

Global programmes for project and engineering managers

Summary

- Sustainable education programme for AMEC's international project managers
- 97% of participants and line managers reported enhanced workplace effectiveness

Working in partnership with The AMEC Academy, 20|20 supported AMEC with the design and delivery of a range of financially sustainable development programmes for AMEC's project managers, project controls professionals and engineering management across 3 continents.

Background

To date, over 300 project managers have attended and completed the AMEC Project Management Professional development programme alone, which was developed to ensure a consistent level of professional capability across the international organisation. This enables AMEC to reassure customers worldwide that all its project managers, project controls specialists and engineers are highly competent experts in their respective fields, backed by an internationally recognised qualification.

Key benefits to AMEC of 20|20's approach

- Internationally consistent project management development programme based on the APM & PMI frameworks;
- Course content tailored specifically for AMEC's own business processes;
- Worked in partnership with Canadian counterpart to deliver courses in 4 continents;
- Identified a way to ensure sustainability of training initiatives through obtaining ECITB rebates;
- 3 months after attending 20|20's programme, 97% delegates are successfully applying the knowledge learned.

Drivers for AMEC's investment in professional development

AMEC is one of the world's leading engineering, project management and consultancy companies and employs 29,000 people. The company works with customers in challenging environments across a very wide range of industry sectors, including oil and gas, mining, environment and clean energy.

AMEC's 'Vision 2015' strategy set out to improve financial performance for shareholders and double its share value. Achieving this meant ensuring the business was operating consistently across all regions plus attracting and developing the very best people. The AMEC Academy was launched to help realise this ambition, by providing a company-wide education and training programme for ongoing talent development.



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Drivers for AMEC's investment in professional development (cont.)

20|20 was engaged by The AMEC Academy to design a development programme for AMEC's project managers, ensuring they had reached a standard level of professional competency, equivalent to the APM Level D and PMI PMP. It was also important that course content was adapted to be relevant to AMEC's specific industry requirements and, in the UK, to comply with the recommendations of the ECITB (Engineering Construction Industry Training Board). This would allow AMEC to be reimbursed for costs incurred as a result of offering programmes in project management. 20|20 played a key role in guiding AMEC through this process and advising them on the most appropriate ways to tailor the course content, applying their in-depth knowledge of AMEC's industry sectors.

"We established the AMEC Academy at a time when the company was undergoing significant change, moving away from operating in functional silos towards a single, integrated entity," says Adele Nixon, AMEC Academy Manager - Europe and Growth Regions.

Reassurance of an international quality kitemark

For customers, AMEC's investment in the AMEC Academy meant being able to receive the same level of service and competency, regardless of where project managers were located. "20|20 has played an important part in helping us achieve this objective, by developing a programme that gives AMEC people the skills and knowledge to deliver professional services in a consistent way," continues Adele Nixon. "It means we can give all our project managers the quality kitemark of an internationally recognised qualification."

The AMEC Academy requires its development programmes to operate in all the regions where AMEC has a presence and it was essential to identify an international training partner able to offer in-house coverage in Europe, The Americas and fast growth regions like the BRIC countries. This is because the investment made by the company in its people development is significant and flying trainers and AMEC employees to set locations to attend courses is not economically viable.

"20|20 already had offices in the US, Middle East and Asia which helped to reduce the cost of the development programme. We also benefitted from greater consistency because we knew the course facilitators and they understood exactly what we wanted to achieve – it is very important for us to work closely with our course facilitators."



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In addition, AMEC developed a successful working relationship with Procept Associates based in Toronto, who are responsible for delivering the AMEC Academy programmes in Canada to an equivalent level. 20|20 worked closely with Procept and AMEC to design the AMEC Project Controls Professional and Engineering Management Controls course programmes.



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Measurable benefits from investment in project management training

Commenting on the return on investment AMEC has seen from working with 20|20, Adele Nixon said, "There are a number of ways to quantify exactly how much benefit AMEC as an organisation has seen from working with 20|20. Its industry knowledge has enabled us to recoup the costs of development programmes with subsidies from trade bodies. Furthermore internal evaluation and feedback demonstrates both delegates and line management are very satisfied with the quality and outcomes of 20|20's courses."

The AMEC Academy evaluates all their development programmes utilising a two phased approach to monitoring the effectiveness of programmes delivered by 20|20. In addition to the traditional delegate satisfaction questionnaire completed immediately after a course, the company asks all delegates and their line management to complete a detailed survey 3 months after attending a programme to establish how their knowledge has improved performance levels.

Improved performance 3 months after attending courses

"Feedback collated three months after the programme has been extremely positive, with over 97% of participants and line managers agreeing their effectiveness and the value they add both on a business and personal level have been enhanced," says Adele Nixon.

Andy Ewens, Group Engineering Director, commented on his engineering and technical journey with The AMEC Academy so far. "I am delighted with the figures I'm seeing and indeed the positive responses from across the globe. There is no doubt that developing our people through the AMEC Academy programmes is supporting our business to deliver in an ever more efficient manner," he said.



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Looking ahead

Having already achieved its objective of improving shareholder value, The AMEC Academy is focused on growing the capability of the organisation. As a result of the success of its project management development programme, 20|20 has designed an additional course for AMEC on engineering project controls, to help existing project managers better understand the daily issues and challenges within engineering.