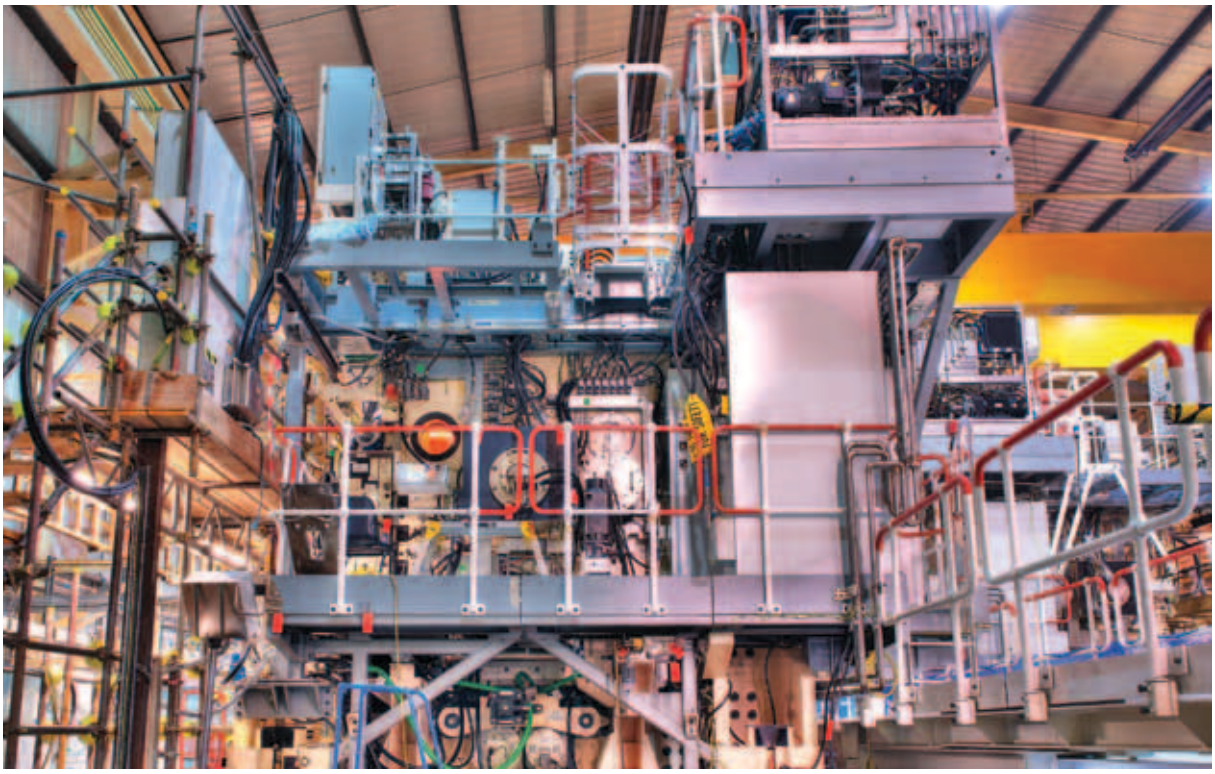
APM Corporate

ACCREDITATION

CASE STUDY



NES ENGINEERING INNOVATION

Introduction

Nuclear Engineering Services (NES) is a project-led organisation with over 60 years' experience in the nuclear industry.

The company specialises in the design, manufacture, assembly, test, installation and commissioning of bespoke solutions for the nuclear decommissioning, defence and nuclear new build markets. It employs over 400 people across three sites with a turnover in excess of £38 million a year.

NES' nuclear experience dates back to the supply of the first nuclear reactor housing to Dounreay, Scotland. Since then it has supplied an extensive range of equipment and solutions to most UK nuclear power stations and worked with many of the key players in the nuclear industry.

Head office is based in Wolverhampton with a centre of engineering excellence at Risley, Warrington, and its North West Division at Beckermet, Cumbria. These three strategic locations mean NES is ideally positioned to cover UK- wide contracts.

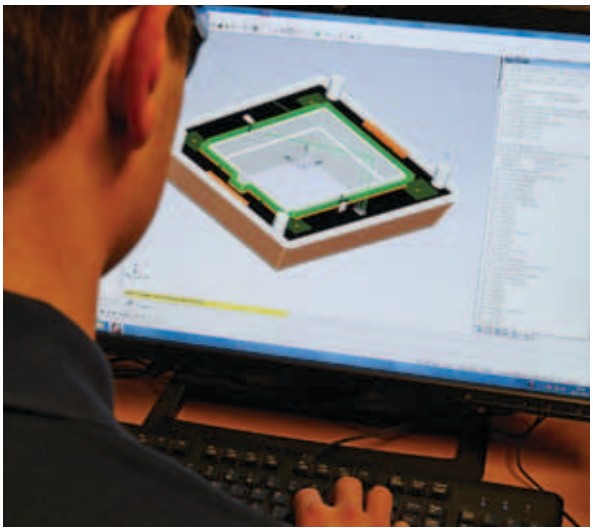
Over the past five years the company has seen its turnover grow alongside its change in business strategy, from a function to a project-focused business.

Activities range from multi-million pound nuclear new build bids through to major nuclear plant and equipment valued at tens of millions of pounds for cutting edge

nuclear decommissioning work. The company has also developed state-of-the-art manufacturing tools for work on the Ministry of Defence (MOD) nuclear submarines.

NES has a clear set of values driving the business forward and is proud of its vision to ensure:

''NES is established in the nuclear industry as the supplier of choice for the design and manufacture of safety critical engineered products and specialist support services; acknowledged for consistently adding value, delivering excellence and delighting clients in the nuclear decommissioning, nuclear generation, nuclear new build and defence markets.''



Developing best in class

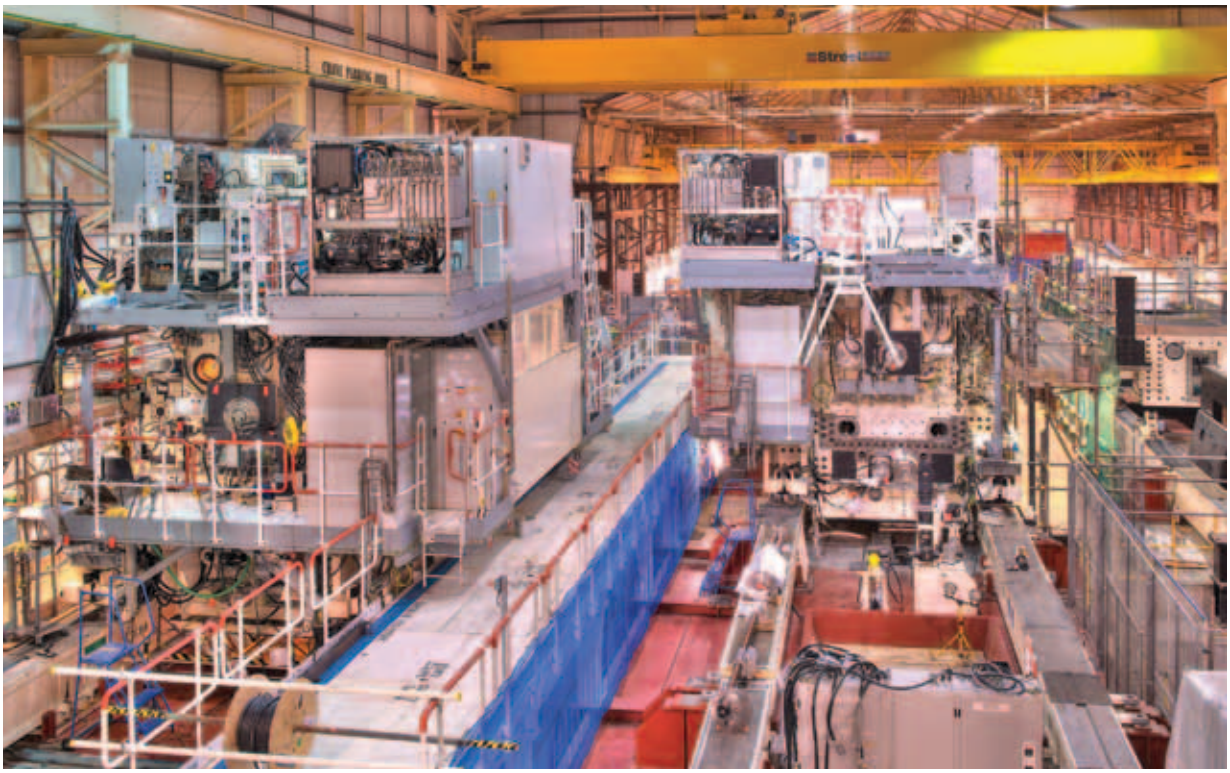
NES embraces project management as a core competence of its business, delivering engineering solutions through Integrated Project Teams (IPTs). This disciplined and structured approach to planning and project management is, NES believes, the key to successful contract performance.

The company made a strategic decision to align itself directly to the Association of Project Management (APM) and develop a robust and professional training and development programme, as well as aligning its procedures with the *APM Body of Knowledge* through its NES Project Management Handbook.

NES has worked closely with APM to develop a best-in-class training and development programme for its entire project management staff.

The programme ensures all NES project engineers and project managers maximise their potential, helping the business meet its project delivery goal of continuing to improve its already industry-leading standards and further exceed customer expectations.

The *APM FIVE Dimensions of Professionalism* is at the heart of NES' approach to improving and developing its project management capability and procedures. It is embedded in the Project Management Policy Statement and is the basis for extensive and robust training and development programmes.



Mike Hetherington,
Project Manager

Personal story

"I joined NES in 2011 as a project engineer, with no previous involvement with APM practices or training courses. I was impressed with the nature of projects at NES, particularly how they are involved with all areas of the project lifecycle, and the sector they operated within.

"I was finishing my MEng qualification through distance learning provided by the Open University, but had always wanted more project management-specific qualifications and training to aid my development in transitioning from an engineering role to a project-based role.

"After 18 months I had the opportunity to step up to a project management role and to enrol on the APM training scheme. Both were fantastic opportunities for me to take on more responsibility, develop my skills and undertake formal training in parallel. The training days were very well organised around work based commitments and gave sufficient time between topics to digest the learning material prior to the formal training.

"The work-based assignments were very insightful, as they helped me become familiar with certain internal procedures and analyse them against APM practices, this helped embed the learning principles of APM. I also realised the opportunity at NES to further improve certain procedures and how they related to the project I was managing.

"Certain assignments also help focus on team issues and dynamics such as resolving conflict, negotiation, communication and leadership. It was this focus on the soft skills that I feel has been most beneficial for my role.

"As NES adopts an Integrated Project Team (IPT) structure, it is essential that these skills are adopted when considering the number of stakeholders involved in such a large scale project. This coupled with good foundations of stakeholder management from the course helped me tremendously when we achieved a major project completion milestone.

"As a result, I have grown in confidence and my softer skills have developed considerably. I currently manage a significant project in the nuclear sector with a large team. In my opinion this training has been an important element of the project's success. I look forward to further developing my skills by attending APM conferences and further training and development in the future."

Optimum opportunities

The entire Project Management Training and Development programme has been developed to link directly with the *APM Competence Framework*.

Individual online assessments and 180-degree line manager reviews initially measure project managers against the reference points of the framework. This analysis is used to develop 'master classes' where project managers and project engineers, in groups of no more than 12, undertake three, two-day training and development seminars. This programme has been designed to create the best possible learning environment, timed over a period of months, to give the optimum opportunity for candidates to develop against the competence framework and *APM Body of Knowledge*.

In preparation for this training, candidates are given access to and are expected to use the on-line training tool 'myspace'. They also receive individual copies of the *APM Body of Knowledge*. Regular Project Forums are held to supplement this by sharing best practice and creating an effective and positive team spirit.

A mentoring process has been established so that each person has a dedicated mentor who they meet on a regular basis to assist their development. Tutor Marked Assignments (TMA) and eXtra Learning Assignments (XLA), help project managers engage in the learning process. This is also linked to Continuous Professional Development (CPD), which is formally set as a development objective within their Performance Development Review (PDR).

There is an annual company-wide Performance Development Review for all project managers and project engineers with a six-month review cycle.

All project management staff are mandated to complete the APMP qualification as a first step. This is maintained and supported by both the individual and the company and is highlighted in the Project Management Policy Statement. Business needs and

personal aspirations will determine how far individuals progress towards the APM Practitioner Qualification and Registered Project Professional.
NES has a stated objective to follow this route and have project managers at all levels within an APM qualifications framework. This is clearly set out in the Company's project management induction packs.

Project management staff must complete and record a minimum of 35 project management specific training hours a year as part of their CPD within their PDR.
CPD is an integral part of the company's training and development programme and is achieved through marked assignments, attendance at APM groups, conferences and presentations, mentoring, sharing best practice and through interacting with guest speakers as part of the project management forums. Training is undertaken by both groups and individuals against project management specific learning and training requirements.

NES already supports and pays for memberships to existing professional bodies, including APM. This covers existing project managers when joining or renewing their APM memberships.

With hands-on support and advice from APM, the NES Executive has underwritten an extensive approach to developing a training and development programme fully aligned to *APM's FIVE Dimensions of Professionalism*.

NES' APM accredited training provider, QA, believes the rigour, investment and focus on providing the optimum training and development programme, tailored to project managers, is one of the most comprehensive it has seen or been involved in.

The training and development process is fully supported by the NES Executive. The Programme Director having personally visited APM head office to ensure they were fully engaged from the start.

Programme Director and Deputy Managing Director, George Andrews, commented: "By doing this, the tangible benefits for both the business and the project management community is a robust and sustainable training and development programme; significant improvements to our project management capability and creation of a high performing team working with 'best practice' procedures which together have helped us to improve project delivery and enhance business performance."

"We are reliant on specialist suppliers such as NES to meet these objectives. This represents another small but significant step towards the start of waste retrievals."

Chris Halliwell,
Head of Programme for MSSS, Sellafield Ltd

Client testimonial

"Sellafield Ltd, as a corporate accredited member of APM, fully supports the approach that NES has taken in utilising the *APM FIVE Dimensions of Professionalism* to develop a robust and sustainable training and development programme.

"Ensuring that project management is at the centre of continuing to improve individual, team and company project delivery performance is essential, especially considering the importance of the projects that NES is working on in terms of the decommissioning of the Magnox Swarf Storage Silo, which is a key priority for Sellafield Ltd.

"We are reliant on specialist suppliers such as NES to meet these objectives. This represents another small but significant step towards the start of waste retrievals."

Chris Halliwell,
Head of Programme for MSSS, Sellafield Ltd

What APM accreditation means to NES

"We believe that what we have in place is a first class training programme which helps us release and realise the full potential of the great people we have working in our project management community. The accreditation is recognised across our industry, giving our customers confidence that we are striving to do things in the most appropriate and professional manner."

George Andrews,
Programme Director and Deputy MD, NES

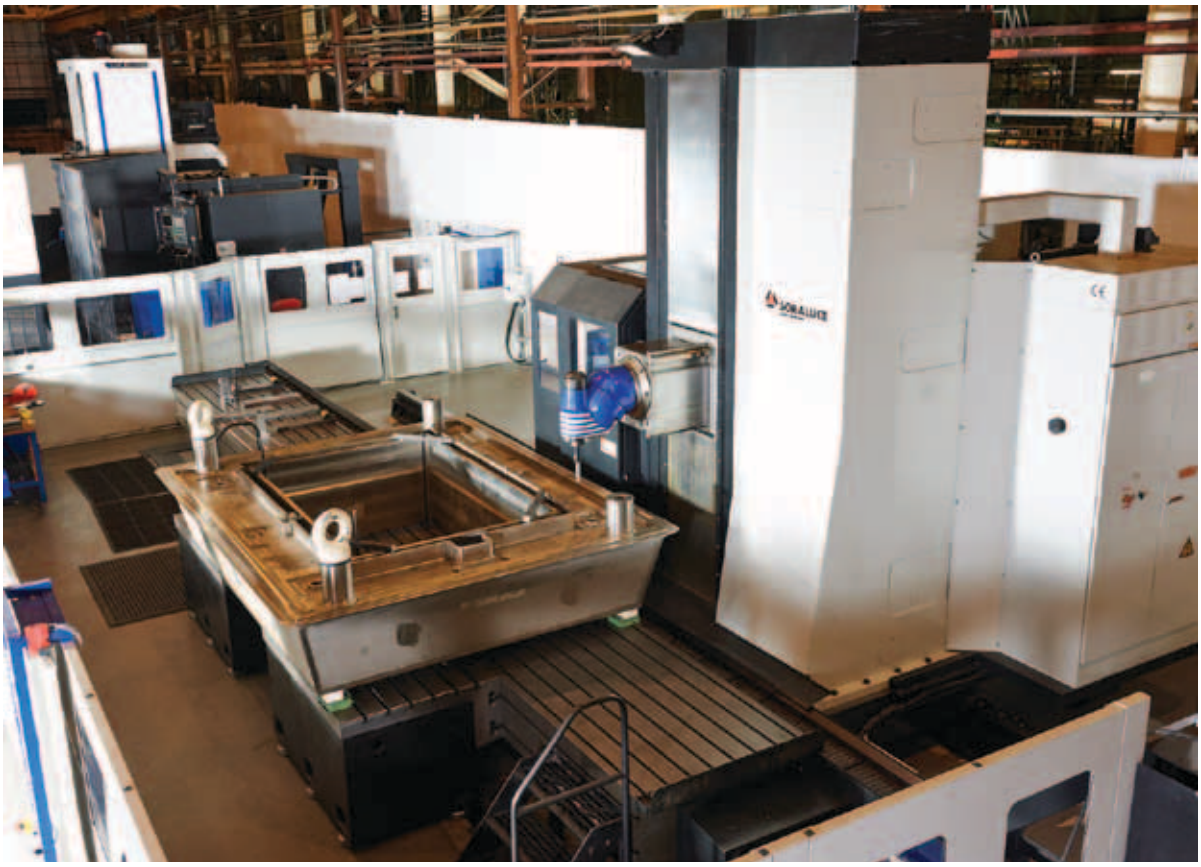
Association for Project Management and NES

NES is a corporate member of APM and achieved corporate accreditation in 2012, receiving the exceptionally high score of 23/25.

The company has fully embraced the association's standards and qualifications. This NES Project Management Handbook is wholly aligned with the *APM Body of Knowledge*, it has adopted the *APM Competence Framework* and its training and development programme reflects the *FIVE Dimensions of Professionalism*.

There is a strong emphasis on the value of obtaining APM qualifications and individual membership is mandatory for project management staff, with NES meeting the cost of membership fees.

NES actively engages with APM Specific Interest Groups (SIGs) and encourages project management staff to participate and contribute, allowing them time away from the office to do so.



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.

Association for Project Management is a company limited by guarantee
Registered in England No:1218334 Registered office as above
Association for Project Management Ltd is a registered charity No. 290927

BRO9550714