

ADSSC STEP Training Summary

Active Learning

Two methods of active learning involve shadow staffing and direct one-on-one mentoring. Since these methods are time intensive and require active and continual participation by ADSSC staff in the PMO process, we suggest that this technique be initially focused on select PMO management positions. The shadowed positions will be determined largely on the availability of appropriate and qualified ADSSC staff, as this technique will require approximately 75 to 100 per cent commitment by both parties. Shadow staffing and mentoring of this type tends to be oriented to longterm management skills development. Othershadow positions also could be developed in specific skill areas such as scheduling, procurement, asset management, cost estimating, and value engineering. As part of the shadowing and mentoring technique, periodic shadow staff seminars could be held to allow shadow staff to interact with the PMO staff to review the dynamics and status of the programme. This presents formal, scheduled opportunities for shadow staff to interact with PMO and ADSSC management, make presentations, lead discussions, and display their leadership and knowledge skills.

Passive Learning

Due to the significant time commitment by both ADSSC and PMO staff involved in the active learning process, the number of staff participating will be limited. However, participation in passive learning (by study and listening) can be more widespread and cover a large number of people within the ADSSC organisation. We will integrate and manage this technique with the ADSSC to match and supplement existing training systems. Systems can include directed selfstudy through online and other types of courses.

The individual proceeds at his/her own pace and chooses the course or series of courses that would be appropriate to enhance his or her skill sets. The other method is the skill transfers that can occur through lectures, seminars, and short workshops. This is appropriate for a wider audience and involves a smaller time commitment and can be designed for varying interests. The overall programme of these general activities can be planned out in advance and modified as needed when special experts are available or significant areas of interest are identified as the programme unfolds.

As a part of the programme management services Contract No-O-1132 for the STEP Programme, CH2M HILL provided the proposed framework for training and skills development for ADSSC Seconded employees on 30 December 2008. Subsequent to that proposal, meetings with ADSSC on 12 January 2009 and transmittal letters of 22 and 27 January 2009 have further defined specifics of the proposed training and development programme which are summarized below.

Needs Assessment for Programme Management and Technical Skills Development

Individual meetings were held with ADSSC Seconded employees during the month of January to review education, project and programme experience, exposure to previous training and development programme and to ascertain the career goals and objectives related to programme management. Based on the interviews with ADSSC Secondees, discussions with ADSSC management and our experience as a leading programme management firm in career development, the attached needs summary and corresponding broad training and development programme has been put forward.

Components of Proposed Training

The proposed STEP Training Programme comprises 4 critical components to address training needs related to programme and project management skill development needed by future leaders in the ADSSC organization:

(i) STEP Programme Management Training: 16 modules covering critical programme management functions (e.g., risk management, change management, construction management, etc.) related specifically to the organization of the STEP Programme. These modules are designed to provide in-depth training that is directly applicable to the delivery of the STEP elements as well as provide insights on how to organize and plan future ADSSC capital programmes. Associated with the Training Modules are Work Exercises and Group Learning Assignments designed to provide hands on training to participants as well as to contribute to the cost-effective delivery of the programme. The proposed module syllabus as previously reviewed with ADSSC is attached for reference.

(ii) STEP Technical Training: 10 modules covering technical aspects of STEP delivery (e.g., tunnelling, microtunnelling, FIDIC-contracting, etc). These modules are designed to provide technical training and skill development that is needed for the delivery of STEP as well as to establish foundational capabilities within the ADSSC Projects Department of the future. These training modules are as included in the previously referenced training programme table.

(iii) STEP PMO Mentoring of ADSSC Secondees: ADSSC staff seconded to STEP PMO will take part in a formalised mentoring relationship throughout STEP delivery. Each seconded will be matched with a senior member of the STEP PMO and apply programme management skills directly to STEP. This portion of the training is designed to provide hands on programme and project delivery experiences for each of the selected ADSSC staff that contributes to the successful delivery of STEP as well as provide experience that is valuable to ADSSC in the long term.

(iv) ADSSC / STEP PMO Interactive Workshops: 20 workshops with members from STEP PMO and various ADSSC functional areas (e.g., projects, supply, O&M) to facilitate knowledge sharing during STEP delivery (e.g, integration with ADDSC assets, contract strategy, integration with O&M, etc.) as included in the attached workshop syllabus. These proposed interactive workshops are designed to provide open forums for discussion of programme management principles that the Seconded employees can participate in along with the STEP PMO management team and functional leaders of ADSSC. The topics selected are intended to raise practical issues related to the ADSSC and STEP PMO performance needs in cost-effective and timely delivery of capital programmes.

Training Schedules

The proposed STEP training and development efforts are expected to span from March 2009 through December 2012 as illustrated in the attached schedule. This timeframe provides training and development opportunities throughout the life of the STEP delivery and therefore offers opportunities for ADSSC staff to benefit from formal and informal learning of programme management throughout the full cycle of STEP Programme activities.

Third-Party Profile

The STEP Training Programme will be delivered by CH2M HILL with assistance from Sukad FZ-LLC in delivery of components (i) and (ii) above. The proposal to utilize Sukad FZ-LLC is based on cost saving benefits of including a UAE-based provider of engineering, construction, and project management training that ADSSC has utilised in the recent past with positive results.

ADSSC Staff Participants in the Programme

The four (4) components of the STEP Training Programme described above will include different ADSSC staff members in the four (4) components as follows.

(i) STEP Programme Management Training Modules: It is understood that approximately fifteen (15) total entry to mid-level staff will participate including five (5) ADSSC employees seconded to the STEP PMO; four (4) ADSSC employees currently serving their respective departments within ADSSC; and 6 (six) employees from ADDC and Transco serving departments within ADDC and Transco. This provides the broadest cross section of ADSSC, ADDC and Transco participation in the detailed programme management training that will benefit each participant in the understanding and contribution of STEP Programme success.

(ii) STEP Technical Training: Five (5) ADSSC employees seconded to the STEP PMO will participate. This proposed training and development provides the most intensive skill development to maximize the broad training for the leadership within ADSSC on future capital programmes.

(iii) STEP PMO Mentoring of ADSSC Secondees: Five (5) ADSSC employees seconded to the STEP PMO will participate in hands on training and development with one-on-one shadowing and mentoring relationships with PMO management team members.

(iv) ADSSC / STEP PMO Interactive Workshops: The topic will dictate participation, but typically the five (5) ADSSC employees seconded to the STEP PMO will participate in addition to appropriate representation from ADSSC functional areas and the STEP PMO.