

ACCREDITATION

CASE STUDY



Raytheon

Introduction

For more than a century, Raytheon UK has been designing, developing and manufacturing advanced systems and technologies for defence, homeland security and other global government and commercial sectors.

The company has built a reputation for innovation in key areas such as mission systems integration, network-enabled capabilities, mission support and training solutions for the UK Ministry of Defence. The company also exports to more than 40 countries, including the US.

Raytheon UK's vision is to be recognised as a leading European provider of integrated capabilities in the defence, civil and national security domains. It is committed to driving strategic growth, establishing an inclusive culture and developing an environment for learning, because it believes that companies that depend on innovation must draw upon the skills of lifelong learners.

The company currently employs 1,200 people across its six main UK facilities, including 120 employees working in programme management.

Today, Raytheon continues to lead the way from advanced defence services to national security systems, helping to keep military forces safe and playing a critical role in national and cyber security.

A model for best practice

In delivering complex solutions around the world, Raytheon is focused on its promise of mission assurance so that customers can trust solutions to perform as promised and to deliver success.

Key to fulfilling this promise is a fully integrated system of programme management that is culturally embedded in the company's processes. The Integrated Product



Development System (IPDS) provides a best practice lifecycle model and governs all business activity. It is accessible to all on the company's intranet, with links to relevant procedures and enabling documents.

Encompassing management stages, standard procedures and operational guidelines, it provides the structured framework for comprehensive review, measurement, planning and control of all programmes, contracts and projects, from bid to fulfilment. This allows governance throughout the life of a programme through standardised processes and programme performance monitoring.

Raytheon operates a matrix structure, directing activities by functional and programme procedures, leadership and accountability.

IPDS stages are organised into logical groupings with key management decision gates interspersed throughout the lifecycle of a programme, from strategy planning through controls, design, development and production to deployment, operations and support.

IPDS Gating is focused on critical success factors that affect business viability, competitiveness and operational excellence at key leverage points in the programme life cycle. It serves as Raytheon's process framework for:

- Customer relationship development
- Business capture and proposal development
- Programme planning and execution
- Product development, manufacture and support

The methodology reflects elements of the APM Body of Knowledge and the Project Management Institute's PMBOK, but it has developed into a unique Raytheon specific doctrine with its own Body of Knowledge.

Programmes and projects are classified into categories according to their impact on the business, complexity, size and value and are supported by the Programme Leadership Office led by John Hill, Head of Programme Leadership.

The office promotes best practice, encouraging teamwork, communication and professionalism throughout the community of programme managers, schedulers, administrative assistants, risk managers and functional support managers.

Together with the matrix organisation – giving direction to programme managers by business area and function and ensuring accountability of programme managers' performance – this leadership structure gives each programme sufficiently senior sponsorship.

Developing exceptional people for success

Raytheon recognises that success depends on effective employees and leadership. A key element of the learning process is embedded Raytheon Six Sigma continuous process improvement. With each project and employee experience, it allows the company to learn more about process improvement and providing value to its customers.

The company's Programme Leadership training strategy has been created to develop top talent, raising the bar for excellence and exceeding customer expectations. This comprehensive strategy targets the core capabilities required for improving future performance, productivity and customer satisfaction.

It is underpinned by the company's career-defining programme management certification process, which gives employees a tangible objective for their own development as each tier is matched to the requirements for the different programme categories. This ensures that they are working at a level parallel to their current experience and knowledge and helps to identify future goals.

The six tiers are also mapped against APM's criteria for self-assessment of competency and the certification process is mandatory for all programme managers. To progress, candidates need to prove that they have achieved the required performance, knowledge, skills and experience required for each level.

The completion of each certification tier marks a major milestone in the Programme Leadership career path and allows the programme manager access to more programme complexity and subsequent personal development.

Employees are required to plan and manage their own development based on needs identified during performance management appraisals and reviews.

Programme Leadership certification boards are held periodically allowing programme managers to discuss their development and current level with an advocate, who authorises the submission to the board. Training is also planned annually to ensure a regular refreshment of learning needs for both the business and the individual.

The Programme Leadership suite of courses clearly defines the requirements to achieve each level, with a suggested order of learning. Courses cover technical, strategic and programme management needs and are designed to maintain consistency and a high-quality learning experience.

Many of the courses are computer-based and accessed through Raytheon's online Learning Management System, which also provides other development activities, including recording attendance of any classroom-based training required for a specific certification level. Each module includes an assessment to ensure satisfactory levels of understanding and retention.

Where required, such as a specific course recommended by a customer, Raytheon training can be tailored accordingly. The company also offers funding for external project management role-related and higher education qualifications, such as APMP, PRINCE2, degree and accredited certificate programmes. It also actively encourages APM membership and attendance at APM events.

"APM accreditation is a very significant achievement for Raytheon UK Programme Leadership," said John Hill, Head of Programme Leadership. "Our learning and development processes have been formally recognised as industry leading. This provides assurance to our customers and our people that Raytheon's methods and systems produce leading results and nurture excellence in our employees."



Association for Project Management and Raytheon

Raytheon is a corporate member of APM and welcomes the opportunities this offers for professional development and sharing best practice. The company's Programme Leadership training strategy and its Integrated Product Development System for lifecycle management are aligned to the APM Body of Knowledge and the APM competence framework.

Raytheon encourages its UK programme management community to join APM and achieve APM qualifications in addition to its internal certification levels. Each of the individual technical competencies required for a specific certification level link to those of APM:

Level 6 competencies – APM levels C-D

Level 5 competencies – APM levels B-D

Level 4 competencies – APM levels B-C

Level 3 competencies – APM levels A-C

Level 2 competencies – APM levels A-B

Level 1 competencies – APM level A

The company is now aiming to sponsor employees to attain APM Registered Project Professional status.

APM leads the way in defining project management standards in the UK, and I'm pleased that Raytheon UK has gained this significant accreditation which underpins the quality of our processes and professional development in Programme Leadership. "

Robert Crook, Executive Director, Programme Leadership



Personal story

Following a sandwich year placement at Raytheon while he was studying for his degree in Electrical and Electronic Engineering, the company sponsored Justin Evans for his final year at university and guaranteed a job when he graduated.

He has been with Raytheon ever since, initially in digital design and systems engineering and moving into programme management on ever more complex and high value contracts.

"Programme management was not my intended career path when I joined Raytheon," said Justin. "But it became a natural progression following my responsibility leading an integrated project team for the Fuze (the detonator) on the Paveway IV guided weapon development contract."

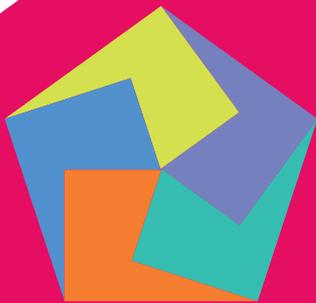
He is now a programme manager within the missile systems business, leading multi-million pound programmes from conception through to execution for clients such as the RAF, the Royal Saudi Air Force and Javelin UK – a Raytheon-Lockheed Martin joint venture.

In line with the Raytheon personal development strategy, he has progressively advanced through the Programme Leadership and certification process by increasing experience and training and continued proven performance.

Having attended multiple programme leadership courses and reached Level 4 certification, Justin is on course for Level 3. He is also a member of APM, encouraged by Raytheon in the proactive pursuit of his personal development. His sights are now firmly on executive and director level roles in the future.

"The process has supported my professional development and provides a structured focus to enable future development and selection of future assignments," he said.

"I consider all my programmes have provided fantastic development opportunities where I gained experience in both domestic and international bids and programmes. As well as the standard skill set to manage programmes, the opportunity to work with a customer in the Middle East has offered the cultural dimension where understanding relationships is critical to successful business."



FIVEDimensions of Professionalism

APM Corporate Accreditation

APM Corporate Accreditation will help you stand out as an exemplar in the development of project management professionals. It provides assurances to your customers and suppliers and allows you to attract and retain the best project management talent in the country.

APM Corporate Accreditation recognises the commitment of organisations and professional development services to the defined, APM Five Dimensions of Professionalism, each of which is supported by an APM standard:

Breadth

The APM Body of Knowledge defines the knowledge needed to manage any kind of project. It underpins many project management standards and methods including the National Occupational Standard in Project Management.

Depth

The APM Competence Framework provides a guide to project management competences. It is part of your professional toolkit; mapping levels of knowledge and experience to help you progress your skills and abilities.

Achievement

APM qualifications take your career in new and exciting directions. They are recognised across the profession and aligned with IPMA's 4 level Certification Program.

Commitment

Continuing Professional Development helps develop your project management practice. A targeted development plan will enhance your project management career.

Accountability

The APM Code of Professional Conduct outlines the ethical practice expected of a professional. Becoming an APM member shows your commitment to the Code and sets you apart from others.

Association for Project Management

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