcing management for organizations where significant outsourcing efforts are being planned or implemented. The eSCM-CL addresses the entire sourcing lifecycle and is intended to mitigate risk and enable client organizations to appraise their sourcing management performance.

ITSqc has developed several training courses related to the eSCM-SP and the eSCM-CL. These include:

- eSourcing Capability Model for Service Providers (eSCM-SP) Course
- One day overview of the eSourcing Capability Model for Service Providers (eSCM-SP)
- eSourcing Capability Model for Client Organizations (eSCM-CL) Course
- eSCM Capability Determination Methods Course
- eSCM Capability Determination Methods for Lead Evaluators
- eSCM Implementation Courses
- eSCM Instructor courses

## **2 Authorized Organizations for Training Services**

ITSqc, LLC will enter into relationships with Authorized Organizations who are authorized by ITSqc, LLC to deliver the following courses:

- eSourcing Capability Model for Service Providers Course
- One-day overview of the eSourcing Capability Model for Service Providers (eSCM-SP).
- eSourcing Capability Model for Client Organizations (eSCM-CL) Course
- ½ day overview of the eSourcing Capability Model for Client Organizations (eSCM-CL)

Only Authorized Organizations may offer these official, professional education courses on the eSCM-SP and eSCM-CL.

Beginning in September, 2011, ITSqc may authorize select AO's who are also an AO for Capability Determinations and have qualified personnel available, to co-teach the eSCM Capability Determination Methods Course with an ITSqc instructor.

The eSourcing Capability Model for Service Providers 3-day course introduces participants to the concepts, terminology, and structure of the Model and the interrelationships of the Model components. Participants will gain an understanding of the value of the Model for service providers and clients, identify major characteristics of service providers at different capability levels, gain an introductory understanding of the Capability Determination Process is carried out, and be given ideas for introducing eSCM in their organizations. Official variants of this full course also address these topics but may be modified by ITSqc, LLC to meet other training objectives, e.g., a one-day overview of the model for use in conjunction with preparation for a capability determination.

The responsibilities of Authorized Organizations for Training Services are described in the ITSqc Code of Professional Practice (Para. 3.1.2). Organizations that become Authorized Organizations for Training Services may sponsor candidate individuals to become Authorized Instructors for the courses listed above. The instructor's course is required and is available on an annual basis for individuals who qualify to teach the eSCM-SP and eSCM-CL courses.

## **2.2 How does our organization become an Authorized Organization?**

### **2.2.1 Organization Attributes**

Organizations are invited to apply to become an Authorized Organization, if they are interested in providing the eSCM-SP and eSCM-CL courses to their clients or public offerings. <sup>1</sup>

Selected Authorized Organizations will be highly-qualified organizations who:

- are interested in providing training services internally to their own organization or externally to other organizations,
- meet the criteria in the ITSqc, LLC Code of Professional Practice,
- submit an application to ITSqc, LLC (required topics are identified in Appendix A),
- are committed to complying with the ITSqc, LLC Code of Professional Practice
- demonstrate through their application and supporting materials that they have the capability to authorize and utilize at least two (2) Authorized Instructors for the eSourcing Capability Model for Service Providers and/or the eSourcing Capability Model for Client Organizations Course.

Organizations that cannot demonstrate that they have these capabilities through their internal resources must demonstrate how they will develop this capability through:

- growth to develop sufficient resources to provide training services, or
- a proposal describing which other organizations they would work with in order to provide training services. This proposal must be substantiated in the form of legally-binding agreement(s) with one or more organizations (other Authorized Organizations) to ensure that the proposed Authorized Organization can field sufficient Authorized Instructors to teach the eSCM-SP or eSCM-CL course with two fully-qualified, Authorized Instructors.

## 2.3 What are the costs to become an Authorized Organization?

**Table 1 - Fees Associated with Developing Authorized Organization for Training Services**

Item	Authorized Organization
eSCM-SP Model Course for minimum of two students	\$2500 USD per student
eSCM-CL Model Course for minimum of two students	\$2500 USD per student
Travel Costs to ITSqc, LLC for Model Course	YES
eSCM Method Course for minimum of two students	\$3000 USD per student
eSCM Train the Trainer /Instructor Course for minimum of two students <sup>2</sup>	\$5000 USD per student
Candidate Instructor participation in an eSCM Capability Determination	typically pay expenses only.
eSCM Implementation Course (recommended, but optional) for minimum of two students	\$3000 USD per student
ITSqc Observation of Candidate Authorized Instructor (co-teaching the course with an Authorized Instructor)	\$2000 per day (point to point from Pittsburgh) plus expenses. <sup>3</sup> Typical onsite period for an observation is three days onsite plus any unique preparation and follow-up.

## 2.5 What is the cost to remain an Authorized Organization?

Authorized Organizations will incur several types of costs to remain an Authorized Organizations. Ongoing costs to Authorized Organizations will include:

- royalties to ITSqc for Training services,
- required attendance by each Authorized Instructor at the ITSqc's periodic Instructor Workshops
- training costs for any update courses or continuing education required by the ITSqc for individuals to maintain their Authorized status

<sup>2</sup> No candidate sponsorship for Instructor training nor registration for an advanced training class will be accepted until a signed AO agreement is in place.

<sup>3</sup> The fee for the ITSqc observation will be billed at the ITSqc's then current daily rate for observations. The current daily rate for observations is \$2,000 (USD), charged point to point, plus travel expenses. "Point to point" covers the time spent traveling to and from the observation site. The observation fee covers pre-observation preparation, on-site observation, and post-observation support/remediation. Waiver/deferral of this fee may be negotiated where special circumstances arise,.

This fee will only be charged for courses arranged by the Authorized Organization. For Candidate Instructors who are observed while co-teaching in an ITSqc course, ITSqc will waive the observation fees.

These costs are described below in Table 3.

**Table 3 – Ongoing Costs to Authorized Organizations**

<b>Cost for</b>	
Royalty on eSCM Training services	15%
ITSqc Course Certificate fee	\$200 for each student who wishes to receive an ITSqc, LLC course certificate
Continuing Education	Expenses to travel and attend courses

## **2.6 How can my organization submit an application to become an Authorized Organization?**

This opportunity is open to all organizations in industry, government, and academia that meet ITSqc, LLC eligibility requirements. Applications should address each of the topics described in Appendix A. At present, there is no application deadline.

Applications, and all supporting documentation, should be sent to:

Dr. Jane Siegel  
Director, ITSqc, LLC  
3945 Forbes Ave., #422  
Pittsburgh, PA 15213 USA  
+1-412-436-5212

By submitting an application, you are affirming that the answers in this application are true and correct and that you understand that these answers will be used to help ITSqc, LLC evaluate the potential legal liability involved in entering into a contract/client relationship with you or your company. Providing inaccurate or incomplete information may be grounds to immediate termination without any penalty to ITSqc, LLC of any contract entered into with your organization.

## ***Appendix A – Required Contents for Application to become an Authorized Organization for Training Services***

### **A. Organization Information**

If wholly owned subsidiary, give corporate headquarters. Include organization name, street/postal addresses, main telephone number, main fax number, and website URL. If the organization is a Sole Proprietorship, provide Home Address, if different from Business Address.

### **B. Organization Financial Information**

Include Dun & Bradstreet number and employer tax ID number. As part of the application review process, ITSqc, LLC may request a credit check.

### **C. Business Point of Contact**

Identify the individual who will be responsible for all correspondence regarding this Agreement, e.g. License Agreement, invoices, etc. Include Contact Name (First, Middle, Last Name), Title, Department, Address (No P.O. Boxes), Telephone, FAX number, and E-Mail.

### **D. Authorized Signatory (if different from Business Point of Contact)**

Name of applicant's authorized signatory and their position within the organization:

### **E. Contact Details to be Published by ITSqc, LLC on its Register of Approved Training Organizations**

Identify the address, telephone, fax, Email, and Website to be published on the ITSqc, LLC website and given to potential students and other members of the public who wish to contact you.

### **F. Organization Type (Business Structure)**

Identify the business structure of the applicant organization. Specify if Sole Proprietorship, Partnership, Corporation, Limited Liability Company (LLC), U.S. Government, Other Government, Non-U.S. Legal Entity, or other Business Structure. Also must specify the location of registration for Sole Proprietor, Partnership, or LLC business structures, or the location of incorporation for a Corporation.

### **G. Current Operations**

Identify the geographical locations and market segments where the organization currently operates. Describes the primary mission of your organization/business and how offering eSCM Training Services would help to achieve organizational objectives. Describe current offerings that are related to your capability to offer eSCM Training Services. Identify the number of staff currently working in areas related to the proposed Training Services and explain their current offerings.

### **H. Organizational Capabilities**

1. Describe how your organization meets the following criteria:
  - Competence in the application of model-based process improvement including but not limited to experience related to eSCM, ISO, ITIL, CMMI, Software CMM (SW-CMM), People CMM (P-CMM), or other models.
  - Competence in the use of third party products to deliver training and consulting services to technical and management personnel.
2. Describe:
  - your organization's quality control processes and measures for training and consulting services. Include examples of specific metrics that you collect. How your processes are defined, documented and effectively implemented to ensure that your training is

consistently controlled and competently presented, and how these processes are measured, monitored and audited.

- the consulting and training strategies that your organization uses to encourage or facilitate change.
- courses and consulting methods your organization has developed and how successful these methods have been. Provide details and measurement metrics to support your claims.
- the total number of employees, identify how many employees are employed in areas related to this application (both full- and part-time), and describe the education, backgrounds and turnover/retention rates among these employees.

3. Has your organization had an application rejected or an organizational or individual authorization refused, revoked, withdrawn or suspended by any other organization (e.g., SEI, ISO, or IAOP)? If yes, please give details.

### **I. Plans for providing eSCM Training Services**

1. Identify the type of eSCM Training Services license sought:
  - Internal Use for delivery to employees of your organization only
  - Commercial Use for delivery to external clients (includes internal use)
2. Estimate projections for the next five years:
  - Number of total Authorized Instructors
  - Number of eSCM Training Courses offered
  - Number of Students to be taught (Internal, External)
  - Projected Gross Revenue for eSCM Training Services
3. Identify any barriers or risks in meeting these forecasts
4. Describe the marketing strategy and sales plan for eSCM Training service(s).
5. Describe how eSCM Training service(s) fits into your organization's business strategy and product portfolio.
6. In what geographical areas of the world and market segments do you plan to deliver the eSCM Training service(s)?
7. With whom would you be competing for these services in the regions listed?
8. Describe your organization's financial ability to sponsor individuals through the necessary training and authorization programs. Please include your organization's gross revenue for delivery of related services in the last year in U.S. Dollars.
9. Describe your organization's commitment at the senior management level to quality improvement initiatives, and provide examples of this commitment in action.
10. Describe your proposed approach to organizing eSCM-related consulting and training services. Describe your plans to maintain a consistent boundary between professionals who engage in self-appraisal and improvement consulting and those who engage in evaluation and certification efforts so as to systematically prevent conflicts of interest.
11. Describe your organization's plans to ensure compliance with the ITSqc, LLC Code of Professional Practice, willingness to comply with this code of practice at all times, and how this will be communicated to your staff

### **J. Course Facilities**

Describe how you will manage or acquire adequate course venues and facilities that provide appropriate facilities and training equipment. Describe your approach to ensuring that when teamwork is involved, suitable rooms or areas are to be arranged so that the activities and discussions of one team are not disturbed by those of other teams, or by anyone else.

### **K. Instructor Requirements**

1. List the individuals you are sponsoring and/or plan to sponsor as Authorized Instructors in the next two years. For each individual, provide the following information that demonstrates

their competence to become a successful instructor:

- Academic Credentials (Minimum of Bachelor's degree in a relevant area, or (Minimum of advanced degree in a related technical area or equivalent experience)
  - Relevant Experience and Skills (Minimum TBD years relevant experience for Authorized Instructor)
  - Discipline Area Experience and Skills (include experience in project management, service management, service delivery/engineering, and management of technical personnel)
  - Appraisal Experience and Skill (Related to model-based process appraisal, including eSCM, ISO, CMM®, etc.)
  - Quality Experience and Skills (Relates to quality management, model-based process appraisal, organizational change and transformation. Experience with quality improvement methods in an organization that is compliant with eSCM, ISO, CMMI, SW-CMM, P-CMM, ITIL/ISO 20000 or EIA 731 standards. Experience serving as a member of an engineering process group or quality improvement group.)
  - Teaching Experience and Skills (Training and/or experience in classroom presentation and classroom management skills, experience teaching technical or management subject matter)
  - List languages (English and Non-English) in which the individual is fluent. Address reading, speaking, and writing abilities.
2. List all employees that are presently ITSqc-Authorized Evaluators or Lead Evaluators and/or ITSqc Qualified Consultants (excluding candidates), and for each individual, identify the total number of courses or assessments for the last 3 years.
  3. Describe how you will ensure that Authorized Instructors will maintain their competence. You must describe how you will ensure that the competence of your instructors is monitored and maintained.
  4. Describe your approach to using interpreters. For example, if interpreters are used, the duration of the course may need to be increased to ensure that the Learning Objectives are met. If interpreters are used, they must be competent. An interpreter must be provided for each Authorized Instructor who does not speak the language in which the course is presented as appropriate during the course.

#### **L. Reporting and Surveillance**

Describe your approach to reporting training course delivery and outcomes to ITSqc, LLC. Describe your approach to ITSqc, LLC audit of your Training Organization's management and control of eSCM training services. ITSqc, LLC audits may occur where your Training Organization fails to achieve any of the desired outcomes or violates the Code of Professional Practice, or where we identify a potential risk to the consistent effective delivery of ITSqc authorized training to acceptable standards.