

# UPSKILLING WORKFORCE PERFORMANCE WITH ROLE SPECIFIC ROADMAPS FOR SUCCESS

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- Public and private sector learning experience
- 9 years as a Middle and High School Science Teacher/Football Coach
- 10 years in Training and Development at RSM US LLP, Mercedes-Benz USA, Gray Construction, and Jacobsen Construction



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# Agenda

- State of the Industry Crisis
- Limitations of Traditional Recruiting
- Career Pathing as a Strategic Solution
- Building an Internal “University” – A Tangible Approach
- Designing Career Frameworks
- Measuring ROI
- How to Start Today
- Q&A

# STATE OF THE INDUSTRY

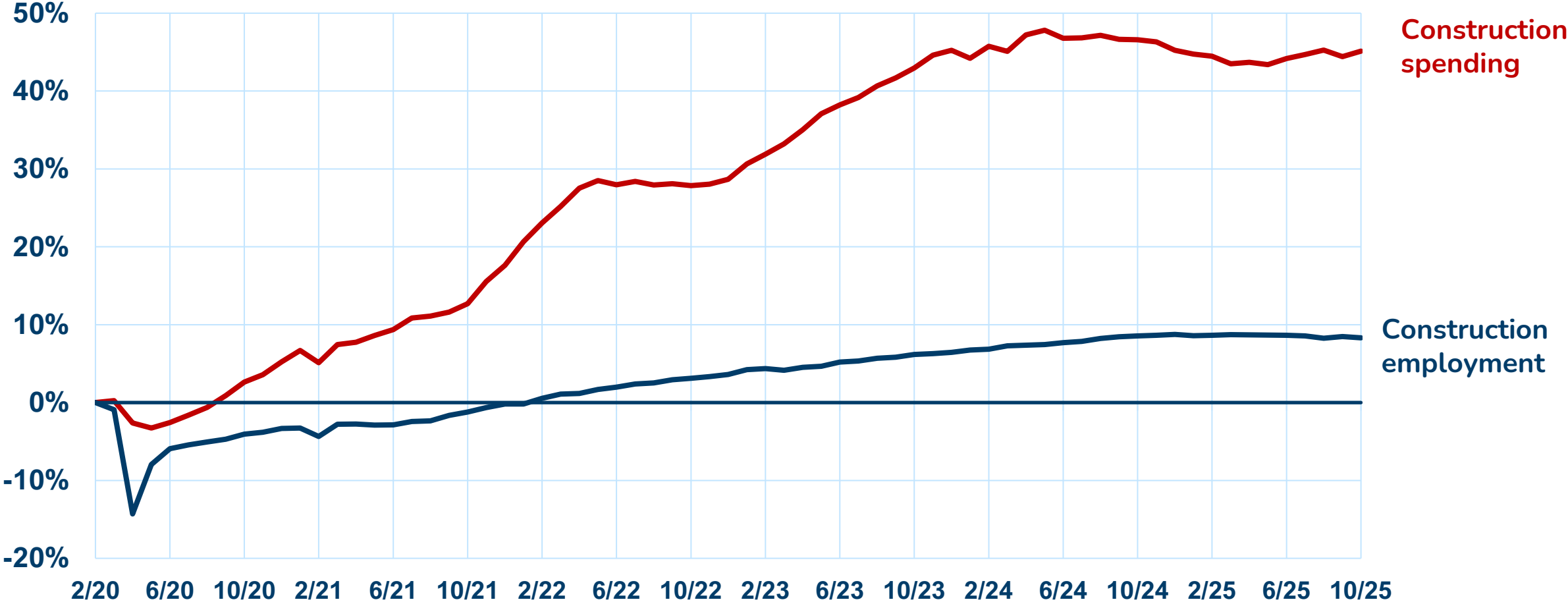
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# Sourcing and Keeping Talent – A Struggle

% change

Feb. 2020- Oct. 2025:	Oct. 2024- Oct. 2025:
<b>45%</b>	<b>-1.0%</b>
<b>8.3%</b>	<b>-0.2%</b>



# Hiring in Construction – A Crisis...

The construction industry is facing a labor shortage of about 500,000 workers this year. Industry experts say the United States needs to invest in creating a pipeline from schools to construction sites.

## Factors Contributing to the Hiring Crisis

- Aging workforce; outsized retirement levels
- Cultural factors that encourage too few young people interested in entering the skilled construction trades
- Megaprojects in several private and public construction segments harvesting talent
- Structural factors, including those related to interest rates, consumer sentiment, competition from other industries, and general economic performance

# LIMITATIONS OF TRADITIONAL RECRUITING

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# Top Challenges in Acquiring Top Talent – “We can’t hire our way out.”

- Shrinking Labor Pool
- Lack of Trade Education/Apprenticeship Pipelines
- Competing Industries Offering Easier Work
- Geographic Mismatch – Talent in Cities, Projects Are Often Rural
- Lack of Stability or Predictable Hours
- Poor Industry Reputation/Work Conditions/Mental Health
- Immigration and Policy Constraints
- Technology and Credential Barriers

People want **GROWTH**, not just work.

Quote from a field worker: *“No one ever told me what comes next.”*

# What Does This Mean?

Construction Companies Must Consider:

- Amplifying the need for rebuilding trade education in schools
- Supporting transportation and housing for workers
- Addressing safety, diversity, and work-life balance concerns
- Easing regulatory hurdles for immigrant labor
- Creating long-term apprenticeship and mentorship pipelines
- Promoting construction as a legitimate, rewarding career path

**WE MUST THINK DIFFERENTLY IN ORDER TO  
ATTRACT, DEVELOP, AND RETAIN OUR TALENT.**

# CAREER PATHING AS A STRATEGIC SOLUTION

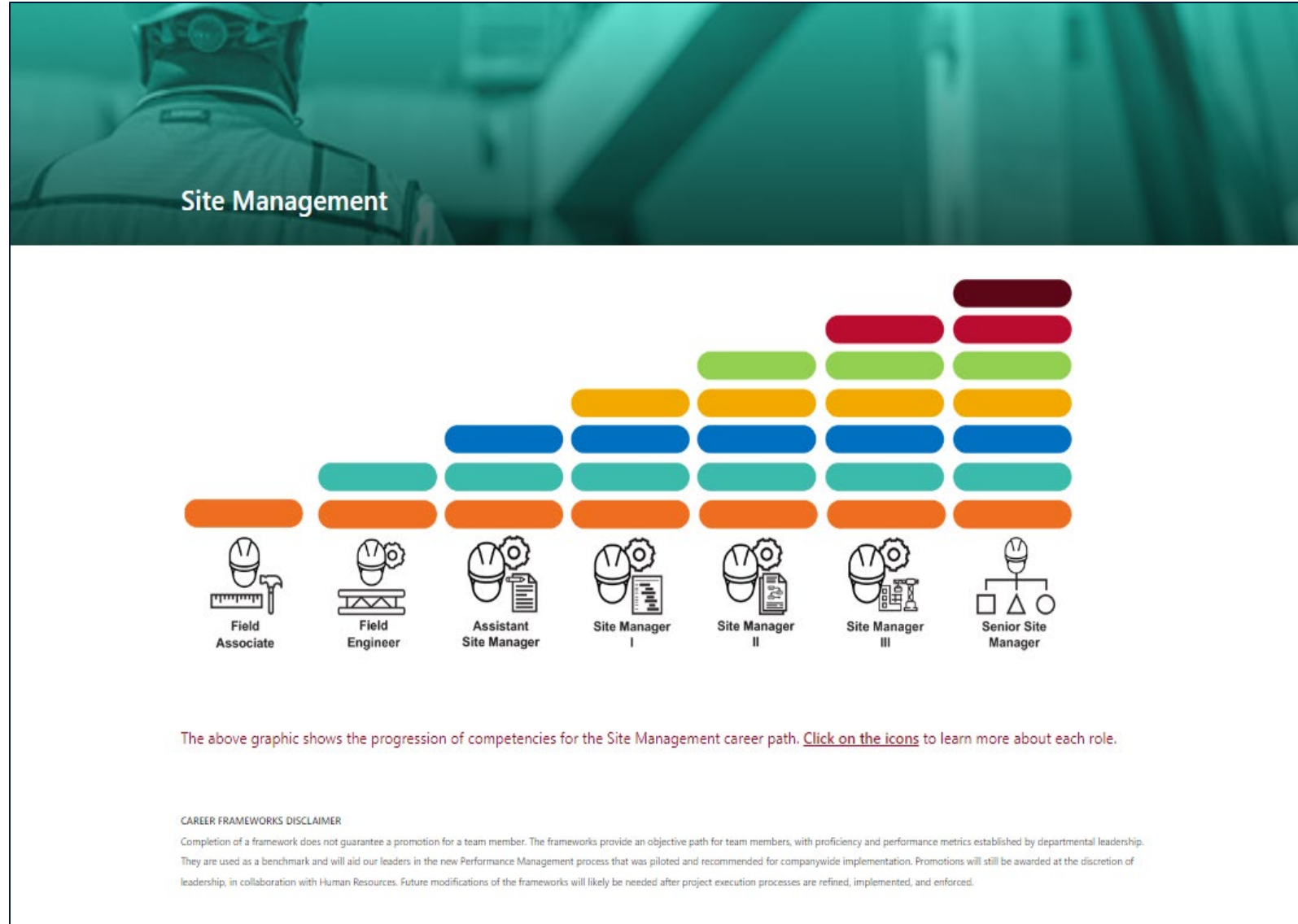
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# What Does Career Pathing in Construction Look Like?

Career development pathing in construction means showing team members how they can grow their skills and move up in their careers over time.

This is about **retention + attraction + performance!**



# Career Frameworks | A Pathway for Your People

- **WHY**

“Personal growth precedes professional growth.” Pathways provide:

- A tool for both attracting talent and keeping talent
- Awareness for where the team member is in their career journey
- Awareness for what they need to focus on to improve and what growth paths look like
- Also helps people managers to effectively and objectively assess and verify performance and development opportunities

- **IMPACT**

- Framework competencies can be tied to prescriptive role-specific learning plans in your company LMS and targeted experiences OTJ
- Annual individual goals are more easily definable
- Team member performance appraisals during reviews are more streamlined and predictable

# BUILDING AN INTERNAL “UNIVERSITY” – A TANGIBLE APPROACH

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# What Does an Internal Learning Hub Look Like?

- In-house training – RECORD ALL YOU CAN!
- Partnerships with associations – NIA's Education Center is a great resource, [www.niaeducationcenter.org](http://www.niaeducationcenter.org)
- Partnerships with trade schools/community colleges – create your own pipeline
- Microlearning libraries (e.g., short videos on soft skills, safety, quality, etc.)
- Peer mentoring/shadowing programs – make sure you're ready here
- Tie it all to real-world capabilities – how can we apply it to workflows?

**An Internal Learning Hub can be as simple as a shared LMS, or as complex as a branded internal academy. What's best for your organization will be defined by your organization.**

# Your Internal “University” = 4 Pillars

Pillar	Description	Example Resources
<b>Structured Training</b>	Core Skills, Processes, and Compliance	OSHA, Equipment Certs, Blueprint Reading, Quality/Safety Audits, etc.
<b>Role-Based Learning</b>	Tailored to Career Stages	Learning Tracks Per Role
<b>On-the-Job Learning</b>	Mentorship, Shadowing, Learning Check-Ins	Peer Mentors, Daily Task Breakdowns, Performance Tracking/Logs
<b>Growth Mindset</b>	Career Literacy	Goal-Setting Workshops, 1:1s, Exposure to New Competencies, Skip-Levels

It's not about building Harvard – it's about **intentional learning opportunities** at every level of the organization.

# DESIGNING CAREER FRAMEWORKS

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# So How Do You Build Career Frameworks?



## PHASE ONE (FEB 2024)

- Site Management
- Project Management
- Design Management
- Project Management MEP
- Site Management MEP

## PHASE TWO (MAY-AUG 2024)

- Safety (Field)
- Safety (Office)
- Supply Chain/Procurement
- Pre-Construction
- BIM
- VDC
- Commissioning

## PHASE THREE (2025)

- Job Costing
- Scheduling
- Project Controls
- Field Ops Office Staff
- Engineering
- Marketing
- HR
- IT
- Risk Management
- Facilities/Warranty

# The Step-by-Step Process

1. Audit current roles and bottlenecks. Start with Operations.
2. Map out career tracks for each department with defined milestones.
3. Form committees to tackle departmental role-specific framework blueprints. Representation of each role is ESSENTIAL.
4. Have committees define departmental competency buckets of emphasis.
5. Turn skills competencies in each bucket into *action statements*. “What do we want to see the team member DO to achieve MASTERY?”
6. Link learning content/resources to each competency/milestone.
7. Determine where frameworks will live – high-traffic location!
8. Build a company-wide communication plan to employees at every level.

# Field Associate



## Field Associate

### Experience:

- At minimum, has 0-2 years of related industry experience and/or completed 1-2 [REDACTED] projects.

### Safety and Quality:

- Develops understanding of [REDACTED] and OSHA's safety standards.
- Performs and completes trade specific inspections to ensure safety and quality requirements are being fulfilled per inspection calendar to ensure timeliness and accuracy.
- Conducts a minimum of one trade specific safety inspection per week.
- Act and/or assist on-site Safety Technician and/or Manager as needed.
- Coordinates and assists jobsite laborers in general site wide clean-up.

### Technical Skills:

- Demonstrates fundamental mathematical skills and utilizes a tape measure for accurate measurements.
- Develops basic understanding of civil, structural, and architectural drawings with assistance.
- Develops basic understanding of projects specifications to confirm the use of correct materials, adherence to proper installation methods, and the overall quality of workmanship.
- Develops basic understanding of mechanical, electrical, and plumbing drawings with assistance.
- Develops basic understanding on fundamental construction means and methods.
- Develops understanding of [REDACTED] processes and procedures.
- Assist with developing two-to-three week look ahead schedule for assigned scope(s) of work.

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- Assists project team with clerical work as requested.
- Attends and documents project meetings as requested and arrives in a timely manner.
- Able to initiate reporting procedures with assistance.
- Assists and collects monthly man-hour reports as requested.
- Develops basic skills and ability to utilize [REDACTED] systems, encompassing, but not limited to Procore, HammerTech, Microsoft Office, tablets, smartphones, etc.
- Seeks opportunities to learn and develop new skills to enhance job performance
- Actively participates in training and development opportunities provided by [REDACTED].

### Coordination and Management:

- Willing to coordinate and manage assigned trade(s) according to contracted scope and project schedule with direction from project team.
- Assist with identifying potential risks associated with project and informs project team early and often.
- Collaborates with project team to make responsible decisions towards safety, quality, and schedule.
- Confers with management to resolve complaints and grievances within workforce.

### Leadership and Professional Development:

- Develops an understanding of the departments within [REDACTED] and how each contributes to the project's success.
- Always leads by example. Adheres to [REDACTED] policies and procedures.

Click links below for a different role

[Senior Site Manager](#)

[Site Manager III](#)

[Site Manager II](#)

[Site Manager I](#)

[Assistant Site Manager](#)

[Field Engineer](#)

[Field Associate](#)

[Site Management Path](#)

# JACOBSEN'S READINESS

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# Building off of Items in Place – Operations Leadership Guidelines

## PROJECT MANAGEMENT LEADERSHIP GUIDELINES March 2, 2023



	Project Engineer	Senior Project Engineer	Assistant Project Manager	Project Manager	Senior Project Manager					
Experience (years)	0+	4+	6+	8+	14+					
Completed Projects (qty)	0+	3+	6+	8+	10+					
Project Complexity	★	★★	★★★	★★★★	★★★★★					
Safety Mindset	learning	implementing	mentoring	implementing	mastering					
Builds Team Synergy										
Mentoring										
J-Coaches Team Members to Promote Growth										
Supports Jobsite Needs										
Supports Jobsite Work Hours										
Ensures Quality in the Field										
Coordinates between Trades										
Develops Client Relationship										
Influences Trade Partners										
Directs Others										
Produces Excellent Work										
Proactively Asks for Additional Assignments										
Key Items										
Ownership										
Partnership										
Project Scope Experience										

## FIELD SUPERVISION LEADERSHIP GUIDELINES March 2, 2023



	Assistant Superintendent	Superintendent	Senior Superintendent	General Superintendent				
Experience (years)	0+	6+	8+	14+				
Completed Projects (qty)	0+	6+	8+	10+				
Project Complexity	★/★★	★★★	★★★★	★★★★★				
Safety Mindset	learning	implementing	mentoring	mastering				
Builds Team Synergy								
Mentoring								
J-Coaches Team Members to Promote Growth								
Supports Jobsite Needs								
Supports Jobsite Work Hours								
Ensures Quality in the Field								
Coordinates between Trades								
Develops Client Relationship								
Influences Trade Partners								
Directs Others								
Produces Excellent Work								
Proactively Asks for Additional Assignments								
Key Items								
Ownership								
Partnership								
Project Scope Experience								

# Building off of Items in Place – Korn Ferry Leadership Architect™ Global Competency Framework

**KORN FERRY™ Korn Ferry Leadership Architect™ Global Competency Framework**

**FACTOR I: THOUGHT**

**A. Understanding the Business**

**5. Business Insight**  
Applying knowledge of business and the marketplace to advance the organization's goals.

**11. Customer Focus**  
Building strong customer relationships and delivering customer-centric solutions.

**17. Financial Acumen**  
Interpreting and applying understanding of key financial indicators to make better business decisions.

**35. Tech Savvy**  
Anticipating and adapting innovations in business-building digital and technology applications.

**B. Making Complex Decisions**

**8. Manages Complexity**  
Making sense of complex, high-quantity, sometimes contradictory information to solve problems.

**12. Decision Quality**  
Making good and timely decisions that keep the organization moving forward.

**32. Balances Stakeholders**  
Anticipating and balancing the needs of multiple stakeholders.

**C. Creating the New and Different**

**18. Global Perspective**  
Taking a broad view when addressing issues, in a global lens.

**19. Cultivates Innovation**  
Creating new and better ways for the organization to be successful.

**33. Strategic Mindset**  
Seeing ahead to future possibilities and translating them into breakthrough strategies.

**CAREER STALLERS AND STOPPERS**

**M. Trouble with People**  
M02. Blocked Personal Learner  
M05. Lack of Ethics and Values  
M10. Political Posture

**N. Doesn't Inspire**  
N03. Poor Advisor  
N04. Failure to Build  
N06. Failure to Staff

**FACTOR II: RESULTS**

**D. Taking Initiative**

**2. Action Oriented**  
Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.

**27. Resourcefulness**  
Securing and deploying resources effectively and efficiently.

**E. Managing Execution**

**15. Directs Work**  
Providing direction, motivation, and

**FACTOR III: PEOPLE**

**G. Building Collaborative Relationships**

**6. Collaborates**  
Building partnerships and working collaboratively with others to meet shared objectives.

**9. Manages Conflict**  
Handling conflict situations effectively with a minimum of noise.

**30. Interpersonal Savvy**  
Reading people and

**KORN FERRY™ Korn Ferry Leadership Architect™ Global Competency Framework**

**BY LEVEL\***

Competency	ALL	BASIC	PROF	EXC	SE	TOP
Business Insight (5)	M	L	L	M	M	M
Customer Focus (11)	M	L	L	M	M	M
Financial Acumen (17)	L	M	M	M	M	M
Tech Savvy (35)	M	M	M	M	M	M
Manages Complexity (8)	M	M	M	M	M	M
Decision Quality (12)	M	M	M	M	M	M
Balances Stakeholders (32)	L	L	L	L	L	M
Global Perspective (18)	L	M	M	M	M	M
Cultivates Innovation (19)	L	L	L	L	L	M
Strategic Mindset (33)	M	M	M	M	M	M
Action Oriented (2)	M	L	L	M	M	M
Resourcefulness (27)	M	M	M	M	M	M
Directs Work (15)	M	M	M	M	M	M
Plans and Aligns (21)	M	M	M	M	M	M
Optimizes Work Processes (28)	M	M	M	M	M	M
Ensures Accountability (1)	M	M	M	M	M	M
Drives Results (26)	M	M	M	M	M	M
Collaborates (6)	M	M	M	M	M	M
Manages Conflict (9)	M	M	M	M	M	M
Interpersonal Savvy (30)	L	L	L	L	L	M
Builds Networks (23)	L	L	L	L	L	M
Advocates Top Talent (4)	M	M	M	M	M	M
Develops Talent (34)	M	M	M	M	M	M
Values Differences (16)	M	M	M	M	M	M
Builds Effective Teams (18)	M	M	M	M	M	M
Communicates Effectively (7)	M	M	M	M	M	M
Drives Engagement (29)	L	L	L	L	L	M
Organizational Savvy (25)	L	L	L	L	L	M
Defines Vision and Purpose (37)	M	M	M	M	M	M

**Skill and supply**

**Notations (for both)**

L = Lower skill rating  
M = Middle skill rating  
H = Higher skill rating

**L-M-H skill rating** indicates the competency's skill rating in the normal population.

**L-M-H supply** refers to the normal population's competency supply.

☐ = Top third of population with high performance  
A-L: percentage of total population

**Levels**

ALL = All  
BASIC = Basic  
PROF = Professional  
EXC = Executive  
SE = Senior Executive

# Building off of Items in Place – Jake's Place

The screenshot shows a SharePoint page titled "Jake's Place" with a dark green header. The header includes the "JACOBSEN" logo, "SharePoint" text, a search bar, and user information for "Stephen Hunt". A navigation bar below the header lists "HOME", "SHORTCUTS", "JACOBSEN CULTURE", "PEOPLE", "SAFETY", and "BENEFITS".

The main content area features a grid of utility tiles: "Staff Directory", "Jacobsen Cares...", "Crisis Text Line", "Ethics Hotline", "Corporate Events", "Who To Contact List", "UKG (Kronos)", "Content Libraries", and "Recognize A Co-Worker".

On the right side, there is a "SURVEY OPEN UNTIL 2/17" section with a "Click to get started" button. Below it is a "Read More About It" section featuring a "YES/NO" survey graphic and a "Tell us about your J Coach" prompt.

At the bottom, there is a "Submit a Flash Alert" button and a "Company News, Announcements, and Safety Updates" section with a "See all" link. A promotional banner for "EVERYTHING 60% OFF!" and a "SAFETY GRIT" graphic are also visible.

# What's Needed to Make Frameworks a Reality

- Company-Specific People Models
  - Ideal Employee Model
  - Leader Development Model
- Dedicated Committee Resources per Department
- Clear Skills Competency Definitions and Expectations by Role
- Learning Hub – One-Stop-Shop

# Q & A

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