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

Cogence Staff:

- **Kevin Thompson**, Executive Director

- **Tuwanna Williams**, National/Interim SW Administrator

- **Bonnie Kulczycki**, NE Administrator

- **Amber Baker**, Central Administrator

General Announcements

- **Join Cogence on Linked-In**

- **Have your IT Department "Safelist" https://cogencealliance.wildapricot.org/**

- **Log-in to Partner Only items at Cogence.org/Partner Login**

   Risk Series | Top 10 Inflection Points | Cogence GMP | Partner Directory | More to come

Cogence Partner Core Values

Cogence Alliance Partners engage with the Industry to make the work better together for the future.

Each partner is committed to:

- *Understanding diverse backgrounds, experiences, and beliefs*
- *Exchanging ideas through conversation and debate*
- *Being responsible for positive outcomes over time,*

with a lifelong passion to learn, grow, and stay curious – while having fun!

General Announcements

- ECDI Slide – Diversity Partnership

- Brad Berkowitz and Carlos Mendez

Mission & History

Investing in people to create measurable and enduring social and economic change.

Founded in 2004, ECDI is a non-profit community economic development organization.

- US Treasury Certified CDFI

- #1 SBA Microloan Intermediary in the US

- Serves the State of Ohio and parts of Indiana, Kentucky, and West Virginia

- More than $130 million in lending

- One-stop-shop for small business development: *access to capital, training and counseling, incubation*

ECDI Minority Contractor Resource Center

Shore up your business and get funded for **the big projects.**

Minority-owned commercial construction contractors:
Gain access to a full toolbox of business resources. Connect with the big GCs, get bid opportunities, funding, and more with ECDI.

We are a nonprofit center that's here to help.

TRACK 1
Get Down to Business
- Bookkeeping, bidding, scheduling, technical documents, capabilities statements - we'll help you shore up any skills you need on the business side of things.
- Assistance with MBE and EDGE certification included.

TRACK 2
Funds to Grow
- Get a low-barrier, low-interest loan so you can take on that bigger project. You **DO NOT** need a high credit score to qualify - we're here to help.
- Receive continued help with accounting, payroll, etc. while you build your network with other subs.

TRACK 3
Get Opportunities
- Connect with the big GCs.
- Bid on projects.
- Continue to reap all the benefits from Tracks 1–2.

Outcomes

- 745 unique clients since 2017
- Over 3,000 hours of technical assistance provided
- 300 hours of professional services provided
- 9 million in loans

Mentorship/Volunteer Opportunities

Technical Assistance

- Develop and deliver training course/programs

- Meet 1-on-1 with Minority Contractors. Establish a Mentor/Mentee relationship

- Share RFPs to MCRC for distribution.

- Attend Networking events

- Enroll in any ECDI classes

ECDI

Thank You

Cmendez@ecdi.org

Mental Health in the Construction Industry

19 July 2023

Panelists

Mental Health in the Construction Industry

Panelists

Jeff Meyers: Chief Executive Officer, Public Safety and Civic Architecture Studio Leader – DS Architecture

Rachele Hill: Manager of Human Resources – Osborn Engineering

Don't Accept Mental Health Differences at Your Firm… Embrace Them!

Top Takeaways

1. Incorporating Mental Health

2. Diversity and Attracting Talent

3. Strengths in Differences

4. Discussing Mental Health

5. Destigmatizing Mental Health

About Me| Jeffrey G. Meyers

Technical Facts

- Sole owner of DS Architecture

- 24 years of A/E Experience
    - CEO
    - Public Safety | Civic Architecture Studio Director
    - Director of Business Development and Marketing

- Growth of firm since 2010 = 6.5Xs

- Affiliated with PSMJ since 2019
    - Event Speaker at Thrive
    - CEO Roundtable

- 20+ Speaking Engagements Nationally

- Master of Architecture w/ Certificate of Urban Design

- AIA, NCARB LEED AP BD+C

Fun Facts

- Finished in the top 5% of the Boston Marathon

- Building Design and Construction 40x40
    - "Growth Generator"

- Worlds first Millennial

- Identical Twin Brother

About Me| Rachele E. Hill, MBA

Background

10- year career in higher education/admissions.

Joined Osborn Engineering as 1st HR Manager in 2017.

    150 employees in 2017.

    320 employees and 12 offices in 2023.

    HR Team of 3 + Summer Intern.

2nd COGENCE Presentation.

Preparing for S-PHR in 2024.

Bachelor's Degree from Muskingum University in Business Administration, 2008.

    Minors in Econ, Sociology &Spanish.

MBA from Baldwin Wallace University, 2014.

Ohio Notary, 2022.

Fun Facts

- Since joining Osborn, I have become engaged, married and a mom to two boys.
- Love the outdoors; we are often hiking or enjoying the Metroparks. #CamperVanGoals
- When time allows, you can find me volunteering and giving back to the Cleveland community.

Crisis

"The extent of America's mental health crisis is alarming. Tens of millions of U.S. workers are experiencing mental health issues and are less productive because of it, inundating organizations with a vast array of new challenges. Mental health issues such as burnout and stress are hampering short-term productivity and long-term business growth."

- Society of Human Resources Management (SHRM) Foundation

The Global Mental Health Burden in Numbers

280million
people are affected
by depression

88.1%
of employees reported
concerns with their stress
levels over the past year.

85%
of autistic individuals are
unemployed as of April
2021

1 in **8**
people are living
with a mental
disorder

Crisis in the Construction Industry

The Centers for Disease Control and Prevention found that men working in construction have one of the highest suicide rates by population: their rate of suicide is about four times higher than the general population and is the second-highest rate of all workplace industries at 45 per 100,000.

STOP SUICIDE

Mental Health

Stressed
Loved
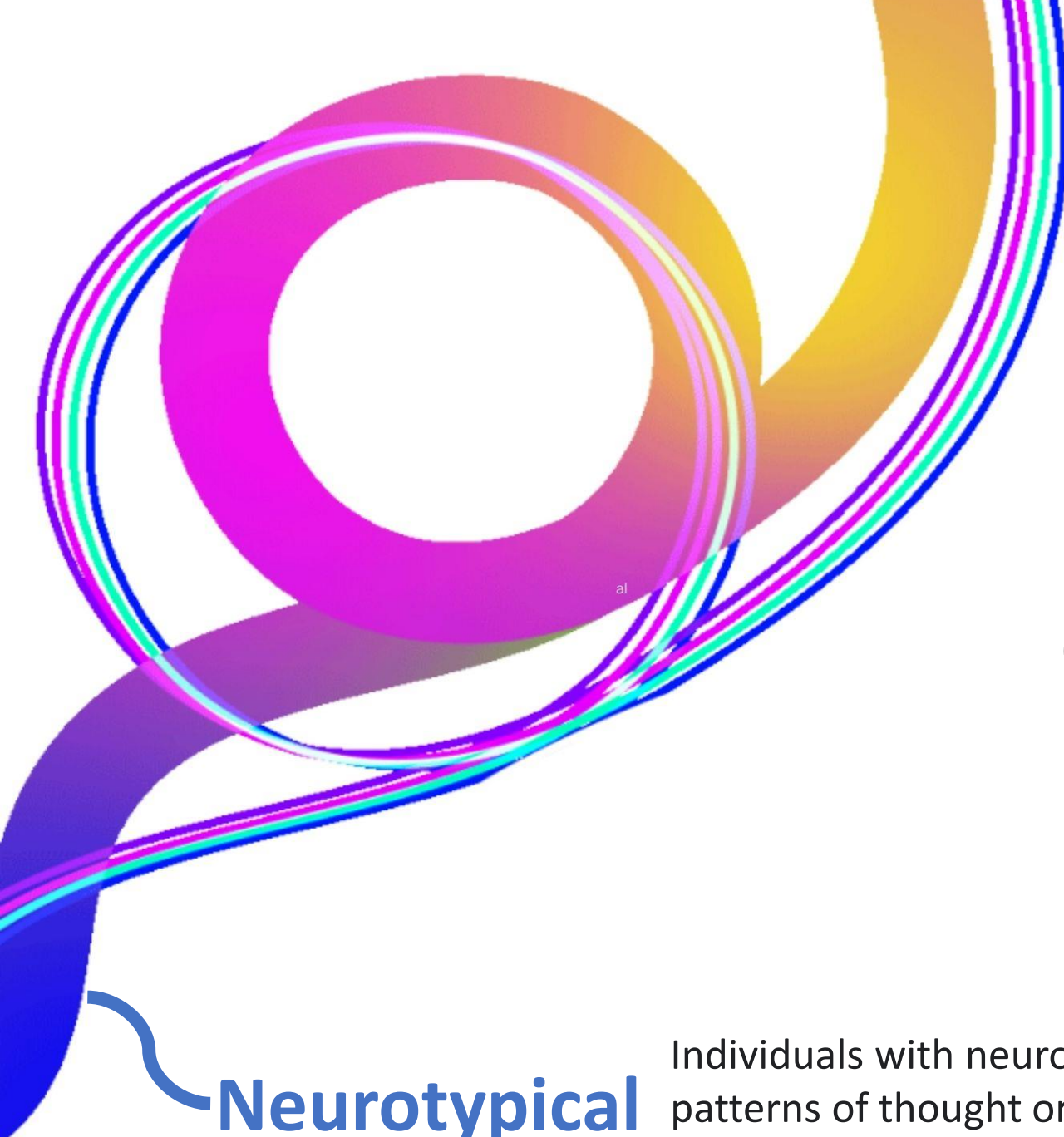Burnout

Mental Illness

ADHD
Dyslexia
Autism

vs.

Physical Health

Diet
Nutrition
Sleep Cycle

Physical Illness or Disease
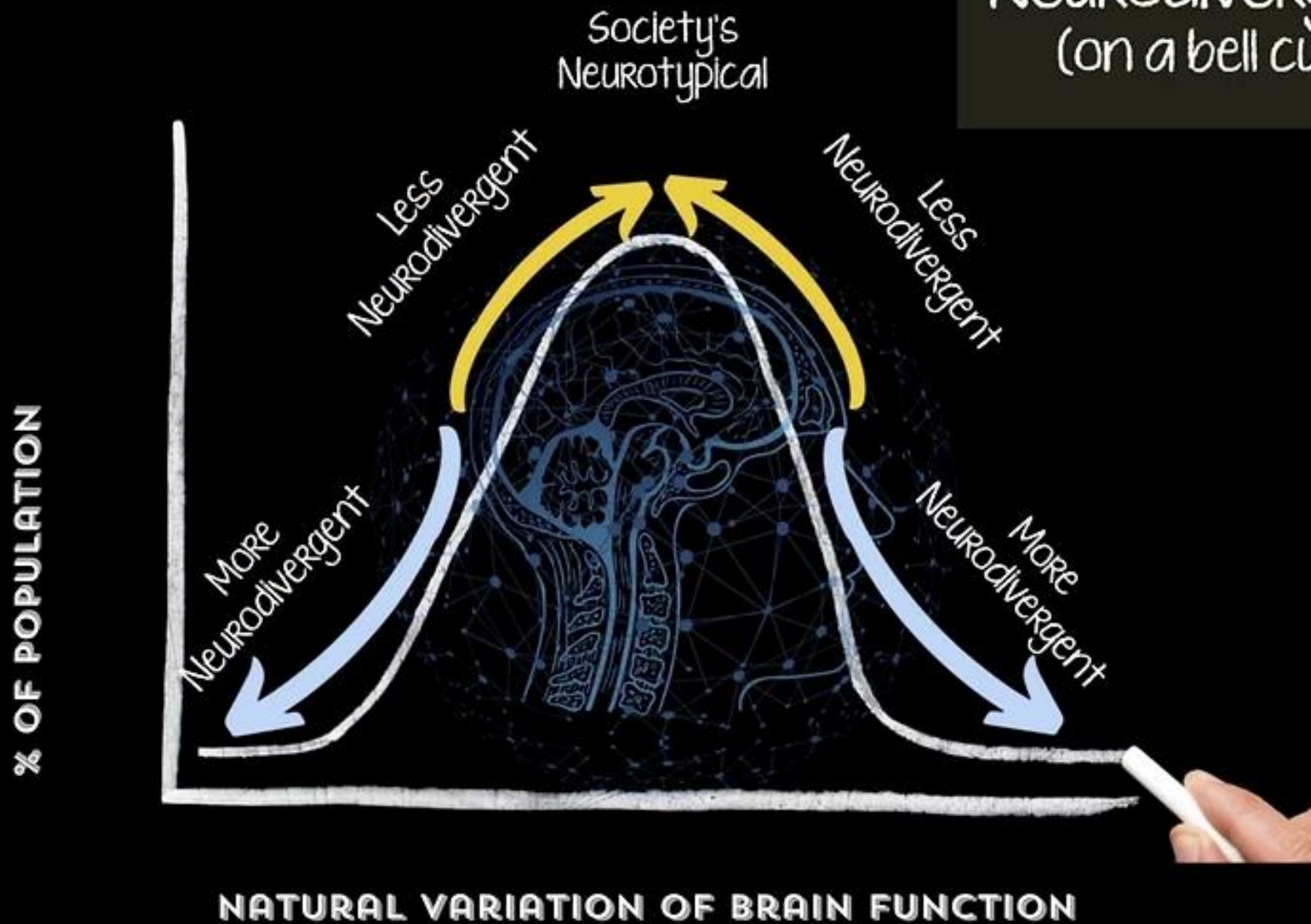
Diabetes
Allergies
Colds and Flu

Neurodiverse

is a concept that regards individuals with differences in brain function and behavioral traits as part of normal variation in the human population.
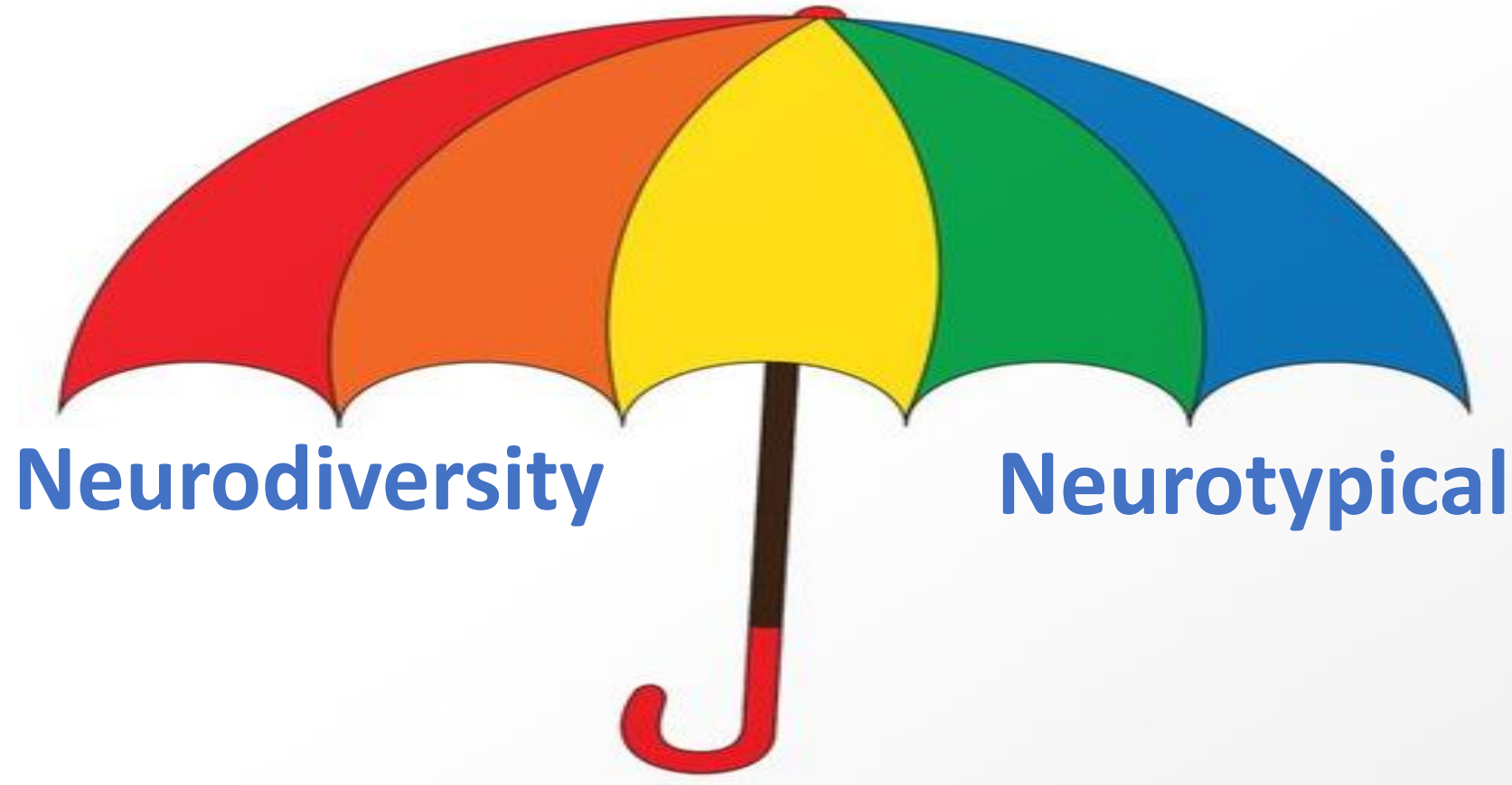
Cognitive Diversity

Neurotypical

Individuals with neurologically atypical patterns of thought or behavior.

Neurodivergency
(on a bell curve)

% OF POPULATION

NATURAL VARIATION OF BRAIN FUNCTION

Society's Neurotypical

Less Neurodivergent

Less Neurodivergent

More Neurodivergent

More Neurodivergent

Mental Health

Neurodiversity

Neurotypical

Cognitively diverse workforce consist of neurotypical and neurodivergent employees.

Best performance in an inclusive environment

Mental Health for Neurodiversity

Neurodiversity

"Many people with neurological conditions such as autism spectrum disorder and dyslexia have **extraordinary skills***, including in pattern recognition, memory, and mathematics. Yet they often struggle to fit the profiles sought by employers."*

Harvard Business Review

Neurodiversity as a Competitive Advantage

Harvard Business Review (May-June 2017)

- **<u>Meet "Jack"</u>**
  - Wizard @ Data and Programming Analysis
  - Combination of Mathematical Ability and Software Skills
  - CV: 2 Master's Degrees w/ Honors
  - Department's Most Productive Employee
  - Hardworking and Never Wants to Take Breaks
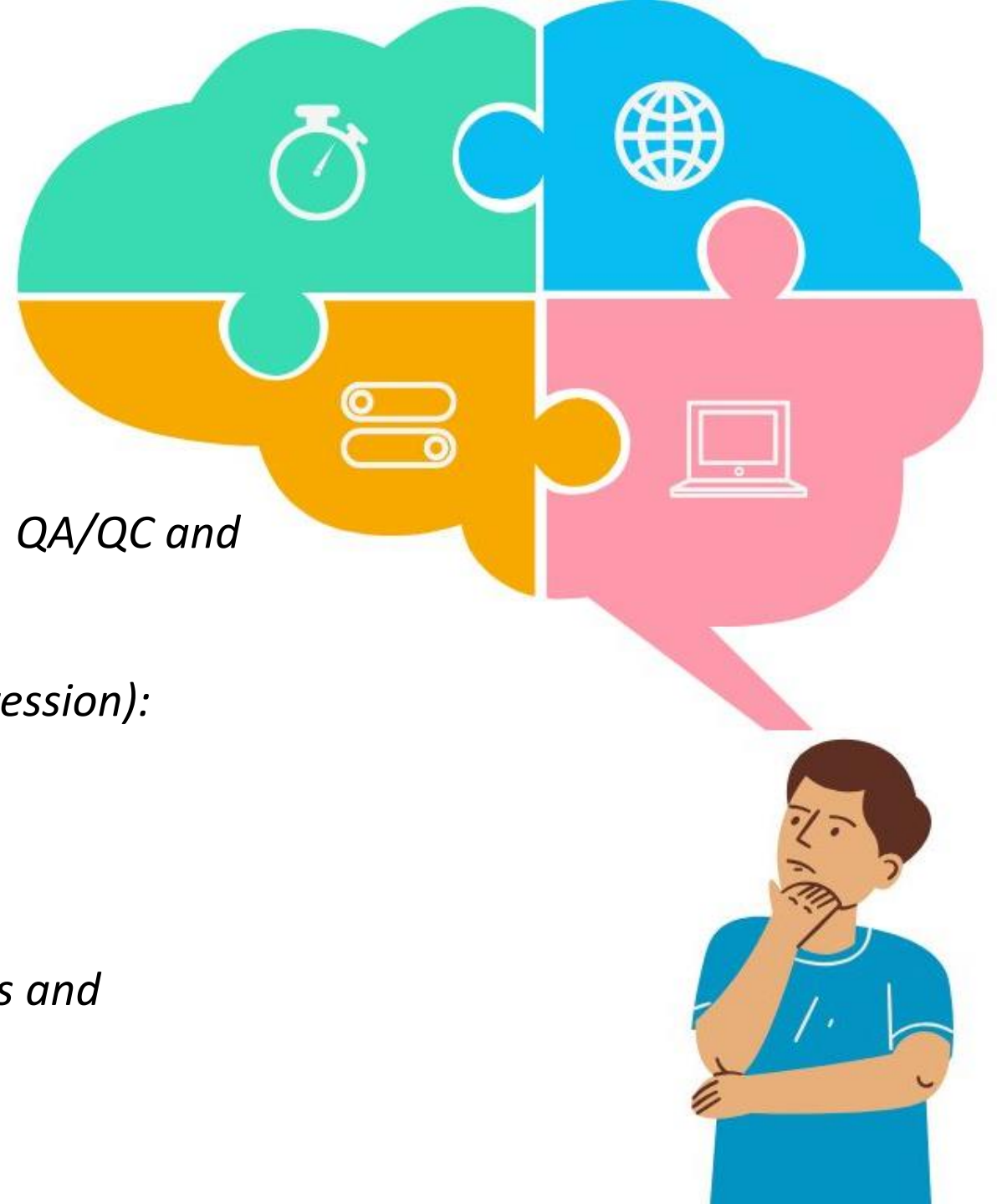
- - Ideal Candidate for a A/E Firm

Superpowers of the Neurodivergent

Dyslexia: Visual Thinking, Pattern Recognition, QA/QC and Complex Reasoning

Mood Disorders (Like Bi-Polar and Major Depression): Strong Creativity

ADHD: Problem Solving and Creativity

Anxiety (Social Anxiety and PTSD): Group Tasks and Evaluation of Situations for Threats

Bipolar Defined

Bipolar disorder causes unusual shifts in mood, energy, activity levels, and the ability to carry out day-to-day tasks. People experiencing these shifts often do not recognize their likely harmful or undesirable effects. Approximately 45 million people worldwide suffer from bipolar disorder at any given time.
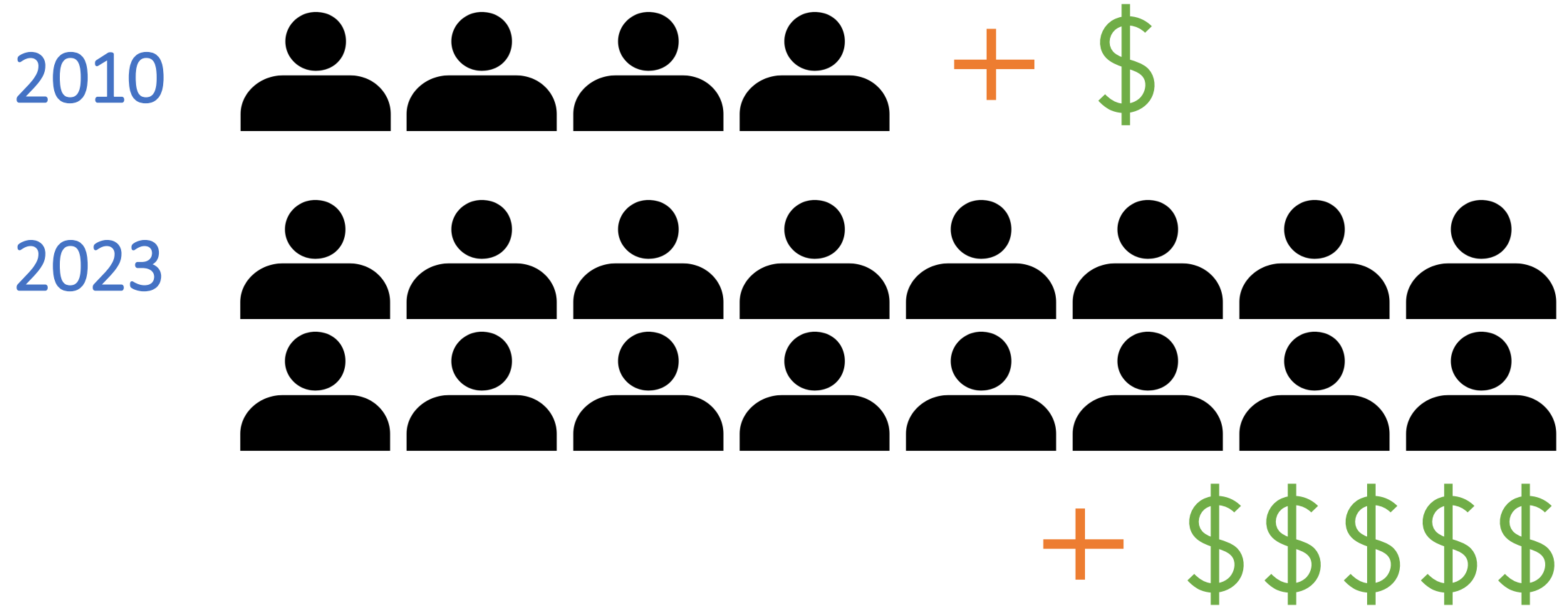
Affluminder™

A SOCIALLY HEALTHIER WAY FORWARD

We are changing the narrative around mental health to dissolve the stigma around mental illness.

Growth of Firm

2010

2023

"Our growth is based on empowering each person's unique cognitive strengths"

Why Mental Health Works

"...the potential returns are great."
-Harvard Business Review

"Diversity of Thought comes from Diversity of Experiences"

OUR CORE VALUES

FAIRNESS
Our way is fair and benefits all concerned

TRUSTWORTHINESS
Trusting and empowering each other will lead us all to success

CONVICTION
We possess a passion to solve any problem and accomplish any challenge

COLLABORATION
Teamwork is paramount to our design process

COMMITMENT TO KNOWLEDGE
We are always eager to learn and willing to teach

Don't just take it from me

- JP Morgan: Autism at Work

- Hewlett Packard: Neurodiversity program in cybersecurity

- Microsoft: altered hiring strategy to recruit autistic individuals for roles that use their strengths

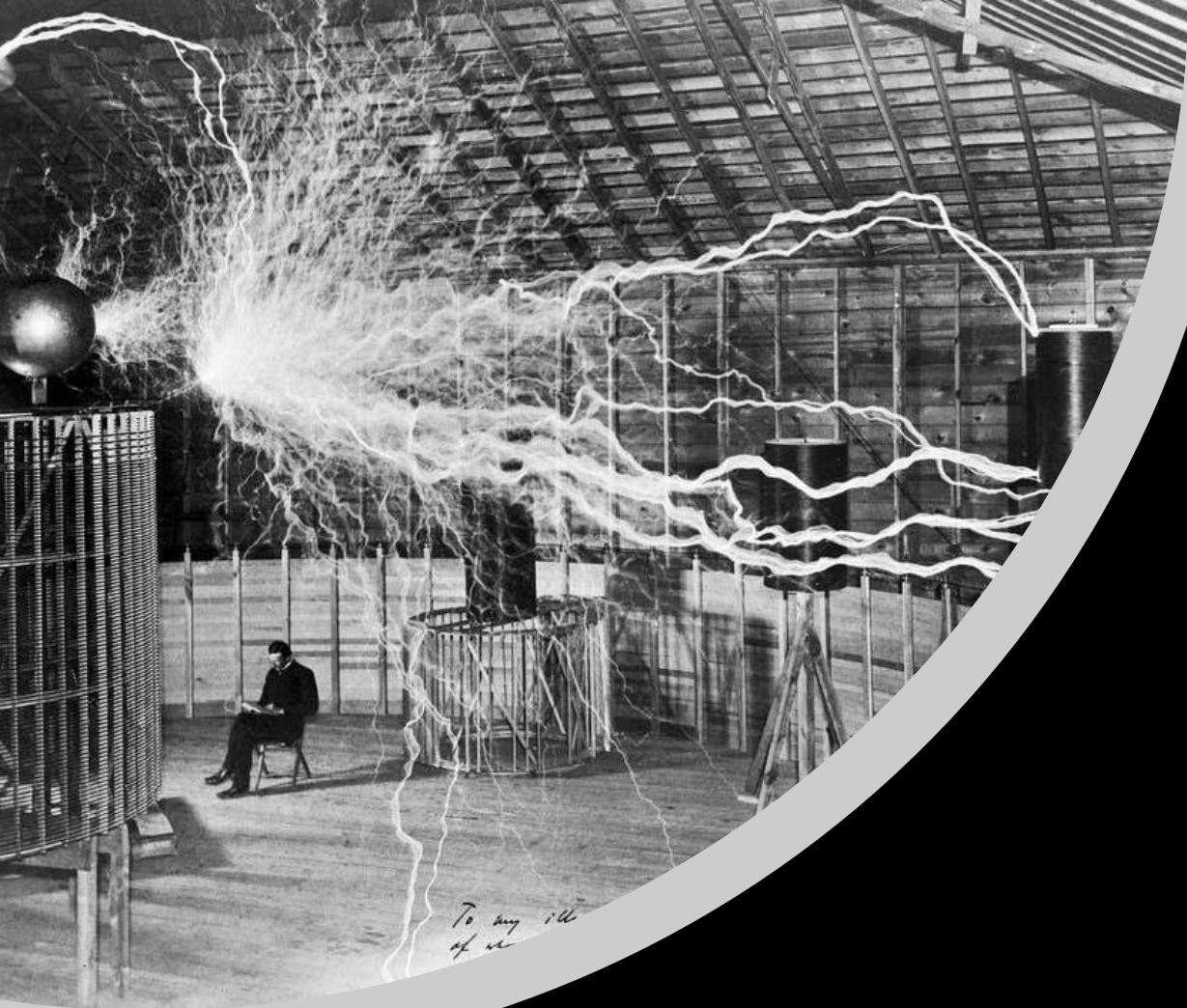*"...paying off in ways far beyond reputational enhancement."*
-Harvard Business Review

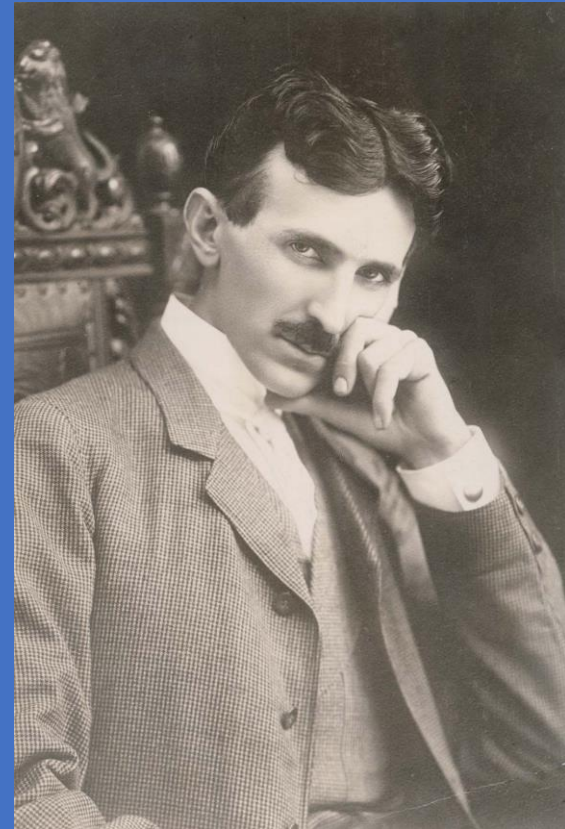Is there a link between neurodiversity and success?

Nikola Tesla
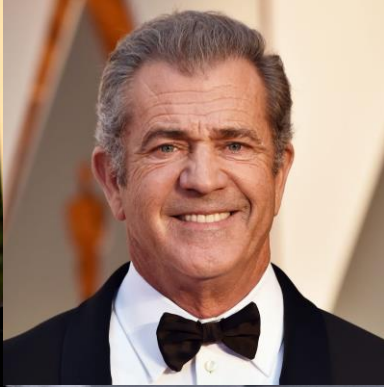
The "**father of the 20th century**"

Frank Sinatra • Selena Gomez • Mel Gibson • Demi Lovado • Leonardo DiCaprio • Henry Ford • Ernest Hemingway • Thomas Jefferson • Carrie Fisher • Michael Phelps • Winston Churchill • Bill Gates

Elon Musk and Nikola Tesla's are not the only ones with neurodiverse tendencies or a diagnoses.

"Major employers, business experts, and researchers are recognizing a powerful new source of competitive advantage: 'invisible diversity' in the work place."

- One Mind at Work

Why Don't Companies Tap Neurodiverse Talent?

- HR processes are not scalable
- Behaviors of neurodiverse individuals are *believed* to be counter to normal practices
- Employees fails the interview process
- Conformity required of processes

Opportunities of Neurodiversity

"HPE's program has placed more 30 participants in software-testing roles at Australia's Department of Human Services (DHS). Preliminary results suggest the organization's **neurodiverse testing teams are 30% more productive** than the others"

Harvard Business Review

Mental Health for All

Mental Health is a Business Issue

"When people don't have access to mental health services, their employer can expect to spend as much as 300% more on health care. It's actually more expensive for companies to do nothing than it is to invest in good mental health."
—Dr. Jenna Carl, VP of Clinical Development and Medical Affairs

Statistics on Mental Health Stigma

13% didn't receive care because others might have a negative opinion

33% said it was because it might have a negative impact on their job

A study of **90,000** people found that stigma is a one of the top reasons people don't receive care

*etatics.com

Stereotypes Generate Obstacles

PERCIEVED EXPECTATIONS

High Performers

The Cost of Poor Mental Health

- Burnout
- Defense Mechanisms
- Neglecting Basic Self Care
- Tension
- Anxiety Attacks
- Unhealthy Coping Strategies
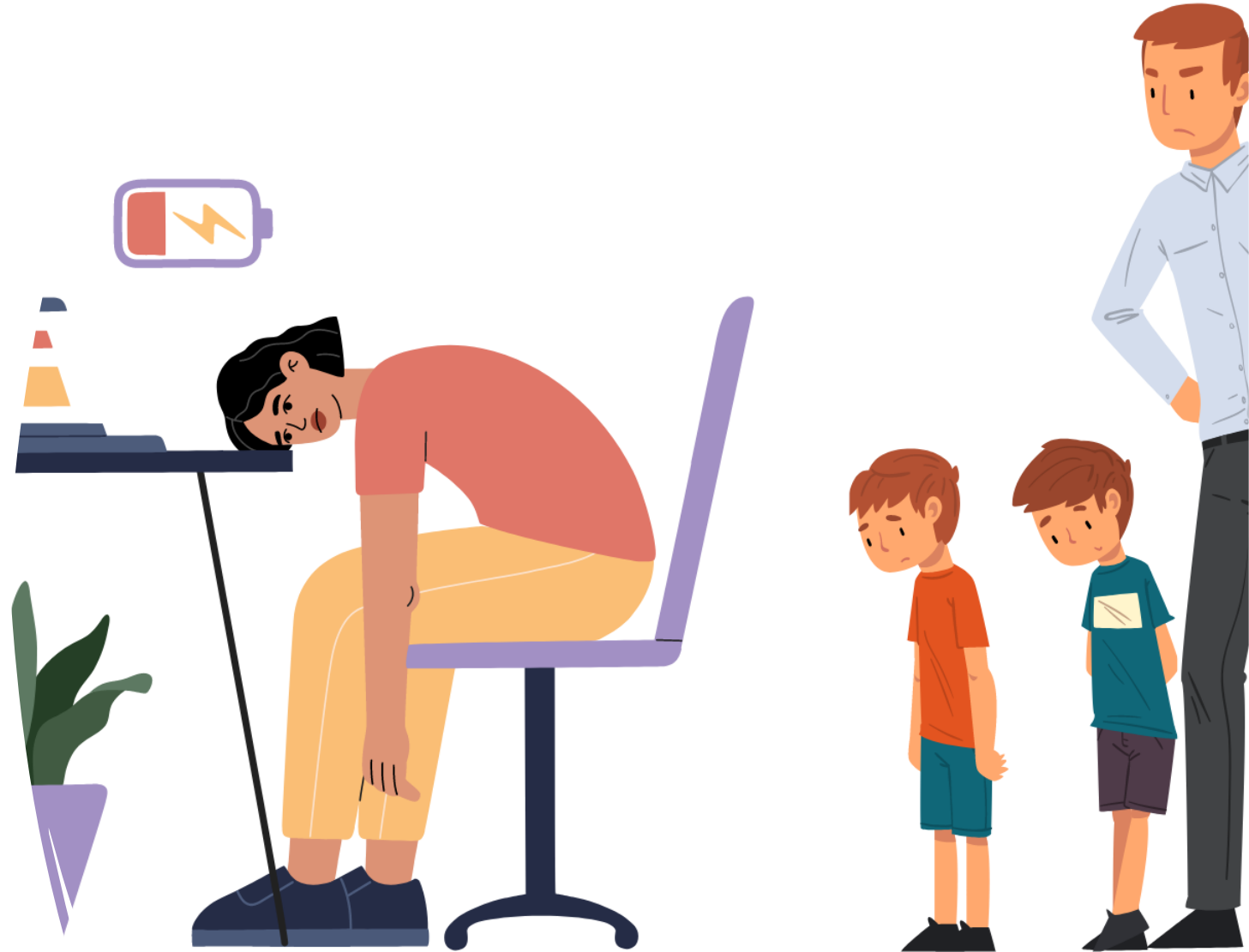
Why aren't organizations offering mental health resources to their employees?

33% we haven't thought about workplace mental health

27% we are unsure of which benefits to provide

21% we don't have resources

21% it's too expensive

18% we don't know how to find or choose a plan

11% workplace mental health isn't an issue in our organization or industry

11% our employees are not interested in these resources

SHRM Foundation
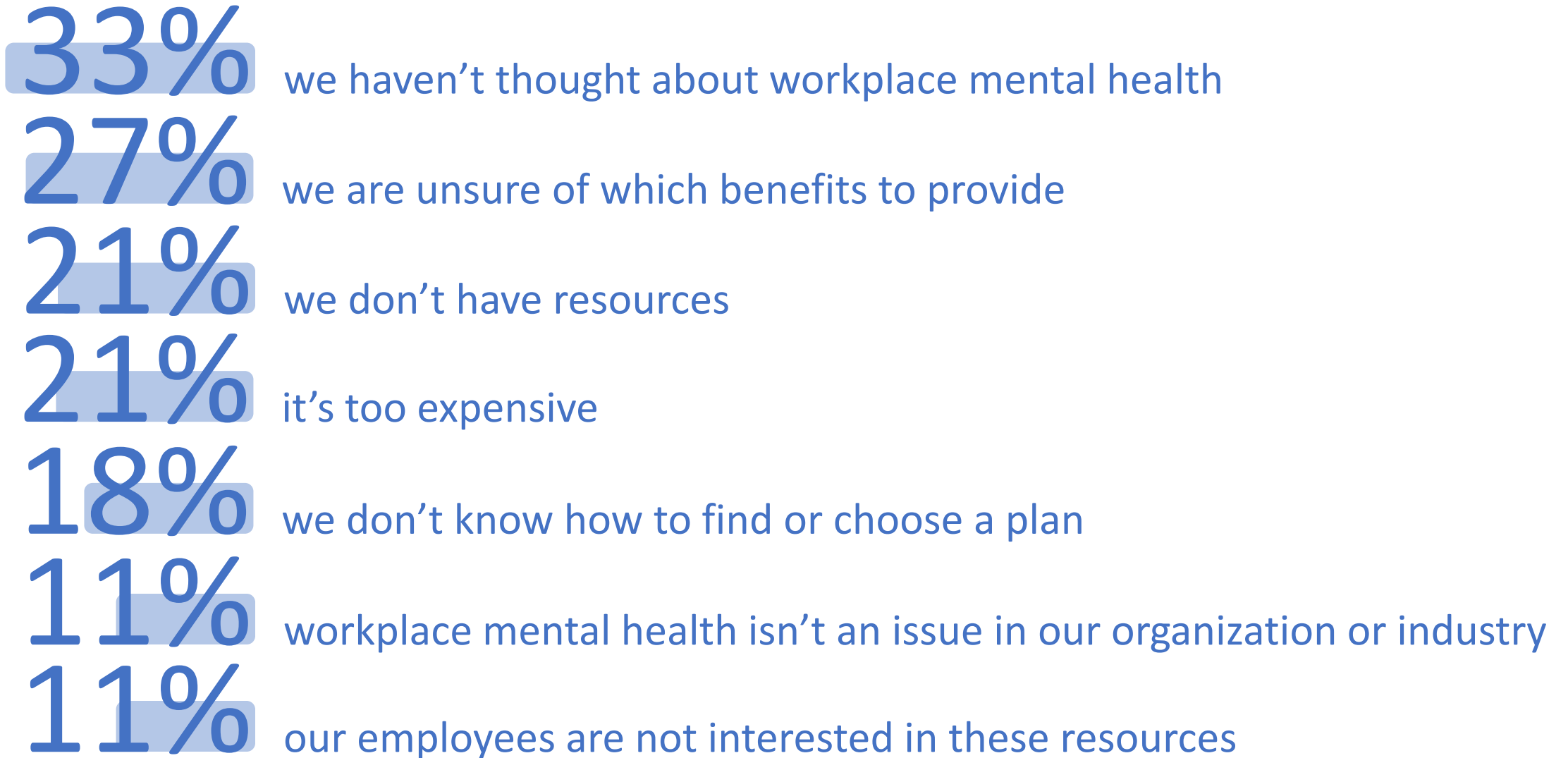
Mental Health

AWARENESS

86% of HR professionals

indicated that offering mental health resources can increase employee retention

72% of HR professionals

think mental health resources can attract new talent

88% of HR professionals

believe offering mental health resources can increase productivity

94% of HR professionals

believe that by offering mental health resources, organizations can improve the overall health of employees

* SHRM Foundation

Building a Mental Health Foundation
Solutions and Accommodations

Question:

If an employee of yours was approached by a friend asking, "How does your firm handle mental health?" How would you want them to respond? Can you identify any possible negative perspectives they might bring up?
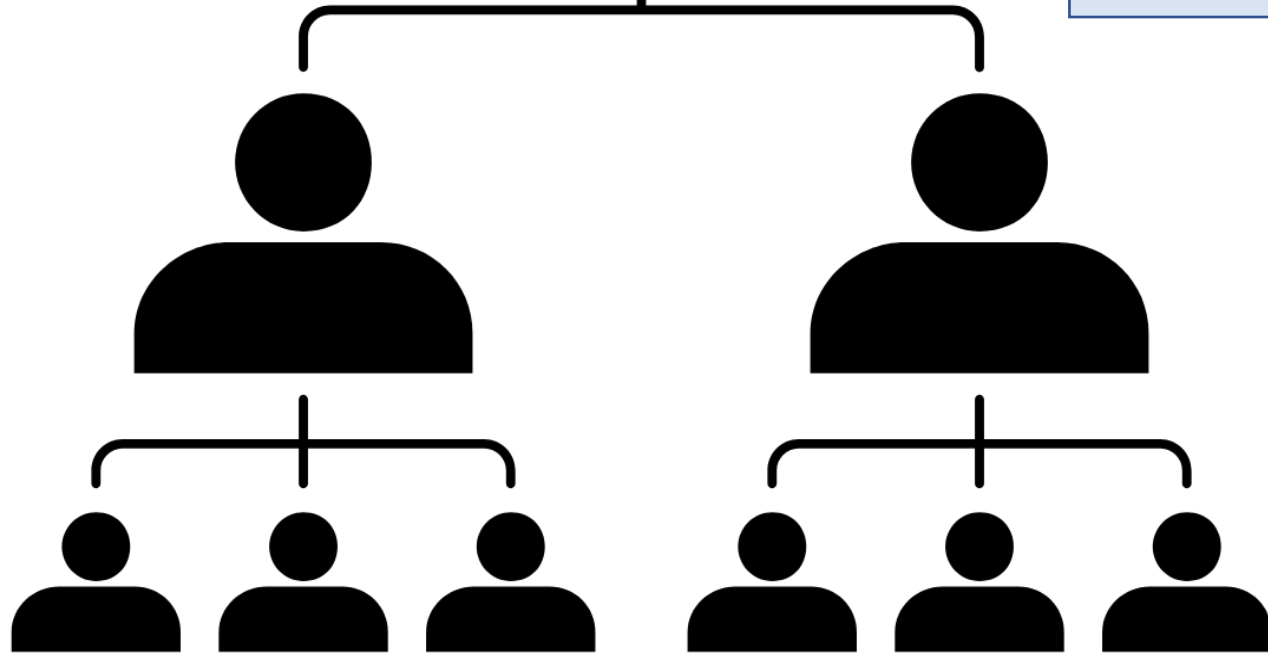
Implementing Strategy

Mental Health Awareness
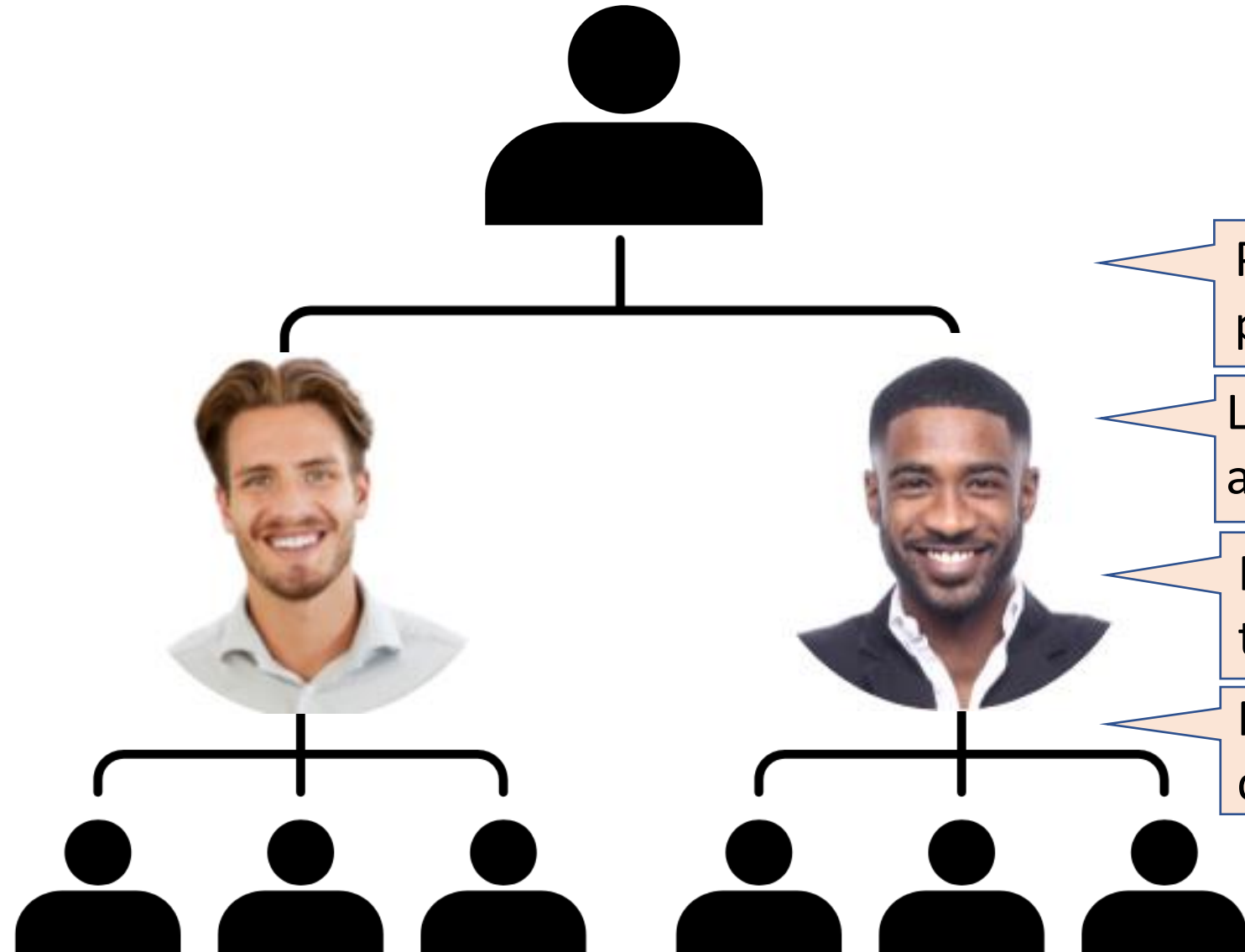
Core Value Foundation

Create Programs for Support

Communicate and Offer Preemptive Options

Communicate options that support to employees before they reach a crisis moment or disciplinary action is needed

Create avenues encouraging conversations addressing mental health

Front Line Leaders Make the Difference

Promotes mental health in casual and professional employee conversations

Lead by example. Participate in trainings and programs (provided or self-directed)

Flexible scheduling or allow time off for therapy, mental health days, programs

Maintain employee trust by keeping conveyed information confidential

Management Trainings

Empathy

Courage & Trust

Emotional Intelligence

Behavioral Changes & Warning Signs

Training

Intro To Neurodiversity

Compassion In Leadership

Shame & Blame

Vulnerability

PEER GROUPS

"Peer training was cited as an effective method of breaking down these stereotypes and allowing employees to be vulnerable in a space that feels safe." – One Mind at Work

Destigmatize

The Environment

Make mental health accommodation a foundation of your firm's culture

NEURODIVERSITY
& Workplace Inclusivity

Destigmatize

HR & Management

Effective communication and processes are essential for leading a cognitively diverse team

48% employee engagement surveys

47% utilization of mental health resources

43% productivity and attendance

40% utilization of employee benefits

35% surveys to assess mental health & stress

30% one-on-one interviews with employees

20% health care and pharmaceutical claims

13% none-we don't measure this

11% vendor/third-party company

How are organizations measuring the efficacy of their mental health resources?

2018 – HR Revamped the Osborn's Wellness Program to Osborn Health and focused on overall wellbeing, not just weight loss.

- 4 Activities each quarter – Physical Health, Mental Health, Health Education and Social Health.

- Annually bring in a CMHC to discuss identifying those that may be struggling and how to approach/address in the workplace.

- Wellness Room – Priority to new mothers for pump breaks. Yoga mat, essential oil diffuser, stretching posters for sedentary jobs. Mental Health Break.

- 30-day LOA and reduced hours options for those who need a mental break, de-stress, travel etc.

  - Company has had this policy for a long time, but it was encouraged during Covid as more people were struggling/discussing struggles with mental health.

2023 – Companywide Stress Survey – CEO and BOD

- I routinely do not have enough work.

- My workload is generally acceptable and manageable per my job.

- I am very busy; however, my workload is manageable.

- I am too busy, and my workload is negatively impacting my ability to do my job well and/or is creating excess stress in my life.

What HR is doing at OSBORN.

OSBORN
ENGINEERING

WWW.OSBORN-ENG.COM

Survey Results

- 55% response rate.
- 40% indicated very busy, but manageable.
- 29% indicated workload is appropriate.
- 22% indicated too busy/too stressed.
- 9% not enough work.

- Noticed trends in certain departments and regions.
- Data would indicate generalized statements of "everyone is stressed" are not accurate.
  - We now know where to focus more recruitment and workshare efforts.

Osborn Mental Health Initiatives

- Educating Managers and Directors.
- Prioritizing Recruitment and Workshare across offices.
- Employee Assistance Programs – Educating workforce on resources.
  - Expanding in 2024.
- Calm/Headspace Apps.
- Assessing survey results for targeted efforts.
- THNKS Program
- Spot Bonus Program
- Employee Recognition- How do your staff prefer to be recognized?

What Worked for Osborn

- Incorporating mental health into our Wellness Program.
  - Embracing wholistic health.
  - Destigmatizing mental health.
- Educating Managers on mental health and sensitivity training.
- EAPs and Tele-Health. Educating staff on resources.
- Top-Down message that PTO is PTO – not expected to work on time off.
- Employee morale efforts.

MENTAL HEALTH IS HEALTH.

SAP
Hewlett Packard Enterprise
Microsoft
Wills Towers Watson
Ford
EY
Caterpillar
Dell Technologies
Deloitte
IBM
JP Morgan Chase
UBS

Companies that have a reformed HR Process

Recommendation

- Start small.
- Destigmatize.
- Trainings.
- Environment.
- HR and Management.

It's a business decision!

Questions

Breakout Session

Mental Health in the Construction Industry

- This Roundtable discussion has focused on awareness, as well as organizational solutions to help improve Mental Health within our Industry. This approach will assist individuals and individual firms, but we would like to focus the Breakout Session on Project Team Mental Health. Please explore how can we improve the Mental Health of our project teams who are composed on many individuals from many different firms.

Plus / Delta

Plus (+)   **Delta (-)**

Next NEO Roundtable

September XX, 2023

Bring a Guest