

November 2023

# Improving Lives Through Construction Education

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**Presented by:**

Jennifer Wilkerson, NCCER VP –  
Innovation & Advancement



# The National Center for Construction Education and Research, a not-for-profit construction education foundation

*Est. 1996*

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## Mission

Provide rigorous and relevant workforce development solutions that create opportunities for individual career advancement and support industry growth.

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## Vision

A qualified and successful workforce of diverse individuals whose lives were improved through construction education.

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Est. 1996

## Curricula & Assessments

Over **45 crafts** and **25** construction-related areas of study

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## Workforce Development

Nearly **7,000** points of delivery

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## Industry-Recognized Credentials

- Over **2.4 Million** credentials
- Issued to **1.2 Million** craft professionals
- **22.8 Million** modules of craft training delivered

Now Available

# Construction Superintendent Certification Program

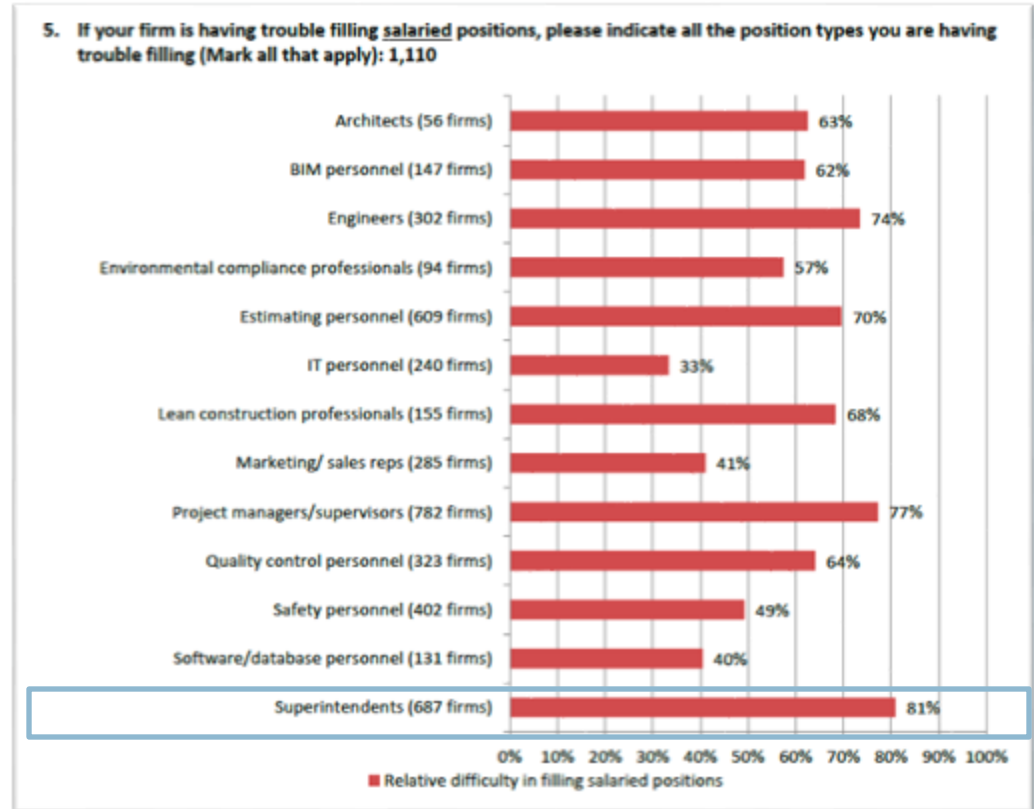
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**NCCER**  
National Center for Construction  
Education and Research





Superintendents are the hardest salaried positions for organizations to fill.



# The Field Leader Shortage

High Demand

**81%**

In 2023, a survey of CEO's reported 81% had difficulties finding field managers.

Increasing Demand

**11%**

Outpacing the average for all occupations, field manager demand is expected to grow 11% between 2020 and 2030.

Short Supply

**34k**

An estimated 34,000 construction superintendent positions remain unfilled in the U.S. in 2023.

Decreasing Supply

**30%**

As more and more construction craft professional reach retirement, field managers are expected to reach 30% turnover in the next five years.

Previous generations of field leaders learned through on-site experience and may not have had formal training. That means that the knowledge passed on to up-and-coming leaders is limited. **Now, with a shortage of experienced field leaders, people are being asked to lead or make decisions without the experience or supervision they may have had in the past.** As we know, training helps with talent retention as well as the bottom line of a project. **So, what can be done?**

*-Excerpt from FMI 2022 | Trading on Excellence: The Value of Talented Field Leaders*

# The **Construction Superintendent Certification Program** accelerates competency development that leads to:

Reduced Project Risk  Increased Project Profitability

“ Superintendents are the stewards of every person and every factor on a project – from safety and profitability to the quality of the final project the owner receives. NCCER’s Construction Superintendent Certification Program serves to develop and certify current and aspiring superintendents to effectively fulfill these critical responsibilities.”



Developed with support from **75** well-known industry leaders, including:

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- American Contractors Insurance Group
- Archer Western Construction
- Baker Construction Enterprises, Inc.
- Bechtel Global
- Brasfield & Gorrie
- Cianbro
- Clemson University
- Construction Industry Institute (CII)
- Construction Safety Research Alliance (CSRA) at the University of Colorado
- Gilbane Building Company
- Gray Construction
- Haskell
- Hensel Phelps
- Irving Materials (IMI)
- ISC Constructors, LLC
- Jacobs
- Kiewit/TIC
- Linbeck Group
- M.C. Dean
- Marek
- McCarthy Building Company
- Procore
- S&B Family of Companies
- Shelby Erectors
- Skanska USA Building, Inc.
- Steel Erectors Association of America
- Sundt Construction
- Trimble, Inc.
- Turner Industries
- University of Florida
- Yates Construction
- Zachry Group
- And more...

Robust program that builds  
a qualified and certified  
team of field leaders.

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01

**Online, self-paced training**  
lets you keep your field  
leaders on the job

02

**Practical and usable real-  
world examples and lessons**  
taught by some of the  
nation's most seasoned  
construction superintendents  
and executives

03

**Rigorous assessment**  
of knowledge and  
verification of experience

Courses address critical topics in the **business of construction** to accelerate competency development, reduce project risk, and increase project profitability.

People Leadership	Operational Excellence	Risk Mitigation	Client Satisfaction
<p><b>Leadership, Ethics, and Communication</b> <i>Succeeding as Project Steward</i></p> <p><b>Human Resources</b> <i>Building a Strong Team</i></p> <p><b>Safety and Health</b> <i>Protecting People</i></p>	<p><b>Site Logistics</b> <i>Coordinating Project Resource Flow</i></p> <p><b>Work Planning</b> <i>Ensuring Safe and Productive Workflow</i></p> <p><b>Resource Management</b> <i>Optimizing People, Materials, and Equipment</i></p> <p><b>Constructability</b> <i>Integrating Construction Knowledge into Design</i></p> <p><b>Information Management</b> <i>Delivering Accurate and Timely Information</i></p>	<p><b>Legal Concepts and Regulations</b> <i>Understanding Construction Law</i></p> <p><b>Cost Control</b> <i>Monitoring and Influencing Project Spend</i></p> <p><b>Risk Management and Claims Prevention</b> <i>Protecting Your Business</i></p> <p><b>Change Management</b> <i>Minimizing the Impact of Change</i></p> <p><b>Contracts and Procurement</b> <i>Understanding and Implementing Project Agreements</i></p>	<p><b>Scheduling</b> <i>Developing and Managing the Project Timeline</i></p> <p><b>Quality</b> <i>Delivering Excellence</i></p> <p><b>Project Closeout</b> <i>Finishing Strong</i></p>

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There are two pathways to certification.

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Construction Superintendent Certification Pathway:



Construction Superintendent Development Pathway:





# Program delivery options

## Organization

- Individual learners
- Cohort model with 2+ learners
- Invoice purchase
- Facilitator enrolls learners into program
- Courses and assessment completed online, in-person, or blended

## Individual

- Individual learner
- Direct purchase via credit card
- Learner directly enrolls into program
- Courses and assessment completed 100% online



# Key program benefits include:



01

Equipping seasoned professionals with new strategies and knowledge for better results.



02

Shortening the learning curve and helping trainees grow into highly effective superintendents more quickly.



03

Building strong leaders through shared personal insight on leadership and communication from top construction executives.

04

Ensuring relevancy and alignment with modern industry trends through input from industry leaders.



Program delivery may be tailored to meet the specific needs of your team.

In Development

# The Future of Craft Training

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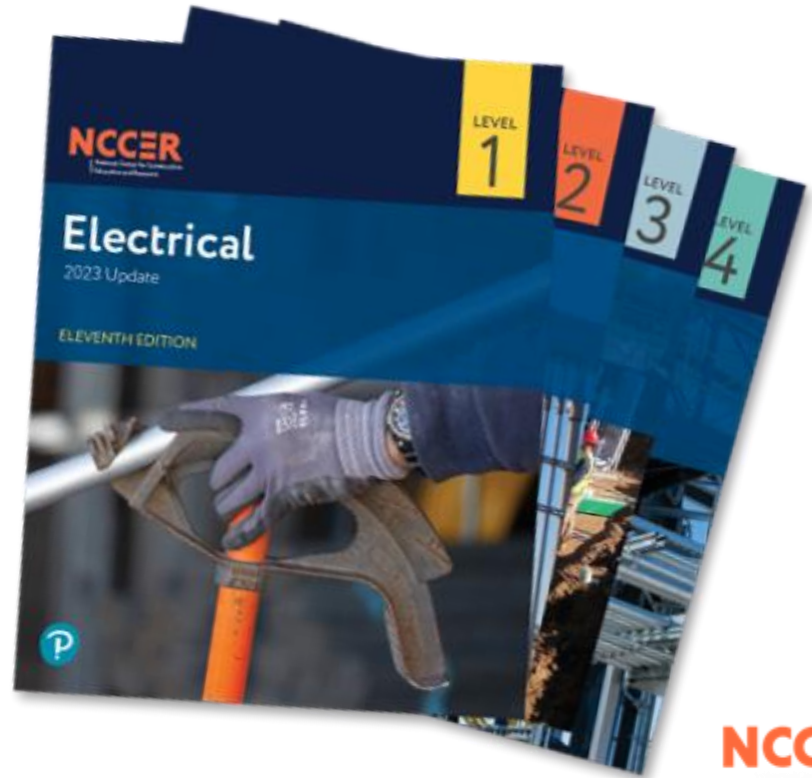


# Current Model

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- Accreditation
- Instructor led
- Multiyear (apprenticeship)
- Time-based
- One size fits all

Do you need other options?



# New Training Solution:

## Systems & Platform

- Customers curate courses and create learner paths for individuals
- Administered by HR, talent or operations department
- Mobile-first learning experience with virtual instruction, videos, reading content, and hands-on verification
- Stackable credentials customized with contractor and NCCER logos

## Course Development

- General Carpentry
- Frame and Finish Carpentry
- Concrete Construction
- Pipefitting
- Electrical
- Rigging
- HVACR
- Plumbing
- Welding
- Heavy Equipment
- And more...



# Path Forward

- Provided by NCCER:
  - Extensive portfolio of content (~2000 modules)
  - Instructional designers
  - Technical and script writers
  - Video team
  - Digital content developers
  - Delivery platform
- What we need:
  - Access to project sites for video shoots
  - Subject matter experts (guidance and content review)
  - On screen talent



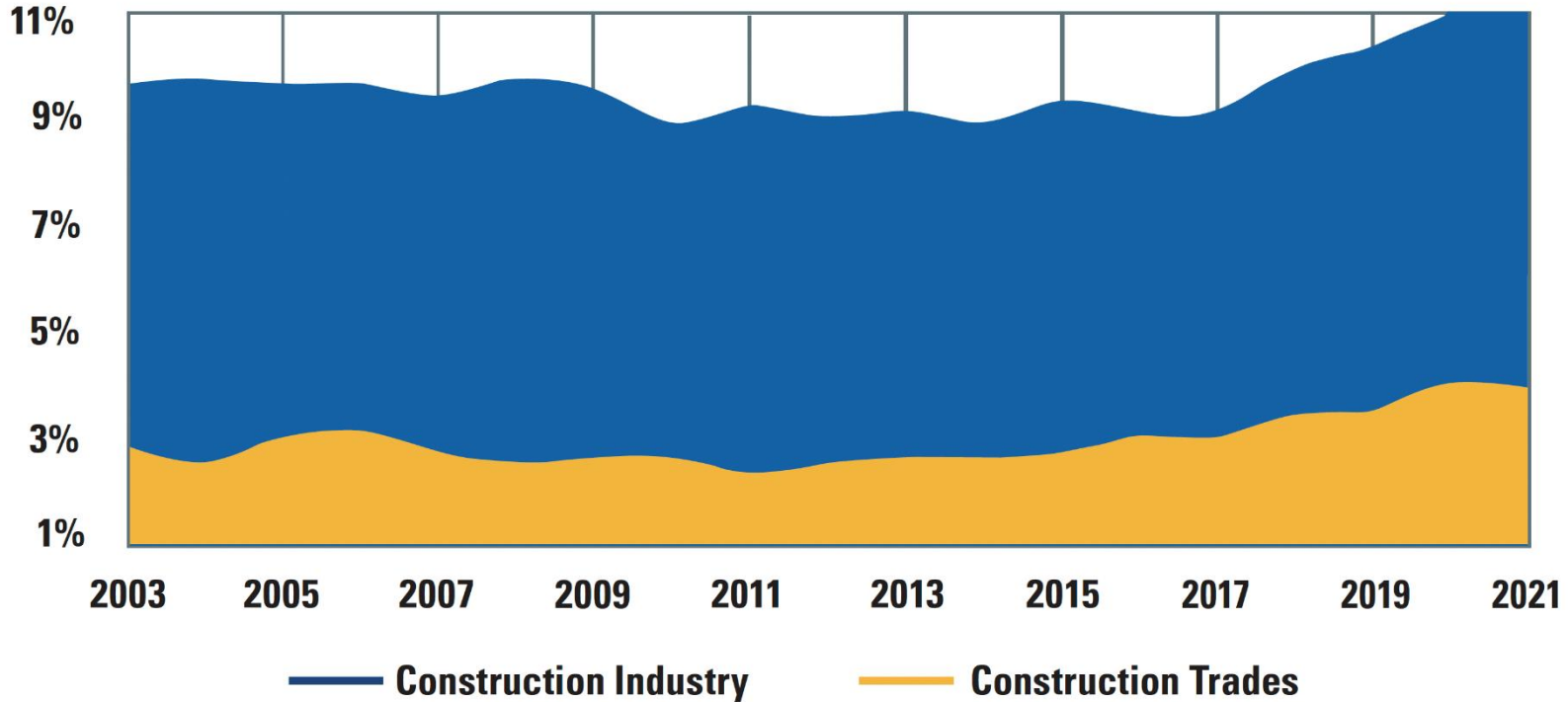
# In Her Own Words:

—  
Improving Project  
Outcomes

Jennifer Wilkerson

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# Percentage of Women In Construction



# Research Questions

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- What qualities do women bring to jobsites that lead to improved project outcomes?
- Why are women significantly underrepresented within the construction trades?
- What can contractors do to better recruit and retain tradeswomen?



# Data Sources

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- **Focus Groups**

- 176 North American Tradeswomen

- **Survey of Craft Professionals** (*Men and Women*)

- 2,780 Responses

- **Survey of Women in Construction**

- 770 Responses (*272 were tradeswomen*)



# Benefits Tradeswomen Bring to Jobsite



# Strategies for recruiting and retaining tradeswomen



# Discrimination and Sexual Harassment

- Women report a significantly more negative jobsite experience than men
- Suggestions:
  - Third-party discrimination and harassment reporting service
  - Women resource groups

Responses to Three Job Culture Statements

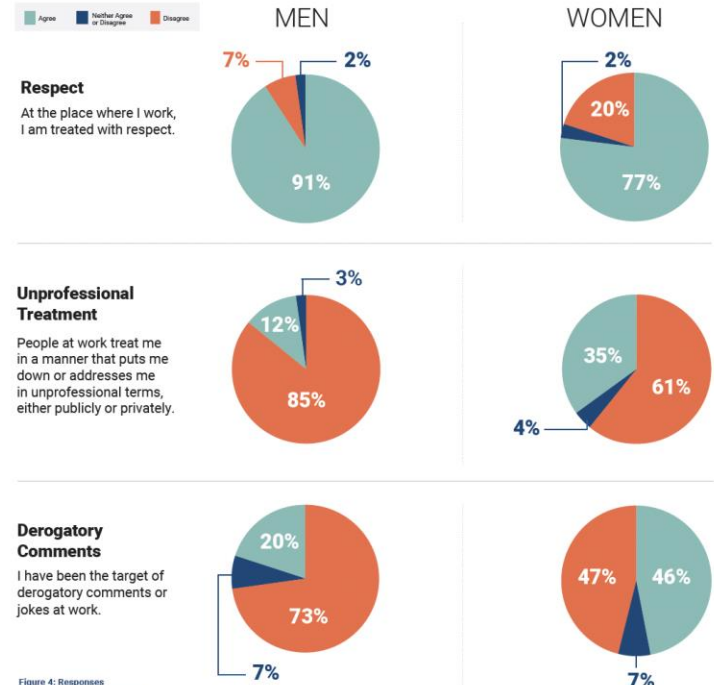


Figure 4: Responses to three job culture statements: men vs. women.

# Ensure Consistent Hiring Practices

- Using a gender-neutral name (e.g. Chris instead of Christine)
- “You have to know someone to get hired”
- Suggestions:
  - Ensure everyone has the opportunity to apply
  - Remove recommendation requirement from someone in the industry.



# Accommodate Mothers

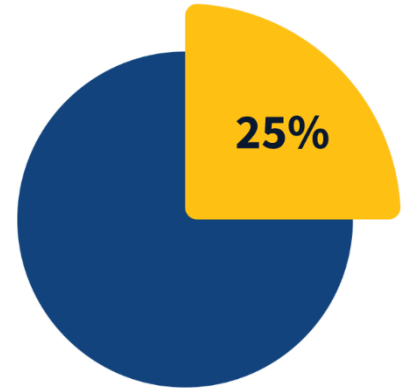
- Women are still the primary caregivers to children and aging parents
  - During Covid – women took on 3xs more childcare responsibilities than men
  - Women spend 15% more time per month as caregivers to aging parents compared to men
- Inconsistent PTO policies
  - 57% of tradeswomen
  - 4% of women in managerial and administration
- Suggestion: Consistent policies for field and office positions.

45%

Are **uncomfortable, hesitant** or **only comfortable sometimes** asking for a work schedule adjustment for family matters.

A **quarter** of craft professionals have faced disciplinary action for missing work for family or personal situation

25%



# Accommodate Mothers

- Suggestions:
  - Industrial project sites – designated parking near gate for parents
  - Scheduled work hours (e.g., 6:00 AM – 3:00 PM)
  - Company provided childcare benefits
- 40% of working women with children under 10 years old considered leaving/downsizing careers (*Insights Workplace Business Research 2022*)
  - Opportunity for construction industry to become industry of choice for working moms



# Offer Training



- Lack of effective craft training affects women disproportionately
- Construction CTE Enrollment
  - 10% - 20% Women
- Training enables progression and creates loyalty



# Women in Site Leadership

- 57% have never had a female supervisor during their time in the industry.
- 69% of the same tradeswomen indicated they want to be in a leadership position at some point in their career
- Suggestion: Develop and implement a plan to identify women early in their careers who have leadership traits (women resource group)



# Improve Jobsite Experience

- Bathroom Facilities
  - Request feminine hygiene considerations in service contracts
  - Have custodial service keep the women's temporary toilets stocked with products and ensure that a trash can is adjacent for proper disposal
- Proper fit of Personal Protective Equipment
  - Improperly fitted PPE is identified by OSHA as a health and safety concern
  - Provide female employees with a list of available clothing and protective wear options.



# — What now?

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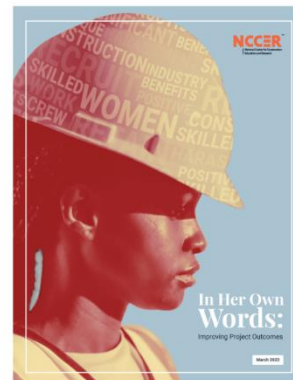
*Download and share white paper across your network*

<https://www.nccer.org/research/in-her-own-words/>

## Improving Project Outcomes

To go beyond the numbers and statistics that are typically presented in research about women in construction, NCCER met with 176 tradeswomen and analyzed survey responses from 770 women in construction. Our goal was to highlight the unique benefits women bring to the construction craft workforce, the obstacles they encounter getting in and staying in the industry, and their advice on what contractors can do to recruit and retain more women in the craft workforce.

-  [Executive Summary](#) 
-  [Download White Paper](#) 
-  [Download Research Report](#) 
-  [Support Research Like This: Donate Today](#) 



# Thank you!

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For questions,  
please contact:

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To learn more about NCCER,  
scan above or visit [nccer.org](https://nccer.org)

