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Published by ASME Europe Office

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Growing human potential the ALSTOM way

An interview with the HR Director of Alstom Power Technology Centre on finding and retaining the best minds.

The ALSTOM Group is a leading employer of engineers around the globe with a presence in 70 countries and over 65,000 employees. *ASME Europe info* caught up with Ian Nightingale – Human Resources Director of ALSTOM Power Technology Centre in the UK – about growing the ALSTOM “family”.

ASME Europe info: How does the Technology Centre fit into the wider ALSTOM Group picture?

Ian Nightingale: ALSTOM Power Technology Centre employs 550 people at its sites in the UK, Germany and Switzerland. We are quite a unique component of the ALSTOM family because we provide services to both internal as well as external clients. We acquire, develop and apply new ideas to improve other ALSTOM components’ service to their customers. This could range from working on ALSTOM Power Turbomachines products to offering design, development, manufacturing and software services and products directly to a number of organisations.



Ian Nightingale, HR Director, ALSTOM Power Technology Centre

ASME Europe info: Given your wide remit, how do you match the right people to the right position at the Technology Centre?

Ian Nightingale: There are a number of elements to this answer. Making sure that we have the “right people” in the organisation is key to its success. It is not sufficient only to make sure you attract the right people in the first place. You need to ensure that those people are developed and retained for the future.

In the Technology Centre we strive to be a hub of excellence. As such, we’re not interested in people who can just do the job; we’re interested in those who show potential for excellence. This is not merely with regard to their technical expertise, but also in terms of their people and communication skills.



Team-building promotes excellence at ALSTOM

We look for a high academic qualifications and appropriate previous work experience, well-developed and demonstrable "customer-facing" and team working skills with a willingness to develop taking an active involvement in CPD. Other key areas we focus on are a flexible approach to work and an open and willing attitude towards change and mobility.

A commitment to share in the mission and values of the Technology Centre and, of course, it goes without saying that an interest in the job all goes a long way.

ASME Europe info: How does this translate into a hiring and retention policy for the Technology Centre?

Ian Nightingale: We have put a number of measures into place which encourage the best to apply. Once they have been hired, we encourage them to seek out

CORPORATE & GOVERNMENT EYE



other good candidates. For example, we have run a very effective employee introduction scheme, which gives a reward to a current employee who introduces someone. It's always best to keep it in the family!

We have also developed various career tracks within the wider organisation to ensure that good employees can feel there is a progression route regardless of their discipline.

Apart from the general management route and the project management stream, we have developed the Technical Expert Development Programme (EDP). With so many technical professionals within the Technology Centre, we felt that it was particularly important to reward them in the same way as other career tracks.

ASME Europe info: What emphasis is placed on diversity in the hiring process?

Ian Nightingale: As a global organisation, it is crucial that we reflect this diversity in our workforce.

Increasing amounts of our actions involve a significant awareness of cultural and environmental issues. For example we are working extensively in the field of reducing emissions such as "clean coal" CO₂ capture. It is important to us that our employees understand and embrace these issues and that we all work together in achieving these challenging goals.

Having said that, as we all know, engineering remains a male-dominated profession. There are however increasing numbers of women coming through the ranks. At ALSTOM we do not believe in tokenism. As I stated earlier, we have put rigorous systems in place – particularly when hiring new graduates onto our engineering development programme. All candidates must go through our assessment centre where their technical as well as personal skills are tested. On average we take on five new graduates each year and there is usually at least

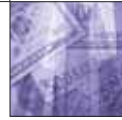
one woman in the group who is there on merit rather than because we felt she had to be there due to her gender.

ASME Europe info: How have the recent difficulties with ALSTOM influenced your hiring and retention?

Ian Nightingale: At ALSTOM the only constant is change. We have indeed experienced some difficulties in the marketplace over the past couple of years. This is in part due to some technological and some commercial factors. Retaining people and attracting new people in this environment has been challenging. Retaining and motivating existing employees is critical; a key factor in this was the development of our Recognising Success programme, which rewards and recognises the employees', individual & team efforts.

In these situations when hiring you need to focus on the positive aspects of the business and future opportunities to be involved in wide-ranging areas of technology.

Recruitment for the Technology Centre is not carried out in isolation; far from it in fact. Our first consideration would be to look into the ALSTOM "Family" to see if there were people with appropriate competencies/skills sets. In areas of particular skills shortage it is particularly important to look at and improve your processes if you are to be successful in attracting the right people. Working in partnership with colleagues in Germany and Switzerland we define the competencies required for the role then ensure a thorough and effective interview and selection process is applied (using psychometrics where appropriate) and respecting legislative requirements and also that those involved in the process are fully competent to do so. This has enabled us to ensure we attract well-rounded individuals. ▀



Big business for small enterprises

How mechanical engineering is successfully implementing the Lisbon Strategy for growth and jobs

As the European Commission launches new plans in its bid to fulfil the Lisbon Strategy for growth and jobs within the European Union (EU), *ASME Europe info* examines the situation within the mechanical engineering community in the old and new EU Member States.

On 2 February 2005, the Commission proposed a new start for the Lisbon Strategy focusing the European Union's efforts on two principal tasks – delivering stronger, lasting growth and more and better jobs. The institutions of the European Union have begun to turn the new momentum for a relaunch into concrete action based around three main axes:

- knowledge and innovation for growth
- making Europe a more attractive place to invest and work
- creating more and better jobs

ASME Europe info is pleased to report that unlike the vast majority of public administrations across the EU-25, mechanical engineers have been working along these lines for many years. The last published figures in 2003, just prior to EU enlargement, demonstrated in no uncertain terms that the EU leads the world's markets in engineering industries. In fact, together with the foodstuffs industry, the automotive industry, chemical and fabricated metal articles, mechanicals, engineering is one of the most important industrial sectors in terms of production and value-added throughout the enlarged EU.

The figures speak for themselves

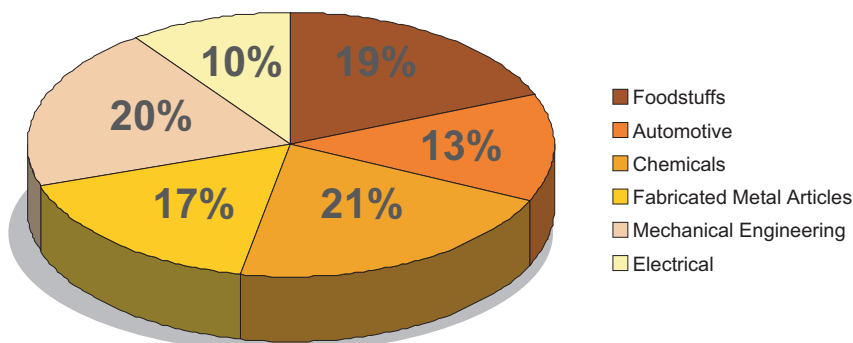
In 2003, there were 21.000 mechanical engineering small- to medium-sized enterprises (SME) employing more than 20 people. Collectively they produced machinery and other mechanical equipment worth over €360 billion to

the market. The output of the mechanical engineering sector is estimated at around 7% of the total EU output.

And it doesn't end there. Mechanical engineering accounts for 7% of the production of the manufacturing industry, 8% of its value-added and 7% of its employment. It is a highly productive sector with an average turnover per employee of some €160.000 and a value-added of some €56.000 per employee. These figures do not apply to the 10 new Member States, however, where the productivity is significantly lower.

The published figures are set to improve. Although faced with antiquated manufacturing processes, a number of the new EU Member States have a strong tradition in the mechanical engineering manufacturing sector. Poland leads the field in terms of market share, but the Czech Republic is dominant if one makes a per capita comparison. Slovakia, Slovenia and Hungary follow closely.

The EU industrial output for six core sectors



Source: *Competitive Analysis of Mechanical Engineering, DG Enterprise Consultation Paper, July 2004, 6th version*

Recipe for success?

So how has the EU consistently managed to move ahead of the US and Japanese competing markets? The magic words to spring the lock are inevitably "skills" and "export market"; or in the terminology of the Lisbon Strategy, "knowledge" and "investment".

Jeroen Van Liempd of the ASME Europe Office put things into context: "The profession of mechanical engineering is held in very high esteem in a number of European countries. For instance, in Greece and Austria the profession is on a par with the liberal professions of

.....> Continued on page 6



Building and bonding across borders

The rationale behind the establishment of the ASME Europe Office explained

The recently enlarged European Union now comprises 25 nation states and has 21 official languages. To Europeans this is a conundrum we live and work with in our daily lives. But how best can a global organisation relate to this complex set-up to ensure that its members in the region will be better served?



John Corcoran and Michael Michaud from ASME unveil the new Europe Office

This was at the heart of the rationale behind the ASME Board's decision to establish a Europe Office for ASME and to base it at the "Heart of Europe" - Brussels.

John Corcoran – ASME Managing Director, Services – told *ASME Europe info*: "The establishment of this office clearly demonstrates our commitment to invest in the Europe, Middle East and Africa (EMEA) region, and enhance our services to members and customers." He continued, "The Europe Office exists to reach out to the engineering community and to further improve and raise ASME's profile as an education and information provider in this region."

And how does the office plan to achieve this? The first action of the Brussels team from March to May 2005 was to carry out an in-depth strategic analysis of the European engineering environment and the engineering community (see page 5 of this newsletter for more information on the results). "The results of the analysis have helped us to identify real priorities for the members in our region and to

start moving towards a strategy to meet those needs", commented Jeroen Van Liempd, Director of Operations for the Europe Office.

The establishment of the office comes at a time of evolution in the engineering community. New technologies are emerging every day and with them new governing standards, codes and regulations. The services and activities of the Europe Office for the EMEA engineering community need to reflect this and keep members abreast of new regulatory and technological developments.

The primary objective of the office is to facilitate communications between ASME HQ and European-based members. The office is also there to build partnerships and exchange knowledge with sister professional associations and, of course, the various national as well as transnational public administrations in the region, in particular the European Union institutions. These partnerships and exchanges of information will enhance the office's ability to truly serve as an ASME knowledge hub for the region.

In practice, the Brussels team will be actively engaging in corporate and government relations to provide community and strategic management through targeted communications and events.

As Van Liempd explained, "Our key aim is to translate the identified needs and strategic objectives into tangible actions and results. ASME has taken the decision to establish an office in Brussels to be more prominent in the European engineering environment. Hence, activities from this office will specifically focus on making ASME's services and products more available and adapted to the engineering community in this part of the world, be it at company or institutional level, or at the level of individual members.

In this respect, educational events, training courses and conferences play an important role. The strategy of the Europe office should be to enhance their relevance in the European district."

So, whatever the nature of your enquiry or request for information, be sure to make the ASME Europe Office your first port of call! ▶



European engineers concerned with regulatory issues

ASME Survey reveals key concerns across the region

Results of a qualitative survey carried out by the ASME Europe Office as part of the start-up programme in March to May 2005 revealed that European engineers are more than a little preoccupied with government and EU regulatory issues.

As Jeroen Van Liempd – Director of Operations for the Europe Office – explained to *ASME Europe info*: “It was quite interesting to see the results of the survey from this respect. So many of the members who agreed to be interviewed expressed concerns about not having a reliable source where they could obtain a clear interpretation of national and more particularly EU Regulations and Directives of direct relevance to their professional lives.” He continued, “Of particular note was the fact that the majority of the 70 engineers we interviewed across a wide spectrum of mechanical engineering disciplines and sectors – both traditional as well as emerging – felt that ASME could and should be that source.”

The overall objective of the survey, which was targeted at existing as well as potential members, was to identify their professional, educational and informational needs as well as to learn more about the problems and challenges currently facing the engineering community across Europe.

Van Liempd expanded, “We wanted to reach as broad a perspective as possible and so the team reached out to engineers with different profiles; engineers in various European countries and working for different industries, HR managers, academia, younger engineers, former members and also students. We were also able to obtain insights from leaders of national engineering societies.”

Other key findings of the survey demonstrated that ASME is perceived and appreciated as a reliable and solid organisation in Europe. ASME publications are highly recognised and well-known. However, it also revealed a lack of awareness of educational programmes and a wish that they should be more adapted for the European marketplace.

The outcome of this analysis will help the Europe team to identify and develop the appropriate benefits, services and products and enhance ASME’s service as an education and information provider for the European engineering community. ▶

Director of Operations takes the helm of the ASME Europe Office

Jeroen Van Liempd has taken up his post as Director of Operations for the ASME Europe Office.

Mr Van Liempd, a Dutch national, has an extensive background and experience both in European institutions, government and the world of association management. With Master’s degrees in both Economics and Agricultural Management attained in the UK and in the Netherlands, he has 14 years’ professional experience built around International Affairs.

He has served as a National Expert at DG Agriculture for the European Commission and most recently, for the last five years, as the Secretary-General of the FVBO (Belgian Seed Crushers and Oil Processors’ Association).

He has extensive experience in the management of general assemblies, executive boards, working groups and committees, as well as all strategic and budgetary operations for not-for-profit organisations.

His comprehensive background in working for associations provides the perfect foundation for his new position as Director of Operations of the ASME Europe Office. We wish him much success in his new role. ▶



Jeroen Van Liempd, Director of Operations



→ Continued from page 3



European Engineers making Lisbon a reality through technology

law and medicine.” He continued, “In addition to this, the EU freedom of movement allows mechanical engineers the opportunity to live and work in a number of different countries throughout their career. This in turn tends to mean that innovative thinking and entrepreneurship is cultivated within the engineering community”.

The story in the 10 new Member States is only partially the same at present. These countries possess considerable engineering skills, especially in mass production. However, they often lag behind in organisation and marketing and suffer from an obsolete machine park.

Diverse supply markets...

The EU mechanical engineering sector is very export oriented. In 2002, the equipment export market accounted for €131 billion or 36% of exports to

third countries. Of the world machinery trade, 43% is in the hands of the EU. The EU machine market is the world largest with €290 billion, followed by the USA with €278 billion and Japan with €129 billion. While the EU market has stagnated over the past three years, both the USA and Japanese markets have shrunk significantly.

In addition, apart from being an important exporting industry, the mechanical engineering sector also plays an important role as supplier of capital goods for other sectors. Hence, the mechanical engineering sector is strategically linked with downstream industries such as agriculture, fisheries, mining, construction, transportation and the process industry.

Furthermore, the EU is the largest producer of mechanical equipment in the world; its main competitors being the USA and Japan. In terms of exports,

the EU dominance is even more significant since it doubles that of the USA. Both the EU and Japan are net exporters while in the case of the USA export and import are more or less in balance. The EU and the USA are both large importers. The Japanese import penetration rate is only half of that in the EU and USA.

... whilst keeping it in the family

Since the transition to the market economy in the eastern European countries, the integration of western and eastern European mechanical engineering has progressed rapidly. Trade between the two blocs has grown to the extent that today the new EU Member States are the second largest market for western European mechanical engineering exporters. Also for the new Member States, the western European countries are the main export destination of their mechanical engineering equipment.

Investing in the future

Western European companies have invested heavily in eastern European production facilities. At the same time they have outsourced production to East European sub-contractors.

In the past, the new Member States were competing on price and delivery flexibility, making medium- and low-tech machines and parts; thus undercutting competition from countries like China. If the engineering community across the EU-25 is to truly successfully implement the Lisbon Strategy, engineers in old and new Member States will have to work together to increase their competitiveness and technological level in order to survive pressure from tiger economies in Asia. ▀



Italy to host first European Fuel Cell Technology and Applications Conference

14 – 16 December 2005, Rome – Italy



ASME Fuel Cell technology comes to Rome

ASME and Italy's Ente per le Nuove Tecnologie, l'Energia e l'Ambiente (ENEA) have teamed up to produce the first ASME European Fuel Cell Technology and Applications Conference to be held in Rome on 14-16 December 2005 at the Consiglio Nazionale delle Ricerche.

The conference has attracted nearly 300 delegates from academia, end-user, manufacturing and policy making arenas. State-of-the-art developments will be presented from firms and research institutions. A few of the companies include: Doosan Heavy Industry & Construction, W. L. Gore & Associates, Siemens, Ansaldo Fuel Cells SpA, Wärtsilä Corporation, MTU CFC Solutions GmbH, Flexitallic Ltd, and Haldor Topsøe A/S.

The very latest information on fuel cells, hydrogen, and non-conventional fuels technology along with commercial issues related to bringing fuel cells to the market successfully will be the focus of the conference. Papers submitted to this conference will be considered for publication in a special edition of the ASME Journal of Fuel Cell Science and Technology (learn more about ASME's Journal by visiting <http://journaltool.asme.org>).

Companies interested in educating the 300+ conference participants about their related products and services are invited to sponsor and exhibit. Please contact Raj Manchanda, Director, Advanced Technology Programs at ASME headquarters. ▶

For more detailed information on the event, please visit the conference website (<http://www.asmeconferences.org/EFC05/>), or contact Raj Manchanda by e-mail: manchandar@asme.org or telephone him on: + 1 212 591 77 89.

Bringing home the message

ASME expert testimony at inaugural European homeland security conference

Dr Bill Jones (Senior Consultant, ASME Innovative Technologies Institute LLC), was among the prestigious speakers at the very timely inaugural European Homeland Security Conference, held in Brussels on 13-16 June.

Dr Jones addressed some 150 delegates drawn from security experts within national government agencies, transnational agencies such as the European Union and supranational organisations such as NATO on the ASME product: RAMCAP [Risk Analysis and Management for Critical Assets Protection].

RAMCAP calculates the probability and consequences of breaches in security systems so that appropriate action can be taken to forestall them, and is intended to provide a means of evaluating risk across any country.

The RAMCAP project comprises a broad group of experts from industry, government, and academia that is attempting to adapt risk analysis methodologies to the problems of protecting a nation's infrastructure from acts of terrorism.

The programme is currently used by the US Federal Government as a means of evaluating risk across the country, and hopefully will be adopted across Europe to help European security officials make judgments regarding risk analysis. ▶



ASME European events diary

All ASME events can be found at: www.asme.org/conf/confers.html

September 2005

PT Graphite Core Supports

Codes & Standards

Dates: 21–23 September

Location: Lyon, France

Contact: C. Sanna -
sannac@asme.org

November 2005

ASME International Mechanical Engineering Congress & Exposition

Dates: 5–11 November

Location: Orlando, Florida, USA

Contact: Phyliss Klasky
klaskyp@asme.org

More info:
www.asmeconferences.org/congresso5/

December 2005

First European Fuel Cell Technology and Applications Conference

Nanotechnology Institute

Dates: 14–16 December

Location: Rome, Italy

More info:
www.asmeconferences.org/EFCo5

January 2006

ASME/ATI/UIT Symposium on Thermal Fluid Dynamics and Energy Engineering

Knowledge and community sector/Technical Divisions

Date: 5 January

Location: Milan, Italy

Contact: Fabio Gori -
gori@uniroma2.it

May 2006

ASME Turbo Expo 2006
The 51st Annual Technical Congress & Exposition for the Worldwide Gas Turbine Community

Dates: 8–11 May

Location: Barcelona, Spain

More info:
www.asme.org/igti/events/te2006/

Energy, Production, Distribution and Conservation

Engineering Programmes/Technical Divisions

Dates: 14–17 May

Location: Milan, Italy

Contact: info@asme.org

June 2006

Fourth International Conference on Nanochannels, Microchannels and Minichannels

Nano Technology Institute

Dates: 19–21 June

Location: Limerick, Ireland

Contact: Raj Manchanda -
ManchandaR@asme.org

More info:
www.asmeconferences.org/ICNMMo6

July 2006

ESDA 2006
Conference on Engineering Systems Design and Analysis

Dates: 4–7 July

Location: Torino, Italy

More info: www.lamp.polito.it/esda2006/

Fifth World Congress of Biomechanics

Knowledge and community sector/Technical Divisions

Dates: 29 July – 4 August

Location: Munich, Germany

Contact: Edison Aulestia
Aulestiae@asme.org

Key ASME volunteers gather in Brussels

On 25–26 June 2005, the ASME Europe Office welcomed key volunteers from the European Sub-Region for a series of discussions. The meeting brought together representatives of seven European sections, staff from ASME headquarters and the new ASME Europe office to exchange views on the various challenges and developments that the engineering community in Europe is facing.

Specific attention was paid to opportunities in the enlarged European Union of 25 Member States in relation to sustainable development and standardisation. As for codes and standards, the group focused on ways to improve ASME's services to members and customers across Europe.



From left to right: Stojan Petelin - Jeroen Van Liempd - Lea Palabrica - Bernard Gindroz - Daniel Fruman - Flavio Franco - Valentin Stingelin - Yoram Halevi - Kostas Soldatos - John Cocoran - Vittorio Verda - Romano Bochiellini - Victor Kostarev

Furthermore a new ASME product was presented to the group: the Engineering Management Certification International; a training and certification programme offering engineers the opportunity to acquire the necessary management skills which are paramount in today's marketplace.

Last but not least, the role of the Europe Office within the new ASME structure was presented to the assem-

bled group. In particular, the rationale behind the establishment of the office was put into the context of better meeting the needs of members and as an integral part of the endorsement of its globalisation initiative.

Since this was the very first time that the Europe Office welcomed ASME volunteers, a good glass of chardonnay was raised! ▀