Enterprise Certification Program Guide
2018

Notice

Please be advised that the PS Principles Enterprise Certification Program is in development. This document outlines the current process and fee structure for the service as it stands on the date sent to you. Please confirm any questions you have about the process directly with PS Principles to ensure that you move forward with the most current information available.

THE PS PRINCIPLES'
ENTERPRISE CERTIFICATION PROGRAM

PS Principles

Why Certify in Professional Services Operations?

Acknowledge your firm's adherence to consulting best practices

Make a statement to your own team that success is being measured

PS Principles

★ ★ ★
PLATINUM

ECP

Certified

Access to unique tools and best practices

Make your firm stand out in the marketplace

Identify yourself as a firm that takes professional services quality more seriously than others

Gain actionable feedback from customer on your team's ability to be Project Sherpas

Levels of Certification

PS Principles
★ ★ ★
PLATINUM
ECP
Certified

PS Principles
★ ★
GOLD
ECP
Certified

PS Principles
★
SILVER
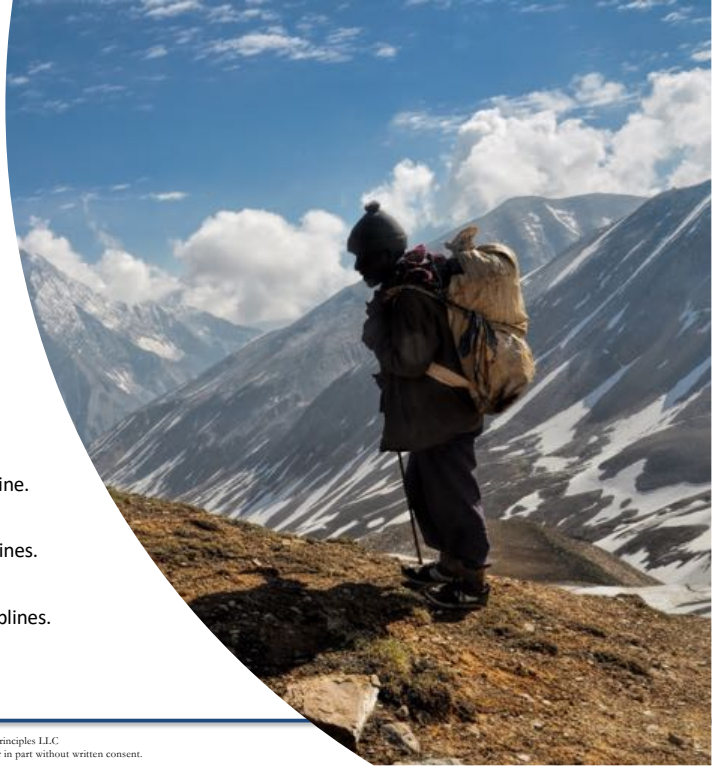ECP
Certified

CERTIFIED – Silver (★)
- Meets mandatory requirements as well as those for one discipline.

CERTIFIED – Gold (★ ★)
- Meets mandatory requirements as well as those for two disciplines.

CERTIFIED – Platinum (★ ★ ★)
- Meets mandatory requirements as well as those for three disciplines.

PS Principles™

Certification Disciplines

PS Principles Mandatory Qualification Standards

A series of basic requirements that ensure that the service provider is using commonly accepted best practices that align with the PS Principles approach to professional services delivery.

1. CONSULTANT DEVELOPMENT

Certification that the organization maintains consistent hiring practices for the identification of talented consultants and trains all of them on the Seven Principles of Professional Services. This are also certifies that the organization executes an ongoing process for measuring employee engagement and the recognition of proactive consulting behaviors instead of firefighting.

2. PROJECT GOVERNANCE

- Certification that the organization has a documented methodology and that the following of the methodology is routinely tracked and audited internally. To comply, the methodology must have key documents that help the customer understand how their requirements translate into a solution design and how such a design can be adequately tested.

- Certification that the organization uses best practices for the structuring of its project governance activities and that where possible proactive measures are taken to identify project risk and corrective actions.

3. TRUSTED ADVISOR

- Certification that the organization has developed a trustworthy approach to estimating project work effort.

- Certification that the organization uses PS Principles to conduct post implementation surveys with its customers and receives actionable feedback that can continue to enhance and improve its ongoing service.

- Certification that the PS organization has access to PS Principles Customer Orientation materials to assist customers in aligning with the methods in use to keep projects on track.

CERTIFICATION PROGRAM STRUCTURE

What are we certifying?

- The operational cadence of a clearly defined group of consultants within an organization (Cohort)

- Adherence to a specific set of professional services best practices

- The existence of operational standards that provide project control

- SOW standards that aim to make important details about the project's delivery clear to customers from the beginning

- Each Certification is for 2-years with an annual renewal in between.

Enterprise Certification Program Structure

- Certification is assigned to a ***Cohort Description*** agreed between PS Principles and the PSO that defines a group of consultants under the control of the operating procedures being certified.

- 2-year Certification with an optional immediate renewal each alternating year.

- Certification includes a mid-year operational Checkpoint

  - Review Re-Certification / Renewal Risks – identify any areas of renewal risk and develop action plan

  - Review Top Operational Issues / Concerns – Look for any applicable PS Principles best practices

- Every other year Re-Certification Review

  - Deep review of all certification areas

  - Data clarifications requested

  - Final submission provided by PSO

- Additional Disciplines can be added at any time and fees will be prorated

Cohort Description

- The ***Cohort Description*** serves to clearly identify the group of people (Cohort) within the company being certified.

- The Cohort Description accompanies the certification co that customers can easily identify if they are working with the group for whom the certification is provided.

- A Cohort Description must satisfy the following criteria…

  - Unambiguously define a group within the company who operate 100% under the control of the operating procedures being certified

  - Be no more than a 60 characters in length

- PS Principles must be notified immediately if Cohort Descriptions require updating.

- The process for Cohort Descriptions changes is shown in section 5. of the Certification Workflow

Projects Being Certified (Eligible Projects)

- Along with the Cohort Description, PSO must also provide a description of the eligible projects within the Cohort that are to abide by the certification.

- Eligible Projects must be a whole group of projects within the Cohort's total portfolio of projects and must account for more than 75% of the Cohort's yearly project effort.

- The Eligible Projects statement must satisfy the following criteria…

    - Unambiguously identify the projects that were used to satisfy the certification

    - Unambiguously identify the projects that will continue to satisfy the certification

    - Define projects that account for more than 75% of the billable hours spent on projects within the Cohorts total project portfolio

    - Be no longer than 60 characters in length

Projects Being Evaluated (Evaluation Projects)

- Evaluation Projects are the projects the PSO submits to PS Principles as evidence to satisfy certain elements of the Certification.

- For the most part, PS Principles requests data that reports across the entire portfolio of Eligible Projects but in some instances requires that the PSO submit project data from specific projects to validate conformance.

- Evaluation Projects must be a a group of projects wholly derived from the Eligible Projects.

- PSO will agree that projects provided to PS Principles for evaluation are indicative of all other projects within the Eligible Project portfolio and not singled out simply for their conformance to the required standards.

CERTIFICATION REQUIREMENTS*

PS Principles

Mandatory Qualification Discipline

Process	Certifying ...
GN.01 Consultant Training	• That all customer facing staff have completed basic level completion (not certification) in the Seven Principles of Professional Services and that it is a part of the corporate onboarding for all consultant new hires

GN.02
Statement of Work Best Practices
	• Service Provider uses a templated SoW that contains the following:
	  • Easily identified deliverables and scope elements
	  • Clear identification of Service Provider and Customer responsibilities
	  • Clear identification of engagement phases and the criteria required to complete each phase
	  • Clear identification of the budget for each phase
	  • Clear identification of the level of effort required by the customer to support the project

GN.03
Critical Success Metrics
	• The PS Organization tracks the 5 key metrics that PS Principles has determined as key for PS organizations success.
	  • % non-billable time per project
	  • reactive escalation rate
	  • Customer Satisfaction
	  • Employee Engagement
	  • Project Success Rate

GN.04 Repeatable Estimation Process	• A process is available for all professional services pre-sales teams to estimate the work effort required to complete a customer engagement by entering scope specific information. • The estimation process is routinely reviewed for accuracy by looking at post-implementation project data.

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Discipline 1: Consultant Development

Process	Certifying ...
CD.01 Consultant Hiring	• Use of the PS Principles Consulting Strengths Assessment (CSA), or similar service, to identify candidates.

CD.02
Recognition Alignment
	• Existence of internal tools and processes to assist in the formation of positive consulting behaviors.
	• This can be any or all of the following…
	    • Regular discussion groups about the Seven Principles of PS or other consulting topics
	    • A tool for recognition of positive consulting behaviors

CD.03 Consultant – Manager Review Template	• The standardized use of the PS Principle 1:1 format (or that it has been integrate into another standard in use)
CD.04 Consultant Skills Tracking	• That the PSO has a defined job roles within their. Team and that for each job role there are clear entry criteria established as a minimum. • These criteria must be available to the PSO's customer upon request.
CD.05 Collective Wisdom Access	• The PSO has the ability to access collective wisdom in a centralized place for the purposes of consultant onboarding and ongoing skills development.

Discipline 2: Project Governance

Process	Certifying ...
PG.01 Standardized Implementation Methods	• PS Team has access to a standardized process for the implementation of at least 80% of the services it offers and that the team delivering the services actively engages with it.
PG.02 Proactive Health Reviews (PHR)	• The organization uses a predictive alignment review for every project every two weeks.
PG.03 Project Stage Budget Control	• Every project's budgets are broken up into its requisite "Stage" budget and monitored such that each stage is a mini-project.
PG.04 Executive Stakeholder Management	• Every project is monitored for the occurrence of Stakeholder Reviews and should they be missed (or the Stakeholders fail to attend), that the project will escalate.

Discipline 3: Trusted Advisor

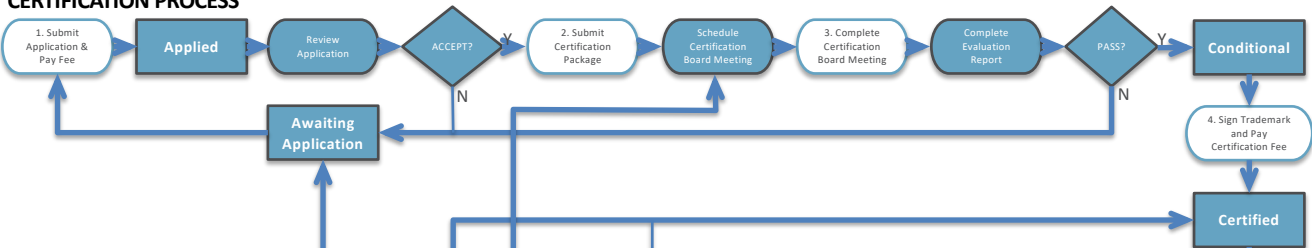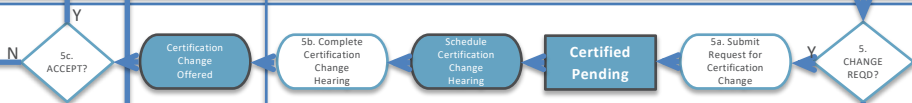| Process	Certifying ...
TA.01 Customer Orientation	• The PS organization presents its customers with pre-delivery content that can be used as training materials to help the customer better prepare for the project delivery.
TA.02 Actionable Customer Feedback	• The PS organization sends Customer Feedback Surveys to every completed project (successful or otherwise) as a part of its project close out process. • The PS organization reviews the feedback from customers and has incorporated such feedback into its approach to professional services.
TA.03 Customer Project Portal	• The PS organization communicates with the customer effectively to make sure that the customer is always up to date with the project's details.
TA.04 Adoption Best Practices	• The PS organization has collected best practices with respect to how a customer should consider an approach to user adoption.

CERTIFICATION PROCESS

Certification Workflow

CERTIFICATION PROCESS

1. Submit Application & Pay Fee → **Applied** → Review Application → ACCEPT? — Y → 2. Submit Certification Package → Schedule Certification Board Meeting → 3. Complete Certification Board Meeting → Complete Evaluation Report → PASS? — Y → **Conditional**

ACCEPT? — N → **Awaiting Application**

PASS? — N

4. Sign Trademark and Pay Certification Fee

Certified

COHORT CHANGE

5c. ACCEPT? — Y / N → Certification Change Offered → 5b. Complete Certification Change Hearing → Schedule Certification Change Hearing → **Certified Pending** → 5a. Submit Request for Certification Change → 5. CHANGE REQD? — Y / N

RENEWAL

6b. Pay Renewal Fee → 6a. Submit Conformance Confirmation → DECIDE TO RENEW? — Y → 6. TIME TO RENEW? — Y / N

RECERTIFICATION

7b. Submit Recertification Package → 7a. Notify of Intention to Recertify & Pay Fee → DECIDE TO RECERTIFY? — Y → 7. TIME TO RECERTIFY? — Y / N

KEY:

- PSO Milestone
- PS Principles Milestone
- **Change in Certification Status**

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Certification Process

Application & Submission	Evaluation	Decision	Certification
• PSO reviews certification Conformance Requirements • PSO submits online request to be submit for certification and pays application fee • PSO receives introduction to Certification Package and begins completing package for submission • PSO applies for certification for 1, 2 or 3 disciplines by sending the completed Certification Package through to PS Principles along with a signed Enterprise Certification Program Agreement. PSO status is now "Applied"	• PS Principles will review submission for completeness then coordinate a time for a Certification Board Meeting for PSO to attend • If the submission is incomplete, PSO status will be "Awaiting Application" • The Certification Board will meet with the Company Representatives to validate the PSO meets the Conformance Requirements. • The Certification Board may ask PSO for additional information before concluding its evaluation. • Once concluded Certification Board will complete an Evaluation Report.	• PSO and PS Principles review the Evaluation Report for each Discipline submitted • If Conformance Requirements have been met, then PSO is moved to status "Conditional" • "Conditional" status means PSO must pay the certification fee and sign Trademark License Agreement to proceed to full certification • If requirements are not met, status will be "Awaiting Application".	• Once Trademark License Agreement is signed and Certification Fee is received, then status will be moved to "Certified" • PSO will be added to the Directory of Certified Companies after which it will be visible to public inquiries made by other companies • PSO will also receive it's own certification number and applicable certification logo for display • PSO will also receive a PS Principles Certification Benefits Statement detailing the benefits to be received from the certification
Relevant Documents • Enterprise Certification Application (ECP004) • Enterprise Certification Program Agreement (ECP003) • Certification Package Checklist (ECP005) • Certification Guide (ECP001 – this doc) • Conformance Requirements (ECP002)	**Relevant Documents** • Evaluation Report (ECP007) • Certification Board Meeting Preparation Guide (ECP006)	**Relevant Documents** • Trademark License Agreement (ECP008)	**Relevant Documents** • Certification Logo (ECP009) • Enterprise Certification Program Award (ECP010)

Recertification & Renewal Process

Certification	Renewal	Recertification	Scope & Process Change
• Each certification will be for a 2-year Certification Term. • While certified, PSO may use PS Principles Tools as permitted according to the Disciplines certified. These can be found in the PS Principles Tools Guide • PSO may also continue to market itself as the in accordance with the Trademark License Agreement	• PSP notifies PSO 90 days in advance of an annual renewal • No re-certification process is required for an annual renewal but PSO must submit Conformance Confirmation Form to ensure that PSO processes have not significantly changed since last certification • Should PSO not submit a signed Renewal Confirmation Form along with a paid renewal fee by the due date, the PSO will be removed from Directory of Certified Companies with status of "Awaiting Payment"	• PSP notifies PSO 120 days in advance of certification expiry • PSO confirms that it will submit a Recertification Package and does so no later than 60 days prior to expiry • PSO and PSP set a Certification Board Meeting to review evidence, no later than 30 days prior to renewal • PS Principles and PSO repeat the Evaluation, Decision and Certification steps as identified in the Certification Process with goal of providing results with 30 days remaining before expiry	• Should the scope of the certification within a PSO become invalid due to reorganization or the PSO can not confirm that it's processes have remained effective during the Certification Term, then PS Principles will convene a Certification Change Hearing and place the PSO status on "Certified Pending" (the PSO will remain in the Directory of Certified Companies) • After the hearing, PS Principles will offer PSO the conditions for moving forward with a retained Certification status. • If this offer is not acceptable to the PSO it may reject the decision and either receive a prorated refund of the Certification Fees
Relevant Documents • PS Principles Tools Guide	**Relevant Documents** • Conformance Confirmation Form	**Relevant Documents** • Recertification Package	**Relevant Documents** • Request for Certification Change • Certification Change Decision

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Data Privacy & Customer Inquiries

- PS Principles requests that no customer or consultant names be transmitted in certification data

- All data provided to PS Principles is confidential and not available for access by customers or any other third-parties other than as stated below.

- Upon customer inquiry the following information will be provided…

  - **PSP Certification No.** – Used for search purposes

  - **Company Name** – To validate search yielded the correct company

  - **Cohort Description –** To identify which group(s) in the organization are certified

  - **Company Headquarters Location** – For further validation

  - **Certification Status** – Not Certified, Pending Review, Certified

  - **Disciplines Certified**

  - **Certified Since** – Earliest Date of contiguous certification of a status being either Certified or Pending Review

Program Fee Structure

APPLICATION

1. Application Fee of $1,500 is provided (non-refundable)

4. Balance of relevant Certification Fee due (See Program Fees)

RE-CERTIFICATION

7a. Pay Re-certification Fee of $1,500 (non-refundable)

4. Balance of relevant Certification Fee due (See Program Fees)

RENEWAL

6b. Relevant Certification Fee is due (See Program Fees)

ANNUAL PROGRAM FEES				
No. of Consultants	Silver 1 Discipline	Gold 2 Disciplines	Platinum 3 Disciplines	PSP101 Online Training for Future Onboarding**
< 50	$7,500	$12,500	$17,500	INCLUDED WITH SILVER
< 100	$10,000	$15,000	$20,000	INCLUDED WITH SILVER
< 250	$15,000	$22,500	$30,000	INCLUDED WITH SILVER
< 500	$20,000	$27,500	$35,000	INCLUDED WITH SILVER
< 1,000	$25,000	$32,500	$40,000	INCLUDED WITH SILVER
> 1,000	Price Customized Upon Request			

Pricing Overview

- Price determined by number of billable consultants at data submission
- Revised yearly at time of Re-Certification
- Charged for full-year in advance

** PSP101 included only for post-initial rollout training (ongoing new hire training) and assumes no more than 20% organic growth year on year.

Benefits

MARKETING	OPERATING (BY DISCIPLINE)
• Use of PS Principles ECP Certification logo • Registration in PS Principles ECP Database of Certified companies • Evidence of being a best in class professional services firm	• **Consulting Development** Access to PS Principles Consulting Strengths Assessment • **Project Governance** Access to PS Principles Customer Orientation materials • **Trusted Advisor** Access to PS Principles Customer Feedback Survey

TRAINING	PARTICIPATION
• Access to the PS Principles Consulting Fundamentals online training materials for up to 20% of the existing team's growth per year • Once yearly access to the PS Principles Team Belief Benchmark to identify areas of improvement and those requiring additional attention	• Two invitations to the yearly PS Principles Certification Best Practices Forum to be held online • Half-yearly PS Principles Operations Review to determine areas of certification compliance risk and adjustment prior to renewal or recertification • Consulting as required to assess internal initiatives and their impact on certification (limited to 2hr blocks of work)

PS Principles™

Getting Started

ENTERPRISE CERTIFICATION PROGRAM

PS Principles

★ ★ ★
PLATINUM

ECP

Certified

Certification No.: 12018   **Expiry:**   01-01-2020

Company: Acme Corporation LLC

Cohort: North Americas Professional Services

DISCIPLINE LEVEL - PLATINUM
Consultant Development, Project Governance, Trusted Advisor

Learn more about our certification **www.psprinciples.com/certification/20180000000001**

- Set up a Certification Readiness Assessment

- Determine scope of readiness

- Submit the Enterprise Certification Application