Interdisciplinary Water Resources Seminar

GRAD 592
Exploring Jobs, Careers, and Leadership in Water Resources

Water Consulting Career Development
Presented by Liv Haugen, PE

October 19, 2015
Seminar Outline

Introduction
Background of CH2M
CH2M in Colorado
Overview of Consulting Services
Consulting Career Progression
How to Engage?
Introduction
Get to know your speaker

• Career Seminar = Great

• I am a RAM!

• Project Manager and Operations Leader for CH2M in Denver

I believe strongly that each person has responsibility for their own career and that young professionals are the future for providing reliable and safe water locally and globally.
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Values Established in 1946, Still Strong Today

- Established in 1946, CH2M operated from its very beginning on four simple values: take care of clients, deliver high-quality work, do right by employees, and stay true to our culture of integrity and honesty.
- Many of these values are captured in The Little Yellow Book, our cultural cornerstone written by Jim Howland, translated into multiple languages and distributed to all employees around the world.

- Honesty, integrity and trust
- Focus on our clients and our people
- Safety, ethics, quality
- Collaborative and enjoyable work environment
CH2M Today

We are an industry leader in consulting, design, design-build, operations and program management.

- Headquartered in Englewood, Colorado, USA
- More than 26,000 employees
- US$6.6 billion in revenue
- Employee-owned
- Broadly diversified across multiple business sectors
- Actively working in 60+ countries worldwide

As a global leader in full-service consulting, design, design-build, operations and program management services, we help our clients build a better world in the areas of:

Water  Transportation  Energy  Environment & Nuclear
Company that Cares

Water For People
International development organization committed to increased access to safe drinking water and improved sanitation.

- Employees have raised more than US$1 million since 2003
- Former CH2M HILL leader was a founder
- CH2M HILL professional serve in leadership positions on local committees
- Hosted Water For People’s first online corporate giving campaign

Engineers Without Borders
Helping build sustainable infrastructure and improve the lives of people in developing communities around the world, while training future engineers to be socially responsible and culturally aware.

- Founding corporate sponsor in 2003 and contributed more than US$1.3 million to EWB-USA
- Employees involved in local chapters, mentoring students and implementing projects
- Supporting employees engagement in EWB-USA trips - awarding more than 100 grants totaling US$420,000
- Providing executive leadership on Board of Directors
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Colorado Water Business Group

• Our history of support to Colorado clients began in 1971 with the establishment of a local office. We now have offices in Loveland, Denver, and Colorado Springs.

• Over 150 professionals in Colorado Front Range dedicated to water solutions for our clients.

• Local services include:
  – Water and Wastewater Treatment
  – Water Supply Planning
  – Conveyance (pipelines, pump stations, lift stations)
  – Stormwater and Flood Control
  – Condition Assessment, Rehabilitation, and Capital Improvement Plan Development
  – Industrial Water (mining, energy)
Colorado Water Business Group

• We do we work for?
  – Municipalities (Aurora, Denver, Fort Collins, Loveland, Colorado Springs, Thornton, Westminster, Boulder, etc.)
  – Water and Sanitation Districts (Parker WSD, Centennial WSD, etc.)
  – Agencies/Authorities/Districts (Urban Drainage and Flood Control, Southeast Metro Flood Control, Southeast Metro Water Supply, Colorado Water Conservation Board, etc.)
  – Energy and Mining Companies

• What do we do?
  – Planning
  – Program Management
  – Design and Design/Build
  – Construction
  – Operation
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What is Consulting?

• Consultants provide solutions:
  – Technical Expertise
    • Consultants have technical specialists to provide ideas and services that the client may not have on staff
  – Project Delivery
    • Consultants focus on quality, timely, and cost effective delivery
      • *Our value is to get the job done, get it done right, and complete it within budget*
    • Consultants have the resources to deliver large projects that cannot be completed by the client’s staff
  – Experience
    • Consultants have done it before and can do it again
      • *Our value is to provide the roadmap to completing a project, and to follow through and complete efficiently and with minimal surprises*
  – Trust is critical to successful consulting and trust is built on successful delivery and good reputation

So you have a problem?
Yeah I’ll Solve It.
How Does Consulting Work?

• Consulting is Competitive
  – Our clients have choices and our goal is to be the best choice. So how do we do that?
    • Proven Delivery = Successful project experience with positive references
    • Technology = Focused technology experts with positive industry reputations
    • Innovation = Tools that make us more efficient and provide better solutions

• Consulting is Client Service
  – Delivering the same solution to every client is not delivering the right solution for each client. So how do we avoid that?
    • Understand their needs and develop solutions that work for them
    • Understand their expectations and deliver to them (sometimes too much really is too much)
    • Understand the “Big Picture” and when appropriate innovate and propose to deliver not what they think they want, but what they need
    • Be responsive and flexible
Why Consulting?

• Understanding:
  – Consultants serve many clients and develop a broad understanding of the needs to deliver projects and technical solutions
    • Every client is different and working for each of them expands ability to deliver a full spectrum of services
    • As a consultant you learn about multiple clients and their infrastructure expanding your personal understanding of what it means to provide service to paying customers

• Experience:
  – Consultants have the opportunity to deliver a wide range of projects and expand personal experience
    • Every project requires something different from the last, which is an opportunity to learn something new
    • As a consultant you have the opportunity to develop personal experience beyond an individual clients needs
Why Consulting?

• Technology:
  – Each client and project needs a different application of technology, sometimes size and sometimes type
    • Projects and clients are individual in technology needs, which is an opportunity to apply something to a different scale or apply something new
    • As a consultant you have the opportunity to work with a full range of technologies both in size and application

• Project Delivery:
  – Consultants have the responsibility to deliver projects on time and budget and with quality
    • Accountability for schedule and spending to meet a client’s goal is responsible delivery of client needs with respect for the public paying the bills
    • As a consultant you learn about project funding mechanisms and opportunities to improve efficiency in delivery
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So what does a career in consulting look like?

Entry Level Engineers, Scientists, Planners join CH2M

- Be a Sponge
  - Work projects, learn delivery and processes, gain technical skills

Mid-Level Engineers, Scientists, Planners

- Apply What You Know
  - Test the waters and choose your path

Technology
- Become an Expert

Project Delivery
- Manage the Delivery of Work

Business Development
- Develop and Win the Work

WEAR THE HAT THAT FITS FOR THE TASK AT HAND
What service do we provide with different career paths?

- Technologists Develop Solutions
- Project Managers Deliver Solutions
- Business Development Packages and Sells Solutions
The Bottom Line

• As a business, consulting firms need to make a profit

• CH2M recognizes that investing in employees now creates the opportunity for future profit. So how does that happen?
  – Creation and maintenance of career path frameworks, job descriptions, reward and recognition processes
  – Clear communication of goals and strategies
  – Challenging project assignments to facilitate on-the-job training
  – Learning and organizational development training courses
  – Support and encourage involvement in professional organizations and networking
How does the Technology Career Path work?

Breadth of Technology Subject Matter Expertise

World Class Expert in Specific Technology

Expert in an Area of Technology

Expert in Technology Application
So what is a Technology?

- Climate Change Services
- Conveyance & Storage
- Corrosion
- Drinking Water and Reuse
- Facility Automation
- Financial Services
- Intelligent Water Services
- Stormwater and Flood Engineering
- Software Applications and Integration
- Wastewater Infrastructure
- Water Security and Emergency Preparedness
- Water Supply
What is Project Management?
What does a Project Manager do?

• Project Planning and Controls
  – Scope: What is contracted for delivery?
  – Schedule: What needs to happen at what time to deliver?
  – Information: Who needs what to do their job efficiently?

• Financial
  – Budget: How much for each task, person, subconsultant?
  – Payment: When to invoice and for what?
  – Change and Risk: How to handle the new thing the client asked for?

• Leadership
  – Integrity, empathy, adaptability: How to balance the right thing for the client and for the company?
  – Communication: Who needs to know what, when and how to tell them?
  – Mentoring: How to teach and grow the team while delivering efficiently?

• Client Service
  – Delivery: What is needed to meet or exceed expectations?
  – Understanding: What do they need and how it that changing with project progression?
How does Business Development Work?

1. Understand Client Needs
2. Develop Business
3. Know Your Resources
4. Look for Innovation Opportunity
5. Develop Competitive Proposals
Business Leadership Reach

Policy/Governance Maker
Strategy Maker
Strategy Influencer/Implementer
Tactical Decision Maker
Tactical Influencer/Implementer
Task Influencer/Implementer
Task Implementer
Subtask Influencer/Implementer
Subtask Implementer
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Your Role in Career Development

• Take responsibility
• Commit to life-long learning
• Balance competencies
• Leverage your competitive advantage (brand yourself)
• Develop communication skills
• Get a mentor

• Build/ maintain networks
• Excel in your work & document your achievements
• Learn about the organization
• Know yourself
Solving the Career Puzzle

Skills- “Sell” Them

Well Rounded

Take a risk

Self Awareness

Be a Learner

Seek Help
What does it take to be successful?

Water Professionals must understand their company and be competent at

- self-management,
- interpersonal,
- leadership,
- quality assurance, and
- client service skills

in addition to their technical ability.
So what can you do?

• Engage
  – What are you interested in and how can you get involved?

• Understand
  – What are the issues and how do you want to help?

• Know Yourself
  – What are your strengths and how do they serve the market?

• Know who you know
  – What can you learn from those around you?

• Think about what you want from your career
  – Do you want a career that provides value and stability?
  – Do you want a career that encourages growth and leadership?
Thank You

Questions?