

VALUE MANAGEMENT (VM) QUALIFICATION PATHWAY PROSPECTUS



Continuing Professional Development – The key to success

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Value for Europe (V4E) is a not-for-profit organisation limited by guarantee, formed to:

- establish recognised standards and procedures;
- maintain high standards of professional quality and integrity amongst the membership;
- encourage the advancement of knowledge in all aspects of Value Management;
- provide an advisory service to assist organisations to introduce Value Management concepts to their business;
- provide members with a communication channel to disseminate information between themselves and other associations, institutions and organisations; and
- identify individuals and organisations of demonstrated competence in the use of Value Management skills and create recognition of those achievements.

FOREWORD

In today's rapidly changing world, organisations are expected to deliver more value than ever before. Demonstrating professional competence is therefore not simply desirable, it is essential. The Value Management (VM) qualifications administered by the Value for Europe (V4E) approved National Certification Organisations (NCO's) provide clear and recognised evidence of that competence.

These V4E qualifications provide employers, clients and stakeholders confidence that professionals possess the knowledge, skills and practical expertise needed to improve both individual and organisational performance through leading the effective application of VM. This includes Value Analysis (VA), Value Engineering (VE) and Function Analysis (FA). VM helps organisations to improve, to better assess situations, make better decisions, optimize resources and achieve sustainable results. In every sense of the word: to improve.

The impact of Value Management is well established. It strengthens governance, supports innovation and delivers measurable benefits. For example, nine case studies generated an additional £574 million in economic benefits beyond a total £2.9 billion investment in addition to environmental and social benefits. You can read about these and other case studies on our website www.valueforeurope.com.

V4E brings together National Value Associations (NVAs) from across Europe. Through their independent NCOs, our members administer a common professional training and certification system: the Value for Europe Training and Certification System (V4E-TCS), ensuring a consistent, high-quality standard for VM education and professional development across Europe and beyond.

One of the greatest strengths of the V4E-TCS is the calibre of the people involved. All accredited training programmes are delivered by qualified Trainers in Value Management (TVMs) who combine professional expertise with extensive practical experience. Their real-world insights provide invaluable support to participants, in their professional development or practical advice on leading and applying VM successfully within their organisations.

This prospectus outlines the V4E Qualification Pathway and the opportunities it offers for professional growth. On behalf of the V4E Board, our NVAs and their NCOs, I warmly invite you to join this journey of continuous professional development. As a professional community, together we can build the competencies needed to create better outcomes, strengthen organisational performance and deliver lasting value for stakeholders, society and the environment. Step by step, we will deliver a better world. We look forward to supporting you every step of the way.

Signed:

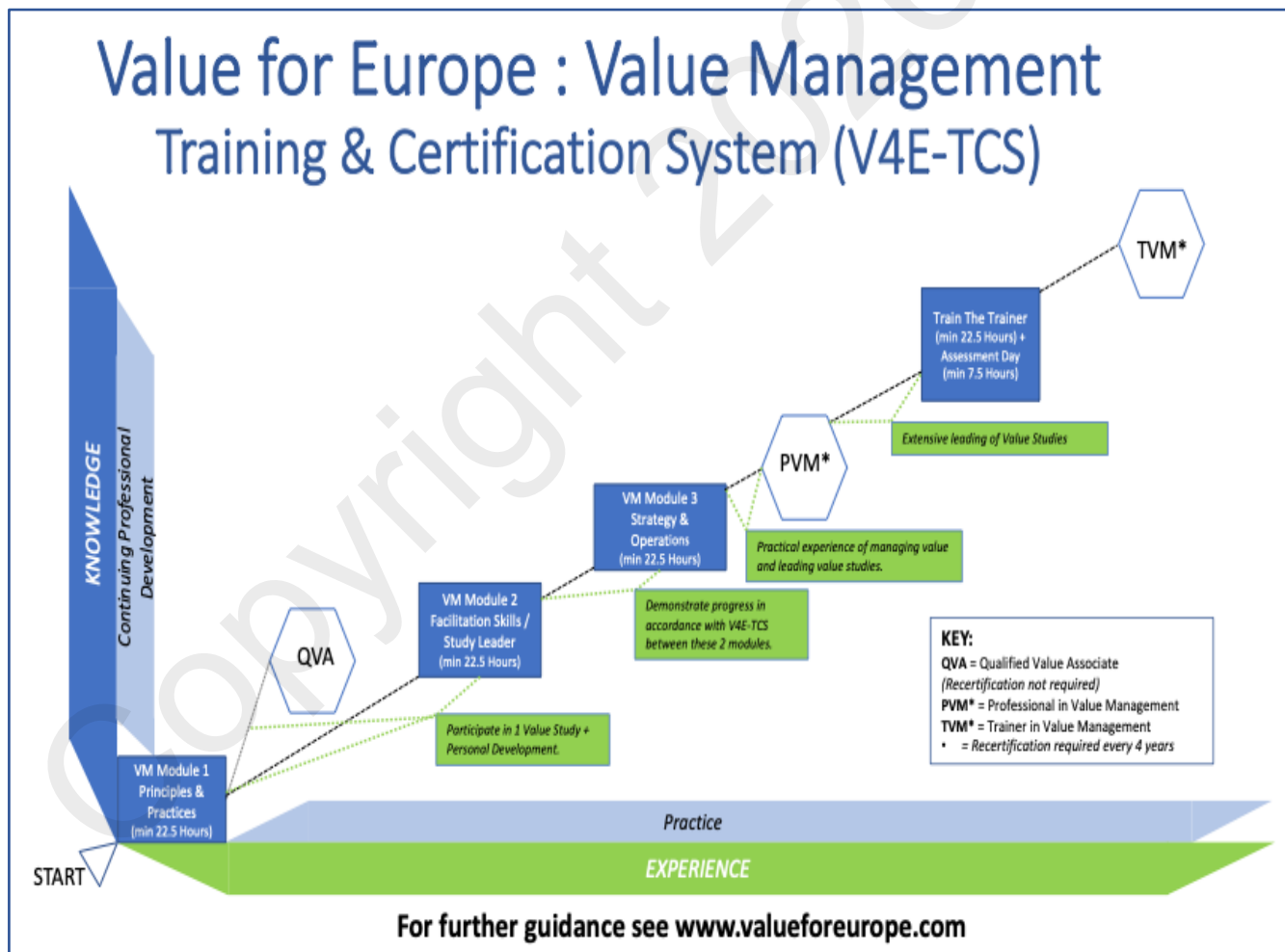
A handwritten signature in blue ink, appearing to read "TJKA".

Istvan Tarjani, Value for Europe - President

PURPOSE

The purpose of this Value for Europe (V4E) qualification pathway prospectus is to set out for individuals and organisations the Value Management (VM) modules that take due cognisance of published European Standards in Value Management and the Value for Europe VM Training and Certification System (V4E-TCS) to enable individuals to gain knowledge, skill and attitude to gain best practice competency to deliver VM (VM) for their career development, resilience and to increase their own and their organisation's performance through learning and leading on value creation and realisation, see www.valueforeurope.com.

In addition to the quality of the courses, their scope and duration are also guaranteed: all VM1, VM2 and VM3 approved courses are delivered by V4E qualified 'Trainers in Value Management' (TVMs) and must be a minimum of 22.5 hours to comply with the V4E-TCS.



QUALIFICATION PATHWAY

The certification system ensures that all registered training courses, accredited under the V4E-TCS, are delivered by qualified (TVM) trainers who have substantial practical ‘hands-on’ experience in VM approaches, principles, drivers(levers) and the effective application of proven core methods. This substantial practical experience is an immense benefit to individuals and their organisations who seek mentor support for professional development as well as advice on effective VM approaches which can be deployed to successfully achieve performance improvement and value creation.

If you are a certified value professional, your certificate will be registered by the National Certification Organisation (NCO) of the country where you obtained your certificate. There are 3 levels of qualifications which are recognised across Europe and worldwide:

QVA (Qualified Value Associate) – A Qualified Value Associate can demonstrate a) a good understanding of the **principles and basic tools of Value Management (VM)**, having successfully completed a VM1 Module, passed a QVA examination and c) participated in one value study. **The holder of a QVA certificate is able to apply the principles and basic tools of VM within their own day-to-day work and contribute effectively as a member of a value study team.**

Note: The QVA qualification implies no competence to design or lead a value study.

PVM (Professional in Value Management) – A Professional in Value Management can demonstrate a) **competence to design and lead Value Management studies**, has successfully completed VM training modules VM1, 2 and 3, having attained the requirements of the V4E-TCS, has designed and led at least two value studies.

TVM (Trainer in Value Management) – An individual who has a) the competency of a PVM, has successfully completed a Train-the-Trainer course and **can demonstrate VM competence at strategic and operational levels including designing, developing and applying training in Value Management in general, and specifically the suite of courses contained within the V4E-TCS, and is a steward of professional conduct and best practice.**

Based on your competency, QVA can be gained within 1 month, PVM within 1 year and if you wish to become a TVM within 1-2 year(s) of becoming a PVM.

CERTIFICATION BENEFITS

As a member of the value professional community, the benefits of being the holder of a certificate are:

- Provides you with a unique set of competences and skills to start up and lead transformative projects, processes and trajectories that are value-driven, by focus, innovation, creativity and value-leadership. The certificate demonstrates you are a recognised member of the professional VE-community, towards employers, customers and stakeholders. The skills at each level are;
 - VM1: Effectively contribute as a Value Study Member;
 - VM2: Value Study Leader/Facilitator; and
 - VM3: PVM Value Study Designer and Facilitator / Value Management Leader.
- Individuals have, through their 'hands-on' VM expertise, demonstrated they have the skills and competencies to transform projects and processes;
- The Value for Europe training and certification system is recognised across the world as best-practice, and at PVM level through a reciprocity agreement you can, in addition, gain the SAVE International qualification of Certified Value Specialist (CVS);
- Be part of your national and international network of 350+ likeminded and active VM qualified individuals, find a world of opportunities, inspiration, knowledge and new insights at your doorstep;
- Adopt and implement through empowerment VM as a concept and its practical applications in an organisational context; and be able to apply the principles, drivers (levers) and proven methods of VM in an organisational setting to create and deliver real value. The benefits are demonstrated in the actual case study examples detailed on the www.valueforeurope.com website. Trained and more importantly, qualified individuals can support organisational leadership in various vitally important areas including business change, value creation, defining real needs, financing, procurement and competitive advantage and delivery of real value at both a strategic and operational level.
- The certificate underlines that you are a value professional with the skills and abilities to:
 - create value and add value to your organisation and society in general (this is also beneficial to your personal career development and resilience);
 - use specified and well-proven concepts and practical tools to lead a value approach in your team, either in a project or in process or organisation settings, as well as in your personal day-to-day work and role; and
 - collaborate, contribute effectively to a value study team to advance and manage creative transitions based on value; and
- Gives you a competitive advantage as a recognized value professional according to objective and well-assured quality standards.

VM1 TRAINING MODULE: OVERVIEW

Value creation and managing value is essential to delivering organisational success. The VM1 training module covers the fundamentals of Value Management (VM) in a dynamic and interactive learning environment. The course uses the theory and best practice of Value Management in-line with industry best practice, through the implementation of VM to the Value for Europe VM Training and Certification System (V4E-TCS) based on international standards¹.

In this module, you will gain an understanding of the fundamentals of Value, by a combination of theory, practical exercises, and case studies that bring material to life. The trainers, who are qualified Trainers in Value Management (TVMs) with extensive 'hands-on' experience of conducting VM studies, will bring you a wealth of industry expertise. On completion of the VM1 module you will have a solid understanding of how effective VM can benefit you and your organisation.

WHO SHOULD TAKE THIS VM1 MODULE

- Any manager or professional who makes decisions about objectives and achieving results.
- Anyone who:
 - wishes to apply the principles and practices of VM in their normal job, or as a pro-active member of a value study team.
 - needs to understand VM and the role it plays in their area of business.
 - needs to know how value affects strategy and decision-making (Senior Management).
 - wants to enter the VM profession.
 - wants a refresher to enhance their knowledge and skills.
- Anyone who is new to Value Management and wants to build and understanding of VM.

BENEFITS OF ATTENDING

- Gain an understanding key of VM terminology and applications in an organisational context.
- Develop the ability to:
 - add value to your organisation and your career development.
 - develop a Function Thinking Mindset (FTM).
 - use specified proven core methods/tools in a personal work situation in your day-to-day role.
 - contribute effectively to a value study team.
- Best practice sharing and networking with like-minded professionals.
- Continuing Professional Development through structured learning and workplace practice.

OUR COMMITMENT TO YOUR PROFESSIONAL DEVELOPMENT

- Accredited certificate of successful participation at the end of the VM1 module; and
- Eligibility to complete the QVA examination and progress to QVA (Qualified Value Associate) qualification, a first step towards the internationally recognised PVM (Professional in Value Management) qualification.

¹ BS EN12973, BS EN1325, BS EN16271 and BS EN17952.

VM2 TRAINING MODULE: OVERVIEW

This VM2 module builds on the VM1 module to develop further knowledge and skills in Value Management (VM), specifically to develop value study leading and facilitator skills. The module will use the theory and best practices of VM, in-line with industry best practice, through the implementation of VM to the Value for Europe VM Training and Certification System (V4E-TCS) based on international standards²

This module focuses on you as a value practitioner, helping you to put value principles into practice in a team context, in value studies and within organisations. The module uses a combination of theory, practical group exercises and case studies to bring material to life, to help you unveil how you can apply value principles and practical tools in your team. The trainers, who are qualified Trainers in Value Management (TVMs) with extensive 'hands-on' experience of VM, will bring you a wealth of industry expertise in designing, leading and facilitating value studies and designing and leading VM approaches. On completion of the VM2 module you should have a solid understanding of how leading and facilitating effective VM studies can benefit you and your organisation.

WHO SHOULD TAKE THIS VM2 MODULE

- You, if you are a manager or professional who wishes to improve team leadership skills and develop competence to apply VM core methods which are used to establish objectives and achieve results.
- You, as soon as you:
 - have an accredited VM1 module certificate or other recognised VM qualification and have participated in at least one value study.
 - intends to design, lead and facilitate value studies within their organisation.
 - needs to know how value and VM approaches can support strategy and decision-making (Senior Management).
 - wants a refresher to enhance their knowledge and skills.
- You, when you are new to VM study designing, leading and facilitation but are interested in gaining the required knowledge, insights, tools and 'hands-on' skills.

BENEFITS OF ATTENDING

- Gain practical VM programme leading and VM study facilitation skills designed for immediate use and the advantage of your organisation and the ability to design and lead VM approaches, processes or transitions.
- Ability to:
 - select appropriate VM approaches, methods and tools that fit the challenges for your (customer) organisation and how to apply them in an organisational context.
 - further develop and mature a Function Thinking Mindset as well as a creative Change Leadership Mindset.
 - deliver added value for your organisation and to advance your career.
- Best practice sharing and networking with like-minded professionals.
- Continuing Professional Development through structured learning and workplace practice.

² BS EN12973, BS EN1325, BS EN16271 and BS EN17952.

OUR COMMITMENT TO YOUR PROFESSIONAL DEVELOPMENT

- Accredited certificate of successful participation at the end of the VM2 module;
- Mentoring towards the VM3 module via the TVM you select for your VM3 module; and
- Provides the second learning step to the internationally recognised Professional in Value Management (PVM) qualification.

VM3 TRAINING MODULE: OVERVIEW

This VM3 module builds on the VM2 module to develop further knowledge and skills in Value Management (VM), specifically to design and integrate VM interventions at both a strategic and an operational level. The module will use the theory and practice of VM in-line with industry best practice through the implementation of VM to the Value for Europe VM Training and Certification System (V4E-TCS) based on to international standards³

This module focuses on you as a value practitioner, value study developer and value leader to help you apply value principles into practice at different levels in organisations in the context of value transitions. The VM 3 module uses a combination of value principles and concepts, case studies, practical exercises and reflection on current affairs to bring material to life. The trainers, who are qualified Trainers in Value Management (TVMs) with extensive 'hands-on' experience of leading VM approaches and conducting VM studies, will bring you a wealth of industry expertise in leading VM programmes in and for various organisations. On completion of this course you should have a solid understanding of how effective VM at a strategic and operational level can benefit you and your organisation.

WHO SHOULD TAKE THIS VM3 MODULE

- You, if you are a manager or professional who wishes to improve team leadership skills and develop competence to design and apply effective VM approaches that assure valid objectives and results.
- You, as soon as you:
 - have an accredited VM2 module certificate and have subsequently gained personal development and experience and have led at least one value study.
 - want to understand VM at a strategic and/or operational level and the role it plays in their area of business and develop VM approach(es) for an organisation's processes/procedures.
 - want to know how value affects strategy and decision-making (Senior Management).
 - want to apply for PVM qualification including through reciprocity arrangements.
- You, when you are working at a strategic or operational level and want to feel more confidence in what and, more importantly, how VM can enhance your organisation's performance.

BENEFITS OF ATTENDING

- Ability to:
 - collaborate with the 'Intelligent Customer' and influence Policy and mentor Others.
 - promote and deliver added value for your organisation at all levels and to advance your career.
 - design VM approaches at strategic and operational levels (e.g., VM policy, VM strategy, VM programme, and procedures) for your organisation.
 - select and match a VM study team for a specific situation.
- Best practice sharing and networking with like-minded VM professionals.
- Continuing Professional Development through structured learning and workplace practice.

³ BS EN12973, BS EN1325, BS EN16271 and BS EN17952.

OUR COMMITMENT TO YOUR PROFESSIONAL DEVELOPMENT

- Accredited certificate of successful participation at the end of the VM3 module and post-course mentoring by the TVM towards the internationally recognised PVM (Professional in Value Management qualification).

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Train-the-Trainer (TTT) COURSE: OVERVIEW

The TTT course is aimed at the development of the skills to design, develop and implement best practice training for Value Management (VM) and on the skills to implement, adopt and apply value transition and implementation processes within an organisation in accordance with the Value for Europe VM Training and Certification System (V4E-TCS) based on international quality and suite of VM standards⁴. Learning outcomes will focus on understanding how to design and develop a VM training course, mastering the application of learning, teaching and assessment processes – including training needs assessment and mastering feedback to optimise the learning experience.

This course is designed for individuals who wish to design and deliver the suite of training courses leading to a QVA (Qualified Value Associate or PVM (Professional in Value Management) qualification in VM which is recognised internationally. Award of the TVM (Trainer in Value Management) qualification enables the TVM to submit courses for formal review and, if accepted, registration as accredited training to V4E-TCS. The TTT course facilitates the further development of the skills to implement, adopt and apply value transition and implementation processes within an organisation. The TVM should have competences to develop organizations as well as individuals.

Prerequisites for acceptance on this course are that all of the competences required for a PVM have been demonstrated as an entry requirement to the TTT course, and that those competences have been developed through experience. It is mandatory that 1000 hours of VM experience is achieved as a minimum prior to attending the TTT course. In addition, applicants will find it beneficial to have 200 hours of prior experience of training needs analysis and training delivery.

WHO SHOULD TAKE THIS COURSE

- Anyone with the competency of a PVM who wishes to develop training skills in VM.
- Anyone who wishes to apply for the qualification TVM. Only applicants who hold a valid PVM certificate can be awarded the qualification TVM.
- This module is designed for people who are actively involved in leading Value Management programmes for projects and in business and public services. The course is specifically suitable for applicants who can demonstrate that they already possess a high level of skill and understanding in Value Management methods.

BENEFITS OF ATTENDING

- 'Hands-on' practical industry led approach that is strongly focused on building capacity to effectively develop individuals and any organisation's Value Management processes, resources and structures.
- Ability to:
 - deliver effective training and develop V4E-TCS VM training courses.
 - mentor learners in development and application of VM.
- Best practice sharing and networking with like-minded VM professionals.
- Continuing Professional Development through structured learning and workplace practice.

⁴ The Value for Europe VM Training and Certification System (V4E-TCS) based on BS EN 12973, BS EN 1325, BS EN 16271 and BS EN 17952.

OUR COMMITMENT TO YOUR PROFESSIONAL DEVELOPMENT

- Accredited certificate of successful participation at the end of the TTT course; and
- Completes the training requirements for gaining the internationally recognised TVM (Trainer in Value Management) qualification.

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