

## **10 FACTORS FOR BUILDING AN EFFECTIVE WORKFORCE STRATEGY & STRONGER PROJECT TEAMS**

The skilled labor shortage in construction has been top of mind for the industry since the Great Recession, but the

simultaneously and making the right decisions with their workforce on short notice can be a challenge. There are a few key factors that play into maintaining an adaptive, agile workforce strategy.

### 1. WORKFORCE VISIBILITY

Full workforce visibility means that not only do contractors know where their people are and where they're going next, but

and general experience in one centralized location.

All too often, workforce planning is housed in a series of spreadsheets and whiteboards — or in some cases, Post-it notes. Having information scattered across multiple locations in this way makes visibility and cross-functional collaboration nearly impossible.

### 2. LONG-TERM PROJECT PLANNING

Contractors should aim to have between a two- to three-year look ahead at their project pipeline, including any project pursuits and opportunities. This helps contractors easily visualize what's coming down the pipeline, run scenarios to

is being utilized in the coming months and years. As previously mentioned, having this information in multiple locations

supply, which can lead to projects needing to be turned down

### 3. DATA MANAGEMENT & ANALYSIS

Having accurate, up-to-date data can be the difference between managing resources effectively and potentially mismanaging resources on a project. Understanding and analyzing workforce utilization rates to create a forecast of the coming weeks or months can help contractors understand exactly how stretched their team is or, adversely, where they have the capacity to take on more work.

### 4. RECRUITMENT FORECASTING

people takes time and energy. Accurate forecasting helps contractors stay proactive with recruitment efforts and avoid late crew build-up.

## 5. PURSUIT MANAGEMENT

Construction technology continues to evolve. For workforce planning solutions, that now includes the ability to manage project pursuits and their potential teams. Accurate pursuit management helps contractors creating requests for proposals

helps to ensure the proposed project team is available when the job is awarded.



## 7. INTERPERSONAL RELATIONSHIPS

members so it can be avoided moving forward.

who work well together so they can repeat that success. Trust is a huge factor when working as part of a team. Knowing that your team enjoys working together and trusts each other helps keep everyone on track and engaged in their work.

## 8. LEADERSHIP

Having the right leadership on a team can help inspire your

any role or position on a project — basically anyone that's on a jobsite can all play important leadership roles.

Contractors should make sure they understand who their strong leaders are, and then spread them out across their project pipeline to maximize their value and contribution to the company.

## 9. SKILLS & CERTIFICATIONS

With how complex projects can get, contractors should be

This helps to ensure they're allocating the right people when

expiration dates can also help to minimize risk on a project by

## 10. PERSONAL LIFE & CAREER GOALS

One of the best ways to keep team members engaged is by appealing to not only their career ambitions, but also their personal lives. Make an effort to keep up with your employees. Contractors should make a point to be aware of team members who are looking for experience on new projects and present them with those opportunities.


In terms of a team member's personal life, something as simple as knowing they'd prefer a shorter commute and providing that can show them they are valued in the organization.

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### Looking Ahead

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The skilled labor shortage will continue to be a problem for the foreseeable future. Having an effective workforce strategy is the best way, for the time being, to combat those challenges while providing your recruitment team with ample time to

pipeline and resource allocations holistically, contractors can leverage their team's strengths, build on their weaknesses, and reduce turnover by keeping their people engaged in the company and their work. 



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### About the Author

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Michel Richer is the content marketing manager at Bridgit. He got his start in the construction industry at an early age with a local restoration company. Richer is driven to propel the construction industry forward by helping to eliminate outdated, ineffective processes. Visit [gobridgit.com](http://gobridgit.com).

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### About the Article

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