



Fédération Internationale des Ingénieurs-Conseils
International Federation of Consulting Engineers
Internationale Vereinigung Beratender Ingenieure
Federación Internacional de Ingenieros Consultores

**FIDIC Young Professionals
Management Training Programme
(YPMTP) 2011**

11 November, 2010
1.11 PGB/ec

MA 09/11

TO ALL FIDIC MEMBER ASSOCIATIONS

Ladies and Gentlemen,

FIDIC is again offering Member Association member firms the opportunity to have their young professionals participate in the FIDIC Young Professionals Management Training Programme.

Please find attached below, and as separate files, the announcement and overview of the 2011 programme, for which the final sessions will be organised in conjunction with the FIDIC 2010 Tunis Conference (18 - 21 September). A registration form is included in the announcement (the deadline for registrations is 30 December 2010). Full details are available online at www.fidic.org/ypmtp, where participants can register and pay (by credit card) or arrange payment (by bank transfer or credit card). Several FIDIC Past Presidents Future Leader Scholarships covering the registration fee and travel and expenses for the FIDIC Tunis Conference are also available for participants from member firms in less-developed countries (see www.fidic.org/ypmtp for details).

FIDIC would be very grateful if you would circulate the attached announcement and overview to your member firms.

As the overview points out, developing consulting engineering firms and their young professionals offers major challenges which are addressed by the programme:

- Firms need to diversify by developing into broad based, multidisciplinary consultancies.
- The work environment must be attractive for professionals with a variety of educational and professional backgrounds other than engineering.
- Firms must improve the way they offer services in an open and highly competitive market.
- Firms must be profitable in order to be able to develop new activities and to retain the very best staff.
- Some firms will be developing activities on a global basis and will have to prepare their staff for a multitude of cultural challenges.
- Young professionals require challenging jobs, the opportunity to develop their skills and the ability to enjoy a satisfactory balance between work and their normal life.

This letter is available on FIDIC Internal in Members Documents at:

[www.fidic.ch/Members/MA Letters/MA Letters 2010/09_ypmtp11.pdf](http://www.fidic.ch/Members/MA%20Letters/MA%20Letters%202010/09_ypmtp11.pdf)

with the usual D & S logon (username = dns10 and password = dns10).

With best regards,

Enrico Vink, FIDIC Managing Director

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Available in the Internal D&S Documents MA Letters area at
[www.fidic.ch/members/ma letters/](http://www.fidic.ch/members/ma%20letters/)



FIDIC EVENTS

FIDIC 2011 Young Professionals Management Training Programme

A seven-month on-line training programme for young professionals and potential managers.

Starts early-February 2011

Registration ends 30 December 2010

Developing consulting engineering firms and their young professionals implies major challenges which are addressed by the FIDIC Young Professionals Management Training Programme (YPMTP):

- Firms need to diversify by developing into broad based, multidisciplinary consultancies.
- The work environment must be attractive for professionals with a variety of educational and professional backgrounds.
- Firms must improve the way they offer services in an open and highly competitive market, and be profitable in order to be able to develop new activities and to retain the very best staff.
- Some firms will be developing activities on a global basis and will have to prepare their staff for a multitude of cultural challenges.

In addition, participants build up an international network through their contacts with other young professionals during the programme. They are also exposed to how the consulting engineering industry operates at an international level through their participation in the FIDIC Annual Conference and through contact with the industry leaders.

The aim is to develop leadership, communication skills, intercultural understanding, new approaches to understanding management challenges, and familiarity with the consulting engineering industry's international activities and resources.

Programme

The programme provides as a basis a thorough understanding to all those aspects of a professional services firm that young professionals and potential managers will need in order to for them to become future managers in the business environment of tomorrow. For the first four months they work systematically through FIDIC Business Practice Training Manual modules, and undertake project-based case studies linked to the modules.

This first part is web-based and driven by personnel involvement. Participants work in teams of 10-15 divided according to time zones, with online sessions and interactive learning hosted on the eFIDIC training platform and assisted and monitored by senior consulting engineers. Participants can test drive eFIDIC at www.efidic.org.

The second part takes place immediately before the FIDIC 2011 Tunis Conference during working sessions over five days to finalise reports and conclusions to be presented by YPMTP11 participants at the conference's Future Leaders Workshop.



Fee

Euro 2400.- including full participation to the FIDIC 2011 Tunis Conference. Participants need to cover accommodation costs for nine days before and during the conference.

Organization

FIDIC YPMTP is coordinated by Peter Boswell, FIDIC, and facilitated by Steen Frederiksen, SFConsult, Denmark, assisted by the YPMTP Mentor Board comprising some of the consulting industry's most experienced senior consultants. The 2011 Mentors are: Richard Kell, Australia; Ben Novak, Canada; Bayo Adeola, Nigeria.

Registration

Online registration: www.fidic.org/ypmtp

FIDIC YPMTP participants are typically young professionals from the consulting industry who are 30 - 35 years of age, fluent in English and have prior management experience.

Participants must have relatively convenient access to internet facilities, notably the eFIDIC training platform that provides bulletin boards, discussions forums and multimedia content.

Interactive teleconferencing sessions use the BT LiveMeeting web conferencing platform. They are held at prearranged times during the training module learning stages and at the start and end of each case. Participants phone in while browsing the platform.

Programme content and course details

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FIDIC 2011 Young Professionals Management Training Programme

A seven-month on-line training programme for young professionals and potential managers.

Registration Form

Please complete the registration and payment details. Receipt of registration will be acknowledged immediately.

First name _____

Family name _____

Age _____

Position in organisation _____

Organisation name _____

Organisation address _____

Post Code/ZIP _____ Country _____

Telephone _____

Fax _____

E-mail: _____

Payment

By bank transfer

Details of the FIDIC bank account will be included on the invoice that confirms registration.

By credit card

I authorise FIDIC to debit the following credit card Euro 2800.-:

AmEx Visa Mastercard/Eurocard

Card number _____

Expiry date _____

Cardholder name _____

Cardholder address _____

I have read and accept the Terms and Conditions

Name _____

Position _____

Signature _____

Please return this form to:

FIDIC, Box 311,
CH-1215 Geneva 15
Tel: +41 (0)22 799 49 00
Fax: +41 (0)22 799 49 01
Email: fidic@fidic.org

Registration

The registration deadline for participation in the management programme is 30 December 2010.

Registration includes the fee for the FIDIC 2011 Tunis Conference, 18-21 September.

Payment must be received by 15 January 2011.

The starting date for the YPMT11 programme is mid-February 2011.

Online registration

Register and pay (by credit card) or arrange payment (by bank transfer or credit card on receipt of a proforma invoice) at www.fidic.org/ypmtp.

Terms and Conditions

Registration: participants may register offline using this registration form returned by fax or mail to FIDIC, with payment by bank transfer or credit card, or online with payment by credit card.

Payment receipts: all registered participants will receive an acknowledgement of registration, an invoice and confirmation of payment.

Refunds: cancellations must be received and confirmed two weeks before the closing date for registrations. Refunds will normally not be made after this date. Refunds will be in full, less any handling or bank charges.

Cancellation: the organisers reserve the right to cancel the programme if it is undersubscribed or for any other reason. In the event of cancellation FIDIC will endeavour to give participants two weeks' notice and the registration fee will be refunded in full.

Substitutions: substitutions may be accepted provided they are announced two weeks before the programme starts.

FIDIC 2011 Conference: participants will be automatically registered as full participants for the FIDIC 2011 Tunis Conference. Hotel accommodation and reservations for optional events are made separately by the participant.

FIDIC, the International Federation of Consulting Engineers, based in Geneva, Switzerland, promotes globally the business interests of suppliers of technology-based intellectual services for the built and natural environment on behalf of some 84 national Member Associations representing some one million professionals working in 66,000 firms worldwide.





www.fidic.org/ypmtp

FIDIC 2011 Young Professionals Management Training Programme

A seven-month on-line training programme for young professionals and potential managers.
Starts early-February 2011 (registration ends 30 December 2010)

Developing consulting engineering firms and their young professionals offers major challenges:

- Firms need to diversify by developing into broad based, multidisciplinary consultancies.
- The work environment must be attractive for professionals with a variety of educational and professional backgrounds other than engineering.
- Firms must improve the way they offer services in an open and highly competitive market.
- Firms must be profitable in order to be able to develop new activities and to retain the very best staff.
- Some firms will be developing activities on a global basis and will have to prepare their staff for a multitude of cultural challenges.
- Young professionals require challenging jobs, the opportunity to develop their skills and the ability to enjoy a satisfactory balance between work and their normal life.

All of these aspects to developing firms and young professionals are covered by the FIDIC Young Professionals Management Training Programme (YPMTP). In addition, participants build up an international network through their contacts with other young professionals during the programme. They are also exposed to how the consulting engineering industry operates at an international level through their participation in the FIDIC Annual Conference and through contact with the industry's leaders.

The programme is largely Internet-based with interactive training sessions over several months complemented by sessions immediately before the FIDIC conference and participation in the Future Leaders Workshop at the conference.

As such, the programme represents a very time and cost efficient training opportunity. Participation only requires telephone and Internet access and may take place from any work site and geographical location.

More importantly, the programme provides as a basis a thorough understanding to all those aspects of a professional services firm that young professionals will need in order to for them to become future managers in the business environment of tomorrow.

If a firm seeks to meet the challenges, it should consider enrolling potential managers in the FIDIC YPMTP. Further details are summarised below.

Objective

The objective of the YPMTP is to make young professionals and potential managers fully aware of the main business aspects that a firm faces. To do this participants are lead systematically through modules of the *FIDIC Business Practice Training Manual*. Using this knowledge, they then undertake case studies linked to the modules.

The aim of this systematic coverage of business management issues is to develop new approaches, leadership skills and intercultural understanding, complemented by feedback on how the industry at large sees the programme's outcomes through participation in, and presentations at, the FIDIC conference.

Programme structure

The programme falls in two parts. The first part is an Internet-based learning process where the participants are lead through FIDIC business practice training modules followed by discussion and the exchange of input for three cases that are connected to the modules. The case work consists of a period of discussion of FIDIC

Guide to Business Practice training modules (three weeks) with question posed by Mentors that will include an element of describing the local situation in each participant's country. Participants each complete assignments for review and comment by the case Mentor and the Facilitator. Conclusions are brought together by team editors but there is no preparation of case reports by the editors.

This first part takes place over six months period prior to the conference in Tunis and makes extensive use of the eFIDIC Training Platform (www.eFIDIC.org) where participants post replies and take part in online sessions in the virtual meeting room.

The second part takes place at the FIDIC Annual Conference. It involves working sessions covering each of the cases over three days and the preparation of a final report and presentations to the conference at the Future Leaders Workshop. It is during these working sessions that communication between the teams and coordination for the final overall case reports to be presented at the workshop takes place.

Programme overview

Kick-off		
	Kick-Off Session (Session 1)	Introduction to programme; work methods; introduction of the individual team members; company background; expectations from the programme. The Facilitator introduces the Mentors and the learning process and the procedures.
	Preliminaries	The participants post CV's and other information about their professional background on eFIDIC.
Case 1: Firm Organisation and Human Resources Development <ul style="list-style-type: none"> - Organising a consulting firm - Administration and organisation of activities - Human resources management 		
	Start-Up Session (Session 2)	Lecture covering modules by the Mentor. Introduction of Project Case by the Coordinator.
	Working: background	Answers to questions covering modules posted on the eFIDIC.
	Midway Session (Session 3)	Discussion of answers.
		Mentor and/or Coordinator ask participants for detailed justifications of replies.
		Mentor and Coordinator make comments.
	Working: case work	Each team is divided into two groups each with an Editor in charge of preparing a conclusion on the case discussion.
		Teams interact with Editors releasing draft conclusions on eFIDIC.
		Editors release conclusions and presentation on eFIDIC for the Wrap-Up Session.
	Wrap-Up Session (Session 4)	Mentor and Coordinator comment on the conclusions and presentation.
		Mentor presents comments and discussion of conclusions.

Case 2: Business Development Framework		
<ul style="list-style-type: none"> - Business Development - Financial management - Client relationship and communications - Risk Management 		
	Start-Up Session (Session 4)	Lecture covering modules by the Mentor.
		Introduction of Project Case by the Coordinator.
	Working: background	Answers to questions covering modules posted on the eFIDIC.
	Midway Session (Session 5)	Discussion of answers.
		Mentor and/or Coordinator ask participants for detailed justifications of replies.
		Mentor and Coordinator make comments.
		Each team is divided into two groups each with an Editor in charge of preparing conclusion on the case discussion.
	Working: case work	Teams interact with Editors releasing draft conclusions on eFIDIC.
		Editors release conclusions and presentation on eFIDIC for the Wrap-Up Session.
		Mentor and Coordinator comment on the conclusions and presentation
	Wrap-Up Session (Session 6)	Mentor presents comments and discussion of conclusions
	Case 3: Business Development Instruments	
<ul style="list-style-type: none"> - Sustainable development - Quality management - Business Integrity Management - Client/Consultant Agreement (White Book) 		
	Start-Up Session (Session 6)	Lecture covering modules by the Mentor.
		Introduction of Project Case by the Coordinator.
	Working: background	Answers to questions covering modules posted on the eFIDIC.
	Midway Session (Session 7)	Discussion of answers.
		Mentor and/or Coordinator ask participants for detailed justifications of replies.
		Mentor and Coordinator make comments.
		Each team is divided into two groups each with an Editor in charge of preparing conclusions on the case discussion.
	Working: case work	Teams interact with Editors releasing draft conclusions on eFIDIC.
		Editors release conclusions and presentation on eFIDIC for the Wrap-Up Session.
		Mentor and Coordinator comment on the conclusions and presentation.
	Wrap-Up Session (Session 8)	Mentor presents comments and discussion of conclusions.
		Instruction for preparation of the final report and sessions at the FIDIC 2011 Tunis Conference.

Sessions at the FIDIC 2011 Tunis Conference.	
	Case work (three days).
	Presentation preparation (two days) plus rehearsal (half-day).
	Presentation at Future Leaders' Workshop.

Part One: The virtual part

Training is based on project cases describing issues and problem areas, supported by a real life, firm-related, case materials. The participants will present similar problem situations in their home countries, analyse the national differences and formulate their solutions, recommendations or whatever seems to be an appropriate conclusion to their discussions. A key point is to identify best practise and the teams' forward looking ideas. For each issue or problem area, the participants are expected to discuss the possible answers, and to develop an interactive form of working towards the conclusions.

Before working in detail on each project case, participants work through and are questioned on the essential background understanding contained in the appropriate FIDIC Guide to Business Practice training modules.

Learning is driven by active participation and personal involvement. The participants work in teams, learning and developing an international network in the process. Active participation is required to obtain the full benefit of the programme. It is a definite requirement that all participants contribute actively to all parts of the debate on the eFIDIC platform and participate on the online sessions in the virtual meeting room.

Each project case comprises three virtual sessions lasting 1 to 1½ hours:

- Start-Up: where the relevant Guide to Practice modules are summarised in a lecture and the project case is introduced;
- Midway: for discussion of answers to questions about the modules' content;
- Wrap-Up: for finalising conclusions to the cases.

During the working period between start-up and midway sessions, participants will be guided by the Facilitator and the case Mentor, who will help the participants to identify the key points.

During the working period between midway and wrap-up sessions, participants will be encouraged to present their own experience, with editors coordinating input for conclusions to be discussed at the Wrap-Up Session.

There are three project-based cases

- Firm Organisation and Human Resources Development
- Business Development Framework
- Business Development Instruments

Part Two: working sessions and workshop in Tunis

The five and a half days of sessions immediately before the Tunis conference will be used to debate the conclusions of each team with the aim to coordinate and arrive at a final report for each case. The Facilitator and Mentors will provide feedback and help

Following this, one or two working groups will prepare the presentation for the Conference's Future Leaders' Workshop.

And not least, the participants will meet face-to-face and consolidate their network through their joint activities.

The final session – the Future Leaders Workshop – will be a plenary session for all conference participants for a general discussion and sharing of ideas and feedback on the programmes findings.

Faculty

The Senior Mentor appointed by FIDIC for YPMTP 2011 is Ben Novak (Canada). Mentors are Dick Kell (Australia) and Bayo Adeola (Nigeria). The Facilitator is Steen Frederiksen (SF-Consult, Denmark). Peter Boswell (FIDIC) is responsible for programme management and the eFIDIC platform, assisted by Silvia Fossati (FIDIC). A meeting room coordinator manages the virtual sessions.

The Mentors will:

- Present a live lecture at the start of each case. This lecture, which introduces the background materials from the *FIDIC Guide to Business Practice* modules, will be recorded for subsequent viewing by participants and for the benefit of those not attending the lecture.
- Prepare a list of questions on the module contents.
- Follow on a weekly basis the discussions and input from the teams on the responses to the questions to the modules.
- Participate in the virtual meeting room sessions for each case to gather feedback and comments from participants.
- Help in the preparation by participants of the case conclusions for each case by commenting on input from participants and on interim and draft conclusions prepared by the team editors.
- Working with the participants during the final working sessions immediate before the FIDIC 2011 Tunis Conference.

Documents

Participants will each receive the *FIDIC Guide to Practice Training Manual*, as well as the following documents:

- FIDIC Project Sustainability Management Guidelines
- FIDIC Business Integrity Management Guidelines
- FIDIC Sustainable Development Strategy
- FIDIC Risk Management Short Guide
- FIDIC Capacity Building brochure
- FIDIC-Client-Consultant Model Services Agreement
- FIDIC Representative Agreement

Certificate of Participation:

YPMTP11 participants will receive a Certificate of Participation provided that they have contributed in writing on the eFIDIC platform to questions about the business practice modules and to all cases, and attended at least one-half of the virtual meeting sessions or excused themselves in advance using the platform's attendance records. This will be strictly controlled and enforced.

Proposed time schedule

Virtual meeting room meetings

- 14.02: Kick-off
- 21.02: Case 1 Start-Up
- 14.03: Case 1 Midway
- 11.04: Case 1 Wrap-Up/ Case 2 Start-Up
- 02.05: Case 2 Midway
- 30.05: Case 2 Wrap-Up Case 2/Case 2 Start-Up
- 20.06: Case 3 Midway
- 18.07: Case 3 Wrap-Up / Preparations for FIDIC 2011 Tunis Conference

Working sessions prior to the FIDIC conference in Tunis

13.09 - 17.09	Final sessions in Tunis.
18.09 - 21.09	FIDIC Conference
19.09	Future Leaders Workshop

Registration:

The registration fee is Euro 2400.- including full participation to the FIDIC 2011 Annual Conference in Tunis.

Participants can register, and pay for, for the programme online at the FIDIC Young Professionals Management Training Programme website www.fidic.org/ypmtp. Offline registration forms are also available.

Scholarships are available for participants from less-developed countries that are members of FIDIC.

Participants will be asked to indicate by email to the organisers before the start of the programme in February 2011 that they are committed to:

- taking part in all the online sessions;
- contributing to the case study conclusions;
- participating at the final working sessions in Tunis;
- contributing to the final report presented at the Future Leaders Workshop at the FIDIC 2011 Tunis Conference.

If the organisers have any doubts about the possible commitment, the participant will be asked to give further details. FIDIC reserves the right to cancel and registration and refund the registration fee, less any bank charges.

Further information

Please contact Peter Boswell (FIDIC General Manager) or Silvia Fossati (FIDIC Events Manager) at fidic@fidic.org

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