

# **PROFESSIONALS IN CONSTRUCTION**

EXPLORING CAREERS WITHIN THE BUILT ENVIRONMENT CAREER PROFILES PACK



# BUILD YOUR FUTURE EXPLORING CAREERS WITHIN THE BUILT ENVIRONMENT CAREER PROFILE ACTIVITIES

These tasks are suggestions of activities you can insert into the classroom using the Build Your Future Careers Profile Pack.

Task students to select a profile that they are interested in and identify the skills that the individual uses within their role.

Encourage students to choose a profile that they have not considered as a career path, ask them to identify something that surprises them about the information and feedback to the class.

Thinking about some of the advice these individuals share within their profiles, encourage young people to consider how they would use the advice to develop themselves in future.

Ask students to imagine that they have already begun to advance in their career and they have been asked to complete the profile. Encourage them to think creatively about what they would like to have achieved and the skills they wish to develop and write their own personal profile.



Ask students to select the individual they identify with most from their profile. Ask them to feedback why they feel drawn to this individual's profile. Is it because they are interested in similar subjects and pathways or is it something to do with the personality and characteristics portrayed through their profile?















**Exploring careers within the Built Environment** 



# ARCHITECTURAL STUDENT, STRATHCLYDE UNIVERSITY

### FAVOURITE SUBJECTS AT SCHOOL?

Art, History and English

# WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

To get into an architectural course most often you needed a portfolio of work, English, Maths or Physics and Art.







## WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

I hadn't thought about my career at all until I was asked to fill out the UCAS forms and read down the list of options, landing on architecture, I liked the fact it combined art and a real world application. After that I did a week's experience in an architectural office and loved it.

## WHAT DID YOUR CAREER PATH LOOK LIKE?

I applied to a few universities and was fortunate to be accepted at Strathclyde, I completed three years of university and then applied for a part one in an architectural studio. Again I was lucky as I got accepted at my first interview. I worked with them for a year and learned so much more than I had expected, I have now returned to university to complete my undergraduate course.

#### DESCRIBE A TYPICAL DAY IN YOUR WORKING LIFE...

In my part one, I would begin the day by making tea or coffee for everyone at my table, chat and catch up for a bit. If it was a Monday we had Monday morning forums, which was a presentation by a few people in the company updating us all on projects, holidays, personal development opportunities and lots of other things. They were fantastic for getting to know everyone and seeing what the company was all about.

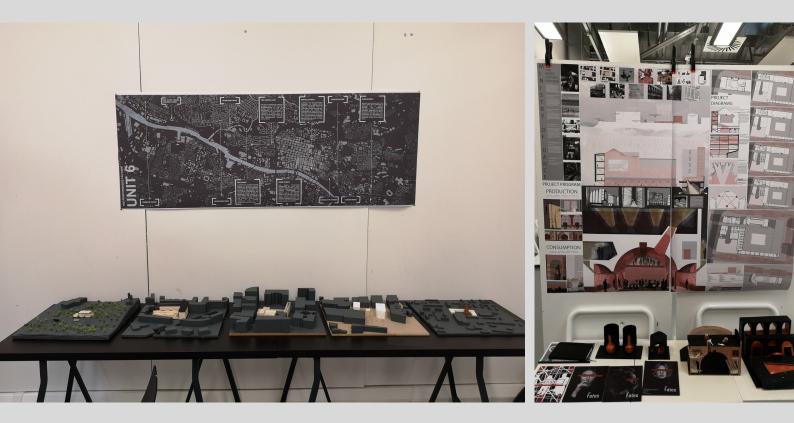
After that I would get on with the work of the day. Most often I was helping to create diagrams, views and plans for large masterplans, or creating 3D's for cinemas. I would join in with client meetings and present bits and pieces of my work, then we would have team meetings to discuss the breakdown of who did what and when our deadline was. It was always fast pace and exciting work. Depending on the day we often held events at night and I would be asked to join, there I met various people from other construction disciplines and got to chat about what each of us did. That would mark the end of the day.

#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

It's extremely rewarding being in a team and creating new spaces that you hope people will love. Depending on who you work with, the hours can be more flexible and you always have opportunities to learn more with CPD's.

### WHAT IS SOMETHING THAT HAS SURPRISED YOU ABOUT YOUR JOB IN PARTICULAR?

How much I learned. It wasn't just architecture, it was how the business worked and how important the team work was, and all the great stories each of my colleagues had to tell about life and funny or annoying things that could happen in projects.



# WHAT ADVICE IN GENERAL WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

Don't be shy, and always stand up for the concept or point your making. And as my parents have always told me: *"If you always do your best, then there's nothing else you can do and you'll never be disappointed."* A very good moto to live by.





FIONA FERGUSON, ARCHITECTURAL STUDENT, STRATHCLYDE UNIVERSITY

### **Exploring careers within the Built Environment**

# CHRISTINA STUART



ARCHITECT, HISTORIC ENVIRONMENT SCOTLAND

#### FAVOURITE SUBJECTS AT SCHOOL?

Art & Design and Chemistry

# WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

An architectural education includes a "Part 1" undergraduate degree, often followed by a year out in practice, before a second "Part 2" degree. You need a minimum of two years experience of working in practice before sitting your "Part 3" professional exams, at which point you become a Chartered Architect.



# SCOTTISH illung

# WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

When I was picking higher subjects in 4th year, I was drawn to design as I enjoyed combining creativity and logic in order to solve problems. Architecture in particular appealed as it's practical and allows you to make a real difference to people's lives. Before applying to university courses, I did a week of work experience in architectural practice which helped confirm my decision.

#### WHAT DID YOUR CAREER PATH LOOK LIKE?

A career in architecture allows you to study and work all over the world. I did my undergraduate degree in Glasgow with a semester in Berlin, before working for two years, and then doing my Master of Architecture in Cardiff.

After graduating I found a job in Edinburgh, but my post was made redundant during the credit crunch recession. A working holiday visa allowed me to find temporary architectural work in Melbourne, Australia. Following this I moved to London where I did a specialist masters degree, before starting work as an environmental design consultant advising on low carbon buildings.

Coming full circle, I then moved back to Scotland where I completed my professional architectural exams. I now work in the public sector, where I'm developing a climate action strategy looking at how sites like Stirling Castle can reduce their carbon footprint and adapt to climate change.

#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

I really enjoy getting out on site, it's a privilege to get up close to such special buildings and discuss their conservation with skilled craftspeople. Seeing projects completed is another rewarding part of the job, day-to-day frustrations are made worthwhile by knowing that you've contributed to creating spaces, opening up access, or conserving an important site for the future.

One of the things I enjoy about my job is the variety. My days range from: surveying the condition of historic ruins; to researching past works; developing conservation strategies; drawing up designs; doing risk assessment; administering building contracts; inspecting work on site; discussions with craftspeople including joiners and stonemasons; commenting on grant applications; as well as attending workshops and meetings.

Due to the pandemic I'm currently working from home. Some things haven't changed much – my employer is very supportive of training so I listen to webinars most weeks and there are still lots of emails! Unfortunately we haven't been able to get out on site as much as I'd like, but this has allowed us the opportunity to focus on developing strategy. I'm in a few online meetings most days, which allow colleagues across the country to collaborate more – a shift I hope will continue.



# WHAT IS SOMETHING THAT HAS SURPRISED YOU ABOUT YOUR JOB IN PARTICULAR?

There are far more ways to be an architect than I realised, and whilst I hadn't expected the job market to be as volatile as it has been, my current role has lots of opportunities to apply the diverse experience I've gained.

# WHAT ADVICE WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

Try to get practical experience of building. After being intimidated by this for a long time, I found it really empowering... I'm by no means skilled at any trade, but by better understanding materials and the craftsmanship needed to use them well, I've become a better architect.







FORTH VALLEY Developing the Young Workforce

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# JESSICA HUNNISETT



# DISTRICT SURVEYOR, HISTORIC ENVIRONMENT SCOTLAND

### FAVOURITE SUBJECTS AT SCHOOL?

English Literature, Drama and Science

## WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

You will need a good eye for detail, an ability to think critically and logically and an ability to problem solve.

Building surveying is such a broad discipline, but a good grounding in science, history, writing, and maths are all helpful.

An undergraduate or postgraduate degree in building surveying is an obvious start, but many people come to the profession via other routes and it is a good 'career change' post graduate degree from those who have a background in other disciplines.

# WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

I always loved the historic built environment– old buildings really, but it never occurred to me that looking after it would end up being my job. I came to construction by accident, a temporary job supporting the project team for the new Scottish Parliament Building, and I discovered that construction was a lot more interesting than it looked.

## WHAT DID YOUR CAREER PATH LOOK LIKE?

Once I realised that old buildings fascinated me and that I cared about conserving them I undertook a postgraduate degree in Building Conservation and got a job as a design and conservation officer for a local authority. I loved the job but I soon discovered that I preferred the technical side of things rather than the town planning element, so I went on to do a further diploma in Building Surveying.

I was lucky enough to get a job at Historic Environment Scotland and worked in the technical conservation team where I was able to qualify as a Chartered Building Surveyor.

Progressing through my professional qualification while working and becoming a mother was demanding but gave me a huge sense of achievement, and it enabled me to progress to my current job, where I am lucky enough to work with a great team, and look after some of the most fantastic historic monuments in Scotland.

### WHAT ARE THE BEST PARTS OF YOUR ROLE?

Getting out on site in the fresh air, being paid to look after castles and historic buildings in Scotland's most beautiful places. Working with a diverse and supportive team. Learning! Always learning new skills and discovering interesting things. I enjoy the diversity of the job, and the mixture of on site inspection, and desk based report writing and design. It is satisfying to see proposals through from ideas to being realised on site, and I feel proud to play a part in making monuments more resilient and more accessible for the next generation.







I work with a team to look after Properties in Care of Scottish Ministers across the central west region of Scotland. This ranges from castles in Stirlingshire and Fort William across to standing stones and hill forts on Arran and Islay, so I get to travel a lot in beautiful parts of Scotland.

In a typical week I might visit a site to undertake a condition assessment or meet with the Works Manager to look at work that is required or planned, or inspect work under way – this week it is a new septic tank for a visitor centre - it's not always glamorous, but it's always interesting and scenic! I might prepare sketch proposals and mark up drawings, or speak with the Planning Department or Scheduled Monument Team to consider permissions that are required. I might meet a contractor on site to discuss how works are going to be undertaken and consider how we can ensure work is carried out safely.



# WHAT IS SOMETHING THAT HAS SURPRISED YOU ABOUT YOUR JOB IN PARTICULAR?

What I was capable of! I always thought of myself as a bookish type, not practical or particularly technical, more a thinker than a doer - but I have surprised myself at the skills I have developed and what I have been able to achieve and the things I have enjoyed doing. It has helped me grow in confidence.

I have been surprised at how relevant my humanities and literature background has helped in my appreciation of the historic buildings we care for and understanding the wider context of the built and natural environment we all enjoy.

# WHAT ADVICE WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

- Work hard at all subjects you never know when they might be useful and knowledge gives you power!
- Take thing step by step look at those whose jobs look appealing, not just the salary potential, and work out how you can get there! Don't be put off by hard work or the time it might take – a job is a lifestyle, or can be, and it can take many years to 'make it' but each step in the right direction is an achievement.
- Seek opportunities to get involved and get your hands dirty. Its fun and rewarding.





### **Exploring careers within the Built Environment**



#### WHAT DID YOUR CAREER PATH LOOK LIKE?

#### FAVOURITE SUBJECTS AT SCHOOL?

English, Mathematics, Science & Geography.

# WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?



When I wanted to start having children, I wanted a job where I could go home every night and spend time with my family. I also wanted a job which was more secured and pays ok. My love for architecture and having an accounting background, made me decide to study Quantity Surveying after seeking advice from my brother who is a Valuation Surveyor.

I have done all sorts of jobs in my lifetime. From being a care assistant, warehouse operative, office admin, call centre jobs as well as being a soldier in the British army. In 2008, I was deployed on a 6-month tour of duty in Afghanistan. Whilst there, I came across a Quantity Surveyor, who also gave me an insight on what his job entailed. Two years from then, I decided to pursue my studies and went to university where I was offered a place as a matured student. In the 1st year of my Quantity Surveying studies, I was awarded a Top Student Prize. Following that, Lendlease Construction Ltd, who sponsored the award, offered me a Commercial Assistant role after completing a 4 weeks job shadowing at their premises. I used to work full time and studied part time at Glasgow Caledonian University, I graduated in 2015.

## WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

I hold an Honours Degree in Quantity Surveying. You need to possess selfdiscipline in time management, prioritising workloads - as you have to meet a lot of deadlines. Attention to detail is also very important that you shouldn't get the numbers horribly wrong. You also need to be good at working as a team in addition to working independently.

# DYW



#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

From all the jobs that I have done, I really enjoy working as a Quantity Surveyor. In my personal life, I am always about numbers and attention to detail (even my husband can testify!). I practice this in my job on a daily basis. Working Mon-Fri is an ideal situation for me whereby I get to spend more time with my family during the weekends.

Everyone likes good things in life. This job helps me to enjoy lovely times with my family because the pay is not bad. I also enjoy visiting sites to see technical side of things such as offsite manufactured timber frame erection, concrete pouring and so on. It is so fascinating to see an idea which was penned on a piece of paper (drawing), is developed into a physical building. Being part of the team, which has built schools or houses, is a very satisfying experience.

The good thing about my job is that every day is different. You get allocated a number of projects and every project is different, even though the fundamentals are the same.

Main day to day tasks involves a number of things. Once a job has been handed over to you from the pre-contract team, you are required to start the procurement process. This involves issuing enquiries to sub-contractors for different packages to obtain the prices to carry out the works. Among others, packages include groundworkers, landscaping, painting & decorations & roofing. Once the returned quotes are obtained, you then prepare a subcontractors comparison sheet. This exercise involves reviewing and analysing the quotes to see why there is a difference in values/quantities. You evaluate to see whether they have priced according to the specification. I also do measurements to check if the quantities in the bills are correct or when ordering some joinery or builder materials.

Once reviewed, sub-contract orders are then placed accordingly. We also prepare monthly reports to see where the project stands financially. As a Quantity Surveyor, our job is to look after the company's money. We need to report how the projects stands financially and project how it will be reported once complete. I also have meetings with different stakeholders such as clients, site team, architects, client representatives and engineers. I do also visit site to see building progress as well as having monthly progress reviews with the site team.



# WHAT IS SOMETHING THAT HAS SURPRISED You about your Job in Particular?

I really thought it was a going to be a very boring and difficult job! I was surprised to see that every day had a different challenge which makes you to be proactive and exercise your creativity and decision making! Working with different stakeholders helps you gain more knowledge and have a great insight of the built environment.

# WHAT ADVICE IN GENERAL WOULD YOU GIVE TO YOUR 15-Year-old Self About how to succeed in the built Environment?

There are many careers in the Built Environment. Try to pursue the one that suits what you like on a daily basis. You are still young and have got the whole life in front of you. Grab the opportunities at hand. Once you have started a course or a job, feel like it's not for you, you can still change. Remember there is no wrong path. You will eventually find the career you enjoy. There is no harm in trying!



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### FAVOURITE SUBJECTS AT SCHOOL?

Physics, Design and Manufacture, Modern Studies

# WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

For my Highers I gained: 4Bs in 5th year, 2Cs in 6th year and passed my Foundation Apprenticeship (FA). An FA really helped me get the job I have so you may need to get better grades than I did if you are not doing one.



### WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

I was very young when I knew I wanted to do Civil Engineering. I was always interested in how large structures were built such as bridges and dams. My Grandad was also a civil engineer and used to tell me about his experiences which made me even more interested.

### WHAT DID YOUR CAREER PATH LOOK LIKE?

Because I knew what I wanted to do I was able to pick subjects that related to engineering. In 5th and 6th year I decided to do a Civil Engineering Foundation Apprenticeship which really helped me gain more experience with practical, theoretical, and actual on-site experience with a placement one day a week. During 6th Year I applied for several apprenticeships and applied for university. I had one unsuccessful interview before getting the job with Morrison. Over the past year at Morrison I have been on three sites and have gained a wide variety of experience. I have also been studying at Strathclyde and I am one year into gaining my degree.

#### DESCRIBE A TYPICAL DAY IN YOUR WORKING LIFE...

My working day can be different depending what site I am on. I am currently in a more managerial role so this mean a lot of my job is based on health and safety. Every day I will walk around site to make sure all the operatives are carrying out their work safely. I like to have a conversation with the operatives and ask them what they are up to that day. I will then complete a daily diary which records what is happening on site and where the works are taking place. After this, I usually do quality check sheets on the works that are taking place to make sure it is getting carried out to the highest standard possible. Every day on site we encounter small problems that have to be solved with different people on site. Discussions take place with me and my colleagues to see how we can tackle these. Throughout the day I will also record progress by marking up drawings and taking photos. At the end of the day I complete my own learning diary which helps me keep track of my own development.





#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

I can gain a degree and get paid for it! This means that I do not have to worry about things such as student loans which is a massive bonus. Another good thing is that I get a massive variety of experience meaning that I will be a lot more qualified than a typical university graduate

# WHAT IS SOMETHING THAT HAS SURPRISED YOU ABOUT YOUR JOB IN PARTICULAR?

I was surprised about how many different parts there is to a site and how important they all are to the operation of a site. Every person on a building site has their own role and can have a large impact on the site.



# WHAT ADVICE WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

- Do lots of research on the jobs that you may be interested in.
- Try and get some relevant work experience if you can.
- Ask lots of questions, it shows you are interested and helps you gain as much knowledge as possible





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ESTIMATING DIRECTOR, MCLAUGHLIN & HARVEY

# WHAT DID YOUR CAREER PATH LOOK LIKE?

- Served my time as a Trainee Motor Mechanic.... yes that's how it all started – that went pear shaped due to the company going out of business.
- Started as an Apprentice Joiner with the Local Authority for 4 years and after attending Trade College was advised by a lecturer to look at ONC/OND in Building which I did for 2 years.
- Became a Trainee Estimator with Hall and Tawse covering all trades from first principles.
- Progressed to an Estimators position with Amec then became Senior Estimator/Bid Manager with Dawn Construction.
- Moved to Lend Lease as a Cost Planner progressing to Head of Cost Planning for Scotland and NE England.
- Moved to McLaughlin and Harvey where I started as Head of Estimating and for the last year following promotion working as Estimating Director for the Scottish business in a national role.

### FAVOURITE SUBJECTS AT SCHOOL? PE, Arithmetic, Maths, Geography

# WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

After working as a joiner and then going back to College I wanted to pursue a career within Management and having an enjoyment of working with numbers, decided to pursue a career in estimating.

#### WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

The longer you are in your position your specialist skills become developed. One of the most important skills you must possess is people management. I deal with a huge number of people on a weekly basis and your people skills must be very good.

#### DESCRIBE A TYPICAL DAY IN YOUR WORKING LIFE...

Two days are never the same. For example, people may think working on 2 schools, 2 offices or 2 stadia must be boring and repetitive – but it's not. I come into the office, or work from home and prepare a list of actions for the day. I always leave free time as there are ad-hoc meetings and other people tend to use up your time more than yourself. I engage regularly with our Board as we tender projects and then get involved in post-tender meetings/reviews. I have a team of 12 and I spend part of every day speaking to or working with them to sort out problems and generally guide them to do the right things. I always believe that managers '*do things right*' but as a leader I have to be '*doing the right things'* – and there is a key difference.

#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

People are the most important part of any organisation and finding a company who invests in people make it an enjoyable place to work. Career progression is very important to certain individuals but not to others and there is a place in construction for either view.

# WHAT ADVICE IN GENERAL WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

The only thing that separates successful people from others is the willingness to work very hard. It may be a cliché - there are different ways of working hard but the most important advice I would give is if you pick a career you enjoy – it never feels like work









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# STEVEN TRAYNOR



FRAMEWORK MANAGER, Robertson Group

FAVOURITE SUBJECTS AT SCHOOL? Maths, English, Modern Studies, PE, Administration & IT.

## WHAT QUALIFICATIONS & EXPERIENCE ARE NECESSARY FOR YOUR ROLE?

A degree in a construction background is desirable but experience of the construction industry generally, customer services, relationship management and being good with numbers and data analysis compliment a role requiring a broad skillset.



# WHEN DID YOU DECIDE THAT YOU WANTED TO WORK WITHIN THE BUILT ENVIRONMENT AND WHAT INFLUENCED THAT DECISION?

My father and uncles are all hard-working tradesmen who encouraged me to do "better". I started my working life as a Trainee Accountant but bored quickly. I liked the idea of the fast paced nature of construction and engineering so applied for a role as a Trainee Technician with Scottish Water. At the same time, I applied to university to study Civil Engineering – an offer for both arrived within days but university won.

### WHAT DID YOUR CAREER PATH LOOK LIKE?

I left school to be a Trainee Accountant and commenced college part-time to study an AAT Accounting qualification. After 12 months I knew it wasn't for me and was bored. Encouraged by my parents and after some research, I was intrigued by construction and engineering. I didn't have all of the qualifications, so secured a place on the Civil Engineering degree course at Abertay University in Dundee following a stint at summer school. After graduating with first class honours in 2005, I worked as a Graduate Engineer both in a design office and on site to gain a varied skillset.

During recessionary times, I gained experience in tendering and business development which led me to a career change as Business Development Manager for a major building contractor. In 2017, I joined Robertson Group as Framework Manager and lead one of Scotland's largest and most successful construction framework.

# WHAT IS SOMETHING THAT HAS SURPRISED YOU ABOUT YOUR JOB IN PARTICULAR?

The number of different opportunities there are. At first, I thought it was all about building but this is a progressive industry where data scientists are now employed! We need builders, accountants, office staff, designers, drone pilots, 3D modellers, quantity surveyors and plant operators all with a varied skillset.

A typical day would see me participating in a team meeting where we update each other on our activities and take the opportunity to ask any questions to help the week ahead. I would then review my monthly financial and project reports which are extremely important for forecasting activities and payments to be made.

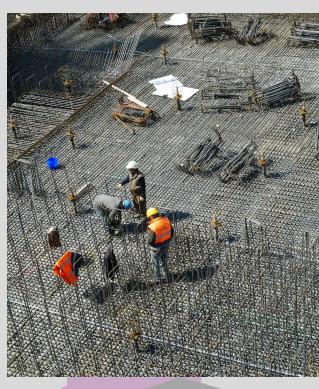
Following a brief coffee break, I would participate in a customer meeting to listen to what projects they would like to develop in the future and understand how our framework could help them deliver this. You see, our framework helps customers deliver long lasting legacy through job creation, skill enhancement, providing opportunities for local businesses as well as providing value for money – all very important outcomes for local government. Following some lunchtime exercise, I would plan out what social media activity we would like to release in the week to promote the fantastic work we are doing on our projects. This involves gathering stories, images and quotes from those involved in the project. After catching up on some emails, I would finish my day improving my skills through our inhouse e-learning platform. It's very important to ensure your skills are current in our progressive industry.

#### WHAT ARE THE BEST PARTS OF YOUR ROLE?

Working with some truly great people in a challenging but rewarding industry. My kids are sick of me saying "dad built that" or " dad designed that"! Construction is evolving, the life/work balance is achievable with clear progression opportunities.

# WHAT ADVICE IN GENERAL WOULD YOU GIVE TO YOUR 15-YEAR-OLD SELF ABOUT HOW TO SUCCEED IN THE BUILT ENVIRONMENT?

Be a sponge, take every opportunity you are offered to learn and better yourself, ask questions, be inquisitive, suggest improvements, get qualified / chartered, develop a thick skin and enjoy the ride!







FORTH VALLEY Developing the Young Workforce

STEVEN TRAYNOR, FRAMEWORK MANAGER, ROBERTSON GROUP