

**BAE SYSTEMS**

# BAE Systems Applied Intelligence Consulting Excellence

Find out what to expect when working with us, and how our people go the extra mile to put our customers first.

## Section 1: Who are we?

BAE Systems Applied Intelligence (AI) is proud to champion the Management Consultancies Association's (MCA) Consulting Excellence initiative and to support its objective of improving the quality of every consulting engagement.

### What does it mean for you?

For us, adhering to the MCA framework is about more than just compliance; it means being customer-obsessed and empowering our people to provide the best experience and outcome possible. We're an organisation of principle that takes pride in our professionalism, and through our outstanding people and capabilities, we have designed a way that puts our customers at the centre of everything we do. Put simply, we are utterly focused on the success of our clients and refuse to settle for 'good'. We want 'excellent', each and every time.

### Our commitment

We work by being a trusted partner to our customers, by constantly innovating to provide them with a competitive edge, by operating ethically and acting with integrity and respect.

In everything we do, we are open and transparent, diverse and inclusive. What's more, we never stop challenging ourselves to take more risks, act faster and embrace change to deliver our strategy. This benefits our clients and people.

The commitment we make to our customers is guided by our values, understanding that it's not just what we do, but how we do it, that underpins our success:

### We are trusted

- We deliver on our commitment.
- We are honest and take responsibility.
- We can be relied upon.
- Absolutely everyone involved matters.

### We are innovative

- We create leading-edge solutions.
- We value imagination and experience.
- We empower our teams to do the best work possible.
- Working together we turn our ideas and technologies into solutions.

### We are bold

- We constructively challenge and take the initiative.
- We operate with tenacity and resolve.
- We accept challenges and manage risks.
- We set stretch goals.

These values are also underpinned by our Code of Conduct which describes our culture and sets out the high standards we expect from our employees in everything they do, wherever they operate. Our ethical approach is demonstrated by policies such as those covering diversity and inclusion, data privacy, employee support, conflicts of interest, the environment and communities.

In this guide, we will show you what you can expect from us when working with us and how we invest in our people to provide you with consulting excellence every time.

“Through our **outstanding** people and capabilities, we have designed a way that puts our **customers** at the centre of everything we do.”





Our Lifecycle Management (LCM) approach includes a series of defined guidance and checkpoints and is the focal point for interactions between the delivery team and account management. By having set points, we ensure we consistently hit deadlines. LCM also determines the assurance and oversight activities at each stage of a project to help teams make the right decisions at the right time, providing the right levels of senior experience and expert input, exceeding client expectations.

From start to finish, our project managers take responsibility for client satisfaction, client communications and the delivery of successful projects, on time. Meanwhile, our account managers guide the project within the context of the long-term client relationship.

We employ the most appropriate delivery method for each project and client, choosing from Unified Process (UP), Scrum or Waterfall. Regardless of the specific delivery method, our delivery team will follow the same set of principles for software and product delivery:

- Prioritise the parts of the solution that are deemed high risk or contain areas of uncertainty.
- Build thin, vertical slices to prove the design of complex systems and then develop the breadth over following iterations.
- Engage with end users as early as possible and use their experience to drive the process and assure acceptable releases.
- Employ metrification to make progress reporting clear and enable better understanding of the impacts of change and uncertainty.
- Test for quality, correctness and consistency throughout the project.

By following the journey in the framework, you'll see how we consider every point, meaning a robust plan that puts our clients' minds at ease and allows them to see what and when will happen as we work towards a successful end goal.

### Measuring success

Our business hinges on the success of our customers. So how do we measure that success? At BAE Systems AI, we're all about listening. We want to hear about where we can improve just as much as where we've surpassed expectations. We want to look into the nitty gritty, the cogs and wheels and fully understand each part of every project. It's why we operate an independent customer satisfaction process (CSAT) for our consulting work, there to gather feedback from our clients.

We refuse to be complacent. We use the results of CSAT to identify specific areas for improvement to constantly better ourselves and the value of our work. Internally, we treat this as the most accurate measurement of our effectiveness and review it at an executive board level. It's serious, imperative business.



## Section 3: How do we bring out the best in people?

"Diversity and inclusion are integral to the success of our business. Staying competitive in today's global marketplace requires an organisational culture where employees with varying perspectives, skills, life experiences, and backgrounds – the best and brightest minds – can work together to achieve excellence and realise individual and organisational potential."

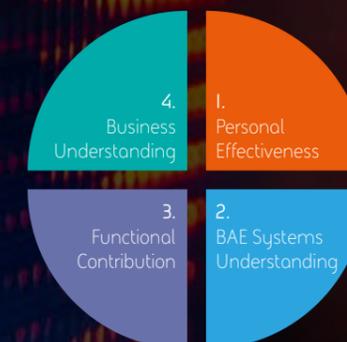
Julian Cracknell, Managing Director and Executive Sponsor for D&I

We can only exceed customer expectations and deliver consulting excellence if we have the people to do so. We know that we're only as strong as our people, which is why we choose our consultants carefully, and continually invest in their professional growth.

We also recognise that a diverse workforce brings different backgrounds, experiences and ideas and an inclusive environment means everyone feels comfortable bringing their thinking to the table. We know that this is critical to the future success of our business and our commitment to this isn't just a case of box-ticking. Today, our workforce is more diverse than ever before and, for the last three years, we have been recognised as one of the Times' Top 50 Employers for Women. We refuse to stop here, and continue to focus on this vital commitment.

### Career development

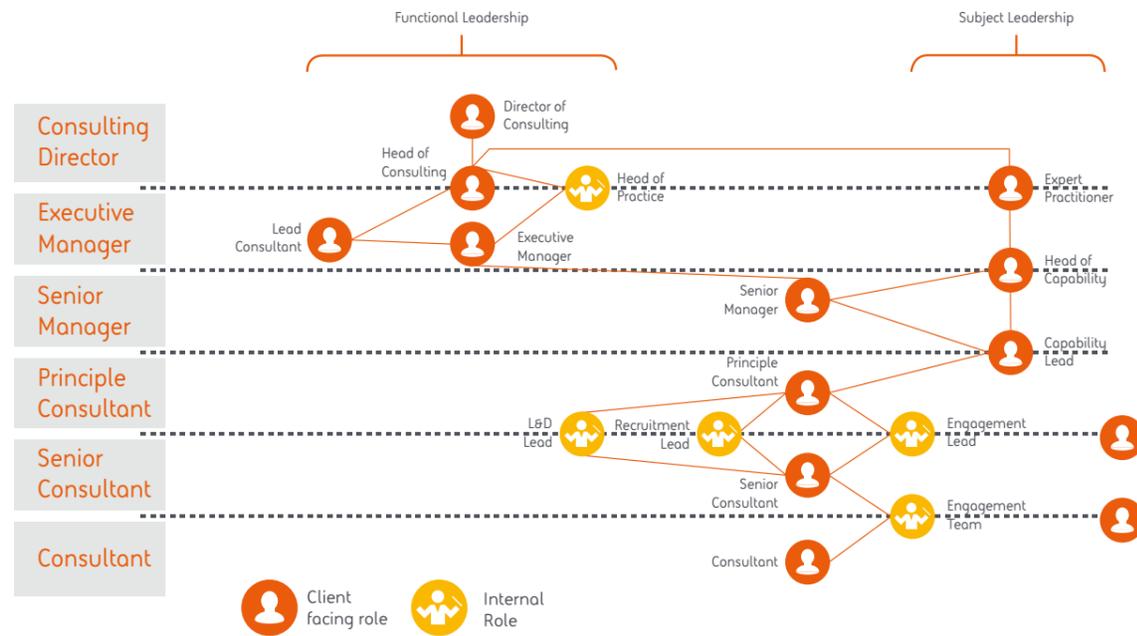
The only way BAE Systems AI grows is by having people who are constantly progressing. Our Consulting Development Framework supports what is expected of our consultants, and all competencies are designed to support performance and career development. This framework enables our people to make informed decisions about their strengths, development areas and the type of work and roles that will enable them to build their career successfully. This information leads to a sense of autonomy, which is critical to the progression of our consultants. Our Skills and Competencies Framework demonstrates this:



1. Personal effectiveness and leadership competencies
2. Our ways of working
3. Functional competencies
  - a. Consulting specific competencies
  - b. Common functional competencies
4. Industry and sector specific knowledge

As well as progressing through career levels as an individual gains the knowledge and skills, and develops and demonstrates core competencies, there are opportunities to develop adjacent skills through involvement in the work of their Practice.

Furthermore, as a consultant grows, we will work with them to plan their career path, whether it be towards more general management roles, or as they continue to develop increasing specialism within their subject area. It's a case-by-case process that puts the employee at the centre of the decision-making and maintains a focus on building cohorts of excellent managers, industry-respected expert practitioners and subject matter experts. We are a people and knowledge business, and we invest equally in both to have the propositions and expertise our customers seek.



Our Consulting Skills and Competencies Framework provides granular and specific career level-aligned guidance for what a consultant needs to know and be able to do. Consultants use this tool as a way of assessing their ability and identifying areas for development in support of their personal progression.

| COMPETENCIES  | INCREASING COMPETENCY AND DEVELOPMENT |           |        |              |              |        |
|---|---------------------------------------|-----------|--------|--------------|--------------|--------|
| <b>Develop clients:</b><br>1. Relationship development<br>2. Business development<br>3. Account development<br>4. Sales and commercial management             | Grey                                  | Dark Grey | Yellow | Light Yellow | Light Yellow | Orange |
| <b>Consult effectively:</b><br>1. Effective communication<br>2. Thinking pro-actively<br>3. Influencing and facilitating<br>4. Understand client requirements | Yellow                                | Yellow    | Orange | Orange       | Orange       | Orange |
| <b>Manage delivery:</b><br>1. Delivery effectiveness<br>2. Planning and project management<br>3. Risk and commercial management<br>4. Quality management      | Dark Grey                             | Yellow    | Yellow | Orange       | Orange       | Orange |
|   | C                                     | SC        | P C    | SM           | EM           | CD     |

GRADE DEFINITIONS

|     |                      |
|-----|----------------------|
| C   | Consultant           |
| SC  | Senior Consultant    |
| P C | Principal Consultant |
| SM  | Senior Manager       |
| EM  | Executive Manager    |
| CD  | Consulting Director  |

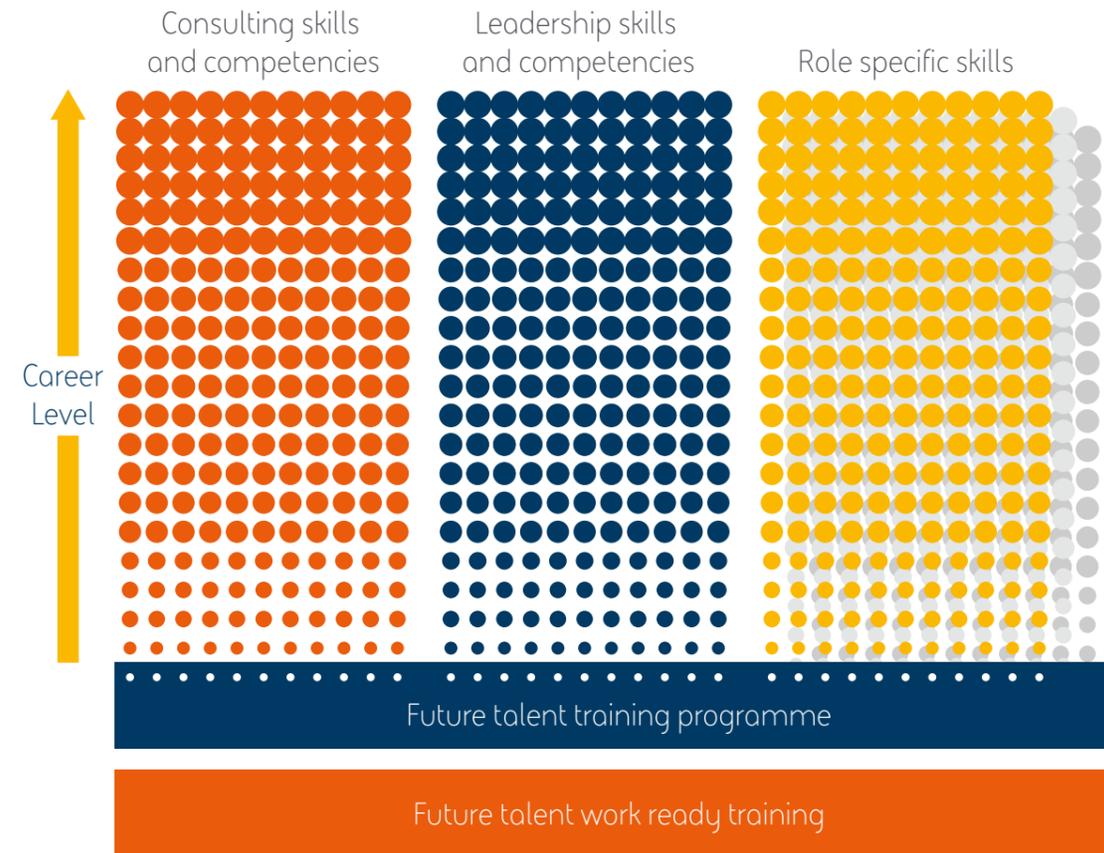
|                      |           |
|----------------------|-----------|
| Non-Priority         | Grey      |
| Exposure             | Dark Grey |
| Development Priority | Yellow    |
| Continuous Learning  | Orange    |



Similarly, our Leadership and Management Framework helps consultants understand how they will be increasingly required to set direction, lead teams and manage execution. It also details how these competencies evolve and grow as an individual progresses through the organisation. The framework provides detailed guidance on how the competences would manifest themselves in the way an individual works as well as how to go about developing these skills.

|                                 | Competency                  | Senior Leaders  | Managers of Managers  | First Line Managers  | All Employees   |
|---------------------------------|-----------------------------|---|---|--|---|
| Set Direction & Deliver Results | Drive strategic growth      | Drives strategy execution and shareholder value creation                            | Integrates market and competitor insights to create value                                 | Proactively makes changes to improve business performance                        | Delivers work to a high standard                                  |
|                                 | Partners with customers     | Regarded as a trusted advisor by customers to address their priorities              | Manages a broad range of resources to address customers' requirements                     | Adapts solutions for customers to meet their requirements                        | Communicates clearly with others to deliver on their requirements |
|                                 | Generate new ideas          | Builds a workplace that delivers growth and continues improvement                   | Creates innovation solutions that improve the business                                    | Engages others in new ways of working and problem solving                        | Applies knowledge and skills to anticipate and solve problems     |
| Take others with you            | Lead & inspire teams        | Communicates an inspiring and inclusive vision of the future                        | Provides clear direction on strategic priorities, empowering others to deliver            | Drives service excellence through teams and hold them to account                 | Supports team-working and values everyone's contribution          |
|                                 | Understand & develop self   | Understands own motivations and takes a long-term approach to career development    | Seeks out stretching experiences and takes appropriate career risks for growth            | Proactively develops self and communicates effectively in challenging situations | Understands own development needs and responds well to feedback   |
|                                 | Develop people              | Develops and mobilizes talent across business to meet strategic priorities          | Unlocks others' potential through coaching and development                                | Develops others through feedback and guidance                                    | Helps others to do their jobs                                     |
| Collaborate to win              | Influence others            | Builds alliance and shapes opinions by using complex influencing strategies         | Influences both directly and indirectly to achieve the right business outcomes            | Adapts style and content of messages for audiences                               | Communicates and reasons logically                                |
|                                 | Take a global view          | Recognises and leverage cultural diversity for long term competitive advantage      | Leverages diverse cultural perspectives and experiences for business benefits             | Understands the benefits of cultural differences and harnesses it to add value   | Recognises the benefits of working with different groups          |
|                                 | Collaborate across networks | Integrates capabilities through networks that benefit the customer and shareholders | Collaborates across BAES and externally, brokering relationships that enhance performance | Maintains a network of useful contacts inside and outside the business           | Builds positive relationships in the workplace                    |

Our Learning and Development Frameworks are combined into a continual professional development map that provide our people with clarity on the development journey they will undertake as they grow with us. This sets out the skills and knowledge that they will develop and the different learning interventions available to them.



Our Consulting Career Map describes a number of internal and external roles that individuals within the organisation can undertake as they progress through the career levels. Coupled with our Consulting Competency Framework, Leadership and Skills Framework and Role Specific Skills Frameworks, we provide direction for consultants and managers to establish appropriate development needs to meet realistic career expectations. This ensures our consultants are provided with the right skills at the right time in their careers.



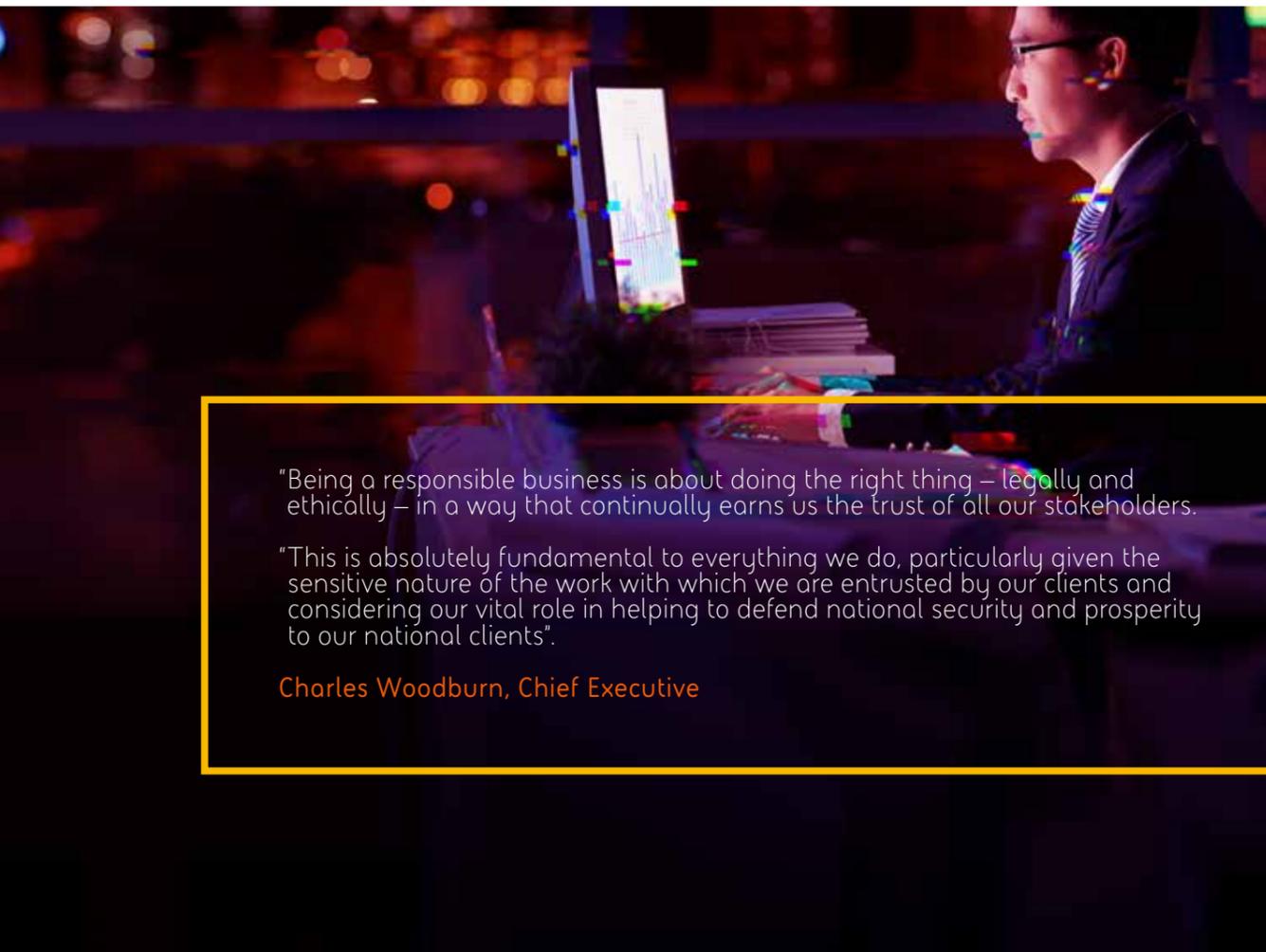
## Training and education

Of course, a key way for our employees to grow and develop is through training, all of it practical. Our specialist Practices are responsible for developing internal training courses on core subject areas, and these are delivered through compulsory basic training (CBT), one-to-one coaching and classroom-based educational programmes. What's more, our consultants have access to thousands of written and audio-visual learning courses on our e-learning portal. All of this training is based around specific case studies, the idea being that learnings can be applied to similar situations.

Part of our training includes conversion courses such as our four-day Cyber Essentials course, tailored to teach those working in the security domain about key cyber security topics, as well as the broader challenges facing the industry.

We also develop and deliver a series of specialist intensive academies over four to six weeks, tailored to teach cutting-edge skills to new entrants to the industry, as well as cross-train those coming in from other areas of work.

Furthermore, we provide training that ensures we conduct ourselves to the highest ethical standards.



"Being a responsible business is about doing the right thing – legally and ethically – in a way that continually earns us the trust of all our stakeholders.

"This is absolutely fundamental to everything we do, particularly given the sensitive nature of the work with which we are entrusted by our clients and considering our vital role in helping to defend national security and prosperity to our national clients".

Charles Woodburn, Chief Executive

## Section 4: How do we help our people to do the right thing?

The culture of ethical behaviour we constantly work to embed is about being part of an organisation where we know what is expected of us. We work to ensure everyone feels guided and supported to make responsible decisions, and our Code of Conduct defines the standards and behaviours we aspire to every day.

BAE Systems AI is committed to a culture where individuals can speak up confidently if they have questions or concerns. This is a culture that underpins our company values.

This is a culture we are proud of.

Through this, we continue to deliver the high standards of business conduct that our customers, shareholders, partners and colleagues expect of us – and deserve.

### Avoiding conflicts of interest

As part of a large and highly successful international group of companies that operates across many business sectors, our employees could potentially face conflicts of interest. Due to the risk to our corporate reputation posed by a conflict or interest, or the perception of one, conflict of interest has a dedicated section in our Code of Conduct document. Employees can also take advice from their manager or the corporate Legal department, HR department or local Ethics Officer. This supportive culture is important – we never want any employee to feel unsupported or isolated in their decisions.

### Empowering communities

Outside our day job, we're committed to making a positive social and economic contribution to the communities in which our staff work and live. We contribute to charities and good causes through sponsorship and donations, focusing on organisations that support our customers: the Armed Forces and their families, and educational groups, including those encouraging young people within the fields of science, technology, engineering and maths (STEM).

### Sustainability

We're also committed to reducing our environmental impact. Staff are encouraged to consider the effects of what they do and we help every employee to lessen the environmental footprint of the company through simple but practical activities.

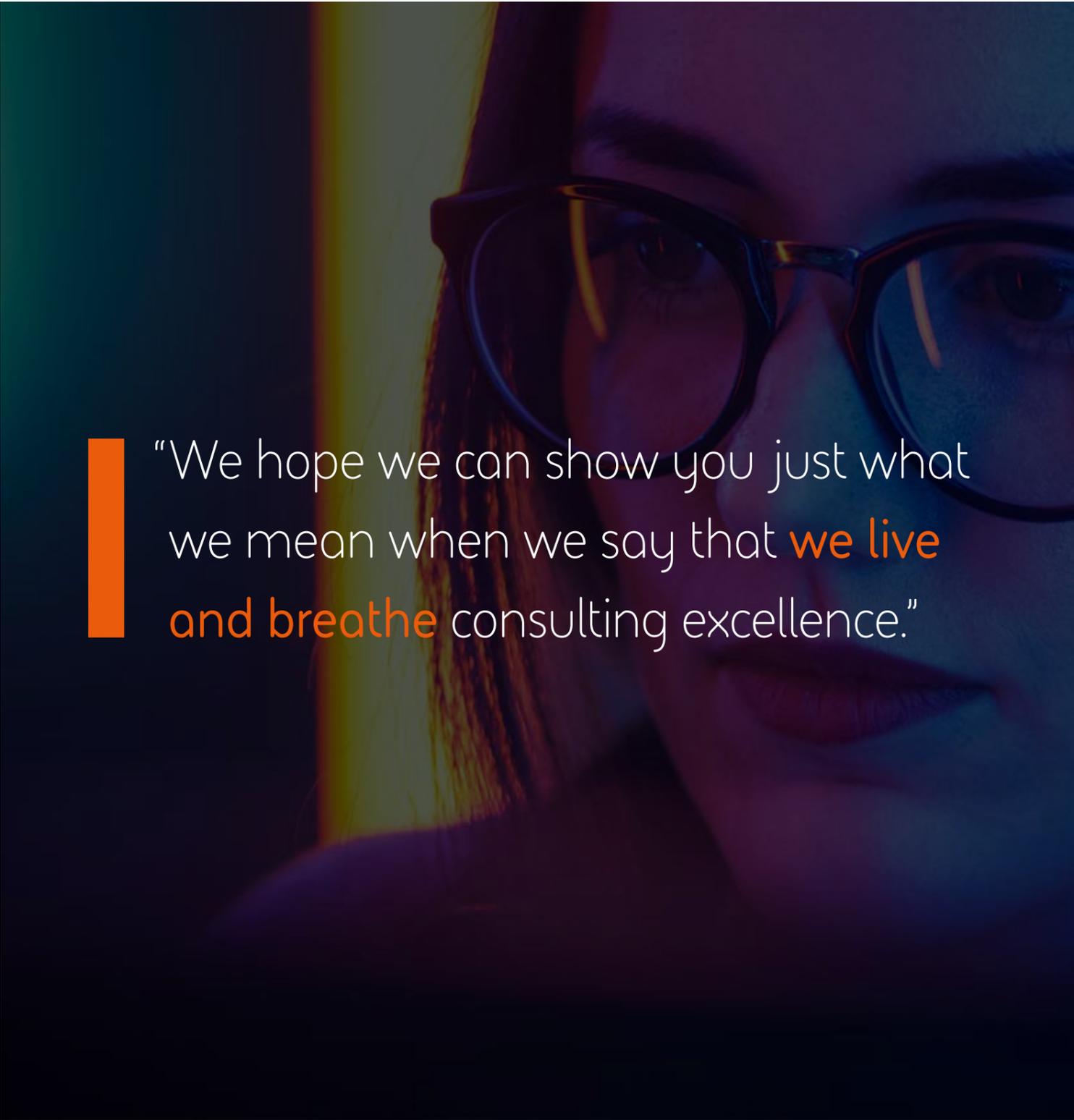
## Section 5: Why does all of this matter?

Consulting excellence is standard here at BAE Systems AI, and we appreciate that the bar is constantly being raised. It's why we up our game constantly.

Consulting excellence means a lot to us.

- It means that we work closely with clients to deliver above and beyond what they expect.
- It means customer success is celebrated, before we regroup and analyse how we can do even better next time.
- It means that our diverse community of employees is empowered and encouraged to think differently, develop in the right way and is delivering work that proves our people are customer-obsessed.
- It means that these employees are confident in raising issues, and know where to look for support.
- It means we have processes and programmes in place that aim to make the world a better place for everyone.

We're really proud of our company and we're keen to show you why. Whether you're a company looking to work with us, or a prospective employee, we hope we can show you just what we mean when we say that we live and breathe consulting excellence.



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