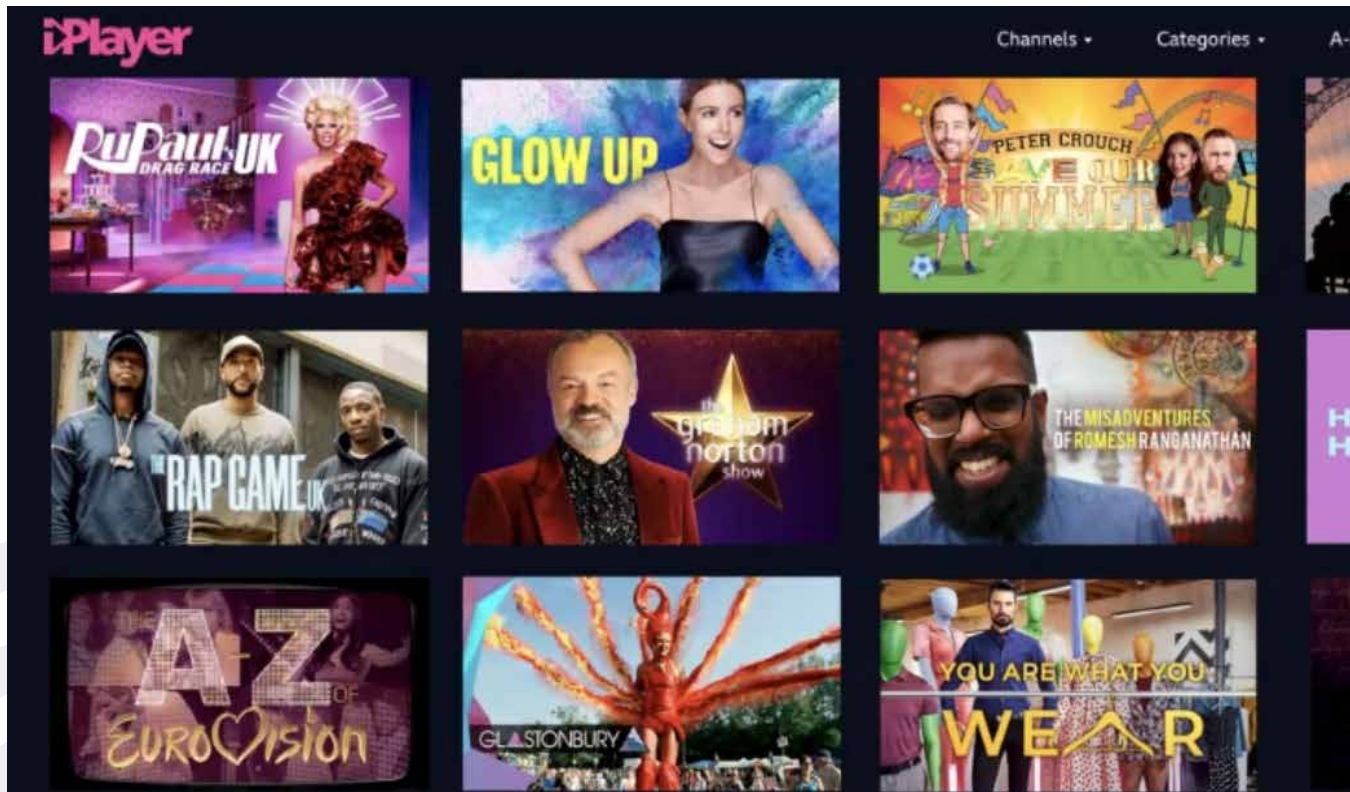




THE CHARTERED BODY FOR THE PROJECT PROFESSION

BBC ChPP CASE STUDY



BBC's Chartered Project Professional (ChPP) Case Study with the Association for Project Management

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?

The BBC is the main public service broadcaster in the UK, with 9 TV and 40 Radio channels, on-line reach of over 90m and a trusted source of news worldwide through its 42 international language services. Its most popular programmes include Normal People, Strictly, Killing Eve, Bodyguard, Dr Who, I May Destroy You, Peter Kay's Car Share, Seven Worlds, One Planet, EastEnders as well as, even in the current restrictive circumstances, live coverage of major sporting and music events. The BBC is mainly funded from TV licence fees, totalling around £3.5 billion in 2019-20 and

is accountable for its services to Parliament through the National Audit Office and Ofcom. Approaching its centenary, the BBC continues to innovate, responding to a changing environment of technical developments, competition from global media organisations and rapidly shifting consumer behaviour, especially on-line and on mobile devices.

So to meet these challenges, the BBC invests in a range of projects, from upgrades to its broadcast facilities such as the new Broadcasting House in Cardiff, on-line content and personalisation with iPlayer and Sounds, to inclusive HR policies to ensure we attract creative talent and ideas, alongside organisational transformation to ensure we remain focused on delivering value to all of our audiences.



This requires suitably qualified and experienced project professionals, who can apply their knowledge and experience to a wide range of complex projects, co-ordinating multiple suppliers and dispersed teams to effectively deliver value for money for a diverse set of stakeholders.

There are several hundred staff in the BBC's project management job family, with the most senior roles of programme director and manager, portfolio partners and heads of project taking responsibility for the success of these major projects. In 2019, the BBC recognised the need for an independent assessment of their competence, so APM's Chartered Project Professional standard was chosen to provide accreditation for an initial cohort of 19 senior project practitioners.

How is your organisation supporting these individuals to become chartered?

The BBC has always supported the development of its project management community, with training and assignments linked to our competency framework and in recent years the project management apprenticeship schemes, in collaboration with the BBC Academy and APM.

For the ChPP standard, we invited the senior members of this community, to respond to an expression of interest and attend a presentation on ChPP, by APM's Partnership Development Manager, Austin Witney in August 2019. A readiness checker was used to select those who had the experience necessary to qualify for APM's Route 3 to ChPP.

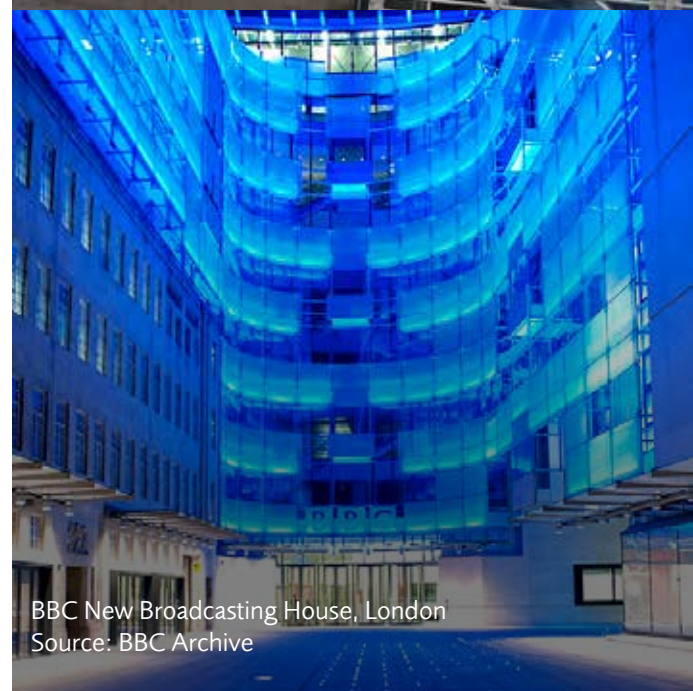
A number of training providers were asked to quote to provide a support package, with Provek eventually chosen to run two application preparation workshops in October, each with 10 candidates, who for their complex projects, programmes or a portfolio, documented their responsibilities and competences, against the professional practice assessment criteria.

Following the workshops, candidates were given feedback on their project statements and competencies. Once acceptable, their applications were endorsed by the BBC's head of profession, Stuart Collins and the ChPP accredited scheme manager, Mark Smith.

Austin also supported us with continuing professional development opportunities, to help candidates refresh their competences and meet the CPD requirements. Over the Christmas holidays, the first 15 candidates submitted their applications and in early 2020,



BBC Cymru Wales Central Square during construction April 2017
Source: Seth Whales



BBC New Broadcasting House, London
Source: BBC Archive



10 of these were approved for the following interview stage. An interview preparation workshop, provided candidates the opportunity to practice answering questions on technical knowledge, professional practice and ethics, for their two hour interview. The interviews started in February with two APM assessors meeting with the candidates in London, but after lockdown restrictions were introduced, these were held on-line.

The first successful candidates were notified at the end of March, a second batch in May and a third in August. We now have 18 ChPP accredited staff, representing all areas of the BBC, from Design and Engineering, TV and Radio Content, News, Finance and Operations.



BBC Cymru Wales Central Square Interior
Source: Sheppard Robson

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

The success of these candidates is a validation of the competence of our senior project staff, setting the bar for other project managers to aspire to. It will improve confidence in the delivery of critical programmes, protecting benefits, saving costs, ensuring value for money, strengthening our negotiating position with suppliers and our reputation with the external stakeholders.

It is also expected that these candidates will help in the development, mentoring and retention of other project managers in the community, who are key to future capability at the BBC.

As ambassadors for the profession, their support alongside that from APM, will help another cohort of senior project professionals achieve ChPP in the near future.

Would you recommend the ChPP standard to other organisations?

As a profession, we need to respond to the significant challenges rebuilding our economy and services, during the recovery from the Covid-19 outbreak, so trusted project professionals in public, private and third sector organisations will be key to this.

So we would whole-heartedly recommend that organisations encourage and support their experienced staff to achieve ChPP.

Mark Smith ChPP, FAPM

Portfolio Partner, BBC Transformation, Change and Improvement

Christine Murphy

Projects and Change Analyst, BBC Transformation, Change and Improvement



Charlotte Eimer

Current Role

As Head of Change for BBC News and Current Affairs, I oversee major production and operations transformation projects in the News change portfolio. The most significant project at the moment is Modernising BBC News, which aims to increase the impact of BBC News journalism, changing the way we work together and reshaping how we commission content to reach new audiences.

I also lead the News change team, working hard to build business change capability to support the delivery of our new, story-led operating model. My aim is to harness the appetite for change, inspiring colleagues with our vision in order to deliver benefits for our audiences.



Background

After a rather haphazard early career as a bilingual dictionary editor turned music buyer, I joined the BBC's Pronunciation Unit before landing a role as a journalist covering Latin America for BBC Monitoring. Over the years I became a news editor coordinating the daily international operation. Along the way I gathered the requirements for a project which moved the UK monitoring teams into an open-plan newsroom. Soon afterwards I became the business lead in a project team working to turn around a failing technology refresh. It was this bruising experience that gave me a deep understanding of the dos and don'ts of project and change delivery, and led to a leadership role as Programme Director for a major digital transformation at BBC Monitoring.

This involved responding to dramatic shifts in the media environment, juggling seemingly conflicting customer expectations of the service provided to the BBC, commercial and government users.

Through the introduction of lean and agile change techniques, I led the programme team and wider organisation to adopt a culture of continuous improvement. As the programme ambassador, I influenced internal and external stakeholders to create the conditions for our success. The programme later won the 2019 MCA Award for Change and Transformation in the Public Sector.

What route you took to chartered

As you will see from my background, for many years

I learnt on the job. I built my skills working with more experienced project professionals until one day I realised I had become a lapsed journalist! I took the APMG Change Management Practitioner qualification and became aware of what APM had to offer. Route 3 was the most suitable route to chartership for me. I believe that coming from a journalistic background helped me in the transition to projects and change. As well as lending me credibility when managing stakeholders, I was able to bring my understanding of the media environment and BBC culture to bear on my day-to-day work.

What is the impact of now being chartered?

Being chartered gives me confidence in my project management expertise leading transformational change. External recognition of this is important to me given my background as a journalist.

It has encouraged me to be more involved in developing the change community at the BBC. I am also bringing some change tools to my role as senior sponsor for the Global Women in News employee network. I thrive on building links, mentoring and developing colleagues, sharing my experiences and continuing to learn from others.

In the future, I see this as a stepping stone to greater challenges, perhaps leading business operations. Having this professional qualification is an important way to differentiate myself from other senior leaders.



Terence Derbyshire

Current Role

I am a Lead Business Improvement Manager in the Transformation Change and Improvement team at the BBC. In my role, I provide consulting, coaching and project management assistance to teams across the BBC including to audience facing areas such as the World Service, Children in Need and the News division. My current project, Modernising BBC News, is looking for ways we can more efficiently provide news while achieving the same or greater audience impact. Amongst other things we are looking at how the BBC books and shares guests across its 50 plus news outlets.

The core methodology we employ is Lean. Where I can, my preferred approach to project management is to start with small groups, helping them learn by doing while feeding in theory as and when required. This emphasis on teaching the skills takes longer in the short term but pays dividends in the long term with increased buy-in and ownership. This makes it more achievable to successfully make larger scale changes later. This approach brings me into contact with editors, presenters and other talent. They have a very different culture and vocabulary to people from a project management background and so the only way to make a success of projects is to adapt one's vocabulary, tone and manner considerably while still employing the rigour of good project management tools in the background.

Background

Before I worked at the BBC, I worked as an analyst for an outsourcing company, including spending a year in Gurgaon, New Delhi. From there, I joined McKinsey in London working as an analyst in their Media and Telecoms practice. The projects there included mergers & acquisitions, media 'futures', start-up analysis and other more general market analysis. This led me on to an analyst role in corporate strategy at the BBC where I co-founded the 'Spark' Lean team in 2012. I started by project managing our projects, before becoming a 'Lean Coach' for team members and for our internal 'clients'.

What route you took to chartered

I developed a hybrid methodology combining lean and project management tools and techniques. I found that these two disciplines complemented each other as Lean initiatives, when they get large, usually need to be managed as a project. However, we were sure to take the lesson from Lean that you must work at the "Gemba", the front-line with those making the change happen. To this end, it proved essential to build 'long, thin' project profiles so we could stay around until the benefits were realised.

I took the experiential route to become a Chartered Project Professional. In preparing the interview, for me, the most useful aspect was refreshing and adding to my technical competences. This was a great complement to my professional project management experience managing or coaching over 50 Lean projects. I found the APM process first class. It was well structured, requiring rigour, without prescribing any particular project methodology. Additionally, I found the written submissions were well structured and avoided the trap of being excessively voluminous. The word count limits were an excellent feature.

What is the impact of now being chartered

Becoming a Chartered Project Professional has bolstered my confidence by confirming with industry recognised theory what my previous experience had strongly hinted at. It also seems to carry a certain weight as I speak with people around the BBC. Overall, it has left me more confident in challenging people I encounter. For example, when I see projects that have deteriorated so much that they no longer justify their original business case I feel much more confident in challenging them now I have seen this printed in black and white in APM textbooks.

Overall, I would thoroughly recommend it to other practitioners as a way to fill knowledge gaps, consolidate experience and increase one's confidence as a senior project manager.



Katie Banks

Current Role

I am a Portfolio Partner in the BBC's Design & Engineering division, providing oversight and direction for the CTO and his leadership team on major project performance. My role involves intervention in projects where required, as well as supporting project teams and stakeholders to deliver these successfully.

During the COVID-19 pandemic, I have been working with the business continuity planning team at the BBC's television and radio distribution centre near Evesham. I supported our strategic and operational planning, in response to the evolving risk position and the controlled return to the 'new normal'.

Background

After graduating with a degree in classical music from Leeds University, I started my career at the BBC in London as a Project Support Officer working on a global technology transformation programme, developing my project management competencies with multiple project teams, enabling me to progress to managing my own projects. I gained further experience on strategy and broadcast projects, including the DCMS review of the BBC's digital services in 2003-4 and I coordinated the 2005 award winning 'Africa Lives on the BBC' season against the backdrop of Live8 and the G8 summit.

This season delivered a year of UK and international programmes across television, radio and online to celebrate African life and culture, in addition to partnerships with cultural organisations such as the British Museum and an initiative to twin 1000 schools in Africa with 1000 schools in the UK.

Over the next few years I broadened my experience, with business change projects at EDF Energy, Tfl and BG Group (now part of Shell), including managing a strategic safety improvement programme. I also got the opportunity to experience my stakeholders' working practices first hand, including working night shifts with the Track Patrol Team on the London Underground and climbing a timber electricity telegraph pole, wearing spiked climbing irons.

I returned to the BBC in 2012 to manage governance and assurance on 'Aurora', a technology transition and



transformation programme delivering significant savings. I managed delivery of the programme's Connectivity workstream which safely transitioned all 3,200 of the BBC's tv, radio and data circuits throughout the UK onto a next generation IP core network, improving capacity, performance and saving costs. This project was runner up for the APM It an Technology Project of the Year at the APM Project Management Awards 2018.

What route you took to chartered

I've historically developed my competencies alongside my current role in order to apply these in practice, so I've taken a number of Practitioner qualifications including PRINCE2, Managing Successful Programmes, Management of Risk, Change Management, P30 and Benefits Realisation in addition to best practice courses run by the HSE and ACAS. When the BBC offered the opportunity to apply for ChPP, I was keen to be in the first cohort and use my knowledge and experience to qualify through the experiential Route 3.

What is the impact of now being chartered

I received the good news that I had qualified as ChPP whilst working onsite during the COVID 'lockdown'. Achieving ChPP gives me external recognition of the level of experience and competence in project management, that I have attained and has allowed me to demonstrate to others, how project management has made an impact at the BBC. I am often approached to give advice to those starting out in their project management careers and I'm keen to support and mentor them to achieve chartered status themselves.



Ben Brownlee

Current Role

As Programme Assurance Director in the BBC's Licence Fee Unit, I lead transformation and programme management across the BBC's revenue management business. This includes working with colleagues across the business to plan and agree how we deliver our strategy and improve our business through implementation of a portfolio of projects. I spend a lot of time reviewing project performance and how we work together, to fine tune delivery and achieve the benefits we need.

Background

I've held senior roles in the media, property, financial services, oil and gas, and public sectors. These included managing and assuring major programmes, delivering transformation projects, setting up and managing PMOs, and leading strategic change for organisations as diverse as BP, Chevron, DCMS, DfES, Home Office, Lloyds TSB, Shell and St Pancras International.

At Hitachi Consulting, one of my assignments was as Head of the PMO for the London 2012 Games at the Department for Culture, Media and Sport, which included oversight of London 2012 projects.

On joining the BBC in 2010, I worked in Future Media & Technology (now D+E), Strategy and Operations, leading delivery oversight and support across the BBC's £2bn portfolio of major programmes and projects. This included the BBC's London 2012 project, Commonwealth Games 2014, and the W1 programme which developed New Broadcasting House, one of the world's largest live broadcast centres. This programme won APM's Programme of the Year Award for 2013.

I guest lecture at the London School of Economics and University College London, am a past member of the Major Projects Association's Programme Committee and a judge for APM's Annual Awards.

What route you took to chartered

I was attracted to the Chartered Project Professional to benchmark my professional experience, building on complex mega-projects such as the Olympics as well as strategic BBC projects. I had previously gained Managing Successful Programmes accreditation and having led or assured larger projects and programmes, chartered-level appealed to me as the top professional accreditation.

Following 'route 3', I found it beneficial to complete the written application to reflect on all I'd learnt and delivered. It was great to review the optional competences to reflect on what I had recently specialised in, such as benefits management. Preparing for the interview was the most stretching part in terms of thinking about how I had delivered projects and change rather than just what I'd done and achieved.

What is the impact of now being chartered?

Becoming a Chartered Project Professional means a lot to me as we continue to professionalise the industry. It gives external recognition to my achievements and shows that I have experience across a wide set of areas and projects at a senior level.

It has helped me to develop my career in terms of showing achievement at a professional level, means I can help others in their journey to chartered by using my own experience to advise them and that I can continue to be considered for judging at the APM Project Management Awards.