Young Professionals Working Together to Bridge the Age Gap
February 10, 2015
Presentation Overview

- CURT Young Professionals (YPs)
- White Paper (WP-812)
- Round Table Discussion
CURT YOUNG PROFESSIONALS (CYP)

- WHO
- HISTORY
- FUTURE
WHO CYPs REPRESENT: THE VERY BEST!
HISTORY: THE NUMBERS GAME

MILLENNIALS
1982 – 2000
82,000,000+

GEN - X
1965 - 1981
60,000,000

BOOMERS
1946 - 1964
80,000,000

Source: US Census Bureau [2007]
HISTORY: EARLY YEARS

2008
- CURT YP Charter Established
  - Palm Springs, CA
  - TOPICS PRESENTED: Generational Differences, Attracting & Retaining
  - 1st ENR Press

2009
- Won Super Bowl, Went to Disney World (twice)
  - Orlando, FL
  - TOPICS PRESENTED: Knowledge Transfer, Coaching & Mentoring, Rotational Programs, Millennials in Construction
  - The VOICE Committee Updates

2010
- Disney [11/10/2010]

2011
- Top Rated NC Plenary
  - Chandler, AZ
  - TOPICS PRESENTED: Technology Tools, ExP / YP Panel
  - 2nd ENR Press
  - 3rd ENR Press
  - The VOICE editorials
CYP Summit Goals Set
- Washington DC (ENR-CURT Construction Business Forum)
- Orlando, FL
- TOPICS PRESENTED: Meet the New Boss, Same as the Old Boss
- The VOICE "Then & Now" Features begin

CYP Summit Series Established
- Columbus, OH & Philadelphia, PA
- Tucson, AZ
- TOPICS PRESENTED: Learning to Lead
- The VOICE editorial
- The VOICE feature article(s)

2012 - 2013 - 2014 - 2015...

CYP Summit Series Established
- Cincinnati, OH, Philadelphia, PA, New Orleans, LA and Charlotte, NC
- TOPICS PRESENTED: Leading Practices for Knowledge Transfer and Age Attrition Planning
- Developed a taskforce
- Started a white paper on above topic
- Grew CYP attendees to 500++
- The VOICE feature article(s)

Focusing on developing the white paper.
- 3 Events
- New topic – How to attract and retain talent

WHO | HISTORY | FUTURE
CURT Young Professionals (YPs)

2008-2013 NC PRESENTATIONS:
1. NUMBER =11
2. AUDIENCE =1,100+
3. PRESENTERS =20+5

2013 – 2014 CYP SUMMITS:
1. ATTENDEES =500+
2. COMPANIES =100+
3. Events = 6
4. Started a task force which meets bi-weekly.
5. Host/sponsors – Marathon 2x, Duke, DuPont, Praxair, and Performance

2015 CYP
1. Focusing on how to attract top talent to industry and retain it.
2. Finishing White Paper
3. Engaging with CURT further through the committees
4. 3 YP summits.
CURT White Paper WP-812

- Subject
- Resources
- Overview
- What Next?
The Challenges of Age Attrition and Knowledge Transfer in the Construction Industry

A Collection of Leading Practices

by CURT YP Class of 2014
Resources Utilized for WP-812

- Young Professionals
- CURT YP Task Force
- Senior CURT Members
- Co-Workers
- Industry Resources
Contents of WP-812

1. Introduction
2. Characterizing the Problem
3. How are Companies Affected Differently
4. Leading Practices – Case Studies
5. Avoiding Repetition of the Problem
1.0 Introduction
2.0 Characterizing the Problem

- **Affected Roles**
  - Management, SMEs, professionals
  - Superintendents, craft, PM’s, CM’s, safety leads, quality leads

- **Availability of Knowledge**
  - Retirement, age shift, accelerated transitions
  - Impact of lean organizations
  - Electronic documentation and distribution

- **Transfer Challenges**
  - Structure, incentives, timeliness
  - Information overload, hoarding, technical vs interpersonal
3.0 HOW COMPANIES ARE AFFECTED DIFFERENTLY

- OWNER
- LARGE COMPANY
- SMALL COMPANY
- CONTRACTOR
- END USER
4.0 LEADING PRACTICES

Case Studies by Industry Leaders

- General Motors
- Praxair
- DuPont
- Ironworkers International
- Multiple others
4.0 LEADING PRACTICES

- Identification of Protégés
- Establish short term and long term goals
- Instills Core Values to align with corporate goals
4.0 LEADING PRACTICES

- Communities of Practice
- 5 Stages of Team Development
4.0 LEADING PRACTICES

- Internal SME’s offer training
- Project Based Training
- Early Career Meetings
4.0 LEADING PRACTICES

- Not just an apprenticeship
- Off job classes and Meetings
4.0 LEADING PRACTICES

“Emerging Leaders” – 5 year Process

Formal Mentor Program (VP and up)
- By Talent Acquisition Department

1-Year Transfer Program – Pre-Retirement

Project Management Center of Excellence
- Dedicated to Standards, Procedures, Governance
5.0 AVOIDING REPITITION OF THE PROBLEM

Why Benchmark?

– *Within the company*
  (i) Creates milestone achievements
  (ii) Creates accountability
  (iii) Creates incentives
  (iv) Monitors progress

– *Within the industry*
  (i) Provides companies with data on progress vis a vis peers.

– *Against other industries*
5.0 AVOIDING REPITITION OF THE PROBLEM

**Attracting Talent**

- Seek Motivated Employees

**Retaining Talent**

- Without Retention, Transfer is Net Negative
Thank you.
Questions?