

**Benefits Management SIG – 2018/19 Supporting statement from the committee nominees**



First name:	Surname:	What is your membership level?	Brief overview of your background and experience as a Benefits professional: (maximum 150 words):	What motivated you to put yourself forward for election to the Benefits Management SIG committee? (maximum 150 words)	What qualities, skills and experience do you think you'll bring to the Benefits Management SIG committee? (maximum 150 words)	How much time do you anticipate being able to spend on SIG activities in an average week?	AOB for AGM

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Karlene	Agard	Full	I first encountered Benefits Management in 2011, when I was working as a Change Project Management Assistant. My interest in benefits continued whilst I was a Risk and Value Analyst in Network Rail in 2013 on major programmes. During this time, I developed a passion for starting major projects and programmes for success. This involves making sure the desired benefits are clearly outlined. I led studies for Crossrail 2, Thameslink and the Wessex Improvement Programme. I was awarded the 'Value Management Impact' award at Network Rail, partly in recognition of my pioneering approach to combining risk and value management. I have been on the APM Value Management SIG for a year.	There is a fascinating interconnection between benefits risk and value management and I am keen to support the progression of these areas.	I have been on the steering board for the Institute of Risk Management's Risk Agenda for 2025. This will help stakeholders, risk leaders and managers better align their expectations for risk management in the future - 2025. Engaging with membership and getting their views has been key to my role on the board. I have promoted benefits management (alongside risk, value and project management) to secondary school students at a number of career fairs.	1-2 hours. I would dedicate more when needed.	
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Alexis	Blades	Associate	Benefits Management at ONS on the Census Transformation Programme and previous member of the committee.	To work with the SIG to oversee the events coordination with other SIGs and Branches.	Previous member of the committee.	3	
Richard	Breese	Full	After a career in regeneration programme management in the 1990s and 2000s, I became a lecturer in 2008/9 and have been researching and teaching project management and benefits management since then. I have had many articles on benefits management in both academic and practice-oriented publications.	I have been involved in the BM SIG Committee for many years, and have been active in the research area, as well as presentations at branch events. Last year, I contributed, in particular, to the project on future BM research/survey work led by Rebecca Casey. I would like to continue my involvement in the SIG to contribute to similar types of activities in the future.	Research and report writing skills, background in benefits management in a programme management context. Contacts in academia.	Between 1 hour/2 hours	

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Rebecca	Casey	Associate	Lecturer and researcher actively interested in and researching benefits realisation management.	I have served as a committee member in 2017/18 and have thoroughly enjoyed all of the projects and work I have been involved in. There is a substantial project I am currently leading on that will continue into the next year and I am keen to retain this role.	I have been an active member of the SIG committee and work very well with all of its members. My background in research and associated skills hopefully bring a useful contribution to the SIG's work.	4 hours per week.	
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Claire	Dellar	Associate	<p>As a senior benefits manager at NHS Digital, I have guided the organisation to being one of the most benefits-led in UK government. I designed and am lead trainer for a course delivered to around 1000 delegates over 3 years and contributed the majority of the more advanced techniques and concepts included in the organisation's Benefits Eligibility Framework. As well as assuring or advising on business cases (some for over £1bn), I work in various health and social care programmes as a benefits lead. As a behavioural economist, I used my interest in change to improve programme performance in Norfolk Police (2004 onwards), before working on programmes such as trust mergers and major IT led transformational change in the NHS. I am also a guest lecturer at Leeds University and a regular APM, PMI and</p>	<p>I see APM as playing a vital role in the development of P3M delivery capability in the UK and wider. Through the committee, I hope to work with other benefits professionals to improve that capability and raise standards. As a new member of the committee I also hope to learn more how the APM functions so I can contribute more in future years.</p>	<p>In addition to the usual work teams, committees and decision making bodies such as programme boards, I have worked on bodies such as village hall management committees, so have experience of bringing together a group of volunteers to achieve an aim. I am an experienced events coordinator and campaigner and have strong negotiating and influencing skills I can use on behalf of the SIG. I have excellent communication skills, able to write engaging and interesting communications materials, blogs and papers and am a confident public speaker, willing to represent the SIG and raise its profile through speaking at events, to other parts of APM and wider. As a person with a disability, I also often find I give a slightly different perspective on things which can improve inclusivity.</p>	<p>I hadn't really thought of it in terms of a week, but would expect to give a block of a few days' time every few months for events or similar, plus a few hours each month for meetings and emails. Please note, as I have no current work commitments in London, I will probably need to join meetings virtually, unless expenses are covered. My NHS Digital work tends to vary week to week, so some months I will have more or</p>	
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		CMI speaker on benefits and change and have contributed to and advised on several textbooks.			less time. If necessary, I will take annual leave, but some activities they will probably allow me to do in work time.	
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Tanya	Durlen	Full	Over 15 years experience in benefits management, 12 years in TfL as Head of Business Change and Head of Portfolio and Benefits Realisation. 13 years member of the APM Benefits SIG committee.	I have been an active member of the APM Benefits SIG Committee for 13 years, and wish to continue.	Many years of benefits management experience.	half a day	
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Sarah-Louise	Earl	Full	I have 16 years' varied experience in the construction and education sectors, where I have held positions in project/programme management and in teaching, training and facilitation. I currently manage the PMO for UCL East, UCL's new campus development in the Culture and Education District on site of the former Olympic Park at Stratford. I hold a MSc in Project and Enterprise Management, and a Postgraduate Certificate in Adult Learning and Professional Development. I am also a tutor for the Association for Project Management's APMP course at UCL, and an External Examiner at Leeds Beckett University for graduate courses in project management and contract management. I joined UCL in 2008 to help design and deliver an award-winning executive education course, aimed at post-experience	I have been involved with the Benefits Management SIG committee since 2016 and a member since the 2017 AGM. I would be delighted to continue to contribute to the work of the SIG, and to help it to promote the role of benefits management, and good practice in this area, on behalf of APM. I hope I may be able to share my experience from a built environment context and learn from others' valuable knowledge of practice in this and other sectors.	I feel my combination of academic and practical experience is fairly unique in PPM, and has afforded me an in-depth understanding of the nature of projects and programmes from theoretical and 'real-world' perspectives. I am convinced of the value of benefits management as a core facet of this work. I consider myself to be a strong communicator with an excellent ability to exercise diplomacy, by appreciating individuals' preferences and perspectives, and adapting my own approach accordingly. I try to address questions, needs and concerns with sensitivity and tact, offering a suitable level of both support and challenge, in order to find workable solutions. I also have strong analytical and planning skills.	2 hours	
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		<p>professionals working on complex government-led (especially PFI/PPP) projects; I then spent some years lecturing in general and project management to a wide range of student and professional audiences in the Bartlett School of Construction and Project Management. Prior to this, I cut my project management teeth in local government, where I provided strategic management support for a number of construction and refurbishment projects, including a high-profile regeneration programme in south-east London. During this time I conducted research into the application of programme management to large-scale urban regeneration, which sparked my interest in benefits management. I have been intrigued ever since by the challenge of identifying and realising the benefits – especially non-financial ones – of construction and redevelopment projects and</p>			
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		programmes. In my current role I have also become interested in the role that PMOs might play in the benefits management process.				
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## Benefits Management SIG – 2018/19 Supporting statement from the committee nominees

David	Golding	Full	I've worked in Benefits realisation programmes for more than 10 years now, working within the Value Management Highways department initially. Then moving over to work more strategically within PMO's more over the last few years. I've also been an active member of the Value Management Sig for the APM since my membership started with the APM and a few years before that.	With being in contact with a few of the members of the Benefits Sig, and the possible collaboration between the two Sigs. Of VM and Benefits, this feels the right thing to do.	Having worked in different PMO's and programmes delivering schemes and projects. From the creation of the BCR through a structured Value Management Process. And having a good understanding of the Green book. Would enable me to aid future projects within the Benefits SIG.	1 to 2 hours a week depending on the work to do.	Would be good to work closing with the group on future events for the APM.
Sarah	Harries	Full	I have been working as a benefits management expert for over 10 years, independently for the last 4.	I have been a member of the committee for 7 years now and I would like to continue because I enjoy it.	Good at creating content, presenting and networking.	When I am not working as a contractor, up to 20 hours per week. Up to 4 hours a week when I am working elsewhere	nope

## **Benefits Management SIG – 2018/19 Supporting statement from the committee nominees**

David	Liversidge	Full	I have been involved with Benefits Management as part of my career since 2000 and have developed and applied best practice BM in a number of complex projects and programmes. I have been an active committee member of the BM SIG since 2014 and I am keen to continue to make a contribution.	I have enjoyed being a member of the BM SIG since 2014 and I am keen to continue the portfolio of work that the committee has set out.	I have 18 years experience in applying Benefits Management to complex projects and programmes across Defence and Energy sectors, both public and private sector, within a broader career of engineering and project programme management spanning 30 years. I am a thought leader in this area.	2 hours per week (may be more depending on work commitments)	
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Martin	Paver	Full	I have been a project manager for nearly 30 years and have led >\$1bn projects, programmes and portfolios. I have been responsible for the realisation of benefits at a programme level and for oversight of portfolio level benefits.	Merv has been an advocate of the SIG and I share his passion for making a difference. I've been working with him recently on the development of a webinar and an article. I have also written 2 articles for the Project magazine. I believe that with recent developments in data science and AI there is an opportunity for us to transform how we approach benefits management. It's the start of a long journey for our profession, but it is one that has a huge amount of upside.	Passion, determination, drive and a vision for a new future and how that future could be transformational. I believe that benefits management continues to struggle to realise its potential. By understanding the data that lies behind benefits management, such as which benefits are oversold, the barriers to implementation and the critical enablers, we have an opportunity to influence future delivery. I like the collegiate approach within the benefits management SIG and like working with Merv.	2 hours	
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Bruce	Phillips	Fellow	<p>I've been involved in directing and managing the implementation and maturity of benefits management for the last four years whilst working for Babcock International Group. This has allowed me to significantly improve my understanding and application of the skills sets required to successfully implement a framework approach and a number of solutions across the business. I have also been a member of the BM SIG for the last four years where I have been able to support various activities and offer what I believe to be valid and respected views and support to others who are delivering new outputs to our members. In the past, A number of years ago I was trained around the proven practice methodologies of benefits management as part of the Managing Successful Programmes approach. I have also won many new bids and</p>	<p>I have been a member of the SIG over the last four years where I believe I have brought some value. I have a keen focus on getting things done in the right ways and believe that I bring another dimension to the team as a whole. I truly believe in what the BM SIG stands for and wish to commit as much time as I can this year to improving our outputs, outcomes and delivering benefits to our customers within APM, outside APM and across society in general. I believe I have the skills and attitude to support the team well over the forthcoming year. I am currently leading on the creation of Bite Sized Guides which I need to move quickly.</p>	<p>My qualities are focused on being efficient when undertaking work activities, I work very well with others and I'm not afraid to speak out in a professional way if required. I have many years of experience working in the public and private sectors and have implemented a number of benefits solutions across the Babcock empire that have achieved a lot of accolades from senior decision makers and budget holders. I am also able to work well in the team and can focus on urgent work that needs to be accomplished in quick time.</p>	<p>This varies obviously depending on how much one is working in the day job. However, I can commit a minimum of two hours and sometimes much more depending on circumstances.</p>	None.
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		delivered successful projects by focusing on the fundamental pillars around benefits realisation management.				
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Neil	White	Associate	<p>Responsible for the development of a number of organisation-wide benefits management capabilities. These engagements involved 'selling' the approach within both MSP and non-MSP programme environments. These were challenging but successful. The capabilities were integrated into benefits, change and project/programme/portfolio management processes.</p>	<p>My main discipline is Change Management and in particular the aspects of change that enable organisational development and those that impact and enable. I am a strong advocate for proactive people engagement in the change process; that is, the appropriate positioning, accountability and responsibility for all impacted stakeholders. This is very much leaning towards stakeholder 'implication' rather than 'placation'. The Benefits Management discipline enables and 'depends upon' this level of people engagement. I have an enquiring nature and like to be in a position to challenge established norms. I think this is particularly relevant in a thought-leadership orientated community. Having well-established the Benefits</p>	<p>I have worked in organisational change circles for 9 years and active in Change Management for 20 years. Having worked in a number of roles from team supervisor to organisational capability manager I have had both good and bad change experiences but have always been aware of where improvements could have been made. In virtually all cases the facility to learn and capitalise on these invaluable experiences were not in place. This reality increases the need and worth of Best Practice professional bodies such as the APM. With a strong background in capability development (people don't just start using new or modified ways of working overnight) I can provide a realistic and practical insight into what it takes to define and achieve a 'future' operating environment that positions the Benefits Management discipline.</p>	<p>I would like to spend around 5 hours :)</p>	
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				Management discipline (excellent work by founder members!) A key interest in my continued support for BM SIG would be on relationships with other SIGs.			
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Merv	Wyeth	Fellow	APM Fellow and Secretary to Benefits Management SIG; a Better Business Case & Open Strategies Practitioner, and qualified in Managing Benefits & Change Management. During more than twenty-five years of service with Sussex Police, performed a broad range of operational & support roles in Criminal Justice, Crime Support, Programme & Business Change Management & ICT. As BCM of £80m Mobile Information Programme at the National Policing Improvement Agency was responsible for the implementation of Benefits Management across more than fifty police forces. Longstanding member of Public Sector Benefits Management Forum, co-founder of the Business Case Practitioner Forum [BCPF] and active contributor and facilitator of GovPDC Benefits Management Specialist Group.	I enjoy being involved in the development of the art and science of Benefits Management and the creation of useful resources. I help combine Benefits Management with other disciplines; such as; strategy, business cases, project data analysis and value management. I am able to work with other SIGs and the wider Project Delivery community to develop knowledge products. As Secretary to Benefits Management SIG I enjoy being involved with a number of working groups established to deliver our project dossier, supporting the Chair with the running the business of the SIG, and providing technical support to committee members - for example exploiting tools such as Projectplace and GoToMeeting to work effectively.	I have significant practical experience in Benefits Management - particularly the public sector, specialising in "Blue light services /Justice Sector". As a learning consultant and author, I have written and co-edited numerous articles that appear on the APM Community Blog (10), News and Opinion contributions and the BM SIG micro-site with high quality collateral from 3x Benefits Summits (2015-17). I have spoken at several SIG conferences including recent Programmes Demystified (March 2018) and previous PMO Conference (2017) and evening events (Wessex Branch, 2017). I have liaised with speakers, convened, curated, recorded and promulgated proceedings for physical and digital events. I am able to draw on an extensive professional network with; IPA, MPA, IPMA, PMI & other domestic & international associations & professional bodies. I have deep expertise in the use of benefits management specialist tools. I am the UK Service Delivery Partner for Amplify (Declared interest) In Summer 2017 I Introduced the innovative Mentimeter tool for	4-6 hours	
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					enhanced audience participation /engagement at the Benefits Summit, which has been used since. I have provided input to APM consultations including; online tools, Investors in People and APM web site (UAT) and coordinated SIG response to Charter Standard and BoK7.		
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