



Covering Your Assets – The ROI of Internal Engagement

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Presentation Outline

Melissa

- Summary of FOPP 22 Project - Future Leader Programs
- S&ME's Future Leader Program Highlights

Greg

- Benefits/ Goals of Internal Engagement Programs
- One Firm's Success Story – Golder's PDG Initiative
- Personal Reflections on the Keys to a Successful Program



- Participant in Class No. 22 (2012-2013)
- Development of the Future-Leaders Program for S&ME, Inc. Professionals

Project Background

strategic plan

mission

S&ME's mission is to safely deliver value to our clients, through responsive service and technical excellence, provide fulfilling careers and professional satisfaction to our employees and achieve financial success that provides company growth and rewards our employees and shareholders.



- One of the training goals in S&ME strategic plan.
- CEO requested FOPP student develop future-leaders program.
- FOPP assignment 58.

Research

- Develop questionnaires.
- Conduct interviews.
 - S&ME CEO,
 - S&ME Managers, and
 - Engineering-Consultant Representatives.



S&ME Senior-Management Interview

- Conducted in-person at corporate office in Raleigh, NC.
 - CEO, Randall A. “Randy” Neuhaus, P.E.
 - Human Resources Director, Rosemary Thompson
- Purpose: to learn senior-management vision for the future-leaders program.

Senior-Management Vision



- Leadership-development training.
- One part of overall training structure.
- Communication between senior management and program participants.

S&ME Mid- to Upper-Level Management Interviews

- Conducted over the phone or in-person.
- Interview respondents:
 - Two mid-level managers.
 - Two upper-level managers.
 - 20 to 34 years experience.
- Purpose: to learn how future-leaders are identified, current training and/or mentoring practices, and personal leadership training experience.

Interview Results

- Characteristics of future leaders:
 - competently perform technical tasks,
 - consistently have a positive attitude,
 - work well with others, and
 - self-motivated and able to motivate others to accomplish project goals.
- No formal management-training or mentoring programs.

Personal Experience

- S&ME managers did not receive formal leadership training.
- “On-the-job” training:
 - increasing responsibilities,
 - shadowing co-workers,
 - self study, and
 - life experience.



Engineering-Consultant Representative Interviews

- Seven interview respondents, Six firms represented.
 - Three firms employ about 250 to 350 people.
 - Three firms employ about 2,000 to 8,000 people.
 - Participant in their firm's leadership development program.
- Purpose: to learn how leadership-development programs at other firms are structured.

Other-Firm Program Structure

- Purpose:
 - Management training (1 firm).
 - Communication with senior management (3 firms).
 - Leadership training and communication with senior management (2 firms).
- Participants:
 - 5 to 20 participants, 7 months to 2 year term.
 - Nominated by branch manager.
 - Selected by regional manager or board of directors.

Other-Firm Programs

- Criteria:
 - self-motivated and motivates others,
 - success in current position,
 - initiative in career advancement, and
 - personal investment in the company.
- Tasks:
 - remote-study reading assignments,
 - group projects,
 - weekly or monthly conference calls, and
 - 2 to 4 in-person meetings.



Positive Feedback

- Interaction between participants and senior management.
- Learning about issues that the firm is facing.
- Presenting recommendations to senior management that can influence firm direction.



Areas for Improvement



- Designate a group leader or champion.
- Accountability among the participants, and encourage participation.
- Follow-up on recommendations to senior management to learn how they were implemented.

Participant Benefits

- Participants developed:
 - a greater appreciation for the issues facing the firm,
 - a broader perspective of the company, and
 - confidence to lead and mentor others.



Advice for S&ME's Program

- Develop a written purpose and plan for the program.
- Designate a group leader.
- Educate managers about the importance and benefits of the program.
- Inform participants and managers of the personal-time commitment required.



S&ME Future-Leaders Program Outline

Purpose



- Identify the next generation of leaders.
- Provide professional and leadership development.
- Establish communication with senior management.

Future-Leader Characteristics

- Commitment to working safely.
- Dedication to providing excellent client service.
- Competent performance of work assignments.
- Consistent good attitude.
- Initiative in career advancement.



Selection Criteria

- Employees with 5 years experience.
- Participants selected by regional managers, from branch manager nominations.
- Open to employees in management and technical career paths.

Program Administration

- Program administered at the corporate level.
- Leader designated by senior management.
- Responsibilities:
 - communicate with participants,
 - maintain program schedule, and
 - report progress to senior management.

Structure



- Kick-off meeting at annual S&ME technical conference.
- Two year program term.
- Six participants selected each year, total of 12 participants.

Tasks

- Remote-study reading assignments.
 - company history,
 - interpersonal skills, and
 - business skills.
- Discussion during periodic conference calls.
- In-person meetings throughout the year.



Group Project



- Subgroups of three participants.
- Evaluate a current or proposed company initiative.
- Prepare written report and present to the Board of Directors.

S&ME Future-Leaders Program

- Each subgroup will observe a Board of Directors meeting.
- Program will conclude with graduation ceremony at the technical conference.
- Graduates may be considered for management positions or increased technical responsibilities.
- No guaranteed leadership position after completion.

Recommendations

- Designate program leader at the corporate level.
- Educate managers about the future-leaders program
 - benefits for participants, and
 - personal-time commitment.
- Periodically evaluate the program's content and number of participants.

Life After FOPP

- Participation in S&ME leadership development program (LDP) task force.
 - ten S&ME employees,
 - varying levels of experience and responsibilities.



LDP Task Force

- Research
 - Survey current S&ME managers.
 - What are other firms doing?
 - What external programs are available?
- Design
 - Content areas.
 - Schedule.
 - Delivery methods.
- Program to begin February 2014.





Benefits and Goals of Future Leaders & Internal Engagement Programs

ASFE Already Knows the Benefits of Future Leader Programs



New Leaders Committee

Why Consider a Program at Your Firm?

- Improve Staff Capabilities and Performance
- Increase Staff Morale and Loyalty
- Decrease Burdens on Senior Management
- Create a Community for Improved Collaboration
- Improve Recruiting and Retention
- Maintain a Better Pulse on Staff Needs / Desires
- Increase Staff Morale
- Low Cost → High Return

Expectations of the Next Generation

WHAT DOES THE NEXT GENERATION EXPECT FROM SENIOR LEADERSHIP?

GENERAL THEMES FROM FEEDBACK

- Constructive, Focused on “Good to Great” Not Fundamentals
- More and Better Mentoring – Overwhelmingly the biggest request
- More and Consistent Communications
- “Walk the Talk” / “Practice what you Preach” – A few can bring down the group reputation
- Teach how to Succeed and → Trust to Perform
- Be Open to Hearing the Ideas of the Next Generation
- Show and Share your Passion More!

Expectations of the Next Generation

MORE ENGAGEMENT



Material Credit – Bob Kelleher

Louder than Words – Ten Practical Employee Engagement Steps that Drive Results



One Firm's Success Story

The Professional Development Group at Golder

Golder's Initiative

- Professional Development Group (PDG)
- Started as a 2011 management initiative to create more engagement with junior and mid level staff
- Combination of a Future Leaders Program & Holistic Employee Engagement Program
- Primary goal is to aid in the development of the next generation of consultants and leaders
- Quickly became fully integrated into all aspects of Golder business and culture

Group Structure Is Important

US Leadership

Direct 2-way communication
with Golder Management Team
Senior MT Member as Coach

National PDG Committee

12 regionally elected representatives
Two Year Commitment, Alternating Rotation
Lead National initiatives, Facilitate Communications

Local Office Chapters

Chapters open to ALL Level 1-5 staff in each office/operation
Encouraged to Participate in National Initiatives and Provide Local Feedback
Given freedom to select local goals based on local needs

Golder's PDG Charter

- The PDG is an internal community of entry- to mid- level professionals working together to facilitate and encourage **professional development** within Golder Associates.
- PDG is an avenue for LVs 1-5 to engage passionately in **improving their own careers and those of their colleagues**.
- PDG serves as a forum for Levels 1 through 5 to **engage with Golder's leadership** and to play a part in shaping our company.

Golder's PDG Charter

- Promotes **future leadership** at Golder through engagement with management and the Board of Directors through the National PDG Leadership Committee.
- PDG is intended to **supplement** (not replace) Corporate HR and HD.
- **Stewardship** – activities typically scheduled at lunch / after hours; goal to increase performance through engagement and empowerment not detract from core business efforts.



Sample Highlights from Golder's PDG Program

Professional Development Sessions

- National PDG Committee Compiled a List of Topics / Skills Necessary to Become a Senior Consultant
- Local Offices Organize Regular Meetings to Provide Training on / Exposure to a Range of PD Topics



Visiting P&A Program

- Initiative promotes senior visitors sharing their story or technical expertise with local PDG chapters over lunch.



The image shows a man in a blue shirt standing next to a projection screen. The screen displays a slide titled "Mi perspectiva..." with a world map icon and a list of bullet points. The slide content is partially obscured by the man's arm.

Mi perspectiva...

- Almost 12 years in Golder
 - 9 years in Denver
 - 2 years in Santiago
- Started with Golder right after my masters
- Initial part of my career:
 - 30% in the field, 30% hydrogeology, 70 % geochemistry
 - 40% mining, 20% oil/gas, 20% environmental, 20% solid waste
- Now: 80% mining geochemistry
- Served as a group leader, currently an asociado

Golder's worldwide President Brian Conlin *"Meetings with local PDG chapters are often the highlight of my travels"* 2-way benefit

Business Development Skills

- Increase Engagement & Education
- Develop and Use Existing Tools to Build BD Skills
- Make Training Materials Widely Available
- Advocate for Junior Involvement in BD Activities, e.g. "Windshield Time"
- "Elevator Speech" Training
- Create Sector Profiles
 - *Provide Simple Summaries of Key People, Key Clients, Terminology, Strategy in Each Market Sector*
 - *Facilitate Building Core Competency*

PDG SECTOR SUMMARY

Mining Sector

The Mining Sector is the largest contributor to Golder's bottom line. For 2012, the mining sales were

TOP MINING CLIENTS AND CLIENT TEAM LEADER			
Freeport McMoRan David Banton (Redmond)	Chevron Dave Kidd (Tucson)	Barrick Russ Browne (Reno)	Teck Tom Krzewinski (Anchorage)
Newmont Mining Tom Mackowiak (Reno)	Goldcorp Jim Johnson (Denver)	Kinross Rens Verburg (Redmond)	

We also do a large amount of work for junior mining companies, which we lump together as one client.

TOP COMMODITIES

Base Metals-40% (copper, iron, nickel, lead and zinc), Precious Metals -35% (gold, silver, platinum, and palladium), Coal-7%, Industrial Minerals-6%

KEY SERVICES

Geotechnical-44%, Hydrogeology-15%, Mine Planning-9%, Hydrology-9% Construction-6%

MINING OFFICES

Over \$5M	Over \$1M
Denver	Albuquerque
Tucson	Phoenix
St. Louis/West County	Lansing
Redmond	Atlanta
Reno	Irvine
	St. Louis

HOW YOU CAN GET INVOLVED

- Visit the mining sector workspace <http://golderportal/MarketSectors/Mining/> and golder.com
- Participate in sector conference calls. Calls occur monthly to discuss trends, planning, needs, etc. Contact Jenny Bush (Denver) for an invitation.

HOW YOUR PDG IS INVOLVED

- PDG national committee representatives attend the monthly sector conference calls and weekly business development calls. Notes are uploaded to the PDG workspace.
- PDG chapters host technical presentations by mining professionals through the Visiting P&A Program.
- Contact your PDG sector representative(s) if you have any questions.

GAI MINING SECTOR TEAM

US Sector Leader
Bill Thompson
(Denver)

Business Development
Tom Mackowiak - Metals
(Reno)
Jerry Gauntt - Coal
(Denver)

Marketing
Jenny Bush
(Denver)

Net Revenue Diversity by Market (YTD 2012 thru Q4)

Mining 38%

This summary was prepared by the Professional Development Group (PDG) and is intended for internal purposes only. The PDG is an internal community of US based entry- to mid-level professionals working together to facilitate and encourage professional development. Visit the National Committee workspace for more information: <http://golderportal/Cws/CorporateServices/Management/ManagementUnitedStates/GAIPProfessionalDevelopmentGroup/default.aspx>



Personal Reflections on the Keys to a Successful Program

Personal Reflections

- As firms grow, historically organic/informal efforts benefit from structure
- Help Identify Future Leaders and keep them engaged!
 - Provides leadership opportunities for mid level staff
 - Help bridge the gap into management / senior technical roles
- PDGs provide an efficient feedback loop to Management
- Golder's Combined National / Local Framework works well:
 - **1 to 2 National Initiatives per year** allow for focused inter-office collaboration to build a sense of national community without significant burden on core business and local efforts
 - **Local Chapters given freedom to pursue local needs.**
 - Framework appears scale-able across almost any firm size

Personal Reflections

- Allows Senior Leaders a platform to more easily share their passion through visiting P&A and local seminars.
- Fully Integrating PDGs across all aspects of business → compound the benefits
- PDG is especially beneficial for non technical staff
 - Facilitate learning technical basics, firm differentiators / values
 - Allows greater “investment” and pride in their career
- Positive messaging and stewardship are key to deflecting criticism from internal detractors
- Personally, my most rewarding professional opportunity!

Thanks and Discussion



Look to the Future

My Future Leaders
Zachary (4) and Andrew (2)



Acknowledge Co-Founder of PDG
Sarah Morgan & Baby Cora