



THE CHARTERED BODY FOR THE PROJECT PROFESSION

# MOTT MACDONALD ChPP

## CASE STUDY

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### 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?**

Mott MacDonald is a global engineering, management and development consultancy with over 16,000 employees in around 140 countries. Our purpose is to improve society by considering social outcomes in all we do, relentlessly focusing on excellence and digital innovation, transforming our clients' businesses, our communities and employee opportunities. In short, we open opportunities with connected thinking. Our extensive experience, backed up by the global resources of the wider group, allows our network of creative thinkers and award-winning project teams to plan, lead and control every aspect of the project

lifecycle across the building, education, healthcare, transport, energy, defence, nuclear, oil and gas and water sectors.

We have circa 2,500 people globally within our project, programme and commercial management (PPCM) practice, with 25 individuals who have achieved Chartership (ChPP) and an ongoing training and mentoring programme to increase this with a target of 50 by year end 2020.

We pride ourselves on providing a tailored service, bringing innovation to help our clients establish options, define their project needs and manage project delivery – we are our clients' trusted advisor.



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

Learning is at the heart of our business. So much so that we've integrated it within our core governance process; Win, Do, Learn. Our aim is to provide a best in class learning experience that supports both professional and technical career development.

We support the progress, performance and professional maturation of all our employees through personalised on-going career path development. We strive to open opportunities for career enhancement, recognising our people as our long-term succession. We actively promote curiosity and the development of leading-edge skills to challenge and innovate.

Our project management professionals are supported, trained, and upskilled through our cross-cutting Technical Practices led by subject matter experts across PPCM disciplines, providing the platform for technical excellence to thrive.

We actively invest and encourage our individuals to achieve qualifications aligned to a defined development roadmap that includes accreditations and professional recognition such as APM's Project Fundamentals Qualification, Project Management Qualification, ChPP and Fellow; MRICS pathway, Prince2, MSP, AIPM and ACostE.

In October 2020, we were accredited by APM to deliver training for their Project Fundamentals Qualification and Project Management Qualification, so we can now deliver these programmes internally to our people and, perhaps in future, to our clients and others worldwide. We can use this as a platform from which to accelerate our Project, Programme and Commercial Management (PPCM) technical excellence and technical training outcomes, helping us continue to be the employer of choice to develop the next generation of PPCM professionals.

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

ChPP provides recognition of our people's skills and competence to the highest possible standards of professionalism, illustrating our internal professional development and technical excellence investment programme and helping Mott MacDonald achieve competitiveness by demonstrating industry leading capability. It also provides enhanced credibility for

Mott MacDonald and the services we deliver to our clients. With the skills and experience gained being easily transferrable between sectors, having our practitioners' proven track record of delivering P3M and possessing up-to-date knowledge of current practices and methods. ChPP is now a professional benchmark that demonstrates attainment of a defined level of technical knowledge, professional practice and ethical behaviour across industry.

### Cathy Travers

Managing Director UK & Europe

### Murray Ross

Technical Principal for Project Management, UK & Europe







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## Tanya Hermanus

### Current Role

Principal project manager leading a team of 70 people delivering early design development and estimating for the Northern Powerhouse Rail programme, a multi-billion pound transformational rail scheme. Key aspects of the role include continuous stakeholder engagement and fostering collaborative relationships with client Network Rail to drive solutions that best serve project needs. With the client, I developed a 'Ways of Working' initiative to drive best practice and collaboration across the extensive client and delivery team.

### Background

After undertaking co-ordination roles in the education, hospitality and advertising sectors, I left South Africa in 2003 to work for Transport for London as a project administrator supporting project managers on various schemes. I then joined Metronet Rail BCV in 2004 as a contracts administrator, before being promoted to delivery support team leader then project coordinator on the Victoria Line Upgrade.

In 2007 I continued my work on the upgrade with London Underground as client representative for the scheme, agreeing stakeholder design requirements and deliverables/acceptance criteria for operational and maintenance end users. I was also project manager for the project's new rolling stock communications systems.

In 2011 I joined Mott MacDonald as a project manager in their Energy, Utility and Process Division, before being promoted to senior project manager in 2013 and Associate in the Transportation Division in 2019.

### What route you took to chartered

I joined APM as an Associate member in 2008, going on to achieve the APM Project Management Qualification in 2010 and RPP in 2017 before becoming chartered in 2019. I took Route 2 as I hold RPP status. I was the first woman in Mott MacDonald to achieve RPP and subsequently ChPP. I am now mentoring others through their journeys.

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

Being chartered is very important to me. I came from a disadvantaged ethnic minority background, being a mixed-race South African. I didn't have the opportunity to go to university and had to work to live. But what I did have was the life skills to complement a career in project management, which is how I came to work in the profession.

Formal APM accreditation and chartership is very important culturally and a strong validation of success. I'm now driving capability development and mentoring junior staff at Mott MacDonald, and – as a passionate advocate of diversity in the industry and nurturing young talent – I support APM's outreach programme with local schools to ensure the best and brightest candidates come into the industry.





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## David Townsend

### Current Role

Project principal leading a team of 35 Mott MacDonald colleagues working as a Defence Equipment and Support (DE&S) programme delivery partner. This £250M, 4-year contract involves improving procurement by delivering enhanced quality and cost/time efficiencies for DE&S, which manages a range of complex programmes to provide equipment and support to the UK's armed forces.

### Background

I joined the Royal Navy in 1991 as an engineering officer straight from high school. Following an engineering degree and post-grad training, I joined HMS Newcastle in 1996. I managed a team of 60 providing 24/7 support for a £150M integrated computer, communications and weapons system, and learned the disciplines of leadership, team and risk management, and resource planning.

I moved to the Maritime Warfare School in 2000 as senior IT project manager. Following an MSc in Information Systems at Cranfield University, focussing on project and programme management, I became an IT programme manager at Naval Training Command delivering many complex IT change programmes at the HQ and 11 satellite sites.

I left the Royal Navy in 2006, having risen to the rank of Lieutenant Commander, to join Mott MacDonald's Advisory and Programme Delivery Unit. After delivering several management consultancy projects, I provided programme assurance for several major defence projects. These included the world's largest defence PFI – the £10 billion Future Strategic Tanker Aircraft project, the £6 billion Search and Rescue Helicopters project and the £6 billion Defence Training Review. As Project Manager to Lenders, my role was to progressively de-risk projects to achieve financial close, then be accountable to Lenders for the delivery of contractually compliant projects on budget and to schedule.

After three years as a Partner at the Analysys Mason telecommunications consultancy, I returned to Mott MacDonald in 2015 to be Project Principal for the DE&S Programme Delivery Partner contract.



### What route you took to chartered?

I passed the APM Project Management Qualification (formerly known as the APMP) in 2005, achieving Full APM membership and passing the PRINCE 2 Practitioner and MSP Advanced Practitioner exams in 2006. My consultancy roles provided broad P3M experience before passing the APM Practitioner Qualification in 2018. I achieved chartered status in June 2019, and became a Fellow member in October 2019.

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

The most significant impact is my contribution to others in the profession, where I actively engage in developing and supporting staff, sharing good practice and increasing the competence of my team, clients and others across Mott MacDonald. I also mentor staff on their journeys to Full member and chartered status. Externally, being chartered provides enhanced credibility for Mott MacDonald's services and should open the door to my next P3M challenge soon!





# MOTT MACDONALD ChPP

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## Mark Plowman

### Current Role

Account Leader responsible for a team of 65 Mott MacDonald colleagues within the Advisory Programme Delivery division. I lead the Environment Portfolio and manage a national programme of flood and coastal risk management (FCRM) projects across the UK. I also represent Mott MacDonald as national framework manager for the Environment Agency's Client Support Framework (CSF), providing project, commercial management and technical support to the UK's national flood and coastal risk management programme.

### Background

I joined WS Atkins in 2000 as a graduate engineer before being seconded into client organisations where

I began my journey into project management. When seconded into the Environment Agency, I supported the delivery of flood defence assets across South East England. This developed into responsibility for delivering the regional capital works programme CIRCA £50m. I worked for other clients as an assistant project manager supporting coastal defence projects.

In 2004 I joined the Environment Agency's National Capital Programme Management Service (NCPMS) as a project manager. Over the next 10 years I managed projects ranging from flood defence schemes to residential/commercial developments, and gained extensive project management experience across all stages of the project lifecycle. In 2007 I became a chartered member of CIWEM and supported my development with qualifications such as PRINCE 2, Managing Successful Programmes (MSP), Management of Risk (M-o-R) and various NEC 3 Accreditations. In 2014 I was appointed Projects Team Manager for NCPMS and led a project management team responsible for delivering a large programme of capital works CIRCA £ 100m per year.

I joined Capita Real Estate and Infrastructure in 2016 as an associate director. I was responsible for operations across the Water & Environment Team and led a large team of engineers, project managers, planners, environmental consultants, hydraulic modelers and construction experts. I gained valuable commercial experience and was instrumental in growing the team from 50 to 200 people over 4 years.

### What route you took to chartered

I became a Full member of APM in 2015. I was delighted when APM announced the chartered level of attainment as it finally recognised project management as a profession. I completed my application for ChPP via route 3 and received confirmation I had been successful in February 2020, which was a very proud moment for me.

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

Being chartered brings a renewed confidence in the way I approach my various roles & responsibilities and provides external recognition of my previous successes. It demonstrates my ability across multiple competencies, which is now backed up by a professional qualification. ChPP certainly assists with career development and provides clients with an additional level of assurance when being considered for new opportunities.



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## Murray Ross

### Current Role

As the technical principal for project management across our UK and Europe region, I have oversight of a 650-strong project management practice. I'm responsible for delivering project management capability internally through the targeted development of our practice network, and externally via our PPCM advisory services.

My role includes setting internal training standards (recently accredited by APM for their Project Fundamentals Qualification and Project Management Qualification, co-ordination of resources, development of technical route maps, training and development of fellow professionals, and engaging with industry through literature and thought leadership.

I'm also a project principal leading flood and coastal risk management (FCRM) projects and programmes across Wales, west and south-west England.

### Background

I graduated in 2008 from the University of Glasgow with a BEng Civil Engineering and joined Mott MacDonald as a graduate civil engineer designing small to medium hydroelectric power schemes. Quickly realising I had an eye for the bigger picture and the

excitement of the programme, the contract and stakeholder management, I moved to our Dubai office in 2011 to take on my first project manager role delivering industrial facilities for Halliburton.

I joined Halliburton in 2012 in a role spanning the Middle East and North Africa, being responsible for delivering capital real estate projects up to US\$250M. The challenging operational and cultural environment provided me with a deep understanding of the full project-delivery lifecycle, ethics and leadership.

In 2015 I returned to the UK and Mott MacDonald, taking up a role as senior project manager in our Advisory business. I undertook various secondment roles, including Network Rail (delivering a programme of works under the CP5 Control Period), Anglian Water (managing the statutory programme of works associated with National Strategic Infrastructure Projects [NSIPs]), and supporting the Environment Agency in delivering its £350m FCRM capital programme.

In 2018 I moved to our Hong Kong office to support a strategic change programme across a multidisciplinary portfolio of aviation, built environment and transportation projects before returning to the UK in 2019.

### What route you took to chartered?

I passed the APM Project Management Qualification in 2015. Working on large, complex NSIPs broadened my experience for completing my RPP (IPMA Level B) in 2017. I applied for ChPP through Route 2, which caters for project professionals who have a recognised assessment for technical knowledge and professional practice. My work in Hong Kong strengthened my contract management, risk management, governance and leadership skills, and in late 2018 I completed my chartered application and received confirmation I'd been successful in February 2019.

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

As a keen contributor to professional development and excellence in Mott MacDonald – and externally through APM, universities and wider industry communities – ChPP allows me to lead by example, driving and mentoring others on their project management journey. My in-depth understanding of APM's competence framework and wider project management methodologies, partnered with diverse sector and cultural industry experiences, gives me solid grounding for delivering project management capability to my colleagues and advice to clients.