



**MCCARTHY**

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# Rethinking Craft Labor Workforce Planning & Management to Deliver Current & Future Project Needs

R.J. Morris

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# AGENDA



- Historical approach to craft talent services
- Craft workforce talent organization
- Craft workforce development philosophy
- Workforce management approach

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## HISTORICAL APPROACH TO HR AND TALENT SERVICES



- Professional and administrative staff
  - Robust infrastructure + lessons learned
  - National + consistent + comprehensive
- Craft professionals
  - 0 dedicated resources + mistakes in front
  - Hyper-local + inconsistent+ incomplete

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# CRAFT WORKFORCE DEVELOPMENT PHILOSOPHY



*Make McCarthy the place great craft professionals want to do their best work*

- Safest culture + great field leadership + competitive pay & benefits
- Recruit aggressively + make experienced pros & people entering the industry successful
- Coordinate talent + training + work programs to get partners in the right place at the right time for highest best use

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# WORKFORCE MANAGEMENT



- Siloed talent utilization
- Candidate / employee experience
- Inefficient
- Unsustainable

# TYPICAL WORKFORCE MANAGEMENT SYSTEM

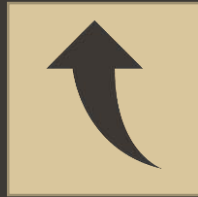
Doug	Gordon	Hunny	Danny	Bjork
Dann	DEAN	fistie	Darshan	DORK
Ralphie	TRACEY	Wristie	Dao	Treed Krawe
Roy	TOM	Limp	Doornat	Robbar
Gina	Lacey	Hoppy	Digger	Taffer
Todd	RON	Stubbins	Swinger	Baller
ARMY	Dick	Nobbins	Tosser	Capper
VOLTRON	Richard	Creaky	Bosser	Robber
Ardence	Flip	leaky	Finley	Beer
Keagan	Flo	Bartney	Fanny	Dankey
Kougar	Jo	Barkley	3BellArmy	Boy
Rex	Joe	Joy	Linda	Useless
Jawg	Winnie	Barbara	Lee	Toy
Jew	Hawlie	Sherry	Leonard	Boader
Jordan	Patchie	Elizabeth	Blue	leaper
Hope	Paws	Whooie	Cathy	Lazy
River	Dog	Lisa	Cindy	Sleeper
Slope	Log	Meadith	Robert	Tinkerbell
Sonia	Fannie	Rosie	Bob	Bobbie
Cope	Amy	Kathy	CRUNKET	Barbie
Water	Roxy	Doug	Snob	Gina
Wisher	Roo	Marissa	Shorty	Gordo
Fall	Monster	Nerissa	Hobbled	Silver
	2 monkey	Nija	Wanky	Sondo
		Adenika	wobbles	Felafel
			Santa	waffle
			Fai Ry	Wasted



# CHALLENGES



- Business process vs. HR process



- Elevating superintendent focus



- Scope agreement

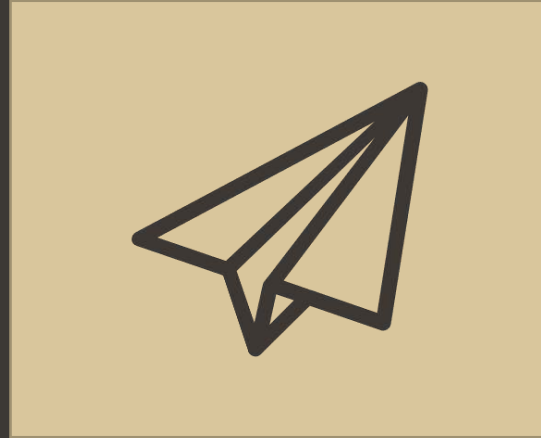


- Driving user adoption

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# PERSPECTIVE CHANGE

## HYPER LOCAL



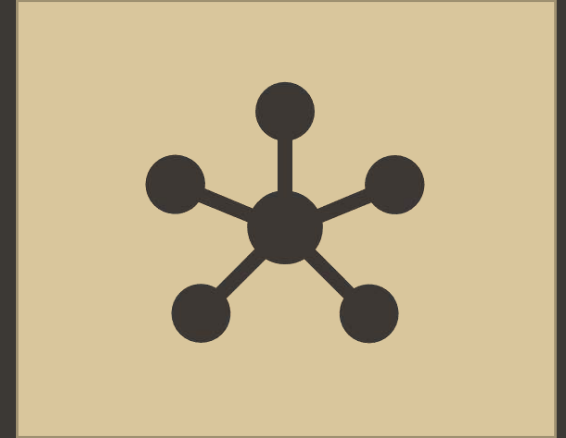
- Who works where?
- What do they do?

## METROPOLITAN



- What do they do well?
- Where are they going next?

## REGIONAL



- What is the highest best use?

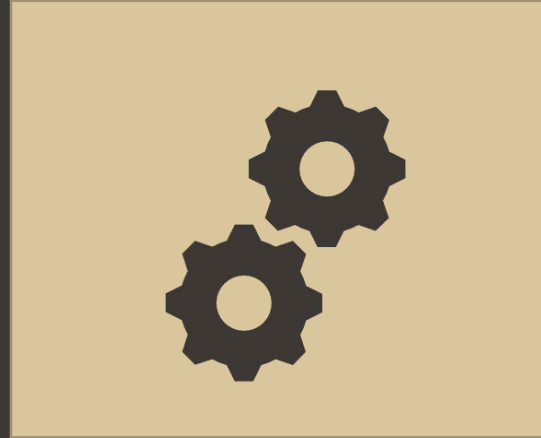




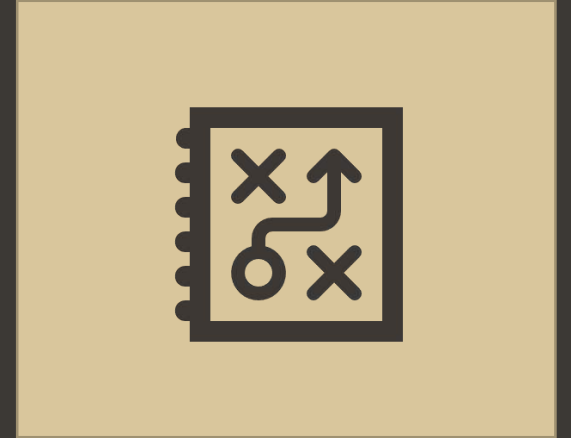
# DRIVING CHANGE



**ROLES**



**PROCESS  
DESIGN**



**DEPLOYMENT**

# ROLES



## Field Leadership

- System Usability
- Talent supply data

## Exec Leadership

- Business Case
- Accountability
- Talent demand data

## HR Leadership

- Concept
- Project / Change Management
- Coaching

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# PROCESS DESIGN



**COLLECT  
EXISTING DATA**



**AGREE ON NEW  
DATA NEEDED**



**MAKE DATA  
COLLECTION  
EASY**



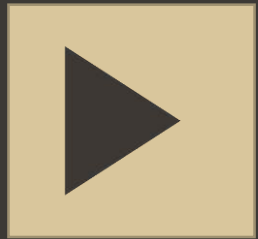
**GET INTERFACE  
EASY**



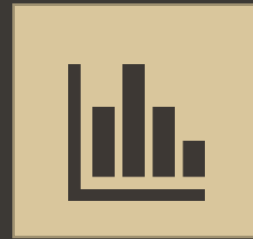
**DRIVE  
ACCOUNTABILITY**

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# DEPLOYMENT



**Phased rollout**



**Focus on superintendents  
ramping up and down**



**Onsite demos  
and training**



**Administrative support  
for start up**

# RESULTS



- Reduced Attrition



Reduced 90 day failure rate



- Enhanced visibility into craft workforce needs



Fewer critical shortages / Improved needs analysis



- Demonstrated business case of enhanced involvement



Plan to triple craft dedicated HR staff in 2019

Doug	Gordon	Funny	Danny	Bjork
Dann	DEAN	fistie	Darshan	Derk
Ralphie	TRACEY	WRESTIE	Duo	Feed Hwe
Ray	TOM	Limpy	Dootmat	Roban
Gina	Lacy	Nobby	Digger	Tapper
Todd	RON	Stabbing	Swinger	Buller
ARMY	Dick	Nobbins	Tosser	Capper
VOLTRON	Richard	Creaky	Bosser	Robber
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Wisher	Monster	Nerissa	Hobble	Silver
Bill	monkey	Nija	Wanky	Sonds
		Adenika	wobbles	Felatel
		Fair Run	Santa	wattle
			Wasted	

## ch Train Ctr

7:30 AM - 3:30 PM

Daily Rate: \$24.11/hr

Daily Burn: \$3,858.55

	Carpenter Apprenti... 10/08/18 - 4/07/19		Carpenter 10/08/18 - 4/07/19		Foreman 10/08/18 - 10/...
	Carpenter Apprenti... 10/15/18 - 4/14/19		Foreman 10/15/18 - 4/14/19		Carpenter 10/15/18 - 4/1...
	Carpenter 10/16/18 - 4/15/19		Carpenter 10/22/18 - 1/31/19		

EA	Efrain Arredondo <sup>2/6</sup> 11/27/18 - 9/2/19	EA	Efrain Arredondo <sup>3/6</sup> 11/27/18 - 9/2/19	EA	Efrain Arre 10/17/18 - 2/...
	LM Lucino Martinez <sup>1/2</sup> 10/17/18 - 2/28/19		MG Manuel Guerrero 10/17/18 - 2/28/19		RA Ruben Alta 10/17/18 - 2/...
	CS Charles Sparks 10/17/18 - 4/16/19		RH Randy Hankins 10/17/18 - 5/1/19		RF Rene Ferna 11/27/18 - 5/...

# Hurricane Florence

213 views

SHARE

People (5).csv

All items

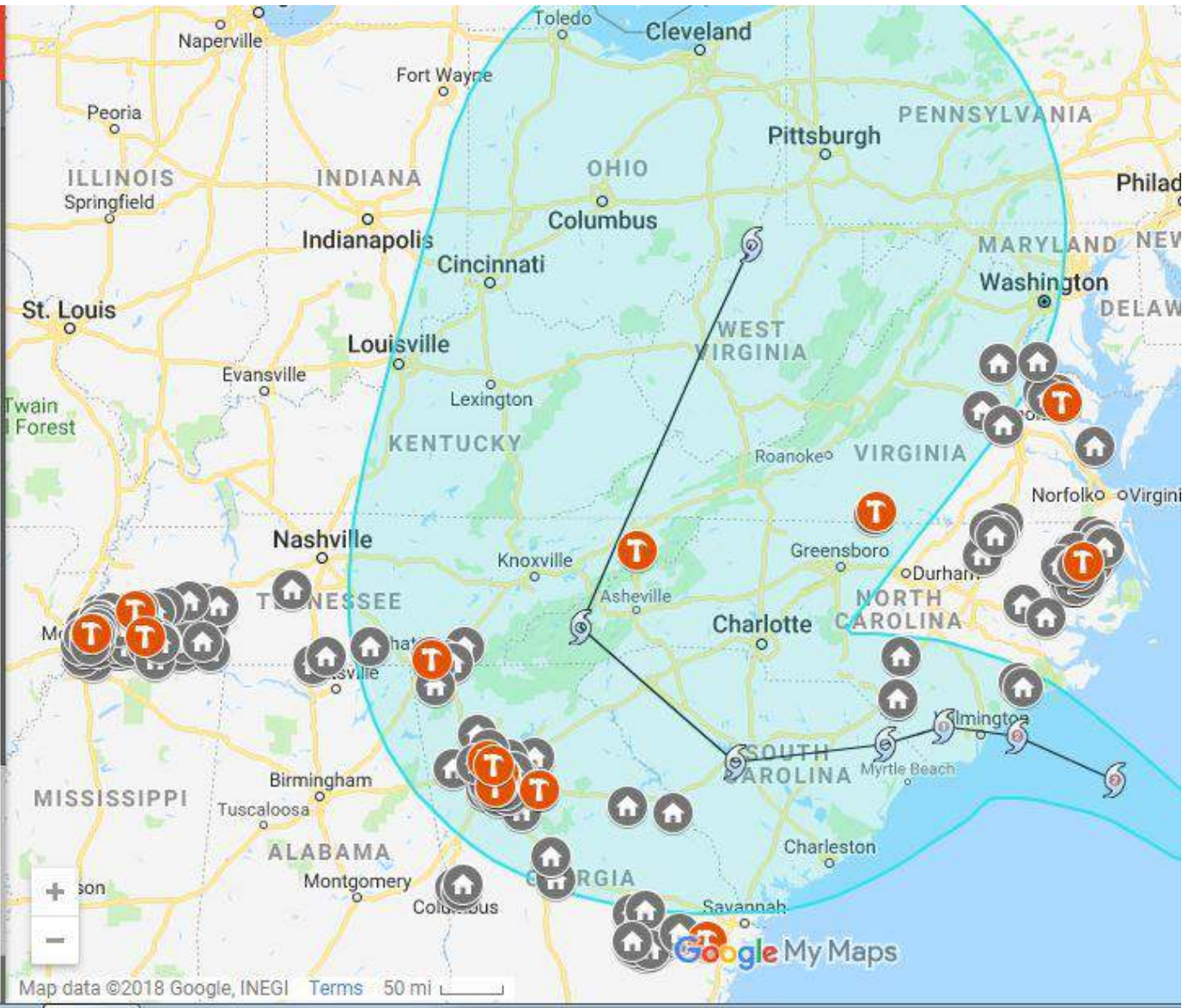
Projects (1).csv

All items

Florence

- Category 2 Hurricane Florence
- Category 2 Hurricane Florence
- Category 1 Hurricane Florence
- Tropical Storm Florence
- ... 4 more

Florence







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# LESSONS LEARNED



1. Gain credibility on current state
2. Engage Field leadership (1)  
Exec Team (2)  
Middle Management (3)
1. Process fix before technology fix
2. Impact business units 1 at a time



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