
The Chartered Institution of Civil Engineering
Surveyors

Fellowship Application

Name of applicant

Membership No.: xxxxxx

Fellowship Attributes

Date

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FC01 Institution and current affairs

- Demonstrates awareness and understanding of current industry related affairs and undertakes to play an active role in the institution.
- Demonstrates an active role in supporting or shaping strategic thinking.

My current contribution to the Institution is primarily through my role as a [job title] for [name of employer] ICES Approved Development Scheme (ADS), which I completed in [date]. In addition to supervising colleagues on the ADS, I also support others in applying for membership of the Institution at various grades, either by direct coaching and mentoring or by facilitating the opportunity for them to undertake specific development tasks, away from their day to day role within the business.

My role within my organisation enables me to influence and shape our internal processes and procedures in response to market and economic climate conditions, shareholder requirements and technological developments, particularly at present in the fields of insurance, corporate risk and digitalisation (BIM). In addition to this strategic role, I have a governance role in respect of project and divisional financial performance (covering some Fxxx Million of turnover) and an operational role supporting a divisional team and representation on the [name] project (at JV Board level).

I am a keen follower of social media and occasionally tweet about current industry issues and subscribe to institutions and organisations such as TED, The Singularity University and MIT, which along with publications such as the Civil Engineering Surveyor magazine, raise my awareness of global social issues that may affect the future of [employer's name]'s strategic business direction.

FC02 Communication

- The ability to communicate effectively both verbally and in writing and possesses the ability to persuade and influence others to gain agreement to and acceptance of ideas.
- Shows ability to listen and develop their own thinking to embrace ideas from others.

I have prepared a number of formal documents, including adjudication referrals, business plans and procedures covering commercial Financial and Budget Control and Risk Management and business cases for operational or strategic purposes, as well informal documents, such as monthly reports, guidance and information bulletins on topical issues. I consider my written and presentations skills to be of a high standard.

Having experienced a number of commercial roles with my current employer over a long period I have developed a number of lasting relationships and networks that make communicating with and influencing others more straightforward than might otherwise have been, either verbally or in writing, formally or informally. Challenges can arise when new relationships are formed, with customers, the supply chain or JV partners but with attentive listening and living to my own personal values, I believe I am an effective communicator with those whom I interact.

Along with 3 No. colleagues, I represent the commercial function at my organisation and represent this at a number of internal and external forums, most recently presenting at a Group strategic event in [name of country] and supporting a group of emerging Company leaders through their internal management and leadership training; culminating in research and presentation on the topic of people retention to our Executive Board.

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FC03 Dealing with change
<ul style="list-style-type: none"> • Possess a positive approach to the challenges of change. • Sees change as an opportunity and strives to drive the process and engage others in support.
<p>As is evident by reports in the construction press, the recession and challenges with project delivery have impacted on the performance of many contracting organisations. The [employer's name] group and its operating companies have embraced the need for change and this in turn has shaped my role over the last 2 years. There was a programme of measures instigated at the end of [year] that involved structural changes and the renewed focus on business performance measures, such as improvements to trade working capital. This has involved me in the preparation and support of the delivery of training and process refinement, consultation with and support of colleagues whose role and area of work may have changed as a result of changes to organisational boundaries. The organisational changes have involved me exploring with colleagues their skills, talents and personal career aspirations, reinforcing their value to our business and identifying opportunities for them to seek out new career opportunities within the organisation. Although at times this involved some difficult conversations, I feel it has been a mutually rewarding process.</p> <p>At a project level, I have a keen interest in change management, with not only a focus on changes that impact on income, but also on the cost of delivery, e.g. defects. Project teams usually recognise the former, but often chose not to focus on the latter – both are important in the project result equation. A current challenge that I am tackling within my organisation is the design and connectivity of our information systems, endeavouring to create a single source of truth, which in simple terms states that data should only be entered into and stored in systems once, but remain accessible to all. For example, in terms of change management this could involve making sure that our estimating system connects with our procurement system, which in turn communicates initial project buying gains and losses to our project based control systems. This will provide teams with real time information on the predicted end cost of their projects. This has involved me in some lengthy conversations not only with our ICT development team, but also the work winning, procurement, accounts and operational management teams.</p> <p>In the journey towards the government's challenge to the industry to achieve Level 2 BIM by 2016, I have contributed and am committed to developing the opportunities that BIM presents, particularly from a commercial perspective. This has involved encouragement to commercial leads to promote the entry and storage of project records into the model (I use this term loosely, the model is only a small part of the Company's approach to BIM), with the correct location coding, to the identification and establishment of resources that can develop our digital quantity take off (QTO) capability and the ability to manipulate the digital model to follow standard method of measurement rules and construction methodology. I am enthusiastic about achieving these objectives as they will build upon our 3D and 4D capabilities, and move our organisation into a 5D delivery environment.</p> <p>The development of technologies which enable organisations, to build our projects in the digital environment before delivery on site also presents opportunities for new and varied careers for people, including quantity surveyors. I believe these new roles can help address the gender imbalance in construction, as with the right connectivity the individual can be flexible in terms of where they are located, enabling women (and men) who choose to have a family and find working on site difficult, to continue and enhance their career whilst balancing a family life.</p>
FC04 Leadership
<ul style="list-style-type: none"> • The capacity to inspire and motivate others through the skilful use of appropriate leadership to suit team and situation. • Demonstrates the ability to act as a role model.
<p>I try and demonstrate leadership in the majority of the tasks that I undertake, but feel it is also important to allow others to develop and enhance their own ability to lead – this is the backbone of forming excellent teams – why have one leader on a team, when you can have 11? A recent experience of this is the support I gave to a commercial leader in a proposed development activity for his management team, a 360 degree appraisal.</p>

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Whilst his team were not enthusiastic at first, it was important to let him convince and influence the team of the merits of the appraisal. I supported him by offering to take part and setting out what I hoped to learn by joining in. In the event, the development activity was extremely successful for him and has reinforced his relationship with his team. As part of this process I also gained some invaluable feedback from my colleagues, peers and manager on how I perform in my role. I am hesitant to include this feedback, but this is one example from an anonymised contributor: *"[Applicant's name] is an exemplary commercial leader who is easy to get on with both within and outside the working environment. He is a role model that I always try my best to emulate."*

I am comfortable in taking a lead in commercial matters and have challenged myself to engage in other areas of the business. In [year] I joined the leadership team of a behavioural safety initiative. This initiative commenced in [year] and has become the foundation of the business activities, expanding from safety to the business areas of environment, quality and most recently commercial. It's delivered via a network of regional and sector local teams and it has been my role to sponsor one of these teams in their delivery and development of a number of change initiatives which have included sustainable travel, staff retention, World Quality day and support for a safety message that is particularly relevant for office based personnel who undertake site visits as part of their role in work winning. At the start of [year], I surrendered my place on the leadership team to a colleague who wanted to benefit from the different perspectives and experience what involvement in the leadership team brings. Although I would have liked to remain directly involved I still support the initiative by joining in with one of the network of local teams and the resultant saving in time commitment allows me to pursue other strategic deliverables, some of which are mentioned elsewhere in this application.

FC05 Negotiation

- Possesses the skills and ability to gain other's agreement to an acceptance of ideas or proposed actions.

Being able to communicate your point of view or position is an essential component of any individual's personal skill set and more particularly in the construction industry. As a project-based Quantity Surveyor there are numerous occasions on which I would have to present and negotiate issues that the company, our customers or supply chain have raised to reach agreement. A more significant example is where I have been unable in the first instance to negotiate a final account with a customer and their representatives, for which there was a significant financial variance. A number of adjudications resolved some principles that allowed me to re-enter those negotiations and settle the final account. Having been through this process, it became apparent that the customer could not in fact settle the account without a third party decision, as the consequences of settlement meant that some local authority public services would have to be cut. What this has reinforced to me is that you have to put yourself in the position of the person with which you are seeking to reach agreement to better understand their position, in order to understand the factors that could prevent settlement.

There is one particular experience that I am proud of that involved extensive discussions with the customer, their representatives, colleagues, legal representation and Executive Board and this revolved around the process by which you assess compensation events that omit work under the NEC3, Option B form of contract. At different stages each of the above mentioned parties initially rejected my understanding of the process and the flaws in the customers' approach to it. However by remaining firm and calmly talking through the issue in a logical and sensible manner, I was able to convince them and an adjudicator that my interpretation of the NEC3, option B contract was correct. This led to a seven-figure sum being payable.

Another difficult environment in which I have successfully gained agreement is in dealing with planning and quantum experts appointed by legal representation for a dispute that had been taken to court. The particular subject matters included the correct method of delay analysis (windows time slice) and the methods used to evaluate disruption (measured mile and prolonged envelope of resource). The experts tested our methods, so that they could endorse and take into discussions with the expert appointed by the responding party. The dispute was settled before the Court hearing and following settlement the feedback received from both parties' experts and the customer was very supportive of my approach to dealing with the issues.

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FC06 People Development
<ul style="list-style-type: none"> The ability to encourage others to develop new skills and enhance existing skills, and to achieve their potential.
<p>This is one of the aspects of my role that I find personally rewarding as I have the opportunity to make a difference to the careers of my colleagues, as I have experienced from others in my career. If met with reciprocal enthusiasm, developing and enhancing the skills and knowledge of people can drive improved business performance and job satisfaction. I believe a company's approach to people development is a key component of its culture and one reason why people choose to remain with that organisation.</p> <p>In terms of business continuity planning, I lead the succession planning process for all commercial roles within the organisation, which is closely aligned with our Approved Development Scheme and Mentoring Programme. The process has a number of purposes including raising the collective awareness of the potential of enthusiastic and capable colleagues that are prepared and able to assume key roles, now and in the future; and the colleagues we describe as 'best in class', which means that they are at the peak of their technical or operational role and are able to pass their experience and knowledge onto others.</p> <p>All commercial roles are assessed, understanding that people develop at different rates and grow in different environments and with each new experience. Having undertaken an annual assessment we can identify what development needs and experiences each role needs to be able to progress to their next role and hopefully exceed their ultimate potential, information which is vital to clear and consistent performance development reviews.</p> <p>In 2014, the Company introduced a formal Mentoring Programme which seeks to connect individuals within (and at some point in the future outside) the organisation. The rationale behind why individuals could be connected include: as a result of the succession planning process, they are assigned to new projects which they haven't experienced before, such as a project in a marine environment or if they are recently promoted or perhaps returning from maternity leave or sickness absence. The programme is mentee-led, entirely optional and can have a lifespan as short or as long as the parties decide. As well as being a mentor within the programme, I sit on the Steering Group with responsibility for matching up commercial mentees and mentors, but not necessarily always together. As we are still early in this process, I am hopeful that the programme will strengthen our internal relationships and culture.</p> <p>In addition to these two people-orientated roles, I am also "baby-sitting" a Working Group that is reviewing the visibility of career pathways of all operational roles, I am involved in vetting our Leadership and Management competencies against an industry initiative called the Construction Leadership Framework (in association with the CITB, the Leadership Trust and other contracting organisations) and have recently been asked to join in with a group looking at accountability and development, arising from our most recent culture survey.</p>
FC07 Achieving results
<ul style="list-style-type: none"> Demonstrates high levels of drive and commitment and has a proven track record of achievement.
<p>In 2015, the Executive Board asked that we review the way in which my colleagues and I provide the senior commercial operational support to the business, in order to generate additional capacity to develop and deliver strategic business improvement initiatives. Following consultation within the business, we determined that I had the skillset, drive and commitment to implement these initiatives, some of which are outlined elsewhere in this application. I am enthusiastic about people development and have a sound technical appreciation of business systems and processes - when great people and efficient processes are combined I believe you can achieve excellent results. I feel the initial signs are encouraging, but whether I am ultimately successful or not will become evident by the implementation of changes to our approach to people development and digitalisation of business systems and processes this year.</p>

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This move from an operational role to a strategic one did not come without self-doubt and some reflection upon whether I had the necessary skills and experience to be successful. In an operational role, you are more familiar with the issues (your comfort zone) and it is essentially more of, or variations to, what you already know; whereas in a strategic role, you are considering the new, untried and untested and at times this can be a lonely existence. Looking back over my career to date I have a successful track record of delivering financial results for the projects in which I have been involved, but have learned more as an individual from the projects that have not performed financially, which thankfully have been few and far between. It is in reflection on your past achievements that you get to understand you are fulfilling your potential and finding your contribution meaningful, which provides you with the drive and commitment to deliver on the future.

FC08 Business and Customer Awareness

- Understands customer and business needs and expectations and works to establish long term relationships

My understanding of the external factors that impact on the business are primarily related to shareholder, legal and technological developments, but I have identified that as a group commercial function we don't do enough to engage with our customers and their representatives and have included this objective in our current business plan. At project delivery level, our interaction with our customers and their representatives is high, but as people progress in their careers into business management the contact reduces. To improve this we have introduced and led a number of activities including analysis of customer feedback on commercial issues, closer interaction with our business development colleagues and identification of the specific "lessons learned" that would benefit our customers' next project. Successful completion of these activities and a greater involvement earlier in the business process cycle i.e. at market opportunity stage, will greatly improve my, and that of the senior commercial function, understanding of our customer's changing needs and the impact on our business. For longer term business planning, I have amended our senior commercial function Role Profiles to strengthen this aspect of our business.

In two specific areas of the business I have a closer relationship with our customers - New Nuclear and Rail. Despite some criticism in the press, [customer's name] has led the way in seeking improvements in the way it engages with its supply chain. In my role I encourage and facilitate our commercial lead and his team actively engaging with the national and regional Commercial Director's forms and industry improvement (for example the Fair Payment Charter) and we regularly hold sessions to see how we can contribute further to the customer's objectives. We regularly seek and receive feedback at our regular Supplier Account Meetings with the customer in this aspect to evaluate how we can improve further.

I represent the company on the Supervisory Board of our joint venture for the delivery of our [name] project at [name] in [place]. The journey to delivery of this project has been undertaken over the last xx years and has presented some significant challenges that have only been overcome by the JV having a close and strong relationship with our customer at all levels. There are more challenges to come and as a JV Board member it is one of my roles to ensure these relationships are maintained and developed over the next 3 years. Aligned with my role at [name], I have an emerging role in supporting the wider New Nuclear sector and development of construction opportunities at a number of proposed sites in the UK, most recently at [name of place].