



COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.



Mission + Purpose

Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

Inspire. Educate. Unite.



2022 Town Hall

Sep. 27-28

TOWN
HALL
2022

COLUMBUS OH | SEPTEMBER 27 – 28

CO-CREATE

Powering the Transformation of Project Delivery

Visit cogence.org to register!



PLATINUM SPONSORSHIP

Event day **Platinum Sponsorship** opportunity!
Only ~~18~~ COGENCE support opportunities are available.

^ ONLY 15 SPOTS LEFT!!!

\$5,000 Event Day Sponsor
Includes: 5 registrations, signage at event and luncheon acknowledgment

Limited Space Available to:

- (3) Owners and Owner Representatives
- (3) Architects
- (3) Engineers

~~(3)~~ Construction Managers – **ONLY 1 SPOT LEFT!**
(3) Trade Contractors

~~(3)~~ Affiliates – **ONLY 2 SPOTS LEFT!**

***RSVP to Tuwhanna Williams at
twilliams@cogence.org.***



COGENCE DRIVE AWARDS

Cogence Alliance would like to honor the best in project collaboration, while showing our community how their contributions are improving project outcomes in the A/E/C industry.

The Cogence Drive Awards will highlight the critical role and immense value that collaboration and innovation bring to building projects.

Entries by August 15, 2022

Visit ***cogence.org/drive-awards*** to submit.



Workforce and Talent Retention



Agenda

- Introduction
- Member Survey Results
- Presenters
- Questions/Discussion
- Plus / Delta



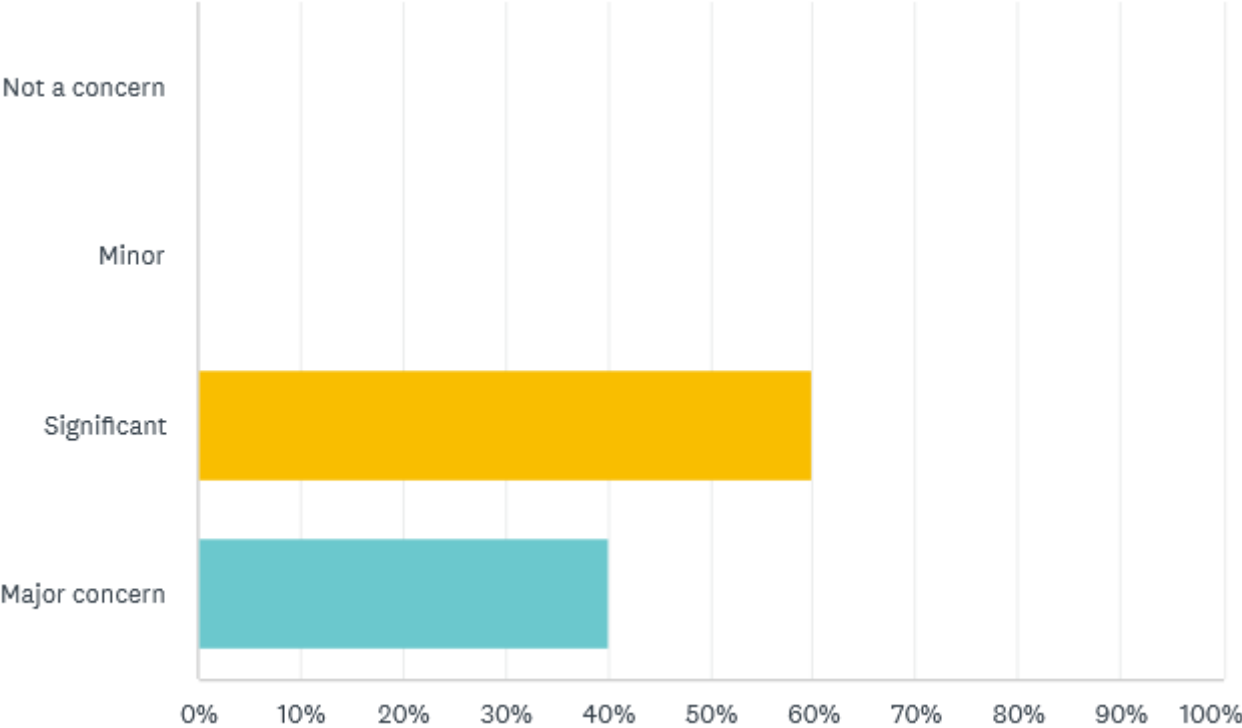
Today's topics

- Recruiting and Retention
- Young People in Construction & Design
- Career Paths and Advancement
- Diversity, Equity, and Inclusion
- Public Policy
- COGENCE's Role

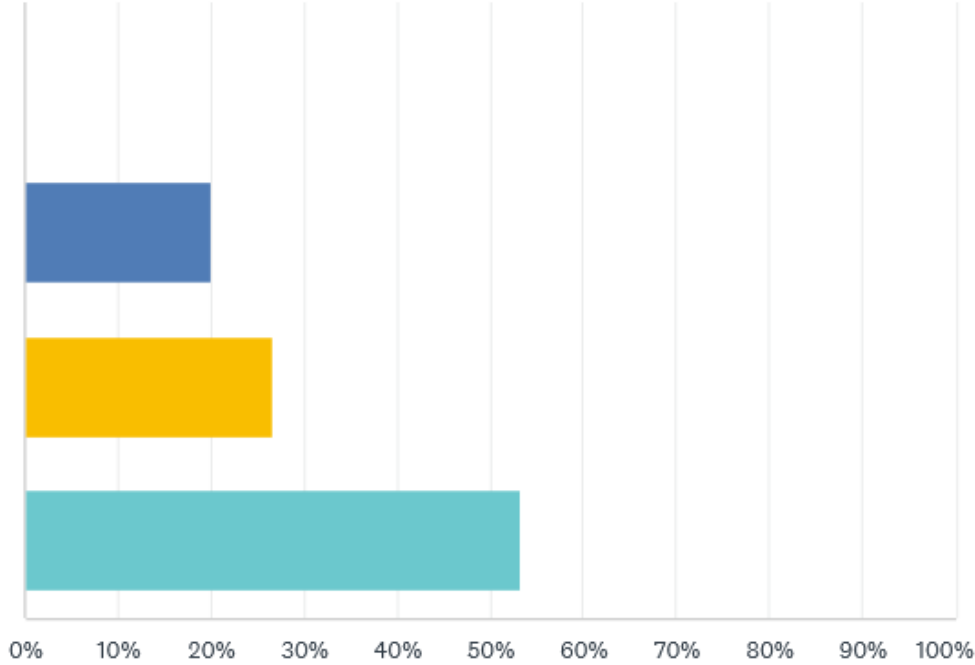


How much of a concern is turnover and hiring?

Labor



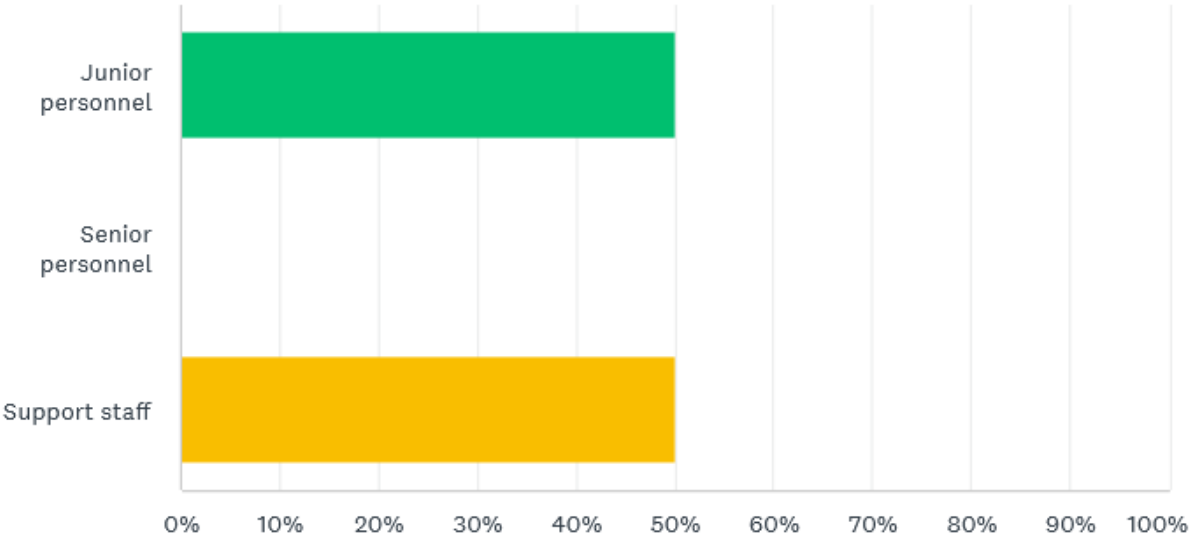
Professional Services



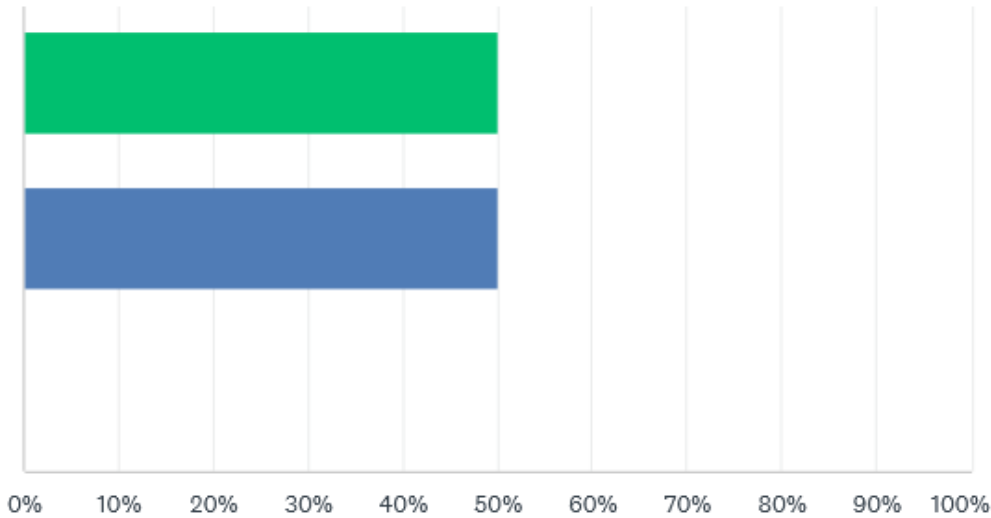


Where are you seeing the greatest turnover/challenges?

Labor



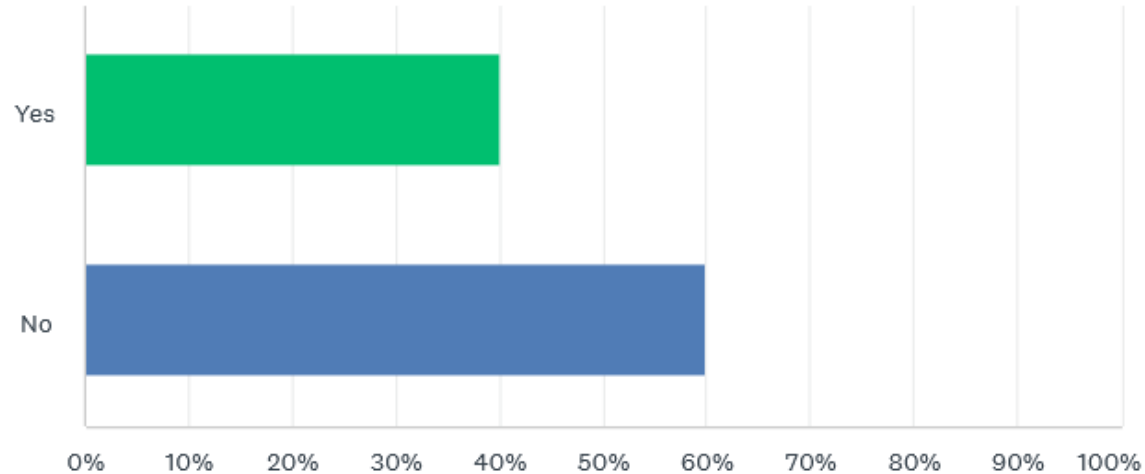
Professional Services



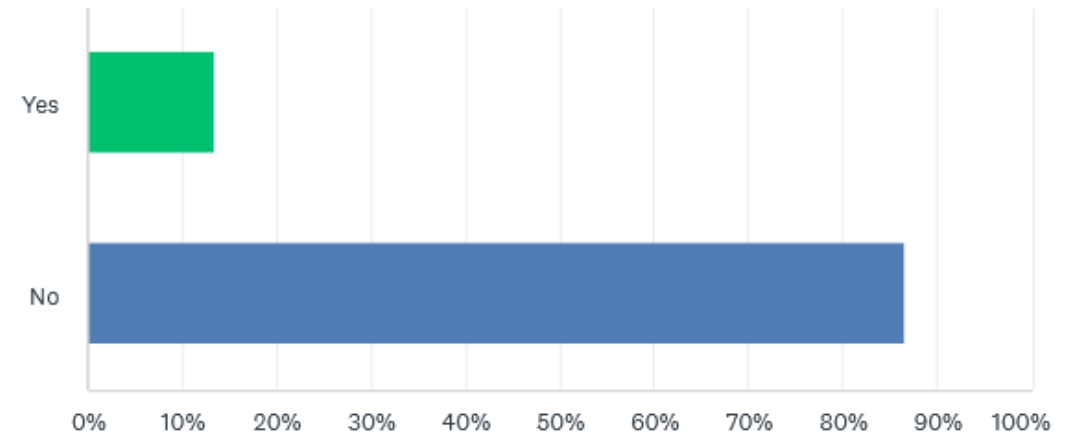


People leaving the industry altogether?

Labor



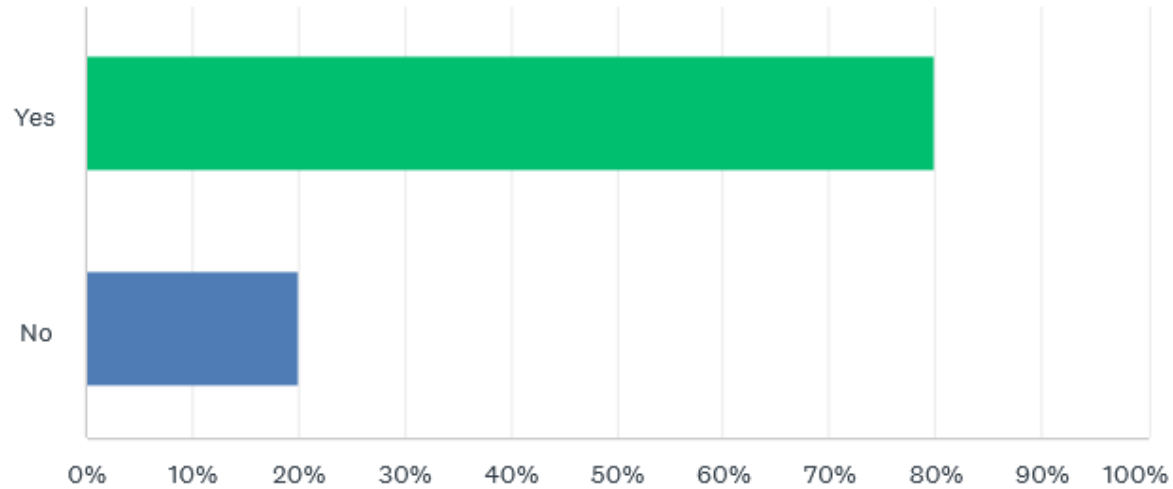
Professional Services



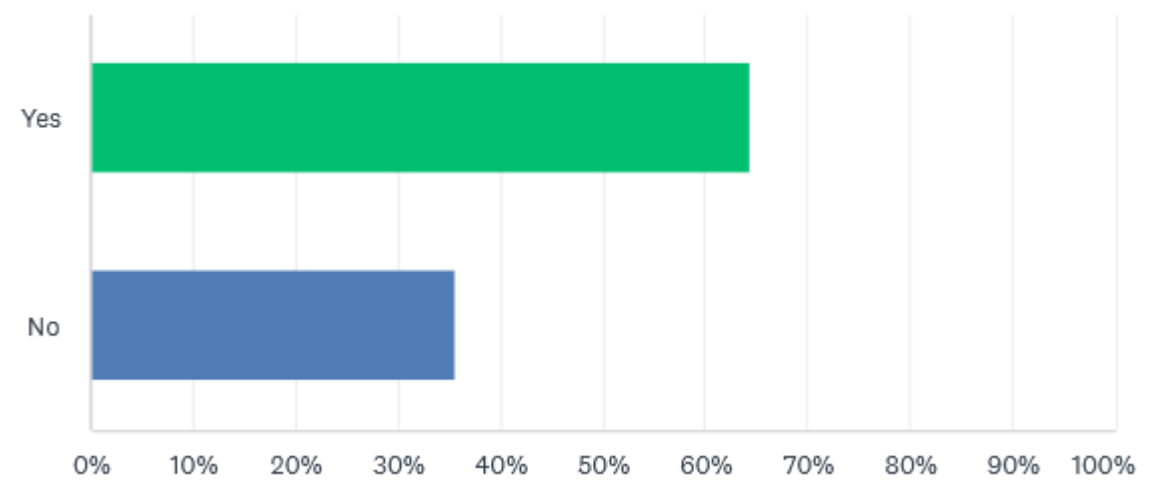


Lack of young people coming in?

Labor



Professional Services





Retention initiatives?

Labor

Bonuses and PTO
Longevity pay
Strong culture, regular meetings with each employee
Salary studies
Asking employees what they want
Partial remote work

Professional Services

Flexible schedules (#1)
Mid-year raises
Referral bonuses
“Treat them the way we want to be treated”
Increased hourly rates “significantly”
Culture-related initiatives
Increased performance feedback
Career planning and mentoring



Exit interview lessons learned?

Labor

Yes

Not if match an offer

Not for field personnel

Many who leave are retiring

Professional Services

Yes

People want more money

Need to ramp up employee wellness checks

Have not found value

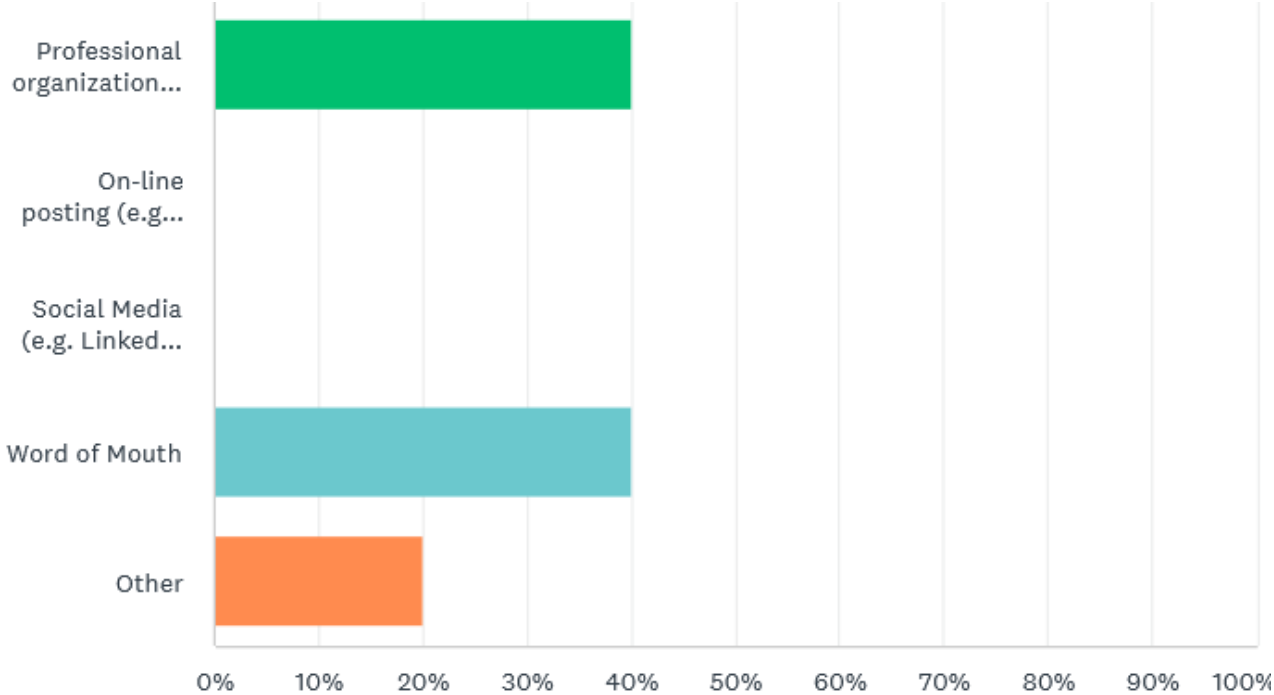
Bonuses

Flexibility

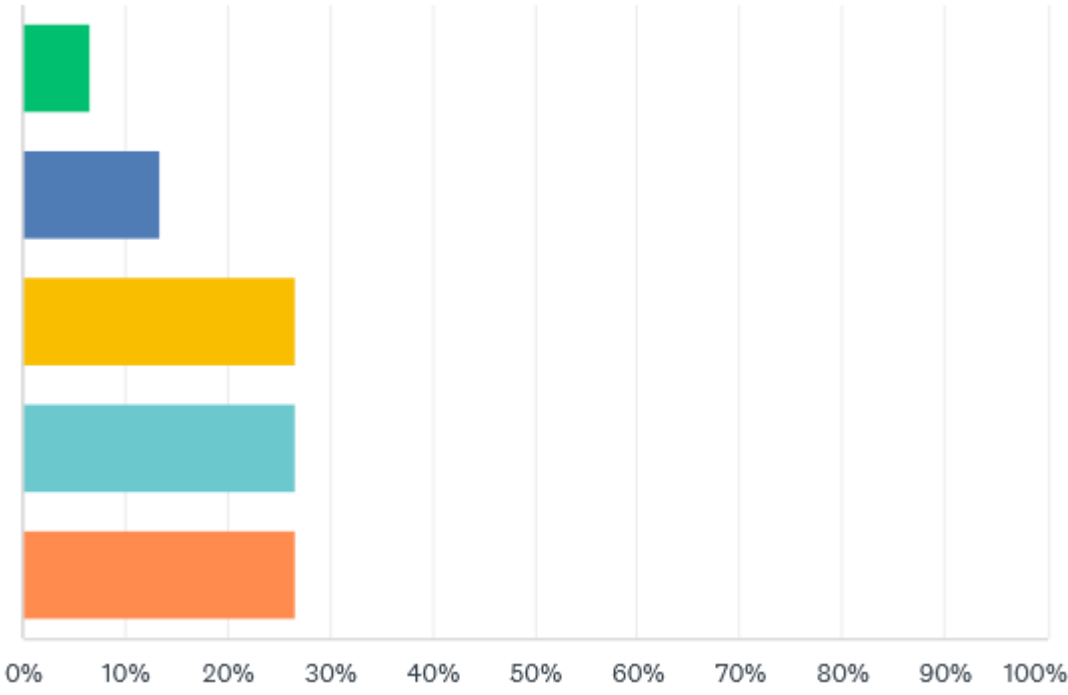


Primary search tool for candidates?

Labor



Professional Services





New expectations of (young) new hires?

Labor

Lack of field experience
WFH
Work/life balance
Less hours
Better fringe packages

Professional Services

Flexibility (#1)
Salary expectations much higher (#2)
Lower work ethic (?)
Workplace must feel fun and collaborative
Training opportunities
Remote work
Defined career path
Continuing Ed costs



New incentives for new hires?

Labor

Signing bonus
"Wide open for suggestions"
Not yet
Field employees are offered bonuses

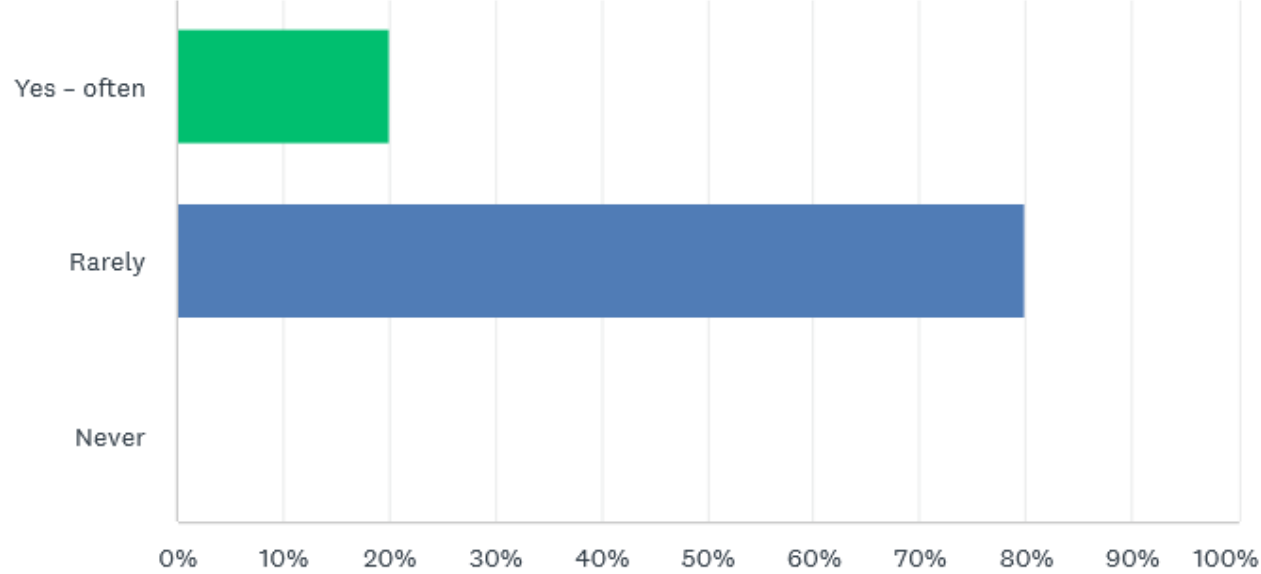
Professional Services

Flexible schedules
Partial WFH
Job security
BIM training
100% paid benefits
Higher salaries
Signing bonus

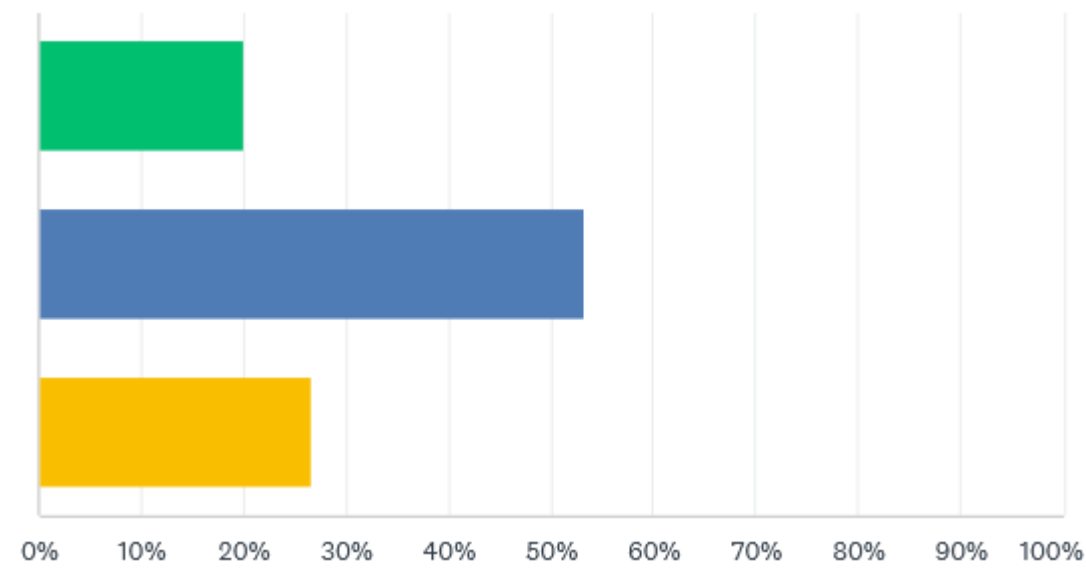


Have you experienced “ghosting”?

Labor



Professional Services





Matt Danis

Vice President

Shook Construction



Rachele E. Hill

Manager of Human Resources

Osborn Engineering



Brad Berkowitz

Senior Project Manager
Whiting-Turner
Contracting Co.



Bishara Addison

District 9 Representative

Ohio House of Representatives



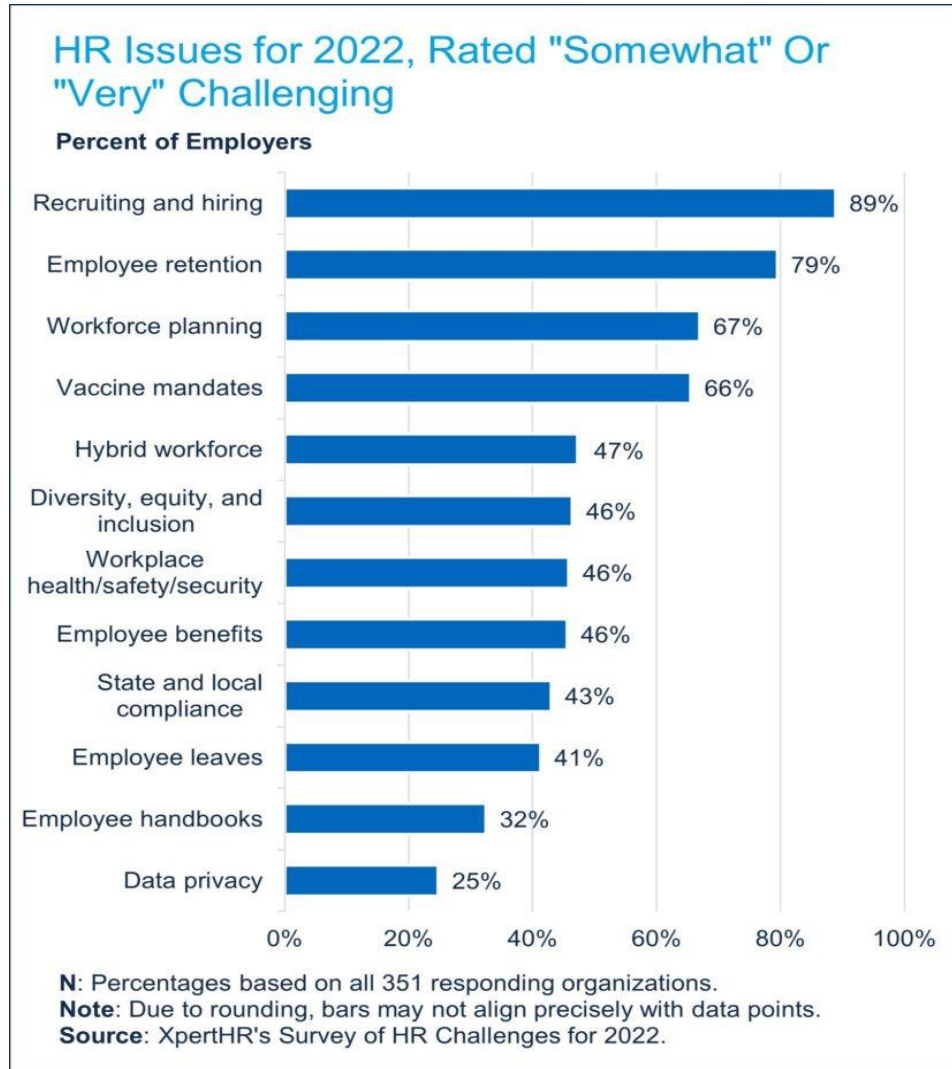
Recruiting & Retention



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Recruitment



- Referrals – Bonus Incentive
- LinkedIn
- Mutual Connections
- Recruiters
- Job Ads
- Internal Growth vs. External Recruitment



War on Talent

When looking for a job, what attracts you to a company?



- Performance Recognition
- Mid- Year Salary Adjustments
- Spot Bonus Program
- Stay Interviews
- Work/Life Balance

Topia's 2022 Report



Build a Tribe.



Nurture. Invest.



Adapt.



Young People in Construction & Design



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Co-ops and Internships.



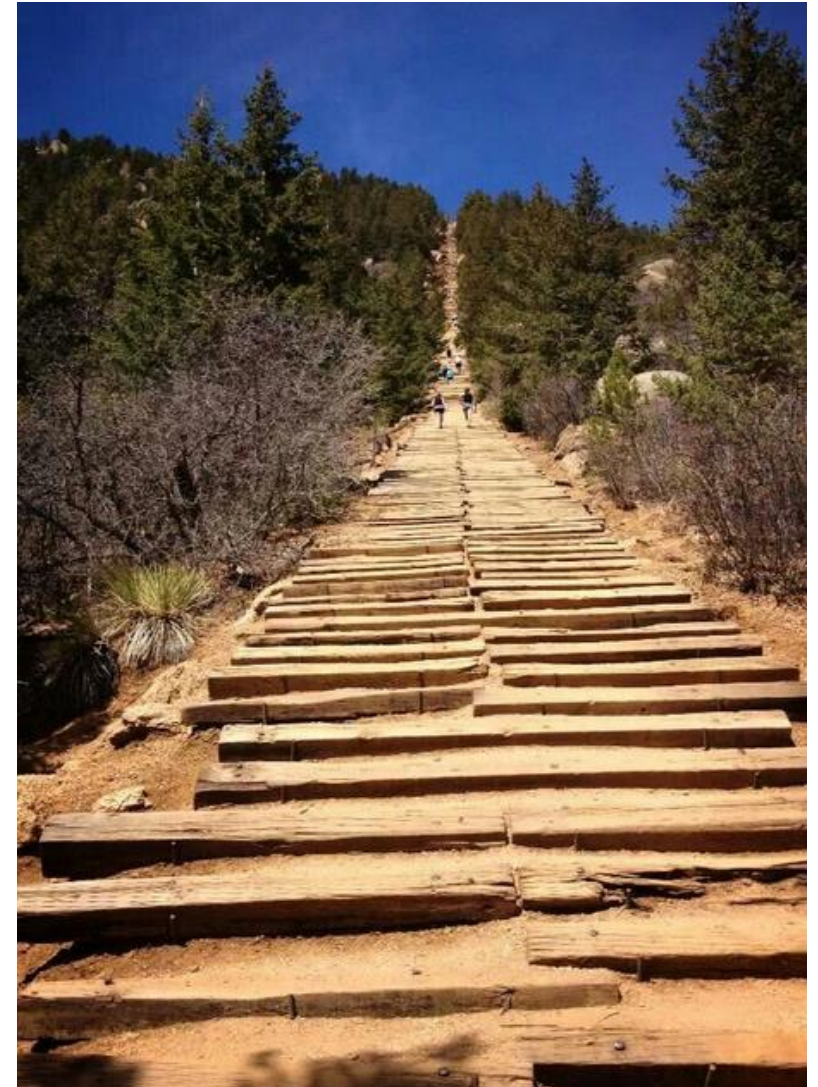
Work-Life Expectations.



Career Management.



Career Paths & Advancement

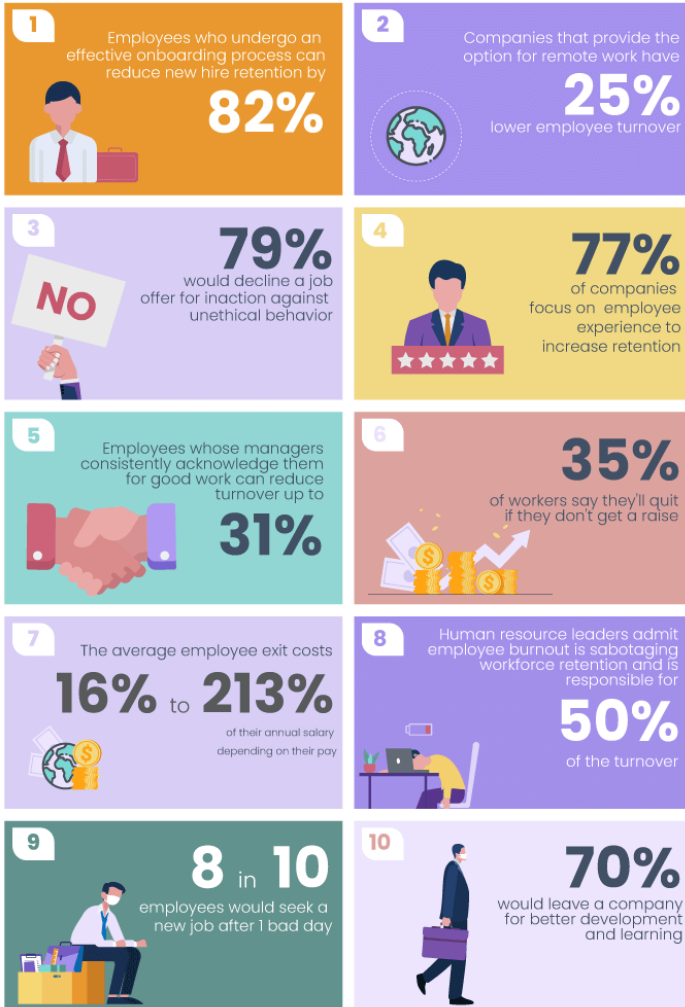


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Retention

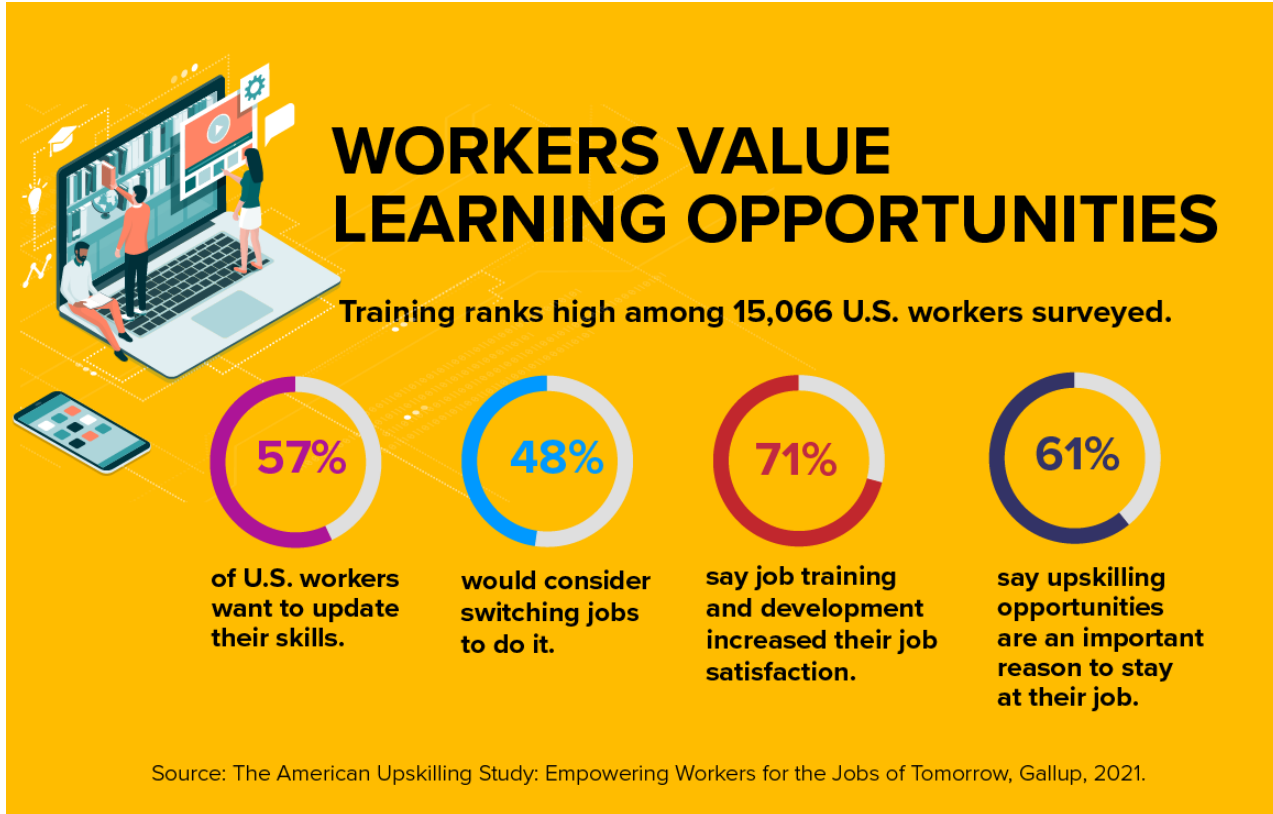
10 Eye-opening Employee Retention Statistics You Should Take Note Of



- Creative Benefits
- Transparent Communication
- Staff Surveys
- Exit Interviews/Debrief
- Career Development Opportunities
- Management/Leadership Training



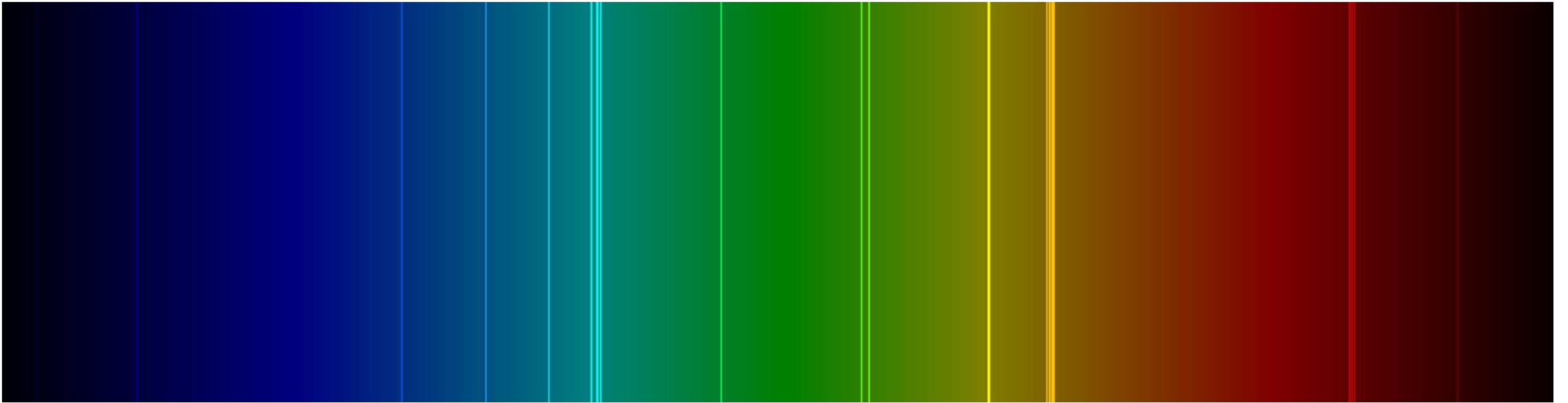
Career Development



- Employees need to see growth opportunity.
- Career Development Program/Training
- Titles
- Mentor Program
- Subject Matter Resources



Diversity, Equity, & Inclusion





Statistics

At present,
88.6%
of construction
industry workers
identify as white
and over **90%**
are male.



Only **2.7%** of the
construction trades
are female and only
9.1% of workers in
the entire
construction industry.



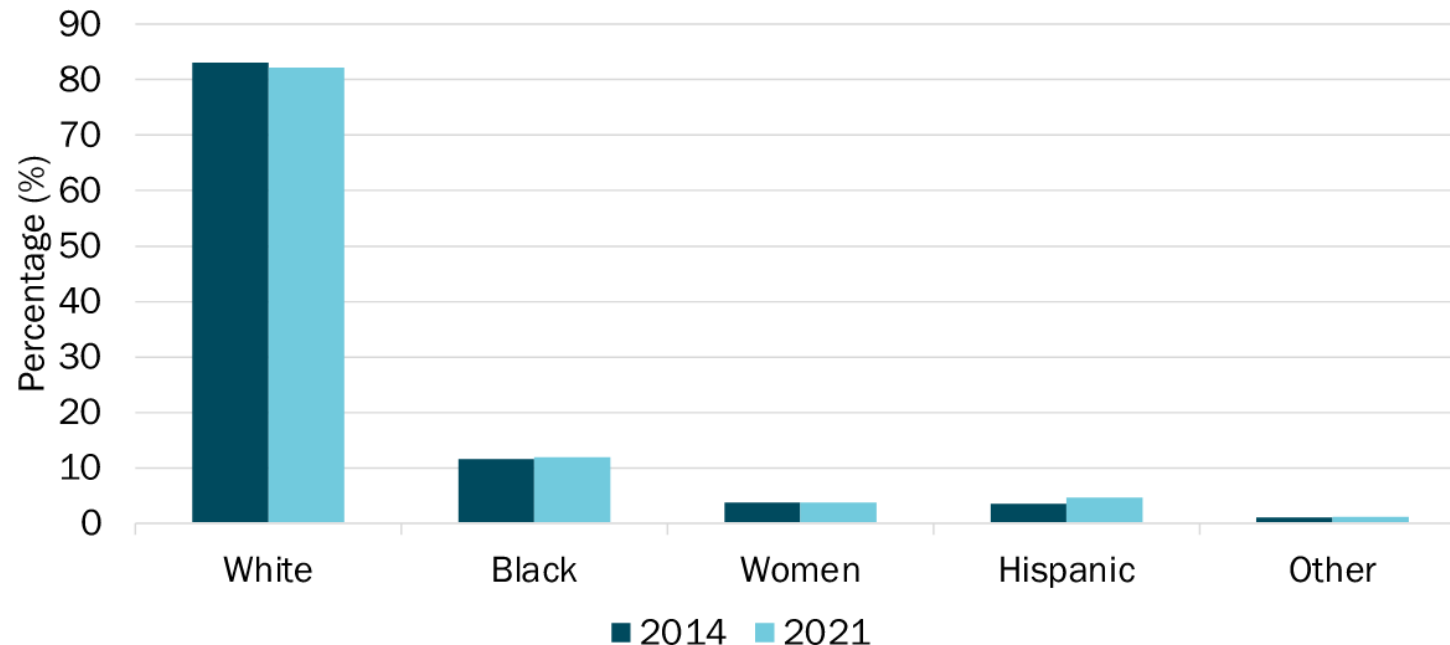
The 'Why'

- Higher rates of retention
- Sense of belonging and advancement
- More effective decision making
- Attract and retain better talent



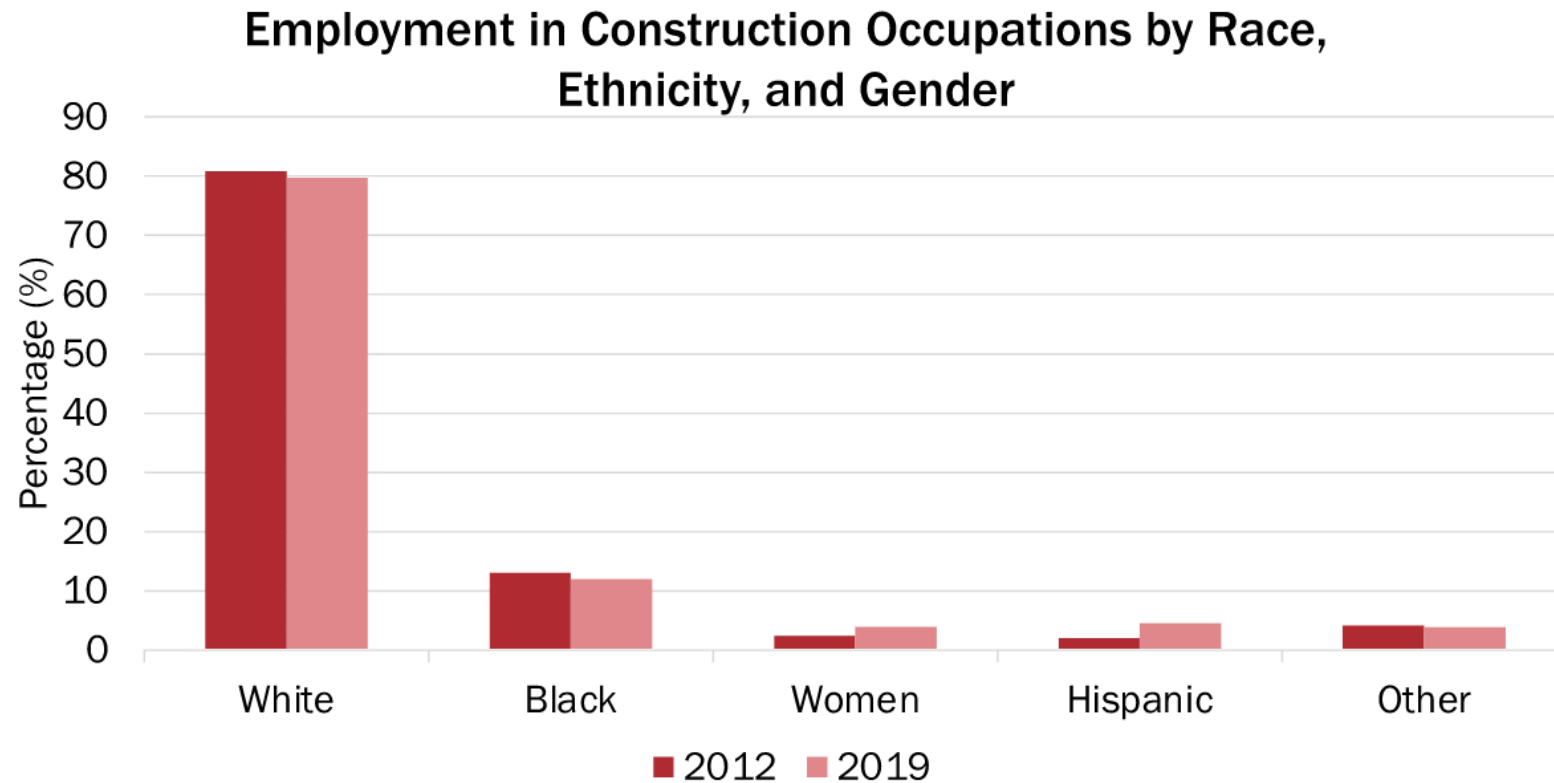
How Are We Doing in NE Ohio?

Apprenticeships by Race, Ethnicity, and Gender





How Are We Doing in NE Ohio?





The 'How'

- Adaptation
- Respect PTO
- Listen and appreciate backgrounds of others
- Examine company policies
- "Stay" interviews
- Ask for help
- Learn
- Train
- Invest



“Diversity is about counting people, inclusion is about insisting they count”

-Atif Choudhury



Public Policy



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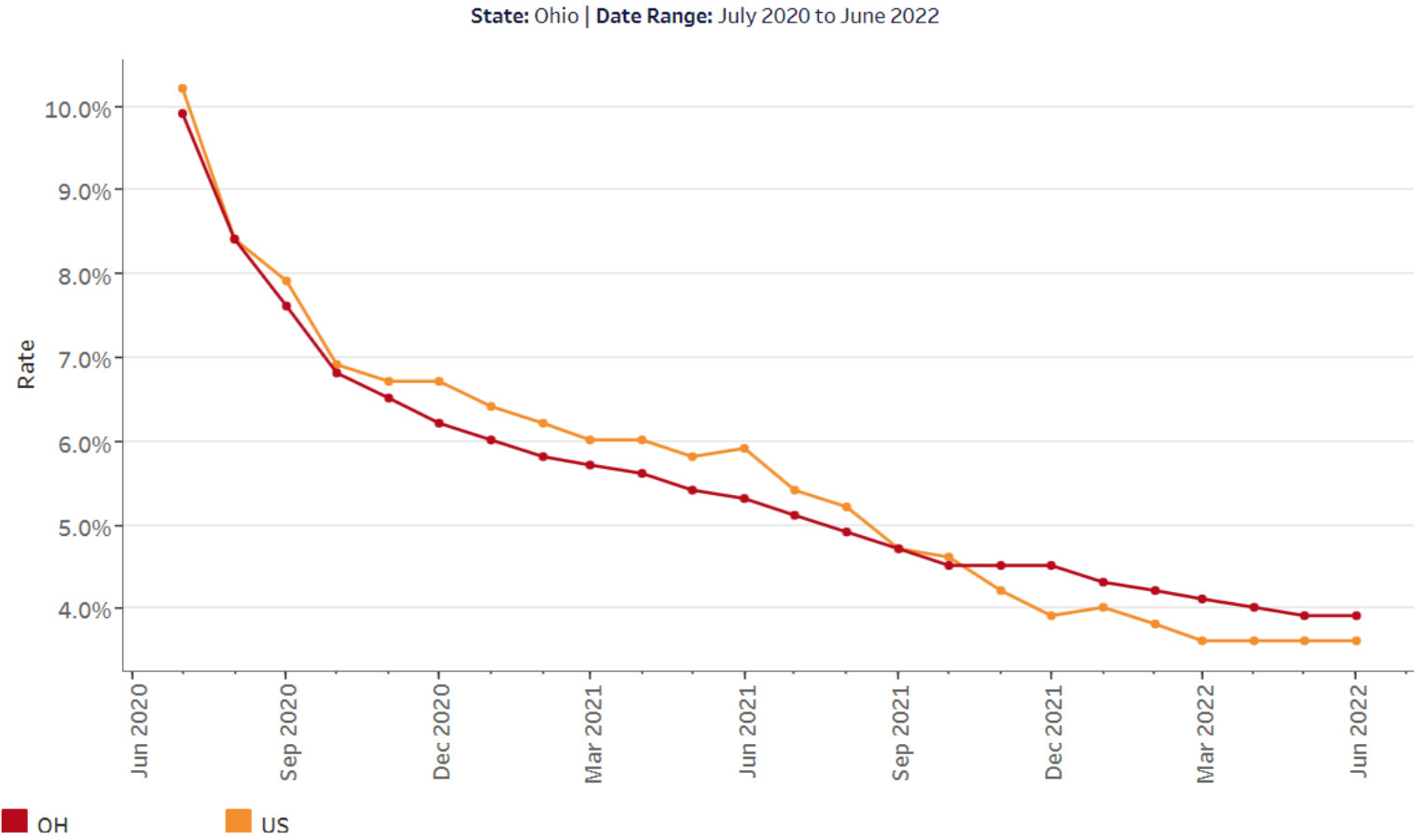
Workforce and Talent Retention — What does our state do?

Cogence Alliance, July 2022

Bishara Addison, State
Representative HD 9



State of Ohio's Workforce



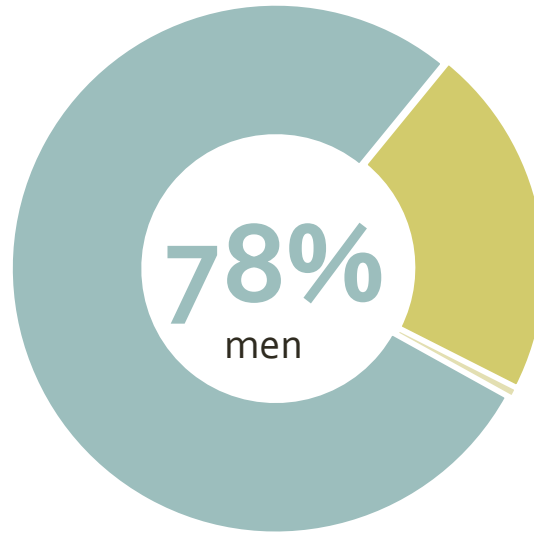
Ohio
Unemployment
3.9%

Labor market participation in construction
has improved by 6.5% since last year

Unique Characteristics from Construction Workers

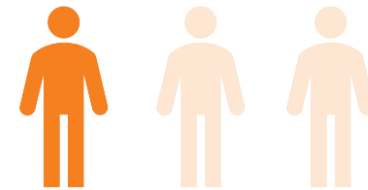
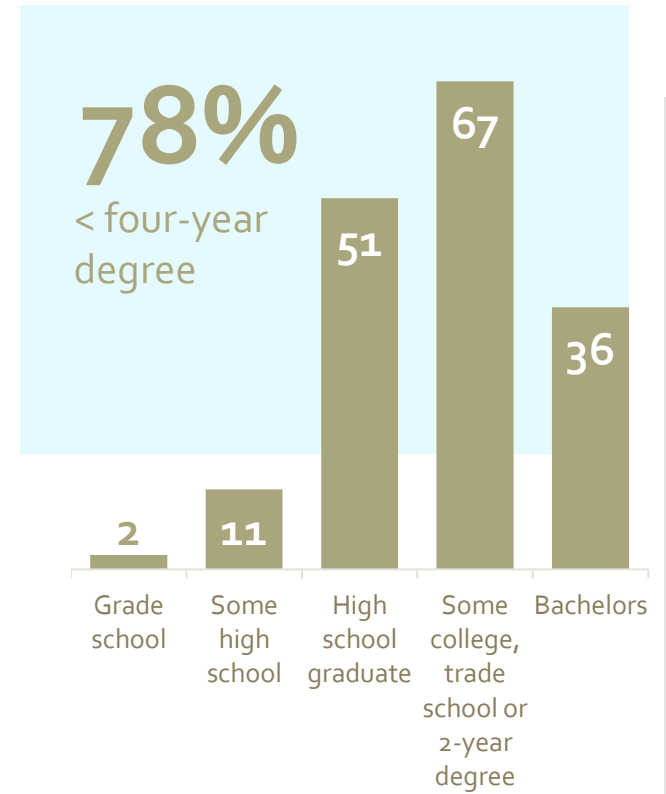
167

Respondents who currently work in the construction industry



>half

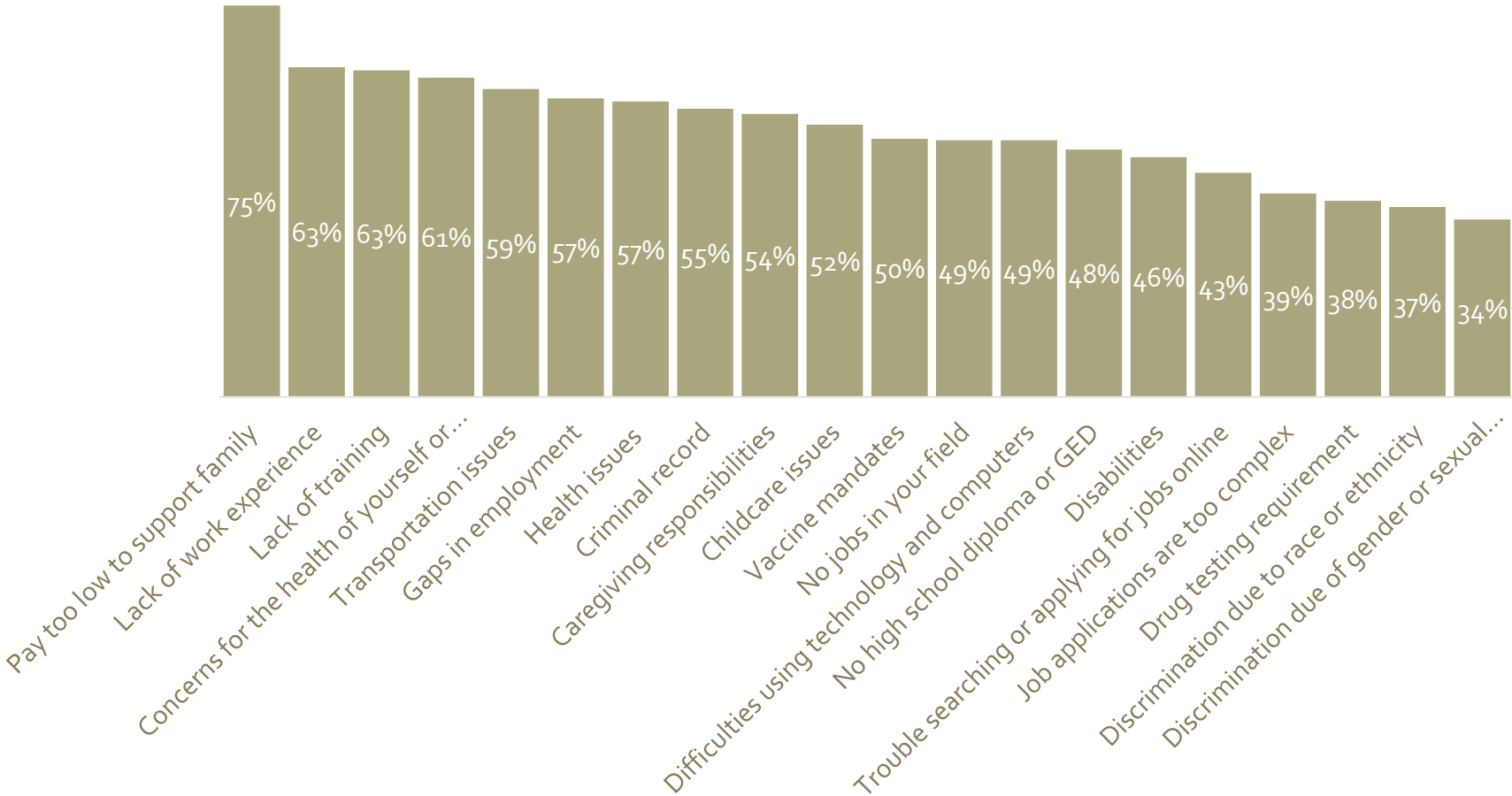
Receive some sort of financial assistance



Nearly 1 in 3

have worked a side job in the "gig" economy in the past 12 months

Barriers for NE Ohio Construction Workers

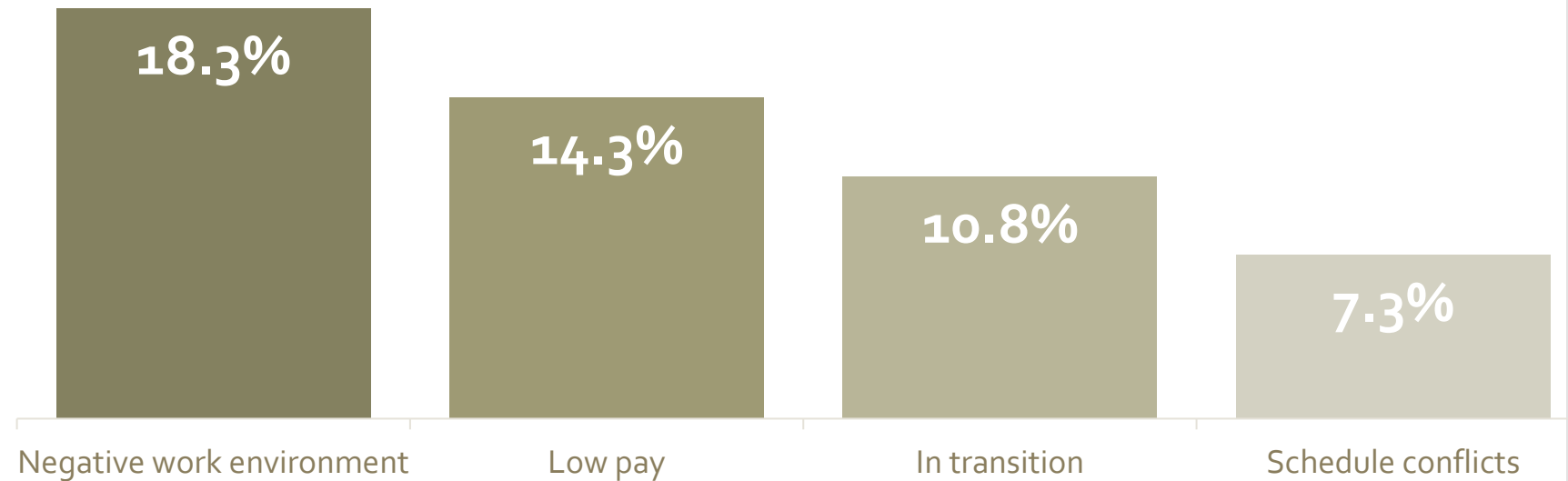


Data source: Fund For Our Economic Future, Where are the Workers

They're leaving
for a few key
reasons.

More than half
said it was one of
these four issues.

What is the main reason you left your last job?
(Those who quit within last 12 months)



State Legislature Role in Talent



POLICY



INVESTMENT



INCENTIVES

Opportunity

ARPA

Capital
Budget/Operating
Budget

ODJFS

JobsOhio



Capital Budget/Spring GA

- Passed
 - SB 166 -- regards career technical education (passed by House and Senate)
- Under consideration
 - HB 235-- enact the high hazard training certification (under consideration from 2021)
 - HB 514-- regards higher education student financial aid, intern wages (under consideration, 2022 might see in lame duck)
 - HB 68 -- Require private construction project owner timely pay (passed by the house)
- Introduced
 - HB 181-- Regards licensure for people who complete apprenticeships (introduced)
 - SB 69-- Regards community college noncredit career-technical programs (introduced in the Senate – Sen. Williams)
 - HB 577-- Establish Ohio STEM Gateway, Ohio STEM Retention, Ohio IT Promise (introduced, 2022, no hearings yet)

Operating Budget/Next year

Becoming an employer of choice:

- Company action:
 - outreach and hiring practices to learn whether certain groups are being excluded, not just from being hired, but from even entering the applicant pool
 - partnerships with community-based organizations
 - Career path clarity for partners
 - Customized benefits based on employee voice
- Group Action: get in front of the statehouse
 - Higher-ed – keep graduates in Ohio
 - Community College – increase access to apprenticeships
 - Workforce – contextualized curriculum, on-ramps, earn and learn, clear pipelines
 - Public Works – career awareness and exposure
- Policy Action:
 - ODJFS -- benefits bridge
 - Jobs Ohio – grants for minority owned and women contractors
 - Sector Partnerships – support for employer industry associations

Recommended Actions



ARPA Requests



Sector Partnerships (funding request)



Collaborate with workforce partners

A group of people are seated around a table in a meeting room, engaged in a discussion. The room has large windows in the background. A semi-transparent olive-green rectangle is overlaid on the left side of the image, containing the text 'Thank you' and 'Rep09@ohiohouse.gov'.

Thank you

Rep09@ohiohouse.gov



Cogence's Role



Inspire. Educate. Unite.



- A collaborative project culture that leverages each team member's strengths.
- Reduced risks and improved outcomes for everyone.
- Projects that are financially successful and enjoyable.



Questions



Graduating Emerging Leaders

Inspire. Educate. Unite.



Brad Berkowitz
Scott Wagner
Aaron Lobas
Nathan Cebula
David Kleckner



Next Program

November 16, 2022

Leadership Transition