

# ACCREDITATION

## CASE STUDY



## BAE SYSTEMS

### Introduction

BAE Systems works right at the cutting edge of technology to develop, deliver and support advanced defence security and aerospace systems across the world. Its success depends entirely on effective project delivery.

It is the world's second largest global defence company with major operations across five continents and with customers and partners in more than 100 countries. More than 7,000 of its 100,000 employees are professional project managers working on some 5,000 projects at any one time.

This multi-billion pound business needs highly capable people using world-class processes to successfully manage and deliver complex projects to meet the exacting requirements of its customers.

For this reason, BAE Systems is committed to high performance project management sponsored at board

level, championed through its Corporate Project Management Council and implemented through a comprehensive set of policies and processes that are consistent across its global business.

### Lifecycle management

BAE Systems takes a whole lifecycle approach to project management, from development to delivery and beyond. The lifecycle management framework is a core business process and provides a 'fit-for-purpose' approach for project management throughout the company.

Similar to the APM extended project lifecycle, it identifies 13 phases, has 44 mandated elements and is supported by 24 management guides, 73 practitioner handbooks and a suite of classroom and computer-based training to embed awareness and application.



|| A particular strength of BAE Systems is in providing a robust project management discipline to all activities, including progress reviews, concept reviews and associated activities."

#### BAE Systems customer

"The detailed processes may be different, tailored to the individual needs of specific projects, but the framework around all we do is consistent throughout the organisation and the way we approach projects in any country is the same," said Erik Johannesen, head of project management performance excellence. "It is simply the way that things are done with the purpose of always delivering predictable and repeatable project outcomes."

Lifecycle management is based on 45 mandates covering all aspects of project management and enshrines a phased approach to the project lifecycle. It includes regular progress assessments and a robust, independent peer review at the transition from each phase to the next.

"Peer reviews are endemic throughout the organisation and carried out by someone with specialist expertise who is able to review performance and assess how that project is being managed," explained Erik. "They are able to take a wider look – they can see the wood for the trees, which those more closely involved may not see so clearly.

"Another huge advantage is that it is a way of sharing best practice from project to project and sector to sector, allowing continuous improvement."

## Effective people for effective processes

The basic premise of lifecycle management was inherited from Marconi Electronic Systems, which merged with British Aerospace to form BAE Systems in 1999.

"Although the processes were sound, we identified serious failings in the way we were delivering projects because we were not training people to use them," said Erik.

"People need to have the necessary competencies to use any process effectively. We had to ensure that our project managers had both the professional and personal skills to deliver successful projects and achieve their full potential."

The company responded with a methodological 'through life' approach to career and personal growth, the project management development framework. This two-point approach encompasses career development from modern apprenticeships to graduate and high potential fast-track schemes to fill BAE Systems' need to recruit and retain the best.

The cornerstone of this process is Project Management Developing You (PMDY), introduced in 2002. It is a capability assessment and development framework for project and programme managers at every level, from project administrator to programme director.

Together with an annual performance review to identify each individual's development needs, PMDY aims to equip project managers at all levels with the experience and professional and personal skills to achieve their full potential and deliver successful projects.

Under the PMDY banner are more than 25 elective modular courses. Where they apply to the development courses in the UK these are based on the APM

|| APM Accreditation for our Project Management Development Framework will give us a higher level of credibility. We are also very keen on the move to Chartered status as this is the standard we are aiming for in the organisation as we move forward."

Erik Johannessen, head of project management performance excellence, BAE Systems.

*Competence Framework* and the *APM Body of Knowledge* tailored to suit BAE Systems' business.

The company recruits more than 250 graduates and 300 apprentices in the UK every year. Most graduates join with either engineering or project management degrees. BAE Systems also competes for talent among school leavers and launched its progressive educational and vocational Project Control Foundation Scheme in 2007, which can lead to a degree and APM Practitioner status.

Because it operates around the world, the company has developed its own specific body of knowledge reflecting both that of APM and the Project Management Institute's (PMI) *PMBOK® Guide*. By engaging with global partners offering excellence in specific aspects, PMDY has access to leading edge thinkers across the world.

Training has a common look and feel wherever it is delivered by APM Accredited Training Providers through e-learning modules, classroom-based learning and project simulations. It is constantly reviewed and updated.

Although not a hard and fast requirement, great value is placed on attaining recognised project management qualifications and BAE Systems fully supports any employee wishing to sit examinations.

The APMP qualification pass rate of those who have trained through PMDY has achieved record levels. There is also a significant number who have obtained the APM Introductory Certificate and APM Practitioner Qualification.





## Client testimonial

"The Astute programme is among the most demanding and complex engineering projects undertaken. The delivery of a modern nuclear submarine demands the highest quality project management skills, requiring the timely and efficient orchestration of a daunting range of disciplines in order to ensure that the vessel is safe and fit to operate in its unforgiving environment."

"Stuart Godden has led from the front in driving to meet a difficult production schedule. He swiftly recognised the key role of teamwork among stakeholders and successfully cultivated a truly joint-working environment with the UK Ministry of Defence, overcoming barriers in communication and establishing the trust and openness without which good intentions would have remained mere words."

"His leadership, willingness to listen, ability to assimilate new ideas and expertise in resolving problems have combined to justifiably build and sustain external confidence at an absolutely crucial time. He has ensured a rational and balanced approach to the inevitable difficulties that have arisen in a programme of this magnitude and complexity. It is a fitting tribute to Stuart's outstanding capabilities as a project manager that he successfully controlled the trade-off of risks and opportunities that enabled the launch of HMS Astute ahead of the contracted programme."

### **Commodore Steve Lloyd**

Director, submarine production

Defence Equipment and Support, UK MoD



## Personal story

Fiona O'Hara fits a typical BAE Systems project manager profile, someone 'with between 15 and 20 years' experience in the sector and who has progressed through levels of responsibility'.

She joined the company in 1991 as engineering graduate and has progressed through to a senior level with significant responsibility and accountability for the delivery of key elements of the Eurofighter Typhoon project, one of the biggest programmes within the military air system. She is currently involved in supporting the export sales of the aircraft.

She began on the five-year graduate business manager development scheme, giving her experience of different areas of the business and a variety of roles in the lifecycle of a project – including six months on the shop floor. When PMDY was introduced, it offered a natural progression to widen and strengthen her project management skills.

"I have always been in project management roles, including communications facilitation and both internal and customer facing roles," said Fiona. "I'm now taking advantage of the PMDY modules to further develop my skill set."

PMDY also includes a mentoring system, allowing project managers the chance to consult with experts within the BAE Systems project community on particular topics or issues. Fiona is one of those that they can call upon.

"The mix and range of practical experience and learning has made me a better project manager and the company has a higher standard of project managers as a result of PMDY," she said.



## **FIVE**Dimensions 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.

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