



# **Consultant Affiliation Programme**

16<sup>th</sup> July 2018



## About ICW

Established in 1990 as a joint initiative between the then Department of Trade and Industry DTI (now BEIS - Business Energy and Industrial Strategy) and the Confederation of British Industry (CBI) to promote and encourage collaborative working as Partnership Sourcing the Institute was formally renamed in 2012 to reflect the growing recognition of collaborative working and the need to support the development of the skills required to harness the benefits of these approaches.

The Institute (ICW) is totally self-financing operating as a not-for-profit organisation. The Institute's continuing role is to help organisations, large and small, in both the public and private sectors, to build and develop effective competitive business relationships based upon a collaborative approach. The Institute provides practical guidance based on a wide portfolio of experience utilising knowledge from extensive relationships within the commercial, Government and academic arenas.

ICW is recognised as the thought leaders and driving force behind the development of ISO 44001. The CRAFT methodology developed from the collective experience of the ICW knowledge network was the essence of the BS11000 Collaborative Business Relationship Framework – as the world's first Standard in relationship management - which was the foundation for the International standard ISO 44001.

ICW continues to work with subject matter experts to support the evolution of ISO 44001 and collaborative working by supporting organisations to effectively implement a structured approach, developing the skills and research in collaboration with academia. All of which it drives towards our:

### **Vision**

**Collaborative Working recognised as a professional business discipline**

### **Objectives**

- **To evolve a structured methodology to underpin effective business relationships**
- **To be acknowledged as the thought leader on business collaborative working.**
- **To carry out research to develop collaborative working principles, practices and process.**
- **To develop collaborative working skills through training and development**
- **To progressively build a global collaborative working**

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## **Background to Consultant Affiliation Programme**

Since the initial publication of BS11000 Collaborative business relationship management systems framework standard in 2010, and more recently its migration to ISO 44001 the International Standard, the institute has remained focused on supporting its network members and wider industry adopters of collaborative working.

The Institute's vision for the standard was to integrate the option of collaborative working within existing management systems with the minimum level of bureaucracy. In some cases this is not always possible nor is it on occasions possible to effect implementation without utilising external resources and complimentary activities such as behavioural development. However the standard does offer by its very nature challenges to embrace the process, the underlying intent and the balance between implementing compliance standards and the more traditional collaborative facilitation approaches.

Through the implementation of BS 11000, now ISO 44001, it has been apparent that there is wide variety of approaches being offered which impact both certification programmes and the ability for organisations to effectively align their collaborative engagements. The challenge for ICW and its network is in ensuring that advice and support provided to those adopting the standard is of the highest quality and supports its integrity. ICW is frequently asked to recommend possible external support for implementation that goes beyond the thought leadership and knowledge transfer approaches of the Institute, which are focused on providing advice, guidance and training to support implementation teams.

In response to this situation the Institute, under advice from its management, has initiated a programme to identify those business consultant organisations that have demonstrated an appropriate level of competence and in-depth understanding of the principles, requirements and intent of the new standard together with complimentary activities in support of effective collaboration.

At the same time the Institute hope to establish an approach which can be seen by consultant organisations as a benefit for them through market differentiation, raise awareness of their capabilities across and beyond the ICW network, publicise their experience and enhance their business opportunities whilst supporting the thought leadership and ethos of the institute.

It is not the intent of the Institute to make specific recommendations in favour of any particular organisation but will seek to offer a portfolio of those, which in its view, based on experience and assessment can offer a value based service. Whilst the programme is open to any organisation seeking recognition final inclusion will be by invitation only following an assessment process detailed herein.

## The Process

1. The first stage of the process enables a consultant organisation to register their interest and outline the scope of their services.  
This initial step will require organisations to register their interest and provide basic information as detailed:
  - Details of their company: there is no restriction of size
  - Scope of services provided in the field of implementing collaborative processes, facilitating collaborative relationships, training and behaviour development programmes
  - Names of their qualified consultants, including CVs, Training and experience.
  - Experience of supporting collaborative engagements and where applicable BS 11000 or ISO 44001 implementations
  - Example of their operational approach, which should include methodologies, processes, tools and case studies as evidence of application. ICW recognises that in some cases their intellectual property may be involved and as such they will undertake to maintain confidentiality and were required sign an NDA or confidentiality agreement.
  - References and contacts details of clients over the previous 2 years
2. ICW will undertake an initial review of the materials provided and based on these being viewed as satisfactory will advise the organisation that it is prepared to move the process forward to assessment. ICW will allocate a named member of its team to manage the review process and initial take up of the references provided. As a not for profit organisation, the institute will levy a nominal initial fee to cover registration and validation of references.
3. Based on the initial review being positive, ICW will propose and agree with the organisation a scheduled visit by an ICW Associate Director together with, where appropriate, a nominated member of the ICW Executive Network.
4. Whilst ICW has significant knowledge and expertise in collaborative working and in particular as the thought leaders behind the development and implementation of the International Standard (ISO 44001), it also recognises that individual organisations have specific expertise in areas such as behavioural assessment and organisational development which may be required by clients.

It is not ICW's assertion to have detailed expertise in these fields but is looking to provide a more holistic perspective aligned to its aims and that of its members. As such during the initial visit ICW will undertake an overview of the following areas;

- Review the organisations operating processes and how these are focused on meeting the scope of client requirements
  - Assess internal qualification processes to understand how the organisation validates the competence of its individual consultants.
  - Identify their qualification processes and oversight where any external third party resources may be deployed
  - Assess training and development approaches for its personnel
  - Undertake interviews of individual consultants
  - Review in detail examples of value adding services for clients
5. The ICW Associate Director will complete a confidential report and make recommendations to the ICW Management Board for final endorsement prior to accepting the organisation or, if appropriate, provide recommendations as to potential improvements which ICW would deem necessary.
  6. Based on a satisfactory recommendation and the consultants acceptance to work within the ICW consultant code of conduct their details will be added to the affiliates listing, displayed on the ICW website and periodically be shared across the ICW community.
  7. Where practical ICW will provide advice and guidance to the organisation based on its expertise and experience.
  8. The consultant will also be able to utilise the CAP Logo, as supplied, on its promotion materials
  9. ICW will at least once per year undertake a review visit to either an active client programme or where deemed necessary the central operations of the consultant. To ensure the ongoing integrity of performance.



## Code of conduct

The organisation, ICW and Executive Network Members shall work together in a spirit of collaboration to promote and support the adoption and effective implementation of collaborative working approaches. Whilst operating under the ICW Consultant Affiliation Programme (CAP) organisations will be expected to follow as basic minimum requirements and shall:

1. The organisation will at all times operate ethically offering appropriate services as defined by its client establishing a value based scope of work that meets the clients requirements
2. The organisation shall only utilise suitably qualified, knowledgeable and experienced consultants.
3. Provide a solution which is compatible with the client's requirements and current operating practices to embed and build internal capability including where applicable whilst meeting the requirements of the standard.
4. Ensure no conflict of interest and/or breach of confidentiality including but not limited to commercially sensitive information
5. Uphold at all times the reputation, integrity of the Institute consistent with its vision and aims.
6. ICW reserves the right to withdraw its recognition at any time in the event that:
  - It identifies approaches which it deems are inconsistent with the ethos of the Institute
  - Acts in a way as to impinges on the reputation of the Institute or misrepresents the institute
  - It receives and validates complaints from clients based on performance issues
  - It receives and validates serious observations from Executive Network members, Certification bodies or applicable third parties

Prior to any actions to remove the organisation's affiliation ICW will review with the organisation and the appropriate parties consultant to assess whether corrective action can be taken or not.



## Terms of affiliation

1. The organisation will not in any circumstances hold itself out to be the servant, legal partner or agent of ICW nor any of its Executive Network Members, and shall ensure that none of its staff or associates shall hold themselves likewise.
2. The Consultant Affiliation Programme is accepted by all parties including ICW Executive Network Members as a mutually beneficial arrangement and as such shall not hold each other liable for any reputational or commercial implications resulting from actions under this agreement.
3. Under no circumstances shall either the consultant or ICW utilise the intellectual property of the other or assume any rights unless otherwise agreed in writing.
4. ICW acknowledge that some organisations may have developed specific solutions to support their activities, as such ICW and any Executive Network Member engaged in assessments will ensure that any intellectual property or client confidentiality is respected at all times, and where necessary agree an appropriate confidentiality agreement.
5. Neither ICW nor its Executive Network Members will at any time warrant or recommend any specific organisation or its services. Its sole aim is to provide a degree of assurance that any affiliated organisation can demonstrate an acceptable level knowledge, competence and capability in respect to the implementation of services to support collaborative programmes including the implementation and maintenance of requirements of the International Standard (ISO 44001).





## FEES

ICW is a not for profit organisations and is required to ensure that it covers the cost of services to its members or any third party activity. Therefore, the following nominal charges are required to support the affiliation process:

- a. Initial registration £500
- b. Initial one day visit £1,500 plus expenses
- c. Annual assessment visits £1,500 per day plus expenses
- d. Any required /agreed interim visits £1,500 per day plus expenses
- e. Where a consultant organisation may be accepted to join the ICW Executive Network and their annual membership fee the above charges will be waved for any UK based activities. It is understood that in such circumstances the organisations undertakes not to use its membership to solicit other members for business as this would conflict with principles of the executive network.

The Organisation

Institute for Collaborative Working

Name:

Name:

Date:

Date:

# Draft Assessment Report

To be completed by the assigned ICW assessor

Company Name:
Scope of services provided:

Consultants providing services		
Name	Specialist Services they deliver	CV attached Yes/No

Evidence of individual personal development/Training/experience	
Name	Overview

Client references within previous 2 years		
Client Name	Services provided	Comments /attachments

Agreed date for annual review:
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ICW Assessor:	Date:
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## To be completed by ICW Management

### Assessment review

Internal review by :	Date:
Comments:	

Date referred to ICW management Board	Date:
Comments:	

Recommendations	Date:

ICW Operations:	ICW CEO:
Date:	Date: