How Fluor’s Government Group is developing the Environmental and Nuclear Industries’ Future Leaders

Part I of III: The Integration of Succession Planning and Quarterly Strategy Sessions

Despite shrinking budgets and increasing demands to do more with less, Fluor’s Government Group’s Environmental and Nuclear (E&N) management team is more committed than ever to investing in its people. Team members understand they must be equally dedicated to anticipating and preparing for the customer’s future needs as they are to delivering the quality service and support the customer needs today. This is why E&N has defined human capital development as one of its six core strategic initiatives.

Although Fluor already has programs in place to support its longstanding commitment to investing in its people, the E&N team wanted to supplement Fluor’s corporate-wide efforts due to the highly specialized, in-demand talent their customers often require. To that end, E&N enlisted the help of a few veteran Fluor employees in further defining the process of identifying gaps in experience and talent at both the organizational and individual levels and then finding ways to fill those gaps. What resulted is a three-pronged approach that involves three-layer deep succession planning and long-range rotational assignment forecasting. And, perhaps most importantly, it involves working with the existing corporate-wide human capital development program leads to ensure Fluor’s government customers have the opportunity to also reap the benefits of Fluor’s commercial operations and project management expertise.

In 2011, the E&N management team charged senior executive, Bill Shingler, with implementing the first of three key components of the E&N human capital management initiative – the integration of succession planning with quarterly strategy sessions.

“The team aims to go three levels deep, identifying personnel at various stages in their career for key positions on our organizational charts for current work as well as projects that we plan to bid on. We’re always looking for gaps in experience to identify where we need to help our high-performing individuals round out their resumes with additional training or professional development assignments or where we may need to bring talent in from the outside,” said Shingler.

The succession plan for former Fluor-B&W Site Project Director, Jamie Jamison, embodies the E&N management team’s commitment to human capital development through dynamic succession planning. It was planned in 2011 and executed upon his retirement in August 2012 without any loss of efficiency on the project. Jamison was replaced by then Deputy Program Manager for the Portsmouth Closure Project, Dennis Carr. Bob Nichols, an experienced project manager with more than 20 years of experience working on Fluor’s Department of Energy contracts, replaced Carr as deputy, and the E&N management team brought on Fred Hughes, another industry veteran, to replace Nichols.

“The integration of succession planning with our quarterly strategy sessions is the foundation for our human capital development initiative’s overall success. It’s what allows us to figure out how to fulfill our commitment to our employees to provide them with continuous opportunities for
learning and growth, as well as our commitment to our customers to provide them with a team of experts that can and will deliver the quality support that they require and deserve,” said Fluor Senior Vice President of Environmental and Nuclear Operations, Greg Meyer.

The second of the three key components for the E&N human capital initiative is a robust professional development program that includes long-range rotational assignment forecasting. Check back next month to learn how Fluor’s Government Group’s E&N management team has formalized Fluor’s long-standing tradition of mentorship to provide its employees with the opportunities necessary to become the best in their field.