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Redefining Our Industry

Solutions through Collaboration, Innovation and Organization

Global Workshare

How to Obtain and Use Resources Effectively

- Workshare
- Effective use of existing resources
- Importing new labor



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Global Workshare Panel

Bob Foster, PE

- Vice President Operations, Jacobs Canada Inc.
- 30 Years EPC Experience with Bechtel, Exxon, and Jacobs Engineering Group
- 10 years of workshare with India and other multi-office execution



George Jergeas, PhD, PEng

- Professor, University of Calgary
- 32 Years Industry and Academic Experience, Claims Resolution, Project Mgmt, and Team Alignment Consultant



Jeff Rouser

- President, Visilent Solutions
- 27 Years E&C Industry Experience with Bechtel and Solutions Providers



Workshare Definition

Services are provided from multiple offices, on projects using aligned work processes, where services are effective, high quality, and indistinguishable site-to-site.



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Workshare Execution

Three types of Workshare:

Type 1 - Use individuals

Type 2 - A piece of the pie

(Work Splitting - Vertical)

Type 3 - Integrated engineering & design team

(Work Sharing - Horizontal)



WORKSHARE in the EPC World

Why do Workshare?

- Initially low cost services were a sales differentiator
- Now it is a solution to labor shortages
- Level workload
- Reduce suitcase costs
- Employee retention – Home at night



Effective Workshare is Harder than it Seems

What makes Workshare work?

- Clear, WRITTEN scope
- Aligned Systems and Procedures
 - 3-D CAD Platforms with Workshare capabilities
 - Electronic Document Mgmt System (EDMS)
- Exchange key personnel
- Team Alignment



Get the most of what you currently have:

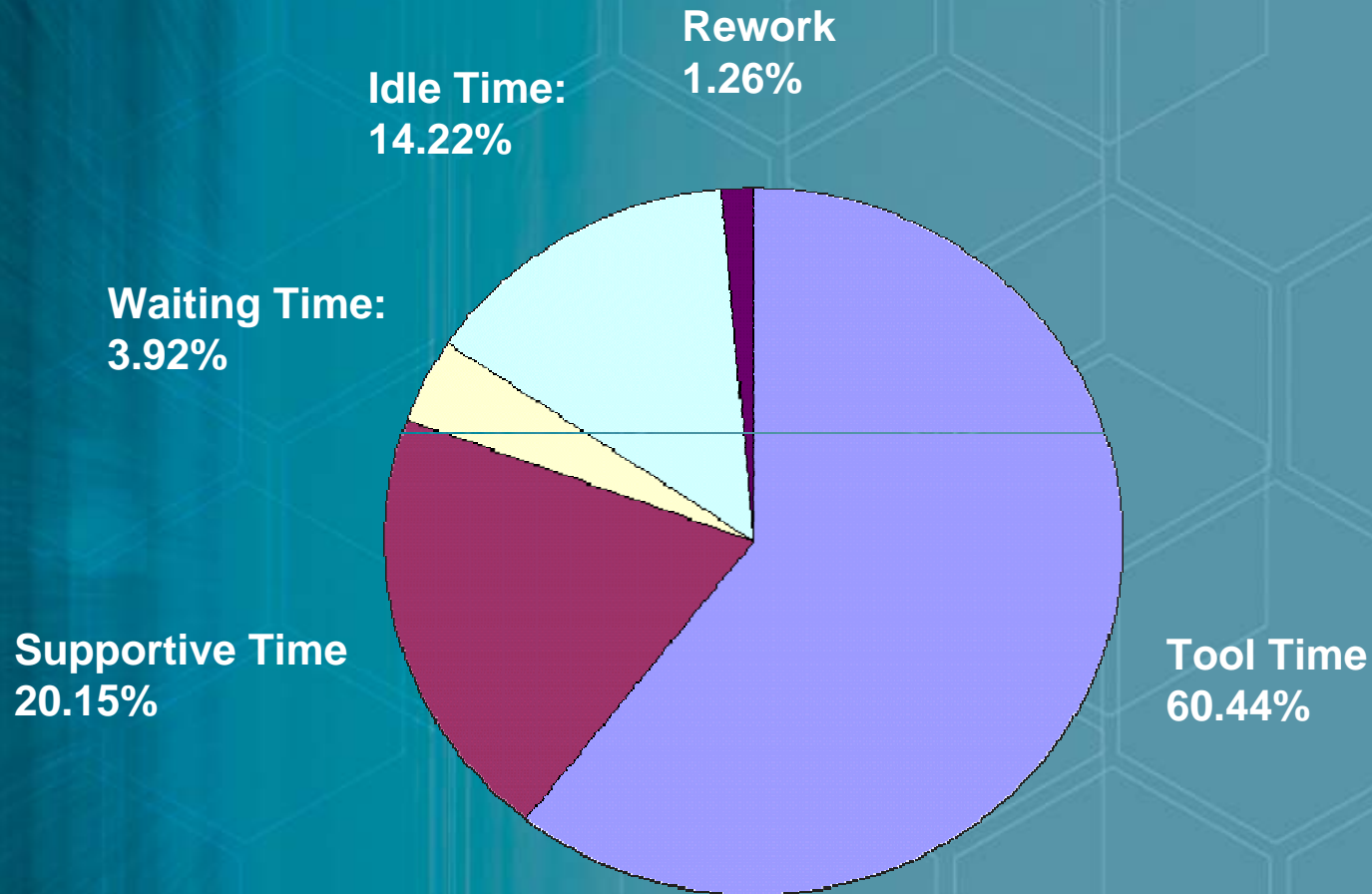
Foreign educated engineers
and Professionals

Team
Alignment



Labour
productivity

Time Analyses Field Labor: Slab-False Work



Breakdown of Work Time Distribution for Slab-False Work

Team Alignment

Build and Sustain project teams

- Partnering approach
- Project Charter
- Common goals and direction
- Health Check
- Issue resolution mechanism



Foreign Educated Engineers

- Every major city has engineering resources not effectively utilized
 - Driving taxis and delivering Pizza!
- Special training programs
- On-the-job training programs
- Still not enough? -- Recruiting new labor



Acquiring New Labor

Global Constraints & Challenges



Other Challenges

▪ Screening	▪ Climate/Cultural
▪ Training	▪ Expectations/Layoffs



Setting up an effective staffing program requires a holistic approach

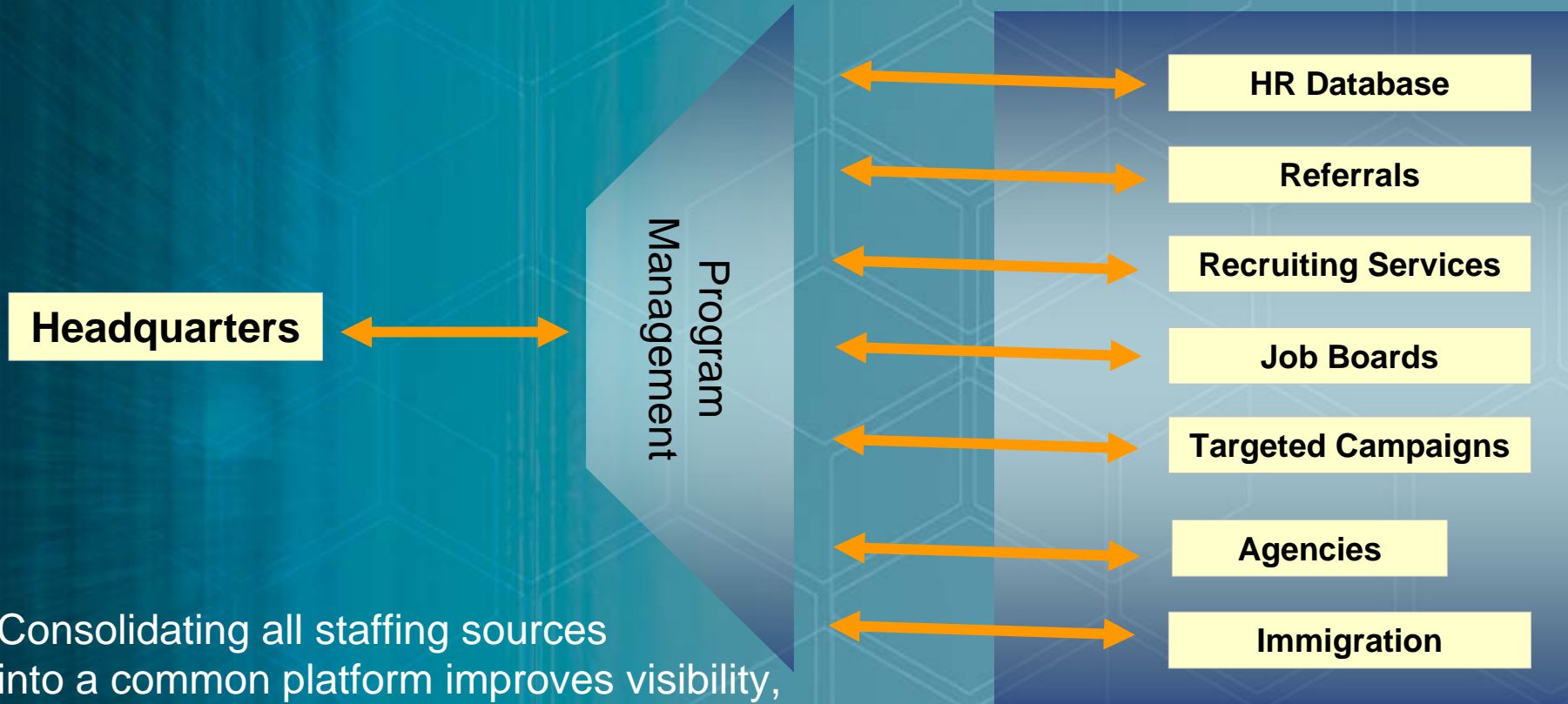
We should take the same approach to supply that we take with all vital materials

1. Acknowledge importance of all lines of staff supply
2. Develop global strategic (staffing) supply chains
3. Apply proper program management to manage supply chains
4. Manage them business-wide and monitor them through proper metrics



Managing Your Staffing Resources

A Program Staffing Approach makes all staffing channels more effective



Consolidating all staffing sources into a common platform improves visibility, efficiency, and allows comprehensive reporting on progress and performance



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Take control to thrive

Obtaining and using resources more effectively
is not simple

Steps for success:

- Better leverage existing local and global resources
 - Team alignment, Improved Productivity, Staffing Model
- Implement a more strategic approach to staffing
- Decentralized staffing evolves to a holistic staffing model



Challenges to Workshare

- Culture and Climate,
- Wage scales, allowances and living
- Immigration and taxes
- Availability of skilled, experienced personnel
- Turnover and escalating wages



Workshare Lessons Learned

- First, take care of your existing staff
- Look for and develop local resources
- Start a pro-active, effective recruiting effort
- Plan workshare with another office in detail and in writing
- Start small, align team and communicate
- Exchange people and work products
- Deal with cultural, language and other differences up front

