AECOM Imagine it.
Delivered.

**Your**
Career Development
Middle East

# Foreword

Consider where you would like to take your career.

**AECOM is committed to supporting you build your career by providing strategically focused learning and development initiatives, encouraging new ideas and providing professional development opportunities at all levels.**

Your professional and career development is important to our shared success. In a competitive and changing world, a commitment to your development is a key way to keep pace and thrive, both for you and for AECOM. By enhancing your skills and expanding your knowledge, you become more versatile, effective and better prepared for your current role and future opportunities. When you achieve your goals and perform at your best, AECOM can deliver better results for clients and achieve our vision and purpose.

Grow with us at AECOM and take advantage of the learning resources at your disposal. Navigate through this booklet to understand what we have to offer and how we will support you to build a lasting career at AECOM.



Identify skills and/or knowledge development areas.



Understand the options available to develop your skills and career.

# Contents

**Ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine's annual industry rankings.**

**Our vision at AECOM is to become the premier, fully integrated infrastructure firm globally.**
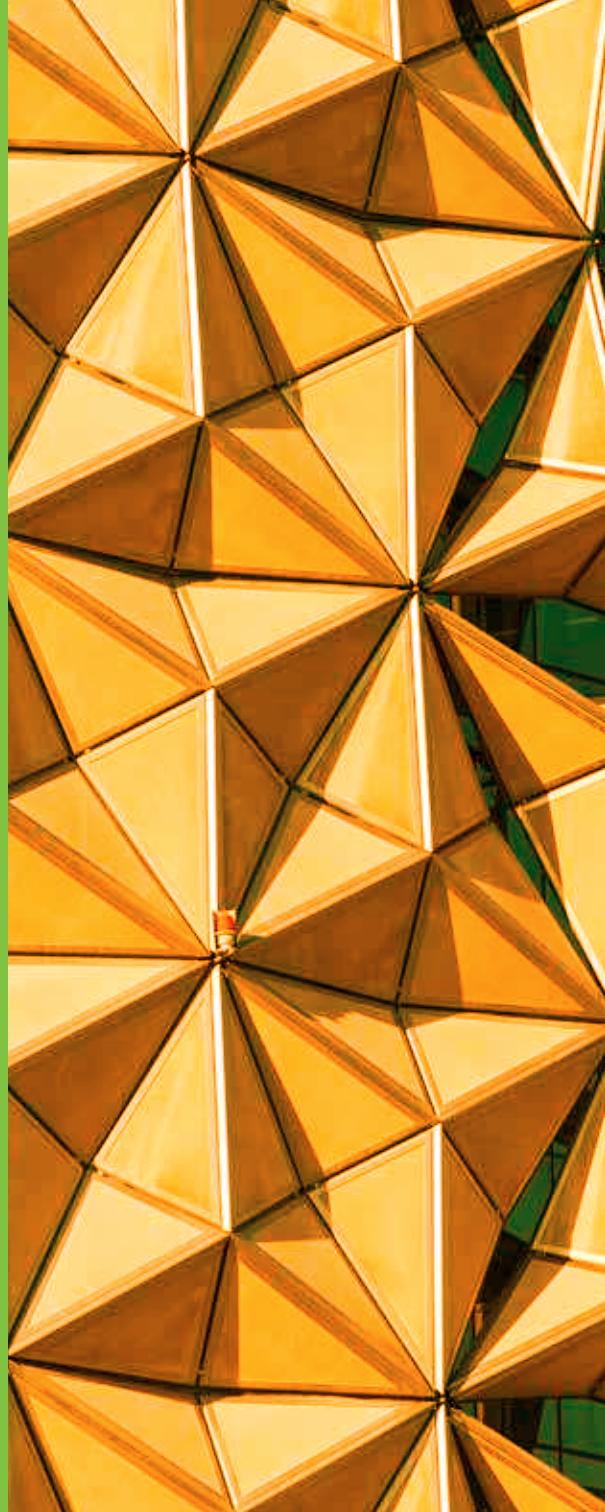
# Our AECOM

**Working together, we are creating a new company with the skills, passion and energy to make the world a better place through our outstanding capabilities in design, build, finance and operate (DBFO).**

AECOM comprises more than 85,000 of the brightest minds in the world. Our vision is supported by three key enablers: our employees, our clients and excellence.

You drive our business success. We strive for excellence in everything we do. You, your knowledge, skills, passion and diversity make AECOM successful.

An investment made in developing your potential today can lead to career-developing outcomes tomorrow. Therefore, we are committed to investing in you, by providing you with learning opportunities to strengthen and support your growth.

# Using your guide

**This guide provides information about the options available to you to develop your skills and career with AECOM.**

Take time to read through the information enclosed to understand the opportunities that will be the most valuable to your development. Discuss the options with your manager during your one-to-one discussions to ensure alignment and agreement of your development objectives.

Once your development objectives have been agreed and recorded in the online Performance + Rewards system, you can arrange to complete your selected activities with your regional Talent Development team.

This guide is available electronically via myAECOM at Middle East > Human Resources > Your Development.

# Where am I taking **my career** with AECOM?

Enclosed in this booklet are details about the development opportunities available to enhance your skills and career. Before you begin to navigate through the information, you may like to consider:

Which parts of your role you enjoy the most.

What you find challenging about your current role.

What provides you with the greatest job satisfaction.

What skills you want to develop.

# Success
# starts here

At AECOM we encourage you to take ownership of your career development. While we provide the opportunities for professional growth, career planning starts with you.

## How can you accelerate your career with AECOM?

In order to become more confident about managing your career, consider the following:

Identify your strengths

Use Career Pathways to identify your path

Set annual business and development goals

Share your plan with your manager

Seek opportunities to develop your skills and knowledge

Demonstrate consistently strong performance by achieving or exceeding annual goals

Take time to have frequent career conversations with your manager

To be successful, you need to take control of your future by driving your career planning process. The best development and career accelerator is experience; your career planning should focus on obtaining a variety of role experiences as a key method to help advance skills and prepare you for your next role.

Achieving career success requires more than luck and hard work – it requires a plan. We trust this guide will assist you to become a confident career navigator.

# Your career pathway

**Career Pathways is designed to raise awareness of the skills, behaviours and competencies required to succeed in your current role and to help you develop in your career at AECOM. The Career Pathways framework will provide you with meaningful content to help you own and manage your personal, professional and career development.**

Career Pathways should be used alongside one-to-one discussions with your manager to discover more about your possible next career move and the areas you might need to focus on in order to progress. Talk to your line manager if you are not clear of the profile that best suits your role.

Diagonal and horizontal movement across career pathway groups and roles is encouraged. There is no "right" or "wrong" way to progress your career. There are flexible career path choices where an employee creates his or her own pathway. Cross functional formal learning experiences support all AECOM professionals to develop their skills, they should be mapped to AECOM's behavioural competency and career pathway framework.

Take the time to view the **Career Pathways** (on myAECOM>>Human Resources >>Your Development) document to find out more about how you can move your career with AECOM.

**Ladder progression**
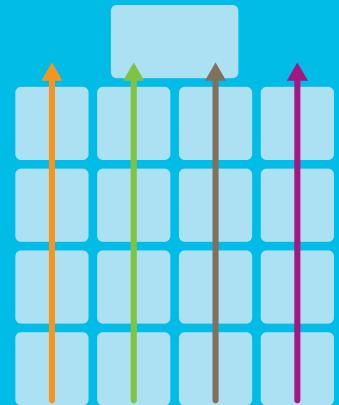


Examples of linear career paths

**Lattice progression**
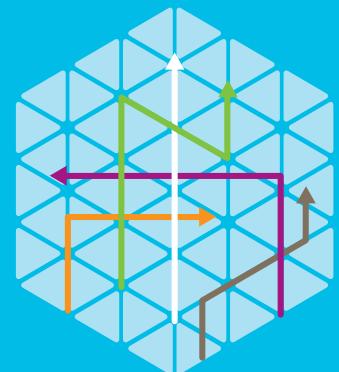


Examples of more varied paths for growth and development

# Your career development goals

An important part of determining where you want to take your career is setting clear objectives outlining the steps you will take to succeed. You and your manager will set your priorities and have ongoing progress and development conversations. It is your responsibility to seek clarification on any goals or expectations and work with your manager to understand your strengths and development opportunities.

Development goals identify the skills or experiences that will help you be more effective in your current role and make progress on your career goals.

**Before you start, think about:**

Where are you driving your career?

What opportunities for development align with your career path?

What strengths will enable you to have business impact?

**Write effective development goals that are:**

**Focused and specific**

Identify three business goals and two development goals

Outline specific purpose, results and outcomes — not tasks or activities

Ensure goals are relevant

Support team and organisation goals

Focus on building skills that align with career interests and business needs

**Achievable and controllable**

Set goals that are within reach and provide an opportunity to grow

Focus goals toward results that you can influence

**Measurable**

Ensure that goals reflect the time frame in which they need to be achieved

State how success will be measured

# **Our**
## **behaviours**

Leads by example

Bias to listen and communicate

Safety and integrity always

DEVELOP
yourself,
others

GROW
the business +
creative value

DELIVER
results

LIVE
AECOM
core values

Demands
excellence

Is accountable

Makes fact-based
decisions

Leads change

Collaborative

Innovative

Client-focused

Inpire

Anticipate

Collaborate

Deliver

Safeguard

Dream

Our four key behaviours

**At AECOM, our success depends on the skills and expertise of our people. We take pride in what we accomplish; but equally important is how we accomplish our success.**

Use our behaviour guidelines within Performance + Rewards to understand how to assess yourself based on behaviours and competencies unique to your role and level.

Where you identify a skill gap use this guide to determine the opportunities available to ensure you meet or exceed the behavioural expectations for your role or a role you are working towards.

For information on learning opportunities to support you meet your behavioural competencies, please refer to 'Your formal learning options' section of this guide or visit AECOM University.

# Your learning options

# AECOM
# University

## AECOM University is our global learning environment designed to support employees enhance their skills, knowledge and careers.

Our university is an innovative online platform providing technical, professional, managerial and leadership learning opportunities, to create a sustainable culture of continuous learning; one that empowers and enables our employees to deliver a better world.

Our partnerships with e-learning providers such as RedVector, Bently and Skillsoft are designed to deliver a variety of options to enhance technical and business capability. When blended with our internal learning options, you have the resources at your fingertips to drive your career forward with AECOM.

Accessible from mobile and tablet devices, AECOM University allows you to manage your learning programs on the go.

AECOM University allows you to:

Register for scheduled face-to-face, virtual and online classes

Register interest for flagship programs

Track course and program completion in real-time

Engage in live technical webinars

Record professional development hours

Drive your career by advancing your skills and knowledge

Please visit myAECOM>>AECOM University to join the journey.



**Blended learning**



**Instructor-led learning**
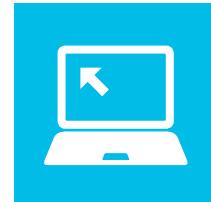


**Online learning**



**Online assessments**

# AECOM's learning approach aligns with current 70:20:10 methodology and best practice.

**Learning experiences should be:**

**70%**

on the job; experience based, stretch assignments and rotations

**20%**

developing through others; coaching, mentoring

**10%**

formal learning; internal and external courses, conferences and online learning

**Learning on the job**

Formal training courses and new tasks, projects or responsibilities at work may offer you the chance to develop new skills or build on existing ones, but these are not the only way to learn at work.

Successful learners will seek to create opportunities through discussions with managers or work shadowing colleagues. In fact, anything that extends your knowledge or allows you to use this knowledge in practice can contribute to developing your development.

These may include:

Preparing and presenting reports

Broadening technical knowledge

Job shadowing

Mentoring

Developing your business acumen

Undertaking design tasks

Formal training courses

Asking your manager for new assignments and responsibilities relevant to your priorities

Asking to take on specific tasks or projects to broaden your expertise and improve your competencies

Looking for ways to expand your job — like championing a new idea or initiative, or making a presentation on behalf of your manager or department

Challenging assignments are most likely to be remembered as developmental

**Coaching**

A coaching conversation with your manager can help you improve your performance, overcome obstacles, solve problems and focus on your career development. Coaching doesn't have to be a lengthy or formal discussion; in fact, frequent conversations are more effective. These informal conversations can take place in the hallway or part of regular one-on-one meetings. In this two-way discussion, ask your manager questions, share information and engage in the conversation when your manager asks questions or provides a new perspective. Coaching is not a conversation where your manager will tell you what to do or where he or she has all the answers.

A coaching conversation is effective when you come up with your own solutions to problems, identify new approaches and ask for the support you need to better reach your goals. Development can come from many sources.

**Formal Learning**

Formal learning is normally delivered by accredited training professionals in a systematic intentional way within a workshop (classroom) environment. Formal learning can also take shape using online learning platforms such as AECOM University where employees undertake online courses.

**Technical Training**

Collaborate with and learn from some of the best minds in the industry - who are right here at AECOM.



**RedVector**

A leader in online continuing education and workforce training for the Architecture, Engineering and Construction industry.

Having partnered with RedVector, AECOM University offers employees access to 1,300 accredited courses authored by top industry experts.

Courses focus on technical and current topics, including Transportation, LEED, BIM, ADA and compliance.

Search the AECOM University to find out more and register for courses.

> AECOM is **committed** to helping you develop the knowledge, skills and competencies you need to be **successful** in your role today, and to prepare you for **future opportunities**

Steve Morriss
Chief Executive
EMIA

**Technical Networks**

Technical Networks are a great way to share experiences, best practices and world-class expertise across our geographies and technical professional disciplines. Participate in discussion forums, educational calls and webinars, and access useful announcements, documents, resources, and other content.

To learn more about the TPN attend a **tutorial**, AECOM University or visit the **TPN** page on myAECOM to join, explore and begin contributing.

The four networks

Technical Practices (TPN)
Technical Disciplines (TDN)
Technical Specialties (TSN)
Technical Forums (TFN)



**Bentley Institute**

Delivering continuous technical learning opportunities to current and future generations of infrastructure professionals. Engage in product learning for architecture and engineering software and view the complimentary video for current best practices and application of technologies.

Many of these opportunities offer learning units:

Product training

Bentley video library

Academic programs

Reference books

Access AECOM University to kick start your technical development.

**Online Learning**

Self directed online courses allow you to learn new concepts or brush up on your skills by taking refresher courses and solve on-the-job problems in real time.

Content is available on desktop, tablet and mobile devices.

Available 24 hours a day.

More than 4,000 interactive courses and videos available online spanning leadership development, professional development and essential learning. There is courseware for professional certifications and development resource guides for performance management as well as management and executive competencies.

Access AECOM University to learn more

**Benefits**

**More flexible**
Learning can be done in short chunks of time that can fit around your daily schedule.

**Tailor to you**
Courses aren't confined to be fixed to try and suit the needs of the majority. Everyone is able to learn at their own pace — a tailored solution only eLearning can provide.

**Global**
We are confident that you will receive the same content regardless of where you are located.

**Mobile**
Learning can be done anytime, anywhere, 24/7.

**New material**
Added weekly and you can create customized learning plans based on your interests and development goals.

**Accessible from your mobile and tablet devices, download AECOM University today to get started...**

AECOM
University

**Self Development**

Self development primarily focuses on areas that recognize personal (self) development as an ongoing activity supporting employees execute their roles and develop professionally.

At AECOM we provide a variety of options to meet your individual self-development needs; from setting goals, enhancing communication, improving our time management, as well as a selection of training aligned to AECOM's four key behaviours and core values.

Our selection of self-development training is specifically designed to improve your personal performance at work, but the principles of self-development are universal, so this training will give you greater confidence in your personal life too.

To find out more visit AECOM University.

AECOM's **Project Management Framework** was developed as a set of guiding principles for the AECOM project manager (PM) community and for those who work with and support project managers in their newly elevated roles.

The Project Management Framework consists of three parts: (1) roles and responsibilities, (2) training and certification, and (3) performance and development. It includes guidelines to enable profit and loss (P&L) managers and PMs to assess current alignment with the competencies and behaviours of the PM role.

Read more about the Project Management Framework on **myAECOM**.

Visit AECOM University to access the project management modules.

## Project Management

Project management is the process and activity of planning, organizing, motivating, and controlling resources, procedures and protocols to achieve specific goals.

A project is a temporary endeavour designed to produce a unique product, service or result with a defined beginning and end undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value.

A very important element of attaining the vision of project management at AECOM is the identification, communication and implementation of best practices throughout the enterprise.

At AECOM our project managers undergo internal training to align expertise with AECOM's delivery model.

**Client Relationships**

Our Client Relationships training offerings ensure our employees are developing commercial awareness, managing client relationships and avoid 'over delivering' to clients.

Satisfied clients are a valuable commodity — they not only bring us business directly, but can also act as advocates, building our reputation and attracting new clients.

The training options available via AECOM University provide opportunities to learn how to leverage project delivery excellence to create AECOM's competitive advantage.

## Safety

Our SH&E team strive towards world class performance through our accredited management system, effective training and education, communication and monitoring programs. By providing competent resources we are totally committed to providing a safe and healthy working environment for our people.

Overall our goals are:

To prevent work-related injuries and illnesses

To prevent damage to property and/or equipment

To minimize the impact on the environment from our activities

To achieve this, we ensure there are a variety of learning options available to all employees, both office and site based across the organisation.

# Your formal learning options

**Project Management**

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **APIC for Project Managers** | In this session, you will gain an understanding of APIC and how it is used to access project information. During this workshop you will learn how to set up new projects, get historical labour data as well as other direct costs to complete an EAC progress report. | Project managers, project directors, project accountants | Instructor led |
| **Introduction to Project Finance** | Learn about the basic financial fundamentals and specific project financials along with key performance indicators in order to contribute to project profits. | Project managers | Instructor led |
| **Managing AECOM Projects (MAP)** | Tailored to meet the specific needs of AECOM project managers, it will support our PMs manage client risks, deliver our projects on time, improve our margin and profit and teach our people how to better utilize project control systems to achieve project delivery excellence. | Project managers/ directors | Instructor led |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **PMP Education Hours** | Equips Project Managers with the educational knowledge and skills needed to master the PMBOK® Guide Fifth Edition, in order to attain the Project Management Professional (PMP®) certification. | Employees seeking educational hours for PMP certification | Online |
| **AECOM Finance Academy** | The AECOM Finance Academy is a web-based platform that delivers financial education and promotes financial awareness at AECOM. | All employees | Online |
| **Foundations of Contracting** | Learn what is required to prepare an enforceable contract, understand what constitutes breach of contract, professional indemnity and the purpose of delegations of authority. | Employees working on bids, proposals, contracts or projects | Instructor led |
| **Intermediate Contracting** | Gain an understanding about intellectual property, drafting scope of work, assigning contractual risks and the key components of securities and penalties. | Employees working on proposals, pricing scopes of work or managing contracts, claims or variations | Instructor led |
| **Advanced Contracting** | Understand contract interpretation, force majeure and exceptional risks. Learn about 'At Law' versus contractual liability and the limitations of liability and consequential loss. | Employees managing claims or disputes, negotiating contracts or deeds of settlements | Instructor led |

**Leadership Development**

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
| --- | --- | --- | --- |
| **Developing Leadership Potential** | Gain an understanding about situational leadership, different leadership styles and values. | Graduates | Online / Instructor led |
| **Front Line Leadership Program** | Designed around our four behavioural competencies — be the role model, be client focused, be impactful and be decisive — our frontline leadership program is designed to support you effectively lead and coach your team, while understanding the link between employee and business performance and knowing how to impact both to ensure our continued success. | New supervisors, first time leaders of people, project team leaders | Online / Instructor led |
| **Mid-Level Leadership Program** | Our Mid-Level Leadership Program is designed to support the development of skills critical to leading teams, including supporting the development of our frontline leaders. During this program, our mid-level leaders will enhance their understanding of the organisation and our strategic business goals, while identifying their role in the achievement of those goals. | Mid-level leaders, managers of managers | Online / Instructor led |
| **Leadership Essentials: Leading Innovation** | Gain an understanding of an innovative culture and the qualities a leader needs to best foster innovation. | People managers | Online |
| **Leadership Advantage** | Leadership Advantage is a targeted leadership development program comprising a collection of courses, videos and job aids thoughtfully selected and organised by leadership experts. Each course targets specific leadership competency. | People managers | Online |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Management Essentials: Treating your direct reports fairly** | Understand fairness in relationships between managers and their direct reports. | People managers | Online |
| **Leadership Essentials: Communicating Vision** | You will be guided through techniques and methods to successfully communicate vision, such as personalizing a clear message, communicating enthusiasm in an authentic way, and making the organisation's vision the employee's own vision. | People managers | Online |
| **Leadership Essentials: Leading Business Execution** | Learn the techniques and strategies for executing business strategy, and more importantly, ideas on how to cultivate a culture that supports business success. | People managers | Online |

### Self Development

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Time Management** | Efficient time management is the key to getting the most out of your day and to surviving increased business pressure. This program will help you reach your goals by learning how to budget your time wisely and effectively. | All employees | Online |
| **Business English** | Focus on writing as a key business tool, these are helpful, practical courses dealing with the Business English writing skills to help one's development. | All employees | Online |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Goal Setting** | Learn how you can set effective goals that drive business results and support your professional development. | All employees | Instructor led / Online |
| **Business Execution: Understanding the Fundamentals** | Understand the leadership behaviours that foster actionable strategy, as well as the value of selecting the right people for the right roles. It also considers how to create and manage a 'get it done' culture. | All employees | Online |
| **Personal Accountability: Working for your inner boss** | Learn how to listen to your own inner boss, identify your internal standards, how to create a plan to meet those standards, and apply your inner boss's guidance to gain more control over your work, your goals, and your future. | All employees | Online |
| **Interpersonal Communication: Communicate with Confidence** | This course shows you how the essential elements of trust, credibility, and specific behaviours bring about confident communication and enhance your influence. | All employees | Online |
| **Effective Team Dynamics** | Learn more about your work style by completing a DiSC profile, use your style to build relationships and work effectively in a team. | Graduates/teams upon request | Instructor led |
| **Business Execution: Linking Strategy to People and Operations** | Explains the importance of incentives to achieve objectives and of evaluating organisational competencies to develop employees who can execute your organisational strategy. | Managers | Online |
| **Business Execution: Crafting a Business Strategy that Executes** | The course shows you how to direct your organisation's strategy by appropriately allocating resources to make those actions a reality. | Managers | Online |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Setting and Managing Priorities** | This course considers methods for selecting and setting goals to achieve success. | All employees | Online |
| **Professionalism, Business Etiquette and Personal Accountability** | Understand the importance of personal accountability, empower yourself to be your own boss, set your own standards, and carry yourself with professionalism and confidence. | All employees | Online |
| **Decision Making: Making Tough Decisions** | Reviews a number of decision-making challenges and introduces strategies for dealing effectively with uncertainty, making informed trade-offs using a systematic process, and placing appropriate trust in your intuition when making difficult decisions. | All employees | Online |
| **Thinking like a CFO: Making Financial Decisions** | Review examples of how a CFO perspective is applied to many of the activities and financial decisions you make in your area of business on a daily basis. | Managers | Online |
| **AECOM Core Values** | Our high-performance, engaging work environment is the hallmark of our company and is supported by our purpose and core values, Learn more about our core values at AECOM through a series of online learning programs. | All employees | Online |
| **AECOM Key Behaviours** | We take pride in what we accomplish; but equally important is how we accomplish our success. Learn and understand our four key behaviours. | All employees | Online |

**Client Relationships**

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Customer Advocacy: Communicating to Build Trusting Customer Relationships** | Understand what client's value by using effective questioning techniques and draw on this feedback to drive improvements to the client experience. | All employees | Online |
| **Creating and Sustaining a Customer-focused Organisation** | Provide direction on how to approach, implement, and sustain effective customer-focused service strategies in order to increase your organisation's competitive advantage. | All employees | Online |
| **Executing Innovation** | Each innovation lifecycle is unique, but there are certain elements that successful innovations have in common. This business impact explores four critical components of executing innovation. | All employees | Online |
| **Introduction to Client Relationship Management** | Explore how knowledge based industries enhance the value of knowledge they deliver to their client, create a competitive advantage, earn repeat business, and acquire new clients. | Graduates/all employees | Instructor led |
| **Delivering Successful Presentations** | This workshop will cover the basis for an effective presentation to ensure key messages are communicated with an effectively engaged audience. | All employees | Instructor led |

## Safety

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **HACCP Food Safety Awareness Training** | Provide a broad understanding of basic food hygiene and HACCP systems and how to make the best use of them in terms of food handling. | All employees | Instructor led |
| **Defensive Driving** | Combine specific local requirements with international best practices in order to provide training at the highest standards. | Drivers, public relations officers and IT employees | Instructor led |
| **Fire Warden Training** | Understand extinguishing agents; learn what to do in case of a fire. | Fire wardens | Instructor led |
| **CPR and Basic First Aid** | Understand the principles of first aid, scene safety, basic life support and adult CPR. | Office first aiders | Instructor led |
| **Hazard Identification** | Definition, hazard awareness, causes of accidents, PPE, positions of people, reaction of people, tools and equipment, procedures and orderliness. | All employees | Online |
| **Heat Stress** | Understand the factors that contribute to stress, dehydration and hyperthermia. | All employees | Instructor led |
| **IOSH Managing Safely** | Introduces managers to different aspects of managing safety and health in the workplace. | All managers | Instructor led |
| **Manual Handling** | Increase awareness of safe manual handling of loads and to reduce risk of occupational injury while carrying out manual handling tasks in the workplace. | Office assistants, receptionists, document controllers, IT employees & drivers | Instructor led |

**Technical Training**

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Writing Skills for Technical reports** | Workshop to assist in developing proposal and technical report writing skills. By improving the quality of proposal and report writing, you will enhance your ability to win more projects. | Graduates/all employees | Instructor led |
| **Introduction to the Assessment of Professional Competence (APC) Technical training program** | Gain an understanding of the PCC route to professional accreditation; understand the deliverables as set out by the Royal Institution of Chartered Surveyors (RICS) and how the APC program supports you towards achieving your MRICS status. | RICS candidates | Instructor led |
| **APC: Procurement Routes** | Understand options for different procurement strategies and factors to consider in selecting Procurement Routes. | PCC employees | Instructor led |
| **APC: Measurement** | Understand the importance of measurement, application of measurement as well as apply CADMeasure and BIMmeasure. | PCC employees | Instructor led |
| **APC: Tendering** | Gain an overview of Tendering Processes which including an introduction to tendering and the methods used. | PCC employees | Instructor led |
| **APC: Post Contract Cost Control** | Learn about the cost control techniques applied to projects including interim valuations, cost reporting, cashflow and final accounts. | PCC employees | Instructor led |
| **APC: MEP Services** | Understand the need for engineering services, what the services are and how building types affect different methods. | PCC employees | Instructor led |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **APC: Estimating Principles** | Learn the different types and levels of estimating, how to use appropriate benchmark comparisons, cost modeling, cost planning and definitions. | PCC employees | Instructor led |
| **APC: Cost Data** | In this session you will learn what cost information is available, where to look for it as well as how to use indices. | PCC employees | Instructor led |
| **APC: Contract and Practice Law** | In this session you will learn how to use contract documents as well as understand dispute resolution procedures. | PCC employees | Instructor led |
| **APC: Critical Analysis overview** | Learn what makes a good Critical Analysis and what are the common problems. | PCC employees | Instructor led |
| **APC: Life Cycle Costing** | Learn how Life Cycle Costing (LCC) is implemented on projects and how Net Present Value (NPV) and the like are calculated. | PCC employees | Instructor led |
| **APC: Sustainability** | Gain an understanding about the importance of Sustainability in the Construction Industry. | PCC employees | Instructor led |
| **APC: Risk Management** | Understand the Risk Management procedures and the creation of project risk registers. | PCC employees | Instructor led |
| **RedVector** | Focus on technical and current topics, including Transportation, LEED, BIM, ADA and compliance. | Technical professionals | Online |
| **Bentley** | This online provider delivers continuous learning opportunities to infrastructure professionals through product learning for architecture and engineering software solutions. | Technical professionals | Online |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Technical Networks** | Participate in discussion forums, educational calls and webinars, and access useful announcements, documents, resources, and other content.<br>The four networks:<br>• Technical Practices (TPN):<br>• Technical Disciplines (TDN)<br>• Technical Specialties (TSN)<br>• Technical Forums (TFN)<br><br>Speak to your manager to find out more about discipline specific training or on-the-job technical training options which may support your professional development. | Technical professionals | Online |
| **HR as Business Partner - Linking HR Functions with Organisational Goals** | This course examines the core functions of HR and demonstrates how you can use these functions to transcend administrative concerns and address the strategic objectives of the organisation. | Managers, team leaders, human resources professionals | Online |
| **HR as Business Partner - Talent for Organisational Success** | This course covers ways in which transformational HR can direct all its talent management processes toward driving performance and achieving high-level business goals. | Managers, team leaders, human resources professionals | Online |
| **HR as Business Partner - Using Metrics and Designing Strategic Initiatives** | This course explores how HR can improve its strategic value by examining meaningful metrics and demonstrating their connection to business goals. | Managers, team leaders, human resources professionals | Online |

| NAME OF COURSE | DESCRIPTION | AVAILABLE FOR | LEARNING METHOD |
|---|---|---|---|
| **Fundamentals or Organisational Behaviour for the Individual** | This course defines organisational behaviour and identifies the variables and characteristics that influence an individual's attitudes and perceptions in the workplace, and how these can affect performance. | Human Resource professional, managers, supervisors, employees | Online |
| **Fundamentals of Organisations – Groups** | In addition to explaining the characteristics of successful groups, this course provides guidance on how to address employee resistance to collaboration, priority conflict problems within groups, and various other conflicts within groups. | Human Resource professional, managers, supervisors, employees | Online |
| **Organisational Behaviour – Dynamics of a Positive Organisational Culture** | You will learn about the characteristics of a positive workplace culture and the benefits it offers. You will consider the elements that drive the culture of an organisation, such as autonomy and the degree of structure. The course also considers how employees influence the culture and how the culture affects employee behaviour. And finally, you will learn how to apply strategies that can help cultivate a healthy and positive workplace. | Human Resource professional, managers, supervisors, employees | Online |

# Frequently asked questions

### Where can I find more information about learning opportunities?

Visit AECOM University and search the catalogue to find details of online and instructor led training. Also keep an eye out for local communications providing details about upcoming learning events.

You can also speak to one of your regional Talent Development representatives.

### I have identified a learning opportunity, how do I apply for the program?

You can apply for the program through AECOM University, simply complete your registration and ensure your manager is aware of your interest. Your manager will complete the application process with their approval.

### I am interested in attending a training program, but it is not in line with my development goals, can I still be considered to attend the program?

All courses you are undertaking should be aimed at developing your skills aligned with your business objectives. If a skills/knowledge gap has been identified after you have submitted your development goals, and you and your manager agree that undertaking formal training is the best option to close that gap, then approval may be granted.

It is recommended that your development goals are updated at midyear to reflect your current development needs to ensure business success.

### Are external learning opportunities available?

External learning opportunities are used only if an employee's learning need/s cannot be addressed by an internal offering. All external learning activities should be detailed as part of your development goals and must be approved by your manager.

**I have confirmed my attendance for a training program, but on the day, realize that I cannot attend. What do I do?**

If, for some reason, you cannot attend on the day, please access AECOM University to withdraw from the course. Please ensure the Talent Development team is aware and withdrawal has been approved by your manager. If you cannot attend the program; we request that you withdraw from the program at least seven days before the scheduled program.

**Do I receive a certificate after completing a training program?**

Training attendance is tracked through AECOM University where you can also print certificates to demonstrate course completion.

**Where can I find the dates/timings of programs available for the month?**

Check AECOM University for program schedules and keep an eye out for our monthly internal communication with information about the programs taking place.

**Notes**