

Industrial Construction

Workforce Productivity Study

PEOPLE INTELLIGENCE® REPORT

WORKFORCE PRODUCTIVITY STUDY

The primary objective of this research was to explore ways to increase labour productivity on mega construction projects. As well as, gather a better understanding of the issues regarding attraction and retention in today's industrial construction labour force.

The study was presented to our client, VP Human Resources of a global leader in the mining and energy sectors.

PARTICIPANTS OVERVIEW

Survey responses were collected from the target groups:

Tier 1 Contract Construction Companies

- Construction Workers
- Superintendents & Construction Managers (*Superintendents*)

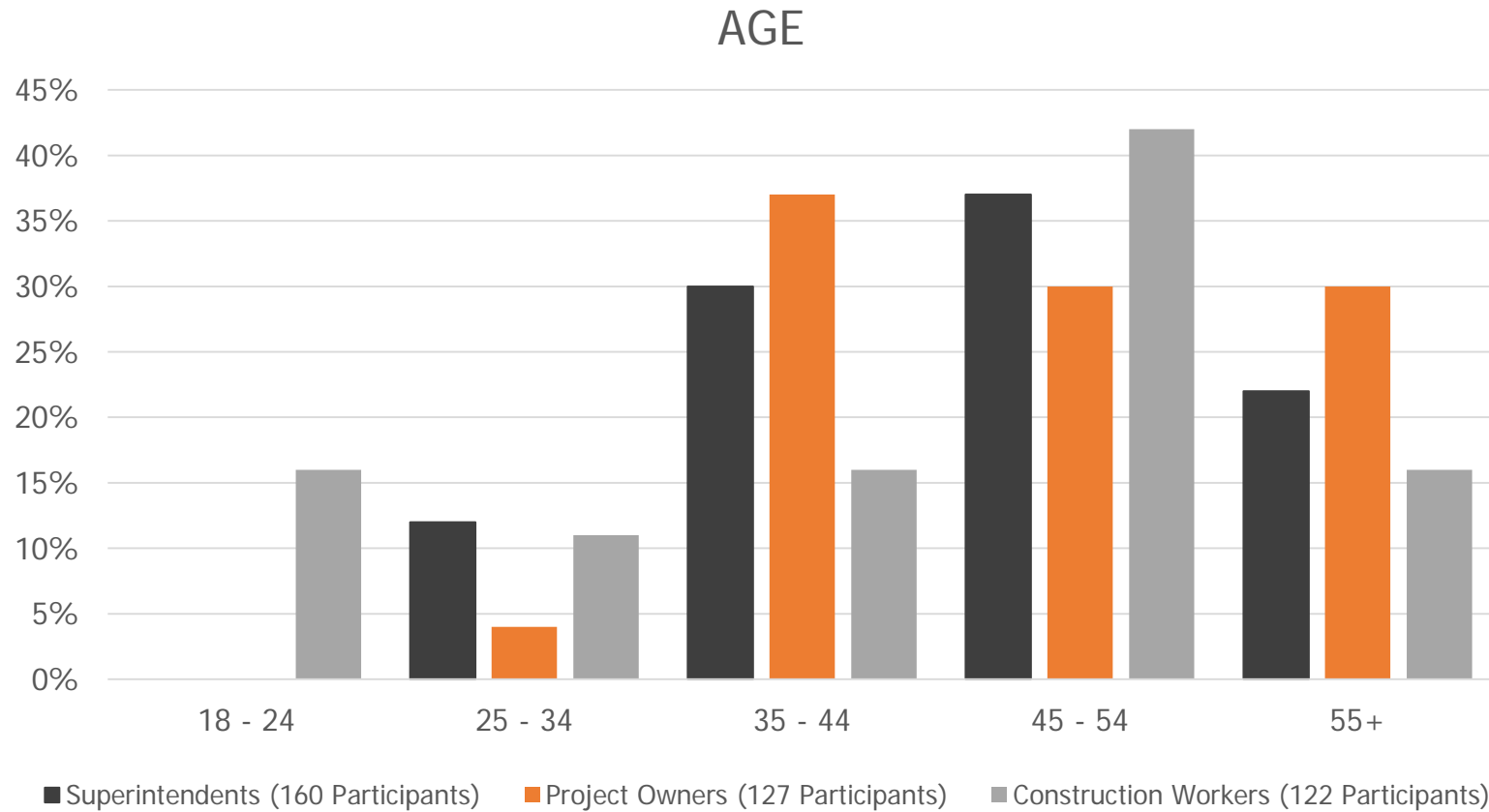
Project Owner Firms

- Project Managers (*Project Owners*)

Participants responses were collected to provide insights, experience, observations and recommendations on:

- Transportation
- Shift Rosters
- Incentives
- Enabling Work Teams
- Establishing Competencies
- Labour Relations
- Trends
- Labour Sources & Distribution

Survey Demographics PARTICIPANTS OVERVIEW

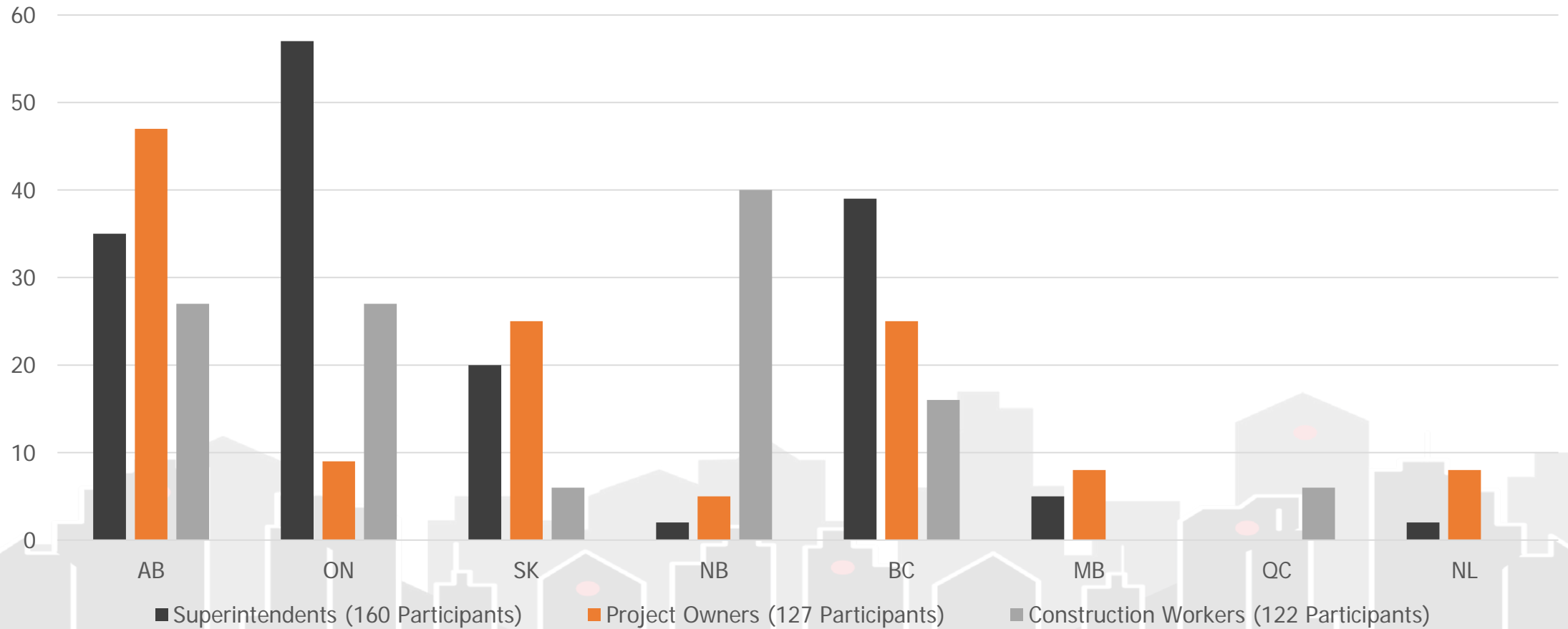


100%

male participants

PARTICIPANTS OVERVIEW

Residence



Key Findings **IMPROVING LABOUR PRODUCTIVITY**

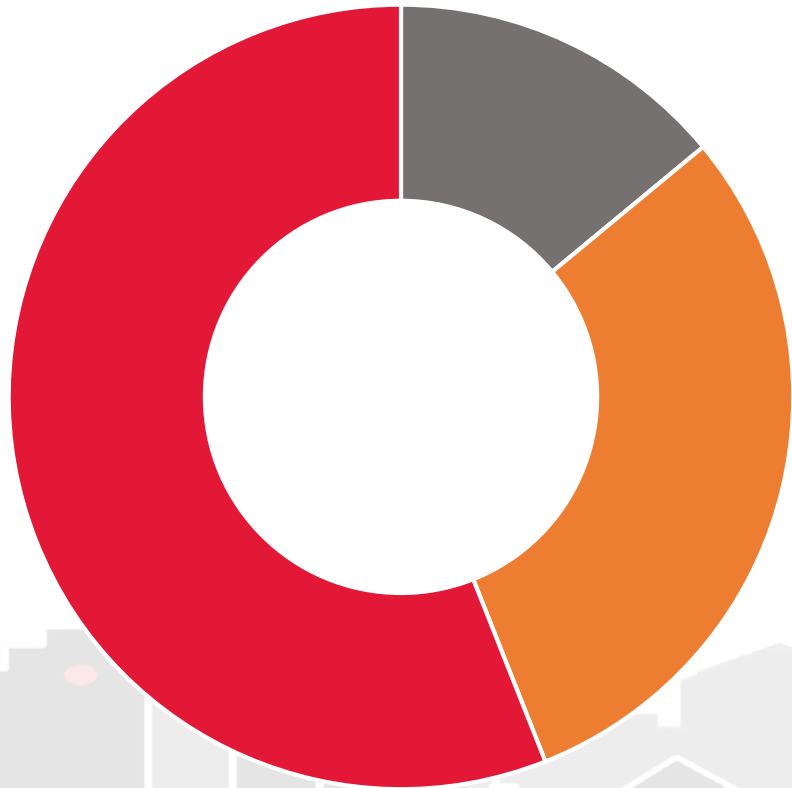
Project Owners and Superintendents provided very similar recommendations when asked their opinions on the best ways to improve productivity.

Potential methods to included:

- 1) Increase upfront project planning time to avoid delays later on
- 2) Support training programs to increase the number of skilled workers
- 3) Hire the best leaders available because of top-down effects
- 4) In non-union environments, encourage multi-trade work sharing and learning

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Commute & Flight Arrangements



■ Drive In / Drive Out ■ Daily Commuters ■ Fly-In / Fly-Out

Participants agreed that the best way to book flights was charter pre-arranged by the employer, rather than it being the employee's responsibility to book and expense back to the employer.

Participants also agreed that the highest productivity came from the Construction Workers that Fly-In/Fly-Out.

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Shift Roster

Superintendents and Project Owners felt the most productive shift roster was

14 On, 7 Off

Construction Workers preferred

14 On, 14 Off



40%

Construction Workers found there was a mismatch between their preferred shift and their current shift

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Relocation



Most Construction Workers said they would consider relocating for a long term project.

Key factors in determining relocation:

Financial Reward

Living Situation

Project Duration

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Labour Relations

The top best practices in labour relations from Project Owners and Superintendents are:



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Labour Trends

The most pressing current and forthcoming labour trends, according to Project Owners and Superintendents are:

Lack of skilled workers

Large number of expected retirements

“Younger” generation workers (e.g. poor work ethic, attitude, cell phone usage)

Foreign workers (e.g. language barriers, differences in certifications)

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Motivators & Incentives

Over half of Construction Workers receive a bonus of some kind:

Retention
Signing
Annual

Project Owners and Superintendents comment that tying financial incentives to production milestones increases productivity, and morale is tied to productivity.

But, Superintendents (68%) report providing an incentive plan, while only 55% Construction Workers report receiving one.

To get a detailed copy of the full-length report or to have a study tailored to your companies needs, visit:

<http://intellidig.com/services/talent-intelligence>

ABOUT US

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We have proven that our success is based on our approach, not the industry in which we focus.

Because research is the basis of all our work, Intellidig has pioneered the People Intelligence® reports. Our customized reports reveal a detailed and meaningful portrait of the talent landscape combined with real-time data providing unparalleled strategic insights and recommendations to help businesses make better, more informed talent related decisions.