Creating Opportunities & Pathways into Construction
Introduction

Maxim Consulting Group Overview

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<th>Management Consulting</th>
<th>Lean Transformations</th>
<th>Peer Groups</th>
<th>Corporate Finance Advisory</th>
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<td>Strategic Planning</td>
<td>Supply Chain Management</td>
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<td>Mergers &amp; Acquisitions Advisory</td>
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<td>Operational Excellence</td>
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<td>Enterprise Scheduling</td>
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<td>Process Standardization</td>
<td>General Contractor</td>
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<td>Heavy Civil</td>
<td>Captive Insurance</td>
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<td>Utility</td>
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Objectives

- Understand the need to build your organization from within
- Discuss what is required to attract today’s workforce
- Review methods of community outreach/involvement to create awareness and offer opportunity
- Discuss implementation methodologies to develop, compensate, engage, and retain workforce
Current and Future State of Construction

Today’s Challenges

• Who are we recruiting?

• Are we as inclusive as we think?
Building from Within – Bottom Up vs. Top Down

Levels of Risk

- Hiring:
  - Executives
  - Managers
  - Staff
  - Entry Level

Concept of Time Span

Defining Levels of Work

<table>
<thead>
<tr>
<th>Stratum IV</th>
<th>This role in the organization is to integrate our sub-systems into a whole system.</th>
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<tbody>
<tr>
<td>Stratum III</td>
<td>This role in the organization is to create the system.</td>
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<tr>
<td>Stratum II</td>
<td>This role in the organization is to make sure production gets done.</td>
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<tr>
<td>Stratum I</td>
<td>This role in the organization is Production</td>
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</table>
Mitigation of Risk

- Who to hire?
  - Executives (Stratum 3 and up)
  - Managers (Stratum 2)
  - Staff (Stratum 1 to 2)
  - Entry Level (Stratum 1)

Time Span – Levels of Work

<table>
<thead>
<tr>
<th>Time Span</th>
<th>Business Unit President</th>
<th>Integrates the subsystems into a Whole System</th>
<th>General Mgr, COO, CFO</th>
<th>Creates the production system</th>
<th>Makes sure production gets done</th>
<th>Production</th>
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<tbody>
<tr>
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<td>SV</td>
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<td>SIV</td>
<td>7%</td>
<td>40%</td>
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<td>1%</td>
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<td>7%</td>
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<tr>
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<td></td>
<td>7%</td>
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<tr>
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<tr>
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<td>7%</td>
<td>40%</td>
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<tr>
<td>1 Day</td>
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<td></td>
<td>7%</td>
<td>40%</td>
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Develop from the bottom up!
Outreach and Awareness

Proactivity vs. Reactivity

Do not rely on the actions of others to raise awareness of the industry and its opportunities

School Outreach

- Elementary School
- Middle School
- High School
- Trade School
- Secondary Education

Not one, but ALL!

Social Media

- LinkedIn
- Facebook
- Instagram
- TikTok
- Twitter

ACE Mentoring

- www.acementor.org
Construction Technology Programs


- Funding Mechanisms
  - State and Federal Workforce Development Grants
  - Educational Grants
  - Builders Exchanges
  - Builders Associations
  - Trade Associations
  - Contractors

Direct Outreach

https://6abc.com/pennsylvania-fairless-hills-armstrong-middle-school-augmented-reality/4543587/
Hire Them, Keep Them

Hire to Retire Value Stream Mapping

Hiring is NOT the end game
Hope does NOT create a predictable outcome
Speaker Bio

Background

Stephane McShane is a Director at Maxim Consulting Group responsible for the evaluation and implementation processes with our clients. Stephane works with construction related firms of all sizes to evaluate business practices and assist with management challenges. With a large depth of experience working in the construction industry, Stephane is keenly aware of the business and, most specifically, operational challenges that firms face. Her areas of expertise include: Leadership development, executive coaching, organizational assessments, strategic planning, project execution, business development, productivity improvement, and training programs. Mrs. McShane is an internationally recognized speaker, mentor, author, and teacher. Her ability to motivate, inspire, and create confidence among your work groups is extremely rare and very effective.

Professional and Industry Experience

Stephane possesses the rare combination of talent from being in the field as an apprentice, electrician, foreman, then working her way through each operational chair within a successful electrical construction firm. Her ability and drive defined her to be "best in class" at each position held. This talent is what makes her tremendously effective at operational and organizational assessments today. She has successfully conquered every operational position from being an estimating trainee through executive management. She has built, trained, and led her teams to become the undisputed leaders in their markets. She is able to quickly identify organizational positives and negatives and assess appropriate action steps and throughputs.