



GBRIA

GREATER BATON ROUGE INDUSTRY ALLIANCE

2021 CRAFT WORKFORCE
DEVELOPMENT AWARDS
PROGRAM

Contractor Benchmarking Report

Jessica Pranjic
jessica@gbria.org

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I. Introduction

a. Who We Are

The Greater Baton Rouge Industry Alliance (GBRIA) is a trade association, 501(c)(6) non-profit organization, whose membership includes more than 60 industrial plant facilities located in eight parishes around Baton Rouge. Its members are manufacturers in the petrochemical, paper, bulk storage and other industries. The mission of the organization is to add value to our community by driving solutions to common issues with an emphasis on safety performance and workforce development.

The GBRIA Contractor Workforce Development Committee includes:

Joshua Callegan	AmSty
Jeff Carkuff	Westlake Chemical
Sarah Haneline	BASF
Celeste Jefferson	Shell Catalysts and Technologies
Charlie Nailor	AmSty
Chad Naquin	Olin
Chet Peterson	Shintech
Kalep Rambin	Shell Chemical
Baraynia Robillard	ExxonMobil
Theo Webre	Dow (Co-Chair)
Steve Welch	OxyChem Convent (Co-Chair)
Ron Williams	ExxonMobil
Jason Zeringue	Dow

b. Purpose of the Awards

The purpose of the GBRIA Craft Workforce Development Excellence Awards is to recognize workforce development efforts of individual firms and educational institutions that prepare the future workforce. The awards program for contractors conveys GBRIA's strong support for improving craft workforce development performance and acknowledging the overall importance of contractors as an extension of a plant's workforce. The awards program for high schools, post-secondary schools and universities conveys the importance of the quality of programs and curricula used to educate students. This benchmarking report encompasses data collected during the awards submission process and in-person interviews with the contractors only. GBRIA member facilities encouraged each other and their contractors to invest in comprehensive workforce development programs that address recruitment, assessment, training, career path development and retention. Participation in the nomination process is a strong indicator of a company's leadership and commitment to the goals of workforce development, whether it be a plant or a contractor. GBRIA and its members would like to thank each nominee for participating in this year's event. The awards and benchmarking program entered its 14th year in 2021.

c. Value of the Report

The following results were compiled from the applications of the 17 participating companies and provide a means to understanding how a contractor company's workforce development program measures up to others in industry. In addition, the results will be used by GBRIA and its members to help guide efforts to improve workforce development for skilled crafts people.

II. 2021 Award Recipients

General Construction & Maintenance

- Division I:** Moore Industries (Baton Rouge) – Award of Merit
Action Industries, Inc. (Belle Rose) – Award of Recognition
- Division II:** EXCEL (Baton Rouge) – Award of Excellence
Cajun Industries (Baton Rouge)- Award of Merit
- Division III:** Brown & Root Industrial Services (Baton Rouge) – Award of Excellence
Performance Contractors (Baton Rouge) – Award of Excellence
Turner Industries Group (Baton Rouge) – Award of Excellence
Worley (Baton Rouge) – Award of Excellence
Zachry Group (Geismar) – Award of Recognition

Specialty Trades (Soft Craft)

- Division I:** Excel Modular Scaffold & Leasing Corp.(Walker) – Award of Recognition

Specialty Trades (Hard Craft)

- Division I:** Pala Interstate (Baton Rouge) – Award of Merit
Westgate (Port Allen) – Award of Recognition
- Division II:** ISC Constructors (Baton Rouge) – Award of Excellence
MMR Group (Baton Rouge) – Award of Excellence
Triad Electric & Controls (Baton Rouge) – Award of Recognition

Specialty Trades (Technical Support)

- Division I** Premium Inspection & Testing (Baton Rouge) – Award of Recognition
- Division II:** Turner Specialty Services (Baton Rouge) – Award of Excellence

III. Methodology

a. Benchmarking Process Goals

This benchmarking process is part of an initiative by GBRIA members to gain a better understanding of industrial craft workforce development efforts by contractors in the Greater Baton Rouge area. The review data collected was used to:

- 1) Publish this report (all data is confidential and no company is identified or identifiable from this report data), which will allow plants and contractors to benchmark their craft workforce development efforts in order to work toward continuous improvement.
- 2) Serve as a basis for selecting companies with excellent efforts for a GBRIA Craft Workforce Development Excellence Award
- 3) Improve funding programs for workforce development.

b. Procedure

A Call for Nominations and Participation was sent out via email to all GBRIA member firms and area contractors on April 13, 2021. The letter included links to the online nomination form for contractors and plants. Both forms were hosted online. The form included questions designed to evaluate many different components of workforce development from calendar year 2020. Plants were encouraged to nominate their contractors, and contractors were encouraged to request them, and self-nomination was encouraged because going through the process and audit can be a learning experience that can help companies improve their craft workforce development efforts.

Applications from nominated contractors were collected until July 23, 2021. Afterward, the Craft Workforce Development Committee scored the applications based on a pre-determined scoring rubric. Contractors who responded also participated in interviews with members of the committee. Interview scores also factored into the nominees' final scores. On Aug. 17, 2021, the committee met to make the final award selections based on final scores calculated from the application and interview scores.

Each company's scores are read as a percentage. The committee analyzed the data and selected companies for awards based on the following standard:

- Award of Excellence >80%
- Award of Merit = 60-79%
- Award of Recognition <60%

Award recipients were divided into "General Construction", "Specialty Trades Soft Craft", "Specialty Trades Hard Craft", and "Specialty Trades Technical Support," then subdivided into categories for Division I (180,000 – 1 million workhours), Division II (1 – 8 million workhours), and Division III (10 million + workhours) based on the total number of company-wide work hours.

c. Definitions

1. *Accreditation* – Refers to formal certification of curriculum, assessments, instructors and proctors or evaluators for National Center for Construction Education and Research (NCCER) or other Department of Labor (DOL) approved training and assessment programs.

2. *Applicable Work Hours* – The hours worked under the 26 skills payable defined in the GBRIA/ABC Craft Training Partnership (see Appendix A). These hours are further defined as hours worked in the Greater Baton Rouge geographic area, defined here to include St. John Parish, St. James Parish, Ascension Parish, Iberville Parish, Livingston Parish, East Baton Rouge Parish, West Baton Rouge Parish, East Feliciana Parish, West Feliciana Parish, Point Coupee Parish and St. Landry Parish.

3. *Approved Assessment and Verification Processes*– a) The approved programs for merit shop contractors are the NCCER written assessment and performance verification programs. b) The approved programs for union contractors are journey level achievement of union programs or NCCER. c) For crafts where there are no approved (NCCER) skill assessments and performance verifications yet available, documentation by the contractor on how worker skills are assessed is required or where there is an industry accepted assessment program other than NCCER or a union, that program is used.

NOTE: For assessments not yet developed by NCCER, it is expected that employees will be assessed within one year after the assessment becomes available. 1) Skills assessment results in a training prescription and upgrade training. 2) Skills assessments are intended for trained craft persons with typically 2 or more years of industrial experience in targeted craft. Workers with less than typically 2 years of industrial experience should be enrolled in an approved training program that will prepare them for certification.

4. *Approved Craft Training*– defined as National Center for Construction Education and Research (NCCER) standardized craft training curriculum (a.k.a. Contren) or Department of Labor (DOL) Bureau of Apprenticeship Training program, or the certification process for welders per section IX of the ASME code (or other recognized standard), or specialty training and/or certification provided by other organizations including the employer of the craft person is acceptable when this type of training and/or certification is not provided by NCCER.

5. A *Certified Craft Person* in the Greater Baton Rouge area, as defined and agreed to jointly by GBRIA and the ABC Pelican Chapter is:

One who has relevant craft work experience as detailed in TABLE 1 and has been certified by one of the following processes:

NCCER Certified Plus

- A. Met cut score on the written assessment in his or her craft
- B. Successful completion of the performance verification

OR

Certification process for welders per section IX of the ASME Code or other recognized industry standard

OR

Specialty and union training and/or certification provided by other organizations including the employer of the craft person, is acceptable when this type of training and/or certification is not provided by NCCER (i.e. refractory worker, lineman, fiber optic technician, heavy equipment operator, etc.)

TABLE 1

Relevant Years of Work Experience/Craft

- 2 ___ Concrete Finisher
- 2 ___ Hydroblasting Technician
- 4 ___ Industrial Boilermaker
- 3 ___ Industrial Carpenter
- 4 ___ Industrial Electrician
- 2 ___ Industrial Insulator
- 3 ___ Industrial Ironworker
- 4 ___ Industrial Millwright
- 2 ___ Industrial Painter
- 4 ___ Industrial Pipe fitter
- 4 ___ Instrumentation Fitter
- 4 ___ Instrumentation Technician
- 3 ___ Mobile Crane Operator
- 2 ___ Reinforcing Iron & Rebar Worker
- 3 ___ Scaffold Builder
- 2 ___ Refractory Worker
- 4 ___ Lineman
- 4 ___ Fiber Optic Technician
- 3 ___ Heavy Equipment Operator
- 2 ___ Tank Fitter

6. *Certified Union Craft Person*– defined as one who has reached Journeyman status.

7. *Craft Person(s)* – All construction, maintenance, and repair crafts. This includes laborers, helpers and working supervision.

8. *Formal Training and Curriculum*– Training and curriculum refers to either the National Center for Construction Education and Research (NCCER) or other industry recognized standard or other DOL approved craft training.

9. *GBRIA/ABC Craft Training Partnership*– When the ABC Pelican Chapter Training Center was built, industry leaders from GBRIA and contractors developed an informal agreement to pay for the school and its ongoing expenses. This agreement is still in place today (See Appendix A).

10. *Number of Craft Persons*– Average employment numbers for the past year; this could be the average of four quarterly measures for the past year. Numbers of field personnel includes supervision for total company, and applies only to U. S. employees.

11. *Past Year or Time Period for Evaluation*– This evaluation covers January 2014- December 2014.

12. *Skills Upgrade Training*– Accredited skills training that assessed craft persons take to upgrade skill deficiencies identified through skills assessments that will prepare them to retest for certification.

13. *Trainees or Apprentices* – Craft persons that are enrolled in craft skills training and have not completed a formal training program.

14. *Uncertified Craft Person(s)*– Craft persons that have completed a formal training program and/or have on-the-job training but have not achieved certified craft person status.

IV. Benchmarking Results

a. Benchmarking Respondents

The 2021 Craft Workforce Development Awards Benchmarking process featured 17 nominees/participants, which included nine General Construction & Maintenance Contractors, one Specialty Trades Soft Craft Contractor, five Specialty Trades Hard Craft Contractors and two Technical Support Contractors:

Contractor Companies	Classification	Location
Action Industries	General Construction & Maintenance	Belle Rose
Brown & Root Industrial Services, LLC	General Construction & Maintenance	Baton Rouge
Cajun Industries	General Construction & Maintenance	Baton Rouge
EXCEL	General Construction & Maintenance	Prairieville
Excel Modular Scaffold	Specialty Trade Soft Craft	Walker
ISC Constructors, LLC	Specialty Trade Hard Craft	Baton Rouge
MMR Constructors	Specialty Trade Hard Craft	Baton Rouge
Moore Industries	General Construction & Maintenance	Baton Rouge
PALA Interstate, LLC	Specialty Trade Hard Craft	Baton Rouge
Performance Contractors, Inc.	General Construction & Maintenance	Baton Rouge
Premium Inspection & Testing Capitol Div.	Specialty Trade Technical Support	Baton Rouge
Triad Electric & Controls	Specialty Trade Hard Craft	Baton Rouge
Turner Industries Group, LLC	General Construction & Maintenance	Baton Rouge
Turner Specialty Services	Specialty Trade Technical Support	Baton Rouge
Westgate, LLC	Specialty Trade Hard Craft	Port Allen
Worley	General Construction & Maintenance	Baton Rouge
Zachry Group	General Construction & Maintenance	Geismar

b. Program Documentation and Management Commitment

The first section of the application reviewed each company's documentation and management commitment processes. Companies were asked to upload a copy of their formal workforce development program if available. The committee reviewed the supplied documents looking for inclusion of elements that describe the company's workforce development goals and objectives, supervisor responsibilities and expectations, record keeping systems, and designated workforce development staff. Eighty-eight percent of participating nominees provided GBRIA with a Workforce Development document for review. Out of a possible 10 points for this section, the mode score was 7.

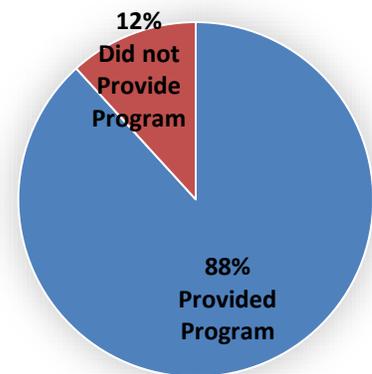
A common goal of GBRIA's workforce development efforts and the ABC Craft Training Center is the development of an affordable, available, and skilled craft workforce. GBRIA members contribute 7 cents per skilled contract work hour. Contractors also make significant contributions of money and equipment. **Fifty-nine percent of participating contractors verified their contributions to training programs such as the ABC cents per manhour program, NCCER's National Training Service Agreement, or similar programs.**

Workforce development, like safety, is beneficial for both employers and individual workers, although the benefits for the latter are more readily apparent. According to a 2007 report by the Construction Industry Institute (CII), craft workers achieving NCCER written certification typically receive an additional \$1/hour, while those achieving performance certification receive another additional \$1/hour or \$4,160 per year for a person working at least 40 hours per week.

Unfortunately, when it comes to employers, workforce development costs are often easier to measure than benefits. Despite these difficulties, most of our participating contractors managed to demonstrate their measurements of workforce development's contributions to improvements of safety, productivity, quality of work, absenteeism, and turnover. **The company scoring the highest in this section described and detailed their key performance indicator statistics toward the aforementioned areas.**

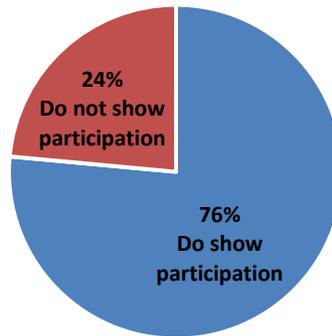
Companies seeking to reap these benefits must take employee feedback into account when creating their programs. Proper employee feedback systems should allow companies to evaluate the strengths and weaknesses of their current workforce development efforts and make changes to maximize their effectiveness. **Companies scoring highest in this section provided sample employee surveys and described how often and when these types of surveys are conducted and how follow-up action is implemented.**

Companies Providing a Formal, Written Workforce Development Program



Participation in associations also served as a method for GBRIA’s evaluation of companies’ workforce development programs. **Seventy-six percent of participating companies provided support indicating their participation in area associations supporting workforce development.**

Percent of Participating Companies Providing Involvement in Associations

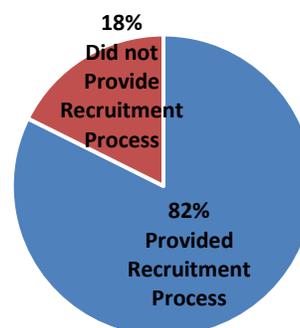


c. Recruitment

This section covers questions relating to the recruitment of crafts in the last calendar year, i.e., 2020. The recruitment process includes defining a job, attracting interest, screening applicants, hiring, and integrating a new employee. Workforce development in terms of recruitment is making this process faster and cheaper without compromising the quality of the employee hired. The existence of a formal process for recruiting new workers can serve as a sign of a company’s commitment to workforce development. Again, companies were asked to provide documents of their recruitment process. The committee reviewed these documents looking for inclusion of elements such as partnerships with area high schools or community and technical colleges; participation in career days or job fairs; internship or co-op programs; scholarship or reimbursement programs; tool and equipment purchase programs and programs accommodating women and minorities in the workforce.

Eighty-two percent of participating companies had a formal, written recruitment process document reviewed. **Out of a total possible 7 points; the mode score of this section was 5.**

Percent of Participating Companies Providing Formal, Written Recruitment Process.



d. Assessment

This section covers the activities related to assessing the skills of crafts persons in 2020. The process of assessment includes appraising an employee’s skills, documenting the results, and providing feedback on what improvements can be made. This process is used to determine who will be retained, promoted, demoted, or fired. Workforce development in this case entails making this process faster, cheaper, more accurate, and more productive.

The existence of a formal process for evaluating the skills of new workers can serve as a strong sign of a company’s commitment to workforce development. **Ninety-four percent** of participants provided assessment documentation for review by the committee. Committee members looked for assessment programs to describe how companies use assessments to assign new hires to a particular skill level and detail whether these programs utilize the worker’s work history, training history, experience, etc. The committee also looked for whether companies utilize written skills assessments in addition to hands-on assessments or verification and how skill-deficiencies are addressed.

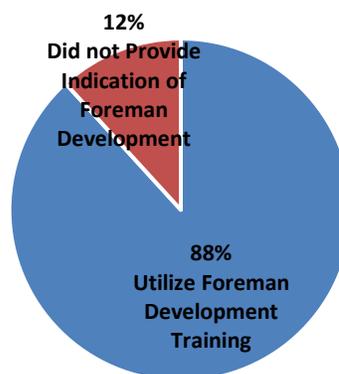
e. Training

Training is the broad process of equipping employees with knowledge and skills to improve their work performance. To be clear, the questions in this section refer to activities in the last calendar year. Workforce development involves making this process faster, cheaper, and more effective. All companies indicated that their program encourages employee access to formal craft training and facilitate access to certifications. Some companies encourage access to training by promoting training through flyers in the offices or mailing information to employees.

Employer encouragement often comes in financial form, since paying for training is usually the main obstacle for hopeful entrants to the industry as well as for existing employees. Employers often allow for paid training time, but **the most common scenario is that employers reimburse the cost of the courses**. According to the survey results, most respondents offer financial assistance for employees’ formal training.

Employees are still likely to need a wide array of skills outside of their craft specialization to be effective in the workplace. As an example, a good craftsman does not necessarily possess the skills to be a good leader. The results above indicate that **88 percent of participants’ training programs include Foremen Development training for supervisors**. Along

Percent of Companies Utilizing In-House or 3rd Party Training for Foreman Development

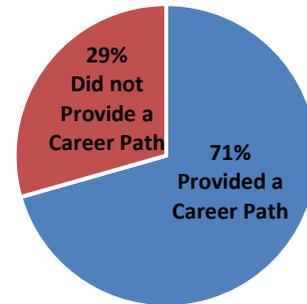


with these general leadership skills, supervisors also require some more technical skills to effectively coordinate other workers.

f. Career Path Development

Career Path Development is the process of providing and communicating opportunities for employee advancement. Workforce development entails the creation of more opportunities and more effective communication of these opportunities. This section asked participating companies to provide their formal, written career path. Committee members looked for whether these career path documents described possibilities for advancement of employees; training requirements for advancement; and how employees can move into diverse areas of construction or management. **Seventy-one percent of participating companies provided a career path for committee review.**

Percent of Participating Companies Providing a Formal, Written Career Path



g. Retention

Retention is the process of maintaining a work environment that encourages current employees to remain with the company. Committee members reviewed company-provided retention program documentation. Committee members evaluated elements of these documents including benefit package details and descriptions of how companies facilitate continuous employment to employees between projects.

V. Conclusions

a. Recommendations

The following recommendations, gleaned from the results of this year's program, should be useful for contract companies and industry owners alike:

- Make a commitment to craft training that is comparable to the commitment to safety:
 - Set concrete workforce development goals and objectives.
 - Take commitment to workforce development into consideration when choosing prime and sub-contractors.
 - Take commitment toward companies emphasizing diversity and inclusion.
- Communicating career path information to employees through different occasions such as performance evaluations or providing through general publications.
- Give recognition to employees involved in every part of the training process, from new enrollees to instructors.
- Participate in programs that enhance the public image of construction and maintenance careers.

VI. Contact Information

For more information on this awards and benchmarking survey program, please contact Jessica Pranjic, Sr. Manager of Workforce Development.

Greater Baton Rouge Industry Alliance (GBRIA)

8555 United Plaza Blvd., Suite 202

Baton Rouge, LA 70809

Tel: 225-769-0596 (Ext. 17)

Fax: 225-769-0289

www.gbria.org

jessica@gbria.org