

A Project Academy for Sellafeld

Course Outlines & Information
2022/23



Contents

08	<i>Introduction</i>
10	<i>Foreword</i>
12	<i>How to apply for Project Academy Courses</i>
14	<i>Project Fundamentals</i>

Section 1: Project Management

16	<i>APM Project Fundamentals Qualification (PFQ)</i>
18	<i>APM Project Management Qualification (PMQ)</i>
20	<i>Project Simulation</i>
22	<i>University Certificate in Project Scope Baseline Management</i>
24	<i>Undergraduate Degree Programmes</i>
26	<i>Level 6 Apprenticeship in Project Management</i>
27	<i>Graduate Diploma in Project Management</i>
28	<i>MSc in Project Leadership</i>
30	<i>Msc in Project Management delivered by Lancaster University</i>
32	<i>Introduction to Project Commissioning & Pre-Operations</i>
33	<i>Introduction to Managing Scope</i>
34	<i>Agile Project Management (Foundation Level)</i>
35	<i>Agile Project Management (Practitioner Level)</i>
36	<i>Introduction to Stakeholder Engagement & Communication</i>
38	<i>Environment and Sustainability Culture for Project Success</i>
39	<i>Introduction to Project Health and Safety</i>

Contents

Section 2: Project Controls

- 40** *Introduction to Planning & Cost Controls*
- 41** *University Certificate in Project Controls*
- 42** *Primavera P6 Professional Fundamentals*
- 43** *Primavera P6 Professional Advanced*
- 44** *Managing Risk in Primavera Risk Analysis*

Section 3: Construction

- 46** *Introduction to Construction*
- 47** *The Institute of Leadership & Management Level 3 Award in Leadership & Management for Construction*
- 48** *Site Management Safety Training Scheme (SMSTS) course: Site Safety Plus*
- 50** *Temporary Works Coordinator: Site Safety Plus*
- 51** *Temporary Works Supervisor: Site Safety Plus*
- 52** *CDM for Duty Holders & Responsibilities*
- 53** *CDM for Principal Designers & Designers*
- 54** *CDM for Principal Contractors & Contractors*
- 55** *CDM for Clients*

Section 4: Risk

- 56** *Introduction to Risk Management*
- 57** *APM Risk Management Level 1 Certificate*
- 58** *APM Risk Management Level 2 Certificate*

Contents

Section 5: Commercial

- 60** *Introduction to Commercial, Contracts and Supply*
- 61** *Introduction to NEC3*
- 62** *Introduction to Project Estimating*

Section 6: Quality

- 64** *Introduction to Project Quality*

Section 7: Design Engineering

- 66** *Fundamentals of Electrical Installation for Designers*
- 68** *Introduction to Project Design Engineering*

Section 8: Leadership & Collaborative Working

- 70** *Collaborative Project Behaviours*
- 71** *Collaborative Working & the PXP (Project Execution Plan)*
- 72** *Empowering Project Professionals to Improve Performance*
- 73** *Leading Projects to Success*

Section 9: Programme & Portfolio

- 80** *Managing Successful Programmes - Foundation*
- 81** *Portfolio, Programme and Project Offices - Foundation*
- 82** *Frequently Asked Questions*
- 88** *Course Delivery Locations*

What is the Project Academy for Sellafield?

Originally established in 2016, the Project Academy for Sellafield is a joint working arrangement between the University of Cumbria and Sellafield Ltd. The Academy delivers project management short courses, professional qualifications and degree programmes to prepare and educate our employees in West Cumbria and Warrington for the changing landscape of project management.

The Project Academy is not a physical place; instead it is an integrated pathway of education, training, development and professional qualification.

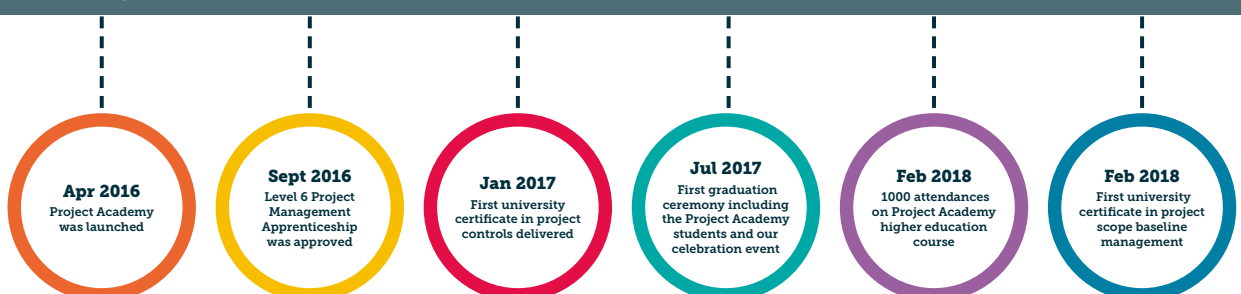
The range of training and education we have developed for the Academy is available to all individuals and companies. We aim to benefit the whole region by developing much needed skills across all areas of project management for those who are starting their careers to more experienced colleagues.

Why was the Project Academy created?

The Project Academy was created to establish a centre of excellence for the development of project delivery skills. The Academy will allow Sellafield to develop our growing capability to deliver our projects across the Sellafield site. As the Sellafield mission changes we need to ensure that all of the people working on our sites are provided with the education, training and professional qualifications required to deliver our unique and complex projects.

The Academy has expanded to deliver education packages to the supply chain and external companies so that all organisations can benefit from the education and training that is delivered.

Time Line of Key Achievements



Online Course Delivery

The majority of our courses now have the option to be delivered remotely using an online learning platform. The course information and presentation slides will be issued to delegates before a course starts.

Our online delivery has received excellent feedback and is in line with our classroom delivery. However, we recognise online delivery is not everyone's preference and we do intersperse classroom deliveries into our schedule. To enable us to be responsive to customer demands, please let us know if classroom delivery is your preference, so we can ensure the correct level of classroom provision.

How do I access courses online? To access courses, delegates will need to:

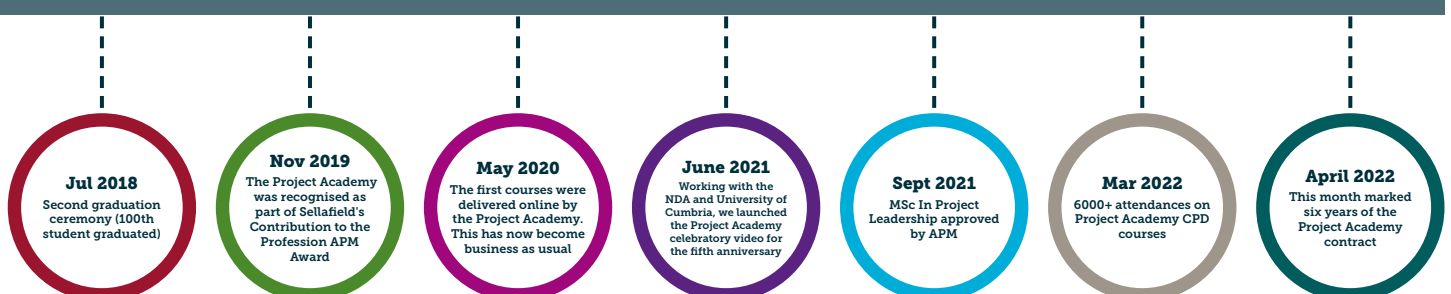
- Have access to a PC, laptop or tablet. Please note tablets cannot be used for exam courses. If you are unsure if your personal device is suitable, you can contact the University of Cumbria Project Academy team on project.academy@cumbria.ac.uk who can advise you.

- Have access to an internet connection.
- Some courses may require a personal email address to receive the joining instructions and course information.
- Download a compatible browser, Google Chrome is recommended.
- Have access to a webcam, earphones and microphone (a laptop with a webcam and microphone usually works well).

Individual Learning packs will be issued electronically for each delegate to use, including presentations and exercise handouts.

Please note that access to the Zoom and Adobe platforms should only be through your own personal PC/ laptop and not your Sellafield Ltd machine for security reasons. It is also important that we are mindful of the information, attitudes and opinions we share whilst using online software; this will be explained at the start of your course.

If you have any other questions or queries please contact: project.academy@sellafieldsites.com for more information.



Introduction

Project Academy Successes

6,000+
Sellafield
attendances on
Project Academy
courses

285 
Sellafield registrations
on Project Academy
Higher Education
courses

100+ 
Number of external
companies and
charities who have
benefitted from
training & education
delivered

59 
Number of courses/
products delivered
through the Project
Academy for Sellafield



120
Apprentices &
Graduates developed


£1.7m+
Savings against
market rates over the
past 6 years

Acclaim & Awards

- Recognised as part of the Contribution to the Profession APM award in 2019
- Winner of the NDA supply chain award 2017 - Best Enhancement of Capacity and Capability
- Shortlisted for the NSAN Best Provider & Employer Collaboration award
- Foundation degree students won the regional APM award in 2017
- University of Cumbria was invited to speak about the Project Academy at five international conferences




100,000+
Hours of Education
delivered to the
Sellafield Intergrated
Project Team


1,800+
Future Courses
assigned to Training
Profiles

Incorporating Sellafield's Manifesto

We are creating a clean and safe environment for future generations



Creating a Legacy

50

All education delivered within 50 miles of Sellafield



22

22 jobs created for the area within the University of Cumbria (+12 Associate Staff)



2

New apprenticeship standards developed at Level 4 & Level 6



UoC now delivering education across the UK, bringing money back into the Cumbria economy

4

New University & Graduate Certificates Created: Uni Certificate in Project Controls & Uni Certificate in Project Scope Baseline Management Graduate Certificate in Programme Management & Graduate Certificate in Business Change Management



200+

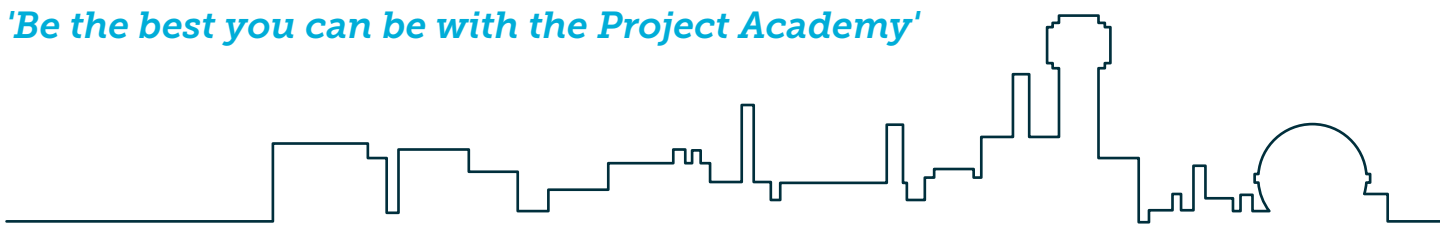
Project Academy courses delivered online

42%



42% of students enrolled on Higher Education courses are from organisations external to Sellafield

'Be the best you can be with the Project Academy'



Foreword



Dear colleagues,

This year marks the sixth anniversary of the Project Academy contract. We established the Project Academy against a backdrop of significant change for Sellafield. Our purpose has transitioned from being operations led to a focus on environmental remediation and project delivery. As with any change, we had to prepare for this and ensure that our teams were equipped to deal with new challenges.

Working with the University of Cumbria, we created the Project Academy to develop and grow our project delivery capability across Sellafield - both for our own employees and colleagues in the supply chain. The Project Academy is a sustainable approach to education, which will equip people for the changing landscape of project management.

Sellafield has now entered a new phase. We are one of the largest construction sites in Europe, building new facilities to support our purpose of creating a clean and safe environment for future generations. Our ambition is to be recognised as one of the top infrastructure delivery organisations in the UK and the Project Academy will help us achieve this. Our work is being delivered on one of the most complex and congested sites in the UK – now is an incredibly exciting time to work in projects.

Working closely with our supply chain and using their knowledge and expertise, we are working as one team with a clear purpose. Cumbria is recognised as the global Centre of Nuclear Excellence and we can share our knowledge and embrace the opportunities where improvements can be made.

We've been working closely with the University of Cumbria to ensure our Project Academy courses can be delivered online using educational software for the optimum experience. Our longer term strategy now focuses on a blend of online and classroom based delivery, offering the greatest flexibility to delegates and the enterprise.

Our industry will provide employment opportunities for current and future generations in West Cumbria, the Warrington area and even further afield. So we must ensure that we are preparing our people for the opportunities and challenges of project delivery. The Academy courses have been developed to be suitable for everyone, whether you are an employee who would like an insight into how projects are run to more experienced colleagues who may be looking to obtain a Masters level qualification - there is something suitable for everyone.

We should be proud of the Academy and what it says about us as an organisation. In this video <https://www.youtube.com/watch?v=NIERYUfPYDw> you can see the impact it is having on the nuclear sector and beyond. Please embrace the opportunities the Academy offers to be the best we can be.

Best regards,

Andy Sharples

Projects Director
Sellafield Ltd



How to apply for Project Academy Courses

Higher Education application process:

How do I apply?

The course must be identified by line managers. You need to complete a Higher Education form (found on the Sellafield intranet under the K2 system). This must be supported by a business justification (for new concessions), an up-to-date CV, an official cost of the course from the education provider and the aims / objectives of the course.

Approval from the Employee Development Group (EDG).

Please note the University Certificates in Project Controls and Project Scope Baseline Management are not subject to this process, please contact:

project.academy@sellafieldsites.com

When do I need to apply?

The window for Higher Education applications is open from March to June each year.

For further information please contact:

nvqsandhighereducation@sellafieldsites.com

External Training application process:

How do I apply?

Discuss and agree the training request with your line manager.

Contact your local training coordinator to ensure the training is on your training profile in OPMS.

When the course dates become available, you will receive an email and you respond to the team with your preferred date.

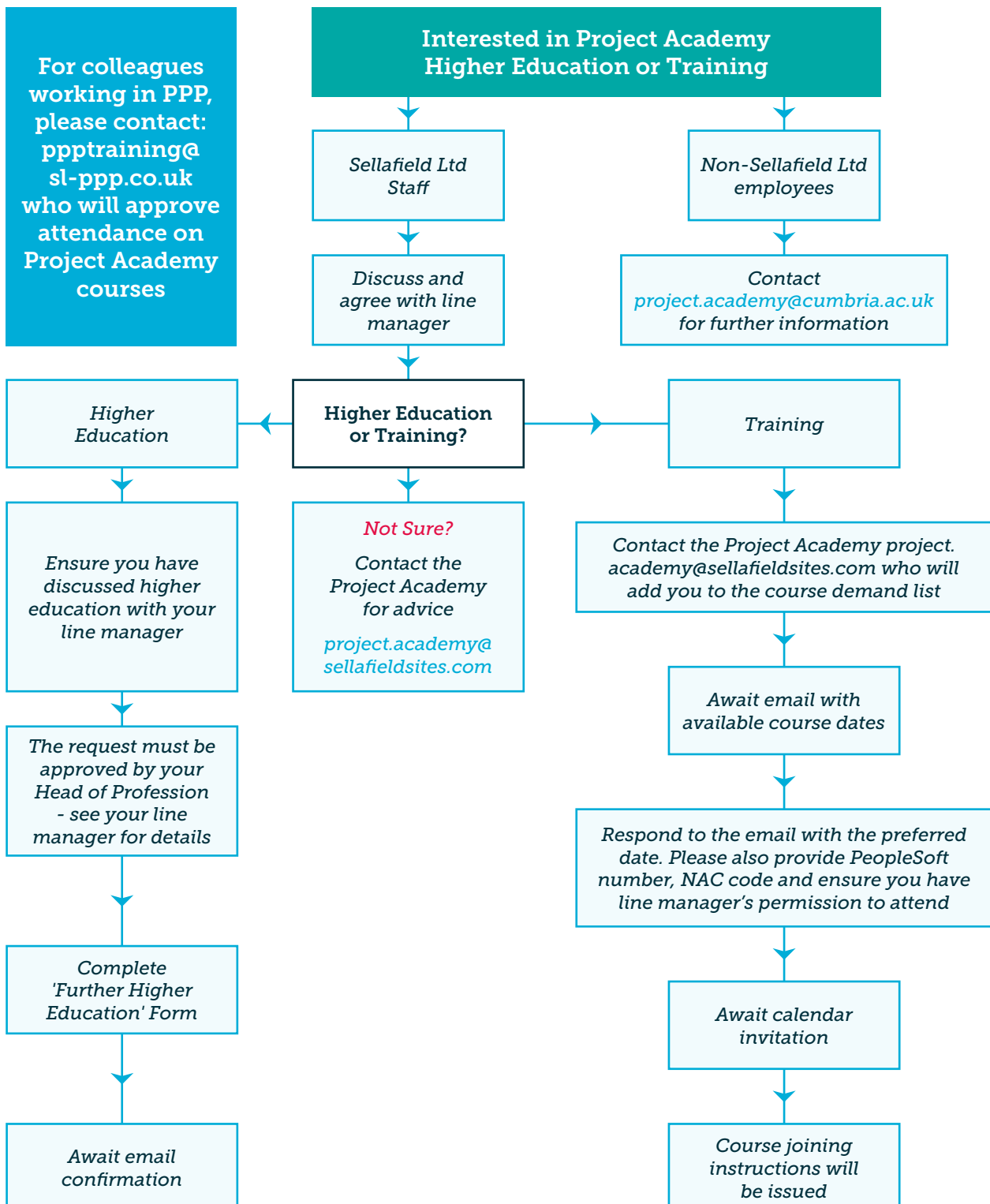
When do I need to apply?

You can apply for external courses anytime.

For further information please contact:

project.academy@sellafieldsites.com

How to apply for Project Academy Courses



Project Fundamentals

The **15 Project Delivery Fundamentals** at Sellafield form the foundations of the **Project Academy for Sellafield** and are the elements of consideration during the whole project life cycle:



Business Case



Human Performance
(Culture & Integrated Project Team)



Project Functional Specification & Requirements Management



Scope



Project Execution Plan



Risk Management



Design



**Environment,
Health & Safety**



**Commercial,
Contracts & Supply**



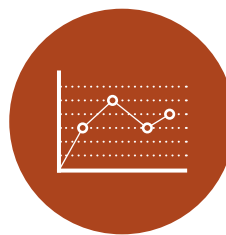
**Quality
Management**



**Construction /
Implementation**



**Commissioning &
Pre-Operations /
Testing & Handover**



**Project Controls
(including reporting)**



Estimating



**Stakeholder
Management &
Communication**

APM Project Fundamentals Qualification (PFQ)

This course can also be delivered online in a virtual classroom

Course Code:	<i>U04893</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>2 days</i>

Pre-work is required for this course which will be issued prior to the course starting

What does the course involve?

The APM Project Fundamentals Qualification, formerly known as the APM Introductory Certificate, is designed to provide delegates with an awareness of the fundamental principles of project management. This course is delivered in accordance with the Association for Project Management's Body of Knowledge and covers the syllabus for the APM Project Fundamentals examination.

This course is suitable for all employees who are new to work package or project management, or those who require an insight into project management in order to fulfil a role as a project team member.

Delegates will be provided with access to pre-course materials before attending the course; this will be either online or through pre-study guides. To ensure success in the programme of study and in passing the examination, delegates should ensure that they complete all of the pre-course work.

Method of assessment

Candidates will take a one hour 60 question, multiple choice exam paper at the end of the training course which has a pass mark of 60%

As part of this qualification delegates will gain an introductory insight into the structure of projects and how they operate. The PFQ qualification provides an overview of the terminology, techniques and processes used in project management and how these can be applied in the work place.

At the end of this course delegates will be able to define the various project life cycles, describe the risk management process, the breakdown structures used on projects, the roles used within projects and the purpose of a project business case.

The course includes topics such as:

- Project life cycle management
- Project context and business case
- Organisational roles
- HSE and quality management
- Estimating
- Resource management

The tutors have a wealth of knowledge in project management and are available to provide help and guidance during this course. The Association for Project Management is an internationally recognised professional body and their qualifications are widely acknowledged in the industry.



APM Project Management Qualification (PMQ)

This course can also be delivered online in a virtual classroom

Course Code:	<i>U05282</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>6 days (2 x 3 day sessions)</i>
<i>Approximately 15-20 hours of pre-work is required for this qualification which will be issued prior to the course start date</i>	
Pre-requisites:	<i>Good project management basic skills or completion of the APM Project Fundamentals Qualification, plus ideally a minimum of 6 months working on a project.</i>

What does the course involve?

This comprehensive course is based on the Association for Project Management's Body of Knowledge and covers the syllabus for the PMQ examination. The PMQ is designed to provide delegates with a broad understanding of good project management practice and knowledge of key areas. The course covers a number of key areas including: risk management, quality management and stakeholder engagement.


This course is recommended for prospective entrants who work in project management related roles, or members of integrated project teams who are looking to develop their career skills in project management. Applicants typically have some pre-existing project management knowledge and it is the ideal next step for anyone who holds the APM Project Fundamentals (PFQ) qualification.

During this qualification delegates will gain a detailed insight into how projects operate and the key responsibilities of project managers and their team members.

Learning objectives

Delegates on this course will:

- Explain the role and key responsibilities of the Project Manager
- Define a project life cycle and the associated phases
- Differentiate between project and portfolio management
- Describe the key contents and benefits of a stakeholder management plan
- Describe typical leadership qualities and the impact of leadership on team performance
- Explain the purpose of a business case and the importance of it during the project life cycle
- Define scope in terms of outputs, outcome and benefits
- Describe the principles of governance of Project Management
- Define support functions for projects
- Explain the process for creating and maintaining a schedule
- List each stage in the risk management process
- Define quality management

A man with a beard, wearing a white shirt and dark tie, is leaning over a woman. The woman has her hair in a bun, wears glasses, and a white blouse with a large collar. They are both looking at a document on a table. The background shows a modern office with large windows and a green chair.

The tutors have a wealth of knowledge in project management and are available to provide help and guidance during this course. The Association for Project Management is an internationally recognised professional body and their qualifications are widely acknowledged in the industry.

Method of assessment

This examination is an internationally recognised qualification. The 3 and a quarter hours exam (effective as of 5th October) has a pass mark of 55% and candidates should aim to answer 10 questions out of 16 during the allocated time.

Project Simulation (Sim 1 & 2)

This course can also be delivered online in a virtual classroom

Course Code:	U06958 / U06959
Location:	West Cumbria and Warrington (driven by demand)
Duration:	3 days

What does the course involve?

This interactive and comprehensive course provides a suite of project simulations which have been developed with input from industry and client experts to provide project managers with greater insight into project delivery. With advice from professors at the world's leading business schools, this qualification is suitable for project managers and integrated project team members of all levels.

Project Simulation - Project Controls (U06958)

- Analyse stakeholders and establish key project objectives
- Apply critical path analysis using bar charts, WBS and earned value management
- Juggle resources in order to optimise time-cost-quality trade-offs
- Master cash flow, quality and risk management techniques

Project Simulation - Project Leadership (U06959)

- Manage a complex project, from planning through to operation
- Make a series of judgements about: the contract and procurement strategy, defining the scope and changes, clarifying the project objectives, risk and stakeholder management and scheduling and resourcing

Project Simulation (Sim 3 & 4)

This course can also be delivered online in a virtual classroom

Course Code:	<i>U06960 / U06961</i>
Location:	<i>West Cumbria and Warrington (driven by demand)</i>
Duration:	<i>1.5 days</i>
Pre-requisites:	<i>Prior completion of Sim 1 & 2 (U06958 / U06959)</i>

What does the course involve?

This interactive and comprehensive course involves the use of 2 Prendo simulations "Pactio" and "Kerovka" that are both focused on the more complex and subtle challenges of managing with multiple stakeholder situations: planning a major project and also managing an intense crisis scenario. With advice from professors at the world's leading business schools, this qualification is suitable for project managers and integrated project team members of all levels.

Project Simulation - Managing Stakeholders (U06960)

- Develop advanced stakeholder analysis
- Balance the conflicting interests of a variety of stakeholders
- Use networks to influence stakeholder relations
- Craft efficient and effective communication strategies

Project Simulation - Managing Crisis (U06961)

- Map and prioritise stakeholders and issues
- Analyse the impact of stakeholder support or opposition
- Gain support through a process of engagement that builds trust
- Adapt to new information and unexpected events
- Influence public perception through strategic communications

University Certificate - Project Scope Baseline Management

Course Code:	U07434 / U07435 / U07436
Location:	<i>This course is currently being delivered online in a virtual classroom</i>
Duration:	<i>The University certificate is delivered online over a five month period with day release for learning each week. The programme is delivered twice a year, with starts in October (Semester 1) and February (Semester 2).</i>
Pre-requisites:	<i>Line manager and Head of Profession approval is required prior to enrolling. To join this course, delegates must have 40 UCAS tariff points and GCSE Maths and English at grade C/4 or above or at least two years' work experience in project delivery.</i>

What does the course involve?

This programme will provide delegates with an understanding of how projects are delivered within a programme environment with respect to baseline setting and management, and of the extended project life-cycle and the relationship between projects, programmes and portfolios in the context of baseline setting and management; and will equip learners with the tools and techniques required for baseline scope definition and management and control of projects using the baseline.

Course content:

- Projects in a Programme Environment
- Establishing the Project Baseline
- Project Baseline and Management Control

The curriculum specifically maps onto the syllabus for the Association for Project Management (APM) Project Fundamentals Qualification (PFQ) and the APM Project Management Qualification (PMQ) and incorporates the guidance from APM on Project Planning and Control and the Office of Government and Commerce/Axelos Guidance on Managing Successful Programmes©.

Learning objectives

Delegates on this course will:

- Explain how projects, programmes and portfolios relate to each other, and the roles and accountabilities in a project and programme environment
- Define project scope and describe the process of developing solutions to establish the baseline
- Explain the concept of value engineering and its importance in solutions development
- Explain the importance of requirements analysis, verification and validation in a project and programme context
- Explain the importance of estimating and cost benchmarking when establishing the project baseline and describe cost and schedule management within the context of projects



Accredited by
the Association
for Project
Management

Undergraduate Degree Programmes

FdSc Foundation Degree in Project Management

Location:

Carlisle

The degree programmes are currently being delivered online in a virtual classroom.

Duration:

The programme starts in September each year and involves 2 years of day release

Entry requirements:

To enrol on this course, delegates will need 40 UCAS tariff points and GCSE Maths and English at grade C/4 or above or at least two years' work experience in project delivery.

Additional information:

This qualification lasts a total of two years and delegates can complete the top-up qualification at a later date if they would like to attain a full BSc degree in Project Management.

BSc (Hons) Project Management

Course Code:

TBC

Location:

Carlisle

The degree programmes are currently being delivered online in a virtual classroom.

Duration:

3 years of day release

Entry requirements:

To enrol on this course delegates will need 96 UCAS points plus Maths and English at GCSE C/4 or above.

Additional information:

The BSc (Hons) level degree is ideal for delegates who would like to enhance their project management skills and enrol onto the full degree programme.

BSc (Hons) Project Management (top-up)

Location:

Carlisle

The degree programmes are currently being delivered online in a virtual classroom.

Duration:

1 year full time or 2 years part time

Entry requirements:

To enrol on this course delegates need to have successfully completed a related foundation degree or HND. If delegates have a first degree in a discipline other than Project Management they may be asked to gain the APM Project Management Qualification (PMQ) before enrolling.

Additional information:

This qualification is equivalent to the final year of an undergraduate degree. These courses are aimed at delegates who have previously completed a related foundation level degree (or equivalent, e.g. an HND) and they provide a route for students to achieve a Bachelors degree.

What do the degree programmes involve?

The different higher education packages have been developed to help delegates advance to project management at a graduate level. They will cover a wide range of subjects to gain a complete knowledge of the many facets of this field. Delegates will begin by looking at project management methodologies, case studies and risk management, as well as studying the role of projects in enabling strategic change and enhancing leadership skills. Delegates will have the chance to examine project management practice within a specific context, providing real-life examples to enhance their studies further.



Delegates will be able to:

- Differentiate the role of projects, programmes, portfolios and how they relate to business as usual activities
- Apply the principles of project management in a range of contexts
- Explain the roles and responsibilities required to successfully deliver projects in an organisational context
- Identify, manage and mitigate risk in a project context
- Define and model appropriate project governance structures for a project
- Describe and analyse the environmental and legal context of a project
- Describe and analyse models of project delivery including the procurement of solutions and services
- Evaluate project management practices and identify areas of strength, weakness and concern
- Understand the difference between project management and project leadership and model behaviours applicable to the situation at hand
- Evaluate project management methodologies and make appropriate, justified choices

Method of assessment

Each module will be assessed differently, using a variety of approaches including written exams, written assignments, reports and presentations.

Level 6 Apprenticeship in Project Management

This course can also be delivered online in a virtual classroom

Duration:

4 years in total - 1 day per week on day release.

Pre-requisites:

Minimum age 18. Minimum of 5 GCSE's Grade 4 (Grade C) in Mathematics, English Language and 1 Science subject (Physics, Chemistry, Biology, Science or similar).

What does the course involve?

A degree apprenticeship enables delegates to gain a degree whilst being employed. As this course is aligned to the Association of Project Management's Body of Knowledge, delegates will be provided with everything they need to know to successfully deliver projects in a range of business sectors and subject areas.

As part of this qualification they will achieve the Association for Project Management Project Management Qualification (PMQ) and a BSc Hons degree in Project Management.

The majority of this programme will take place at the place of employment, and 20% of delegate's time will be spent studying online using a virtual classroom.

- Prepare a business case and use it for benefits management
- Understand the importance of the supply chain management in a project environment
- Learn the impact of risks on project performance in terms of schedule, cost and quality
- Understand the impact of external factors on the governance of projects and how these influence policy, process, roles and responsibilities
- Manage the dynamics of stakeholder relationships and needs during a project
- Learn how to prepare and maintain project schedules and use these for project monitoring, control and delivery

Delegates will be able to:

- Have an awareness of the governance requirements in a project environment
- Communicate effectively with internal and external stakeholders to build and maintain their support for successful project outcomes
- Learn how to manage different financial frameworks and the project finances within them
- Develop and manage different planning frameworks to balance the fundamental components of the project

Method of assessment

Each module will be assessed differently, using a variety of approaches including written exams, written assignments, reports and presentations. In addition to this, all apprenticeships have an end point assessment this is a combination of presentations and a question / answer session based on what delegates have studied during their apprenticeship.

Graduate Diploma in Project Management

Location:	<i>In order to allow delegates to continue to engage in, and apply their learning to the workplace environment, the Graduate Diploma in Project Management has been designed to be delivered fully online, with opportunities for a blended delivery model to be utilised where possible. This allows study from any location and to plan studies around workplace commitments.</i>
Duration:	<i>The course is delivered part-time over 18 months starting in September each year.</i>
Who is it for?	<i>Existing graduates who are either new to, or looking to move into, a career in a project, programme or portfolio environment. The programme forms a natural progression pathway for those looking to pursue a career and additional postgraduate study in Project Management, including the MSc Project Leadership programme.</i>

What does the course involve?

This programme enables those new to the project environment to develop technical understanding and professional skills in project and programme management. The programme covers a range of core topics developing knowledge of project initiation, implementation and delivery from business case development and procurement, to stakeholder management and communication.

At the end of this course, delegates will be able to:

- Demonstrate a graduate-level understanding of the technical knowledge underpinning the key concepts of Project Management, including (but not limited to):
- Project planning and scope management
 - Project Life Cycles and the project environment
 - Governance of projects and programmes
 - Project leadership and team work
 - Effective communication
 - Procurement
 - Risk identification and management
 - Plan and implement a self-directed industry project, addressing an aspect of project or programme management

MSc in Project Leadership

Location:	<i>In order to allow delegates to continue to engage in, and apply their learning to the workplace environment, the MSc Project Leadership programme has been designed to be delivered fully online, with opportunities for a blended delivery model to be utilised where possible. This allows study from any location and to plan studies around workplace commitments.</i>
Duration:	<i>The course is delivered part-time over two years, with two entry points each year (typically September and February).</i>
Pre requisites:	<i>A degree level qualification in project management or another subject is required to enrol on this course.</i>
Who is it for?	<i>Professionals working in, or aspiring to occupy a senior role, in a complex project, programme or portfolio setting. Students should hold a first degree, or have equivalent experience, in Project Management or a related discipline, and should be in professional employment and have access to a suitable practice-based setting.</i>

What does the course involve?

This postgraduate programme is designed to enable students to develop their technical knowledge and professional skills as leaders in a project, programme or portfolio setting. A range of topics, both functional and behavioural, will be used to explore the roles and responsibilities of leaders in the successful delivery of project outcomes from planning and monitoring progress, to engaging and motivating team members and stakeholders. In addition, students will also engage in reflective practice, expanding their skills as critical professionals through the application of taught content directly back into the workplace environment. This MSc Programme has been developed in collaboration with the Project Academy Ltd. and aligned to the Association of Project Management's Chartered Project Professional (APM ChPP) Standard. On completion of this programme, students will be eligible to submit an application to the APM for Chartered Project Professional status.

At the end of this course, delegates will be able to:

- Put into practice advanced leadership skills in relation to project, programme and/or portfolio management;

- Demonstrate a high level of understanding of the technical knowledge and professional practice underpinning project, programme and portfolio management and aligned to the core APM chartered competencies:
 - Budgeting and cost control
 - Financial management
 - Change control
 - Conflict management
 - Consolidated planning
 - Governance arrangements
 - Leadership
 - Reviews
 - Risk and issue management
 - Stakeholder & communications management
 - Team management
- Critically apply learning and professional development as a leader to address a significant challenge in the workplace, using detailed analysis and synthesis of information.

Method of assessment

The MSc Project Leadership programme incorporates six 20-credit modules and one 60-credit module. Each module usually involves two assessments based around the APM Chartered Standard, and each module will contribute appropriate evidence to support an application for Chartered status.



OUR Issues Database

EA/oneHPCP Delivery tool

KDMA Key Decision Matrix

Reg B/C

EA/oneHPCP
Delivery tool

Old System
SRP (proposal)

RESTORE
RISK

MASTER
PLANNING

HR

MSc in Project Management delivered by Lancaster University

Location:	<i>Lancaster</i>
Duration:	<i>1 year</i>
Pre requisites:	<i>2:1 Hons degree (UK or equivalent) in any subject</i>

What does the course involve?

This programme will enable delegates to use project management tools and techniques, engage stakeholders, obtain systemic insights into projects and provides the opportunity for delegates to gain practical experience of managing projects in any industry.

Delegates will learn how to investigate the new and how to navigate it. The programme will look at managing people from a psychological and sociological perspective, alternative management approaches like agile and will provide delegates with systemic insights into the management of projects. Academic perspective, experiential learning and practical application are carefully balanced to advance delegates' knowledge in the most effective way.

At the end of this programme, delegates will be able to:

- Demonstrate knowledge, application and experience of PM tools, techniques and theories
- Establish a contextual understanding of the wider project environment in regards to strategy, governance, business and organisation
- Cultivate and develop interpersonal, intercultural and communication skills to manage, lead and participate in physical and virtual project teams

- Provide evidence of the ability to deal with uncertainty in projects
- Integrate relevant PM capabilities and competencies
- Demonstrate workplace readiness and professional PM skills incl. critical thinking and reflective practice
- Devise, appraise and justify the selection of an appropriate research design in a specific research context

This programme covers a range of topics including:

- PM Tools, Techniques and Theories
- Project Simulation
- Systems and Change
- Reasoning, Research and Reflection
- People, Organisation and Leadership
- Business, Benefits and Strategy
- Advances in Project Management
- Intercultural Consultancy Project
- Dissertation



Method of assessment

The MSc Project Management has a diverse portfolio of assessment. These reflect the forms of knowledge created during the modules but also the need to integrate this into the individual's journey to 'becoming' a project manager.

The techniques employed cover exams (or tests), formal assignments, reflective assignments to develop personal insight and action on a given topic, group presentations, individual and group reports, the creation of formal project plans and the production of an extended piece of independent work (i.e. the dissertation).

Introduction to Project Commissioning & Pre-Operations

Course Code:	<i>U07522</i>
Location:	<i>West Cumbria and Warrington (driven by demand)</i>
Duration:	<i>1 day</i>

What does the course involve?

This course provide delegates with an awareness of commissioning and pre-operations to improve their role in the delivery of projects.

As part of this short course delegates will gain an understanding and introduction to how commissioning and pre-operations work throughout the project lifecycle. The course incorporates a range of interactive activities allowing delegates to explore the key concepts of commissioning and pre-operations and how they can be applied in the workplace. Developed with subject matter experts in the area, course delegates will gain an insight into how commissioning and pre-operations is instrumental to project delivery and an understanding of how this area operates collaboratively with other project functions.

Learning objectives

Delegates will be able to:

- Identify the key activities delivered by the Commissioning and Pre-operations functions
- Understand the benefits delivered by implementing Commissioning and Pre-Operations effectively
- Understand how Commissioning and Pre-Operations fit into the project life cycle and the benefits for integration into the various functions
- Explain how LFE can be used in the different stages of the project
- Understand the benefits and challenges of using LFE in a project

Method of assessment

There is a closed book assessment at the end of the day upon completion of the course material. The completion certificate is awarded when the assessment is successfully completed.

Introduction to Managing Scope

This course can also be delivered online in a virtual classroom

Course Code:	U07510
Location:	West Cumbria and Warrington (driven by demand)
Duration:	2 days

What does the course involve?

This course has been designed to provide delegates with an awareness of scope management. They will be introduced to the tools and techniques for establishing and managing the scope baseline, and gain an understanding of the importance of scope management in delivering successful projects.

This course is ideal for members of integrated project teams who either contribute to, or would like to find out more about establishing the scope of a project.

This course will show delegates to collect the requirements of a project and convert these into a project scope and explain how a team works together to do this. Delegates will be shown who is involved and the importance of team-working between disciplines, in creating a viable scope baseline. The course will also explain how the various disciplines work together to manage the scope baseline and the benefits of investing time to set the baseline and deliver against it. Delegates will also be given an insight into how the role of the programme is important in defining a project's scope.

Learning objectives

Delegates will be able to:

- Describe how to collect requirements and convert these into a project scope
- Explain the role of the programme in defining a project's scope
- Explain who is involved and the importance of team-working between disciplines, in creating a viable scope baseline
- Outline how the disciplines needed fit together to deliver the project to, and manage change of, its scope baseline
- Understand the benefits of investing time in setting the baseline correctly to be able to deliver against it

Method of assessment

There is no formal assessment on this course but delegates will be asked to complete a reflective workbook throughout the course capturing lessons learnt and personal goal-setting that delegates will be able to apply back in the workplace.

Agile Project Management (AgilePM®) Foundation Level

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07411</i>
Location:	<i>West Cumbria and Warrington (driven by demand)</i>
Duration:	<i>3 days</i>
Pre requisites:	<i>This involves some pre-course reading to complete before starting the course</i>

What does the course involve?

The foundation level qualification is suitable for practising project managers and team members who are focused on becoming agile project managers. The Foundation-level qualification is the first qualification in the series and it will measure delegate's ability to recognise and distinguish between the key elements of the approach.

The foundation level qualification will explain the underpinning principles of the agile philosophy and how the different techniques can be applied to their projects. By using agile techniques delegates will see the lifecycle of an agile project and the alternative configurations as well as the roles and responsibilities that are involved.

Method of assessment

The course is very interactive with a range of case studies assessments and candidates will complete a 40 minute exam paper. There are 50 questions per paper, 25 out of 50 marks (50% pass rate) are required to pass. Delegates need to pass the foundation level course before progressing to practitioner level.

Delegates will be able to:

- Understand what the Dynamic systems development method (DSDM) is and the benefits of this approach
- Learn the key elements of the Effective Solution Development Team Instrumental Success Factor
- See how the different project phases add value
- Understand the purpose of a project's terms of reference and the business case
- Learn the purpose of management products from each project lifecycle phase
- Understand how agile projects are planned and how this type of planning adds value to a project

AgilePM® is a registered trademark of Agile Business Consortium Limited, used under permission of APMG International Limited and Agile Business Consortium Limited.

Agile Project Management (AgilePM®) Practitioner Level

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07412</i>
Location:	<i>West Cumbria and Warrington (driven by demand)</i>
Duration:	<i>2 days</i>
Pre requisites:	<i>Agile Project Management Foundation certificate or DSDM Foundation certificate or DSDM Advanced Practitioner certificate.</i>

What does the course involve?

This qualification is aimed at practising project managers and team members who aspire to become agile project managers.

The Practitioner level qualification will measure whether the candidate has sufficient knowledge and understanding of the Agile Project Management guidance to apply and adapt it to different situations. The scenario used as part of the assessment is designed to allow the candidate to show they have the competence to work as an Agile Project Manager on a project.

As part of this qualification delegates will apply the underpinning philosophy and the principles of DSDM in a project situation. They will also be able to produce and evaluate the content of Agile products produced during an Agile project in a given scenario and understand the roles and responsibilities involved.

This is an interactive course where delegates will have the opportunity to test, estimate and measure progress in an Agile project.

Course content

The course covers a range of topics including:

- What the project manager needs to consider as the project progresses through the various phases
- Application of the agile approach to delivering quality using three recommended activities and actions where appropriate
- Assess whether the activities have been scheduled or undertaken appropriately and whether the appropriate roles have been involved in delivering quality

Method of assessment

The course is very interactive with a range of case studies and assessments. Candidates will complete a 2.5 hour open book exam paper. This exam involves objective testing, there will be four questions per paper with a maximum score of 20 marks per question. 40 marks are required to pass the exam (out of a total of 80 marks - 50% pass rate).

Delegates will need to pass the exam to be awarded the AgilePM® qualification

Introduction to Stakeholder Engagement & Communication

Course Code:	<i>U07515</i>
Location:	<i>West Cumbria and Warrington (driven by demand)</i>
Duration:	<i>2 days</i>

What does the course involve?

This course has been designed to provide delegates with an understanding of how to manage stakeholder engagement and communications within the project environment. The course will provide delegates with a standard set of tools and techniques which will be explored during the course through a range of project and programme-based exercises. This course is ideal for project managers, programme managers and key project staff with involvement or interest in the stakeholder engagement and stakeholder management process.

As part of this course delegates will be introduced to the concept of stakeholder management and how best to engage with key personnel whilst delivering projects.

The interactive nature of the course means that delegates will be given the opportunity to plan, explain and explore the methods used to measure the effectiveness of stakeholder management activities.

Course content

The course covers a range of topics including:

- Identifying and prioritising stakeholders' requirements, using a combination of tools and techniques
- How to create stakeholder profiles
- Designing the stakeholder engagement strategy
- Planning stakeholder engagement activities
- Engaging and managing Project Stakeholders
- Measuring Stakeholder Engagement effectiveness
- When and how to manage escalation

Method of assessment

There is no formal assessment for this course, however delegates will complete a reflective workbook throughout the course capturing reflective practice and personal goal-setting that they will be able to apply back in the workplace.



Environment and Sustainability Culture for Project Success

Course Code:	
Location:	<i>This course is offered in virtual classrooms (online) or traditional classrooms (in person)</i>
Duration:	<i>2 days</i>

Who is it for?

All project professionals who would like to know more about sustainability and environment management, and how these contribute to successful projects.

What does the course involve?

This course introduces participants to the roles, responsibilities and interfaces of environmental management throughout the Project Lifecycle, and its place within sustainability culture.

This is a highly interactive course that allows participants to explore the social, economic and environmental impact of projects through a variety of activities and project-based scenarios, as well as building an understanding and appreciation of the work of environment professionals.

Course content

The course covers a range of topics including:

- Project Sustainability and Sustainability Culture
- The Project Environment
- Environmental Requirements
- Environmental Aspects and Assessments
- Project Environmental Management

At the end of this course participants will be able to:

- Describe sustainability interdependencies and consider these in the project context
- Articulate the importance of culture and leadership to sustainability
- Understand the factors that make up the project environment
- Explain the sources of environmental requirements and how these are met
- Summarise environmental aspects and assessments
- Review project environmental management

Introduction to Project Health and Safety

Course Code:	
Location:	<i>This course is offered in virtual classrooms (online) or traditional classrooms (in person)</i>
Duration:	<i>1 day</i>
Pre requisites:	<i>Participants on this course will complete a brief, pre-course exercise reflecting on their experiences of health and safety in a project setting.</i>

Who is it for?

All professionals requiring an introductory understanding of health and safety considerations in a project setting. The course is not recommended for participants with current health and safety qualifications or experience in a health and safety role.

What does the course involve?

This course provides participants with a comprehensive understanding of the role of health and safety throughout the project lifecycle. Participants will explore the critical health and safety considerations that should be embedded into project planning and implementation, focusing on both conventional and nuclear safety. The course provides an overview of key health and safety legislation and roles, and discusses the importance and impact of fostering a positive safety culture in the workplace environment.

Course content

The course covers a range of topics including:

- Health and safety legislation
- Hazard identification and risk assessment
- Health and safety management systems
- Health and safety in the project lifecycle
- Nuclear safety and conventional safety
- Health and safety roles and responsibilities
- The importance of leadership in setting and driving safety culture

At the end of this course participants will be able to:

- Describe the importance of health and safety throughout the project lifecycle
- Identify key health and safety legislation
- Describe health and safety procedures to maintain successful safety
- Assess the impact of conventional safety and nuclear safety
- Describe the roles and responsibilities in delivering safety
- Understand the importance of leadership in sustaining a positive safety culture

Introduction to Planning & Cost Controls

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07516</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>2 days</i>

What does the course involve?

This course is ideal for anyone working in an integrated project team who requires an introductory understanding of planning and cost control. This course provides delegates with an overview of project planning, monitoring and control including Earned Value Management. Delegates will take part in planning a project, gaining an understanding of and applying tools such as Critical path analysis, Earned Value calculations, and resource levelling and smoothing, to plan and maintain a project schedule.

Method of assessment

During the course delegates will undertake a number of syndicate exercises and the tutor will provide feedback. Delegates will be required to complete a short open book assessment at the end of day two in order to complete this course.

Course content

The course includes topics such as:

- Planning in relation to scope management: requirements capture and scope definition
- Estimating time and cost
- The Critical Path: what it is and how it is used
- Resource management, including smoothing and levelling
- Reporting progress and information management
- Time and cost control and management
- Earned Value Management

Learning objectives

Delegates will be able to:

- Demonstrate a working knowledge of the monitoring and control process
- Contribute to planning and scheduling a project and define a range of resource types
- Evaluate earned value data and the underpinning schedule information
- Identify controlling actions during the project's delivery cycle to resolve problems

University Certificate in Project Controls

This is an Association for Project Management accredited qualification

Course Code:	<i>U07059 / U07060 / U07061</i>
Location:	<i>This course is delivered online in a virtual classroom.</i>
Duration:	<i>The University certificate is delivered online over a five month period with day release for learning each week. The programme is delivered twice a year, with starts in September (Semester 1) and January (Semester 2).</i>
Pre-requisites:	<i>Line manager and Head of Profession approval is required prior to enrolling. To join this course, delegates must have 40 UCAS tariff points and GCSE Maths and English at grade C/4 or above or at least two years' work experience in project delivery.</i>
Additional information:	<i>This qualification can also lead on to the FdSc and BSc in Project Management.</i>

What does the course involve?

There is a growing demand for suitably qualified project controls professionals in a range of different sectors and industries. This programme will provide delegates with an understanding of the use of the business case throughout the project life cycle, and how project controls are applied in different sectors, and will equip learners with the tools and techniques required to become a project controls technician.

Method of assessment

The programme uses a variety of assessments, including written exams, assignments and presentations.

Learning objectives

Delegates will be able to:

- Explain the roles and responsibilities required to successfully deliver projects in an organisational context and particularly the role of project controls
- Describe and analyse the business context of a project
- Describe the use of techniques for planning and monitoring projects
- Apply processes, methods, knowledge and skills to successfully achieve project objectives within quality, cost and time parameters
- Communicate professionally and effectively with a wide range of stakeholders using appropriate techniques

Course content:

- Foundations of Project Management
- Project Context - The Business Environment
- Project Planning and Control

Primavera P6 Professional Fundamentals

Course Code:	<i>U07387</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>3 days</i>
Pre-requisites:	<i>Knowledge of project management principles</i>

What does the course involve?

This course leads delegates through the entire project life cycle, from planning to execution. Topics include adding activities, assigning resources and creating a baseline. Delegates also gain a thorough background in the concepts of planning and scheduling.

Method of assessment

There will be a formative assessment which candidates will be expected to complete as part of this educational course. The course qualification will not be awarded until the assessments are successfully completed.

Learning objectives

Delegates will be able to:

- Schedule a project
- Assign resources
- Adjust the project schedule
- Execute and control the project
- Create a project
- Add activities to the project

During this course delegates will be taught all about the project lifecycle and how to use planning software. A range of topics are covered, including:

- Understanding P6 data
- Formatting schedule data
- Roles and resources
- Creating a project
- Assigning roles
- Creating a work breakdown structure
- Baseline the project plan
- Assigning constraints
- Project execution and control
- Using reflection projects
- Reporting performance

Primavera P6 Professional Advanced

Course Code:	<i>U07388</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>2 days</i>
Pre-requisites:	<i>Completion of the Primavera P6 Professional Fundamentals course</i>

What does the course involve?

This course provides an in-depth resource management and project management training in Primavera P6 professional. Resource management topics include manual allocation, bucket planning and levelling. The course covers a range of topics including: earned value analysis, managing multiple projects, advanced scheduling and manually allocating resources.

Learning objectives

Delegates will be able to:

- Apply advanced scheduling methods
- Utilise percentage-complete calculations
- Analyse resources and roles using the Primavera software
- Understand Earned Value Analysis

Course content

This course includes topics such as:

- Managing multiple projects
- Earned Value Analysis
- Resources and roles
- Allocating and levelling resources
- Bucket planning
- Advanced scheduling
- Time scaled logic diagrams

Method of assessment

One case study completed by students during the course which assesses their understanding of the topics covered.

Managing Risk in Primavera Risk Analysis

Course Code:	U07389
Location:	West Cumbria or Warrington (driven by demand)
Duration:	3 days

What does the course involve?

This course provides training for Primavera's Risk Management solution. This three-day class leads delegates through examples of specific risk modelling techniques and provides a lab-style workshop on the third day to allow delegates to apply the learned techniques. Delegates will gain a thorough grounding in the concepts of project risk management and will learn how to apply a risk assessment to a project schedule, resources and costs. They will further be able to interpret, communicate and justify a risk analysis to the project team, management and stakeholders and use risk management to improve project management, set targets and contingencies and set corporate and customer expectations.

Method of assessment

A lab-style workshop takes place on the third day where students apply the techniques learned during the course.

Delegates will be able to:

- Use a risk register to assess risks qualitatively or quantitatively
- Run a risk analysis
- Use a risk register to propose, evaluate and justify mitigation
- Track planning mitigation with the rest of the project

Course Content

As part of this course delegates will be given an insight into a range of topics, including:

- Basic schedule and cost risk analysis theory
- Risk methodology
- Schedule review
- Using three-point estimates for activities
- Running a quantitative risk analysis
- Introduction to the Risk Register
- Integration with Primavera and Microsoft Project
- Cost and resource uncertainty
- Risk assessment
- Correlation
- Probabilistic Branching
- Risk Register (Risk events)
- Response planning - cost/benefits analysis



1. Pd 5 reporting cover

2. Oct exten

by 15

3. Reso

4. Capit

5. Qtr

→ CS

→ AS

→ EFF

→ LIPd

• m

• Te

Introduction to Construction

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07521</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>1 day</i>

What does the course involve?

This course provides delegates with an awareness of construction and demonstrates how different project-based roles will contribute to construction processes and activities that are essential for successful project delivery. The course will give an overview of how construction operates within the project lifecycle, including legislative responsibilities and the interactions with health and safety practices. This course is suitable for members of project teams who would like to learn more about how construction project activities interact with other work areas on nuclear sites.

Method of assessment

Delegates will take part in a group research and presentation task to demonstrate their understanding and application of the key learning points.

Delegates will be able to:

- Outline the role of construction and how it interacts with safety
- Outline where construction fits into the Project Life cycle
- Explain the constructability process and the principles behind it
- Outline how construction carries out verification and assurance

Course content

As part of this course delegates will be given an insight into a range of topics, including:

- What is the role of construction?
- How my role impacts on construction projects?
- The challenges faced in contributing to an efficient and effective project?
- Construction in the Project Life Cycle
- Constructability
- Overcoming barriers and challenges through collaborative working
- Priorities that can lead to improvement
- Learning from Experience
- Applying solutions through problem solving - How can we do things differently?

The Institute of Leadership & Management Level 3 Award in Leadership and Management for Construction

Course Code:	<i>U07628</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>5 days including 1 assessment day (1 day per week)</i>
Pre-requisites:	<i>This course is recommended for delegates who work alongside the construction teams and have knowledge of construction roles and responsibilities.</i>

What does the course involve?

The Level 3 awards in Leadership and Management are ideal for individuals who have management responsibilities but no formal training, and are serious about developing their abilities. They particularly support practising team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, budget cuts or other pressures. This programme has been compiled to meet the needs of construction managers without leadership and management qualifications.

Method of assessment

Each participant will complete four assignments that will cover a range of criteria required to achieve the Level 3 Award. Work will be formally assessed by the programme facilitators. Learners will receive feedback on their progress throughout the course, which will incorporate frequent knowledge checks and opportunities to recognise development.

Learning objectives

Delegates will be able to:

- Gain a range of key management skills
- Put new skills into practice
- Build leadership capacities
- Motivate and engage teams by managing relationships confidently
- Develop leadership skills using knowledge, values and motivations

Course content

As part of this course delegates will be given an insight into the following units:

- Understanding Leadership
- Understand how to motivate and improve performance
- Understanding conflict management in the workplace
- Leading and motivating a team effectively

Site Management Safety Training Scheme (SMSTS) Course: Site Safety Plus

Course Code:	<i>U07455</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>5 days</i>

What does the course involve?

This SMSTS course is for project managers, site managers and supervisors, business owners and clients. Delegates will gain an understanding of health, safety, welfare and environmental issues on construction sites. CITB renewable 5 year Site Safety Plus certificate.

Method of assessment

This is a highly interactive course taught through case studies, classroom discussion, group work and individual or group presentations. Delegates will need to complete some self-study outside of the course.

Delegates will complete an assessment paper at the end of each day alongside core exercises and a case study. The assessment paper consists of 25 questions - 20 multiple choice and 5 short written questions and answers. There will be five safety critical questions on each paper that must be correctly answered. There is also a practical exercise that is carried out during the course and completed on the final day.

Course content

The course covers the following topics:

- The Health and Safety at Work Act
- Construction Design and Management (CDM) Regulations
- Risk assessments/method statements
- Recent changes in accepted working practices
- Behavioural safety
- Management of occupational health
- Electricity
- Excavations
- Working at height
- Scaffolding
- Demolition
- Confined spaces

The course also includes publications, registration and certification.

BUILDUK recognises this course as meeting the required standard for all supervisors working on BUILDUK sites.



Temporary Works Coordinator: Site Safety Plus

Location:

West Cumbria or Warrington (driven by demand)

Duration:

2 days

What does the course involve?

Temporary works are safety and business-critical, and can involve risk on both small and large sites. This course gives delegates a thorough understanding of the need for, and duties of, a Temporary Works Coordinator (TWC). Also covered is the role of others during temporary works and a detailed explanation of BS5975 in relation to the TWC role. Throughout the course, emphasis is given to the '4Cs' (communication, co-ordination, co-operation and competency) and risk management (safety and business related).

On successful completion of the course, delegates will receive certification through the CITB's Site Safety Plus Scheme. This course will give the delegate thorough knowledge of the TWC role, but please note that this alone does not make a delegate competent, as this requires other attributes such as industry-specific experience.

Course content

The course covers the following topics:

- Scope and types of temporary works
- The importance and legal aspects of temporary works
- Background of TWC procedures in the UK (history, Bragg and BS5975)
- Guidance and standards for temporary works (including CPD as a TWC)
- Legislation and statutory aspects of temporary works
- Risk assessments and method statements

- Construction Design & Management Regulations 2007
- Designer's roles in temporary works (permanent and temporary works)
- Design Briefs (includes a syndicate exercise)
- Avoiding failure (people, process and products)
- BS5975 breakdown of contents
- Roles and responsibilities of the TWC
- TWC risk profiles and controls
- TWC register and temporary works supervisors
- Management of the temporary works process
- Temporary works failures and aspects of various temporary works
- Aspects of temporary works

Method of assessment

This is an interactive course which contains a number of discussion sessions, group exercises and personal exercises. The course concludes with an examination. The examination consists of 25 multiple-choice questions selected and forms the basis of assessment as to whether or not a delegate has successfully passed the course. The examination is an open book examination and lasts for 30 minutes. The examination pass mark is 72%.

Temporary Works Supervisor: Site Safety Plus

Location:

West Cumbria or Warrington (driven by demand)

Duration:

1 day

What does the course involve?

Temporary works are safety and business-critical and require careful co-ordination. This course gives delegates an understanding of the range of duties that can be expected from a Temporary Works Supervisor (TWS), including how the role fundamentally differs from that of a Temporary Works Coordinator (TWC). Throughout the course, emphasis is given to the '4Cs' (communication, co-ordination, co-operation and competency) and risk management (safety and business related).

On successful completion of the course, delegates will receive certification through the CITB's Site Safety Plus Scheme. This course will give the delegate knowledge of the TWS role, but please note that this alone does not make a delegate competent, as this requires other attributes such as industry-specific experience.

Course content

The course covers the following topics:

- Definition of temporary works
- History of temporary works
- Causation of temporary works failures
- The Bragg report
- Legal and contractual requirements
- Risk Management of temporary works
- An understanding of the role of the Temporary Works Designer
- The responsibilities of the organisations appointing the TWC and the TWS
- The duties of the TWC

- The appointment of the TWS
- Aspects of BS5975 relevant to the TWS
- The role of the TWS in supporting the TWC
- How the TWS can help in preventing temporary works failures

Method of assessment

This is an interactive course which contains a number of discussion sessions, group exercises and personal exercises. The course concludes with an examination. The examination consists of 25 multiple-choice questions selected and forms the basis of assessment as to whether or not a delegate has successfully passed the course. The examination is an open book examination and lasts for 30 minutes. The examination pass mark is 72%.

CDM for Duty Holders & Responsibilities

Course Code:	<i>U08007</i>
Location:	<i>This course is delivered online in a virtual classroom</i>
Duration:	<i>1 day</i>

What does the course involve?

This course is suitable for organisations and individuals involved in all types of construction work. The course is designed to give an overview of all the duty holder roles and legal duties under the Construction Design and Management (CDM) Regulations 2015.

Learning objectives

Delegates will be able to:

- Understand the legal requirements of CDM 2015
- Identify the roles of the client, principal contractor, principal designer, contractors and designers
- Appreciate the importance of the requirements for assessment of knowledge, skills, experience and resources
- Identify requirement for project documentation

The course covers the following topics:

- CDM 2015 overview
- Duty holder responsibilities and appointments: Clients, Principal Designer, Designers, Contractor, Principal Contractors and Contractor
- Notification of projects
- Preparation of the client brief
- Preparation of pre-construction information
- The elimination, reduction, and control of risks through design
- Planning, managing and monitoring construction work
- Construction phase plan requirements
- Application of CDM Part 4 'General requirements for all construction sites'
- Health and safety file requirements

Method of assessment

Multiple choice test with 25 questions.

CDM for Principal Designers & Designers

Course Code:	<i>U08008</i>
Location:	<i>This course is delivered online in a virtual classroom</i>
Duration:	<i>1 day</i>

What does the course involve?

This course is suitable for designers and businesses holding the position of the Principal designer or designer on a construction project. Delegates learn about the duties of designers under the Construction Design and Management (CDM) Regulations 2015.

Learning objectives

Delegates will be able to:

- Understand their legal position
- Understand the roles of the principal designer, designers, client, principal contractor and contractors
- Recognise the importance of the requirements for assessment of knowledge, skills, experience and resources
- Identify the requirement for project documentation

The course covers the following topics:

- CDM 2015 overview and application
- Duty holder responsibilities
- Assisting with preparation of the client brief
- Assisting with the preparation of pre-construction information
- Planning, managing and monitoring work during the pre-construction phase
- The elimination, reduction, and control of risks through design
- Health and safety file content and requirements

CDM for Principal Contractors & Contractors

Course Code:	<i>U08009</i>
Location:	<i>This course is delivered online in a virtual classroom</i>
Duration:	<i>1 day</i>

What does the course involve?

This course is for all contractors, including subcontractors, main contractors and people taking the role of principal contractor. You will learn about your contractor duties under the Construction Design and Management (CDM) Regulations 2015.

Learning objectives

Delegates will be able to:

- Understand their legal position
- Identify the roles of the principal contractor, contractors, client, principal designer and designers
- Recognise the importance of the requirements for assessment of knowledge, skills, experience and resources
- Identify the requirement for project documentation
- Identify the requirement for the provision of information

The course covers the following topics:

- CDM 2015 overview and application
- Duty holder responsibilities
- Contractor assessment
- Planning, managing and monitoring construction work
- Application of CDM Part 4 'General requirements for all construction sites'
- Construction phase plan content and requirements
- Contractor and worker engagement
- Health and safety file content and requirements

Method of assessment

Multiple choice test with 25 questions.

CDM for Clients

Course Code:	<i>U08010</i>
Location:	<i>This course is delivered online in a virtual classroom</i>
Duration:	<i>1 day</i>

What does the course involve?

This course is suitable for all types of clients including commercial clients, who have a requirement for a construction project to be carried out in connection with a business, whether the business operates for profit or not. You will learn about your duties as a Client under the Construction Design and Management (CDM) Regulations.

Learning objectives

Delegates will be able to:

- Understand their legal position
- Identify the roles of the client, principal contractor, principal designer, contractors and designers
- Appreciate the importance of the requirements for assessment of knowledge, skills, experience and resources
- Identify requirement for project documentation

The course covers the following topics:

- CDM 2015 overview and application
- Duty holder responsibilities
- Preparation of the client brief
- Duty holder appointments
- Preparing pre-construction information
- Requirements for notification of projects
- Construction phase plan requirements
- Health and safety file requirements

Method of assessment

Multiple choice test with 25 questions.

Introduction to Risk Management

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07519</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>1 day</i>

What does the course involve?

This course provides an overview of the risk management process in a project environment and looks at the various tools and techniques that are needed to implement such a process. The course is aligned with both the Association for Project Management's (APM) Project Risk Analysis and Management Guide (PRAM) and the PRINCE2® methodology. This course is suitable for all members of a project team who would like to know more about the roles and responsibilities of risk professionals, and how risk management operates within the project lifecycle.

As part of this course they will be introduced to risk management, the purpose of a risk management plan and how risk is applied and managed on projects.

Method of assessment

There is no formal assessment for this course, however delegates will be asked to produce a reflective action plan to demonstrate their understanding of the key learning points and how to apply these back in the workplace.

Learning objectives

Delegates will be able to:

- Understand how stakeholder management can support the risk management process
- Understand the purpose and content of a risk management plan
- Understand the ways risk can be captured and the use of a risk register
- Apply risk identification to a scenario
- Understand how human bias can affect the risk management process
- Understand the principle of risk owner and its importance in a project
- Define the types of reporting that should be done regarding risk management

Course content:

- The Risk Management process
- Success and Failure
- Risk Identification and Assessment
- Risk and Human Factors
- Risk Tolerance
- Prioritising Risk
- Planning Risk Response
- Risk Ownership and Reporting

APM Project Risk Management Level 1 Certificate

This course can also be delivered online in a virtual classroom

Course Code:	<i>U06413</i>
Duration:	<i>2 days</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Pre-requisites:	<i>Ideally a minimum of 6 months practical project experience and good basic project management skills and knowledge. Delegates should be prepared to complete 8 to 10 hours self-study as part of a blended learning solution.</i>

What does the course involve?

Risk management is a distinct and specific area within APM's Body of Knowledge and a key control function within any project or programme.

The beginning of this course involves a supported self-study period of 8-10 hours using materials such as videos, tailored exam tips and the official APM PRAM guide. This is followed by a two day tutor-led classroom course delivery and delegates will complete a one hour APM accredited exam at the end of the day. This certificate is suitable for project and programme managers who are involved in project risk management at any level. Gaining the Level 1 certificate is sufficient for an individual to contribute effectively towards the formal process of project risk management.

Method of assessment

The classroom event will consolidate the self-study, cover outstanding syllabus material and ensure that candidates are suitably prepared for the exam. A one hour exam multiple choice exam is completed at the end of the course, there are 60 questions in total.

Learning objectives

Delegates will be able to:

- Prepare and sit the APM Project Risk Management - Level 1 Certificate examination
- Participate in a formal risk management process by assisting in:
 - Risk management planning
 - Risk identification
 - Risk assessment
 - Response planning
- Understand how quantitative risk analysis works and how it can be used as part of a risk management process
- Appreciate the human aspects of risk management and people impact the processes
- Understand how project risk management aligns with broader corporate risk management

APM Project Risk Management Level 2 Certificate

This course can also be delivered online in a virtual classroom

Course Code:	U06634
Location:	West Cumbria or Warrington (driven by demand)
Duration:	2 days
Pre-requisites:	<i>It is recommended that delegates have successfully completed the APM Risk Management Level 1 Certificate. Delegates must have appropriate experience working with Risk. This certificate is suitable for project managers, programme managers or key project staff who are involved in risk management.</i>

What does the course involve?

Risk management is a distinct and specific area within APM's Body of Knowledge and a key control function within any project or programme. This course builds on the understanding gained through the Level 1 course and focuses on applying this new knowledge to a project scenario through a series of exam style questions.

The course enhances delegates' knowledge, understanding and capability in project risk management and allows individuals to undertake formal project risk management activities.

Method of assessment

The assessment involves a 3 hour 15 minute exam where delegates will answer three questions. One of the questions is mandatory and two from four optional questions.

Learning objectives

Delegates will be able to:

- Prepare and sit the APM Project Risk Management - Level 2 Certificate examination
- Participate in formal risk management:
 - Risk principles
 - Risk processes
 - Risk identification
 - Risk response
- Apply the risk management process to a scenario
- Produce a risk management plan
- Understand the cultural and behavioural aspects of risk management
- Identify and assess project risks
- Understand how to embed project risk management
- Understand the benefits of risk management



Introduction to Commercial, Contracts & Supply

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07049</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>2 days</i>

What does the course involve?

This course will provide delegates with an overview of the key elements of a commercial procurement process, covering procurement decisions and strategies and working collaboratively with contractors and other stakeholder organisations. It will also provide an overview of contracts, their purpose, their main features and how they are used.

This course is suitable for all personnel who are relatively new to commercial or others who require an insight into the commercial aspects of a project to fulfil their role as an integrated project team member.

Method of assessment

There is an open book assessment at the end of the course upon completion of the course material.

Course content:

- Acquisition strategies and how they influence decision making
- Commercial activity and the procurement process and know the documentation required
- How procurement fits into a project, programme or organisational context
- Project / Programme and Procurement Strategies
- Contract Process, Contracts and what they entail
- Contract types including traditional and alliance contracts
- Procurement and contract management fit within the project life cycle
- Importance of collaborative working in a commercial environment
- The Tender Process and Key documentation

Learning objectives

Delegates will be able to:

- Define commercial activity and the procurement process
- Understand where procurement fits within the project lifecycle
- Understand contracts, contract management and the contract process
- Understand the tender process, works information and associated documents
- Understand collaborative working and supply chain development

This course can also be delivered online in a virtual classroom

Introduction to NEC3

Course Code:	U04085
Location:	West Cumbria or Warrington (driven by demand)
Duration:	1 day
Pre-requisites:	<i>It is recommended that delegates have experience working in the commercial environment in which the NECs contracts operate, and/or have previously attended Introduction to Commercial, Contracts and Supply.</i>

What does the course involve?

The New Engineering Contract (NEC) is a family of contracts created by the Institution of Civil Engineers that help apply good project management principles and practices, and define legal relationships. This course equips delegates with an overview of the third edition contract (NEC3), its background and key philosophy, focusing specifically on the Engineering and Construction Contract.

Course content:

- The NEC family of contracts
- The use of NEC3 in the project environment
- Main options and clauses of NEC3
- Dealing with changes within NEC3

Learning objectives

Delegates will be able to:

- Understand roles and responsibilities within the NEC3 framework
- Understand the structure and core clauses of NEC3 contracts
- Show an awareness of risk and how to minimise this through early warnings
- Understand how compensation events are used within NEC3

Method of assessment

Delegates will complete a 30 minute open book multiple choice assessment at the end of the second day of the course.

Introduction to Project Estimating

This course can also be delivered online in a virtual classroom

Course Code:	U07514
Location:	West Cumbria or Warrington (driven by demand)
Duration:	1 day

What does the course involve?

This one-day course provides delegates with an understanding of the project estimating process; a knowledge of establishing, maintaining and changing estimates; and an understanding of how roles across the project team contribute to the estimating process. Delegates have an opportunity to practise the different elements of preparing an estimate through a series of case study exercises.

Learning objectives

Delegates will be able to:

- Contribute to the project estimating process;
- Explain the importance of project estimating;
- Understand and define different estimating techniques including comparative, parametric, and three-point estimating.

Course content:

- Use of estimates
- Estimates in context
- Contents of an estimate
- Estimate planning
- Cost estimates - inputs and outputs
- Cost elements
- Estimating in relation to scope and schedules
- Estimating techniques
- Estimating problems
- Whole life costing
- Estimating software systems

Method of assessment

Delegates will be required to complete a short multiple choice assessment at the end of the course to review understanding of the key learning points.



Introduction to Project Quality

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07097</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>2 days</i>

What does the course involve?

This course provides a broad overview of quality in projects and quality leadership, before giving insights into four key areas of quality - planning, assurance, control and improvement, introducing a range of tools and techniques. This is an interactive course that features 'spotlights' on examples from construction and other sectors, as well as a case study with supporting exercises, involving the remediation, refurbishment and reconstruction of a former industrial site.

Delegates will be able to:

- Describe the role quality plays in projects
- Explain how quality leadership plays a vital role in successful projects
- Provide an overview of the role of quality planning in a successful project
- Review the role of quality control in successful projects
- Summarise good practices in improving quality
- Explain how quality can be improved, by leveraging lessons from experience

Course content:

- Quality in projects, an overview and the link to nuclear safety
- Quality leadership, a crucial component
- Planning quality in projects, activities, key tools and techniques
- Assuring quality in projects, activities, key tools and techniques
- Controlling quality in projects, activities, key tools and techniques
- Improving quality in projects, activities, key tools and techniques

Method of assessment

Delegates will be asked to complete a reflective workbook throughout the course capturing lessons learnt and personal goal-setting that can be applied back in the workplace.

Security marking

6 Obligations and Compliance

Amending an existing document, creating a new document or withdrawing a document all impact on the Obligations and Compliance Matrix. New, amended and revoked obligations must be completed in the table below.

Obligation	Relevant Section/Clause	Impact Assessment

7 Responsibilities

Provide details of any changes to responsibilities of the company and when being introduced

Responsible Person (Role)	Responsibilities

Fundamentals of Electrical Installation for Designers

Course Code:	<i>U07380</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>3 days</i>
Pre-requisites:	<i>Due to the technical nature of this programme it is recommended that delegates should have relevant experience of qualifications in electrical design, installation and maintenance.</i>

What does the course involve?

This learning programme will provide delegates with a detailed understanding of the fundamental elements that are required to competently carry out the design of electrical installations. Applying existing knowledge and experience to align with requirements of legislation and other relevant statutory and non-statutory guidance information, including BS7671 will be a significant feature of this course. Selection of protective devices, cables and earthing requirements is a key aspect of the design stage with delegates on this course gaining the skills and knowledge to confidently review through the design stage.

Topics will be covered through a variety of learning methods including interactive scenarios, use of industry relevant materials and worked examples of challenges faced during the electrical design stages within industrial environments.

Delegates will be able to:

- Specify statutory and non-statutory documentation relevant to the electrical design process
- Understand the application of pre-design information, supply characteristics and earthing arrangements
- Understand conductor selection, incorporating detrimental influences and application of diversity during load calculation
- Explain and understand circuit and electric shock protection
- Explain and understand isolation equipment and procedures

Specific content of the programme aligns to the learning objectives outlined to ensure delegates have a detailed working knowledge of:

- The variety of relevant statutory and non-statutory regulations applicable to electrical installation design
- Information to be used to inform the design process (manufacturers, drawings, diagrams and historic plans)
- How to compile a load schedule to arrive at a maximum demand after diversity is applied

- 
- Supply characteristics, including TNC/TN-C-S/ TN-S and requirements relating to design process
 - Electric shock protection methods and systems employed in industrial and commercial environments

Method of assessment

Delegates will complete end of topic knowledge checks and an end of programme design project that consolidates the learning achieved throughout the course, allowing application of the various design stages covered throughout the course.

Introduction to Project Design Engineering

This course can also be delivered online in a virtual classroom

Course Code:	<i>U07520</i>
Location:	<i>West Cumbria or Warrington (driven by demand)</i>
Duration:	<i>1 day</i>

What does the course involve?

The course is aimed at delegates who require an introductory understanding of the roles and responsibilities of Project Design Engineers and how this fits into the wider project life cycle.

The course provides delegates with an overview of the key activities, interfaces and interactions that are integral to the design processes within the project environment. The course explores the importance of establishing design intent whilst ensuring safety through legislative and regulatory compliance, as well as focusing on the collaboration between Designers and other Project Professionals to ensure functional and fit-for-purpose outputs.

Method of assessment

Delegates will take part in a group research and presentation task to demonstrate their understanding and application of the key learning points.

This course covers a range of topics including:

- Pre-requisites to design and design obligations
- Organisation and competence
- Design initiation, categorisation and grading
- Establishing Design Intent
- Ensuring safe designs
- Design realisation, physical and functional verification
- Design change
- Design tools

Learning objectives

Delegates on this course will:

- Define the roles and responsibilities of the design function throughout the Project Lifecycle
- Understand the consideration involved in, and importance of, safe design
- Understand design intent and how this is established
- Understand the challenges that can arise from poor engagement with the design process



Collaborative Project Behaviours

Location:

West Cumbria or Warrington (driven by demand)

Duration:

TBC

What does the course involve?

Collaborative Project Behaviours has been developed to give delegates an awareness of how behaviours can affect the performance of project teams and have an impact on the success of a project. The course has been endorsed by the Institute of Leadership and Management (ILM) and provides delegates with knowledge of tools and techniques for working collaboratively and creating high-performing project teams.

Learning objectives

Delegates will be able to:

- Understand how behaviour affects performance and impacts on others
- Learn how to cultivate appropriate relationships and behaviours with project teams and stakeholders
- Apply the tools and techniques for improving behaviours

Course content:

- Collaborative Working
- Motivation techniques
- Team problem-solving
- Group action learning
- Credible Action and Empowerment
- Critical Professionalism and Reflective Practice
- Emotional Intelligence
- Transactional Analysis
- Effective Communication
- Assertiveness
- Managing Conflict
- Coaching techniques

Method of assessment

Delegates will engage in a group research and presentation task to demonstrate their understanding and application of the key learning points.

Collaborative Working & the PXP (Project Execution Plan)

This course can also be delivered online in a virtual classroom

Course Code:	U07511
Location:	West Cumbria or Warrington (driven by demand)
Duration:	2 days
Additional information:	<i>Delegates will be provided with reading materials and two short questionnaires to complete in advance of the course. Full details will be issued to delegates approximately two weeks before the course start.</i>

What does the course involve?

The course introduces delegates to key concepts of collaborative working and behavioural change which they can apply to the creation and maintenance of a Project Execution Plan (PXP).

This course is ideal for all members of the integrated project team who contribute to the production of the Project Execution Plan (PXP) and/ or who require an introductory understanding of collaborative working principles and techniques.

Learning objectives

Delegates will be able to:

- Understand the benefits of using the Plan throughout the project in delivering project success
- Recognise that the plan is the "DNA" of the project and must be created and maintained collaboratively
- Understand team development and the importance of communication
- Identify their own team working style, approach to team participation, and negotiation style

Course content:

- Negotiation, influencing and conflict resolution
- Situational leadership through change
- Collaborative working and team development
 - Initiation and the backwards planning process
- Benefits realisation and the PXP
- Content of the Plan, the process for creating it, and its stakeholders

Method of assessment

There is no formal assessment on this course, however delegates will complete a reflective workbook throughout the course capturing reflective practice and personal goal-setting which they will be able to apply back to the workplace.

Empowering Project Professionals to Improve Performance

This course can also be delivered online in a virtual classroom

Course Code:	U08138
Location:	West Cumbria or Warrington (driven by demand)
Duration:	2 days

What does the course involve?

This highly interactive two-day course enables delegates to understand how human behaviours contribute to project performance. The course utilises a range of activities grounded in project management, human factors and human performance theory, to empower delegates to have a positive impact on project performance.

Learning objectives

Delegates will be able to:

- Understand that Project Fundamentals support and interact with each other and the importance of applying them all with equal vigour to improve project performance.
- Understand the concept of 'normalisation of deviance', how a drift from human performance standards occurs and the effect this has on both project performance and the individual.
- Identify when to act and how quickly to act within a circle of influence to increase project performance.
- Recognise a 'toolkit' of support available in the workplace and explore real life examples of when these interventions have worked.
- Understand their role in enabling a positive human behaviours culture that leads to a highly motivated and high performing team.

Course content:

- The Project Fundamentals and current human performance culture
- Sidney Dekker and the "Field Guide to Human Error"
- The Drift and Accumulation model: Normalisation of Deviance - How does this apply to your project?
- High performing projects: Individual and team behaviours
- Challenge for change - concern v influence
- Psychological safety
- Assumptions and biases
- Support in the workplace

Method of assessment

Delegates will be asked to complete a short reflective exercise capturing key learning and personal goal-setting which delegates will be able to apply back in the workplace.

Leading Projects to Success

This course can also be delivered online in a virtual classroom

Leading Projects to Success (LPS) is an integrated development programme which helps project teams to grow their project delivery capability. It complements the extensive technical project skills training by focusing on people and leadership.

The programme runs over a period of around 9 months for each cohort. It is challenging and experiential. It has 'before and after' measured outcomes and has directly managed links back into project work. The application of learning is supported by a coaching programme within Leading Projects to Success.

The LPS programme is aimed at all leaders working within an integrated team setting. This could be: Heads of Project, project managers, sub-project managers, programme managers. It is equally applicable to managers of adjacent functions within the team, including: project controls, risk, commercial, quality, engineering, construction, commissioning and business.

LPS1: People Skills for Project Delivery

Course Code:	U05073
Location:	West Cumbria or Warrington (driven by demand)
Duration:	2 days

What does the course involve?

This course aims to establish a foundation of communication, collaboration skills and the techniques required for project working. The course is also focused on building stronger team relationships and collaboration within the project teams.

The course will provide delegates with a greater awareness of current communication and collaboration styles, both enhancing and adding new communication skills. By completing this course delegates will have increased confidence to enter new types of successful conversations with stakeholders and team members to manage leadership challenges at work.

Course content

The course covers a range of topics, including:

- Learning and practising influencing styles/ skills
- Building real teams
- Stakeholder engagement
- Trust-based conversations
- Difficult conversations

Leading Projects to Success

These courses can also be delivered online in a virtual classroom

LPS2: From Project Manager to Leader

Course Code: U06455

Location: West Cumbria or Warrington (driven by demand)

Duration: 3 days

LPS3: Implementing Leadership

Course Code: U06962

Location: West Cumbria or Warrington (driven by demand)

Duration: 1 day

What does the course involve?

This advanced team and leadership workshop aims to further develop a project manager's leadership skills to take them from a manager to a leader. It will also explain to delegates how they can build stronger relationships and collaborate with their own teams and wider stakeholders.

This is a challenging, experiential and relevant workshop. It places the emphasis for learning on the delegates and the trainer will facilitate in a way which is relevant to an organisation's culture.

Course content

The course covers a range of topics, including:

- Understanding leadership styles using psychological approaches
- Learning workshops based on team roles
- How to deal with resistant behaviours
- Leadership behaviours and development assignment
- Leadership dialogue
- Leadership behaviours in action
- Leadership within teams
- Planning for success

What does the course involve?

This facilitated workshop will reinforce and embed the learning from the leading projects to success programme and will act as a catalyst for further leadership development. Building on the work of LPS2, delegates will reflect on their own leadership and behaviours to see the progress they have made. They will also consider how they can make their continuing leadership development self-supporting. From a team perspective, delegates will embed their leadership behaviours and effectively lead their teams.

Course content

The course covers a range of topics, including:

- Reflecting on leadership behaviours
- Share learning and knowledge about the progress that has been achieved
- How individuals will take their leadership skills to the next level
- How to get high quality feedback at work
- The next steps and how to move forward

*These courses
can also be
delivered online
in a virtual
classroom*

LPS4: Bespoke Coaching Packages

Location:

*West Cumbria or
Warrington (driven
by demand)*

Duration:

*Varies depending
on requirements*

What does the course involve?

LPS4 is an established course has been delivered for a number of years. As it's a bespoke offering no two sessions are the same, but it has typically focused on addressing specific challenges faced by project teams. For example this may include the issues associated with collaborative working or the related behaviours.

The techniques used as part of this package are generally focused on transformative development and coaching. In terms of duration, previous packages have consisted of 2-3 blocks.

This bespoke coaching package can be developed adapted according to the needs of project teams or organisations. Please contact the Project Academy team for further information.

[*project.academy@sellafieldsites.com*](mailto:project.academy@sellafieldsites.com)

Leading Projects to Success

This course can also be delivered online in a virtual classroom

LPS5: Coaching programme

Course Code:	U08402
Location:	West Cumbria or Warrington (driven by demand)
Duration:	1 full day with a half day follow-up 4-6 weeks later Online - two half days (afternoon plus following morning) with a half day follow-up 4-6 weeks later

What does the course involve?

This course enables delegates to develop and apply their own coaching skills. The first day/two half days will establish what coaching is and the differences between coaching and mentoring; introduce core skills and the coaching framework; and provide an opportunity to practise coaching in triads. Delegates will undertake a coaching assignment of their choosing and take feedback from their client following this session. The final session, around six weeks later, includes a review of the coaching assignments and further input on practical aspects of coaching. The workshop closes with each coach meeting their new client and initiating their first formal coaching assignments.

Course content

The course covers a range of topics, including:

- What is coaching?
- Differences between coaching and mentoring
- Listening and questioning skills development
- A practical coaching framework: the GROW model
- Coaching in the everyday
- Coaching Practice

At the end of this course delegates will be able to:

- Understand what coaching is, and the distinction between coaching and mentoring
- Understand the GROW model and apply this to a local coaching assignment
- Understand and use coaching questions
- Work with a coaching 'client' to set up a local coaching assignment

This course can also be delivered online in a virtual classroom

Courses Under Development

LPS6: Individual Coaching for Project Professionals

Location:

West Cumbria or Warrington (driven by demand)

Duration:

Varies depending on client requirements

There are currently a number of courses that are being developed and are due to be launched in the coming months.

- **ILM Level 5 for Construction Professionals**

If you are interested in any of these courses and would like some more information please contact

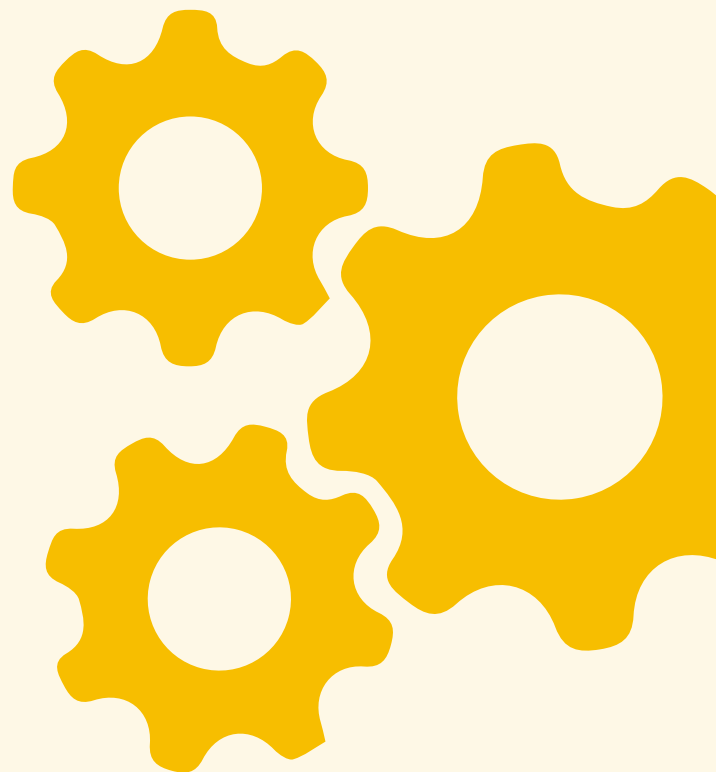
project.academy@sellafieldsites.com

What does the course involve?

LPS6 offers coaching for individuals who work in a project context, it offers a unique approach to coaching and is focused on the needs of project professionals. As this type of coaching is built around individual requirements the content varies, previously our experienced team have focused on leadership styles and team management.

This bespoke coaching package can be developed and adapted according to the needs of project teams or organisations. Please contact the Project Academy team for further information.

project.academy@sellafieldsites.com



**Programme courses
are currently on offer to
colleagues who work in
the programme area of
the business...**





**Please contact Loren Redmond
for more information:**

loren.s.redmond@sellafieldsites.com

Managing Successful Programmes: Foundation

This course can also be delivered online in a virtual classroom

Course Code:	U06873
Location:	West Cumbria or Warrington (driven by demand)
Duration:	3 days including examinations
Pre-requisites:	<i>Delegates should be already working in a programme environment but no prior knowledge of the Managing Successful Programmes method will be required. For the Foundation qualification, the pre-work involves completing a pre-course study workbook which will take approximately 5-8 hours of their time. Online videos and manual available prior to the course. The PRINCE2® Practitioner qualification is also an advantage.</i>

What does the course involve?

This course is designed to support any organisation or individuals who require a controlled approach to managing programmes. Ideally delegates should be aspiring or current programme managers, key programme support office staff or senior project managers.

Theory and practical case study work is delivered by a trainer who has practical experience of both project and programme management. This will lead the delegates through the MSP® framework and will work towards the final examinations using sample questions. Pre-course preparation material consisting of the AXELOS MSP® Manual and workbook ensures delegates are prepared for, and gain the maximum benefit from the workshop. Delegates will be required to complete evening work during the week that the course is taking place.

MSP® is a registered trademark of AXELOS Limited, used under permission of AXELOS Limited.

Learning objectives

Foundation Delegates will be able to:

- Describe the purpose of all roles, processes and deliverables
- State which deliverables are input and output from which processes
- State the relationships between processes, deliverables, roles and the management dimensions of a programme

Method of assessment

Delegates will complete a closed book examination of 60 minutes' duration consisting of 70 multiple choice questions. A pass mark of 35 (50%) is required to successfully complete this qualification.

Portfolio, Programme and Project Offices: Foundation

This course can also be delivered online in a virtual classroom

Course Code:	U07274
Location:	3 days
Duration:	West Cumbria and Warrington (driven by demand)
Pre-requisites:	Previous experience of P3O® or Programme Office environment and completion of the pre-course reading which will be issued before starting the course.

What does the course involve?

Portfolio, Programme and Project Offices (P3O®) is the standard developed by the UK government to enable organisations and individuals to establish, develop and maintain suitable business support structures. This guidance brings together a set of principles, processes and techniques to facilitate effective Portfolio, Programme and Project Management by proposing proven enabling and support structures, roles and responsibilities. These structures also link together the process of developing and organisation's strategy and delivery.

This course is ideal for employees who work in areas such as the portfolio office, programme office and project teams who are looking to work within a P3O® model.

Method of assessment

Throughout this course there is ongoing support and preparation for both the Foundation and Practitioner exams. Sample papers are provided and examples in the form of scenarios and case studies are used to allow delegates to apply their knowledge and understanding.

Delegates will be able to:

- Understand portfolios, programmes and projects and the business as usual environment in which they are delivered.
- Recognise how P3O® supports effective delivery of portfolios, programmes and projects by linking strategy, change and business as usual.
- Introduce different types of P3O® models and the pre-requisites to their success.
- Introduce the typical roles found in a P3O® model both generic and functional based roles.
- Develop a Vision and Business Case for a P3O®
- Define a Blueprint and establishing a programme or project to deliver the blueprint
- P3O® Tools and Techniques
- Complete a Programme Definition

P3O® and MoP® are registered trademarks of AXELOS Limited, used under permission of AXELOS Limited.

Frequently asked Questions

Q1. Where is the Project Academy? Is it on the Sellafield Site?

A: The Project Academy is not a physical place but an integrated pathway of education, training, development and professional qualifications. The education and training will be delivered from a number of locations such as the ones included on the map in this brochure.

Q2: Is the Project Academy available to people in both Cumbria and Risley? Would people have to travel to Cumbria?

A: Yes, the Project Academy is available to people in Cumbria and Risley. The Project Academy is delivered with support from local education and leading training providers. A number of our courses are also delivered in an online classroom which offers maximum flexibility.

Q3: Is the Project Academy just for people in the Talent Pool and/or people identified through special programmes/workstreams?

A: No, the Project Academy has multiple entry points and is open to people at various stages in their careers.

Q4: Is the Project Academy only available to people who work in management roles?

A: No, the Project Academy is available to people at all levels of the business. There are no age restrictions for people to enrol on higher education or training that is provided through the Project Academy.

Q5: What are the entry requirements? Can I apply if I don't work in a Projects environment?

A: The entry requirements vary depending on the higher education or training you are interested in. You do not necessarily need to work in a Projects environment but it would be advantageous for some of the higher education and training if you do.

Q6: Do I need to include the Project Academy higher education and training during My Contribution or on my SQEP profile?

A: Higher education will be discussed as part of your My Contribution conversations with your line manager. Training should only be included in this if it is part of an agreed development plan but can be added onto your training profile in agreement with your line manager.



Q7: Can I undertake the higher education/training alongside my day to day work?

A: The higher education and training are designed to be completed alongside your day job. They will require a block release, day release or a combination of the two so this should be discussed and agreed with your line manager first.

Q8: Can I leave early on one-day/two-day training?

A: No. You must attend the training for the full duration. You will generally sit an assessment at the end of the training. Failure to complete this will result in a 'no show' on your record.

Q9: Is the Project Academy the same as the Leadership Academy?

A: No. The Project Academy aims to provide the opportunity to increase knowledge of Project Delivery at all levels. The Leadership Academy has been designed to develop the leadership capability within the business.

Q10: Is the Project Academy open to ASW's/CSW's?

A: The external higher education and training available through the Project Academy is open to all organisations including employees from external companies. All enquiries regarding availability and cost should be sent to: project.academy@cumbria.ac.uk

Q11: How do I apply for the higher education/training I am interested in?

A: The higher education/training should link to your development plan. You must ensure the higher education/training is identified on your training profile which would be done in conjunction with your line manager and your training co-ordinator.

Q12: How do I find out who my training lead/training co-ordinator is?

A: There is a list of key contacts on the Human Resources > Training homepage on the Sellafield SharePoint.

Q13: How has the higher education/training been developed?

A: All of the higher education/training on offer has been developed by Sellafield Ltd in conjunction with Heads of Profession, Subject Matter Experts, members of the Integrated Project Team and the supply chain.

Frequently asked Questions

Q14: How do I get involved in helping develop new training material?

A: Contact your Head of Profession. You will be contacted should there be an opportunity to get involved with any new material.

Q15: Where do I find the form for higher education/training?

A: From the intranet homepage, click eforms on the top bar. Under the heading of Human Resources you will find 'Further - Higher Education' and 'Request for External Training'.

Q16: When can I apply for higher education/training?

A: You can apply for training any time. You can apply for higher education in November for a January start date, or from April to June for a September start date.

Q17: Is the higher education/training paid for by the Project Academy?

A: No. The higher education/training must be funded by your individual Project or business area.

Q18: Who receives my results? What happens if I fail an assessment?

A: This depends on the higher education/training you are taking. You may receive the results directly or these may come from External Training.

If you fail an assessment you should have a discussion with your line manager regarding the next steps.

Q19: What happens with the feedback I give at the end of the training?

A: The training material is constantly evolving so your feedback will be taken on board and acted upon to help us develop this further.

Q20: Will coaching and peer assists still be available for the Integrated Project Team?

A: Sellafield will continue to deliver coaching and peer assists, for full details visit the Intranet under; Project Delivery Directorate Page > Improvement Toolbox.

Q21: What do I do if I want to attend a project related qualification that is not listed in the brochure?

A: E-mail project.academy@Sellafieldsites.com

Q22: What if I can't attend higher education/training that I have booked onto?

A: Contact project.academy@Sellafieldsites.com as soon as possible.



Q23: How do I claim credit for prior education or experience against the courses identified in this brochure?

A: If you have evidence of meeting a courses requirements either through prior learning or experience, you can submit your evidence to project.academy@sellafieldsites.com who will be able to advise you.

Q24: What happens if I have booked onto higher education / training and I can't attend?

A: If you cannot attend higher education / training and it's after the cancellation period then the NAC code you supplied will still be charged. It is possible to supply a name change for someone else to attend the course in your place. Please contact project.academy@sellafieldsites.com for more information.

Q25: Why are courses delivered online using Zoom and Adobe software?

The Project Academy uses this software as they offer a range of integrated online classroom resources to create the optimum student experience - for example break out rooms and other interactive features. The University of Cumbria and Sellafield Ltd will continue to review available options.

Additional Information

Thank you to our delivery partners who support the delivery of Project Academy courses.

University of Cumbria 

COMS

Lakes College
West Cumbria 

2020 **provek**
enabling change

 **rpcuk** 

 **CENTRE for LEADERSHIP PERFORMANCE**

prendo

FURNESS COLLEGE  **Lancaster University** 

people deliver projects
rethinking project management



Course Delivery Locations

All Sellafield Project Academy Training is conducted within a 50 mile radius of either the Risley or Sellafield sites.

1 Carlisle <i>University of Cumbria Fusehill Street Campus</i>	46 Miles	5 Seascale <i>Sellafield Site</i>	
2 St. Bees <i>Management Centre</i>	11 Miles	6 Lancaster <i>University of Cumbria Campus</i>	50 Miles
3 Workington <i>Lakes College & Energus</i>	15 Miles	7 Lancaster <i>University of Lancaster</i>	15 Miles
4 Ambleside <i>University of Cumbria Campus</i>	27 Miles	8 Warrington <i>Hinton House / Allday House, Risley</i>	

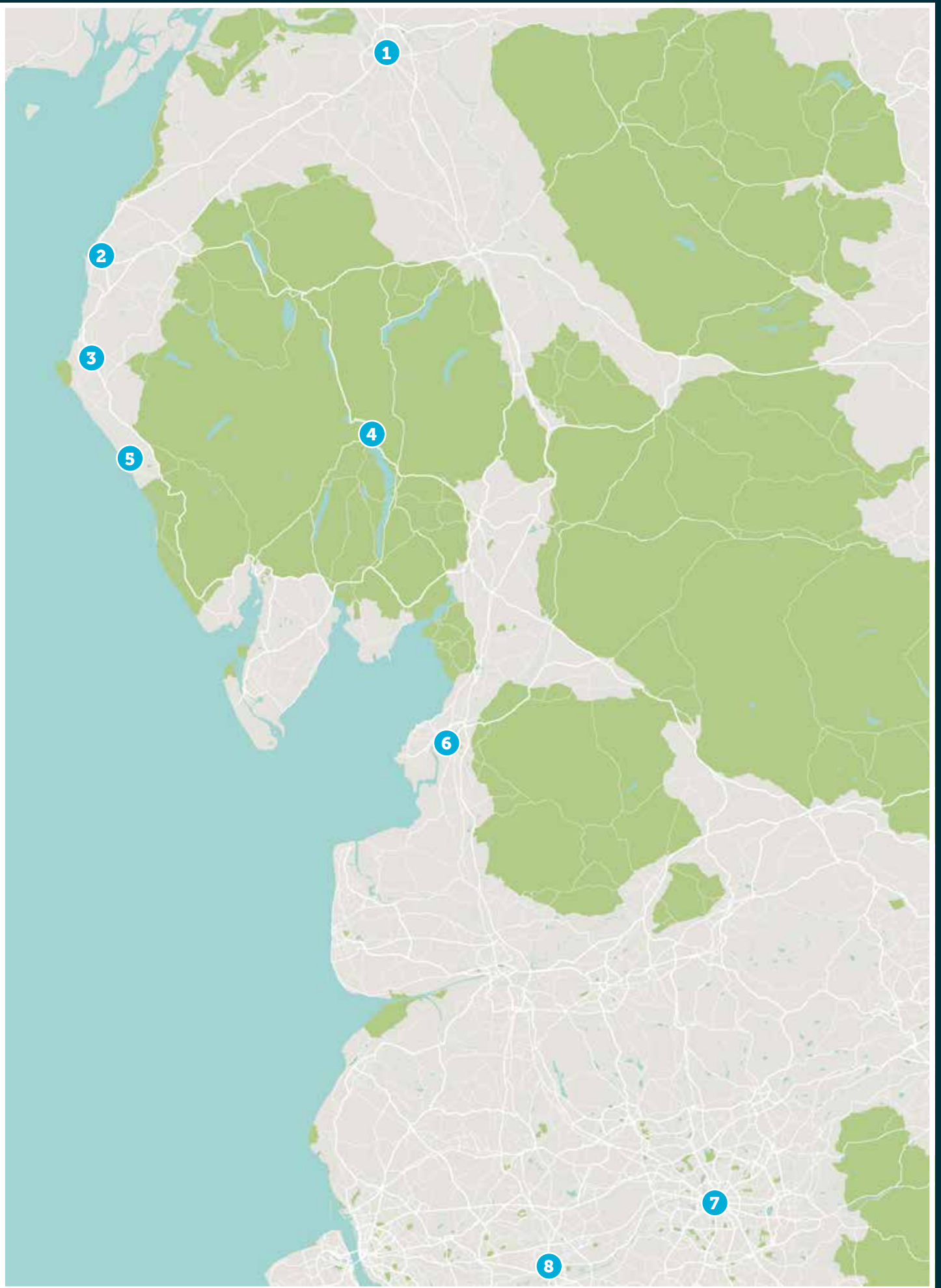
Sellafield Site

Sellafield, Seascale, Cumbria CA20 1PG

Hinton House, Risley

Birchwood Park Avenue, Warrington,
Cheshire WA3 6GR

If you have any further queries that are not addressed in the course brochure or FAQ section, please contact us via our mailbox:
project.academy@sellafieldsites.com



Notes
