

APM Corporate



ACCREDITATION

CASE STUDY



FCO SERVICES

Part of the Foreign and Commonwealth Office

Introduction

FCO Services delivers secure services across the globe that meet the demanding needs of government in some of the most challenging environments. As a Trading Fund, FCO Services provides competitive, cost effective services aligned to the government agenda for a safe and secure environment across the UK public sector. In addition, customers include foreign governments and international organisations closely linked to the UK.

Members of the FCO Services team are expert advisers in security, from installing and enabling secure communications to the design, build and management of secure facilities, from secure logistics and transportation to

expert translation, interpreting and national security vetting.

Ultimate responsibility for FCO Services rests with the Secretary of State for Foreign and Commonwealth Affairs, with Chief Executive Chris Moxey responsible for the day-to-day organisation and management. He is accountable to Parliament for the use of public money and assets and to the Minister for performance against agreed targets. As part of the efficiency and reform agenda, FCO Services ensures good value to the departments it serves.

Its vision is to be the partner of choice for governments seeking global secure solutions.

A vision of excellence

From small refurbishments to major construction projects anywhere in the world, the architects, engineers, quantity surveyors and project managers at FCO Services integrate their global experience with best practice technical and construction project management.

As a trading fund, FCO Services competes for work in a fair and open market and these business challenges are driving a culture of continual service improvement across all areas and skill sets within the organisation.

FCO Services has adopted the brand attributes of expert, connected, innovative and confident to underline what it is and how it works.

There are four main areas of operation:

- Whole-life project management – offering assured delivery throughout the life of the project whatever its size, location or nature from concept right through to the completion of the construction.
- New builds and refurbishments – tailoring services to meet the size and scope of each project ensuring a quality build, on time to cost and quality.
- Technical project management – coordinating and managing the fit out stage of each project to ensure that the installation of building services is successfully integrated into the overall project plan.
- Perimeter and building works – the physical protection and security of a site starts from its perimeter, and the FCO Services team offers the expertise and skills necessary to ensure robust structure and security measures at this perimeter.

"Being able to demonstrate that we are expert, professional, experienced and skilled is critical to our success in delivering high performance project management services in a truly global domain," said David Gould, Head of Profession, Programme and Project Management at FCO Services.

"Developing the overall capability of our organisation, and specifically the business and project control mechanisms, is a fundamental tenet of the Board of Management's business improvement plans."

In 2008, FCO Services restructured from a federation of technologically based businesses into a single organisation delivering multiple services through programme and project management controls.

This fundamental change in approach has meant significant development in project management methods, processes and people under the leadership of Director for Security and Property, Danny Payne. He has set out a vision for project management, highlighting:

"FCO Services has a reputation for excellence in project management, delivering projects to quality, time and cost with consistently reliable results and benefits for the client and our organisation."

"Integral to this vision is the Project Management Excellence Programme to develop the profession, which has strong direction and financial investment from the Chief Executive. Other members of the Board of Management are also taking an active interest in progress as FCO Services develops innovative ways of overcoming organisational issues with project delivery capability."



Pictured left: David Gould,

Head of Profession, Programme and Project Management



Pictured right: Danny Payne,

Director for Security and Property

The golden thread of knowledge

In 2010, FCO Services made the formal decision to realign its project management framework to that of APM, stipulating both the *APM Body of Knowledge* as the standard reference and the APM suite of qualifications, proactively investing in and developing staff to undertake formal project management development to this standard.

This commitment to developing top quality professionals is set out in the Project Management Charter that outlines an expectation on the project management community and aligns directly with APM's FIVE Dimensions of Professionalism.

As well as recruiting the right people, training them and rewarding commitment and success, the charter underlines the importance of continuing professional development (CPD) and adherence to APM's Code of Conduct. It also mandates membership of a professional body, preferably APM.

FCO Services has a bespoke framework of core competencies across the organisation. For project staff, there is also a competency tool that maps directly with APM's core competencies. This 'golden thread' of knowledge, skill and experience is further developed through to objective setting and appraisal, aided by an APM competency self-assessment and development toolset available on the SharePoint project management portal, where there is also a CPD tracker for all staff to use and an electronic version of the *APM Body of Knowledge*.

The results of this self-assessment are reviewed

with Peter Bramley, Resource Development Manager, Programme and Project Management, as part of the appraisal process and to help set an individual's personal development plan (PDP).

"Understanding the level of competency for each individual has a number of benefits, both for the business and the individual," said Peter. "Competency can be collectively reviewed against an agreed framework, which enables a greater degree of objectivity, while focused formal and experiential training can be identified in order to provide the individual with the best development opportunities.

"It also allows the organisation to allocate the best resource to each project, subject to developmental needs. Ensuring that individuals undertake an annual review of their competency will ensure that both individual and organisation achieve optimum results year on year."

The APM Introductory Certificate is required for all new entrants to the profession, with APMP as the minimum requirement for all project managers. It is also requested from contractors so that all are working to a common, professional level of skills and knowledge.

As a part of government, FCO Services has committed to the OGC Management of Risk Qualifications but as part of the FCO Services embracement of the APM suite of qualifications, the organisation will add the APM Management of Risk Certificate to its training portfolio.

Training for existing staff is focused on developing people through APMP. The goal is to sponsor Registered Project Professional status across the project management community by 2015.

All programme managers must also achieve the OGC Managing Successful Programmes (MSP) at Practitioner level, which is again optional for project managers.

FCO Services also mandates or encourages training in PRINCE2, Portfolio, Programme and Project Offices (P3O), Principles of Change Management, Agile Project Management and ITIL Foundation in Service Management.

Further work is underway to ensure that FCO Services' emerging Higher Apprenticeship and Foundation Degree in

Project Management scheme can be demonstrably mapped back to the *APM Competency Framework* for accreditation and mapped to the organisation's own competency framework for appraisal and performance review.

The overall training strategy is formally reviewed and reissued following the annual appraisals and feedback from staff to ensure it covers all programme and project management personnel. This process provides an opportunity to evaluate and monitor the success of the body of professionals and to validate and measure the learning and development programme.

An up-to-date training strategy and matrix are published on the project management SharePoint site and made available to all staff and contractors, providing an underpinning framework for formal learning, supported by experiential placements to develop practical application.

Staff are expected to maintain their personal CPD record and complete 35 hours of CPD activity a year. Along with formal training and development, these can also include internal training and service improvement workshops, professionally focused research and strategic development initiatives. FCO Services encourages active engagement with APM CPD events by publicising them via a link to the association's website and underwriting the cost of taking part.



Peter Bramley,

Resource Development Manager, Programme and Project Management



Client testimonial

"The Department of Foreign Affairs Trade and Development (DFATD), Canada appointed FCO Services in June 2013 to provide project management and project advisory services for their London Chancery project. This high profile project comprises the renovation and remodelling of Canada House on Trafalgar Square and the adjacent seven-storey 2-4 Cockspur Street to form a new home for the High Commission of Canada following its move from Grosvenor Square at the end of 2014.

The High Commission set a very ambitious programme for the design, procurement, construction and completion of the project, and FCO Services' team led by John Furlong MAPM has played a key role in establishing our delivery strategy and meeting our targets.

The team has proactively collaborated and liaised with DFATD's own Ottawa-based experts and High Commission staff in London and with the UK/Canadian independent design team and assisted the project team to successfully bring the project to its current position. All necessary Canadian government approvals and UK planning and listed building consents have been obtained, the construction and fit out works have been designed and tendered, and a contractor appointed on schedule to meet the required completion dates.

FCO Services' knowledge of how an Embassy or High Commission operates together with their expertise in designing and installing secure facilities (they are currently working with Canada in a number of other locations worldwide) and their local construction knowledge has been an invaluable resource for my project team, and at all times their approach has been highly professional and flexible whilst working to very demanding deadlines."

Jane Bird,

Project Director, London Chancery renovation project
Department of Foreign Affairs Trade and Development, Canada



John Furlong, Senior Project Manager and Design Team Leader, FCO Services, at Canada House



Donna is a Project Manager at FCO Services

Personal story

Donna joined FCO Services in 2005 as a part-time administrative assistant to a small project management team – a role she found so intriguing she is now a project manager herself, working on a high profile programme for an international government.

"Before working for FCO Services I had worked in a variety of roles in the private and public sectors, moving regularly because I quickly grew bored or found there to be a lack of any obvious career path which inspired me," she said. "I knew that as a civil service organisation, FCO Services would provide me with opportunities for career growth across government.

"At that time there was no formal certification or career pathway for the project management cadre, but over recent years I have taken full advantage of the investment in and focus on project management specialism to build on my experience and qualifications."

With PRINCE2, Management of Risk and MSP already under her belt, she is working towards achieving the APMP qualification and is aiming for APM Registered Project Professional. Her goal is to become a programme manager.

"Having the support of the Excellence Programme structure means I have the opportunity to grow on a clearly defined path. I have been fortunate enough to have also benefited from being mentored by some fantastic colleagues right across the business.

"There have been times when I was unsure of my own abilities and admittedly sometimes it was daunting. However, I have worked in our business for many years and had some great training meaning I am now able to take on new challenges confident in my own style.

"It's amazing what we're capable of and sometimes you just have to go and do it. I'm very proud of how far I've come and I intend to continue pushing myself to see how far I can go!"

Association for Project Management and FCO Services

FCO Services is a corporate member of APM and supports the cost of individual professional membership for members of its project management community, with APM as the preferred body.

The APM Body of Knowledge is used as the standard for programme and project management, with individual skills mapped against the APM Competency Framework. APM qualifications are mandated at all levels and links to the association's website membership area and CPD activities are published on the FCO Services' project management portal.

For more information about FCO Services, please contact 01908 515789 or visit www.fcosevices.gov.uk

|| As an organisation that works on complex and critical projects around the world, often in challenging or hostile locations, it is imperative that our people have the knowledge and support to deliver effectively. Being accredited by the Association for Project Management shows that FCO Services strives to uphold internationally recognised standards, and reinforces best practice and positive behaviours across our global network."

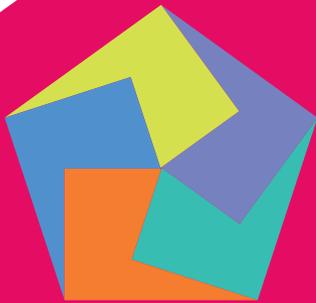
Chris Moxey,

Chief Executive, FCO Services

Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Telephone +44 (0) 845 458 1944
Facsimile +44 (0) 845 458 8807
Email info@apm.org.uk
Web www.apm.org.uk



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.