



NEWSLETTER

YOUNG PROFESSIONALS FORUM
INTERNATIONAL FEDERATION OF CONSULTING ENGINEERS

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Chairperson's message



Michele Kruger
South Africa

YPF Chair's Message

I'm extremely proud to report back to you that the FIDIC YPF activities at the 2011 FIDIC Conference in Davos, Switzerland in October were a huge success! It was a fun filled program kicked off Sunday night with a YPF "Meet and Greet". The Open Forum was a HUGE success and the speakers were bombarded for more details by delegates after the forum. Tuesday evening YPs were taken on a tour of the Davos Avalanche Institute, which gave YPs a new respect for the power of nature. For more details, enjoy the articles on the above events and a personal account of the FIDIC Young Management Training Program by Melanie Kemp-Hofmeyr in this edition.

For the first time in FIDIC history, FIDIC has included the promotion of Young Professionals as part of the formal FIDIC strategy. As part of this, Chris Newcomb, one of the newest members of the FIDIC Executive Committee has been appointed as direct liaison to the FIDIC Young Professional Steering Committee.

Thanks to the FIDIC Executive Committee for awarding us the platform and opportunity to showcase the Young Professionals, and in particular, FIDIC Managing Director Enrico Vink for all his help and support throughout the year.

We have some great plans for the year ahead which include:

- formalising the results from our 2011 survey on YP Development,
- updating our Business Plan,
- developing an interactive Blog on our website,
- helping more Young Professional Forums launch around the world, particularly in Africa and South America,
- and bringing you an even better YP experience at this year's FIDIC Conference in Seoul, Korea this September.

As before, we will also be bringing you news from around the world in our quarterly newsletter. So if you have any news from your country, be it from your local YPF or an individual who is making your country proud in the Engineering field, contact Selena Wilson with all the details at fidicyforum@gmail.com. Don't forget to take photos at your YPF events; we want to publish those too!

Enjoy the newsletter!

Michele Kruger
FIDIC Young Professionals Forum Chairperson

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What do YPs want in a company? The result of FIDIC's YPF survey!

We are now into the third Millennium, when attracting and keeping talented staff is widely regarded as the most important issue in business, particularly in our industry of Consulting Engineering. In this century, companies have to hunt harder for talent more so than other business factors, and competition between companies to attract talent has risen. On a quest for understanding how companies can attract strong employees, help their YPs develop their skills, and keep their valuable human resources, the FIDIC YPF Steering Committee initiated a global survey among FIDIC YPs and their managers to investigate the subject.

The research was collected using four methods:

1. Preparing two questionnaires (for both YPs and Seniors),
2. Defining a statistical population,
3. Setting a group interview that selected from the statistical population,
4. Setting several individual interviews of some selected people from the statistic population.

The team members included:

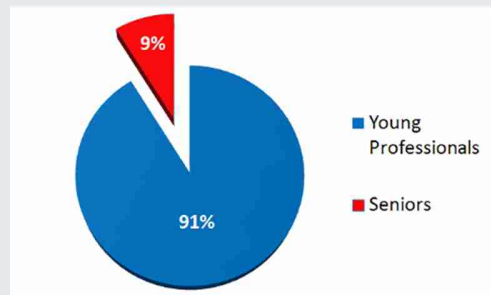
1. Michele Kruger, YPFSC Chair from SA,
2. Selena Wilson, YPFSC Vice Chair from Canada,
3. Warren Bradley, YPFSC member from UK,
4. Nader Shokoufi, YPFSC Past Chair from Iran,
5. Manoochehr Azizi, YPFSC member from Iran, and
6. A team of professional academic researchers on sociology from Iran.

A worldwide on-line survey was sent out by the YPFSC in August 2011, to which 410 people from 30 different countries responded.

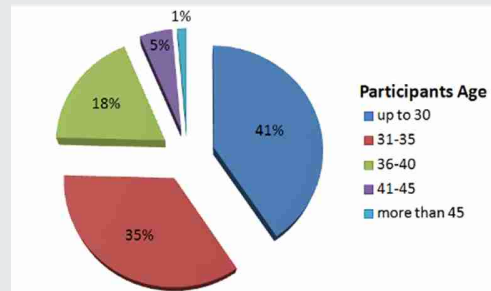
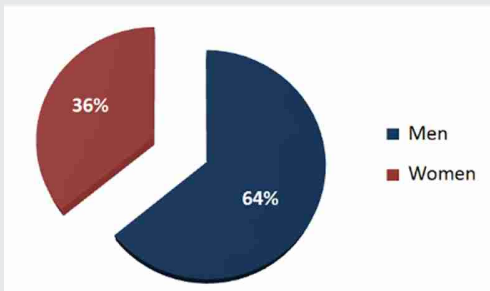
From this survey, 91% of respondents were YPs, and 9% were seniors.



Manoochehr Azizi
YPFSC
Iran



Also 36% were Women, and 64% were Men, and 76% of participants were under 35.





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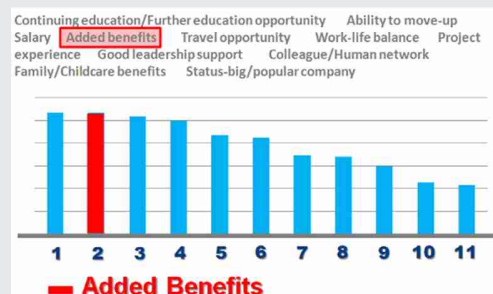
The results of the survey were divided into four categories:

- Important factors YPs consider when looking for a job,
- Problems which YPs have encountered while working in the consulting industry
- Factors that motivate YPs to increase their contribution to their company,
- Factors that prevent YPs from developing within their organization.

The results for each of these categories are discussed in the following sections.

1- Important factors YPs consider when looking for a job:

The survey results shows that collectively YPs considered the 'Ability to move-up in the company' the first priority followed by 'Added benefits -such as cars, mobile phones, gym membership, etc.' taking second position. 'Salary' was placed in third position.



The survey results also show that YPs believe very much in the role of 'Mentorship' as they put 'good leadership support' on a higher level than senior professionals did. These results contrast with the view of seniors that 'project experience' is the second most important item, whereas YPs collectively ranked this aspect no better than 6th place. The results therefore indicate that YPs do not appreciate the importance of the experience gained through projects as much as they should.





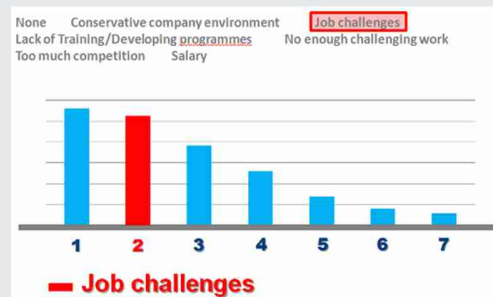
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2- Problems which YPs have encountered while working in the consulting industry.

Whilst it is widely regarded that 'salary' and 'too much competition' are major problems in the engineering industry, 28% of YPs consider a 'lack of training and developing programs' to be the biggest issue for them. 'Job challenges' was identified by 26% of respondents as the biggest issue, thus this issue follows the first placed issue very closely. The third placed issue was 'not enough challenging work'.



3- Factors which motivate YPs to increase their contribution to their companies.

Whilst the results indicate that 'salary' is not the biggest issue for the majority of YPs, the results show that money is always a miracle motivator; 22% of YPs claim that 'salary and reward' motivate them more than other factors. The same percentage of YPs, 22%, identify that 'developing program / further education opportunity' is of prime importance to them.





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With the high percentage of YPs identifying that a development program motivates them to contribute more, it is reassuring that 61% of seniors claim they have this in place for their employees BEFORE they become professionally qualified. Our results however indicate that these programs are not as widespread as the results from seniors suggest, as only 39% of YPs confirmed that they have such programs.

There was also a conflict on development programmes AFTER professional qualification, as 75% of seniors stated these were in place for their employees, but only 33% of YPs identified that these existed in their companies!

These results could reflect the difference in our sample size between seniors and YPs, with a higher percentage of seniors from companies with development programmes but the results could equally indicate that companies are not effective in demonstrating to YPs that these programmes are in place, with a consequential reduction in the power to motivate!

While 'more responsibility' was placed third in the motivation factors, and 90% of YPs believe that they are capable of taking more responsibility on projects, only 46% of them claim that there is not enough opportunity for them to do so. Are engineering companies under utilizing their staff? Our results clearly indicate this!

One strange result from our survey was that YPs placed 'ownership/shareholding' in last place as a motivating factor, but note it is possible if we had identified 'increased money associated with owning shares in the company' this may have been rated higher?





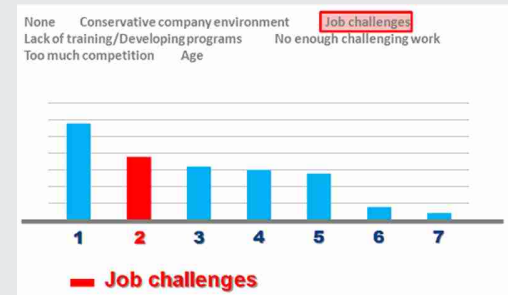
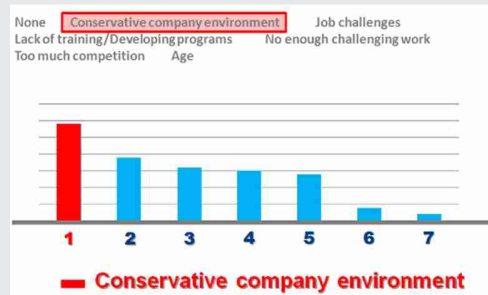
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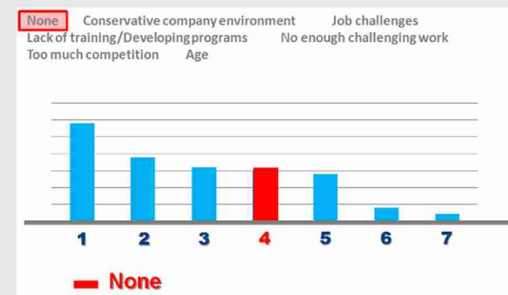
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4- Factors that prevent YPs from developing within their companies:

29% of YPs believe that a 'conservative company environment' prevents development more than other factors. This would indicate hesitancy by industry to trust and develop the abilities of YPs as much as they should. This is followed by 19% of YPs considering that 'Job difficulty' prevents development.



Again in third place, the 'Lack of training/development program' was the third most common YP response to factors that are constraining the development of YPs. To put things more positively, 15% of YPs confirmed that there is no obstacle to prevent them from developing more. A good start but the industry needs to do more to try and raise this figure!



The issues....

To put it briefly, the expectations of YPs can be divided into three main categories:

- 1. Reactive expectations:** the responsiveness of HR management, the need for trust in decision making and valuing the ideas of YPs. These aspects lead to a sense of commitment and belonging to the company, and individuals feeling empowered.
- 2. Motivating expectations:** good company environment, respect and friendliness, the ability to move up the management chain and non-financial rewards.
- 3. Financial expectations:** good salary, financial rewards and share options.



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Our survey showed that, although financial expectations are very important, the reactive and motivating expectations are more important for YPs. In particular, a good professional development program, which involves training and mentoring, combined with the ability to move up the management chain, is the main expectation of YPs. Moreover, while a high percentage of senior managers considered their companies have planned development programs, only approximately half the equivalent sample of YPs considered this was the case, or considered them adequate.

It should be noted that, although when given a set of options to choose from, YPs collectively ranked financial issues as the third in the list of most important issues at work. Financial issues have been the topic that has been most frequently mentioned by YPs throughout our investigation.

YPs also provided useful feedback on what difficulties they have faced and what has frustrated them about their careers. These dissatisfactions include:

- Financial problems such as low wages and delayed payments,
- Obstacles in professional development such as lack of training programs and not receiving recognition or promotions to reflect the role they are carrying out, and
- Management issues such as not getting adequate feedback on their performance/project outcomes, lack of attention to staff by management and vague descriptions of roles and responsibilities within the firm.

The feedback from YPs has indicated that, although un-answered expectations do not necessarily cause dissatisfaction with the company, it is often a contributing factor in YPs looking at what other opportunities the industry can offer.

It is widely acknowledged that YPs look for good salary and development/training opportunities when they choose a job, but our research has found that a lack of salary progression or inadequate training is not often the stated reason for YPs who leave their current job. However, the importance of a fair salary and adequate training must not be undermined when considering the long term health of a consulting business!

Also, our data indicates companies are very likely to lose young talent if there are management problems, not sufficient feedback on performance, and particularly if there is a perceived lack of care for employees to prepare a clear path for professional and managerial development.

It is clear from the results that, as well as providing work on interesting, challenging projects that motivate YPs and seniors alike, the industry needs to address YP development issues and help develop efficient and effective engineers who can take on suitable levels of responsibility.



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Tomoyuki Kitano
YPFSC
Japan



Asuka Ukese
Japan

Japan & Australia Young Professionals Exchange Programme (YPEP) 2010 - Another success in technical and cultural exchange-

The Young Professionals Exchange Programme (YPEP) was established in 1996 according to the Memorandum of Understanding agreed between AJCE and ACEA. The programme is intended to promote good relationships and friendship between Japanese and Australian young consulting engineers, in view of possible future collaboration among participating firms. Over the past 15 years, more than 100 young engineers from Australia, New Zealand and Japan have attended this programme, and it has attracted the attention of other organizations, such as FIDIC, as a good example of a successful overseas training program.

In 2006, after a decade of active and meaningful exchanges, an additional important component was added to the programme; that of "Pre-visit Dialogue". This requires trainees to communicate with host firms' personnel for several months before their visit on various issues including technical, cultural and personal. The "Pre-visit Dialogue" helps the participants to understand each other well in advance and thus enables the actual in-country training to be more effective.

In 2010, six Japanese young engineers from five consulting firms visited five Australian firms in four cities over the course of three weeks. During the post-training meeting held for the six trainees to share their experiences with AJCE's young professionals, they reported that they had a very stimulating and fruitful three weeks, full of technical exchange, discussion, site-visits, seminars, and importantly, social interaction after work! They also reported that they were really impressed by the difference between two the countries regarding work environment, work habit and work-life balance.

The hope is that all six young professionals will continue to develop their skills further, capitalizing on their precious experience, and maintain their network with the Australian engineers, which will be a valuable asset in the future.



Signing Ceremony of MOU in 1995

Ms. Asuka Ukese is a member of CTI Engineering Co., Ltd. and one of the trainees mentioned above. As a case example, her report is included as follows:

1. Introduction.

In YPEP2009, CTI Engineering (CTIE) hosted a young engineer from ARUP, Australia. In 2010, I participated in YPEP2010. My host firm, ARUP is an international consulting company, whose head office is located in the United Kingdom (UK). About 10,000 employees are working in 37 countries in the world. In the Australia offices, employees originate from various countries including UK, Spain, India, China as well as Australia. My placement took place from the 5th to 22nd of October at the Adelaide and Brisbane offices of ARUP.

2. Pre-visit Training.

My exchange partner within Arup was put in charge of my training. She belongs to the Water Group where I had my training. In the pre-visit dialogue for two months, I communicated with her about my travel schedule in Australia, accommodation, training program, etc. by e-mail.



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I was given assignments on water shortage in Murray River and proposed countermeasures. Water shortage is a serious problem in Australia and my work was to compare water problems between Australia and Fukuoka city in Japan.

3. Visit Training in host country

Work Experience

During my training, I visited various project sites such as the Murray River Mouth, wastewater treatment plant, water desalination plant, and a zoo. The most interesting project for me was the water recycling system implemented in Adelaide. Adelaide has been facing a water shortage associated with scarce rainfall (about 500mm/yr). It is therefore very important to use recycled water efficiently. In Adelaide, treated wastewater is delivered to many buildings and houses through pipelines which are distributed throughout the city. This water is used for non-drinking purposes such as toilets, parks, gardens, and car washes. South Australia Water is the government entity that manages the utilization of water. They check that people are using water properly on a daily basis. Through my experience I have a much better appreciation of the importance of proper conservation of water. In Japan, as we have sufficient rainfall, we don't usually pay much attention to this matter.

The Life and Water Problems Concerning the Murray River

During my stay in Australia, I watched the daily news programmes on television to help my understanding of English. Particularly, I was interested in items related to the Murray River problems. The Murray River is an important resource of water in Queensland and South Australia. Recently, the inflow of water to the river has reduced because of less rainfall, an increase of water usage by irrigation, and increased water use associated with population growth. As a result, water shortage now occurs in the Murray River and wetlands associated with the river dry up. As a countermeasure, the government of Queensland has imposed a plan to control the usage of water drawn from the river. The effect of the plan will be the loss of approximately 800 jobs and many farmers are opposing the plan. I am anxious to know how the government will solve these problems.

Work-Life Balance

The basic business hours at my host company were 0900hrs to 1700hrs. Some people came to the office early in the morning and went home earlier but overtime was not usually worked; most staff had left the office by 1800hrs. This is quite different from my home company. I was impressed that people clearly separate private life from work. Most people spend their time with their family and friends after work as well as during holidays. I recognized that clients and consultants cooperate well through projects in a flexible and efficient manner in the course of project development. In addition, it seems that an Engineer's social position in Australia is higher than that of Japan. In Japan, it is a challenge for us to keep a good relationship with the client. We have to work with pressure to improve the quality of deliverables. I believe we need to improve the work environment whilst keeping good motivation and controlling time. It was a good opportunity for me to think about work-life balance in the future.

Education of Young Engineers

The young employees at my host company undertake training for two years. The content of the training is based on improving technical skill and softer skills such as communication with clients. I observed that this is similar in Japan. To become a Chartered Engineer (CEng), they have to submit documents on work experience and undergo an interview. Similarly, it is very difficult to achieve qualification as a Professional Engineer (PEJp) in Japan. YPEP2010 gave me some good ideas and motivation to prepare for PEJp.

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FIDIC Conference 2011 – YP Programme Highlights

This year the FIDIC Conference took place in the picturesque mountain village of Davos, Switzerland. The delegates were greeted by friendly hosts who spoiled us with scrumptious food. The inspiring views energised us all and filled us with excitement for the conference. It was a fun filled program that was kicked off on Sunday with a YPF “Meet and Greet” where YPs were welcomed to the conference and informed on the many activities that were planned for them. This was followed by the official welcoming event of the conference which was a lovely colourful party hosted by the Tunisian member Association.

On Tuesday morning, YPs were honoured to join the entire FIDIC Executive Committee for a breakfast seminar. At this event, YPs were welcome to ask the EC question on their minds, and international work experience for YPs dominated the conversation.



Michele Kruger
 YPFSC
 South Africa



For the first time during Annual FIDIC Conferences, the YPF session for the conference was not a parallel session, but a Plenary Open Forum Tuesday morning attended by the entire conference delegation. The YP Open Forum included the following presentations:



1. Andrew Steeves spoke about “Helping YPs align themselves with their personal strengths” (ie. technical vs. management vs marketing, etc.) to meet their career goals and the company's needs.
2. Manoochehr Azizi reported on the results of the FIDIC YPF survey that asked questions regarding what YPs would like to see in a company with respect to developing their skills, and how companies can provide the necessary resources and environment for YP development. The survey results generated a lot of interest and thus we have included a summary report on the results within this Newsletter!

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3. Selena Wilson gave examples of how YPGs around the world are providing valuable development opportunities to YPs outside their companies through training seminars, YP programs at conferences, technical tours, volunteer efforts in the community, and mentorship. She discussed why these groups are so important for YP development, the development of companies, and the development of MOs and FIDIC. She provided a brief introduction of the FIDIC YPFSC, what we offer YPs, and how we can assist and promote the start of YP groups in MOs that currently do not have YPGs.

4. Richard Stump provided a YP perspective on Business Integrity which included an update on the FIDIC pilot program of the FIDIC Integrity Management System (FIMS). He provided a perspective on what YPs think of business integrity and how learning Business Integrity skills is of direct importance to the future development of companies.

5. Mr. Imai presented a YP development case study in Japan. He also thanked FIDIC and all the Member Associations for their help and support during the recent tough times that Japan is currently facing from it's natural disaster.

In summary, the Open Forum was a HUGE success and the speakers were bombarded for more details by delegates after the forum.

On Tuesday evening, YPs were taken on a tour of the Davos Avalanche Institute, where various instruments and experiments were demystified and an impressive video footage of avalanches gave the YPs a new respect for the power of nature.



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After the trip to the Avalanche Institute, the local Swiss Member Association spoiled the YPs with lovely food and drinks. A good time was had by all!

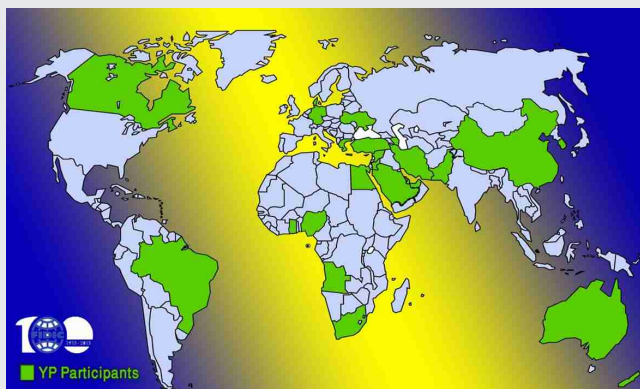
For more details, enjoy the articles on the above events and a personal account of the FIDIC Young Management Training Program by Melanie Kemp Hofmeyr.

Young Professionals Management Training Program

This year's Young Professional Management Training Program (YPMTP) was attended by participants from all corners of the world (see Map provided).



Melanie Kemp Hofmeyr
South Africa



-The Program started in February 2011; participants worked through case studies that were prepared by the organisers. The goal of these case studies was to systematically work through the FIDIC Guide to Practice and other FIDIC documentation.

The structure included dividing participants into three teams, and after each session, an editor was appointed to collate the team's effort. My own editing partner Mark Connell, from Hatch Canada, and I had a great time putting together the conclusion over time zones and learning from one another via email and telephone. These sessions continued to late September and participants continued communicating through the internet.

For the latter part of the programme, participants met for a five day intense workshop in Davos prior to the FIDIC Conference. These few days were excellent and are described below.

DAY 1-3

During the official sessions participants had the opportunity to debate case studies and discuss why certain conclusions were made during the sessions over the year. This gave the opportunity for everyone to explain how they do things in their country. It was also an opportunity to discuss challenges and solutions that countries face from young professional's perspective.



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Our Social Director Sandro Ricci ensured that we experienced Davos outside of the classroom by arranging fun activities in the afternoons and evenings. This included a trip with a cable car to Schatzalp, a visit to Davos See and a central point for dinner each evening.

Some photos are included below.





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DAY 4-5

This was the core of the experience as we had to prepare for the future leaders workshop. Brainstorming exercises and a controlled environment by fellow peers ensured excellent results that were showcased in the last session of the 2nd day of the FIDIC conference in the Future Leaders Workshop.

The Future Leaders Workshop presentation can be downloaded from:

www.congrex.ch/fileadmin/files/2011/fidic2011/downloads/FIDIC_YPMTP_presentation_final2_audio.pdf

The core issues from our last days can be identified in this presentation. The photo below was taken after our graduation ceremony. Our slogan of the day was "Let the young speak."



As an active participant of YPMTP 2011, I have to thank my fellow participants for opening a world of engineering to me that may never existed for a lady from Cape Town, South Africa. To the facilitators: Steen Frederiksen, Ben Novak, Bayo Adeola, John Ritchie and Robin Crouch; you have taught us the core of a consulting engineering practice. I would recommend to any young professional if you have the opportunity to attend this programme, don't hesitate to grab it.



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**Communications
Chairperson
FIDIC YPF Steering
Committee**



**Michele Kruger
South Africa**

HOW TO BECOME PART OF THE FIDIC YPF GROUP

Become part of this young dynamic group of people and receive updates, newsletters and information on upcoming events such as FIDIC conferences and training opportunities.

International YPF Groups: find out what the YPs in your country are doing and how to connect with them! Please register on the YPF homepage listed below.

Once we have your details, we will send you our newsletter and other info as it comes up. Please remember to keep your details updated!

For general information about us and FIDIC, go to: www.fidic.org

For more information or if you need help to connect, contact myself at:
fidicypforum@gmail.com

**Michele Kruger
Communications Chairperson
FIDIC YPF Steering Committee**

Starting your own YPF in your country

If you liked what you saw in the FIDIC YPF and YPFs across the world, why not start your own? This is best achieved through your country's Member Association (MA) of FIDIC. However, if no such association exists, or your MA does not want to have their own YPF, you can contact us to find out how to start your own YPF. Through FIDIC we may have resources to make it easier or help partner it with you. All you need is your enthusiasm for Engineering! From there you decide what it is that you want your YPF to represent. What is your focus? Is it training Young Professionals? Is it getting the youth interested in Engineering? Is it just socializing with your peers? Or is it all of the above? As the FIDIC YPF, we will do all we can to support your new endeavor!

Contact us at: fidicypforum@gmail.com