

Actionable Steps to Overcome the Workforce Gap

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The 12th Man!



Challenges in Construction

The background of the slide is a photograph showing the silhouettes of several construction workers on a large steel framework. The workers are positioned at different levels of the structure, with some standing on horizontal beams and others on vertical supports. The sky in the background is a warm, golden-yellow color, suggesting a sunset or sunrise. The overall scene conveys a sense of industrial activity and the scale of construction projects.

Workforce Management

Finding, developing and
retaining top talent

Compliance

Labor law, safety,
affirmative action

Disparate Systems

ERP, payroll, time entry, construction
management, benefits

Global Skills Shortage

Contributing factors

- **Global pandemic**
- **The aging of the population**
- **Decreasing workforce participation**
- **Increasing turnover**
- **Competition**

73%

of construction firms cited worker shortages as their #1 concern

83%

of firms cited worker quality as their #1 safety and health challenge on the jobsite.



Infrastructure Investment and Jobs Act

The opportunity and risk

- By the end of 2025, the Infrastructure Investment and Jobs Act will have created 461,000 new construction jobs.
- To take advantage, contractors will need to get very serious about the workforce.

“The workforce shortage is the most acute challenge facing the construction industry despite sluggish spending growth. After accounting for inflation, construction spending has likely fallen over the past 12 months. As outlays from the infrastructure bill increase, construction spending will expand, exacerbating the chasm between supply and demand for labor.”

Anirban Basu, ABC, Chief Economist

Now What?

- Scout
 - Analyze supply vs. demand
- Shape
 - Recruit vs. develop
- Shift
 - Add infrastructure to scale



What can we do?

Technology and Training – People, Projects and Financials

- Remove unnecessary tasks
- Empower our teams
- Improve our productivity
- Redeploy resources



“With a lighter workforce, it’s more important than ever to identify what employees want,” said Todd Lofgren, executive vice president and general manager for Skanska USA, in an email to [Construction Dive](#).

Focus on OUR Brand and Image

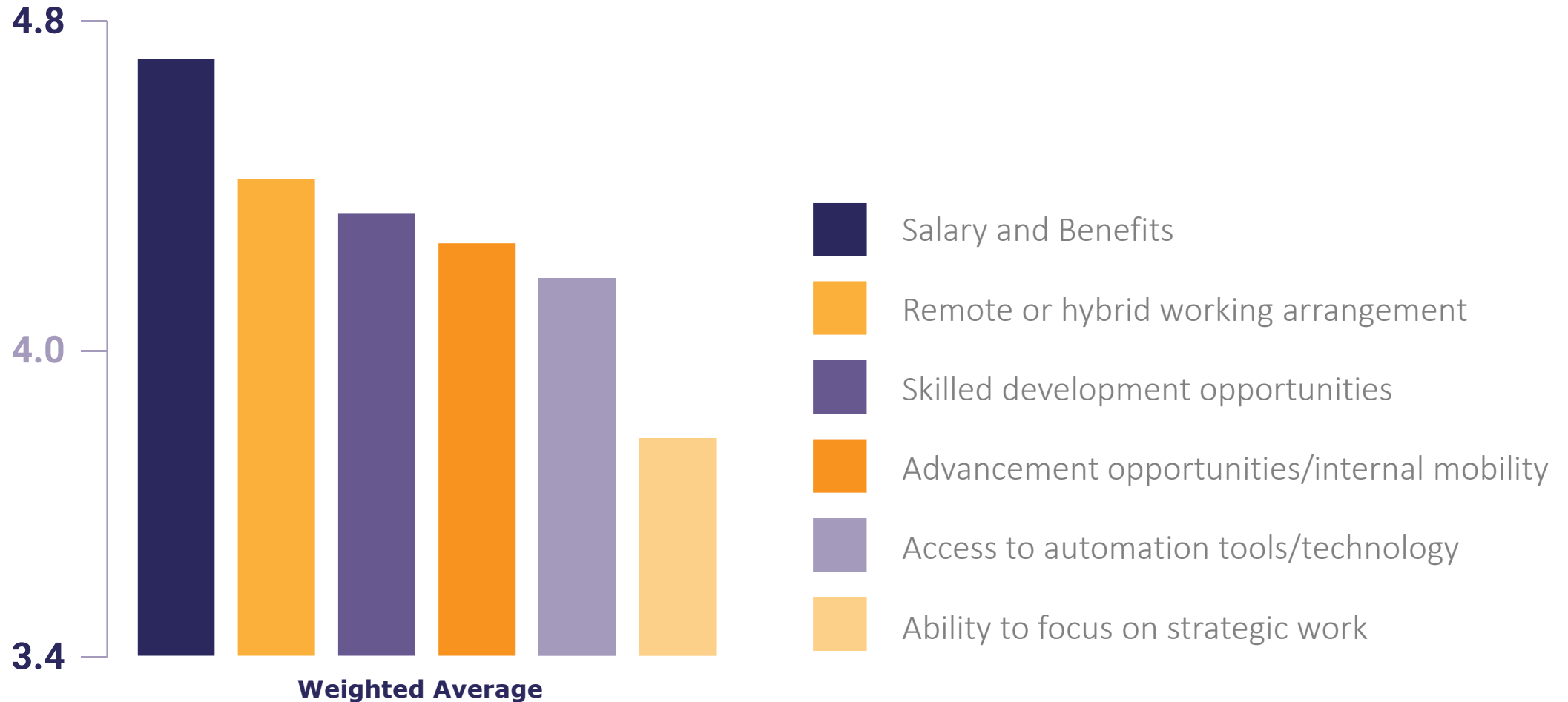
Our Company, Industry and People

- Exit interviews
- Stay interviews

Maslow's Hierarchy of Needs



How important are the following items when considering a job opportunity?



Community Involvement

Take it to the streets

- Empower our teams
 - Align
 - Incentivize the right behavior
 - Participate
- Embrace the community
 - Parents
 - Teachers/career advisors
 - Students
- Deliver
 - Follow-through



Making It Actionable

Four Items for Tuesday

- Evaluate your infrastructure
 - Where can you find scale through automation and integration?
 - Redeploy to more Strategic Tasks
- Understand your culture
 - Why do they leave, but more importantly, why do they stay!
- Prepare your approach
 - Recruit vs. develop
- Take your message to the streets



The Intangibles!



Thank You

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