

First name:	Surname:	Brief overview of your background and experience in this SIG subject matter: (maximum 150 words)	What motivated you to put yourself forward for election to the APM Assurance SIG committee? (maximum 150 words)	What qualities, skills and experience do you think you'll bring to the APM Assurance SIG committee? (maximum 150 words)
Nigel	Bennett	<p>I have nearly 20 years' experience in project assurance. As a practicing project manager, I would often peer review other bids and projects. When deploying a bid and project management method for an IT organisation that I authored, I defined an assurance regime and taught others how to assure projects. This led to me taking an operational role assuring the sales and delivery portfolios across emerging markets, answering challenges such as "can we deliver this?" and "have we got the right people?" of "how do we recover this project?". Consequently, I now help organisations improve their project, programme and portfolio management capability by offering smarter, tailored assurance services based on organisational capability/maturity, individual competency and delivery performance and compliance. I have helped national and multi-national organisation including Network Rail, London Councils, TfL, SKF and Sellafield</p>	<p>Throughout my career, I've been motivated to "put something back" to both the people I work with and the wider profession. I have demonstrated this, for example, by coaching those who work with me and authoring best management practice. Continuing my membership of the Assurance SIG committee is a logical step on this journey. It is an opportunity for me to bring my assurance knowledge experience to the profession, to add to our body of knowledge and to further the cause of smarter assurance. I have seen projects fail for reasons ranging from individual competence, through team dynamics to organisational capability. I believe that smarter assurance can help. I also believe that it's never too late to stop learning. I therefore also want to keep on learning from the SIG itself in order to improve how I work with my team and how I deliver services to my clients.</p>	<p>I work with project staff to develop their competencies in project and programme delivery using coaching and training, reinforcing the message that assurance should be seen as a positive opportunity to improve and not as an overhead. I work with senior executives to help them understand the benefits of assurance, observing how behaviour change leads to improvements in organisational capability. I have designed and deployed project assurance approaches for clients ranging from simple compliance audits to integrated assurance regimes. Through working globally, I have seen first-hand how national, organisational and team cultures affect project delivery and understand its importance to designing and delivering assurance services. I've worked with the Cabinet Office and AXELOS Limited to author best practice including PRINCE2 2009 and 2017 editions,</p>

		Limited. I continue to write assurance best practice and help others learn from my experience.		and P3M3 version 3 to ensure that the profession has the right tools to enable it to move forwards.
Nora	Harris	I have been a consultant undertaking assurance under a variety of frameworks for large and small customers for more than 2+ years. This includes APM-based assurance, IPA, and organisational hybrids. I am also Head of Assurance at i3Works and responsible for promoting and growing this area of the business.	I have been an active participant in the SIG for almost a year and believe that I could bring both energy and dedication to the committee. Conducting assurance for clients on a regular basis provides me with a lot of insight into the practical application of assurance best practice, including where we can develop our own framework, approach, and training to emphasise the positive aspects of assurance and the benefits of making it just as much a part of every project, programme, and portfolio as activities like planning and risk management.	My professional experience of project and programme delivery and assurance over the past 10 years has endowed me with a great deal of leadership and engagement ability, which I believe is vital for committee members. Organisations and bodies that rely upon the goodwill of volunteers often need to be more engaging, more organised, and more persuasive than organisations who pay in order to get a similar level of commitment and result. I believe I would be an asset to the committee in helping to ensure that the SIG is active, productive, and poised to jump on the latest trends, best practice, and knowledge from other areas of project expertise to keep assurer members and stakeholders actively involved in the on-going development of the profession.
Laura	Hartley	I am the Assurance Manager for Thames Water's Capital Delivery Portfolio- a £3.4bn enterprise. I run the Enterprise level assurance, and have designed our cover and capacity based on the IIA 3 lines model. I have been an	I currently volunteer with the Assurance SIG (I am delivering the Networking and Events workstream) and have done so since January 21. I enjoy the connection and sharing of innovation and am looking	I am a highly motivated and enthusiastic worker, I believe that the best innovation comes from the best communication, and I will actively push for delivery in both paid and voluntary work. If the ASIG

		Construction PM for over half a decade, and worked as Governance Lead for an additional year prior to taking on my current role.	forward to the ongoing work to broaden our network.	is to be of value, we have to deliver to our community, and be sensitive to their requirements.
Andrew	Krolikowski	I am a full APM member for over 10 years and practicing in P3M for over 30. I have a P3M consultancy background specialising in assurance, integrated governance and management arrangements and capability improvement in large, complex and highly regulated sectors. Those are characterised with complex integrated engineering and technology challenges (nuclear, defence, aerospace, clean energy). As Managing Consultant (Amec Foster Wheeler), I established a consultancy service (2008-15) for advisory and independent assurance on large and complex defence nuclear programmes (MoD). This utilised best practice, programme leadership experience as well as my MBA dissertation research regarding limitations of performance management and the value of assurance, readiness and maturity measures which aid decision making earlier in the life-cycle, improve confidence and reduce uncertainty. Throughout my consultancy experience I have undertaken a ‘publication watch’	After attending an ASIG event over 3 years ago I have become very actively and continually involved in a working group for the one of the ASIG publications (Measures for Assuring Projects). This has generated personal motivation to broaden my involvement into other ASIG initiatives and further contribute to the full breath of the ASIG scope at policy and steering level. The APM SIGs are the communities of practice and path finders for the ‘state of the art’ of PM practice. I am motivated to contribute further to the ASIG with an aim of further developing the ASIG to increase coverage and development of the PM assurance scope, its increased use in project and programme delivery and increase SIGs membership and reach.	I am inquisitive, analytical and creative with drive to contribute to development and delivery of the APM ASIG roadmap. This is cultivated from my background with real project challenges, academic research and implementation of integrated improvements. This extends to publications. Examples include authoring on APM Body of Knowledge version 6 and Axelos Project, Programme and Portfolio Management Maturity Model (P3M3 v3, formal reviewer). I have authored Journal papers and conference presentations on the Role of Intelligent Customer. My experience includes PM Capability Leader of an independent assurance organisation (Serco) owning the PM roadmap and developing competencies and capabilities. I have experience at Advisory Board level in another professional body (INCOSE 2013-15) More recently I volunteered for the ASIG which allowed contribution to developing the PM profession itself. As an ASIG

		on assurance and have also been an active volunteer in the ASIG with authoring on a recent publication.		Committee member I would strive to generate clarity of the end-to-end Assurance scope, capturing the Assurance 'integrated landscape' and elevating PM Assurance practice.
Roy	Millard	Through different roles in engineering organisations, I have developed comprehensive knowledge and experience in engineering development and project & programme delivery. I know what a 'good project/programme' looks like, and have the ability to analyse projects & programmes and recommend how their chances of successful delivery can be improved. On a number of occasions, I have had the satisfaction of recovering projects from severe problems, and this has resulted in a deeper understanding of how to make projects & programmes successful. I have a BSc (Hons) degree and a Post-Graduate Diploma in Management Studies (DMS); I am a Fellow of the APM and a full Member of the IET, a past APM Board Member, and past Chair of the APM Audit Committee. I ran the Internal Audit service for TfL's Investment Programme for 15 years, and now work as an independent consultant in governance, risk and assurance.	I established the Assurance SIG in 2007, and led it until 2020. There is still much I would like the SIG to achieve and am therefore very keen to continue as a Committee member.	Previous experience as the founder and committee member (mostly as Chair) of the Assurance SIG since its inception.

<p>Diana</p>	<p>Nada</p>	<p>My background is in civil engineering with 17 years of program/project management with international asset owner companies & management consultancies in mixed-use development and infrastructure capital projects. I also have a PhD in project management from the University of Calgary, Canada My consulting expertise focus on best practices in infrastructure and capital projects advisory and includes project reviews, performance assessments/audits, and project healthchecks A specialist in project assurance including governance & oversight of front-end decision making in capital and (mega)projects. Her doctorate degree addressed the disconnect in the perception of c-suite/executive level & project implementers/project managers decision-making when funding and delivering capital projects. Her work continues to focus on basic questioning of: Why Do We Do What We Do? Why Do Capital Projects Fail? She is an advocate for value creation: fostering and linking of project execution and delivery strategies with strategic requirements and business initiatives.</p>	<p>I've been member of the committee for the past 1.5 year and contributed to the update of the project auditing I would like to continue to contribute and be member of the SIG for exchanging of knowledge and enhancing assurance practices</p>	<p>My research expertise coupled with expertise in international consulting</p>
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Hardial	Phull	<p>A Project / Programme professional with circa 12 years of delivery experience in private / public sectors and different organisations. Recently an Assurance Manager in a Mayoral Combined Authority (Project/Programme and Business Assurance) for 3 years. This role involved leading a small assurance function and shaping and developing a refreshed assurance approach for projects and programmes across the organisation. Hardial is an accredited assurance practitioner and currently works for the IPA as an Assurance Lead. This role takes accountability for the end-to-end assurance of projects and programmes on the Government Major Project Portfolio (GMPP) which are generally £1bn+ and or strategically significant to central Government.</p>	<p>An on-going and genuine professional interest for the future of assurance practices and profession in general. I gambled with my career in 2018 by leaving a comfortable role as a Senior Programme Manager at an NHS organisation to move into a dedicated Programme Assurance role. At that time, whilst having had some exposure to assurance practices and concepts, I did not know the route for learning, development or career progression in the area of assurance. In facing challenges, I found the assurance SIG and it felt like a life-line that re-energised my interest in assurance as well as providing an opportunity for networking and learning with industry-based peers. This application demonstrates my intent for wanting to be a part of and to influence the direction of travel for the Assurance SIG whilst drawing on my recent experiences, challenges and successes.</p>	<p>The qualities that I will bring are enthusiasm, a passion for assurance, a willingness to listen and learn, to share my experiences and successes and flexibility. In terms of skills and experience, I have rounded delivery experience across private and public sectors as well as valuable experience in developing and embedding assurance capabilities in an organisation with very fragmented project practices. I believe I can bring practical experience of applying assurance best practices beyond the MfAP toolkit and the challenges associated with this. This experience will come from being in dedicated assurance management roles with the WMCA and IPA.</p>
Tim	Podesta	<p>A working group member for over 10 years</p>	<p>Making my involvement more formalised</p>	<p>Experience of ASIG activity and a seasoned member of professional committees - IMechE</p>
Gary	Poole	<p>I have worked in Assurance related roles since 2006 when I set up and lead the Programme & Project Assurance function for Rolls Royce. Since that time assurance has always been significant part of my roles leading and delivering</p>	<p>Alongside Roy Millard I am proud to be one of the founder members of the Assurance SIG. I am passionate about our mission and have been lucky enough to chair the SIG for the past 12 months. The pandemic has made industry much more</p>	<p>I have a broad industry experience and understand that there is no such thing as 1-size fits all. I have delivered assurance in across a portfolio of diverse projects and organisations, understanding that</p>

		programme and project management across diverse organisations.	aware of the need for assurance and presents us with opportunities to add real value with our knowledge and guidance.	people are the glue that binds the process. I have the ability to work well within a team and am also comfortable taking the lead when necessary
Toby	Robins	I have led the development, implementation and BAU of Network Rail's capital delivery assurance since 2015; prior to this I was a change programme manager for 15 years. I am an active IPA Gateway reviewer for government high risk programmes.	Last year was my first year on the committee and I am excited at the opportunity to continue the critical work the team are delivering. My initial motivation for joining, was to bring to the committee my experiences of the last 6 years to support the development of assurance practice and to learn from others' experience to influence within my own organisation.	Experience and learnings of leading assurance in a major national organisation, and what those organisations are looking to the APM for direction on. I have experience of developing and delivering assurance capability and strategy through collaborative working, clear communication and offering constructive challenge.
Roger	Smith	I have been a programme manager for around 20 years, so have had extensive experience in using assurance to help programmes deliver. For four years, I headed the assurance team in HM Revenue and Customs, overseeing a portfolio of circa £1.4bn. In addition, since 2006 I have been undertaking IPA assurance reviews across government, and I am accredited as a High Risk Team Leader. I have been working with the SIG for the past five years, and been a full member of the SIG for the past year.	I am interested in project assurance, and consider that I bring a wealth of experience with me. I have enjoyed working with the SIG, and want to continue to work with the team.	I have extensive experience, over 20 years, of project (/programme/portfolio) management in HM Revenue and Customs and of providing assurance to SROs and key stakeholders within the department and across government.
Pamela	Stacey	Throughout my career, I have successfully designed, developed and delivered efficient and effective assurance programmes for business	I have been involved in the Assurance SIG for just under four years, including the last two years as a Committee Member representing my fellow assurance	I bring my passion and enthusiasm for assurance to the committee, together with a wealth of practical experience and demonstrated

		<p>units and enterprise-wide portfolios/change projects in a highly regulated environment. I have engaged with board committees and key stakeholders as a trusted business partner, providing integrated reporting of audit outcomes, risk management activities, internal controls and compliance. My focus is providing independent assurance that the required elements to deliver the programme and associated benefits are in place and are operating effectively. I am currently Head of Programme & Corporate Assurance for a UK major infrastructure project where I am accountable for developing the integrated assurance strategy and plan, setting standards, developing capabilities and monitoring performance. I collaborate with executives to ensure that assurance recommendations are understood, prioritised appropriately and fed into improvement plans. I have gained significant experience around OCG Gateway Reviews, the Treasury Green Book and Managing Public Money.</p>	<p>practitioners. I play an active role in the committee; I was the chair of the Assurance Conference organising committee for three years and I remain on the organising committee for this year’s virtual conference. To me, the SIG provides our voice in the APM and is a great opportunity to share knowledge. Through the collective experience of SIG members, we are raising the profile of our profession, and increasing the understanding of the essential role of assurance in portfolio, programme and project management. I am motivated to apply for re-election as I want to contribute, and be part of that journey. In addition this is a great opportunity to learn from my peers and for me to share my experience with others.</p>	<p>outcomes. My peers tell me that I am strong on communication and engagement. I can translate “assurance-speak” into simple, meaningful business language which leads to understanding and action. As an analytical thinker, I am able to assess complex business information, develop conclusions, make recommendations and deliver effective solutions. I enjoy working with other people and believe that the best results are achieved by teams. And, of course, I have robust project management skills!</p>
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