

Petrofac achieves an industry first with highest ever scoring for APM Corporate Accreditation, led by 20|20 Business Insight

Summary

- 20|20 Business Insight supported the implementation of a training and development programme based on the Association for Project Management framework, to improve project management capabilities at Petrofac OPO Europe.
- Supported Petrofac's transformation from being contractor heavy into one with a highly qualified 'homegrown' skills base of core project managers.
- Petrofac achieved an industry first obtaining the highest possible scoring of 25 points across 5 Dimensions for its APM Corporate Accreditation.
- Launched a Project Management Centre of Excellence to showcase commercial proposition for oil and gas customers.

From Petrofac:

"Now we can go to market with our PM Academy as a Centre of Excellence and really demonstrate the value we deliver. We are telling customers and prospects to come and talk to us about anything project management related because we can probably help them with it – that's exactly where we wanted to be when we set out our business goals."

Alan Craggs, Head of Project Management Academy, Petrofac

Summary

Petrofac is a leading FTSE 100 company, providing integrated services across the oil and gas asset life cycle in 29 countries worldwide. Its customers include all the international oil operators, by whom it is retained to undertake improvements and modifications to their commercial assets. In this role, Petrofac effectively takes responsibility for the entire project, from managing engineering, construction and purchasing requirements to the final close stage.

The company's senior management team had set a series of ambitious targets for business improvement and recognised that in order to achieve them, it was essential to advance its project management (PM)

capabilities. Petrofac engaged 20|20 Business Insight as consultants to understand its current level of professional PM competency, complete a gap analysis and advise upon the best approach to take in order to achieve its business goals. This included implementing the APM competency framework, designing a training and development programme and assisting Petrofac to achieve the APM's Corporate Accreditation as an external validation of its professional credentials.

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Background

Petrofac, like many companies within the oil and gas industry, has traditionally utilised a large contingent of contract project managers to bolster its available workforce for commercial project management. This was expensive and in addition, meant that the company was never able to take a long-term, sustainable approach to training and developing its own internal skills base. Following a business improvement review and feedback from customers about the company's capabilities, Petrofac's senior management team made a commitment to radically increase its numbers of full time employees in project management related roles.

In addition the company pledged to become a centre of excellence for project management and to be recognised as such by professional bodies including the APM. "It was felt that we needed a strong committed core from which to kick off the project management academy and centre of excellence, so we commenced an intensive recruitment campaign to grow the PM workforce from 30 to 65," says Alan Craggs, Head of the Project Management Academy at Petrofac.

The first stage in the consulting programme developed by 20|20 Business Insight involved completing a gap analysis to establish the current level of internal skills and competencies within Petrofac's team of internal project managers and mapping this against what they needed. Gap analysis results were assessed to identify Petrofac's competitive position internationally as a prospective centre of PM excellence and ascertain whether it could offer a consistently highly trained workforce anywhere in the world.

"We run all sorts of projects from small non-complex modifications to massive Brownfield site replacements and, because we are part of the greater Petrofac Group, we may also be involved in supporting major business projects as needed. There is no limit to the type of project we would take on," says Alan Craggs. "Although most of the projects we are involved with presently are brownfield and delivered for clients operating mature North Sea assets, we should be equally capable of managing major capital projects and our objectives

with 20|20 Business Insight were a key part of that."

Petrofac decided that in addition to implementing the competency framework to assess its people, gaining the corporate APM accreditation was the best route to demonstrate its capabilities as an organisation. "We felt this would help us to communicate Petrofac's competitive differentiators and so began to pursue this accolade as a services provider for the oil and gas industry," says Alan Craggs.

After receiving the results of 20|20 Business Insight's gap analysis, feedback showed that it needed to improve the levels of training and development offered to PM employees, introduce continuous professional development (CPD) and improve many of its business processes. 20|20 Business Insight then began to identify the individual competency levels of Petrofac's people and assessed 60 employees working in PM related roles either as project engineers, planners or project managers, using the APM Competency Framework.

Prior to implementing the training and development programme, 20|20 implemented a 'mock' initial assessment to ascertain how Petrofac would score if it were to pursue the APM Corporate Accreditation without implementing the improvement measures being recommended. The APM uses a 5-point matrix to assess corporate project management capabilities according to 5 dimensions of professionalism and an organisation can achieve a maximum score of 25. This highlighted that, although Petrofac could already achieve a Corporate Accreditation, it was by the narrowest of margins and did not meet the company's own high expectations for future performance excellence.

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“We scored 16 out of 25 initially because we needed to finalise our quality strategies, improve business processes to be more focused on stakeholders and integrate competence monitoring into the organisation more thoroughly.”

The full competency assessment highlighted exactly what each individual needed to accomplish in order to improve its Corporate Accreditation scoring. To help achieve this, **Petrofac subsequently launched its Project Management Academy and Centre of Excellence, introducing a training and development programme with 20|20 Business Insight.**

This was tailored specifically to suit the requirements of the oil and gas industry and would ensure that all PM focused employees could obtain one of the four most widely recognised APM professional qualifications: APM Introductory Certificate in Project Management, Level C Project Management Professional, APM Practitioner Qualification or the APM registered Project Professional. These were offered to delegates according to their level of practical experience plus existing skills and job requirements. In addition, a Centre of Excellence CPD programme was launched which would ensure that employees could maintain their skills by attending specific workshops on 20|20 Business Insight’s open schedule.

Results achieved

After completing these four stages, 20|20 Business Insight supported Petrofac with its official application for APM Corporate Accreditation. The final results were a testament to the level of commitment made to developing a Centre of Project Management Excellence and improving its professional capabilities. Petrofac achieved an industry first and became the only organisation ever to score a perfect 25, demonstrating it received the maximum possible marks for each of the 5 dimensions in the APM’s Competency Matrix.

“We have invested a lot of resources into achieving this outcome and it has been eighteen months in the making,” says Alan Craggs. “Now we can go to market with our PM Academy as a Centre of Excellence and really demonstrate the value we deliver. We will be asking current and prospective customers to come and talk to us about anything project management related because we can probably help them with it – that’s exactly where we wanted to be when we set out our business goals.”

“This is a great example of how 20|20 Business Insight can help increase the commercial value of project management within an organisation, from providing gap analysis reporting and implementing a competency framework to designing training and development programmes and assisting clients to achieve the APM Corporate Accreditation,” says Anthony Brennan, Business Development Manager at 20|20 Business Insight. We are very proud of what Petrofac have achieved and they have a very solid foundation from which to develop their Centre of PM Excellence and generate a significant competitive advantage.”

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