



Client Case Studies

Major Transformation in Project Delivery at Network Rail

In the wake of the independent 2011 McNulty report, which recommended how the rail industry could deliver a safe and efficient railway that represented value-for-money for both fare payers and taxpayers, a transformation has been taking place at Network Rail. As part of a range of reforms to encourage competition and reduce costs, Network Rail has created a separate, customer focussed project delivery business – Infrastructure Projects – and is taking a new approach to defining projects, with earlier involvement of suppliers in the project's lifecycle, stronger project control and more transparency.

Fundamental changes have been underway at Network Rail, the owner of Britain's rail tracks and stations, under the leadership of Sir David Higgins, former chief executive of the Olympic Delivery Authority, who took up the post of chief executive at Network Rail in early 2011. The organisation had come under pressure to reduce costs as a result of the 2011 McNulty Report on rail industry spending, which recommended how the rail industry could deliver a safe and efficient railway that represented value-for-money for both fare payers and taxpayers. These changes are making Network Rail more efficient and more customer-focussed, and also helping to deliver a higher performing, sustainable railway system. The McNulty Report also recommended a closer working relationship between Network Rail and the train operators and devolution of responsibility so that decisions are made as close to customers and the market as possible.

A Culture of Transparency

In a major cultural change there is now increased visibility and transparency within the organisation with information being shared more freely. For example the CEO Report is accessible to all employees where it was previously accessible only to the Board and Senior Executives. Naturally there are some commercial limitations on the sharing of information, but where there are no restrictions, this culture of sharing information is also encompassing the public. Key pieces of information are readily available via the Network Rail website in a way that was previously unthinkable.

This open and honest approach to freedom of information, whilst a daunting prospect to some, is an extremely positive move. Being able to view debates and thought processes, even if unable to influence them, allows employees and the general public to make informed decisions and exploit opportunities that they would previously have been unaware of.

A perfect example of this is how safety is managed at some high-risk level crossings; with a better informed public, they

are more likely to understand the issues and community support can be enlisted to reduce these risks.

The Network Rail of today is a mature organisation, with safety an intrinsic part of everything they do; safety is built into the design of every aspect of the railways from signalling to platform heights to small components purchased from suppliers.

Devolution of Regional Routes

Prior to the McNulty Report, Higgins had already announced the devolution of decision-making at Network Rail to 10 regional routes, which are self-contained organisations with operational responsibility for their own routes and autonomy to align their operations with the passenger and freight train operators. This devolution of power, whilst still maintaining central accountability and standards, was completed at the end of 2011 and has allowed for better optimisation of routes and focus on the common goals of improved efficiency and benefits to passengers. Decisions can be made more quickly resulting in cost savings whilst maintaining quality and standards.

The 10 organisations now own their own assets and can determine how and when to manage, maintain or renew those assets. Where there still exists the need for national level projects, such as signalling and electrification schemes, these are co-ordinated and controlled at a national level to benefit from economies of scale.

Infrastructure Projects – An Independent Project Delivery Business

In parallel with the devolution of the routes there have been other fundamental changes in the way Network Rail operates internally as part of the drive to encourage competition and become more commercially focussed. This resulted in the establishment of an independent

project delivery business in April 2012 called Infrastructure Projects (IP), which acts as a supplier to the Network Rail client organisation. This framework draws on the approach of the Olympics Delivery Authority / CLM structure that successfully delivered the London 2012 Olympics. It creates a healthy tension between the different parts of the company and empowers employees to achieve their goals. Infrastructure Projects comprises a total of 3,500 staff including 1,000 project managers across four regionally based and four dedicated programme organisations responsible for the delivery of major renewal and enhancement works, with capabilities now covering:

- Signalling & Electrification
- Telecommunications
- Building & Civil Engineering
- Track
- Capacity Enhancement Engineering

Under this new relationship, IP is no longer guaranteed all project work – currently approximately 80% of the project portfolio is allocated by Network Rail to its Infrastructure Projects group as they are considered the most suitable supplier because of their experience and their ability to successfully manage and control the project work and add value in terms of efficiency and economies of scale. IP has the ongoing challenge to continue to add value and the group is determined to maintain the level of quality and excellence in the projects they deliver:

Network Rail undertake a huge spectrum of projects including:

- Renewal and replacement of bridges and tunnels
- Modernisation and introduction of revised signalling solutions
- Increasing the network capability to enable increased capacity
- Delivery of complex projects e.g. Kings Cross & Birmingham Gateway
- Multi-disciplined complex programmes such as Thameslink & Crossrail
- Major electrification & telecommunication schemes.

For projects that are still allocated to Infrastructure Projects, there is also an imperative to more fully understand project costs in order to accurately determine the true costs of Network Rail projects and provide a value-for-money service that can more readily be compared on a 'like for like' basis with other European railways.

Network Rail's new, value and service focussed approach to projects will entail:

- Earlier involvement of suppliers so that they can have more influence over the design and development of solutions with the aim of improving efficiency.
- Improved clarity of costs through the use of a 'services supplied' approach which will enable clear cost accounting for the direct and indirect deliverables supplied to the client (Route) organisations.
- More transparency internally and also externally to taxpayers and to rail users to increase the understanding of costs and risks associated with major projects.

One of the first areas to benefit from this transformation is the way in which functional silos have been replaced with more efficient organisational reporting structures. Before the changes projects involved integrating staff from a number of separate functional areas to form a project team, such as:

- Project Planning
- Systems Engineering & Design
- Programme Controls
- Reporting Specialists
- Commercial Management
- Project Management

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In the revised organisational solution the Project Manager is fully accountable and they have a fixed project team with the functional resources now reporting directly to them. As an organisation that manages on average 6000 projects per annum a series of dedicated project teams has been established, which are now assigned projects rather than creating a new team per project. This has led to more

collaboration between the functional project team members, improved communication and more effective working.

Winning Project Work under a New Competitive Structure

An additional aim of the newly developed organisational structure is that the routes can utilise the supply chain directly and engage 3rd party companies to deliver minor works that in the past would have normally been undertaken by IP. This change will enable the route to seek the best value solution provider and better utilise the capabilities of both IP and the supply chain on a value-for-money basis. The IP group will also, eventually, be able to bid for projects outside the Network Rail organisation and to work with external companies on projects for which they have particular expertise.

CLIENT CASE STUDY I: **Network Rail**



The changes in the way projects are delivered at Network Rail will encourage innovation and competition and ensure projects are delivered not only safely but also more efficiently.

Project work undertaken by Infrastructure Projects in the new client/supplier arrangement will require improved processes compared to those used in the old integrated organisation and IP is still at the learning stage of this transformation. The group will have to develop a culture of consistency and collaboration between project management, planning, risk management, estimating and commercial functions. They will require new competencies and skills which have started to be developed and will continue to be developed through a major training program over the coming months and years.

BSI 1000 - Collaborative Business Relationships

An example of the cultural change in progress at Network Rail is that they have already been independently assessed and gained the BSI 1000 certification for Collaborative Business relationships. This framework means that they can achieve maximum benefits from their working relationship between different divisions through improved communication and decision making processes, and clearly defined roles, responsibilities and reporting structures. These improvements make business relationships easier to manage because of the shared goals, costs and risks. BSI 1000 is one of the tools

Network Rail is using to improve business relationships with its suppliers to drive down costs.

Learning and Development Opportunities

The BSI 1000 approach is being augmented with a range of learning opportunities and training courses, including a bespoke training course for the Infrastructure Projects group, developed by and in conjunction with Parallel Project Training called *“Project Management, Planning and Control in a Competitive World”*. With the significant challenges and opportunities faced by Infrastructure Projects it is essential that they can control project scope, timescales, costs and risks in a competitive environment, and this training course has been designed to help them do just that.

Alastair Forbes, Head of Programme Standards and Planning, commented on the tailored training programme: *“The training course was developed over a period of 3 – 4 months and drew on the extensive expertise of Parallel to identify areas for improvement and then target those areas with innovative, meaningful ways of delivering the training. Pilot courses were run with individuals attending who would challenge the trainer and the content to ensure the course met our needs. Those who attended the early pilots have been inspired by the training and are now great advocates of the changes taking place at Networks Rail’s Infrastructure Projects business.”*

CLIENT CASE STUDY I: **Network Rail**

The course uses a real-life and highly relevant case study to set the scene. Project documentation and information from HS2 (the independent company set up by the government to oversee development of the new High Speed North-South rail link) was incorporated into the design of the course. Course participants have to prepare and present a bid for one of the work packages in this real-life project. The 'bid process' was selected and used as a shortened project lifecycle that, in effective execution, requires a fully integrated and collaborative approach from all the functional experts to deliver a comprehensive final outcome.

To date 20 courses have been run by Parallel Project Training since they first started the training programme in early 2012. This course is intended to support the behavioural and process changes that are required at Infrastructure Projects and is aimed at three key groups: Programme Management, Commercial, and Planning with 25% of the Infrastructure Projects group targeted to attend the course. Further e-learning is being developed to ensure that key messages are communicated to, and fully understood by, the wider group.

Many of the Network Rail project managers, whilst feeling trepidation at the scale and far-reach of the changes being undertaken as part of the establishment of the Infrastructure

Projects organisation, have recognised the value of these changes and the career development opportunities that they present.

Paul Naybour Business Development Director at Parallel Project Training, remarked *"At Parallel we had the flexibility to tailor the training programme to the specific requirements of Network Rail's Infrastructure Projects business and to rapidly update the pilot courses to incorporate feedback from participants. Using relevant, real-life material such as the HS2 project has proved to be highly successful, enabling participants to gain maximum benefit from the course and support them in the cultural and behavioural changes required for Network Rail's new, competitive approach to projects."*

The Association for Project Management (APM) is the professional Project Management institute of choice for Network Rail, who are an APM Corporate Member which supports and underpins their commitment to professionalism in project management. The majority of Network Rail project team members have previously undertaken APM training courses ranging from APMP to Registered Project Professional (RPP) certification. For this reason, the *"Project Management, Planning and Control in a Competitive World"* training course was underpinned by the APM methodology.



National Trust embark on a bespoke training programme from Parallel Project Training

The National Trust has always recognised the importance of professional project management for their complex and unique projects but now intends to build on their previous successes to further develop and improve project management within their organisation. They have recently sought an external training provider in order to combine external project management best-practises with the internal project management framework already in place at the National Trust and develop an even more consistent and professional approach across the organisation.

Founded at the end of the 19th century, the National Trust is Europe's largest conservation organisation and works to preserve land and buildings of outstanding beauty or historical interest across the UK. Around half of its 300 properties are accredited museums, in recognition of its high standards of curatorship and conservation, and its historical properties house over one million objects of special interest or importance.

As a registered charity the Trust is completely dependent on the generosity of its 4 million members and supporters in order to continue and expand its important work. So a cost-effective solution to project management training was paramount, but also important was that the training provider understood the unique culture of the National Trust.

Parallel Project Training deliver a wide range of training courses using a variety of methods and media including e-learning, podcasts, workshops, traditional classroom-based courses and master classes. Underlying their very practical methods of training is a serious approach to professionalism within project management. Their trainers are all practising project managers who can draw on their real-life project experiences to bring alive their training sessions and enable them to appreciate the unique challenges and constraints that project managers face in organisations like the National Trust.

Parallel are working closely with the Trust to help them articulate their requirements in order to deliver training to meet their very specific needs and ultimately deliver measurable benefits to the organisation. Using highly collaborative techniques they are developing training that

is both relevant and engaging, that is allied to the objectives and culture of the National Trust and is appropriate for the different areas of expertise of those involved in delivering projects.

The National Trust selected Parallel Project Training to deliver their programme of learning and development for a number of reasons including their ability to tailor the programme to the Trust's specific needs and work with them to incorporate their existing project management framework into the training sessions. Other reasons included the credibility of the Parallel trainers, their previous experience working with the charitable sector, and the strong cultural fit between the two organisations.

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It is refreshing that the National Trust's existing project management framework focuses much less on bureaucracy but more on providing support to get the job done professionally and successfully. In aiming for value-for-money solutions the Trust is driven by the desire, not to cut costs, but to be able to invest in more conservation and more projects of social value in line with the reasons it was originally founded in 1895.

They want better value-for-money when delivering projects purely to enable them to achieve more with the same budget.

The National Trust spend around £300-£400m on projects over a 3-year cycle, with individual projects ranging from a couple of months in length and costing a few thousand pounds right up to projects costing tens of millions of pounds and spanning 10 years. The huge breadth of projects span landscape conservation, habitat restoration, conservation of historic buildings and the upkeep of the 1,000s of cottages,



homes and farms that the Trust rent and lease out. Many of these projects involve volunteers and even whole communities. As well as these unique types of project, and the more typical IT and marketing projects that would be expected in an organisation of this size, the Trust also manage a number of renewable energy projects involving hydro-power schemes, photo-voltaic arrays and biomass boilers, many in sensitive environments.

The Trust currently employs a small team of permanent, full-time project managers, some of whom have professional APMP or Prince2 qualifications, but many other people, such as building surveyors and conservators, are involved in managing projects as an extension to their main role. In fact, there are very few aspects of the organisation that are not supplemented by project work and very few staff at the Trust who do not get involved in projects to some degree.

So as part of the new training programme, a series of courses is being developed by Parallel Project Training for those involved in project delivery at all skill levels. Parallel will very much target the practical aspects of managing projects and the focus of the training will be on developing individuals to be more able to deliver projects successfully rather than on passing exams. However, some of the National Trust's project management professionals will be aiming to achieve the APM RPP (Registered Project Professional) in recognition of their previous experience and qualifications, and their commitment to continuous professional development. The flexible solution offered by Parallel will accommodate the objectives of those with the motivation and expertise to obtain these internationally recognised credentials.

Mike Hudson, Head of Project Support at the National Trust, who is leading the programme, commented *"The bespoke training programme being delivered by Parallel Project Training is being designed to help our project managers to deliver more,*

to a consistently higher standard, more easily. It is important to us that the trainers use relevant examples and case studies, and that they reinforce the templates and processes from our existing project management framework. The underlying APM methodologies, with their emphasis on behavioural and contextual competencies and accreditations that reflect a serious commitment to project management as a recognised profession, complement the Trust's own approach to project management."

Understanding the culture of the National Trust, with its diverse range of responsibilities and projects was a fundamental requirement of any training provider as was an understanding of the particular challenges and constraints project manager's face when delivering project within the National Trust. A significant number of the Trust's projects involve buildings with listed status or are undertaken in areas with national nature designations. Increasingly many projects also engage visitors in the project work as it is being carried out.

John Bolton, Programmes Director at Parallel Project Training, commented *"We recognised the need for a bespoke solution to meet the specific requirements of the National Trust because of their own well-developed project management processes and also because of the unique challenges and constraints they face. We are devising a tiered training programme aimed at individuals with different levels of experience and responsibility. With cost-effectiveness in mind, we will train internal staff to deliver some parts of the training programme, where this provides the best value for money for the Trust. E-learning, classroom-based courses and master classes will all be used to deliver the tailored solution with highly realistic and engaging case studies based around the Trust's existing project management framework; the aim being to turn the principles of project management into practical skills and behaviours."*

Project Management Distance Learning establishes a benchmark for Professional development

International Built Asset Consultancy invests in Project Management Development via a Distance Learning programme leading to the APMP Qualification.

London, UK, Jul 2012: The leading international Built Asset Consultancy E C Harris has embarked upon a tailored distance learning programme for its project managers in order to establish a clear route for professional development and a benchmark for understanding project management within the organisation. The learning programme is a blend of virtual classroom sessions, e-learning and traditional printed study materials and books leading to the APMP exam.

cost-effective and successful. A third course is currently being planned, which will incorporate modifications based on participant feedback from the previous sessions.

Even with the training programme at these early stages, 32 project managers from across the United Kingdom, and from Hong Kong, Dubai and Abu Dhabi have benefitted from participation. With project managers based around the world



With offices across Europe, Asia and the Middle East the aim of the on-going training programme is to deliver a consistent, high-quality experience to all of its project managers wherever they are located across the globe. With the pilot scheme already completed resulting in a pass rate of over 80% for the APMP qualification and a second course nearing completion, the programme is proving to be both

in Asia, North America, Europe, Eastern Europe and the Middle East, the advantage of this type of blended distance learning is not only to offer a clear career progression for project managers within E C Harris through consistent, high-quality training but also the potential opportunity for individuals to establish valuable networks outside their own immediate locations.

The Association for Project Management (APM) is the professional Project Management institute of choice for E C Harris, who hold APM Corporate Accreditation in recognition of their commitment to professionalism in project management. As corporate members they are fully engaged in supporting and contributing to the APM agenda as it seeks to raise awareness and standards in the project management profession.

Parallel Project Training was very responsive to our vision and we have been able to work closely with them to develop the high-quality training that we wanted for our international project managers.

Alison Mitchell, Learning and Development Consultant at E C Harris commented *"Within my role in Professional Services I had a very clear view in mind of a well-designed, high-quality, blended learning programme. Parallel Project Training was very responsive to our vision and we have been able to work closely with them to develop the high-quality training that we wanted for our international project managers. The model of blended learning for project management that has been developed has been so successful that we plan to use it for training in other disciplines within E C Harris."*

The courses are conducted over an 8 week period with key virtual classroom sessions timetabled into that period and the examination held at the end. Adobe Connect, a core learning technology for E C Harris, is used to facilitate the virtual classroom sessions as a live event from anywhere in the world with the trainer visible on video to all participants. It also has a whiteboard facility and real-time questioning opportunities either via voice (for which a microphone and headset are required) or via a keyboard with the interactive Chat facility which shows all questions on-screen to all participants.

Distance learning of this type offers professional APM qualifications in a productive and cost-effective manner. It has all the benefits of distance learning such as reducing the time away from the office, combining individuals from different parts of the world on one training course and offering a flexible approach that suits different learning styles. But it also has the advantages of the interaction found in traditional classroom courses through the virtual classroom elements. E C Harris has additionally made internal mentors available to the participants and a one-to-one online tutor is also at hand. The final exam leading to the APMP qualification is taken onsite under strict exam conditions at an E C Harris location convenient for the candidate. An APM examiner is in attendance at every exam irrespective of the number of candidates.

Paul Naybour Business Development Director at Parallel Project Training, who delivers the courses, remarked *"The level of interaction between the participants in the virtual classroom situations is very high. Combining these with more standard e-learning practices and the printed study material has proved to be highly successful, allowing delegates to work in a way that fits more readily around their on-going work commitments, whilst still being supported by one-to-one tutors online and gaining the opportunity for project managers from disparate locations*

to get to know each other and establish smaller support groups. By recording the virtual classroom sessions we also offer participants the opportunity to re-visit particular sessions at any time, if needed; they are also able to access presentations and training documents through Adobe Connect. At Parallel we have the flexibility to tailor the training programme to the specific requirements of E C Harris and can also update it rapidly to incorporate feedback from previous delegates."



Project Management at DSTL Flying High

The Defence Science & Technology Laboratory (Dstl) is developing its project management community to improve project delivery and offer better value for money to its Ministry of Defence (MOD) and external customers. As a research-based organisation it had historically been difficult to quantify success for typically intangible project deliverables but through the use of bespoke training courses and workshops, designed around specific projects and research areas, Dstl has succeeded in implementing a strategy for controlling and managing projects more effectively.

Significant reforms have been taking place within the project management community at the Defence Science & Technology Laboratory (Dstl) as it embarked on a journey to improve front-line project delivery and offer better value for money. Dstl was formed in 2001 but had previously existed as part of a larger government organisation, the Defence Evaluation Research Agency (DERA) which was part privatised in 2001 to form the defence technology company QinetiQ with the remaining government-owned research arm becoming Dstl.

Organisation Background

As one of the principal UK government organisations dedicated to science and technology in the defence and security field, Dstl is involved in a wide range of tasks such as:

- developing new armour systems
- protection against chemical, biological and radiological attacks
- support and advice to the procurement of helicopters and combat aircraft
- maritime research relating to ships and submarines
- exploiting emerging technologies for the military

However, as a trading fund of the Ministry of Defence (MOD) Dstl receives no direct government funding, but relies on the income derived from the projects it undertakes, predominantly for MOD customers. Around 95% of Dstl's income comes from the work done for UK government, with 90% from MOD customers and the remaining 5% from other government organisations such as the Home Office and Department for Transport. The remaining few percent of Dstl's income is derived from non-exchequer work, e.g. from other governments and industry where the work is deemed to be of benefit to the UK tax payer.

The Project Management Journey

Around 5 years ago it had started to become clear that project management within Dstl had lost focus. There was not enough emphasis on project management techniques to ensure successful project delivery and what's more customers had begun to notice. The journey to improving projects and consistently delivering successful outcomes started around five years ago with a number of project management courses being conducted in-house. In 2010 the training was put out to competitive tender and a training provider was found which developed bespoke project management courses to be flexible and match Dstl's needs.

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Unlike many government organisations Dstl is not simply involved in procurement but focuses on science and technology-based research and development projects, which typically have uncertain outcomes with intangible or obscure benefits. Because of the specific working environment at Dstl, standard PM courses were substantially irrelevant to that environment so the new training provider, Parallel Project Training, spent almost three months replacing or adapting the core courses previously in use and began introducing a variety of bespoke modules to make the concept of project management meaningful for such a research-based organisation. With project deliverables typically in the form of technical reports or expert advice from a collaborative community of scientists, the ability to quantify success was an important aspect of these changes.

The various core courses are still based on the APM framework as previously adapted for use at Dstl but with the addition of a rolling programme of bespoke courses based on real projects with real problems so that they are relevant to Dstl's project management professionals. Parallel



was committed to understanding Dstl so that it could fully engage participants on courses and not simply teach material without really understanding project management from Dstl's perspective.

John Bolton, Programmes Director at Parallel Project Training, remarked "At Parallel we have a genuine desire to fully understand an organisation's needs and to flexibly tailor a training programme to their specific requirements. Our use of real-life projects and problems incorporated into the training modules at Dstl has proved to be highly effective in helping their project managers to deliver successful projects which provide value-for-money. We also offer independent advice, where necessary, on issues being experienced in current projects; a unique service of which Dstl makes full use. They in turn keep us apprised of developments in their processes so our courses continue to be meaningful."

As well as the training on offer to project managers, a Continuing Professional Development (CPD) scheme has also been implemented at Dstl, which includes four stages from awareness to expert status and uses an experience matrix to identify the needs of individual project managers in order to help them progress to the next stage of professional development.

Project Management in Action

Dstl employs a significant number of Project Managers. Many combine their project management role with other technical roles, over recent years more and more have become full time professional project managers. While mainly from a technical background this community also includes those from non-scientific backgrounds as well as those from other government departments and from external companies.

These project managers are responsible for around 1,300 projects a year worth £400 million. So whilst on average each project is for a relatively modest amount, for most project managers at Dstl the focus of the work on saving lives is the motivation that drives them.

Dstl projects have a wide spectrum ranging from fast-turnaround 24 hour projects relating to urgent operational analysis or urgent requests from an area of conflict that can cost just a few hundred pounds to complete, through to projects extending to more than three years and costing tens of millions of pounds. A typical project could be expected to cost a few million pounds and take 18 months to deliver. Such projects might involve the production of scientific reports or providing technical advice for procurement or policy decisions through to modifying, improving or developing a new bit of kit for the armed forces. As armed forces personnel are exposed to new threats and increased vulnerability in conflict zones Dstl can provide, for instance, additional protection and improved body armour. Recent work on body armour improvement has been instrumental in preventing internal bleeding in the field.

Embracing P3M3

In the summer of 2011, Dstl started looking at ways in which its enhanced project efficiency and delivery could be used to identify what it did well and where it could improve in order to add value to the Dstl business. This entailed using the standard Portfolio, Programme, and Project Management Maturity Model (P3M3) framework with which it could assess current performance and establish plans for further improvements.

Around this time Dstl underwent an informal P3M3 assessment, which was carried out by the accredited

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consulting organisation OutPerform, to establish a base level from which to build its improvements. This identified ten areas in which Dstl projects performed well and six areas for improvement. OutPerform then carried out an improvement planning workshop to determine how Dstl could progress from its existing level of project management maturity to its target level. The workshop established a prioritised list of initiatives to be implemented by autumn 2012, which included both developing new skills and making behavioural changes. An action plan was devised by OutPerform based on this assessment and then used by Dstl and Parallel Project Training to develop additional bespoke training modules.

In October 2012 a formal P3M3 assessment was carried out by OutPerform, and Dstl achieved its target Level 3 certification.

Andy Murray, Director of Outperform, who oversees all P3M3 assessments at the MOD, remarked, "I was very impressed by the highly professional and competent project personnel at Dstl. They already had very effective processes in place, which had been universally adopted, so the necessary improvements had a solid foundation. With a culture that is very supportive of the changes taking place, they comfortably reached their P3M3 Level 3 certification."

The Future for Project Management at Dstl

Achieving P3M3 Level 3 is a huge achievement for the project management community at Dstl and is reflected in the projects it has been delivering and the value this has added for the UK government and around the globe.

Dstl continues to work with Parallel on the training and development of its project professionals. New learning technologies such as podcasts and e-learning stimulate personnel at all levels of experience, and the introduction of refresher courses helps the most experienced project managers to update their skills.

In continuing to seek better value for money by ensuring the right people are participating in the right training, bespoke training courses are being matched to the CPD scheme and to external courses and qualifications.

Mike Hogwood, Head of the Project Delivery Office at Dstl, commented "Our project deliverables are now properly reviewed and our success criteria are well-defined so that all completed projects are fit-for-purpose and cost-effective. Individuals involved with projects have clear responsibilities and accountability and we are improving our project delivery all the time; we can leverage what we do well and know where we need to improve further. Project Management at Dstl has seen huge advances in the past five years and with the on-going training of the project management community at Dstl, and the plan in place to further enhance the maturity of our project management model over the next two years, I am confident that our stretch target of P3M3 Level 4 certification is achievable."

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Training the Best to be Better

Major ERP Software Provider invests in bespoke training for its top project managers.

Reading, UK. 04 July 2012: An elite group of project managers from IFS, a major Enterprise Resource Planning (ERP) company, gathered recently at their UK headquarters in High Wycombe to embark on an exclusive, tailored training programme specifically designed to enable these international project managers to better deliver complex global projects with a common approach and a common working culture.

The 31 participants, comprising the top 10% of the organisation's project managers, came from as far afield as Africa, Asia Pacific, Europe, the Middle East, and North America. The aim of this bespoke training course was to develop the exceptional leadership qualities needed to manage increasingly global, multi-cultural projects for blue-chip clients in the Retail, Oil & Gas, Utilities and Telecoms sectors, often involving implementations in several countries and continents.

IFS project managers are one of the most important assets of the company, delivering customer needs in a fully integrated way, which is a key differentiator of the service offered by IFS compared with its competitors. The investment by IFS in this course represents their commitment to further developing their global capability to deliver complex projects. Project Managers are responsible for the full implementation of IFS Applications™, including customised elements of ERP and end-user training. They include those with extensive hand-on experience as well as APM and PRINCE2 qualified project managers. However, the training program developed for them by Parallel Project Training used the Project Management Institute (PMI) Body of Knowledge (BOK) as a framework because these are more globally recognised best practise guidelines, which are easily adaptable to different regions and different cultures. Salient points from the PMBOK were used to demonstrate certain ideas and develop a common project management language amongst the course participants.

Whilst professional standards and competence in formal project management was expected, the aim of the training program was not to teach a project management

methodology but simply use it to allow for realistic case studies. The bespoke Parallel Project Training course was designed, in close collaboration with IFS, to provide "real world" training to develop the leadership qualities that the project managers could immediately apply to real, complex international projects. And provide the techniques needed to deal with complex customer issues in a professional manner. The training program used extensive role play in a detailed

case study to simulate typical, challenging project scenarios.

"We chose Parallel Project Training because they completely understood our working culture and objectives and wanted to offer us practical skills not theoretical knowledge."

As Steve Boreham, Services Process Director at IFS, commented, "We chose Parallel Project Training because they completely understood our working culture and objectives and wanted to offer us practical skills not theoretical knowledge. Paul and John listened to our brief, showed initiative and did not try and sell us something

we didn't need. They proved to be consummate professionals when it came to delivery, and their style of engagement has resulted in an internal project management forum called 'Ask Charlie'; Charlie being the IFS project manager in the role play conducted on the course!"

Paul Naybour, Business Development Director of Parallel Project Training remarked "The brief from IFS to deliver a behavioural and leadership development course for 31 delegates from 20 countries was very challenging but their commitment to collaborative working helped to make this training programme a real success. I am delighted that the feedback has been extremely positive and I look forward to the next running of the course."

About IFS

IFS is a public company (OMX STO: IFS) founded in 1983 that develops, supplies and implements IFS Applications™, a component-based extended ERP suite built on SOA technology. IFS focuses on industries where any of four core processes are strategic: service & asset management, manufacturing, supply chain and projects. The company has 2,000 customers and is present in approximately 60 countries with 2,800 employees in total. Net revenue in 2011 was SKr 2.6 billion.

Project Management e-Learning Programme at Turner & Townsend results in impressive APMP pass rates

Turner & Townsend, the global programme management and construction consultancy has been investing in a project management e-learning programme to enable it's project management professionals to achieve internationally recognised status with Association for Project Management (APM) qualifications whilst ensuring that the company continues to consistently deliver high-quality project management across a wide range of industries.

The leading global programme management and construction consultancy Turner & Townsend embarked on a project management e-learning programme in 2012 to enable it's project management professionals to achieve internationally recognised status with Association for Project Management (APM) qualifications. The aim being to raise the qualification levels of all project managers to help ensure that the company continues to consistently deliver the high-quality project management for which it is known both in the UK and overseas. The learning programme has so far trained 150 project managers in the UK who have achieved a prodigious 95% pass rate in the APMP examination.

With high-profile projects in London including The Shard, the Battersea Power Station Redevelopment and infrastructure projects such as CrossRail, Turner & Townsend are recognised in the UK for their excellence in the construction industry. At the prestigious Building Awards 2014 they were awarded the Construction Consultant / Surveyor of the Year for the second year in a row as well as being awarded CEO of the Year. They also received the Queens Award for International Trade 2014 and two Turner & Townsend projects received awards from the British Council for Offices (BCO) at their regional event for London and the South East.

Around 45% of the company's employees and projects are UK based and their excellence in construction project management is combined with other specialist areas both nationally and globally, including mining, oil & gas and alternative energy projects in countries such as Australia,

South Africa, China and Brazil, which give the company its wide breadth of expertise. Their highly skilled project teams are responsible for delivering some of the world's largest and most complex projects and programmes and are striving to continuously improve their project delivery capabilities through the use of more effective procedures, tools and reports, and through more efficient project tracking.

The project management training programme was devised and is being delivered by, Parallel Project Training and as the programme approaches it's second anniversary it is proving to be both cost-effective, popular and highly successful. The e-learning approach takes the form of a 1 day introductory session followed by a 6 week period of independent study supported by traditional printed study guides, e-learning resources, phone support and an active online community. A second 1-day session is then used to address any concerns and provide clarification, where needed. This final session is typically followed a couple of days later by the APMP examination. The training

is predominantly targeted at the entire range of project managers from the less-experienced to those with extensive experience (but with no formal qualifications).

For professional project management accreditation Turner & Townsend choose the APM qualifications because of the in-depth, knowledge-based approach to project management, and the APM's commitment to achieving chartered status for the project management profession. In the coming months Turner & Townsend plan to seek APM Registered Project Professional (RPP) accreditation for some of its

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more experienced project managers, an accreditation widely recognised as the precursor of future chartered status. And the infrastructure side of the organisation has recently had their competency framework accredited by the APM.

Adrian Maguire, Learning and Development Co-ordinator at Turner & Townsend commented,

"Parallel Project Training had already been delivering ad-hoc courses for us, but the implementation of the organised e-learning programme in April 2012 focussed the training in a way that suited our requirements better and has proved very successful. The model is a practical one for our project managers, allowing them to spend minimal time away from their day-to-day roles and offering the flexibility to learn when it suits them. The success of the programme is evident by our impressive pass rate of 95% on the APMP exam. This success has been reflected in the increasing amount of work that we are winning by being able to display that we have better qualified project managers and also in the improved quality of the work they deliver."

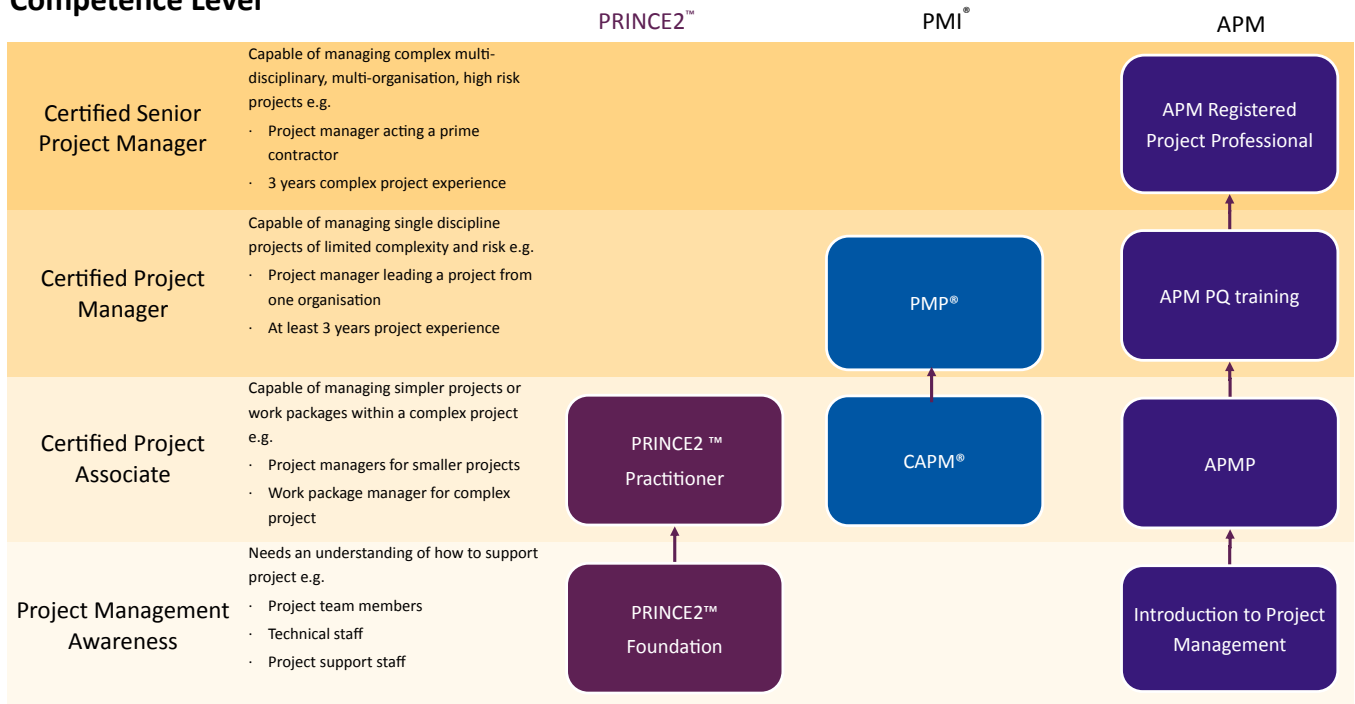
John Bolton, Programmes Director at Parallel Project Training, who delivers the majority of the training sessions, remarked,

"At Parallel we have a genuine desire to fully understand an organisation's training goals and are flexible enough to offer training programmes to suit a company's specific requirements. Combining standard e-learning practices with printed study material has proved to be highly successful for Turner & Townsend, allowing delegates to work in a way that fits more readily around their on-going work commitments, whilst still being supported via phone and the online community. The e-learning model also offers participants the opportunity to re-visit particular topics at any time, if needed. Our use of realistic projects has proved to be highly effective in helping their project managers not only achieve formal qualifications but also to continuously improve the way in which they deliver projects in a range of industries and areas of expertise."

Parallel Project Academy

for project management development

Competence Level



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