

Construction Work Force Recruitment Resources Guide

Special Publication 14-1
July 1991



Construction Industry Institute



Documents

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The purpose of this publication is to make available to industry the results of research conducted by the Construction Industry Institute (CII). The publication does not necessarily represent the views of CII member companies, but is offered as a contribution to the industry.

CII was founded in 1983 to improve the cost effectiveness of the nation's largest industry. The members, who represent a broad cross-section of owners and contractors, believe that many of the problems that limit cost effectiveness are common ones, and that real improvements can be best accomplished in a cooperative environment with the benefits being shared by the construction industry at large.

CII uses the acronym TOPICS to describe the research effort. TOPICS signifies the six research thrust areas: Technology, Organization, People, Information, Controls and Sigma (meaning others). The task forces for each area are listed below:

Technology

Advanced Technological Systems
Computer Integrated Design & Construction
Constructability
Electronic Data Management
EPC Flexibility
Modularization
Technology

Organization

Constructability Implementation
Partnering
Pre-Project Planning
Project Organization
Project Team Building
Project Team
Risk/Reward Allocation

People

Construction Work Force
Continuing Supervisory Education
Education and Training
Employee Effectiveness
Safety
Zero Accidents

Information

CICE Impact Evaluation
Industry Data & Statistics
International Construction
Model Plant
Owner Engineering Organization
Project Management Assessment Survey

Controls

ASCE Quality Manual
Change Order Impacts
Claims
Contraction, Phase II
Contracts
Cost/Schedule Controls
Design
Materials Management
New Approaches for Schedule Reduction
Overtime
Overtime, Phase II
Productively Measurement
Quality Management
Quality Performance Measurement
Total Quality Management

Sigma

Barriers to Implementation
Construction 2000
Insurance
Retrofit Projects
U.S. Navy Demonstration Project

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*Prepared by the Education and Training Task Force
Construction Industry Institute*

and the Construction Industry Workforce Foundation

Special Publication 14-1

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The University of Texas at Austin.

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Printed in the United States of America.

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Foreword

The Construction Industry Institute (CII) has joined forces with the Construction Industry Workforce Foundation (CIWF) to address one of the construction industry's greatest challenges for the future-providing an adequate supply of qualified workers for the construction industry. The purpose of this publication is to provide guidance to CII members and the CIWF in becoming the leaders of grassroots recruitment coalitions. This effort should dispel misconceptions about our industry and cause young people to see the construction industry as an excellent career opportunity, one that demands continuing education and training and offers prestige and a sense of accomplishment in return.

Construction Industry Institute

CII was founded by 24 charter members in 1983 based on a recommendation by the Construction Industry Cost Effectiveness Project (CICE), which was commissioned by The Business Roundtable to study the effectiveness of the United States construction industry. The CII mission is: "To improve the total quality and cost effectiveness of the construction industry, thereby strengthening the competitive position of American industry in the international marketplace."

CII has grown steadily since 1983 and is now an important factor in the construction industry's effort to be more competitive. The member companies are committed to improving the industry from project conception to project completion. A major part of that commitment is the recruitment of a qualified construction work force now and in the future.

Construction Industry Workforce Foundation (CIWF)

The CIWF was officially organized in February 1990 to promote public interest in the development of an adequate supply of qual-

ified workers for the construction industry.

Created as a clear demonstration of industry cooperation to promote the public welfare, the CIWF brings together architects, engineers, general contractors, subcontractors, suppliers, construction owners, and unions. The CIWF is focusing on the following four educational areas to shape the construction industry's response to the projected work force shortage:

- Sponsoring education and research to encourage students at all academic levels to choose construction careers
- Developing and disseminating needed materials, information, and programs, based on facts determined from research, to educate the future work force and the public about career opportunities in the construction field
- Ensuring effective and appropriate education and training for new entrants or recruits
- Increasing productivity through applied research, there by maximizing worker skills and resources.

CII and CIWF Partnership

CII and CIWF are bringing the construction industry's full talent and commitment to the challenge of providing an adequate supply of qualified workers for the industry. The CII and CIWF encourage their members to organize community-based coalitions and councils to meet the needs of the country for an adequate construction industry work force. This guide is provided as a resource for those efforts.

This guide is intended for use by state and local coalitions, local user councils, industry advisory councils, contractors, owners, or any other groups seeking to address the problem of worker shortages. It is an assessment by CII and CIWF of the best techniques to use in influencing young people and their adult advisors through schools and community organizations.

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There is no doubt that the standard of living and quality of life for our nation depend, to a great extent, on a strong and capable construction industry-building highways, places of work, schools, hospitals, and homes. In addition, the maintenance of existing facilities and the revitalization of our total infrastructure are heavily dependent upon our industry's capabilities. Without new generations of talented and hard-working young people, the construction industry will be unable to sustain the outstanding quality of life Americans have come to expect.

In 1988, the U.S. Department of Labor issued its Workforce 2000 study, which predicts shortages of skilled workers in the next decade. There will be no growth in the number of 16-24 year-olds, the prime source to fill entry-level positions. Only 16 percent of the work force will be between the ages of 16 and 24 by the year 2000. This shrinking pool of young workers entering the labor market has set the stage for extreme competition among industries.

In addition, the construction industry will be facing a work force shortage at a time when the employment needs of the industry are projected to climb from five million to over six million employees by the year 2000. To fill new job opportunities and replace workers as they retire or leave, the industry will have to recruit eight percent of all new workforce entrants.

The “baby bust” generation (those born from the late 1960s through the mid-1980s) presents a special challenge for the construction industry. Construction is more highly dependent upon an influx of new entrants because of high attrition among new workers, shifts of experienced workers to other industries in their prime years and early retirement.

While the largest portion of the labor force will continue to be white males, a traditional source of employees for construction, more than half of the new entrants will be females, minorities and immigrants. Presently, about nine percent of industry employees are women; seven percent are blacks and eight percent are Hispanics. The number of women and minorities employed in construction is climbing rapidly in response to these demographic changes, but these groups may not yet recognize the opportunities available to them.

Employers expect workers to be more difficult to find, and the future work force will have different job expectations and require dif-

ferent employee benefits. According to authorities on the subject, future workers may:

- Expect more from a job than a paycheck
- Expect more leisure time
- Be less educated than the present worker
- Work part-time or share a job with another person
- Need flexible hours
- Need help with child care or wish to bring a child to work or a corporate day-care center
- Be over 50 years old
- Be retired and looking for a second career
- Be handicapped
- Change careers at least once during working life
- Be bilingual
- Belong to a minority group
- Be part of a two-income family
- Be a single parent
- Work two jobs on occasion
- Want more opportunities for development and benefits