



THE CHARTERED BODY FOR THE PROJECT PROFESSION

# BAE SYSTEMS ChPP

## CASE STUDY



## BAE SYSTEMS

### Introduction

**What is the landscape like in your organisation, how many project professionals are you looking to or have gone through the ChPP standard so far?**

BAE Systems is a global Project, Programme and Portfolio Organisation, with around 86,000 employees delivering some of the world's largest and most complex products and services in Defence, Aerospace and Security. Our customers depend on us to help them make a difference in the world that we live in and to protect the standards of life we all enjoy. Therefore it is vital that we deliver to our customers on time, to cost and to the highest standards of quality.

We have thousands of projects across our Air, Land, Sea and Cyber sectors, of which over 70% of our order book is underpinned by the delivery of large, complex or

even sometimes very complex platforms. The current environment clearly signposts the world around us is changing rapidly and the VUCA effect as in volatility, uncertainty, complexity and ambiguity is real. Excellence in Project Management therefore is a key enabler to ensuring as an organisation we can deliver in any environment that not only satisfies our business requirements but also our customers and shareholders too.

We have around 6,500 people globally in Project Management across our Delivery, Project Control, Business Change and Functional roles. Currently we have 85 individuals who have achieved Chartership, with a commitment to increase this every year as part of our Project Management People Capability Strategy.



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### How is your organisation supporting these individuals to become chartered?

Our Corporate Project Management Council's (CPMC) main purpose is to improve our people and build a high calibre capability, share best practice and create clarity in reporting our performance to encourage the early identification of risk. Collaborating with leading training providers as well as our academic partner Alliance Manchester Business School (AMBS), we have a comprehensive Learning and Development Framework, from our core Project Management Developing You (PMDY) programmes through to our senior leadership programmes that focus on sponsoring (SCP3), leading (LCP3) and integration (ICP3) of complex projects, programmes and portfolios focused on learning new methods of making sense in complexity to better support our programme delivery.

We actively encourage our individuals to achieve qualifications, accreditations and professional recognition status such as APM PMQ, AIPM RegPM, PMI PMP, CHpp, Fellow, CSM, PRINCE 2 and Prosi certification as part of their ongoing development, careers and talent management.

### Why do you think having Chartered Project Professionals is so important for your organisation?

Developing our community to its full potential and with the highest standards of professionalism, ethical conduct, knowledge and technical competence, is imperative to our success. Having ChPPs within BAE Systems not only helps us deliver on our commitment but also gives us a competitive edge, and ensures that we can attract the best talent through demonstrating the high stands of practice which already exist within the business. ChPP also motivates our Project Management community by giving an accomplishment and accolade to aspire to.

### Would you recommend the ChPP standard to other organisations?

Absolutely, it's the benchmark that all organisations should be looking to achieve in order to demonstrate the professional capability within their own organisations, industry and sectors.

#### Sue Simmonite

Project Management & Control Capability Director

#### Matt Payne

Lead Project Professional





## Neil Appleton

### Current Role

After a year in the Kuwait role I was selected as Chief of Staff for Group Business Development based at Head Office in Stirling Square, UK. In this role, I support the Executive Committee member responsible for the Business Development function in ensuring it is fit for purpose and meeting the needs of the wider business by developing new business opportunities, supporting key campaigns and Customer engagements globally.

### Background

I started my career in 1997 joining MBDA as an Engineering apprentice straight from high school before moving into my first PM role upon joining BAE Systems in 2004. The role was to provide Project Management governance and support on process application to the Typhoon Support Programmes Contract & Control count Management teams. Here I learned the main PM disciplines of Life Cycle Management, Risk Management, Scheduling, Earned Value Management, Business Operations, Resource Planning and Strategy, and Contract Reporting.

After this, I moved to RAF Coningsby in 2007 as the first BAE Systems Project Manager on base to develop the BAE Systems project and business management capability prior to the Typhoon Availability Service (TAS). The initial role consisted of the development of an on base capability to handle all non-technical or maintenance related issues and provided excellent experience broader than Project Management (e.g. Commercial, Finance, HR etc) along with direct Customer & end user interaction. Following the TAS contract award my role evolved to Project Manage the mobilisation and initial service stand up successfully delivering initial Customer service stand up milestones.

In 2009 I left RAF Coningsby returning to the north west taking a role as Project Manager for Typhoon Aircraft Series Production as Build Line Support contracts for European Tranche 2, Tranche 3 & Export customers. I spent five successful years in this role dealing with a number of complex programme and stakeholder



management challenges due to the size of the programmes and peak production rate whilst simultaneously trying to improve efficiency and affordability.

From 2014-18 I moved back to Typhoon Support, first as Bid Manager for two years before moving back on base to RAF Coningsby for two years as the Transformation Programme Manager for the Future State Operating Model (FSOM), which would eventually become the ground breaking Typhoon Total Availability eNterprise (TyTAN) Contract., TyTAN is a 10 year Typhoon Support arrangement to reduce the support costs by 40% to recycle into Future Capability. The role was a combined bid manager role to take 5 existing support contracts and combine into one, all-encompassing arrangement whilst simultaneously transforming the support business and establishing a range of opportunities to deliver the savings required.

In June 2018 I again returned to the north west as Head of Project for the Typhoon Kuwait Production, Equipment and Support Contract, leading a multi-function IPT to ensure the delivery of 28 Typhoon Major Units, BAES EDR Equipment sets and a range of Support Deliverables to Leonardo and then onward to the Kuwait Customer.



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## What route you took to chartered

I achieved my first APM recognition in 2005 passing the APMP exam. After this I completed a PgDip in Project Management at the University of Central Lancashire in 2009 and focused on securing a variety of roles to broaden my experience before completing my RPP in 2018, around the same time the APM announced the creation of the Chartered level of attainment. In 2019 I completed my chartered application and received confirmation I had been successful in November 2019, which was a great moment.

## What is the impact of now being chartered?

Day to day being chartered has not changed much about how I approach my roles, the main impact is the external recognition it brings. It is a clear indicator before anyone either meets me or starts to read my CV that I have accumulated significant experience and success in Project, Programme or Portfolio Management and can demonstrate my ability across a range of competencies. It is also good to be recognised by your peer group for that experience.



## Jeanette Pope

### Current Role

**My current role is Head of programme Delivery, Industrialisation Delivery for the Air Sector. I was involved in the set-up of the team leading on a number of team development activities, including vision, strategy, team construct in forming a new Industrial Collaboration Team. I am primarily responsible for leading the delivery of the Capability Insertion programme for Typhoon, Hawk and Tornado which form a complex and strategically important portfolio for BAE Systems, by supporting the transfer of skills, knowledge and technology from the Original Equipment Manufacturer to industry in county.**

### Background

I started my career in Finance working as an accountant before joining BAE Systems on the Finance Leadership Graduate Programme, I qualified as a Chartered Management Accountant in 2003 and continued my Finance career until 2006 when I decided to take a leap into Project Management. I decided to pursue the APM qualification and accreditation route initially took the APM exam and APM PQ. I sat APM RPP and became an APM Fellow and was awarded ChPP in 2018.

I have held a number of roles in Project Management including leading project control teams and the change management team, working in a Project Management functional developing people capability and now leading a project team delivering Industrialisation.

I have a keen interest in leadership, delivering results, people management and performance management. Additionally over the last 7 years I have developed interest in Diversity & Inclusion and designed and delivered a large employee resource network, supporting gender balance in the workplace.



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## What route you took to chartered

I took the route 2 for Chartership which is for those who have a recognised assessment for technical knowledge and professional practice. In my case this was RPP, the APM Registered Project Professional which I completed in 2017.

## What is the impact of now being chartered?

PM Chartership is important for the profession and for the Project Management Function in BAE Systems. A standard to which chartered individuals have all reached provides assurances of professionalism, ethics and technical competency. The combination of RPP and Chartership is a challenging and time consuming process. It required a level of commitment, discipline and focus, and weekends! I was very proud to be in the first cohort of project managers to receive the APM Chartership, that all the hours of work had paid off. The achievement of this accreditation raised my personal profile and the profile of the Project Management function in the business. It gives you access to APM events and activities that are specifically for chartered members, and even more exclusive access to Chartered Fellows. I feel that is important whatever your profession you continually strive to be the best you can be, to continually and regularly challenge yourself and this is one route to doing that within a Project Management career.



## Lisa Penfold

### Current Role

**Currently I am the Head of Project Controls Capability within the Dreadnought Alliance. The Alliance brings together SDA, BAE Systems and RR team members, working collaboratively to deliver the Dreadnought programme. In terms of Alliance Project Controls we pull data together from the three Parties to form a programme view that enables the Alliance to make informed best for programme decisions. The capability development is all about being able to consolidate data from the different Parties into a structured whole and the skills and toolsets to analyse and model performance to enable fact-based decisions to be made.**

### Background

I've been part of the team at BAE Systems Submarines since 2009, joining initially as a Business Improvement Manager because of my experience in Lean and Six Sigma. I've always been on the Dreadnought Programme, starting with running the business change team for a capability development programme before moving into the project management team and helping teams to improve performance by identifying and fixing issues as the programme prepared to move into the build stage.

I'm local to Barrow-in-Furness and prior to joining BAE Systems Submarines I held quality and project roles at Glaxosmithkline and Kimberly Clark. I did have a couple of years out of manufacturing when I worked with one of the District Councils in Cumbria and facilitated the development of their Strategic Plan and performance improvement initiatives – this gave me the opportunity to utilise my skills in a completely different sector, which I found really interesting.

### What route you took to chartered

I took Route 3 to chartership as I'd accumulated my skills and experience over many years in the various sectors and industries. BAE Systems gave me the opportunity to take my APMQ a couple of years ago and proceeding to chartership seemed like the next logical step.



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During the chartership process you have the opportunity to reflect on the knowledge and experience that you've gained over your career and it was a very positive experience for me to gain recognition for that.

### What is the impact of now being chartered?

I am now getting much more involved in supporting and coaching others in their career development and particularly helping others on their chartership journey.



## Sean Tait

### Current Role

I'm the Head of Bid Integration for UK & NETMA Typhoon Capability. This means I have accountability for all bids which seek to develop the capability on the Typhoon platform, which currently includes things like Striker II, the next evolution of the Typhoon Capability upgrade packages (which is currently P3Ec), any obsolescence driven equipment updates to support future Typhoon aircraft sales, and also the GE national programme to retrospectively fit all their aircraft with the EScan RADAR. All up, this is about £900m of bids in 2020 alone.

### Background

I joined BAE SYSTEMS directly from university in 1998, having completed both a MEng and PhD in Aerospace Engineering. I was attracted to Project Management as a career path, however my previous experience in the Engineering domain had emphasised the value of Chartered status as a testimony to professional competence and ability.

### What route you took to chartered

Since 1998, I have followed the APMPs journey to become the professional body which could bestow the position of Chartered Project Manager. This led to me being one of the first BAE SYSTEMS Air personnel to secure both the APMP and APM PQ qualifications, where I studied for both at home and sat the examinations before they became part of the mainstream BAE SYSTEMS PM lexicon.

I was also aware that the knowledge of PM theory evidences through APMP and APM PQ would need to be supplemented with experience and accountability that I would develop through my working career, and so I ensured I worked on multiple platforms, on every part of the product lifecycle, and in diverse geographic locations (including on-base and international secondments).

### What is the impact of now being chartered?

Whilst the nature of the work I do on a day to day basis doesn't yet look for Chartered PM as a discriminator, my own desire to be able to evidence my professional abilities means it is something I am very proud of.

