

# FOPP

FUNDAMENTALS OF PROFESSIONAL PRACTICE

## PARTICIPANT QUESTIONNAIRE RESULTS 2021 Class No. 29/30

- 1. Please rate the value you derived from various elements of the FOPP program in which you participated. Circle the one number that best expresses your opinion: 5 = Extremely valuable; 4 = Valuable; 3 = Somewhat valuable; 2 = Not valuable; 1 = A waste of time.**

a. Distance-learning program, in general	4.0
b. <i>Practice Management for Design and Environmental Professionals</i>	4.3
c. Mentor participation	3.6
d. Performing the research assignment	4.1
e. Research reports mark-ups	4.1
f. Preparing and presenting your self-introduction	3.8
g. Joseph S. Ward Lecture by Kevin B. Hoppe	4.2
h. Preparing and presenting your research-project summary	4.0
i. Listening to others' summary presentations	4.1
k. Case-history workshop, Part 1: Thursday evening	4.3
l. Case-history workshop, Part 2: Friday morning	4.3
m. Case history presentation by James K. "Jim" Johnston P.E., P.P., F.GBA	4.8
n. Active-listening presentation by Eric Kaufmann	4.4
o. Conflict-resolution, role-playing workshop	4.8
p. Friday-evening cocktail reception	4.3
q. Friday-evening banquet	4.4
r. Saturday-morning "Our Professional Futures" led by John	4.2
s. Getting-involved presentation by Evan Thomas, Ph.D., P.E., MPH	4.3
t. Getting-involved presentation by Barry K. Thacker	4.8
u. Informal discussion with peers throughout course	4.6

- 2. Please evaluate other aspects of the FOPP program on a 5 to 1 scale: 5 = Excellent; 4 = Good; 3 = So-so; 2 = Weak; 1 = Bad.**

a. Quality of Facilitators' and Speakers' Services	
John P. Bachner	4.8
Chester J. Drash, P.E.	4.6
Shawn Fitzhugh, P.E.	4.5
Carrie Foulk, P.E., G.E.	4.7
Timothy "Tim" Rodriguez	4.6
Kevin B. Hoppe, P.E., F.GBA	4.7
Eric Kaufmann	4.7
James K. "Jim" Johnston, P.E., P.P., F.GBA	4.8
Nancy K. McKeithen	4.8
Daniel F. "Dan" Szwed, P.E.	4.7
Barry K. Thacker, P.E.	4.8
Evan Thomas, Ph.D., P.E., MPH	4.6
b. Overall FOPP Operation of Distance Learning (Part 1)	4.0
c. Overall FOPP Operation of Seminar (Part 2)	4.7
d. Physical Facilities at the Seminar	4.2
e. Facility Food and Beverage	4.1

**3. Based on your experience, would you recommend FOPP to someone else in your position?**

Yes 70

No 1

**a. If No, why not? (1 response)**

- Many, if not all, aspects can be learned during internal meetings.

**4. If you have derived benefits from participating in FOPP, please list the top three or four in descending order of importance: (70 responses)**

- Awareness of my profession and its importance. Interacting with my peers and talk about our experiences. Taking time from the day-to-day activities and think.
- Give everything your best effort. Communicate, ask questions. Give back to your community.
- Really taking ownership of my career. Understanding the benefit and necessity of speaking my mind — not being “meek” and submitting to the status quo. Connections with peers. Business development and risk management content.
- Inspiration and motivation to promote my profession. Practice and education with real-world case histories/lessons. Camaraderie with peers.
- Improved writing and reviewing skill. Inspiration to do more relative to professional activity. Increased understanding of importance and methods of communication.
- Legal issues/pitfalls knowledge. Communication styles. Contract knowledge.
- Learning about actual case stories in real scenarios and the challenges, risks, and successes of each of them. Fantastic discussions! Meeting fellow engineers/geologists my age in my field and having the opportunity to interact, speak, and learn from them. Listening to presenters from a range of experience and being able to hold discussions with them.
- Better ways to conduct myself professionally. Communication skills and how to practice them. Self-realization on how much more I’d like to improve on personally.
- Meeting peers at a similar career level from across the country and beyond. Hearing real stories with lessons not intended to actually scare us away. Gaining perspective from communication skills and types.
- The negotiating process. Using bulleted lists.
- Real professional writing. Following direction. Checking my own work. Overall management of the time etc..
- Reinvigoration of career, ambition and motivation. Tools/resources for improving professional life. Understanding of business and risk management practices.
- Importance/methods of communication. Opportunity to talk to peers from other regions. Being challenged in a competitive environment.
- Actionable ways to improve my profession. Renewed energy/passion for my industry. Increased confidence in communication. Improved writing.
- Appreciating the profession more. Making contacts/friends. Communication skills. Understanding risk.
- Understanding the expectations of a P.E. (outside of the practice). Writing. Conflict resolution.
- Improving communication. Understanding risk. Defined goals for profession.
- Importance of being deliberate with words/communication. Pride in being a professional.
- Effective communication. Relationships are the saving grace in the profession. Risk/liability is a real thing. Give back to the engineering community.
- Expanding my critical thinking skills. Learning and talking to other engineer professionals. Learning more about the engineering profession.
- Previously unheard emphasis on being a professional. Entering into the community. Excuse to update report template (research project).
- Lesson learned based on presenter’s experience navigating the world of litigation. Finding common interest and thought process shared by my peers, made connections. Makes me think about my own career trajectory.

- Communication skills. Experiencing worst outcomes. Meeting colleagues and networking. Inspiring self management and possibilities.
- Improve communication skills. Learn non-technical aspects from senior professionals. Extend my network.
- Double checking work. Understanding better the legal aspects (book). Appreciation for better communication.
- Proposal writing/No passive tense. Be present. Make a difference.
- Improving my writing skills. Learning about case studies. Learning about contracts.
- Writing Skills. Exposure to conflict resolution solutions. Learning from others mistakes (case histories).
- The importance of communication. Self-confidence in my profession. Learning numerous new methodologies of how to better myself and my career.
- Improved understanding of contracts, insurance, etc.. Improved writing skills. Interaction with other participants and leaders at seminar.
- Conflict resolution. Community identity. Client education.
- More awareness because of case-histories. Look harder for red flags.
- Importance of staying involved in the community. Importance of effective communication. Teaching clients about project risk.
- Experience from others to apply. Tools for my profession development. Tools to improve communication.
- Risk management. Case studies. Professionalism.
- Focus on professionalism. Develop younger engineers.
- Helped overcome fear of public speaking. Helped improve phase 2 reports (research project!).
- Professionalism improvement. Networking. Wonderful presentation take-aways.
- Networking. Challenging case histories. Better understanding of litigation.
- Communication. Attitude. Risk assessment. Integrity of profession.
- I realized that our profession can have a significant impact on world. We can make our world a better place. Communication (both in writing and speaking) is key to success. I understand the importance of communication better. FOPP helped me to think more about my profession from legal aspects.
- Perspective of profession. Learned how to make an impact at the firm beyond billing hours. I connected with professionals outside my discipline. (I am in air quality, not geotech.)
- Learned valuable experience in the conflict resolution workshop. Learned new communication techniques. Learned clear and concise writing skills.
- Lecturer by Jim Johnston and Kevin Hoppe; as an engineer working in similar firms and situations to them, hearing their experiences was very valuable. The Thursday night activity where we analyzed the condo project and risk factors/downfalls. Learning about my company's professional-liability-insurance policy.
- The writing skills learned were awesome - useful for life. Conflict resolution workshop. Networking with peers.
- POH for P.E.
- I got to learn about my company and feel very proud to work there. I feel more motivated. I feel like I have control of my future.
- Reinforced importance of profession. The importance of good contracts. Importance of clear unambiguous communication.
- Increased understanding of how to build good client relations. Development of conflict resolution skills. A better understanding of the role of contracts in professional liability.
- Writing and communication. Reinforce importance of profession and professionalism. Practice our communication/presentation.
- The program provided me awareness on the importance about writing well, accurately and precisely. The program provided me knowledge of the legal aspects on my profession. The program showed me the "human side" of my profession = invaluable.
- Better understanding of risk involved in my profession. Better understanding of risk prevention measures and contract language. Increased awareness of my writing style and attempting to simplify it.

- Quality of connections. Risk and liability management. Importance of our profession.
- Understanding liabilities, contract considerations, fee considerations. Creating connections. Business planning.
- Writing skills. Communication skills. Public speaking.
- Socialization. Seeing professionals as people. Becoming open to new perspectives.
- The importance of communication in professional work. Understanding how and why to make technical writing more clear. Learning about and discussing solutions to current and upcoming challenges to engineering.
- Networking. Further insight into items important to management/ownership that aren't purely technical. Tips for improving communication.
- Expanded knowledge in "non-technical" elements of engineering. Real-world examples of unsuccessful projects raises awareness of importance of contracts and gut feeling. Importance of communication.
- Writing. Professional style. Emails!
- Learned things to improve in my practice. Learned how to deal with litigation or how not to get into it. Importance of client communication.
- I've learned how important communication is. I've been inspired to be a better professional. I've become more cautious of litigation.
- Better methods of communication.
- Interactions with others in similar positions. Communication improvements. First-hand experiences of speakers.
- Understanding importance of listening/asking questions. Importance of writing. Importance of presenting.
- Meeting like people in similar disciplines. Learning about litigation. Mediation — learning how and thought process.
- I found the conflict resolution role playing workshop to be very beneficial. Presenting research project to peers and getting their feedback. Listening to peers presentation and realizing our firms have similar issues. It was beneficial to learn how they are trying to fix these problems.
- Different view of profession. Better understanding of profession.
- Professionalism. Pride in industry. Writing skills and habits.
- Properly assessing risk. Importance of communication. Nightmares of litigation.

**5. What was the weakest aspect of FOPP (distance learning and seminar)? What would you do to improve it, or with what would you replace it? (64 responses)**

- There was a lack of interaction towards the end with the class. I would add a short session before people begin to leave.
- The distance learning was the weakest aspect, but that is only because the seminar was so valuable. I still learned a very valuable lesson during the distance learning session. I suggest Bachner to have one or two seminars to begin the course.
- Felt very unsupported and disconnected; some of this resulted from me viewing the experience as a test. Building more virtual community could help.
- Distance learning does not have enough points of contact between FOPP staff and participants, unless initiated by the participants, thus creating an atmosphere of intimidation/fear. Facilities needed projectors for presentations.
- Lack of verbal/personal communication. I would add video meetings to the program. An introductory meeting with John would be great.
- I think the weakest aspect is the research project. I feel that I learned more from the reading assignments and the seminar.
- The distance learning aspect, although great for scheduling considerations, did not involve or encourage a lot of interpersonal communication amongst my peers until the seminar. It would be nice to have a required opportunity to interact.
- I did not care for the feedback style during part. I would consider additional feedback on the content and a lighter hand on the english/vocab writing.

- My mentor is great but his involvement almost could be considered negligible because there were no requirements, just my own judgment to know when to ask for help. I wish I could have had included him more but my procrastination got in the way. I would like to see a way to have included his participation to help more.
- The writing assignment felt mostly like a punctuation test and generally think the paper developed was choppy to fit a formula of how to write.
- I would have liked a meeting in intro, mid, of the program.
- The end feels rushed. No good opportunity to say goodbye to classmates. Everyone trickling out as they complete surveys.
- Presentation of material in remote learning. Some lectures, discussions, forced interactions with peers would add value to the overall experience.
- Distance learning. Have a virtual meeting with the entire class to kick-off the program.
- Time commitment at seminar. Improve/Replace: Extra day at seminar, and daily activities.
- Hotel conference rooms and food could be improved.
- QUIA platform is not very user friendly. Promote yourself. This is an incredible program that so many others should be involved in. Thursday was really long — recommend spreading things out a bit.
- I would say the mentorship aspect. You could have a deliverable from the mentor besides a commitment form.
- Consolidation/modification of information delivery.
- The schedule balance between work, school, personal life, and FOPP program. I would analyze my schedule and make better planning in the future.
- Seminar: No downtime/recovery time to network, decompress, reset, to restore energy, [next time I'll factor some energy for myself !] Distance Learning: Increasing approachability instead of intimidating. Adding in group lessons would be helpful to increase camaraderie.
- The time allocated for the research presentations was not enough to learn what others did or learned. (Maybe because FOPP 29 and 30 were together). Recommendation: give more time for participants to present their research.
- Both good and bad. Here's a subject (assignment), now go do anything you want with it. Weak because of personal lack of knowing what to do. So tough to start but definitely helped develop me overall.
- Not sure.
- Reading the book. I didn't get as much value out of it as from the research assignment and seminar.
- Distance learning was the weakest and the report reviews were the weakest. Comments made on research report did little to motivate me.
- The quiz aspect of the assignments were frustrating. I don't exactly know if I would change anything... just wanted to explain?
- The distance learning (quizzes) was the weakest portion in my opinion. I would have liked more discourse with John and fellow participants on the textbook material, either in place or addition to quizzes.
- Not having proper equipment for project presentation. Sitting at same table, maybe mix it up for activities.
- I enjoyed the whole process. Nothing I would change.
- Difficulty to talk to others that had the course and share experiences.
- The case-history workshop was the weakest. I would replace it with another role-playing workshop, which I found much more valuable.
- Long days — maybe 3.5 shorter days.
- Joe Ward memorial lecture: just deduct time from seminar.
- Lack of clarity of expectations at onset of program.
- I would have enjoyed more interaction with the other FOPP participants.
- Needs to be more effort to make sure each room has a working projector so we can give our presentations the way they were meant to be given.
- Distance learning should have periodic team meetings. Each quiz should have a corresponding meeting (virtual) association with it.

- I believe that the weakest part of FOPP was not seeing other people who are taking the course until we have the seminar (Part 2). In part 1 of the course, we could have spent 1 hour each week or every other week to discuss the book chapters we read.
- Testing from the book is too specific to pull facts. Success making is more about theory. More guidance on “where to go.” Suggest more dialogue about what actions should be involved/covered.
- Reading the practice management book was the weakest aspect. It was a lot of information to try to comprehend and internalize.
- The distance learning quizzes. I think this could be replaced by more case study/role playing type activities. Learning about where a project can go is very important to me.
- Even my lowest rated items were very good. I can’t offer improvements.
- Physical facilities at the seminar (hotel conference room), not enough projector/equipment prepared. Not enough time for reading the intro and instruction of “conflict resolution workshop” before start of “role playing” session.
- It occurred during the pandemic. I was not able to perform at my best (timing of course).
- More interactive distance learning through use of a few virtual meetings would have helped. Note: I was in FOPP 29 before virtual meeting technology and use was prominent.
- Provide more constructive feedback on research paper comments. Most of the critique was directed and helpful, some was certainly over the top and unprofessional.
- Elements related to firm management and budgeting (e.g. cash flow sheets). Perhaps increase opportunities to have Bachner critique writing.
- Some dates were changed and materials gradually uploaded without notification. I would respectfully suggest sending emails every time changes are made.
- I honestly need a couple of days to process the experience to be able to give a quality answer to this.
- Distance learning, have required meetings of participants or require contact points with John.
- I read the textbook and it was a lot to go through without guided lessons, while it did force me to ask management all my questions. It could be helpful to incorporate lectures in part 1.
- Quizzes could be taken at any time. Deadlines are unnecessary.
- Distance learning. It was entirely on the self. I would have benefitted and appreciated more interaction.
- Covid protocols were poor.
- The communication regarding deadlines and schedule changes could’ve used some improvement.
- Quizzes (multiple choice). They can be replaced by actual written exams.
- Testing felt disconnected from the rest of the course. Group team calls or presentations would have made it more engaging.
- Case study too long, maybe a couple shorter ones?
- Self reading/teaching. Video lectures or webinars will help understand concepts in textbooks.
- Distance learning: I would have liked to go over the reading material more with people at my company and see how we could handle various situations the reading material presents. This is more of a hindsight realization. I could have taken initiative in the moment to do this. Seminar: I didn’t get a lot out of the effective communication portion of the seminar but I wouldn’t change it because most others I conversed with found it beneficial.
- Better understanding of what I was getting into before I started.
- The length of each day. It is difficult to retain information in such a long day with so few breaks.
- Quizzes over the readings. I would find more benefit in collaboration with my peers during the course rather than just at the seminar. Group discussions over readings would help.

**6. Has participation in the program changed your attitudes in any way?**

Yes 70

No 2

**a. If Yes, please identify the attitudes and how they changed. (64 responses)**

- The way I work and live, it is too precious to waste. My style, I have my own that needs to be acknowledged and accepted. My journey as a PM, it is more powerful than I ever realized.
- Before the program I was solely focused on winning projects and billable work, but it is so much more than that. I learned that building relationships and giving back to the community is the most valuable.
- See items 4-1 and 4-2. (Really taking ownership of my career. Understanding the benefit and necessity of speaking my mind -- not being "meek" and submitting to the status quo.)
- There was great value and reward despite the stress and even fear (at times) associated with the program.
- Participation in the program has increased my concern regarding the role/status of professions in society.
- I have a different understanding of what it means to be successful (not financial reasons).
- My knowledge of risk-based ANYTHING in my profession! I plan on reading proposals and contracts very differently.
- As a branch manager, I will need to understand better ways to communicate with staff. Work on a style that works best for most.
- More positive outlook on our industry despite commodization. I need to utilize my ambition and resources to help save the world. Focusing on solutions will be more constructive than venting.
- Be a better person. Know your worth. Work harder to achieve both.
- Reframed my idea of the job as partly a business/professional practice, not just engineering.
- I have more confidence in my importance as an engineer and part of society.
- Understanding that I can make a difference.
- I'm driven to be the best possible engineer to better reflect my profession.
- The biggest change for me has been taking more pride in being part of the engineering profession. I have more respect for the weight/power of word choices/effective communication.
- I can take responsibility for how things are being done and make an impact. New attitude on why the engineering profession is so important.
- Becoming more understanding of others in my profession and thinking of them less as competitors and more as compatriots.
- Emphasis on being a professional, call to get engaged in community.
- My view on professional engineer and our purpose in life.
- Professionalist, Effective Communication, Ownership.
- Listen effectively to others and not thinking about other stuff at the same time.
- More open to the idea of need to communicate better in person rather than play, chug, and send out.
- I want to do more to help educate the community about engineers. My brother is a doctor and everyone thinks that is the best thing. Engineers are more important.
- Encouraged me to have a larger role outside of my firm and help my community.
- Take more pride in being an engineer.
- My attitude about myself and what I do, how I should use my profession to benefit the community. Pride, which is something John mentioned a lot.
- I think twice before writing, both general correspondence and technical reports. I try harder to check my assumptions.
- We should promote one profession by community outreach and client engagement.
- Feel like I will be a better leader.
- Look for more opportunities to serve the community. Be more open to teaching younger generations.
- Empathy: Try to understand others before you judge. Assuming: I will become a better listener.
- I now have an understanding of what a profession is and the importance of professionalism. Previously, I did not understand the importance of professionalism.
- The need for professionalism.

- It's helped me become more proud of my profession. It's helped me to consciously think of the way I communicate with people.
- Be proud of our profession. Get involved.
- More comfortable networking.
- Go into challenging situations with a cooler head.
- I understand the importance of my profession and its impacts with this course. The book and the seminar part reinforced my understanding.
- See 4, Perspective on behind the scenes/larger business. (Perspective of profession. Learned how to make an impact at the firm beyond billing hours. I connected with professionals outside my discipline. (I am in air quality, not geotech.)
- I am proud of being an engineer but I am reserved. I realized that I need to be more outspoken with family, friends and neighbors to promote the value of engineering.
- Be extra careful in everything I do for work. I was already careful but this opened my eyes more.
- I don't work in a bubble. Other firms and professionals have the same challenges.
- Never knowing there are so many geotech related peers in the state, so many geo-related firms.
- My occupation is an adventure.
- Made me realize the importance of the profession.
- I'm certainly more aware of the things I write and say. I make a constant effort to improve my writing and limit vagueness.
- It has reinforced what it means to be a professional beyond technical.
- I will pay attention on how I write, what I sign, how I conduct in front of others, and how I will prepare scope of services, cost estimates, and technical reports.
- Right now, I am motivated to be a part of the change for better both for my company and community. I hope it lasts.
- I now have a more cautious attitude. I can't jump at an opportunity just because it's available. I learned the importance of "go, no go."
- How to approach go/no-go decisions with liabilities as a consideration.
- Less negative feelings towards competitors.
- I will try to create and maintain relationships with clients or their representatives.
- Better understanding of risk associated with signing contracts.
- Think beyond status quo of doing things the same way -- think how things can be better/improved.
- Attitudes towards professionalism, what it means, and how to improve myself.
- Working with client and other designer in a better way. Listening them and communicating with them to resolve disputes.
- Addressing issues/problems by looking at them from a solution stand point rather than a problem.
- Have more confidence in taking leadership role. Be more careful with risk management.
- Understanding the value of writing and communication in the field of engineering.
- Change the way I think about clients and client requests for proposals and fees.
- I am far more aware of the language and verbiage I use. Going through this program has re-invigorated my passion for the work I do and reminded me that the work matters! Dealing with tough clients during COVID was difficult and made me feel burnt out.
- I have taken more pride in my work.
- I need to change my interactions with coworkers. I need to ask appropriate questions and communicate more effectively.

**7. Was the inclusion of the research assignment in FOPP beneficial to you?**

Yes 67  
No 4

**a. If No, why not? (4 responses)**

- I am familiar with unreasonable client demands and small projects.

- Not implemented by firm and didn't end up adding enrichment value to my own professional life/knowledge.
- The idea of the research project is great. I just personally did not put enough effort.
- Not how I learn the best.

**8. Was the inclusion of the research assignment in FOPP beneficial to your firm?**

**Yes 64**

**No 4**

**a. If No, why not? (3 responses)**

- Colleagues not interested in implementing my project into daily practice.
- Not sure yet. Will depend on whether I am involved in future litigation work.
- My HR knows what they are doing.

**9. Do you have any additional comments? If so, go to it! (40 responses)**

- This class has changed my life for the better. Thank you!
- It was painful but valuable to learn just how poorly I can perform under stress. Stress, time pressure, desperation for business — all of these are root causes of loss. As engineers we have to address the root causes before we can truly solve the problem.
- I am curious about the succession plan for FOPP to continue after Mr. Bachner retires (unless he doesn't!). I hope this is not an unfair or insensitive command, but I make it because I benefitted so much from this experience and I wish every other well-qualified engineer coming along behind me can have the same experience and cry through more presentations than they expect. Thank you.
- I hope that FOPP can continue! Thank you! I wish I had the opportunity to take this course far earlier in my career. FOPP provides so much context for what we do and was very revealing of the issues professionals face today. I have felt vulnerable professionally, but FOPP has given me the tools to protect the profession, our clients, and myself.
- Unusual as it may seem, considering a way to have an event or discussion held outside. Thank you!
- I believe FOPP is a worthwhile program and hope it will continue with tweaks and new leadership if Mr. Bachner plans to move on to other interests. Thank you to everyone involved with making all of this happen, especially with the pandemic happening in our world.
- Thank you! Please provide tissues. I cried a lot!
- Time for survey and pledge is rushed.
- This was the best program I have ever been a part of. As we discussed last evening, I only wish I would've been involved sooner. Thank you!
- I know hits was Langan's first time participating, but I think it was a great benefit. If larger companies don't participate because truly they think they have a training program in place, I doubt it is as effective or involved as this course. I know that Langan has nothing close to this and I will lobby for Langan to send more engineers and scientist through this program.
- Thank you for doing what you do!
- Thank you so much for doing this. It's a true benefit to our industry and profession. Also, huge thank you to Nancy for everything she does.
- Great class. I really appreciate the input. The speakers were great. It was easy to pay attention during the entire course.
- As participants we were held to a high standard and required to be professional and punctual. A majority of the seminar talks and activities ran well over the time limit. Why are the FOPP staff and facilitators not held to the same standard?
- Though the program was quite tough, it was very beneficial and I'd recommend it to almost every engineer and geologist.
- Thank you for presenting this program!
- Better equipment. More interaction with other facilitators.

- It would be nice to spread the schedule out for the seminar. I think I would have enjoyed it more and taken more from it, with more free time.
- No additional comments.
- To help in assignment development, I think more than 1 submission before final could help to guide work development.
- Adult beverages should be available with the Thursday dinner. I recommend longer breaks during the seminar.
- I am honored to be a part of this amazing seminar. I am excited to share what I learned with my colleagues.
- I love every aspect of FOPP. Overall, the course helped me to think about everything I am doing at work, twice. After learning so much about what happens if things go wrong because of a mistake that I do, it is hard not to think twice. I am very happy that I took this course. People who took this course a few years ago in my company was telling me that I will benefit from this course a lot. However, I wasn't imagining to get so much out of FOPP. Thank you so much, John! I will have the following recommendations for the course: 1. I think we need more time to read the handouts you deliver during the seminar. Especially for dispute resolution workshop. 2. I suggest that John has a succession plan for this course. If he quits (at some point), someone else should take over this work and help future generations to understand importance of their professions. 3. We had technical difficulties during the seminar (i.e.; projectors were not working in the rooms). I know this is something that hotel should have handled, but FOPP staff could have checked it before the seminar starts.
- Slightly longer breaks, 15 minutes is not enough (20-25). A bit more movement in pushing different folks to move tables (e.g., table 1 one day, table 3 the next). A bit more substance for breakfast. The hotel only served light snacks for breakfast. Potentially less time between 2nd final report submission and the seminar.
- I like the pledge form. I have lots of ideas swirling around in my head and the pledge form forced me to synthesize it down to concrete ideas for action.
- I'm not sure how feasible it is but I got much more benefit from the actual seminar in comparison to distance learning. Maybe lengthen the seminar by a day with more group activities?
- The FOPP program was very well crafted and organized, especially the in-person seminar. All the speakers were compelling. I enjoyed meeting peers from other companies and parts of the US and Canada.
- Thank you for the education!
- I would like to hear from John at some point during the distance learning portion or maybe sprinkle in a presentation from one of the guests. I think that would have grounded me a bit more in the course and injected some momentum. Seminar speakers were truly excellent. Good choices! So nice to see emotions in the presentations.
- I just wanted to thank John, Nancy, and the amazing speakers for your time, effort, and care about the new generations. John Bachners's ability to combine the technical and legal aspects of the engineering profession with the "forgotten" human component makes the FOPP program a unique journey. Six months of training and three days of seminar translate into years of experience, knowledge, and "know-how" in my profession. Without a doubt, a life-changing experience. Thank you, Jorge.
- This was phenomenal experience and I am extremely happy I was able to participate. Thank you.
- It was more enjoyable than I expected being surrounded by a lot of like minded people with different backgrounds and geographic locations.
- Meeting Barry Thacker P.E. will be a very memorable experience. I do not care for motivational speaking; however, Eric Kauffman's' speech will stay with me for some time.
- Thanks John! (:
- Mr. Thacker's presentation really hit home for me being from a former coal mining town in SE OH. I am now inspired to contribute more to my home town.
- Don't have the second half of the course virtually.
- Didn't realize hotel room cost wasn't included! Also, a bit more free time would be nice the second day. (:

- The program is great. I think incorporating video lectures will help participants digest material.
- Overall the seminar and distance learning was an amazing experience that I will no doubt remember for the rest of my life. Thank You!