



Systems Engineering and Project Management (SEPM) Joint Working Group



Introduction

The Systems Engineering and Project Management (SEPM) Joint Working Group (JWG) was established between the UK Chapter of the International Council on Systems Engineering (INCOSE UK) and the Association for Project Management (APM). These two organisations, leaders in their fields of Systems Engineering (SE) and Project Management (PM) agreed to work together to explore how to better integrate SE and PM in order to help organisations avoid some of the costliest problems associated with complex projects, such as delays and cost overruns, by describing and promoting good practice in the successful integration of SE and PM.

The initiative commenced in January 2013 when senior members of both organisations attended a joint workshop to explore the possibility of working together on this topic. An inaugural kick-off meeting of the JWG was held in July 2013 where the aims and objectives of the working group were discussed, eight key workstreams were identified and the governance of the JWG was established. The JWG's aims and objectives are defined in a separate document which was one of the early outputs from the group.

Overview

The JWG has established eight workstreams (WS) to deliver these objectives as depicted in table 1. The objective and output for each workstream is defined in the SEPM JWG aims and objectives document.

The approach taken is to iterate between the following activities:

1. What are the benefits?

Establish the value proposition, setting out what we believe to be the benefits of better integrated SE and PM on complex projects.

2. How to deliver the benefits?

Focus on how to deliver the benefits. Here the proposal is to take a standard SE lifecycle such as that set out in ISO 15288 which is in use today on many complex projects and identify where we can better integrate SE and PM as we progress through that lifecycle. We can also use this life cycle to define key SE and PM roles and responsibilities and identify the necessary competencies required in these roles. Subsequently we can investigate other life cycle approaches used in delivering complex projects.

3. How to promote the benefits?

In parallel we will develop a plan to communicate the benefits through a range of media outlets to a diverse range of audiences. This will be supported by appropriate guidance material, real world case studies and information on targeted education and training.

Approach - The work is carried out using:

- Quarterly steering group meetings
- Monthly progress telecons
- Ad hoc meetings, workshops telephone conferences by the individual workstreams
- Interaction via the SEPM JWG Projectplace website

What are the benefits?	
WS 1	Compelling value proposition
How to deliver the benefits?	
WS 8	Processes and lifecycles
WS 4	Roles and responsibilities
WS 6	Competency framework
WS 7	Education and training
How to promote the benefits?	
WS 2	Communication
WS 3	Guidance material
WS 5	Case studies

Core Objectives

The SEPM JWG brings together leading experts and practitioners from industry, academia and government to support the development of guidance and practical advice on how best to improve SE and PM working together. The aims and objectives are as follows:

Aim – To develop and promote good practice and guidance dovetailing SE and PM and promote systems thinking across the wider decision making community in the UK (and to influence developments internationally) in order to support the improved delivery of complex projects and avoid common pitfalls.

Objectives:

I. To set out the benefits of better ways of working between SE and PM through a well thought out and compelling value proposition

II. To provide practical advice and guidance on how SE and PM can work better together throughout the project lifecycle identifying roles and responsibilities of key stakeholders, the competences that they require to fulfil those roles and what shared culture and behaviours they will need to adopt

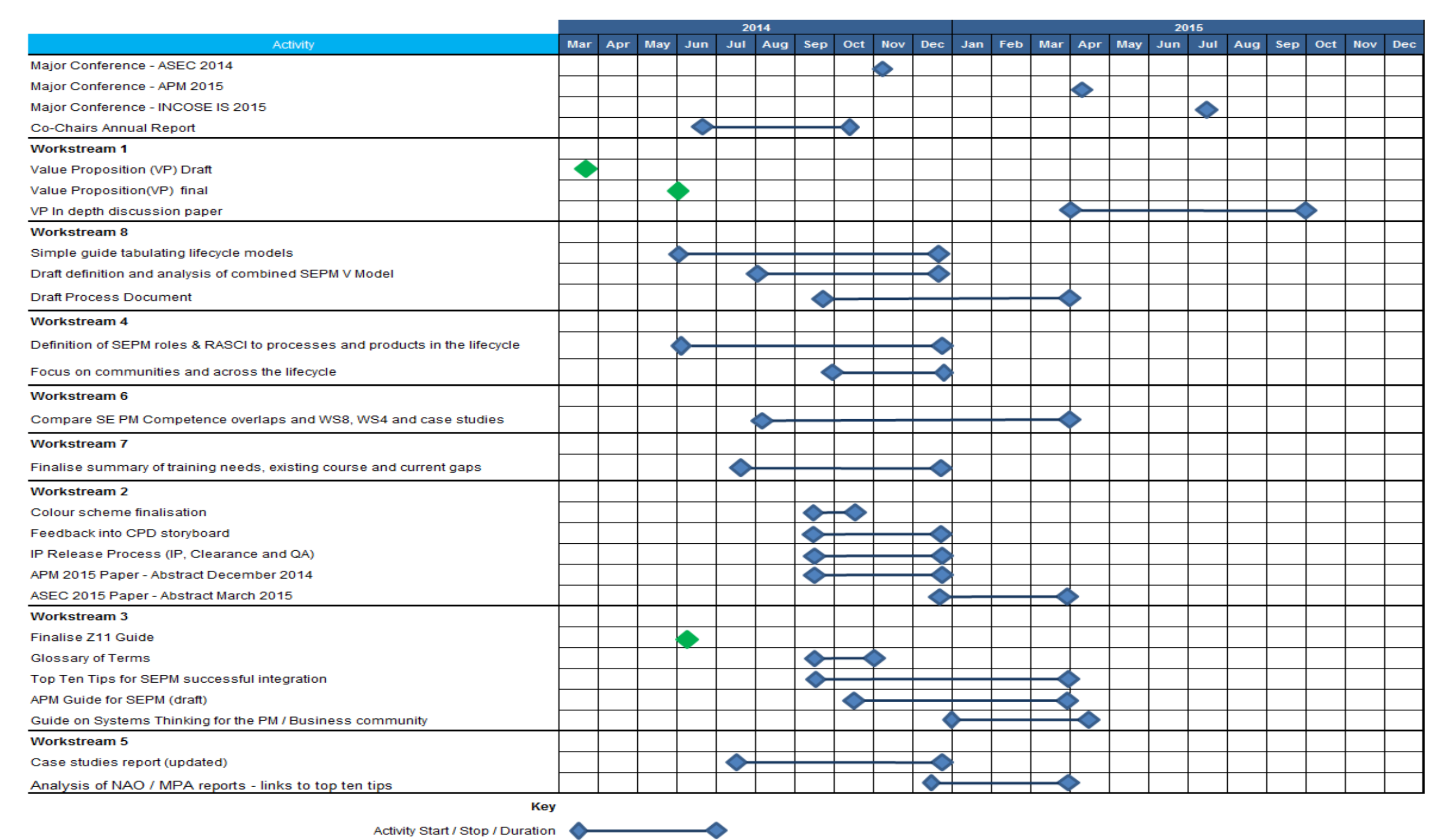
III. To communicate the benefits of improved working between SE and PM through the production of guidance material, education and training and the use of practical case studies from real world examples

IV. To promote the benefits of systems thinking across the PM, SE and wider decision making community.

Activities & Outputs

What are the benefits?	Outputs	Status
1 Value proposition	• A one page summary of the value proposition	• Value Proposition Final Complete
How to deliver the benefits?	Outputs	Status
8 Processes and Lifecycles	• Simple guide tabulating life cycle models • Simple guide tabulating processes • SEPM working together through the life cycle	• Mature draft produced • Work in progress • Work in progress
4 Roles and Responsibilities	• Definition of SEPM roles & RASCI to processes and products in the life cycle	• Mature draft produced • Working with WS8
6 Competency Framework	• Alignment guidance to existing SEPM competency frameworks	• Initial thoughts
7 Education And Training	• Summary of training needs, existing courses and current gaps	• Consolidation report produced • Training needs analysis produced • 21 box model drafted
How to promote the benefits?	Outputs	Status
2 Communication	• SEPM JWG Communications strategy and implementation plan	• Story board produced • Paper in APM conference • APM CPD story board initial draft
3 Guidance Material	• Z11 Guide • APM style booklet based on all work streams • APM booklet on Systems Thinking	• Complete • Initial thoughts requires other WSs to complete • Initial thoughts
5 Case Studies	• Case studies report	• Mature draft produced

Current status of WS deliverables as of September 2014



Schedule of activities

How to get Involved

If you would like further information or would like to participate in the SEPM JWG, please contact the co-chairs:

INCOSE UK Co-Chair Dr Doug Cowper dcowper@cleavesystems.co.uk

APM Co-Chair Mr John McGlynn john.mcglynn@atkinsglobal.com

Or contact the INCOSE UK Secretariat enquiries@incoseonline.org.uk