

Project Controls Expo UK - 13th November 2019
Emirates Arsenal Stadium, London

Managing Project Controls staffing challenges – Case Study

Mike Semmons

Head of Planning, AWE plc



About the Speaker

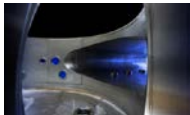
Mike Semmons – Head of Planning, AWE plc

- Mechanical Engineering background
- 30 years in Project Planning and Controls
- Aerospace and Defence Industries



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About the Company



- Deliver nuclear warheads for the UK's deterrent and use our expertise to support national security
- In existence since the early 1950s
- Predominantly operate two sites
- Began GOCO arrangement in 1995
- Customer MoD/DNO
- From 2000 – AWE ML - 25 year M&O contract
- Joint Venture between Lockheed Martin, Jacobs Engineering and Serco
- AWE plc. – day to day management of the M&O contract and Operating Licence Holder



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The Topic



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About the Topic

A real world Case Study covering the approach taken to align Future Careers programmes to build a robust pipeline feeding a stable team of Project Controls Professionals in response to our current staffing challenges.



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About the Problem

We currently have a requirement for around 150 project controls staff - planners, cost engineers and project controls managers at different levels. These are scarce skills and we do not have a full compliment. Additionally we aim to provide job satisfaction, clear career progression opportunities and a sense of engagement for all.

Whilst attrition is not high, the impact is always significant.

Difficulties that we face with all of our recruitment

1. Security Clearance
2. Location
3. PED limitations
4. Budget constraints
5. Security presence
6. Competition



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The Solution



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About the Solution

In the short term, we continue to run recruitment campaigns for experienced controls professionals in staff and contract positions

Longer term – the plan is more exciting!

Grow our own



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About Future Careers

We currently run 3 streams of development programme

1. Project Controls Level 3 Apprenticeship
2. Graduate Scheme in Project Controls
3. Assistant programmes
 - a. Planning
 - b. Cost Engineering
 - c. Estimating



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About the Apprenticeship

Currently 2 years but moving to 3 year programme

Class based training provided by Projcon Group

- Regular “day release” at the Projcon office

Project placements 3 – 6 months

- Different project types (Capital, Site maintenance, Scientific, Engineering)
- Cost engineering, planning, project controls, estimating

Supplemental, Function led training

End Point Assessment and final placement into role

- Project Planner, Cost Engineer with short term development plan

A' level entry point

Managed by the AWE Skills Academy



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About the Graduate Scheme

2 year programme

Project placements 4 x 4 month plus 1 x 8 month

- Different project types (Capital, Site maintenance, Scientific, Engineering)
- Cost engineering, planning, project controls, estimating
- Final placement is in the preferred outturn profession

Function led training

Outturn Presentation and promotion into permanent role

- Project Planner, Cost Engineer with short term development plan

Degree level entry point

Managed by Future Careers Officer within Finance & Business Management



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About the Assistant Programme

2 year programme

Initial 3 months' class based training within Function

Project placements 6 months duration

- Different project types (Capital, Site maintenance, Scientific, Engineering)

Supported by placement buddy, professional mentor and line manager

Subject Matter Experts providing additional training

Promotion Board and promotion into role

- Project Planner, Cost Engineer, Estimator

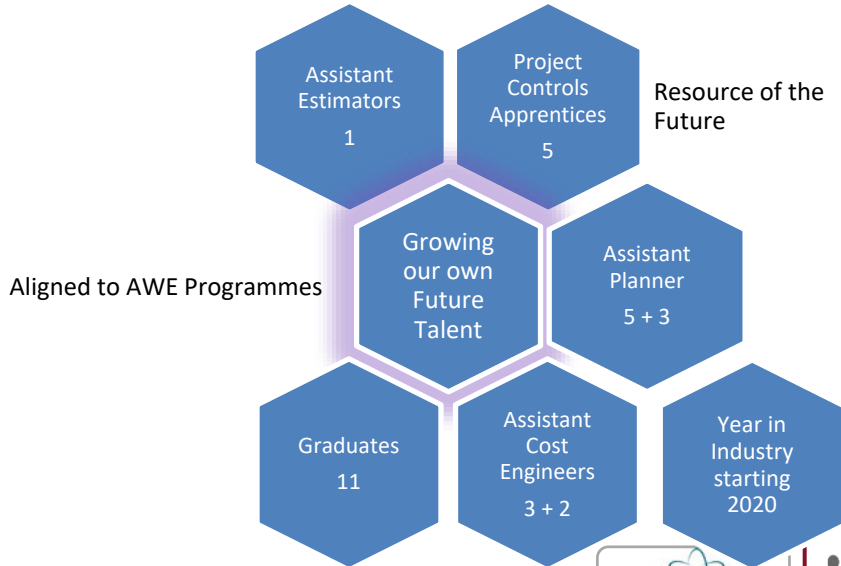
Good education and experience entry point

Managed by the Function



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About the Current Contingent

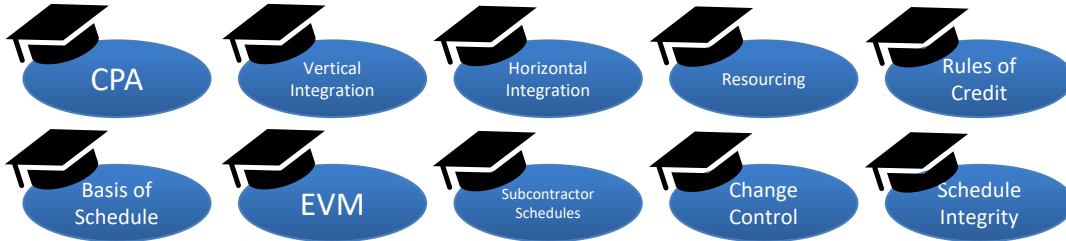


About the Support

Individuals provided a development plan, "buddy check list" and regular 121s

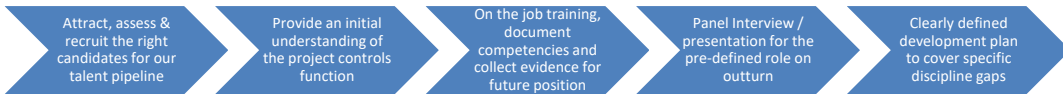
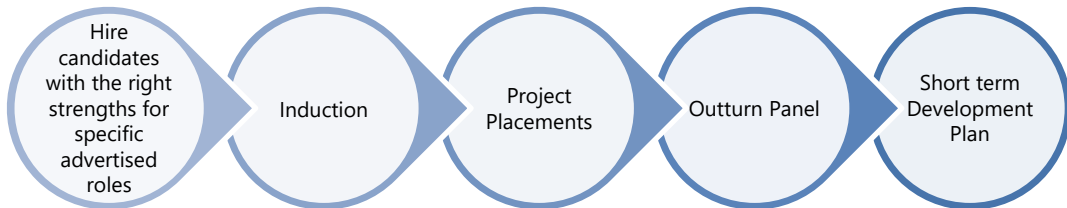
Professional mentors available with Heads of Profession for Planning, Cost Engineering and Project Controls

Subject Matter Experts identified (initially in Planning)



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About the Model



About the Success Stories

We now have five outturns of our grad scheme fulfilling roles in our team



18 successful Assistant Planners. 4 are Senior Planners / PCMs and 2 SMEs



Our graduates / apprentices participate in the annual SCAF challenge/

AWE out-turned the first project Controls Apprentices in the UK



AWE are a key member of the L3 and L6 Project Controls Apprenticeship



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About the Business Benefits

Reliable pipeline of future resource with specialist skills required for future business growth

Increasing concentration of resource trained in industry wide best practice as applied to AWE projects

Growth in local resources with manageable commutes

Reduced reliance on short term sub-contract personnel

Staff who want to work for AWE



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About the Further Business Benefits

Heads of Profession resident within projects and available to all

Professional Mentors provide 121 support to individuals with technical development

Subject Matter Experts visible across the teams as first port of call for more specific, technical questions

Network of Buddies and Coaches supporting each placement

Aspiration to be recognised as Buddy, Coach, Mentor, SME, HoP

All staff given opportunity to broaden their experience

Project Controls recognised as a profession



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About the rest

AWE are producing capable and competent project controls staff

If AWE is recognised as practitioners of best practice, potentially we become more attractive externally

But, who benefits if some of our trained, competent staff leave?

**The Project Controls Profession -
Our Profession!**



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Questions?



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