

# Trevor David Boutall

## Curriculum Vitae

<b>Date of Birth</b>	19 February, 1953	<b>Civil Status</b>	Married
<b>Nationality</b>	British	<b>Languages</b>	English mother tongue, fluent in Italian
<b>Address</b>	13 Oriana House Victory Place London E14 8BQ		Tel: ++44 (0)20 7538 2153 Mobile: ++44 (0)7768 890 653 E-mail: <a href="mailto:trevor.boutall@themsc.org">trevor.boutall@themsc.org</a>
<b>Qualifications</b>	BA English Post-graduate Teaching Certificate Diploma in Marketing Diploma in Management NVQ Level 5 in Management		London University, 1975 Goldsmiths' College, London, 1977 Chartered Institute of Marketing, 1983 Institute of Management, 1993 Institute of Management, 1993
<b>Work History</b>	Augustus Barnett & Son Ltd Rapid Results College BUPA Health Insurance Open College Management Charter Initiative Management & Performance Solutions Ltd The Management Standards Consultancy School of Coaching (Milan)		Regional Sales Manager, 1979-83 Sales & Marketing Manager, 1983-87 Marketing Manager, 1987-88 Senior Marketing Manager, 1989-91 Marketing & Development Director, 1991-96 Director, 2000 – 2007 Managing Director, 1996 – Present Accreditation Director, 2002 – Present
<b>Profile</b>	<p>Trevor Boutall is Managing Director of The Management Standards Consultancy Ltd which specialises in developing UK National Occupational Standards and implementing competence-based professional development and quality systems in private, public and voluntary sector organisations in both the UK and Italy.</p> <p>Trevor Boutall has been involved in learning and professional development since 1983, first with the Rapid Results College and then with the Open College, the Management Charter Initiative (MCI) and the Open University Business School. In 1996, Trevor set up The Management Standards Consultancy and, in 2000, he co-founded Management and Performance Solutions Ltd (MAPS) which designs software tools to empower individuals and organisations to deliver competent performance and translate this into quality products and services. In October 2002, Trevor was appointed Accreditation Director at the School of Coaching (SCOA) in Milan.</p> <p>A graduate in English at London University, Trevor Boutall holds an NVQ Level 5 in Management and is a member of the Chartered Institute of Marketing, the Chartered Management Institute, the Chartered Institute of Personnel and Development, and MOSAICO, the European Multidisciplinary Association for Learning. He is the author of a number of management books, including MCI's best selling <i>The Good Manager's Guide</i>, Law Society's <i>Solicitor's Guide to Good Management</i>, Institute of Internal Auditors' <i>Leadership and Facilitation Toolkit</i>, Community Justice NTO's <i>National Occupational Standards in the Community Justice Sector - A Good Practice Guide</i> and Skills for Justice's <i>Legal Advice Sector Toolkit</i>.</p>		

## Trevor David Boutall

### Clients and Projects

<b>Association of Chartered Certified Accountants (ACCA)</b>	Consultant developing one core and three specialist e-learning modules on ethics to be studied by practising accountants in the UK and overseas as part of their Continuing Professional Development.
<b>ARTES (Italy)</b>	<p>Consultant on the Alliance project (part of the European Union's <i>Employment: New Opportunities for Women</i> programme) supporting women entrepreneurs and local authorities in the south of Italy to work in partnership towards economic and environmental development linked to Local Agenda 21. Support has included whole system events, workshops on business and marketing topics and counselling at individual and group level.</p> <p>Consultant on the ARTNET project facilitating Open Space events and workshops to support communication and consensus building amongst all the stakeholder groups involved in the artistic craft specialisms of gold, textile and ceramics in Calabria, southern Italy.</p> <p>Trainer and mentor to the <i>Intraprendere</i> team of consultants promoting women's entrepreneurship and professional development in the arts, crafts and tourism sectors in the Campania Region of Italy.</p>
<b>Asset Skills</b>	Design and implementation of a communications strategy for the Local Land Charges National Occupational Standards and National Vocational Qualifications (NVQs), including a website, toolkit, presentation materials and promotional leaflets, on behalf of Asset Skills, the sector skills council for the places where we live and work.
<b>Be a Better Manager</b>	Design and development of <a href="http://www.BeaBetterManager.com">www.BeaBetterManager.com</a> which uses checklists based on National Occupational Standards to help managers improve their performance and access a wide range of online tools, resources and support.
<b>British Council</b>	Presentation of <i>Management Standards – the UK Experience</i> at the <i>Management Competencies for Effective Management Development</i> conference in Moscow in May 2005 as part of the European Union-funded Delphi II project.
<b>Cardiac Networks Coordinating Group (Wales)</b>	<p>Following a successful series of implementation workshops during 2004 and 2005, Trevor provided consultancy support to the Welsh Cardiac Networks Coordinating Group to develop and deliver an all-Wales conference <i>From Theory to Practice</i> in March 2006, updating delegates on the CHD National Workforce Competence Framework and providing practical examples of how it can be – and is being – used in practice.</p> <p>In 2006-7, Trevor designed and facilitated a series of workshops, provided support to individual sites and co-produced a video to support the use of competences within cardiac and other services across Wales.</p>

## Trevor David Boutall

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<b>Chase Consulting</b>	<p>Consultant undertaking occupational mapping of the customer service sector and the identification of trends and good practice within the sector.</p> <p>Consultant supporting the functional mapping and development of revised occupational standards for administration.</p> <p>Consultant involved in the occupational and functional mapping of the custodial care sector, and the subsequent development of occupational standards and qualifications. Author of Custodial Care National Training Organisation's <i>Resource Guide</i> to support the use of national occupational standards for a wide range of human resource management and development purposes.</p>
<b>Community Cohesion Unit (Home Office)</b>	<p>Principal consultant identifying the competencies (National Occupational Standards) required by those working with young people and sport to create cohesive communities.</p>
<b>Community Justice National Training Organisation</b>	<p>Principal consultant researching good practice in the use of occupational standards for human resource management and development purposes and how these support organisational quality systems such as the European Excellence Model, Investors in People, ISO 9000, Best Value, Better Quality Services and Quality in Alcohol and Drugs Services (QuADS). The outputs were promotional leaflets and brochures and a booklet, <i>National Occupational Standards in the Community Justice Sector - A Good Practice Guide</i>.</p> <p>Consultant researching the skills needs and shortages in the drug and alcohol services sector and developing a funding strategy for meeting these as part of a Skills Foresight Survey.</p>
<b>Competence Group (CoG)</b>	<p>Founder member of the Competence Group, promoting standards-based workforce development to create a competent workforce to tackle substance misuse.</p> <p>Facilitator of the Competence Group's quarterly National Workforce Seminars in association with the Federation of Drug and Alcohol Professionals.</p>
<b>Confcommercio (Italy)</b>	<p>Principal consultant leading a small Italian team to develop competencies for all staff working in ASCOMs (local associations of retailers, hoteliers, restaurateurs and service providers) and use these as the basis for their continuing professional development, using the <i>PerformerPlus</i> software.</p> <p>Development and dissemination of <i>La Guida dei Direttori</i>, a good practice guide for directors of the ASCOMS in 104 provinces throughout Italy.</p>
<b>Domestic Violence Policy Group (Home Office)</b>	<p>Consultant working with key stakeholders across a number of sectors to develop a functional map of domestic violence and identify the National Occupational Standards required.</p> <p>Production of gap analysis and development of National Occupational Standards to complete the role profiles of Independent Domestic Violence Advisers, in partnership with CAADA (Co-ordinated Action Against Domestic Abuse).</p>
<b>European Institute for e-Learning (EIFe-L)</b>	<p>Consultant leading a pan-European team developing a repertory of competences, with associated knowledge and skills specifications, for e-learning practitioners.</p>

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## Trevor David Boutall

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<b>EXEO Consulting (Italy)</b>	<p>Functional Analysis and Standards Consultant, supporting EXEO Consulting in a number of projects to:</p> <ul style="list-style-type: none"><li>• identify and develop the competences of branch managers for a major Italian banking group</li><li>• develop the set of competences required by medical consultants and matrons in an Italian provincial health authority and develop training needs analysis tools and a training programme based on these competences</li><li>• identify and develop the competences required by managers at all levels working in the service sector (in conjunction with ManagerItalia and CMFT)</li></ul>
<b>Federation of Drug and Alcohol Professionals</b>	<p>Delivery of workshop on “Developing Competent Managers” at the FDAP national conference in November 2007.</p>
<b>Ferrero Corporate University</b>	<p>Consultant to Ferrero Corporate University on the design and delivery of an innovative theatre-based intervention at its conference, Scenari 2004, to help Ferrero’s top management world-wide understand the need to change and their role in the process.</p>
<b>Improvement and Development Agency (IDeA) for local government</b>	<p>Principal consultant working in conjunction with local authorities, awarding body and sector representative organisations to carry out a functional analysis of the work of Local Land Charges officers, develop and pilot occupational standards and National Vocational Qualifications, develop an assessment strategy and signpost to the Key Skills and Core Skills. Further work in 2006-7 to review the standards and qualifications in the light of organisational, legislative and technological changes and to encourage take-up of the standards and qualifications.</p> <p>Researcher on the <i>Developing Leadership Competencies in Local Government</i> project, which identified innovative approaches to leadership amongst local authorities and their partners, and published ten case studies, three development models and a <i>Compendium of Leadership Competencies</i> accessible exclusively via the Internet. This successful work was followed up a year later with the development of a new set of seven case studies describing innovative and effective approaches to leadership development in local government.</p>
<b>INAZ (Italy)</b>	<p>Development of a set of competences for business consultants in this Human Resources software company and the application of these competences through action learning.</p>
<b>Institute of Internal Auditors – UK and Ireland</b>	<p>Development of two open learning Skills Modules, <i>Communications and Client-Auditor Relations</i> and <i>Effective Delivery of an Audit</i>, together with supporting 2-day workshops.</p> <p>Development of a <i>Leadership and Facilitation Toolkit</i>, together with a supporting 2-day workshop for Heads of Internal Audit and Senior Internal Auditors.</p>
<b>LOGOS Knowledge Network</b>	<p>Working with a theatre director, four actors, six jazz musicians and two facilitators to design and deliver an event to engage the top managers of a Swiss private bank in understanding, appreciating and communicating the importance of leadership competences to the future success of their organisation.</p>

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## Trevor David Boutall

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### Management and Performance Solutions Ltd

Co-designer of the *PerformerPlus* software suite for the identification, assessment and development of competences based on occupational standards. This software links individual competence to organisational results and puts the power of continuing professional development in the hands of the practitioners. It significantly reduces the time and cost involved in identifying the unique competences individual workers need, and helps them and their line managers focus development activities on those areas which are critical to delivering quality products and services.

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### Management Charter Initiative

Project director responsible for the research, consultation, redevelopment, piloting and launch of the new Management Standards and the associated National and Scottish Vocational Qualifications. As well as managing the various teams around the country, this role involved the writing of the standards and the preparation of the text for publication.

Project director of the Department of Education and Employment project on *Management Standards and Equal Opportunities*, which identified how occupational standards can support fair and equitable practice and made recommendations that have been adopted in recent developments in occupational standards and qualifications.

Author of open learning modules on *Managing Resources*, *Using Your Influence* and *Managing Integrated Quality* as part of MCI's Developing Professional Management Skills programme.

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### Management Standards Centre

Member of the Review 2002 Consortium undertaking the latest review of the Management Standards. Lead consultant on international benchmarking, comparing the current Management Standards with good practice in management and leadership worldwide, and functional analysis, updating the functional map of management and leadership in light of recent and projected changes in roles and work patterns.

Lead consultant developing new Management and Leadership Standards in the area of managing self and personal skills (launched 2004).

Lead consultant responsible for developing a Sector Qualifications Strategy for Management and Leadership across the four UK countries, published in April 2007.

Lead consultant responsible to the incremental review of the Management and Leadership Standards, including the drafting, testing and publishing of 12 new units of competence (April 2007) with further developments planned for 2007-8.

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### Marketing and Sales Standards Setting Body (MSSSB)

Consultant leading the development of National Occupational Standards for those working in Social Marketing, in association with the Chartered Institute of Marketing and the National Social Marketing Centre.

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## Trevor David Boutall

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<b>Middlesbrough Drug Action Team</b>	<p>Consultant leading a team using the <i>PerformerPlus</i> software to carry out a training needs analysis and develop a training plan for all workers in substance misuse agencies in the Middlesbrough area.</p> <p>During 2005, this was extended to cover all children and young people's workers in the Middlesbrough area and to implement recruitment and retention strategies.</p> <p>Further work was undertaken in 2006-7 to produce a Workforce Development Strategy for the Safer Middlesbrough Partnership, based on the NTA targets and National Occupational Standards.</p>
<b>MOSAICO</b>	<p>Consultant on the innovative SMENET project (part of the European Union's ADAPT programme) working with 18 small firms in the Campania region near Naples through an action learning programme to help them adapt to new market conditions or the different stages of organisational development. Firms came from diverse sectors including wine production, food-processing, specialised crafts, health care, business services and manufacturing.</p>
<b>MyPRINCE2</b>	<p>Developer of the MyPRINCE2 project management system for small consultancies.</p>
<b>National Assembly for Wales</b>	<p>Lead consultant on the production of a Directory of Training for those working in drug and alcohol services in Wales.</p>
<b>National Treatment Agency for Substance Misuse</b>	<p>Principal consultant undertaking background research to support the development of the NTA's accreditation system for drug treatment services. The project involved detailed mapping of relevant legislation and quality standards against QuADS (Quality in Alcohol and Drug Services) and DANOS (Drug and Alcohol National Occupational Standards) and making strategic recommendations for the development of NTA's accreditation framework. This project was followed up a year later with further mapping activity to support the NTA's work developing criteria for the audit and inspection of substance misuse services in partnership with the Healthcare Commission.</p> <p>Consultant charged with working with clinicians and researchers to prepare the new <i>Models of Care for Alcohol Misusers</i> and a revised <i>Models of Care for Drug Misusers</i> to provide frameworks for the commissioning and delivery of drugs and alcohol treatment throughout England.</p> <p>Expert writer of NTA's e-Care Planning training module.</p>
<b>NEC Europe</b>	<p>Consultancy support to the Human Resources team to make the strategic changes necessary to support "One NEC".</p>
<b>Oltre il Mare</b>	<p>Co-facilitator of a 2-day workshop on the island of Ischia to help young Italian politicians develop their skills in communication, influencing, teamwork and encouraging the participation of citizens in the democratic process.</p>
<b>Open University Business School</b>	<p>Expert adviser on linking the Certificate in Management, Diploma in Management and Master in Business Administration programmes to occupational standards and S/NVQs.</p>

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## Trevor David Boutall

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<b>Positive Futures (Home Office Drugs Strategy Unit)</b>	Principal consultant using the <i>PerformerPlus</i> software to help workers and coordinators of Positive Futures projects (working to engage socially excluded young people through the medium of sport) across England develop their knowledge, skills and competence.
<b>Probation Services</b>	<p>Principal consultant on major projects introducing the Management Standards and standards for administrative and specialist staff to probation services. These projects involved researching the roles and competencies required by managers and staff in probation services, developing paper- and computer-based support materials and supporting the use of these through national and regional conferences and workshops and direct consultancy with individual services.</p> <p>Designer and facilitator of numerous development activities within probation services, including development centres, management development programmes, action learning sets and workshops on specific topics such as <i>Fair and ethical recruitment</i>, <i>Managing yourself to meet objectives</i>, <i>Managing poor performance</i>, <i>The team manager as staff developer</i>, <i>Practical decision-making</i>.</p> <p>Special adviser to the Army Probation Service, assisting in the redesign of the service and the roles of staff within it to meet the changing demands of Courts Martial.</p>
<b>PriceWaterhouse Coopers</b>	Consultant providing specialist support to PWC's Rome and Milan offices for introducing competence-based human resource management and development systems to clients in the private and public sectors as part of strategic change programmes.
<b>SCOA School of Coaching (Milan)</b>	Accreditation Director responsible for developing the competency framework for executive coaches that underpins SCOA's curriculum, designing the assessment strategy and techniques, and assuring that the performance of Certified Executive Coaches meets the required standard.
<b>SSDA (Sector Skills Development Agency)</b>	Principal consultant developing occupational and functional maps of central government and local government to provide the evidence base for decisions about how central government and local government interests across the UK are integrated within the new Skills for Business Network.
<b>Skills for Health - CHD</b>	<p>Principal consultant working with healthcare and other professionals to develop a competency framework for Coronary Heart Disease. Phase 1 of this project delivered a set of competences (similar to National Occupational Standards, but not accredited) for use by practitioners in the priority areas of prevention, heart failure and rehabilitation, together with a guide to the competences and a set of case studies on their use.</p> <p>Phase 2 of this project involved the development of new competences covering angina, acute coronary syndromes and revascularisation, a new guide and CD-Rom, together with an interactive website to help practitioners use the competences.</p>

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## Trevor David Boutall

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### Skills for Health - DANOS

Principal consultant leading a small team to develop occupational and functional maps, and identify the needs for National Occupational Standards in the Drugs and Alcohol sectors.

The first phase of the project involved liaising with stakeholders across four countries, eight government departments, seven NTOs, numerous learned societies and professional associations and more than 1,000 organisations in the statutory, voluntary and private sectors. The output was the report, *A Competent Workforce to Tackle Substance Misuse*.

The second phase involved the development of the 90-unit suite of the Drugs and Alcohol National Occupational Standards (DANOS), testing these in the field with users in 250 organisations in the statutory, voluntary and private sectors and gaining approval for these standards as the benchmarks of good practice for tackling substance misuse across the UK.

The third phase involved: working with training providers to map their courses to DANOS and develop new programmes more closely related to the standards; developing new units of standards to cover prescribing controlled drugs and brief interventions with alcohol misusers; integrating DANOS into the new Health and Social Care NVQs; and supporting awarding bodies to create continuing development awards based on DANOS. It also involved building and managing the DANOS.info and DANOSTraining.com websites.

The DANOS project has now completed its fourth phase, again led by Trevor Boutall, which defined the need for higher-level standards and qualifications for advanced practitioners in the drugs and alcohol field.

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### Skills for Health – Forensic Mental Health

Consultant providing quality assurance services for the development of National Occupational Standards for Forensic Mental Health.

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### Skills for Health – Renal Healthcare

Principal consultant working with healthcare and other professionals to develop a competency framework for Renal Healthcare. Phase 1 of this project was a set of competences for use by practitioners in the priority areas of haemodialysis and the management of progressive, irreversible disease.

Phase 2 of this project developed new competences covering renal transplantation and donation. These were integrated with the Phase 1 competences and launched in October 2005, together with a CD-ROM containing the competences, a user's guide and 12 case studies from the pilot sites.

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### Skills for Justice

Development of a toolkit to support the implementation of the Legal Advice National Occupational Standards.

Consultant in the revision of the Occupational Map of the Substance Misuse field across the four UK countries.

Consultancy and training to help a law enforcement agency develop and implement Human Resources management and development processes and systems based on National Occupational Standards.

Lead consultant reviewing and developing National Occupational Standards for agencies in the Wider Law Enforcement area.

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## Trevor David Boutall

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<b>SkillsPlus</b>	<p>Lead consultant in the review of the National Occupational Standards and National Vocational Qualifications for Local Land Charges resulting in the submission of new standards for accreditation in April 2007 and new qualifications to be launched by City and Guilds in summer 2007.</p> <p>Consultant, contracted to Chase Consulting, for the delivery of essential activities for the maintenance and implementation of the Local Land Charges National Occupational Standards and NVQs.</p> <p>Main contractor for the development of National Occupational Standards for Electoral Services in conjunction with Cathy Wills (consultant), the Electoral Commission and the Association of Electoral Administrators.</p>
<b>STOA (Italy)</b>	<p>International expert to the CEK-lab (Continuous Education and Knowledge Laboratory) project to develop the competitiveness of the Campania region of Italy.</p> <p>Designer and presenter of an interactive session at Equitalia's national conference of senior managers in November 2007.</p>
<b>UK Workforce Hub</b>	<p>A new project in 2007 to refresh the National Occupational Standards for Managing Volunteers (developed for VSNTO in 2003) and associated qualifications, bringing them up-to-date and presenting them in user-friendly formats.</p>
<b>University of Florence</b>	<p>Functional analysis and development of associated competences, job descriptions and role profiles of IT staff at all levels as part of the re-engineering of the university's 60-person information services function (in association with FareImpresa, Turin).</p>
<b>Voluntary Sector National Training Organisation (VSNTO)</b>	<p>Principal consultant leading a small team to create Occupational and Functional Maps for managing volunteers and develop the National Occupational Standards for the Management of Volunteers, together with its associated Personal Competence Model.</p>

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## Trevor David Boutall

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### Publications

Author of a range of **management books** including *The Good Manager's Guide*, *The Labour Party's Good Manager's Guide*, *The Solicitor's Guide to Good Management*, *The Good Energy Manager's Guide* and *The Good Quality Manager's Guide*. Some of these books have been translated and adapted for local markets in France, Italy, Malaysia, Hong Kong and China.

Author of various **open learning and e-learning modules**, including MCI's *Managing Resources*, *Using Your Influence*, *Understanding Quality Systems and Standards*, IIA's *Communications and Client-Auditor Relations*, *Effective Delivery of an Audit*, *Leadership and Facilitation Toolkit*, ACCA's *Ethics: The Fundamental Principles and the Conceptual Framework Approach*, *Applying the Code of Ethics in Business*, *Applying the Code of Ethics in Public Practice*, *Applying the Code of Ethics in Assurance Assignments* and NTA's *e-Care Planning Toolkit*.

Author of **guidance materials** to help individuals and organisations use National Occupational Standards, including Custodial Care National Training Organisation's *Resource File*, Community Justice National Training Organisation's *National Occupational Standards in the Community Justice Sector - A Good Practice Guide*, Skills for Health's *Drugs and Alcohol National Occupational Standards – Key Facts*, *Coronary Heart Disease National Workforce Competence Framework Guide* and *Introduction to the Renal Healthcare National Workforce Competence Framework* and Skills for Justice's *National Occupational Standards in Legal Advice Toolkit*.

Author of numerous **articles** on competence-based learning and development, including *Usare i management standard per migliorare la performance* (Osservatorio, ISFOL, 1995), *Getting Managers to Perform* (Progress, NEBS Management, Spring 2002), *A Standards Framework for Managing Volunteers* (Journal of Volunteer Administration, September 2003), *Certificazione, formazione e standard di competenze* (Oltre L'Aula, 2004), *Standards in the Volunteering Sector* (Volunteer Development Agency, 2004), *A Competent Workforce to Tackle Substance Misuse* (Drink and Drugs News, January 2005), *Giving Credit for Competence* (Drink and Drugs News, February 2005), *Management Standards – the UK Experience* (The Herald of Russian Managers, June 2005), *Leaders Lead the Team* (Povolje Engineer, Russia, September 2005), *Competenze senza incubi: i National Occupational Standards* (Società della Conoscenza e Formazione, FrancoAngeli 2006), *Want to be a better manager?* (Drink and Drugs News, June 2007).