

Moving forward



The Value of Project Professionalism

Andrew Bragg, 15 August 2014

IPMA[®]
international
project
management
association

Structure

- IPMA and APM
- Current UK context
- Turning point for the profession
- Big vision
- 5 Dimensions of Professionalism
- Summary & Questions.

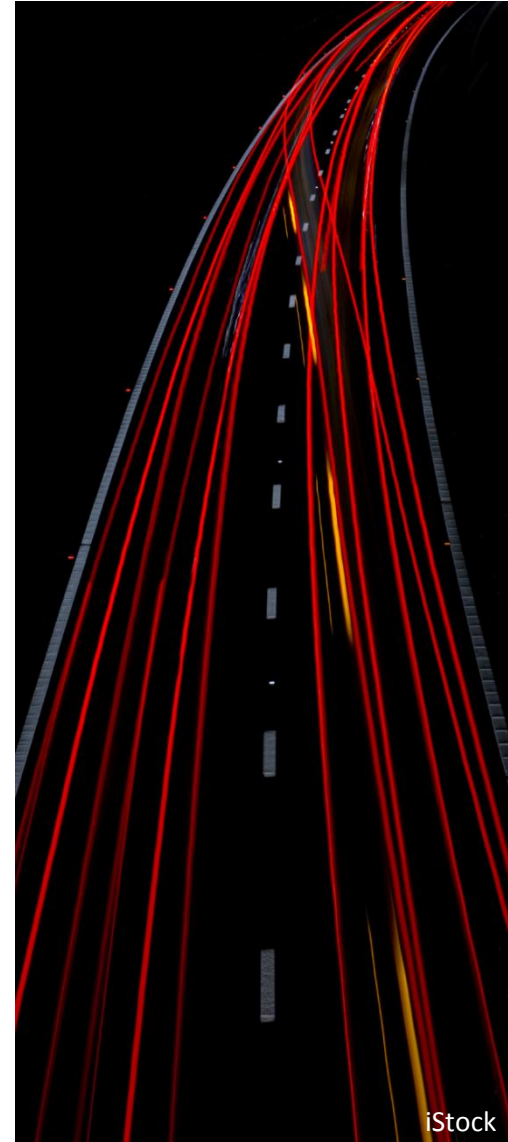
International

Association for
Project
Management



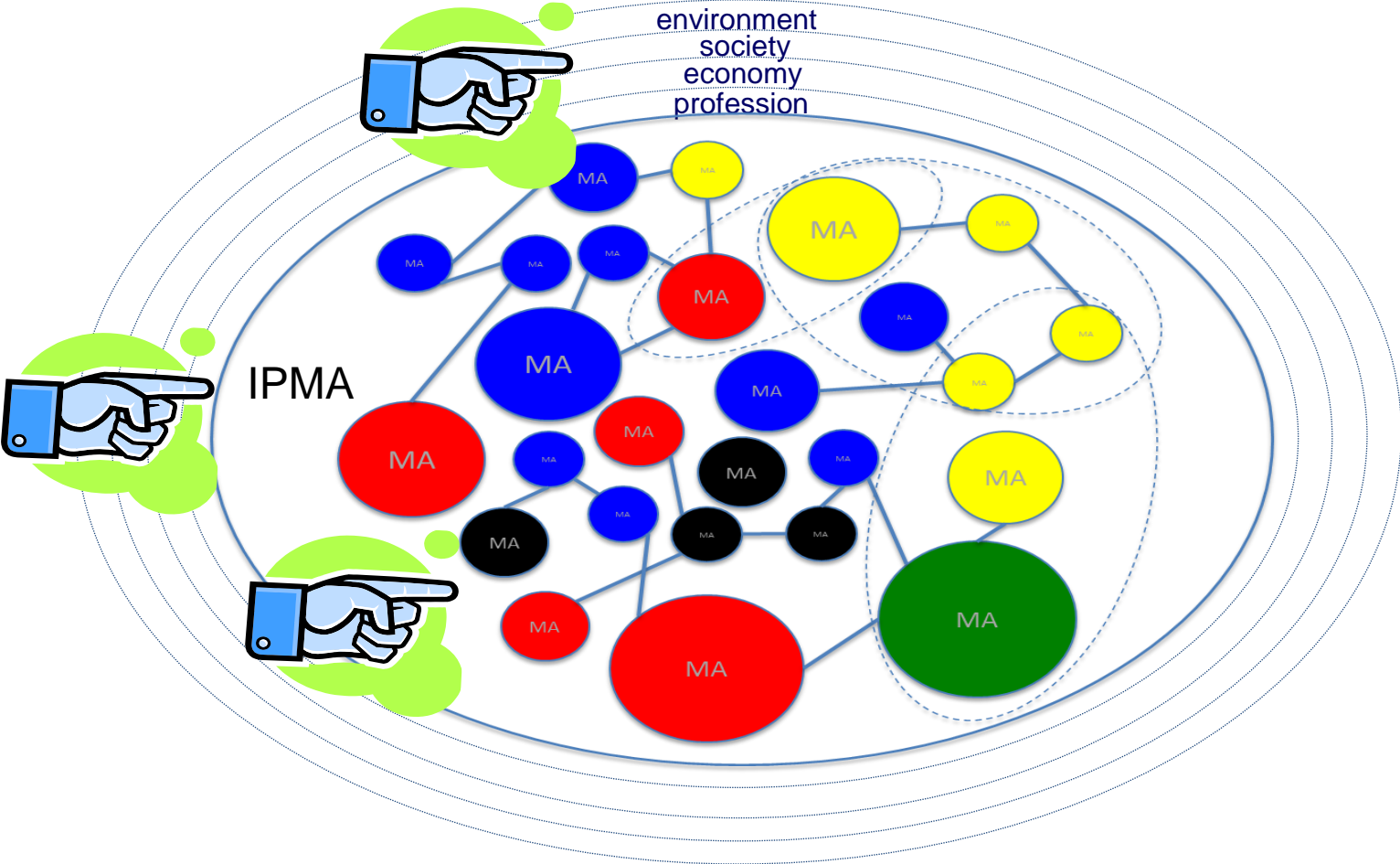
IPMA

- » World's first international project management association (1965)
- » First with role-based, competence-assessed certifications in PM
- » IPMA standards leading the way for individuals, projects & organisations
- » Particular focus on competence-based education, training & development
- » Awards for Project Excellence
- » International events & networking.



iStock

IPMA – a vibrant network



Association for Project Management

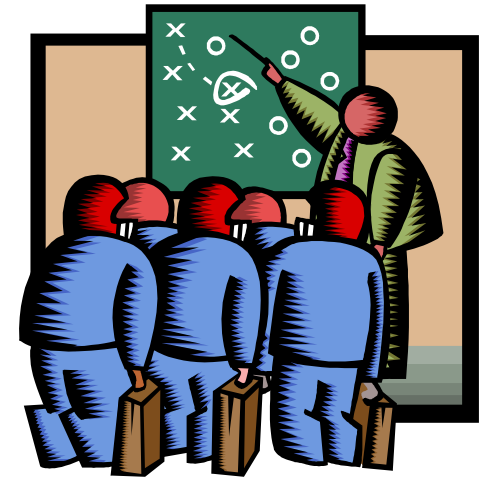
- Lead professional body for project management in UK
- Largest independent professional body of our kind in Europe
 - Leading member within International Project Management Association (IPMA)
- Individual members range across 4,000 + organisations
- Corporate members drawn from public, private and not-for-profit sectors:
 - across all industry sectors
- Charity, founded in 1972
- Campaigning for increased professionalism:
 - helping make it happen in practice.



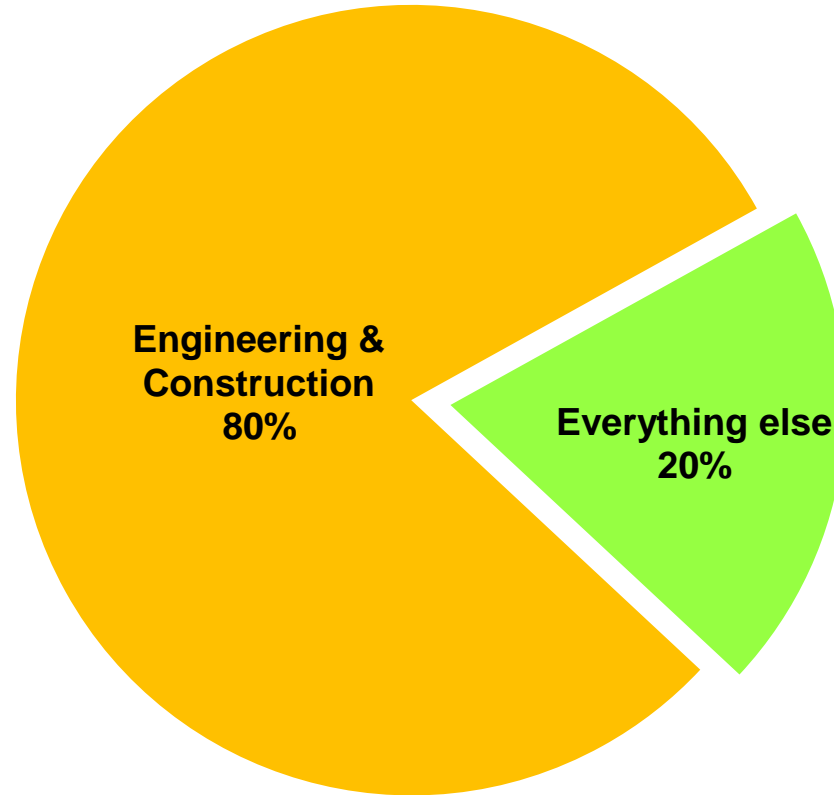
APM charitable objective

“To advance the science, theory and practice of project and programme management for the public benefit”

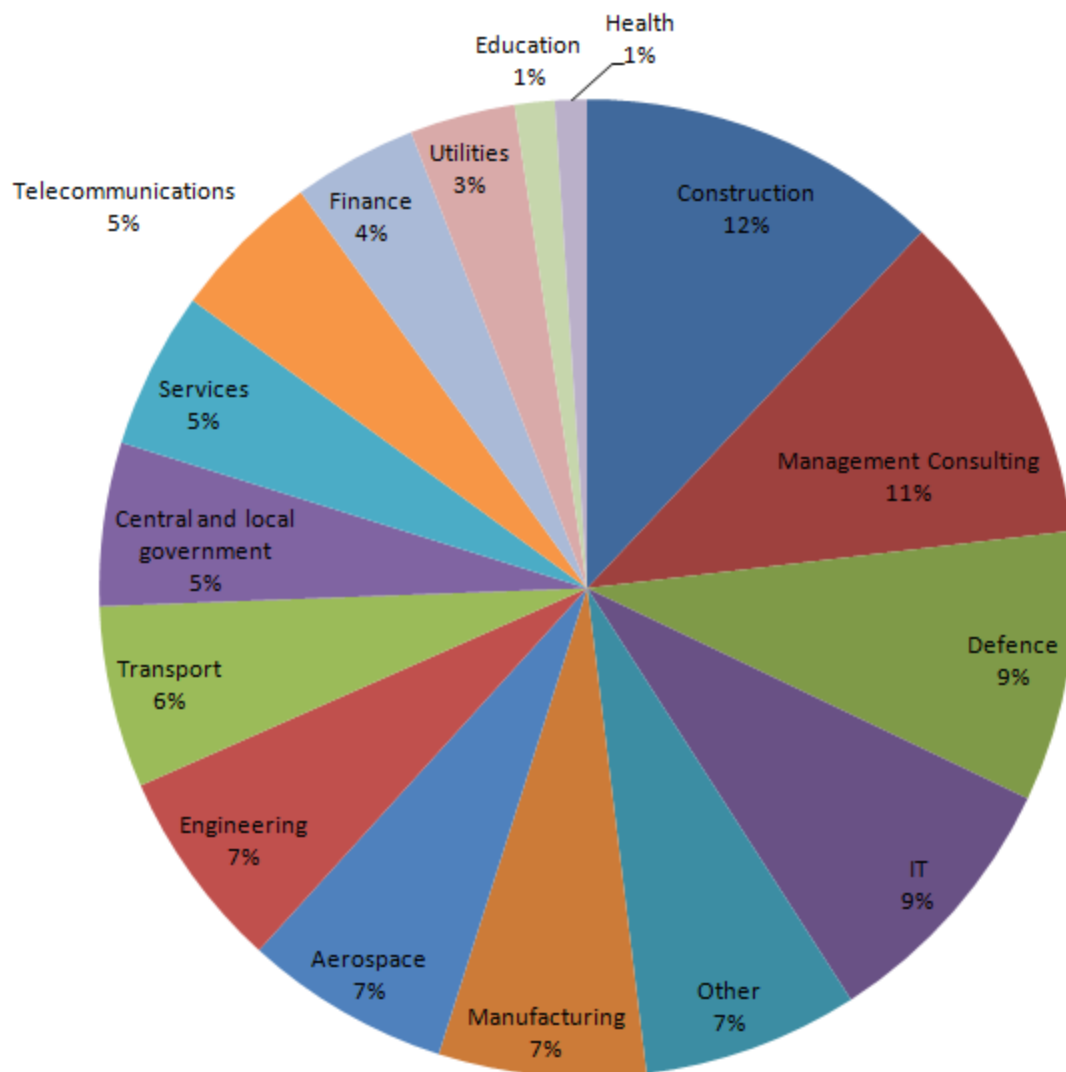
and
portfolio



APM membership by sector - indicative historical split



APM Membership by Sector



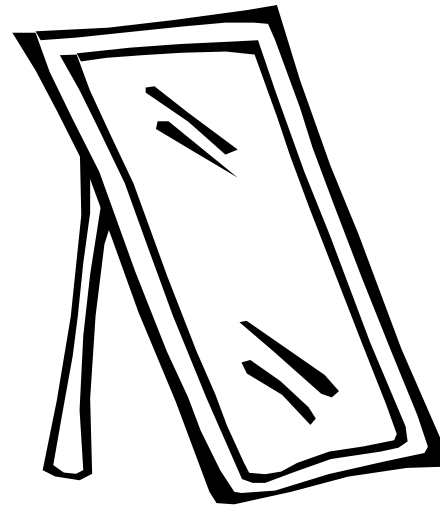
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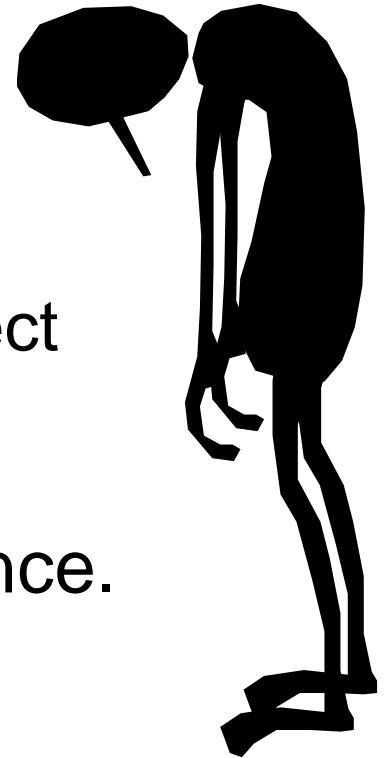
Current context

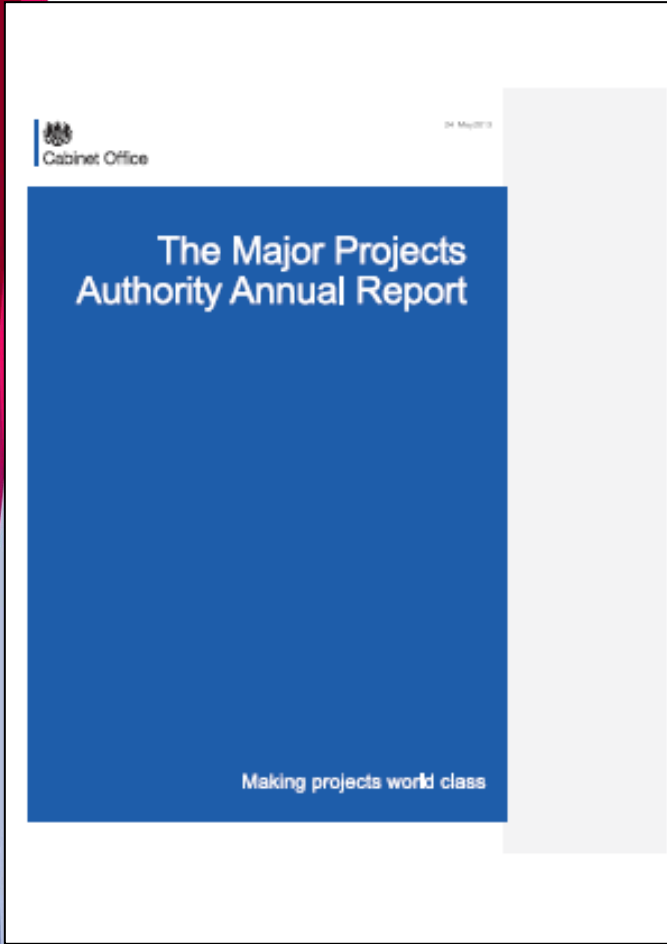
- Informed by legacy
- Inspired by urgency.



Legacy

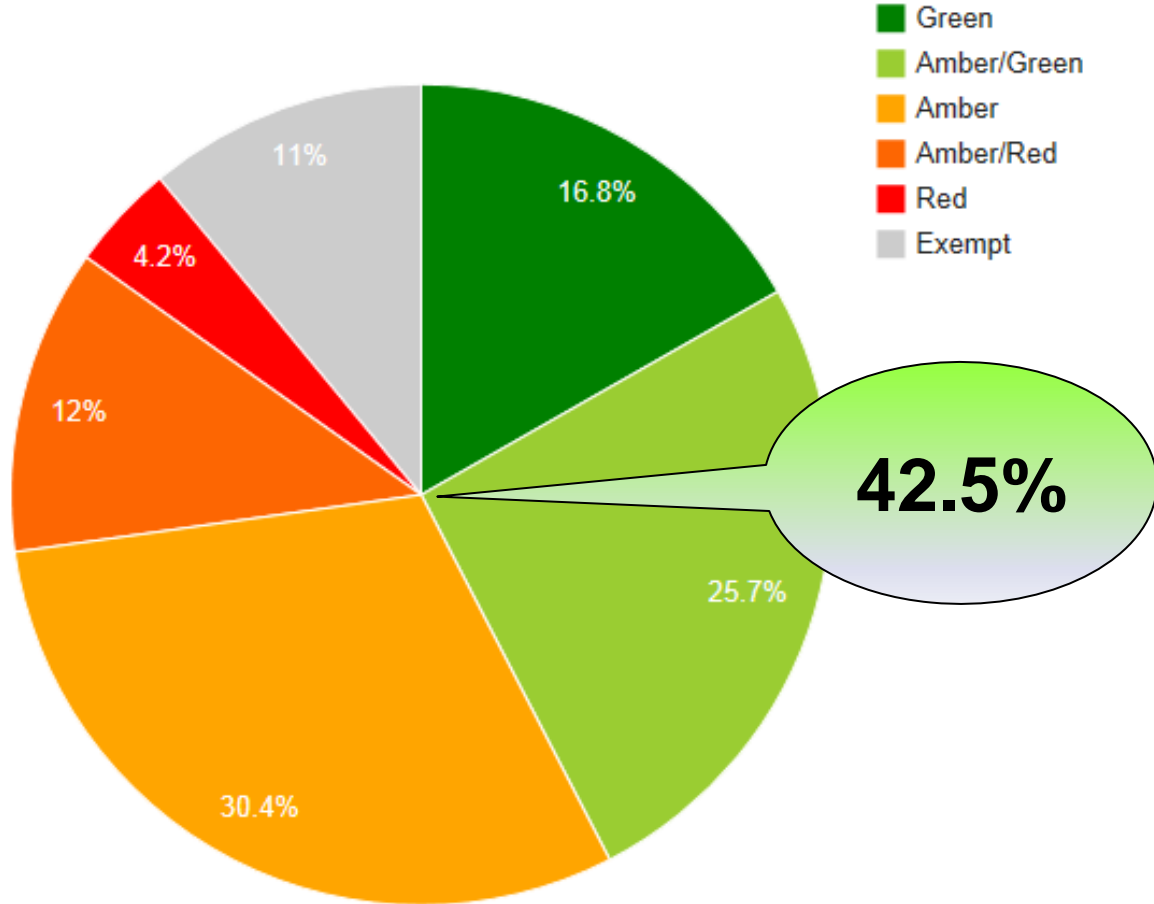
- Not recognised historically as a discrete profession:
 - Not historically a career of first choice
 - “Anybody could call themselves a project manager”
- Confusion of knowledge with competence.





GMPP aggregated RAG distribution (with exemptions)

[Download this data as a CSV file \[1kb\]](#)



***Insights and Trends:
Current Portfolio,
Programme, and Project
Management Practices***

The third global survey on
the current state of project
management



pwc

“ 86% of projects fail to deliver against their budget, schedule, scope, quality and benefits baseline ”

December 2012

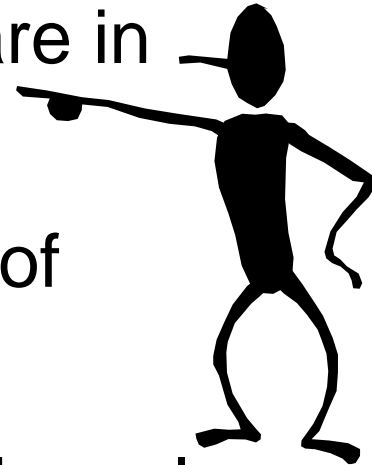
Legacy (cont'd)

- High-profile project failures
 - Standish Group CHAOS Reports
- Edward W. Merrow, IPMA World Congress 2011:
 - “As a profession, our track record of failure on major industrial projects is not acceptable
 - “This is true even though project management professionals are rarely the actual source of the failures”.



Urgency

- Too many projects still fail
- Successful practice is too frequently ignored
- Professional project management skills are in short supply
- Failure often lies beyond the boundaries of traditional project management
- Relentless quest for enhanced shareholder value
- Increased media and public scrutiny.



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1



2

3



4

Sources: <http://learninglegacy.independent.gov.uk> (1 & 4) and www.olympic.org (2 & 3)



“What we have already learnt is that Britain is actually rather better at organising big projects than we often gave ourselves credit for

Source: Business Secretary Vince Cable MP, The Times CEO Summit, June 2012



“What we have already learnt is that Britain is actually rather better at organising big projects than we often gave ourselves credit for – on budget, on time and without the unwelcome discipline of dictatorship...”

Source: Business Secretary Vince Cable MP, The Times CEO Summit, June 2012

Making the Games

What government can learn from London 2012

Emma Norris, Jill Rutter and Jonny Medland

3. Analysis: building blocks for Games success
- i. Vision.....
- ii. Politics.....
- iii. Institutional design and governance.....
- iv. People and skills
- v. The budget
- vi. Programme and project management.....
- vii. Risk and scrutiny

The Civil Service Reform Plan

June 2012

“Much of this failure has been because policy gets announced before implementation has been fully thought through, and because civil servants have not been given the skills and tools needed for good project management”

April 2013

CIVIL
SERVICE
REFORM

Meeting the Challenge of Change

A capabilities plan for the Civil Service



House of Commons
Committee of Public Accounts

Civil Service Reform

Thirteenth Report of Session 2013–14

*Report, together with formal minutes, oral and
written evidence*

*Ordered by the House of Commons
to be printed 24 June 2013*

REPORT OF THE
COMPTROLLER AND
AUDITOR GENERAL
HC 938
SESSION 2013-14

NAO
National Audit Office

Ability in
Civil Service
y's challenges

**GETTING A GRIP:
HOW TO IMPROVE MAJOR PROJECT
EXECUTION AND CONTROL IN
GOVERNMENT**

LORD BROWNE OF MADINGLEY

26 March 2013

Page 1 of 9

“Project management is viewed as a prestigious career path in the private sector”

UK PM mandates Major Projects Authority

- Compile a Government portfolio of Major Projects
- Require, review and approve assurance plans for each major project
- Carry out assurance reviews if there is a cause for concern
- Intervene directly in the management of major projects ...
- Work with other departments on the major projects programme and project management
- Publish an Annual Report on major projects.



Major Projects Authority

- Major Projects Leadership Academy:

— “S...ent”

“... mindset, not methodology...”



Major Projects Authority

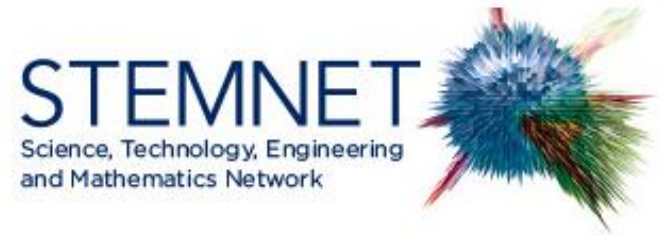
“Mr Pitchford is widely lauded in Whitehall for getting a grip with Whitehall’s major projects and increasing the number that will be delivered on time and on budget.

“When he started in 2009 the proportion was 28 per cent. The figures should be at 90 per cent or 95 per cent by the general election.”



Source: *Daily Telegraph*, 15 August 2013

Increasingly a “profession of first choice”



Increasingly a “profession of first choice”

- Increase in undergraduate numbers
- More women in project management

	Practitioners
Men	70%
Women	30%

Source: Arras People Benchmark Report 2014

Increasingly a “profession of first choice”

- UK public and private sector support for chartered status for project management:
 - Recognition and awareness
 - All stakeholders gain from “a rising tide which lifts all ships”.



Kenna Kintrea, Head of Venues & Infrastructure, Olympic Delivery Authority

at the heart of Olympian-
[Video & podcast]

Proudfoot on 1 March, 2012 - 11:02

[Back to News](#)

[Back to the Project archive](#)



'Project management rigour', the buzz words from the London 2012 Olympic build project. Speakers from the Olympic Delivery Authority (ODA) and delivery partner CLM once again stressed the importance of the rigorous application of project management as a key reason for the construction project's success at last night's Learning Legacy event.

The event, the second in a series of five learning events hosted by official legacy partner, APM, looked at the process of setting up the project in the right way. Kenna

“project management rigour”

TE...

0 comments

[Read more](#)



Will new leaders learn to say no?

News that the government is spending £6.2m to set up a

leadership academy for senior project...

1 comments

[Read more](#)

[See all posts](#)

Getting the basics right

Director of Rocket Science

LiquidPlanner

Privately Held; 1-10 employees; Internet industry
 March 2007 – March 2009 (2 years 1 month)

At LiquidPlanner I wrote technical specifications for the project management product. This included speaking with end users to discover use cases and requirements and to garner actionable feedback. I acted as the point person for patent filings, wrote white papers, and filled the role of company spokesperson/evangelist. I attended tradeshow and conferences, speaking on panels and giving solo presentations on project management topics. This included speaking to investor groups (e.g. Bellingham Angels Group) and at pitch forums (e.g. DEMO conference, Under the Radar).

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“U



enge

No single
fatality



Lessons learned from the
London 2012 Games
construction project.
[Find out more](#)

“Unreasonable” challenge (cont’d)



Goal Zero

“Goal Zero captures the belief that Shell can operate without fatalities or significant incidents despite the often difficult conditions in which Shell operates.”

“Unreasonable” challenge (cont)

1,000
m.p.h.

“THIS IS AN **INNOVATIVE**
AND **UNREASONABLE**
AEROSPACE **INNOVATION**
PROGRAMME, FUNDED
BY SPONSORSHIP AND
PUBLIC DONATIONS.”
RICHARD NOBLE OBE



Big vision for project management ...

- Radical
- Aspirational
- Knowingly unreasonable

BUT

- Reflects what society expects
- Underpins APM's campaign for professionalism
- Is all about collaboration
- Requires effective leadership at every level.

STRATEGY
2020

Our vision:
A world in which
all projects
succeed

IPMA»

international
project
management
association

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APM's mission:

To provide leadership to the movement of committed organisations and individuals who share our passion for improving project outcomes.

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Based on concept of “profession”

“ An occupation in which an individual uses an **intellectual skill** based on an established **body of knowledge and practice** to provide a specialised service in a defined area, exercising independent judgement in accordance with **a code of ethics** and **in the public interest** ”

As defined by UK Interprofessional Group in Professional Regulation Position Statement 2002



FIVEDimensions of Professionalism

APM's 5 Dimensions of Professionalism

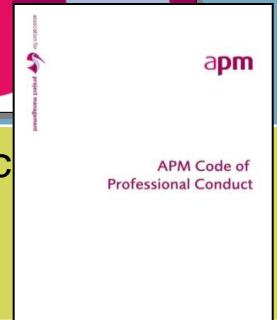
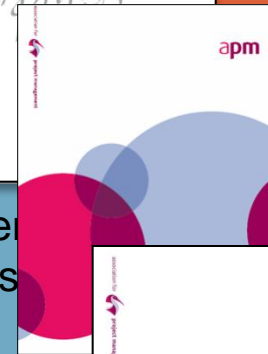
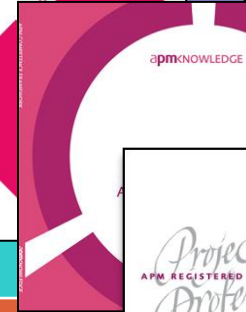
All 5
Dimensions,
or nothing

COMMITMENT

A continuing professional development scheme with no time horizons and built on understanding through self-reflection and practice

ACCOUNTABILITY

Recognition that true professionals should be accountable for their actions and adhere to a code of ethics and professional conduct



Accountability

- The ethical dimension:
 - UK hallmark of professionalism.

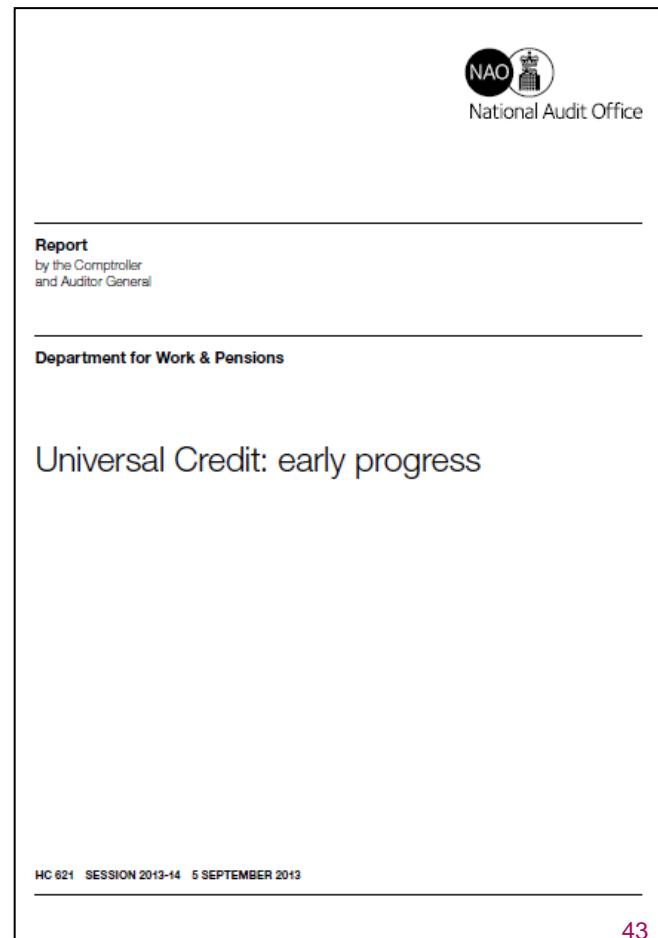


**“Stand up
and be
counted”**

The relevance of the “Gershon Challenge”

“Both the Major Projects Authority and a supplier-led review in mid-2012 identified problems with staff culture, including a “fortress mentality” within the programme.

The latter also reported that there was a culture of “good news” reporting that limited open discussion of risks and stifled challenge.”



5 Dimensions Accredited Organisations



THALES



Sellafield Ltd

Corporate development programmes
P&PM In-house Academies
P&PM career frameworks
Communities of practice
Role profiles



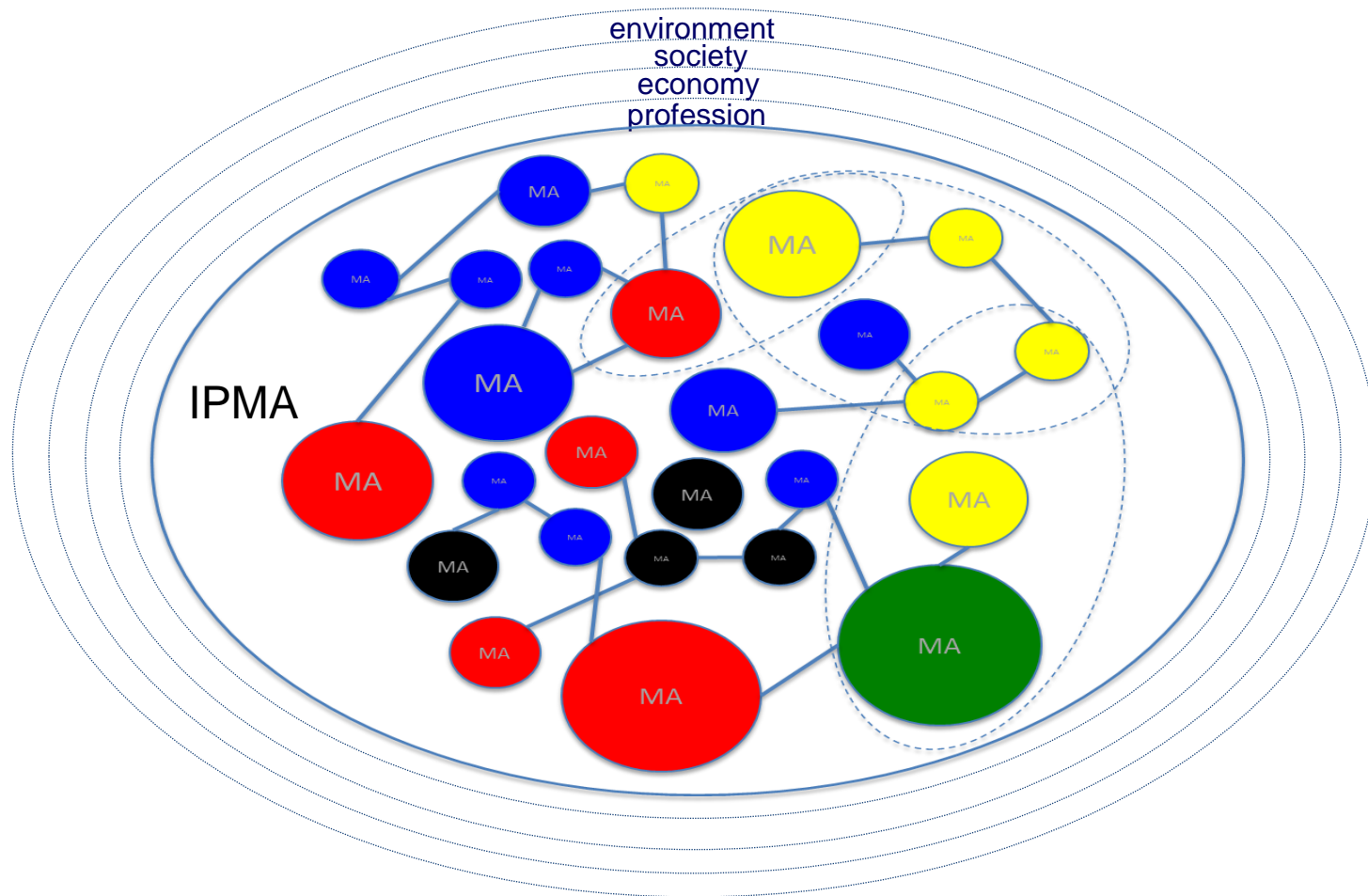
GENERAL DYNAMICS
United Kingdom Limited

NATS



SIEMENS

APM – working collaboratively within IPMA



APM – working collaboratively with Finland



**“Strategic intent
that “Project
profession to
become a new
cornerstone for
national economy
of Finland”**

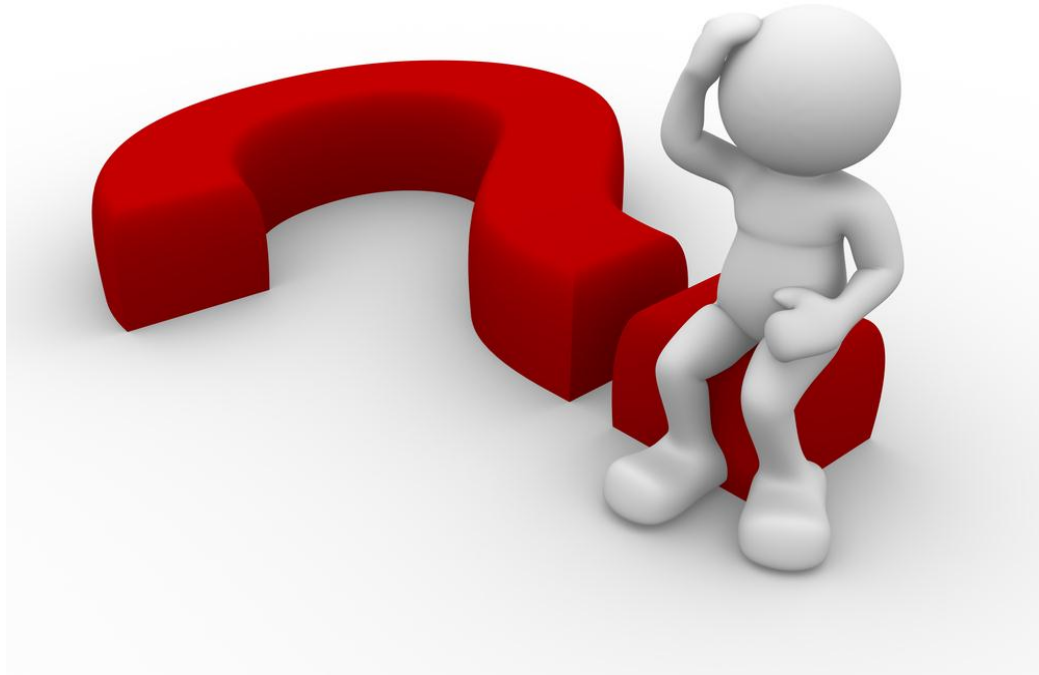


**Timo Saros, CEO,
Project Management Association, Finland**

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