



GOLDER

Generalist or Specialist – Is that the question?

ENVIRONMENTAL CONSULTING – FUTURE PROOFING

Wednesday 7th November 2018

AGENDA

Consulting Definition

Generalist v Specialist

Observations

Crystal Ball

Conclusions

Consulting

“Provision of professional services on a specific subject or area, generally for a fee”

- As consultants we sell:
 - Experience
 - Knowledge/Intellectual Property
 - Hours
- Utilisation is king

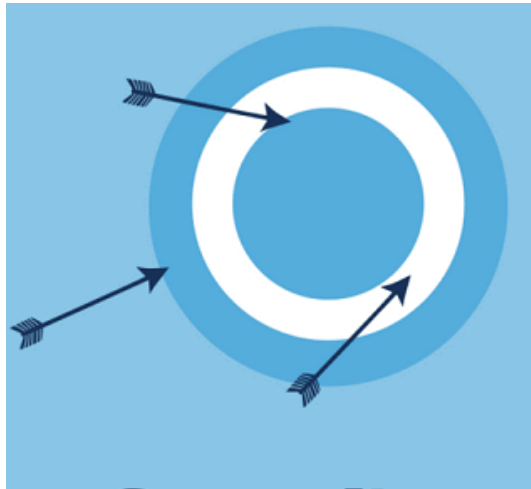
Future Proofing

“the process of anticipating the future and developing methods for minimising the effects of shocks and stresses of future events”

Generalist v Specialist

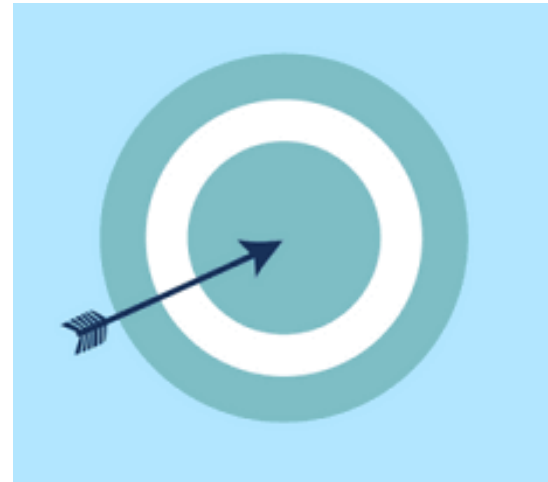
Generalist

“A person knowledgeable in several different fields or activities”



Specialist

“A person who concentrates primarily of a particular subject or activity”



Observations



Observation 1

THE N-WORD



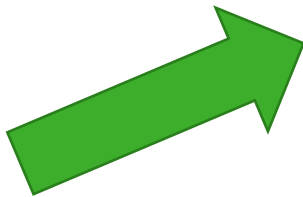
= Generalist

Observation 2

BOOM V BUST

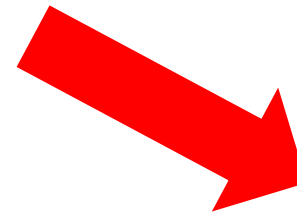
Boom

- More work to spread around
- Sector/subject focused
- Less competitive
- Specialists reign



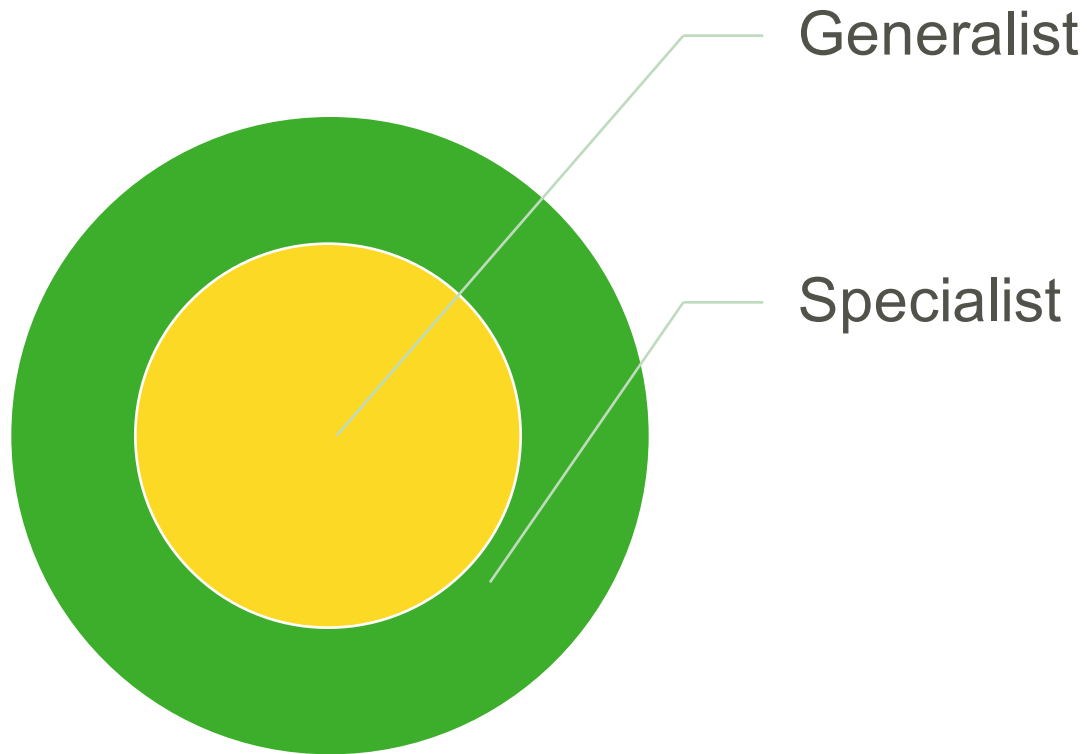
Bust

- Less work to spread around
- Less focused
- More competitive
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Observation 3

THE CONSULTING CORE



Observation 4

EXTERNAL PRESSURES

- Growing external concern regarding 'failures'
- Regulator nervousness
- Accountability
- Litigation



Observation 5

COMPETENCY & CERTIFICATION

- Engineer of Record
- Appropriately Qualified Professional
- Certification trend
 - SER, EIANZ, AusIMM, IAP2
- Review Panels



Observation 6

OVERVIEW OF 30 YEAR CAREER

- Master of Science Degree (Zoology)
- Specialist consultant (2 years)
- Environmental Officer (8 years)
- Environmental Consultant (10 years)
- Mine Closure Specialist (10 years)



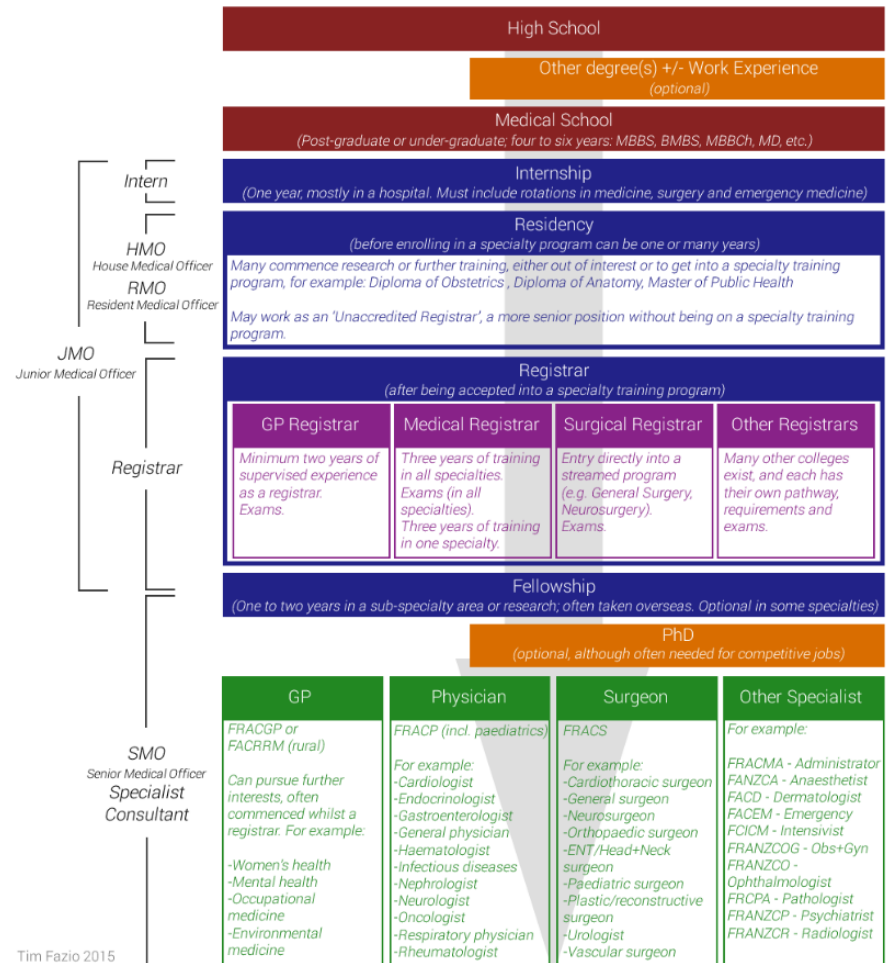
Possible outcomes

- Greater separation of generalist and specialists
- Specialists will need to guide generalists
- Specialists will need to be seen as independent
- Specialists will need to be accredited
- Specialist will be outsourced
- Cross pollination between consultants
- Specialist consulting firms
- ‘Generalist’ will become a specialist field
- Specialists will evolve from generalist over a career

Precedence

AUSTRALIAN MEDICAL BOARD

- Intern
- Registrar
- Specialist
- General Practitioner
- Physician
- Surgeon
- Other



Trends in Environmental Consulting

Current specialisations

- Contaminated Land (Site Auditor)
- Resource Geology (JORC Code)

Future specialisations (EIANZ)

- Land Rehabilitation
- Ecological Restoration
- Environmental Impact Assessment
- Climate Change

Risk, Challenges and Issues

- Pidgeon-holing
- Market Resilience
 - Capacity Constraints v Workload
- Professional Indemnity
- Competency-based education and training
- Professional and career development

Future Proofing

WHERE TO FROM HERE?

Environmental Consultant Association

- Specialist Societies
- Professional development (universities)

Consultant Firms

- PI Risk
- Specialist/Generalist mix

Consultants

- Career development plans
- Certification and accreditation



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