



# The Art of Resilience: How Owners' Labor & Contract Strategies Impact Today's Constantly Evolving Industry

## *Preliminary Agenda*

September 12, 2018 | Chicago Marriott O'Hare | Chicago, IL

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7:00 - 8:00 AM      **Registration & Breakfast**

8:00 - 8:15 AM      **Welcome and Overview**

8:15 - 9:15 AM      **CII Research Team 335: Improving the U.S. Workforce Development System**

*Eddie Clayton, Contracting & Workforce Development Strategies Manager, Southern Company*

*Paul Goodrum, Ph.D., Professor, University of Colorado at Boulder*

*Lee Worley, Executive Director of Apprenticeship & Training, IMPACT*

*Daniel Groves, Director of Operations, Construction Users Roundtable*

Everybody on construction projects and in the industry knows the impacts of labor shortages – whether related to skill levels, labor quantity, or both. Join us to hear how we can make the U.S. construction workforce development system effective, and how these recommended changes could reposition the U.S. construction workforce development system as a world leader.

RT-335 will present discoveries from its research that analyzed U.S. workforce development systems with a focus on identifying their deficiencies and strengths. Further, this research shows how construction industry stakeholders and workforce participants influence workforce development outcomes. The team's conclusions will be presented as eight specific policy recommendations that your company can consider adopting, supporting, and advocating in order to restore the U.S. construction workforce development system to a world-leading position.

9:15 - 10:00 AM      **The Construction Workforce Conundrum**

*Steve Lindauer, CEO, The Association of Union Constructors (TAUC)*

The construction and maintenance opportunities in today's economic climate appear to be increasing on virtually a daily basis. However, our industry (and the American economy in general) is finding it difficult to take advantage of these once-in-a-generation opportunities. Why? There are a number of factors, but one of the most pressing is our inability to address skilled labor shortages. This presentation will focus on the current labor landscape and detail some of the potential strategies that might be used to mitigate labor challenges both now and in the future and help us solve the "construction work force conundrum."

10:00 - 10:15 AM      **Networking Break**

10:15 - 11:00 AM

### **Leading the Team: The Key to a Successful Project**

*Jennifer Wilkerson, Director of Marketing, NCCER*

*Tom Alafat, Principal and Senior Consultant, FMI Corporation*

Work gets done most efficiently if everyone works together as a team with a common purpose. When a crew is formed to tackle a particular job, one person is appointed the leader for the team. This person is usually an experienced craft worker. However, technical skills are only part of what is needed. There are other specific leadership and managerial skills that must be applied to ensure the supervisor's individual success and the success of the team. Learn what skills today's supervisor's need to lead and how they can acquire them!

11:00 - 12:00 PM

### **US Bank Stadium Panel: Recruiting a Skilled and Diverse Workforce**

**Moderator:** *Todd Mills, PRG Consultant, Sizemore & Company LLC*

*Chris Rust, Vice President-Operations, Danny's Construction Company*

*Barry Davies, Business Manager, Iron Workers Local 512 St. Paul*

*Alex Tittle, Director, diversityACT*

When the Governor of Minnesota signed legislation for a new Minnesota stadium it was about a lot more than just football. As catalyst for community development, this stadium gave opportunities to new workers in the construction industry. The project strengthened the diversity of Minnesota's workforce like no other project in Minnesota history. In addition, for the largest construction project in Minnesota's history, there was a goal to bring a diverse group of Minnesota's best businesses to the table.

Now Minnesotans have a stadium in Minneapolis that is first and foremost a place for the community. In the coming decades, it will house youth sporting events and the Minnesota State High School League state championships for thousands of athletes and their fans as well as early season amateur and college baseball games. It is Minnesota's marquee venue as travelers visit for conventions, concerts, Viking football, and other entertainment events. Hear from those that built this incredible venue!

12:00 - 1:00 PM

### **Lunch & Networking**

1:00 - 2:15 PM

### **Owner & Labor Panel: Workforce Challenges and Real-World Solutions**

*Mark Mannschreck, Project Superintendent, Tampa Electric Company*

*Ed Luckenbach, Manager-Global Construction Engineering, Air Products*

*Ralph Affrunit, President, Chicago and Cook County Building Trades Council*

Today we must find creative solutions and implement new ways of thinking to meet project needs. In the spirit of "continuous improvement" hear success stories including:

- the use of workforce development and skills training as criteria for qualification of bidders and selection of successful bidder
- incorporating workforce development and skills training as a key component to the overall project execution plan (hoping to reduce turnover and rework)

- the selection of contractors from a pool of candidates that includes both union and non-union bidders, focusing on contractors that draw/carry consistent workforces.
- maintenance and small capital projects contracting execution planning and its affects
- trends that we have experienced during our past large based project
- large project contract strategy with regards to the Big Bend Modernization Project
- open/closed book concept and more!

2:15 - 2:30 PM

### **Networking Break**

2:30 - 3:30 PM

### **Using Front End Planning for a Successful Shutdown/Turnaround**

*Steve Johnson, Turnaround Maintenance Manager, Chevron*

Turnaround planning processes and field execution strategy are required today to achieve maximum productivity. An overview of the turnaround planning process including the timeline, company and contract staffing required for planning and the key deliverables and decision points in the process will be shared. Recent trends in craft labor and how to achieve the most productivity in the field with today's labor force will also be discussed.

3:30 - 4:00 PM

### **Summary and Wrap-Up**