



[TURNAROUND MANAGEMENT KNOWLEDGE UPDATE]

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Time to shift the tide to include training with experience

In the past, we've had clients ask, "Does this candidate have experience?" We seldom hear, "Is this candidate properly trained?"

We've also had recruits come to us eager to be a top-level scheduler or cost engineer with independent responsibility yet they lack proper training in the fundamentals. The labor shortage has created such a strong demand for talent — any talent — that there is confusion about the value of supervised training versus field experience.

Usually our clients and our employees are on the same page about what they want. The clients want a qualified project controls specialist who can work in their processes. The employees want to be specialists working with the client. The operative word here is "specialist," and a specialist is developed over time through a combination of training and supervised experience.

The heart of the problem

If you have a heart condition, you don't go to a general practitioner; rather, you go to a cardiologist. Similarly, if you need to optimize a 200,000 man-hour schedule,

you don't go to the project superintendent, you go to a project controls specialist. You trust these specialists with important information, and you trust their ability to make complex decisions and to handle critical tasks. You rely on them to know why something must be done as well as how it is to be done.

With technology and sophisticated software available to help us, we often rely upon these tools, trusting technology to give us the right answer. But there's a big difference between using software as a tool and expecting the software to tell you what to do.

The knowledge gap exists when specialists don't have the proper training or mentorship as the foundation to their years of field experience. While some clients primarily look for many years of experience, we think it's equally important to look at the candidate's development. Experience alone isn't enough. What true value is experience if it's really just one year of experience 15 times over?

Our industry needs to shift its "tide of thinking." We need to make commitments in focused training. This will grow

a future generation of talent. And, we need to change our mindset as to where we find that talent. Not only should we look for good talent within our own industry but also we can look at the bright, high-energy, but low-skilled, twenty-something's. We can also look at skilled workers from other industries and in our local colleges. By understanding the risks associated with these new populations, we can plan and manage their training and mentorship to give them a solid foundation in the skills they'll need in the field. Once there, they'll build additional experience to become the specialists we can trust.

It has worked for others

It's not easy to shift our trust from experience to supervised training, but we'll need to do it soon using new sources of talent. There's proof that supervised training can produce top talent who can outperform workers with years of experience. The drilling portion of our industry provides one example. During the recent boom, good roughnecks and roustabouts were hard to find. Normal pools of top talent were dry. One drilling company decided

to recruit in areas of the country that had large pools of labor with transferable skills. They understood the risks and knowledge gaps but developed a foundational training plan and strong mentorship program. The intent was to accelerate development of skills to get the newcomers ready to work shoulder-to-shoulder with the more experienced crews. It worked. Many of the newer workers were promoted within their first year on the job. Training was the foundation for how they approached further on-the-job learning.

For us, there's no confusion about the value of training versus experience. They work together. Looking out over the next few years, the need for solid training and mentorship programs will be the first step for letting new workers gain experience in our industry. Our company is taking that step today. Join us in this first step to "shift the tide" — we think this is the only way to assure an experienced and knowledgeable work force in the future.

For more information, contact David Frinco at The Turnaround Management Company at (281) 461-9340 or e-mail sales@tamanagement.com. □

Rigorous Training. Real Results. Call The Industry's Professionals.

Project Controls Specialists handle important information. You must trust them to make complex decisions and handle critical tasks. You rely on them to know why something must be done as well as how it is to be done.

Our training and mentorship programs give your employees the fundamental skills they'll need in the field — professional-grade training to keep them updated and proficient in project controls processes, tools and software.

We offer the following courses or we can blend our industry standard skills with your company-specific processes and tools. Individuals and/or corporations call today to learn more about the skills assessment, training and certification we offer.

- Fundamentals of turnaround management
- Basic planning, scheduling and cost engineering — process knowledge
- Advanced scheduling and cost engineering
- Applying software such as Primavera®, Track™, MS Project and PCMS™/PCF™



[NEWS UPDATE]

Eagle Construction, SWS merge



EASTLAND, Texas — Eagle Construction & Environmental Services LP and Southern Waste Services Inc. (SWS) have formed a leading, super-regional environmental services firm with 27 strategically located service centers spanning nine states.

The combination unites two market leaders and creates a firm with expertise in numerous services, including planned remediation, land- and water-based emergency response, industrial services, demolition, training and technical services. Together, Eagle and SWS are uniquely positioned to provide customers with a comprehensive set of environmental services across the southern and midwestern United States.

Eagle and SWS will work together and evaluate integration opportunities in a thoughtful and well-planned manner to maximize the benefit to the companies' employees, customers and operations. Eagle, which will operate under the new name of Eagle Construction & Environmental Services LLC, is managed by Marc Walraven, who has been named president. SWS will continue to be managed by current SWS President

Jim Weber.

"The merger of these two businesses is extremely exciting," said Weber. "While day-to-day operations will continue to be conducted by the same outstanding teams our customers know and depend upon, we will now have at our disposal the tremendous resources, experience and expertise of both firms."

"The companies have a shared commitment to safety, integrity and customer service. The success of both Eagle and SWS has been predicated upon being there when our customers need us, knowing what to do and doing it right. By combining our experienced teams, specialized equipment and geographical base of operations, we will be able to undertake any environmental remediation, emergency response and ongoing maintenance projects in the southern and midwestern United States," said Walraven.

In addition to the merger, Eagle and SWS benefit from an investment by ShoreView Industries to provide growth capital for the company.

For more information, visit www.ecesi.com or call (254) 629-1718. □



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