

Another cost-effective way to expand training activities has been to launch web training programmes. For the past five years, FIDIC has offered the *Young Professionals Management Training Programme (YPMTP)* to young professionals eager to develop their leadership and management skills in a global setting. The programme consists of two components: a seven-month online training programme followed by closing sessions and participation in FIDIC's annual conference with a final presentation at the conference's *Future Leaders Workshop*. The 2008 programme included young professionals from countries as diverse as Australia, Canada, Nigeria, Korea, Ireland, and the Czech Republic. FIDIC successfully launched in early-2008 the *eFIDIC Training Programme* with a *Contracts Module 0 (Professional Services Agreements)* four-month programme covering the FIDIC client/consultant, sub-consultant, joint venture, and representatives agreements, with SFC-Consult, Denmark, supplying the training. Repeating the eFIDIC Module 0 early in the year on an annual basis was planned, together with the introduction of additional eFIDIC programmes based on other FIDIC contracts and business practice training modules.

Young Professionals Forum

Another key component of FIDIC's business development activities was the *Young Professionals Forum (YPF)*. The YPF steering committee held its annual meeting at the FIDIC 2008 Quebec Conference to discuss coordination between the growing number of national YPF's (forums are now listed on the YPF's website ypf.fidic.ch for 12 countries) and to elect a new steering committee (chaired by Alex Eyquem, Faber Maunsell, UK). Young professionals participating in the conference were responsible for a session on succession management that attracted considerable interest, given the lack of skilled resources throughout the consulting engineering industry. Presentations by Gayle Roberts (Stanley Consultants, USA), Liu Luobang (Halcrow Engineering, China) and Lee Wanjae (Dongsung, Korea) gave invaluable insights about how firms around the world were working to ensure that "our company thrives beyond our years". The FIDIC YPF published a bi-monthly newsletter and disseminated information of interest to YP's through its website.

Quality and Sustainability

Quality Based Selection revisited

The selection of consultants on the basis of quality is a consulting engineering industry cornerstone and essential for delivering sustainable projects. In *Quality - or Qualifications - Based Selection (QBS)*, a fee based on the scope of services is negotiated after the most qualified firm has been identified and a detailed scope of work jointly developed by the client and the consultant. QBS is widely adopted as a formal procurement method in the USA. In the case of Japan, Aki Hirohata, AJCE-Japan President, reported at the FIDIC 2008 Quebec Conference that since a 1999 recommendation by a government committee, the fees for nationally procured consultant services selected by QBS had increased threefold, and today outweighed those for cost-based methods by 20%. The challenge now was to have local authorities adopt QBS. Peter Steblin, another FIDIC 2008 conference speaker, reminded participants that Canada's *InfraGuide* guidelines developed in cooperation with the



The Quality Based Selection Task Group met in Hong Kong in July 2009 to start drafting revised QBS guidelines. From the left: Adam Thomson, Andrew Sloover, Fatma Cölesan, Niran Kapila, Walter Painsi, and Bisher Jardaneh.

Federation of Canadian Municipalities to promote QBS was endorsed by over 70 local communities in Canada. For him, the challenges for procurement by QBS were to better demonstrate savings and how to negotiate ethically. Given the need to continue to demonstrate the value of QBS, FIDIC decided to develop a fresh approach for promoting QBS as the international standard for consultant selection by updating the 1994 FIDIC publication *Quality Based Selection for Procurement and Consulting Services*.

Quality management standards

With some one million certificates issued, the International Standards Organization (ISO) 9001:2008 Quality Management (QM) requirements standard has replaced the 2000 version to make requirements clearer and to improve compatibility with other standards. Using a 9001:2008 table summarising changes, users should determine the impact of ISO 9001:2008 on their current interpretation of ISO 9001, as adjustments to QM systems may be needed, noting that from November 2010 ISO 9001:2000 certificates will be invalid. The FIDIC Quality Management Committee chaired by Walter Painsi, Austria, will assess the impact of the new version on the *FIDIC Quality Management Guide* and the *FIDIC ISO 9001:2000 Quality Management Interpretive Guide*, the consulting engineering industry's ISO-recognised sector guides. Given the results of the FIDIC 2007 quality management survey that confirmed the importance of monitoring the development of all ISO QM standards, Walter Painsi participated in the February 2009 meeting of the ISO Technical Committee responsible for further developing the ISO 9001 standard. Stakeholders will shortly be asked to comment on the results of a brainstorming session on possible directions for a revision in about 2015.

Sustainability

The Sustainable Development Committee (W.A. Wallace, USA - SDC chair; K. Adeola, Nigeria; M. Batayneh, Jordan; J. Boswell, South Africa; I. van der Putte, Netherlands; S. Wij, India; K. Kariya, Japan; E. Schlaeppli, Switzerland; A. Taute, South Africa) was charged with and incorporating Project Sustainability Management (PSM) principles into industry best practice and expanding the acceptance and application of PSM to make it the standard for setting sustainable development project goals. The committee does this by working with international and sector organisations such as ISO, UNEP and ICLEI on communication, training and assimilating lessons learnt. A major task for the SDC