

# **MOBILISING IN SKILLS DEFICIENT MARKETS**

**GAVIN YOUNG**  
Managing Director  
Parsons Brinckerhoff Africa (Pty) Ltd

# Balfour Beatty

- Power: transmission internationally, including USA and ANZ
- UK: market leader in utility network services
- US: buildings, roads and top 5 rail constructor
- Top 5 UK FM player: Total Facilities Management, direct service delivery, Business Service Outsourcing
- Investments: own Barking power station, US market leader in privatised military housing, leader in UK PPP/PFI

- Parsons Brinckerhoff
- Infrastructure engineering and Project Management services
- 15,000 employees globally



# Parsons Brinckerhoff Africa (Pty) Ltd

- Power Generation
- Renewable Energy
- Power Plant Performance & Assessment
- Mining Infrastructure
- Environmental Services
- Transmission & Distribution
- Energy Strategic Consulting
- Systems Engineering & Communications
- Quality Services



Transmission & Distribution

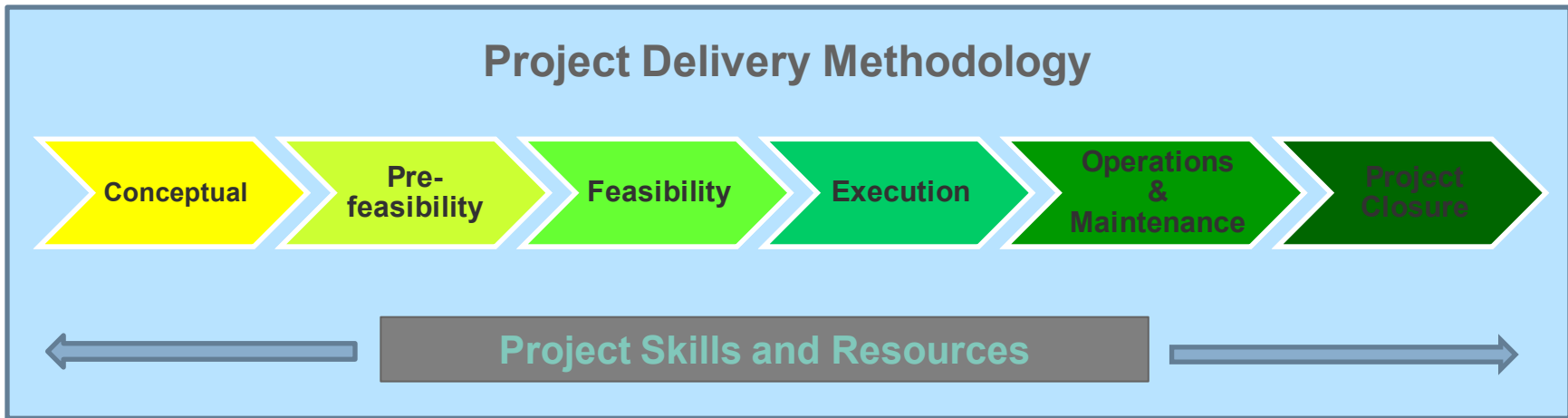


Power Generation



Mining Infrastructure

# PROJECT LIFE CYCLE



## Two methods of deploying skills into a Remote Project: Work Transfer & Skills Transfer

***Transfer Work to  
Centres of  
Excellence***



***Transfer Skills to  
Remote  
Programmes and/or  
Projects***

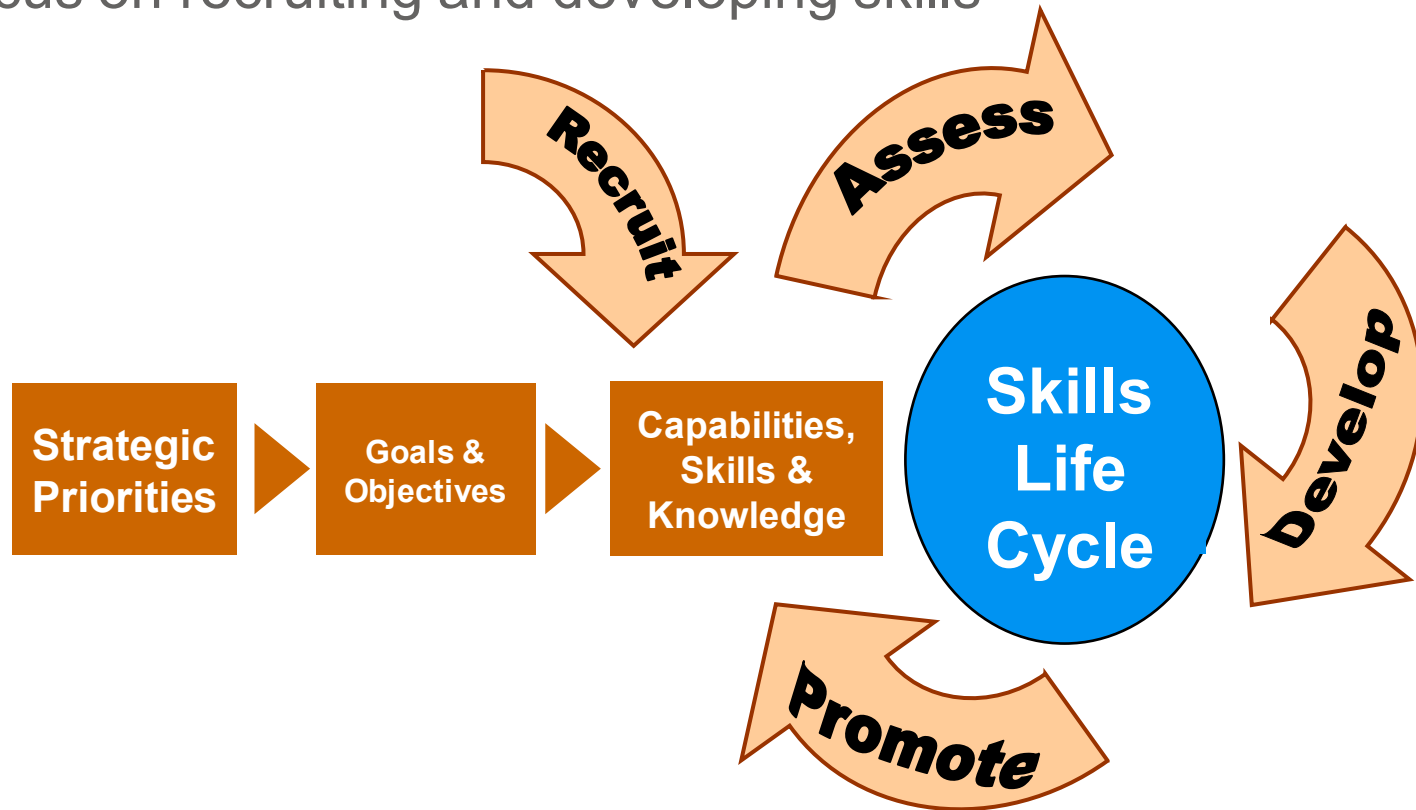
# KEY ENABLERS FOR WORK TRANSFER

- World class centre/s of excellence
- Communications infrastructure supporting the Centre/s of Excellence and Project Offices
  - Reliable and easy to use video and teleconference facilities
  - High band width internet links
- Robust web-based Project Information Management System/s for sharing all project information across multiple office locations.
- World class programme management skills and systems for co-ordination of scarce skilled resources across multiple projects

# SKILLS TRANSFER

## Human Resources Cycle

- Focus on recruiting and developing skills

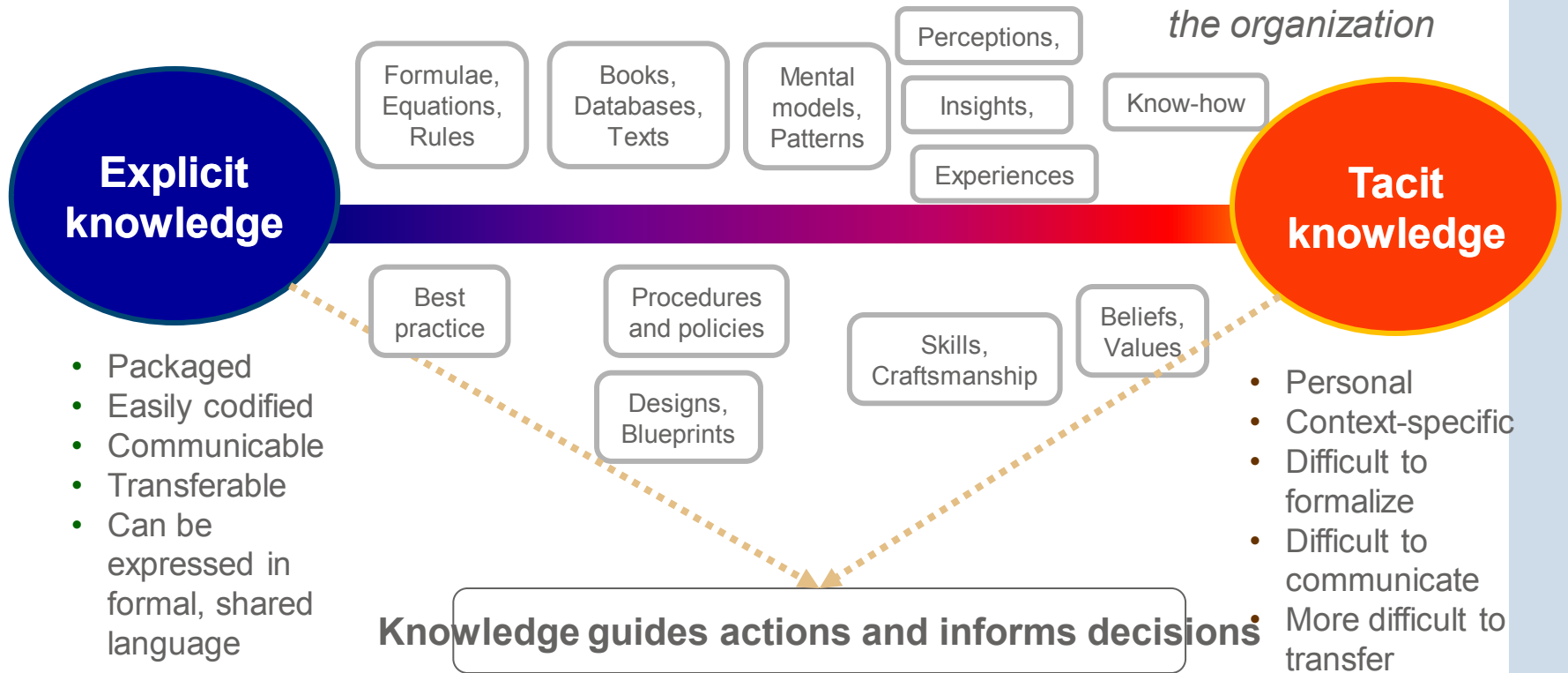


# DEVELOPING KNOWLEDGE & SKILLS

## There are two types of Knowledge: Tacit and Explicit

*Documented information that can facilitate action*

*Know-how and learning embedded within the minds of the people in the organization*



# METHODS OF DEVELOPING SKILLS

## Explicit Knowledge transfer

- Usually through classroom style training, ie. one to many
- Exam style performance metrics
- Enablers for relocating work can allow remotely based experts to transfer explicit knowledge

## Tacit Knowledge transfer

- Usually through 'on-the-job' coaching and mentoring, ie. one to one or one to few
- Requires intensive, normally one on one, intervention
- Depends on skills recruited
- Difficult to quantify and measure

KEY PEOPLE ARE KEY



**THANK YOU**

**GAVIN YOUNG**

**Managing Director**

**Parsons Brinckerhoff Africa (Pty) Ltd**