

APM Corporate



# ACCREDITATION

## CASE STUDY



BBC Broadcasting House, London



### Introduction

Gleeds was founded by architect Richard Gleed in 1885 who identified an opportunity to provide bespoke construction services to a wide range of individuals and corporate clients. Gleed was a leading light in the industry and was chairman of the Quantity Surveyor's Committee of the Surveyor's Institution (which was to become the Royal Institute of Chartered Surveyors). He fostered an agreement for a standard method of measuring quantities, designing the Standard Method of Measurement Quantities, which is still used to this day.

Today, Gleeds is a world class independent property

and construction consultancy with more than 130 years' experience, working with some of the world's best brands. From advising on more than £2bn worth of defence projects to being pivotal on some of the UK's most prestigious projects, such as the London 2012 Olympics and Crossrail, Gleeds takes immense pride in its client relationships and the expertise and knowledge it brings to each varied project.

Sustainability and corporate social responsibility are deeply rooted in the organisation's philosophy, with every area of the business recognising the important role Gleeds plays in the future of the built environment.

Gleeds is recognised as a gold standard employer by the UK's Investors in People scheme. The esteemed award is a visible indication of Gleeds' commitment to its people, and defines what it takes to lead, support and manage them for sustained success.

## Global reach

With more than 300 project managers working in the UK and internationally, Gleeds truly has a global reach. With a reputation for combining personality with professionalism, Gleeds has 65 offices and employs more than 1,600 staff around the world; uniting local knowledge, personal insight and global expertise – all vital components in Gleeds' success.

Amongst its wide-ranging global portfolio, Gleeds has worked in China since 1994, providing construction advice on more than 350 projects across the country. Operating from four offices in Shanghai, Tianjin, Chengdu and Guangzhou, staff work with clients both in the local market and internationally, across a wide variety of sectors. Since 2004, Gleeds has worked on property and construction projects throughout the United Arab Emirates, providing a diverse service which is responsive to the region's growth and development.

The organisation's independent advice and knowledge of marketplaces, both locally and on a global basis, is key to delivering clients' projects on budget, on time, and to the highest quality. Gleeds take a practical view on how to make projects successful, putting themselves in the shoes of the client and guiding them through the process.

## Building solid foundations

Gleeds' own competencies have been carefully mapped against the *APM Competence Framework*, and have been further developed to include other core competencies specific to the business.

Director for Gleeds, Chris Paxford, says: "It's vital to have a clear defined pathway for people to follow. We have based our competencies on APM's, but added our own Gleeds ones to construct a holistic framework. As people progress against the APM competencies, they also progress against the Gleeds ones."



**Chris Paxford**, director



Fortune Residential, Shanghai

“APM qualifications are a great way to incentivise and frame career development. It's also good that there is a programme in place for everyone to measure themselves against, regardless of their history or experience. I am currently working towards the APM Project Management Qualification as the first step in the APM accreditation and I am using the framework to help me improve my whole Gleeds approach. It's so helpful to have everything mapped out.”

**Miranda Hammond**, assistant project manager

By aligning formal professional qualifications and affiliations to job roles, members of staff are given a clear view of expectations for progression with the company. Job descriptions clearly demonstrate the APM qualification required for each grade, and the level of complexity for each competence increases with the grade of personnel. For example a graduate should be working towards or have completed the APM Project Fundamentals Qualification, while an experienced senior project manager should be a registered project professional. This progression is assessed through Gleeds' structured Assessment of Professional Competence (APC) programme, which involves candidate interviews to ascertain each individual's development.

## Looking to the future

The principle of continuing professional development (CPD) is deeply embedded within the organisation's performance management and career development process. The formal appraisal procedure involves a six-monthly review during which CPD achievements and requirements are discussed. The appraisal process is used as just one tool for the review and identification of development needs, rather than the core driver for career development.

Stuart Earl, head of training and development at Gleeds, states: "The Training and Development Directorate was set up in 1999 to establish and deliver the training needs of the Gleeds business. Our CPD programme is set up to train staff at all levels of their career whether they are learning (becoming qualified), developing (delivering the service) or leading and managing staff. The continued training of our staff, to deliver the best possible technical service, is seen as key to the continued success and development of Gleeds."

Specific project management training needs are identified and reviewed on a six-monthly basis by the Project Management Training Committee. This is not only driven by the appraisal process but through enhancements to the project management service identified by business units. For example, any issues or areas identified through internal or external audits may also drive training needs. Current issues and trends in the marketplace are also carefully monitored to assess whether training and knowledge around key technical areas is sufficient.

All staff training is supported by Gleeds' internal training team and through the Gleeds Academy, an online training



**Stuart Earl**, head of training and development

portal available to all staff. It provides access to courses with a user interface to enable individuals to manage and control their own development. The academy is co-ordinated by Gleeds' central training team who also manage the online courses and all face-to-face training in the business.

Each member of staff has access to the *APM Body of Knowledge 6th edition* via the organisation's intranet and plans are in place to extend its visibility and use through My APM and the Gleeds Academy hub. My APM allows users and managers to have smart real time access to control and record their experiences and training. It is an electronic record of competencies and experiences, allowing managers and mentors to keep track of progress.

Staff are encouraged to keep their own career development plans, with Gleeds providing a template for staff to help them identify where they are now, where they want to be and how they can get there. All plans are signed off by line managers with both in-house training and the



ABC Serrano, Madrid



Downtown Doha, Qatar

Gleeds Academy, as well as external training, available to meet individuals' needs.

Gleeds' well-established national training academy, based in Nottingham, runs professional training courses. Staff can benefit from a range of learning environments including sharing knowledge with peers on residential courses, e-learning through the online academy, and a comprehensive CPD programme.

CPD sessions are advertised locally through 'all office' emails as well as details being available on the intranet and promoted by the Learning and Development team. Each member of staff is mandated to undertake a minimum of 35 hours of CPD each year with the most recent development opportunities including planning/programming a contractor's view, NEC training and 3D laser scanning and modelling of buildings.

In 2015, Gleeds introduced its very first Travel Scholarship. The programme is designed to offer all employees the valuable opportunity to secure a short-term placement in an overseas office in order to broaden people's experience and career opportunities. In 2016, six employees headed off on one to two week work placements, with locations ranging from Bangalore, India to Shanghai, China.

Gleeds has been a corporate member of APM since 2002 and individual APM membership is widely encouraged, with the fees being reimbursed by the organisation. Figures show Gleeds currently has 44 individual members of all grades, with 31 full members and two fellows. Increasing membership levels is a focus for the organisation and as awareness of the benefits of membership spreads, these figures are set to grow further.



## Personal story

Miranda Hammond is 27 and joined Gleeds in 2015 following five years of architectural education and two years' professional experience in an architectural practice. She has instantly taken to project management and has shown a natural capability and flair for the discipline.

Her current role involves the day-to-day running of three projects as assistant project manager. Her primary project is the redevelopment of an existing historic building in Mayfair into a 5 star hotel, which will include 70+ high-end suites, a restaurant, bar, gym and spa facilities, costing a total of circa £50 million. The project is currently in the early phases of development and has required the appointment of the project team; scope and fee negotiations; liaising with the client; team and conflict management; leadership; programme and brief development; and overall an efficient and proactive approach to project organisation and team engagement.

Miranda has really focused on the combined Gleeds and APM competencies and the APM qualification pathway to help crystallise her learning and career development. She has also helped develop an online tool to assist all Gleeds staff through their APM development. Miranda will now be progressing both her APM and Part 3 RIBA qualifications concurrently, and with Gleeds' full support.



St Pancras Renaissance Hotel, London

## What APM accreditation means to us

"Professional accreditation is really important to us. It demonstrates our commitment to the development of our staff and provides added attractiveness when we are recruiting."

**Richard Steer**, chairman of Gleeds Worldwide and Fellow of the Association for Project Management



## Client testimonial

"We have worked with Gleeds since 2014. During this time, the team has successfully completed a number of initial phases of the £21m City Campus Masterplan, including the refurbishment of the upper levels of the iconic Arnolfini building in central Bristol. Gleeds is currently project managing the construction of new 2,500m<sup>2</sup> digital media facility at our Bower Ashton Campus and is supporting the university to plan the implementation of the final phases of the masterplan, which will include the construction of a new fabrication and print research facility. We are pleased that Gleeds has secured APM accreditation because the associated training and development will help their project managers to advance their learning and capabilities, which can only be positive for both us as a client and for Gleeds."

**Sarah Cole**, building maintenance and design manager, University of the West of England

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### **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.