

assystem
PROJECT MANAGEMENT INSTITUTE

mastering
the art of project
management

A NEW PATH TO GROWTH

THE ASSYSTEM PROJECT MANA

BUILDING A CULTURE OF EXCELLENCE TO ADDRESS THE RISK AND COMPLEXITY OF OUR CUSTOMERS' PROJECTS

2005

A growing realization that Project Management skills need to address more complex, higher-risk, projects which are increasingly international in scope.

2006

Assystem holds its first international Project Management conference, and creates the **ASSYSTEM Project Management Club** championed by the Management Board. The aim is to share and encourage best practice.

The publication of the **Assystem Project Management Handbook**: a set of common rules, tools, advice and guidance for the management of project processes.

2011

The creation of the **Assystem Institute** as the company's global training centre. It comprises the Nuclear Institute, the Aerospace Institute and now the **Assystem Project Management Institute**.



PROJECT MANAGEMENT INSTITUTE:

Developing skills for excellence

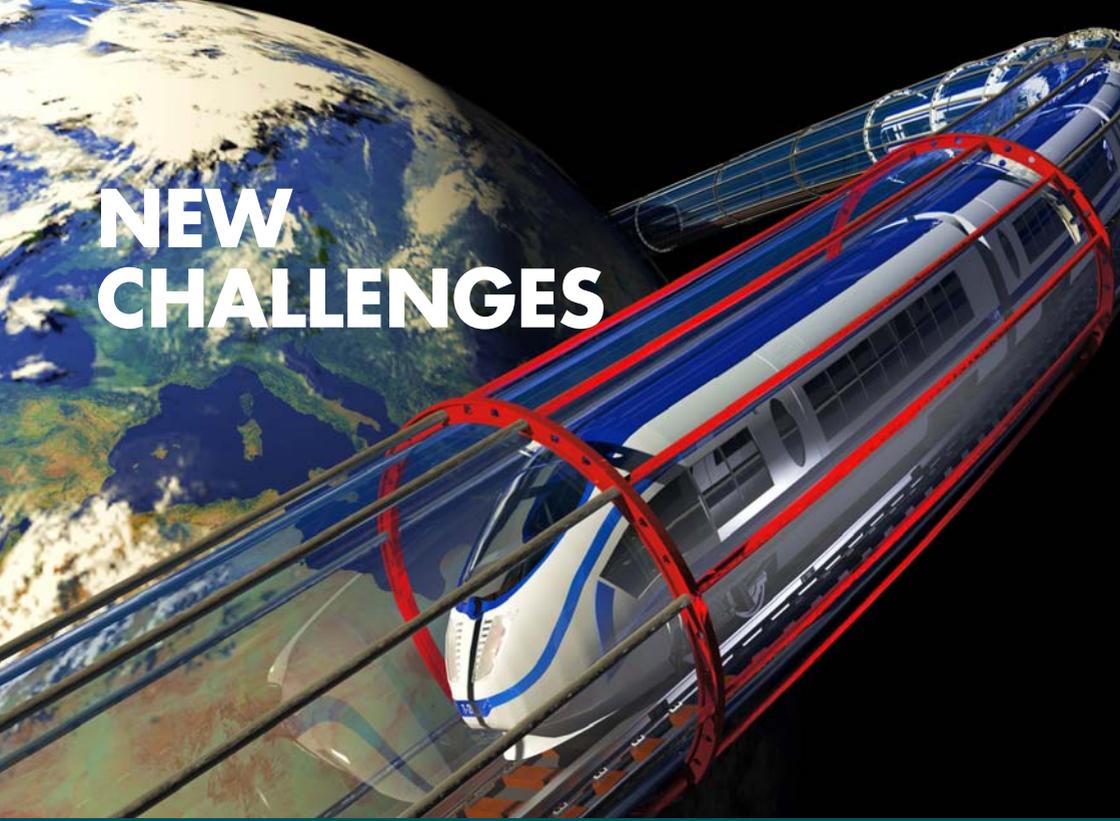
Today's engineering projects require sophisticated management skills.

Our customers depend on us to deliver projects on time and budget. And we depend on individual project managers who develop the skills to meet these needs.

The Assystem Project Management Institute is designed to grow these skills, adapt them to individual requirements, and ensure our leadership in the project management marketplace.



Our experience and insight has now been formalized into an array of best practices and proven practical knowledge. It is designed to develop existing project management and train new generations of project managers to better serve Assystem's customers.



NEW CHALLENGES

COMPLEXITY

Large engineering and infrastructure projects are becoming more complex and more risky for our customers. Over 45 years, Assystem has advanced from providing technical assistance to managing entire projects. Today, our project solutions enable both client and supplier to meet their business and financial targets.

INTERNATIONAL SCOPE

Local insight is essential for helping clients handle large projects wherever the project is located, and cross-cultural capabilities play an increasingly critical role in improving the performance of multinational partnerships.

Language, social practices, and team behaviour can all impact project progress. Understanding and mastering these 'soft' skills can make all the difference in stressful project situations.

INNOVATING WITH PEOPLE

Successful project management depends on building solid relationships between all project stakeholders based on the Group's core values:

- **SOLIDARITY** – project managers form an emerging community that can learn together and benefit from each other's experience
- **RESPONSIBILITY** – mutual trust and respect drive performance in project management
- **CREATIVITY** – project management is about solving problems by inventing and applying new ideas
- **REACTIVITY** – well-trained project managers are more agile and responsive.



PROFILES WITH A FUTURE

The Assystem 4-level ranking of Project Management development path aligns closely with international practices.

Project Engineer
(Junior Project Manager):
2 years' experience, with a recognized interest in project management.

Project Manager
4 to 5 years' successful experience.

Principal Project Manager
recognized both internally and by clients for their expertise.

Chief Project Manager
senior managers with a reputation for excellence and commitment to improving project management practice through sharing their knowledge.

Learning by Doing

The Assystem Project Management Institute draws on the company's huge internal repository of knowledge and best practices in project management.

- Facilitating and supporting the growing project management community inside the company.
 - Delivering a generic core of transferable skills that can apply to any business sector, plus an understanding of industry-specific regulatory environments.
 - Providing the best practice foundations applicable to each individual project.
 - Offering cross-the-board formation and training, from procurement issues through legal concerns to operational processes.
-



Voices of experience



Hubert Labourdette
Director of Engineering for Plant Engineering & Operations, France

"Two years ago I started to work on the ITER project, currently the world's most complex engineering research project in the nuclear energy field. It involves the design and development of physical systems that are not as yet fully defined. This means that managing the emerging data on the behaviour of these machines requires extreme care and rigour.

ITER

The Engage consortium led by Assystem manages building engineering for the ITER project, the nuclear fusion research centre at Cadarache in France.

People working on project: **250**
Number of nationalities: **10**
Project won in 2010, expected to run until **2018**.

Our customers need project managers equipped with the right tools and methods to address the high-risk demands of such projects. Ideally,

a combination of technical expertise and 'soft' skills is needed to work seamlessly with people from different cultures. To provide these profiles, we need effective training in the key areas of project management."



Dan Clark
Head of Programmes, Aerospace, in Bristol, UK

"Our primary aero-engine customer is requesting an increasingly holistic approach to project management. We are now involved in projects

ASSYSTEM AMPHIBIAN AIRCRAFT

Assystem is currently developing a demonstration ultralight aircraft, or ULA, with space enough for a pilot and co-pilot side by side, and able to take off from and land conventionally, and also on water, and even snow.

People working on project: **14**
Number of nationalities: **3**
Project launched in 2010, first flight test planned for end of **2013**.

at a much earlier phase: project integrators assist the customer in defining project requirements and creating work packages, and we also now take responsibility for establishing the Change Control and KPI Reporting processes.

To successfully control the increasing number of complex, fixed-price contracts, we need to be able to bring all project managers together in a network to increase our mutual understanding of the potential issues and to share best practices. More recently I have been involved in the Amphibian project which is an Assystem Research and Development project for an Ultra-Light Aircraft. This transnational project, aimed at enhancing international collaboration, has highlighted the importance of respecting cultural differences and prompted the investigation of new and effective communication systems."



Markus Herrmann

Project Manager, A400M
programme in Munich, Germany

"When I began working on a software development project in Munich in 2007, I gradually learnt that new situations crop up all the time during the lifetime of a project. Project managers constantly have to make decisions that can affect the client's entire company.

I later became a senior engineer working with one of Assystem's major aerospace customers in Germany. We now focus all our energy on

A400 M

International SW development for TP400 engine on A400M.

People working on project: **300**

Number of nationalities: **4**

Project signed in 2004, planned to end in **2013**.

project engineering and management, which is both challenging and interesting."



Philippe Haffner

Director of Business Unit, France

"Project management has

had to adapt to new market realities. We are shifting from offering technical best practice to professionalizing our people on a major scale. Project management is now a career opportunity.

Due to our growing community of project managers with their effective networks, we can add value to any project. Geographical mobility will enable people to improve their skills and in turn contribute to Assystem's capacity to deliver better services. This is a virtuous cycle for our people and our clients."

THE ASSYSTEM PROJECT MANAGEMENT ETHOS- THE 5 "P's"

We expect Project Managers trained in our Institute to be:

PROFESSIONAL:

capable of satisfying our clients' needs, and gaining their trust.

PRECISE:

able to take control, know what needs to be done, and deliver on promises.

PREPARED:

a good planner, skilled in assessing and managing project-based risks.

PARTICIPATIVE:

an active contributor to the growing community of shared project-management knowledge, and a skilled people manager.

PRACTICAL:

fully capable of solving day to day issues to reduce risk, simplify processes, and deliver concrete results.

ass INSTITUTE

The ASSYSTEM INSTITUTE is an internal training centre founded in 2008 to federate the training programmes of each of the company's business sectors. It aims at enabling Assystem's employees to progress in their career development in order to better satisfy the market needs and offer exceptional quality services to its customers.

projectmanagement.institute@assystem.com

www.assystem.com



assystem