



Audience
Table Talk (Office/Departments)



DEI level
Intermediate



Time Allocation
20-30 minutes

Learning Objectives

How to develop a workforce strategy that is diverse, inclusive and reflective of the communities that they're building in.

Definitions

Workforce Strategy - The process of analyzing your current staffing levels and anticipating future hiring needs, to make sure that you're not overstaffing, neither understaffing and that you're not creating a skills gap when hiring new employees.

Diversity - In construction, diversity refers to accepting and respecting differences between human beings, be it their race, ethnic or social background, gender or gender identity, sexual orientation, religious or ethical beliefs, age, or language.

Source Citation

<https://gocodes.com/importance-diversity-inconstruction/> and <https://byf.org/rebuilding-theconstruction-industry-through-diversity-andinclusion/> and

<https://policygroupontradeswomen.org/wpcontent/uploads/2022/02/Finishing-the-Job-v.9.1-12.2.2021-1.pdf>

■ Content

■ Workforce Strategy

Purpose: To successfully plan a diverse, skilled workforce for shorter- and long-term projects. This strategy is comprehensive and thoughtful so that you recruit, train and retain the best workforce possible while meeting the labor needs for your current and future projects.

Goals:

1. Put together a team from your company's HR/compliance department to identify what the project is and how to source talent.
2. Plan early a recruitment strategy with key stakeholders in the construction workforce development space that is collaborative to work with your project managers and subcontractors

Union Workforce Collaboration

Develop a strong relationship with your local union business agent to identify labor needs, support for upcoming projects and how to develop an outreach strategy for new talent to enter the union.

Non-Union / Temporary (1099) Labor Workforce Collaboration

Create in-house training programming with your company that identifies diverse vocational school populations to recruit and train talent to work for your company.

Properly vet temporary labor agencies that provide quality workers to train and retain for temporary craft. Support that agency and make them your goto partner in case you need them for sporadic work that is unplanned.

Understand what your subcontractors are looking for by trade in regards to talent

1. Training
2. Certifications
3. Market sector experience (Healthcare/Life Sciences etc.)

Create internal diversity metrics and goals to support your hiring practices.

Example: ABC Company commits to hiring 25% local hires, 15% minority and 10% female on the job site.

Tracking diverse talent on jobsite:

Utilize tracking systems that support your diversity metrics and hold your firm accountable for hiring and retaining craft on the job site.

Examples of tracking systems include B2GNOW, LCP Tracker, Elation etc.

Create a jobsite culture that reflects good behavior and supports your workforce strategy.

Diversity on the project should be an ongoing supportive discussion with all employees leading the project and rolled down to the subcontractors and their workforce.

Implement a Best Practices guide prior to subcontractors starting on site that supports their workforce needs. (See attached outline for checklist best practice to be used for GC's and Subcontractors)

Establish an Access and Opportunity Committee/ Oversight Committee of key stakeholder in the community that will support your efforts.

This committee will be comprised of:

- Owner/Developer
- General Contractor
- Local Residents
- Local Workforce Development Programs
- Union/Non-Union Affiliates

Utilize this team to report out project specific goals, tracking of workforce and how to enhance and continue to create job opportunities for a diverse workforce.



Discussion Questions

- 1 Does your company have a HR/Compliance/Supplier Diversity Role to assist in source recruiting and retaining diverse craft? Why, why not?
- 2 Does your company have a written Best Practices document that supports a respectful jobsite culture?
- 3 Does your company have a labor compliance tracking system that is effective?
- 4 Does your company have a relationship with local construction training programs that support your hiring efforts to diversify your workforce?
- 5 Does your company have the support that they need from union/non-union affiliations to address labor shortages in the market and how to tackle them for future projects?