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Improving Companywide Workforce Development

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Ryan Bandel, Lighthouse Electric
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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 23rd, 2024



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Workforce Development

Impact & Execution

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Workforce Development – What is It?

- **Enhancing the skills, knowledge, and abilities of individuals to meet the current and future needs of the job market.**
- **Includes**
  - Educating
  - Training and support services
  - Providing opportunities
- **Does not include**
  - Charity work
  - Hiring unqualified/uncapable people
  - Wasting our time









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The Internal & External Impacts

1. **Enhanced Skills and Employability**
   - Training & Upskilling

2. **Increased Job Satisfaction and Retention**
   - Employee is valued

3. **Improved Earning Potential and Career Advancement**
   - Increases opportunities



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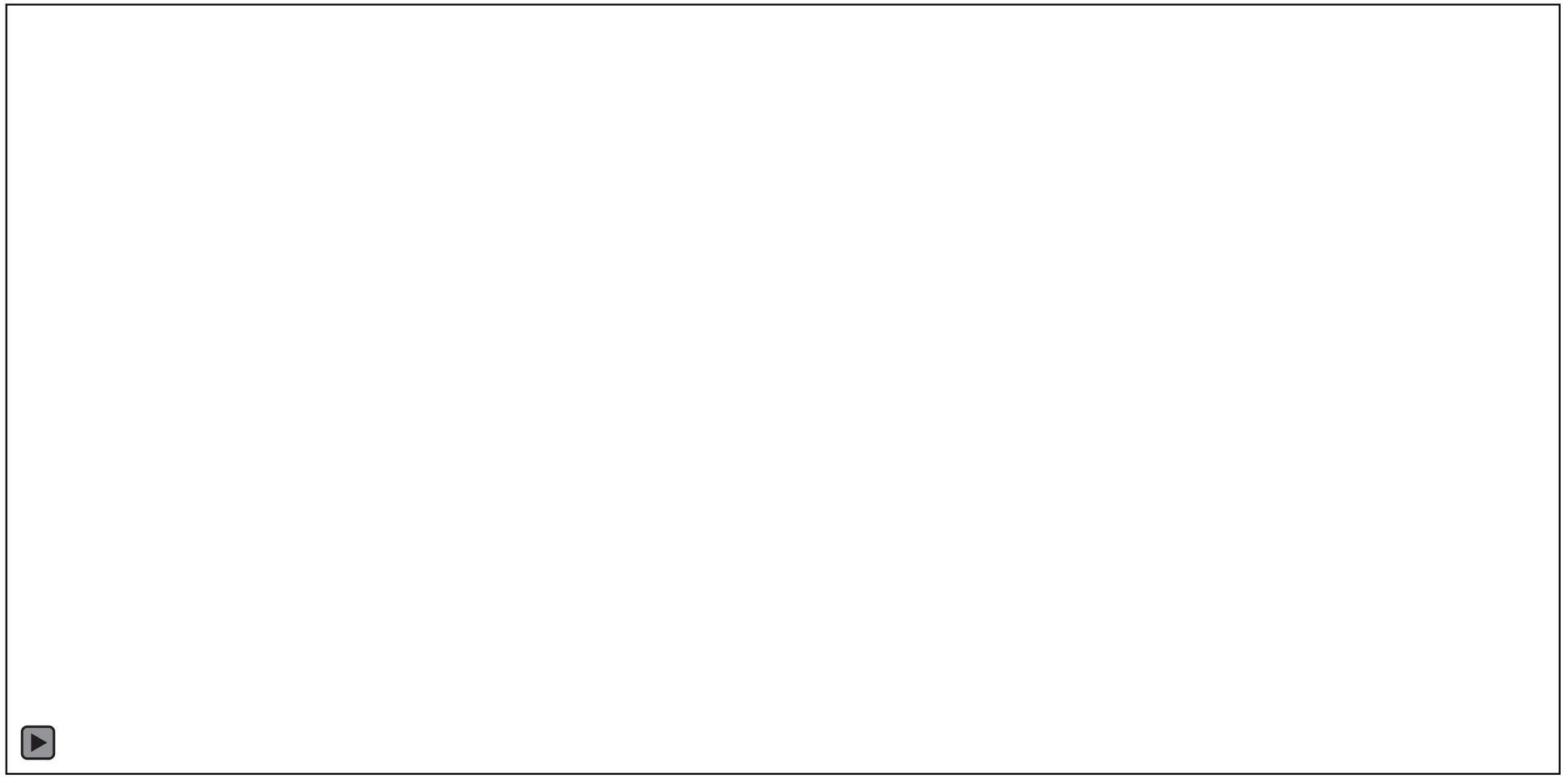
What it Looks Like



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Pre-Apprenticeship Program Partnerships

















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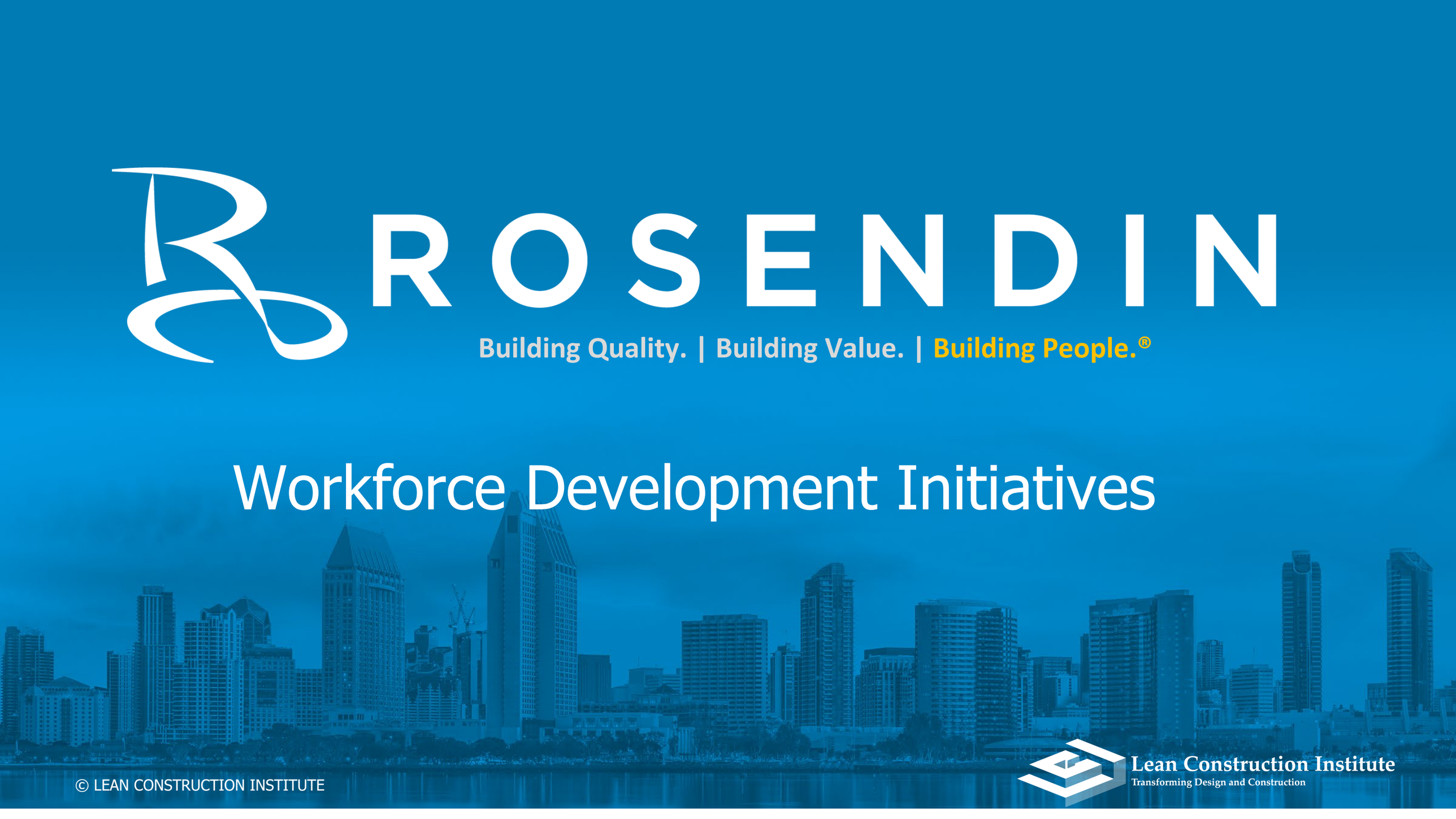
ROSENDIN

Building Quality. | Building Value. | Building People.®

Workforce Development Initiatives



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Community Engagement



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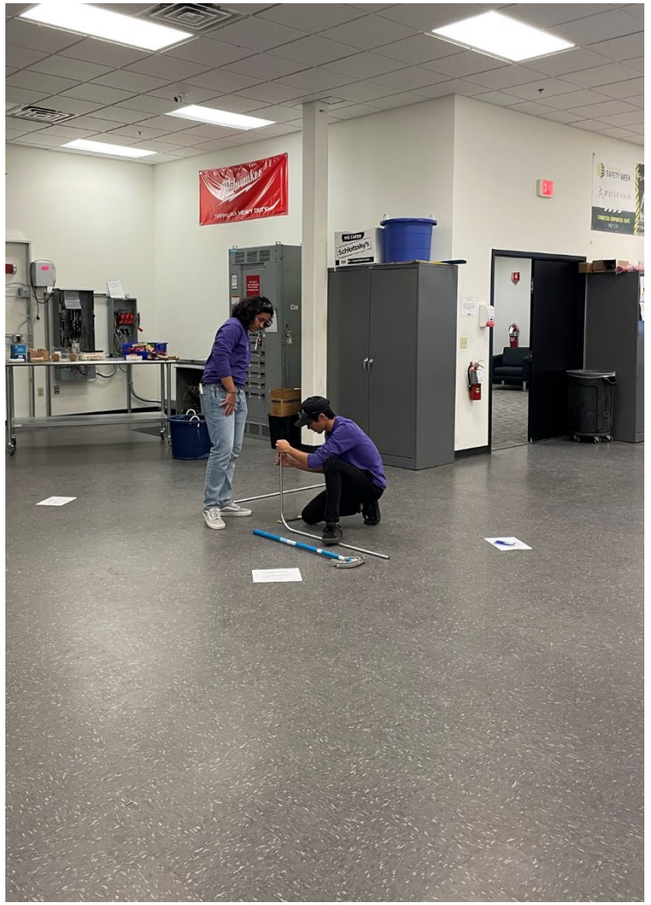
Pre-Apprenticeship for Electricians







The Rosendin Foundation, Camp Build







Onboarding New Employees

1. Culture
2. Career Opportunities
3. Assessments
4. Training
5. Follow up







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Focus on Leadership

1. Culture
2. Safety
3. Building relationships
4. Develop processes and systems
5. Goal setting and task planning
6. Training, Coaching and Counseling



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LIGHTHOUSE ELECTRIC

Employee Motivation & Capability

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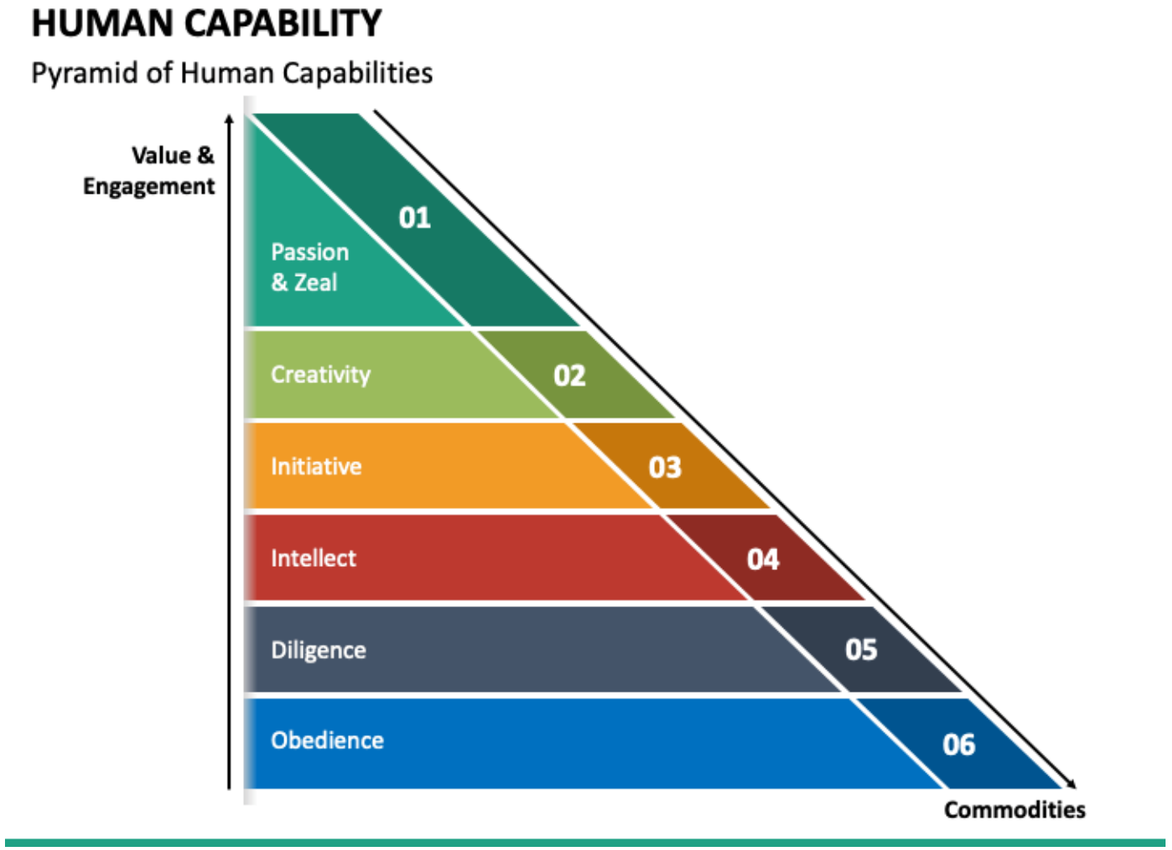
Key Concepts of Human Values & Capability

- **What we value or what motivates us evolves in predictable manner as we mature and develop throughout our life**
- **Not all employees grow at the same pace or to the same capability**
- **It is management's job to match current capability of employees to complexity of the role**
- **By assessing employees values we can get a feel for employees capability to handle ambiguity**
- **Employee fulfillment is directly correlated to a match between role complexity and their current capability**



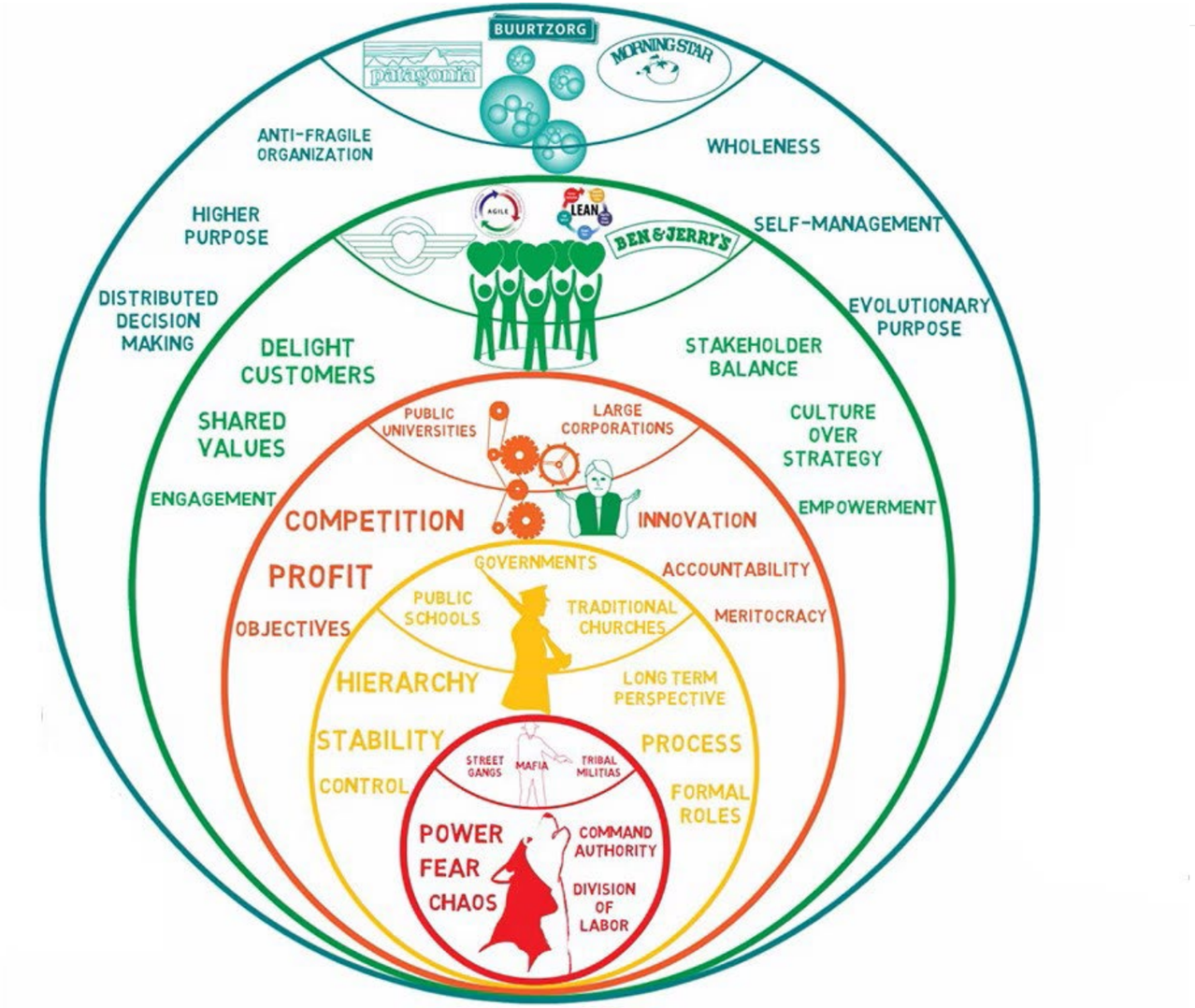
Barret Values Model



A book on Corporate Culture:

Reinventing Organizations

by Frederick Laloux



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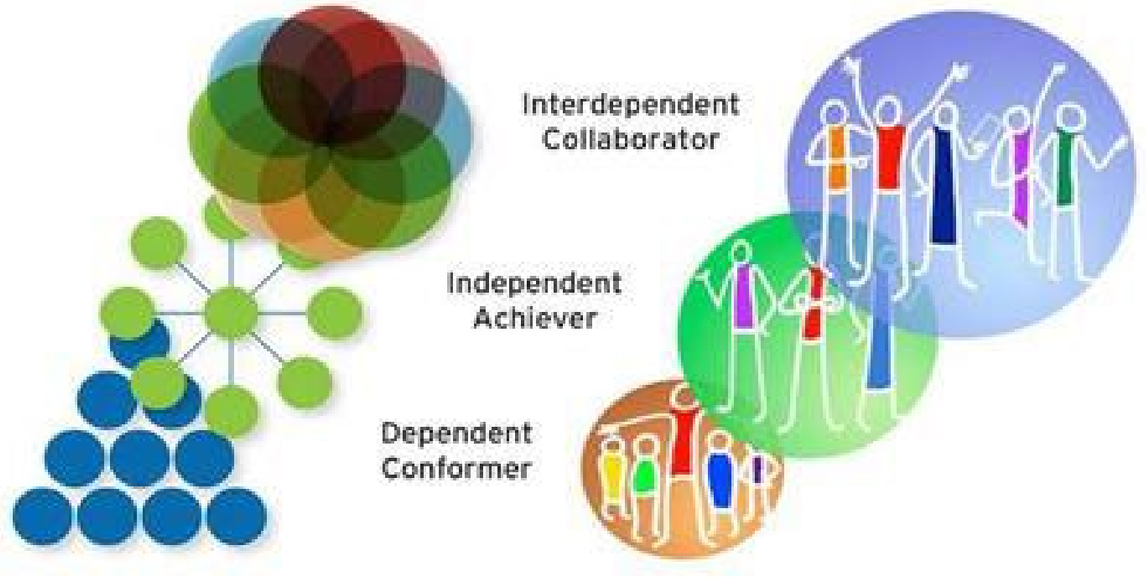
55 Employees of Lighthouse took Adeption Assessment

Assessment was an 8 Question Sentence Completion Test that took approximately 30-45 minutes to complete

Employee Capability fell into three primary groups:

1) **Specialist Mindset - Skill**
2) **Achievement Mindset - Results**
3) **Catalyst Mindset – Continuous Improvement**



What did We Learn?

- Our electrical apprenticeship program develops electricians to a skill centric mindset capability
- Our foreman role requires a minimum results/achievement mindset capability
- Our Operations Leadership team is expected to have a catalyst/continuous improvement mindset capability.
- Our clients and trade contractor teams on most our sites generally operate at a results achievement mindset
- 5 speed transmissions are useless if all the gears don't function properly
- Match the gear to the terrain & load
- Get good at Shifting!



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