



PROJECT MANAGEMENT
CONFERENCE 2021

PROJECT MANAGEMENT AND ROADMAP 2035:

Leading the journey

28 OCTOBER 2021

to net zero



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CONFERENCE PROGRAMME

AGENDA

Time	Sessions	Presentation Title
0900 – 1015	OPEN & KEYNOTE (including Q&A session)	
	Lynda Armstrong OBE ECITB, Chair	Welcome
	Mark Fotheringham Spirit Energy, Director of Projects	Project Management Steering Group
	Deirdre Michie OGUK, CEO	Keynote
1015 – 1200	DEVELOPING PEOPLE & SKILLS (including Q&A session)	
	Mike Fulham Worley, Vice President Execution Strategy	The challenges to delivering Net Zero goals
	Jacqui Aird-Paterson Pro-fection Training, CEO	Net Zero Requires A Lineage Mindset
	Innov8 group: • Valeria Korobka Cameron, A Schlumberger Company, Process Engineer • Fergus Mitchell Petrofac, Project Engineer • Connor Gammie Shell UK, Graduate Project Engineer	Skills For Net Zero Empowering new entrants for a successful tomorrow
	Jenny McLaughlin Heathrow Airport, Project Manager – Infrastructure and Lead for Heathrow's Disability Network	Systematic Inclusion - Design No Barriers
1245 – 1430	ECONOMY, ENERGY NEEDS & NET ZERO (including Q&A session)	
	Walter Thain THREE60 Energy Group, Chief Executive Officer & co-founder	Our energy transition journey... the story so far
	Steve Wisely Subsea7, Senior Vice President	Helping Meet UK Energy Needs
	Lara Young Costain, Group Climate Change Director	Making Net Zero a reality
1430 – 1700	DRIVING TECHNOLOGY & INNOVATION & CLOSE (including Q&A session)	
	Myrtle Dawes Net Zero Technology Centre, Solution Centre Director	Delivering the infrastructure needed to reach Net Zero by 2050
	Alex Robertson Petrofac, Digital and Innovation Future of Project Delivery James Sitter Harbour Energy, Vice President Modifications & Project Services	The future of Project Controls: No longer your clerical functions
	Stuart Block Fluor Limited, AWP Manager / Principle Construction Support Specialist Luigi Anselmi Tecnimont SpA, Head of Construction Methodologies and Innovation	AWP (Advanced Work Packaging) – Why do we need it now? AWP as an Enabler to go Green
	Mark Richardson Neptune, Vice President Projects & Engineering	We are all in this together...why stakeholder engagement is the key to reaching Net zero
	Chris Claydon ECITB, Chief Executive	

All above sessions incorporate comfort breaks.

WELCOME

Welcome to the 2021 ECITB Project Management Conference. Our theme this year focuses on leading the journey to net zero and the crucial role effective project management will play in the energy transition.

Our last conference, held in 2019, seems like a long time ago now, with the industry landscape now changed dramatically. Caused by a perfect storm of factors including the Covid-19 pandemic and last year's oil price drop, today's conference is a perfect opportunity to compare notes on how industry can work smarter to make up for lost time.

As the need to protect the global climate intensifies, activities in the North Sea will undergo a transformational shift. Given the urgency, effective project management and leadership will be needed like never before and our conference will consider how project professionals can influence and facilitate the change that will be required to meet the challenges.

This includes how we develop people and skills, drive technology and innovation, grow the economy and UK exports while helping meet the UK's energy needs and its net zero deadlines.

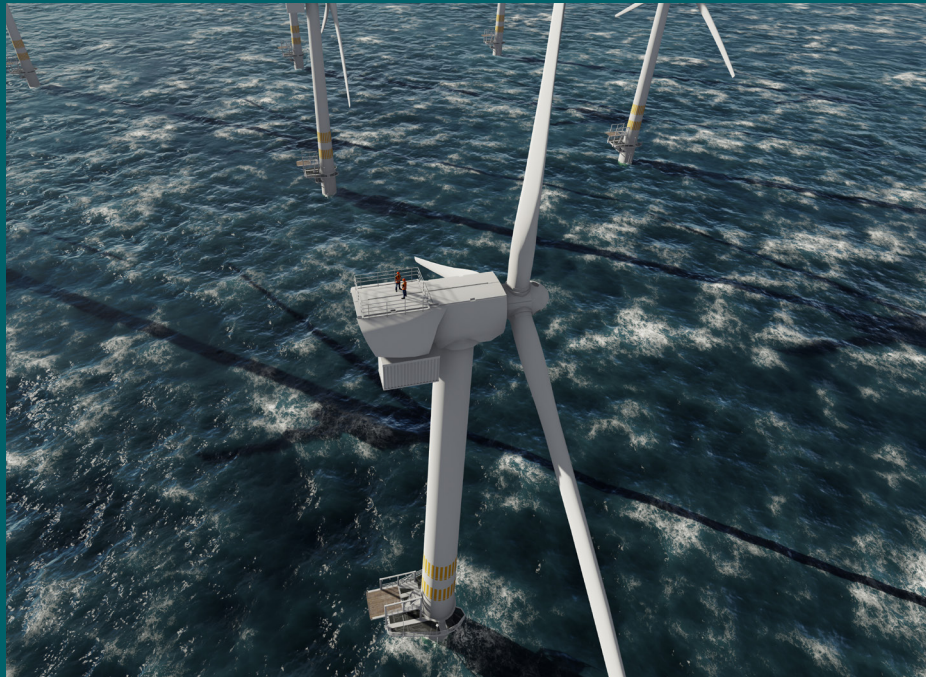
Today's conference will examine how project management professionals can help drive success in each area. Aimed at project practitioners and a wide range of other stakeholders, delegates will be encouraged to take on board the practical ways that the profession can help to accomplish these goals. Attendees will not only hear about the challenges and needs, but also be part of the conversation by contributing their thoughts and experiences.

The ECITB is delighted to welcome a range of contributors from across the industry and supply chain to share their knowledge and experience of project delivery today. I would like to thank them for helping make this event a success and also to pass on my thanks to the sponsors who have made today's event possible.



Chris Claydon
Chief Executive, ECITB

ABOUT ECITB



The Engineering Construction Industry Training Board (ECITB) is the employer-led Government skills body for the engineering construction industry. We work with employers and training providers to make sure the workforce has the skills required now and to meet future demand. Last year the ECITB invested over £25m of funds raised through our training levy in technical, management and professional training, apprenticeships and careers programmes to attract new recruits into engineering construction.

An arm's length body of Government sponsored by the Department for Education (DfE), the ECITB works with employers to attract, develop and qualify the engineering construction workforce in a wide range of craft, technical and professional disciplines. The engineering construction supply chain operates across the oil and gas, nuclear and renewables sectors, as well as major process industries, such as chemicals, pharmaceuticals, food processing, water and waste treatment. This network of companies and their skilled workforce will play a key role in delivering net-zero.

For more information visit www.ecitb.org.uk



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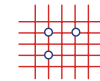
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Galvanising the power behind the energy transition



Steve Wisely, Senior VP UK & Global IRM with Subsea 7

As the UK government steps up pressure to reach Net Zero by 2050, the energy sector is undergoing a radical transformation to positively contribute to decarbonisation efforts. Over the past decade, Subsea 7 has been at the forefront of this journey to build sustainable offshore systems which decarbonise the way energy is created and provide affordable, reliable power that enriches lives around the world.

Ten years ago, we diversified from a traditional pure-play oil and gas business to a provider of offshore energy projects and services. Having been in the offshore wind market from the early days of its commercial conception, we have now delivered more than 7GW of offshore wind infrastructure and a third of our revenue comes from renewables.

We acted early to support the energy transition and enhance the skills and knowledge of our people to de-risk and accelerate the development of decarbonised offshore energy systems. While the transfer of the technical skills between oil and gas to renewables has been hugely effective, there were some tough learnings on the journey to synchronise the sectors, and this is ongoing. Quickly reaping the benefits of digitalisation, innovation, and collaboration, has spurred the team to get a head start on solving technical and commercial challenges and supporting our clients' Net Zero ambitions.

Understanding and overcoming the complexities of coordinating, planning, and operating several energy systems 'as a whole', across multiple energy carriers, infrastructures, and consumption sectors, is paramount as the industry becomes more integrated. I believe our unique and in-depth experience in both offshore wind and oil and gas, enables our clients to bring these energy systems together. We are seeing regulatory systems overlap and new value streams coming from floating wind, CCUS, hydrogen and carbon savings through electrification. Our experience as well as our agility and ingenuity, will see us strongly placed in this new era of energy, and we are working hard to support our staff 'think in carbon'.

Unified action to achieve carbon-free ambitions

We believe an integrated energy system is the pathway towards an effective, affordable, and deep decarbonisation of the UK economy. The UK continental shelf could provide solutions to 60% of the country's Net Zero emissions abatement needs. To drive this transition at the pace required, leveraging common capabilities to architect and build consortiums will solve the difficult but not insurmountable challenges ahead.

There has never been a more exciting time for power and energy systems. In the face of long odds, climate change requires us to show up every day and bring the best creative solutions to the table. This drive and determination to evolve and make a credible reduction to carbon emissions is changing perceptions and shining a brighter, greener light on a career path for aspiring engineers, scientists, and leaders.

I believe we must work tirelessly to continue to decarbonise the energy mix while ensuring affordability and reliability of our energy streams. There are technical and policy challenges the world must solve to achieve this, and our industry and companies hold a vital responsibility to society to provide leadership and empowerment to deliver this.

subsea 7



TOWARDS NET ZERO:

The implications of the transition to net zero emissions for the ECI



The energy transition is coming and it is essential that the UK workforce has the correct skills for net zero to take advantage of the jobs which will be created by new projects and initiatives. The ECITB works with employers, training providers and Government to ensure the engineering construction workforce has the skills for today and for the energy jobs in the future.

The ECITB commissioned Element Energy to identify the implications of decarbonisation for the industry. The report identifies the potential for over £40bn in revenues for the engineering construction industry by 2050 alongside a number of critical challenges that must be met to make the switch to low carbon technologies. The report, TOWARDS NET ZERO: The implications of the transition to net zero emissions for the Engineering Construction Industry was launched in March 2020 as reported by The Engineer.

To read the report, please visit:
www.ecitb.org.uk/skills-for-net-zero

KEYNOTE SPEAKER



Deirdre Michie OBE

Chief Executive
OGUK

Deirdre was appointed CEO of OGUK in May 2015. She has an LLB Hons in Scots Law and extensive experience as a senior business leader in the global energy sector; Deirdre is a Non-Executive Director of Scottish Water, a Board member of Opportunity North East, a member of the Scottish Government's Energy Advisory Board and a member of the Women's Business Council, a UK Government body focused on increasing women's contribution to economic growth.

Previously Deirdre was a Board member of the North East of Scotland College (NESCOL) and Chair of the Aberdeen Science Centre.

In 2018, Deirdre was awarded an OBE for her services to the Oil and Gas industry in the Queen's Birthday Honours. Deirdre was also awarded a Fellowship from NESCOL in 2018 and is a Burgess of Aberdeen.

SPEAKERS



Myrtle Dawes

Solution Centre Director
Net Zero Technology Centre

Myrtle is a Chartered Chemical Engineer with extensive experience in the energy sector. Myrtle has taken on an array of roles, from working offshore engineer for BP, designing offshore and onshore infrastructure in the UK and overseas, to driving digital transformation, and now, leading the development of technology for net zero in the energy sector.

She was elected to the Institution of Chemical Engineer's Board in 2015 to 2018, and is currently a member of the Board of Governors at University of Lincoln.

In 2017, Myrtle received recognition for her contribution to business, having featured in Breaking the Glass Ceiling and being selected as one of 100 Women to Watch in the Cranfield FTSE Board Report 2017.

In her spare time Myrtle studies mathematics, is a keen cat lover, and gamer.



James Sitter

Harbour Energy
Vice President Modifications & Project Services

As an experienced professional with over 20 years in upstream, midstream, and chemical industries, James is a leader in managing organisational change to drive business and project efficiency. He is currently focused on establishing Harbour Energy's global project management systems, including the digital transformation of their project services platform.

Prior to Harbour Energy, James served in a number of senior development, project and operational roles for assets and projects based in North America, Indonesia, and the UK. James is also an active member of the PMSG, and co-author of the recently published OGUK: Robust Project Delivery Guidelines.



Jacqui Aird-Paterson

CEO and Founder
Pro-Fection Training Ltd

Jacqui has been involved in projects since 1982, with Saatchi & Saatchi, then the World's top advertising agency. Through continually striving to improve client services, she eventually became the first ever project manager in advertising.

After 22 years PM in various industries, Jacqui moved to training project-related topics, including professional qualifications. 2011 saw a change to regional management covering the North Continental Shelf with a major company and the realisation that her love of both projects and teaching were not fulfilled, and in December 2012, Pro-Fection was born. An avid life-long learner, Jacqui studied as a Master of NLP and accredited ACE Mastery coach, qualifications that benefit her as an international trainer/ facilitator, productivity coach and consultant. Recently, Jacqui focusing on project behaviours as she realised that people focus on the wrong things – technical skills are crucial in projects, but they don't get you anywhere without soft skills. She loves to strategize, problem-solve and help improve others' mindsets and chance of success.

Through a blend of project knowledge, psychometric evaluations, and leadership coaching, she has clients across the globe. An industrial client in Philadelphia stating that she had "helped change the culture within their organisation forever".

Jacqui is grateful for the wonderful work experience that she's had considers herself to be blessed in her life choices but wishes that someone had helped her be a better operational manager when she took on that role as the secret to confidence, satisfaction, and progression. For this reason, she delivers standard operational leadership and team techniques in a unique way for projects, striving to help clients understand the real differences between functional and project managers.

Jacqui lives in a village in Angus with her husband and beagle Ziggy and recently become a proud granny.



Alex Robertson

Digital Deployment Lead – Projects
Petrofac

Alex has managed some of the largest capital projects and asset support contracts in the North Sea and is currently helping establish the Project Management Office for the Acorn Project an energy transition project, involving carbon capture and hydrogen, sited in the North East of Scotland.

Alex has a long track record of introducing systems, technology and analytics to industry and is passionate about upskilling the workforce for future project delivery. He has been nominated to represent the UK Oil and Gas Sector as part of a cross industry data analytics task force comprising project delivery professionals, project trade associations, academia and government and is an active member of the PMSG.



Mark Richardson

Vice President Projects & Engineering
Neptune

Mark Richardson is the Vice-President Projects in Neptune Energy, holds an MSc in Offshore Engineering with distinction and an MBA. In 2013 he was presented with the Society of Underwater Technology Award of Merit, and also won the Oil and Gas UK Business Efficiency Award. In 2015 Mark was awarded the Industry Emerging Leader Award. In 2017 he received the Oil and Gas Authority sponsored Maximising Economic Recovery award. In support of the Industry Mark has been a member of the Subsea UK Board and the UK Engineering Construction Industry Training Board. Prior to joining Neptune in 2018, Mark worked for; Apache, BP, Lloyds Register and numerous subsea contractors in various roles. The first 12 years of his working career were spent in the military as a Captain in the Royal Engineers, serving with Commando Forces and specialising in military diving operations.



Lara Young

Group Climate Change Director
Costain

Lara Young, Group Climate Change Director for Costain Group, named Energy and Carbon Manager of the Year at the 2021 edie sustainability leaders award and Highway UK 2020 Associate Laureate, is the instigator and driving force behind establishing and implementing Costain's Climate Change Action Plan to transition to a net-zero organisation. Challenging existing business models and processes, her role is to embed carbon management and drive the design and delivery of whole life low carbon solutions across the Costain Group. Lara is leading the integration of the world's first standard for managing infrastructure carbon, PAS2080 within the Costain Group.

In 2020 Lara joined the Institution of Civil Engineers (ICE) Carbon Project steering group and is working to incorporate systems thinking to help articulate a future vision for UK infrastructure.

Lara was recently listed in the Energy Saving Trust "Eight Great Women list" for International Women's day and named the 2021 New Registrant of the Year by the Society for the Environment.



Luigi Anselmi

Head of Construction, Methodologies and Innovation
Tecnimont SpA

Luigi has been engaged with the oil and gas industry for more than 30 years, spending significant time abroad, engaged in the execution and management of site operational activities for major EPC Contractors. Along progressively increased responsibilities, he oversaw the coordination activities regarding the management of Site Managers and Construction Managers, as well as being Head of Construction Operation, Tecnimont.

Focused always in executing construction operation with latest best practices, today in Tecnimont he is heading the Department of Construction Methodologies and Innovation within the digital transformation of the Company.



Steve Wisely
Senior Vice President
Subsea7

Steve has been with Subsea 7, a global leader in the delivery of offshore projects and services, for over 30 years. Steve joined the company after a brief spell with a privately owned quantity surveying practice in Aberdeen. His early career was mostly in commercial, contractual, and tendering roles in Norway and the UK, before moving to Singapore where he later became the Regional Vice President for Asia Pacific. Since returning to the UK in 2010, Steve has held a number of senior positions including Executive Vice President Commercial, Executive Vice President Northern Hemisphere and Senior Vice President i-Tech 7 (the IRM business unit of Subsea 7) tasked with growing the business on a global basis. In October 2020, Steve became the Senior Vice President of Subsea 7's UK & Global IRM business, a combination of Subsea 7 UK and i-Tech 7. Steve has completed the Financial Times Non-Executive Director course and sits on the board of Subsea 7 wholly owned entities and incorporated joint ventures. Steve holds a degree in Quantity Surveying from Robert Gordon University.



Jenny McLaughlin
Project Manager – Infrastructure and Lead For Heathrow's
Disability Network
Heathrow Airport

Jenny McLaughlin has worked within the airport industry for over 18 years. This began at East Midlands Airport as an Environment and Safeguarding Officer achieving ISO14001. The last 12 years have been at Heathrow Airport in a number of departments including Environment, Airside and now Infrastructure as a project manager.

Jenny has delivered a number of business changes, from new aircraft de-icing process, introducing new IT applications, to building a remote coaching gate in the middle of a live terminal.

Jenny is the Lead for Heathrow's Disability Network and brings that to her Project Management role. Jenny advocates that all projects should be designed to be systematically inclusive. By designing out barriers, we can ensure that everyone has an equitable chance to be safe, included and belong.



Mike Fulham
Vice President, Execution Strategy
Worley

Mike works closely with Clients, Business Development and Project Delivery teams, drawing on his 35 years in the industry, to align objectives, develop execution strategy and ensure project teams are set-up to deliver. Recent focus has been in the Energy Transition sector. Prior to his present role, Mike was a Senior Project Director.

Mike has been part of project leadership teams that have delivered a number of major EPC Projects from FEED through to Commissioning, start-up and initial operation. During his career Mike has held a number of senior roles, including EPC Programme Director, Director - Business Development, Project Manager and Principal Procurement Manager. Mike started his career as a trainee mechanical engineer with a UK fabricator.



Stuart Block
AWP Manager / Principle Construction Support Specialist
Fluor Limited

Over a career of 30 years, Stuart has been fortunate to be involved with a lot of industry leading companies in a variety of positions in various company such as Odebrecht, Yorkshire Electricity, Lotus Cars, Snamprogetti, Worley Parsons, Fluor, ABB and Petrofac.

Over the years, Stuart has worked as Welder / fabricator, Draughtsman / designer, Project Planner to Corporate Planning Manager, Logistics Statical Analysis Team Leader, Project Engineer, Project Manager, WFP Manager, AWP Manager, AWP SME at Fluor, AWP SME for ECI (European Construction Industry) and Principal Construction Specialist.

Key projects that he has worked on are: Sizewell C, Lotus Evora Car, Aston Martin Vanquish, Bacton Refinery Educator Project, TCO SGP & FGP projects, North Sea Module Fabrication including maintenance & decommissioning. In his spare time, he enjoys DIY, Travelling, RC Car Racing, Car & Motorbike Track Days, 3D design / printing.



Walter Thain

Chief Executive Officer and Co-Founder
THREE60 Energy Group

Walter Thain is the Chief Executive Officer and co-founder of THREE60 Energy Group. As a senior leader with three decades of experience in the energy industry, he leads the strategic growth of the group's five service lines spanning subsurface, wells, engineering, construction and operations across the UK, Norway and Southeast Asia.

His proven leadership skills, passion for innovation, and dedication to addressing industry needs, has seen the group deliver a flexible, value-driven service to a growing global customer base since its inception.

This has seen the group support some complex, challenging and important projects in the energy sector under Walter's leadership, from late life operations to decommissioning, with a continual focus on differentiated contractual models that ultimately deliver added value for their customers. In addition, the group is actively delivering low carbon solutions to support a net zero economy.

He has significant experience both in the UK and international market, which is coupled with an (Hons) degree and a professional qualification in Civil Engineering.



Connor Gammie

Graduate Project Engineer
Shell UK

Connor graduated from Heriot-Watt university in 2020 having studied Chemical Engineering with Oil and Gas technology. Upon Completion of my studies, He joined Shell as a graduate Project Engineer, currently working on the Penguins Redevelopment Project.

Connor joined Innov8 earlier this year and was lucky enough to be elected as chair – Innov8 has achieved a great deal as a group so far and he hopes to continue to build on this success and become a recognised group that is making a difference in the industry'



Valeria Korobka

Process Engineer
Cameron, A Schlumberger Company

Valeira received a Master's degree in Chemical & Process Engineering from the University of Strathclyde.

After graduating in 2019, she joined Cameron (a Schlumberger Company) as a Process Engineer and has now finished her 2nd year working with them. During this time, she worked on oil, gas and produced water technologies.

Through her work, she had the opportunity to join the ECITB Innov8 Group in April 2021. The Innov8 Group is made up of individuals in the early stages of their careers within engineering industries who can provide insight on how to attract and retain new talent to address the future workforce and skills demand. Future proofing is one of the main objectives of the ECITB innov8 Group, and hence addressing the Net Zero Skills gap is a key focus area of Innov8.



Mark Fotheringham

Director of Projects
Spirit Energy

Mark has close to four decades of experience in upstream oil and gas and has dedicated his career to facilities engineering and project management. He has had ten years of international assignments and twenty five years of leadership of projects, functions and operational teams in the exploration and production environment. He has an engineering degree, a master's degree in project management and is both a chartered engineer and chartered project professional.

Mark volunteers with the ECITB as chair of an Aberdeen based Project Management Steering Group, is a board member of Grampian Credit Union and supports the Association for Project Management in mentoring candidates with aspirations of chartered registration. He also dedicates his time to swimming, yoga, walking, cycling and golf.



Fergus Mitchell

Project Engineer
Petrofac

Fergus started his career with an ECITB Training Program in Structural Design with Petrofac, through opportunities and progression he has completed roles in design and construction, now pursuing a career in Project Management. Currently, he is the point of contact for all brownfield modification projects on an asset in the central North Sea.

Fergus is part of the ECITB Innov8 Group which is a group of early career professionals within engineering industries who can provide insight on how to attract and retain new talent to address the future workforce and skills demand. Future proofing is one of the main objectives of the ECITB innov8 Group and hence, addressing the Net Zero Skills gap is a key focus area of Innov8.

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20/20 Project Management Training





To mark its commitment to bring about change across the industry workforce, the ECITB has created an Inclusion, Diversity, Equality Action taskforce (IDEA). This group will focus on ECITB’s role in supporting diversity and inclusion in the ECI sector. We will :

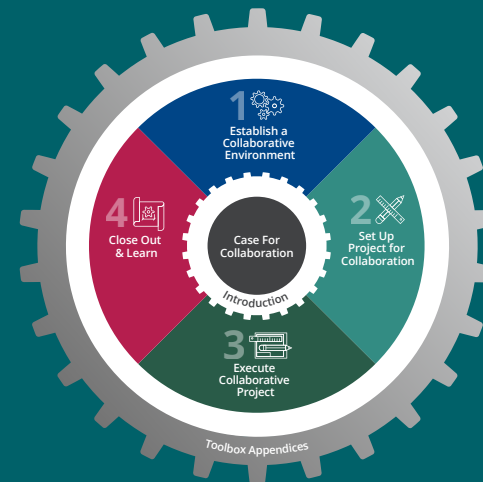
- Work with employers to develop training, and ensure diversity and inclusion awareness is embedded in ECITB training standards.
- Facilitate the sharing of good practice in inclusion and diversity to raise awareness and showcase progress.
- Work with the industry to promote career opportunities in the ECI sector for all individuals regardless characteristics and background.
- Work with providers to ensure that training and education is accessible to all, and increase the diversity of trainees.

Learn about our equality, diversity & inclusion initiatives on:
www.ecitb.org.uk/diversity-inclusion

PROJECT COLLABORATION TOOLKIT

A ‘Go-to’ guide on how to collaborate on projects

Enhancing project performance through collaboration



A toolkit for executive managers, project sponsors, project managers and project teams to support project collaboration from inception to completion including ‘Hints and Tips’ for non-collaborative project environments. Principally the ECITB Project Collaboration Toolkit provides guidance on what should be done to achieve or improve collaboration for the benefit of projects with specific focus on the behavioural aspects of project management that need to be carefully addressed for effective collaboration.



Available online and free to download:
www.ecitb.org.uk/professional-management-training/project-collaboration-toolkit



ACTIVE CUP

ECITB PROJECT MANAGEMENT COMPETITION



Active Cup Winners 2020 - Subsea7

The ACTIVE Cup is a project management competition for the engineering construction industry. Run by Cranfield University on behalf of the ECITB and European Construction Institute, this hugely popular competition welcomes delegates from companies representing a range of sectors.

Teams taking part manage a project from concept through to completion. The competition enables teams to experience the whole project management process and tests a wide range of project management skills. The aim is for a team to make the most profit against their initial cost.

For further information about the ACTIVE Cup, please contact
Dawn Thompson via dawn.thompson@ecitb.org.uk (Cranfield) or
Nikki MacPherson via nikki.macpherson@ecitb.org.uk (Carnoustie)

Project Management Mentoring Programme

The Project Management Mentoring Programme brings together mentors and mentees from the oil and gas sector including operators, tier one contractors and the wider supply chain. Over a six-month period, senior industry mentors are paired with developing project managers to share knowledge and experience.

Coordinated by the Project Management Steering Group (PMSG) and the ECITB, the programme is an excellent example of how industry cooperation works for the benefit of the sector as a whole.

For potential mentors or mentees wishing to note their interest in the programme commencing in 2022 please email:
pm-mentoring@ecitb.org.uk

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www.ecitb.org.uk