

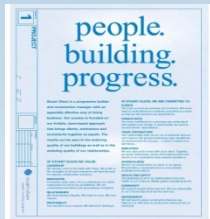
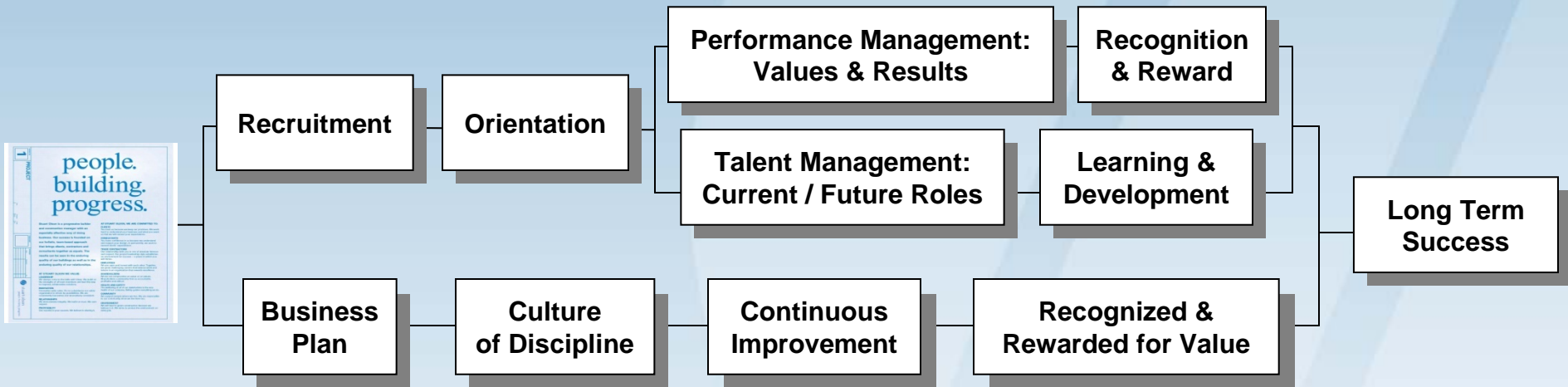


# Overcoming Challenging Workforce Requirements: Strategy for Long Term Success

Seamus McDonnell, PQS, GSC, LEED® AP

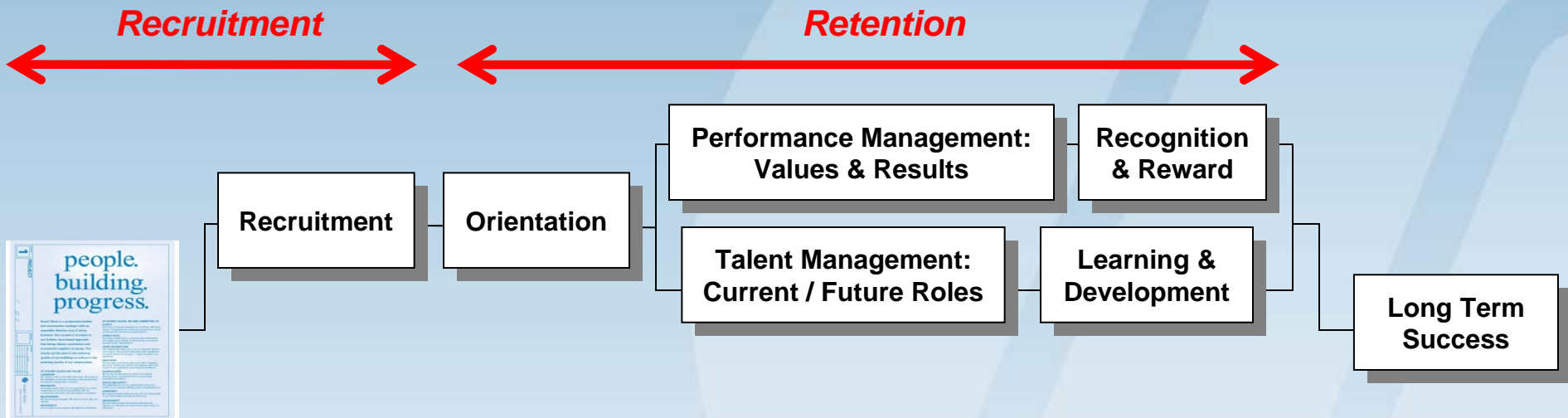
# Strategy for Long Term Success

## Human Resources Strategy



## Business Strategy

# Human Resources Strategy



# Recruitment: *The Blueprint*



1 PROJECT

## people. building. progress.

Stuart Olson is a progressive builder and construction manager with an especially effective way of doing business. Our success is founded on our holistic, team-based approach that brings clients, contractors and consultants together as equals. The results can be seen in the enduring quality of our buildings as well as in the enduring quality of our relationships.

### AT STUART OLSON WE VALUE:

- LEADERSHIP**  
We always come to the table with ideas. We build on the strengths of all team members and lead the way to inspired, collaborative solutions.
- INNOVATION**  
Innovation adds value. It's no coincidence our entire organization is driven by possibilities. We are consistently innovative and innovatively consistent.
- RELATIONSHIPS**  
We demonstrate integrity. We build on trust. We earn respect.
- PROFITABILITY**  
Our success is your success. We believe in sharing it.

### AT STUART OLSON, WE ARE COMMITTED TO:

- CLIENTS**  
You trust us because we keep our promises. We work hard to understand your business and what you want so that we will exceed your expectations.
- CONSULTANTS**  
You have confidence in us because we understand and respect your design. In partnership, we work to exceed clients' expectations.
- TRADE CONTRACTORS**  
Our relationship with you is one of absolute fairness and respect. Our project leadership style establishes an environment for success—a place in which you will thrive.
- EMPLOYEES**  
We are open and honest with each other. Together, we grow challenging careers that balance work and leisure in an organization that rewards excellence.
- SHAREHOLDERS**  
We do not compromise on value or on values. Shareholders consistently find us accountable, profitable and ethical.
- HEALTH AND SAFETY**  
The wellbeing of all of our stakeholders is the very health of our company. Safety guides everything we do.
- COMMUNITY**  
We support people where we live. We are responsible to our community since we live here too.
- ENVIRONMENT**  
We will lead in green construction because we believe in it. We strive to protect the environment on every job.



# Recruitment: *“Get the right players on the bus”*

- Jim Collins



- Blueprint
- Behavioural Interviews
- Professional Profile Questionnaires
- Foreign Workers
  - Work Permit
  - Citizenship
  - Relocation Allowance
- Why Stuart Olson?

# Why Stuart Olson?



**blueprint**  
for your success

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**why stuart olson?**

**Culture and Values:**  
*What makes Stuart Olson an exceptional company to work for? Our open and honest communications with employees, an understanding of the need to balance work and leisure, along with emphasis on building strong internal and external relationships. These all contribute to our unique culture.*

**Learning and Development:**  
*Stuart Olson offers exciting and challenging job opportunities in Project Management, Estimating, Construction and Administration. We support your career growth by providing continuous learning and skill development.*

**Recognition and Reward:**  
*A competitive compensation package that rewards skills and performance, with exceptional salaries, extensive benefits, and an annual bonus program where employees share in the Company's success.*

*To learn more about our Company visit:  
[www.stuartolson.com](http://www.stuartolson.com)*

**At Stuart Olson, we value:**

**Leadership**  
We always come to the table with ideas. We build on the strengths of all team members and lead the way to inspired, collaborative solutions.

**Innovation**  
Innovation adds value. It is no coincidence our entire organization is driven by possibilities. We are consistently innovative and innovatively consistent.

**Relationships**  
We demonstrate integrity. We build on trust. We earn respect.

**Profitability**  
Our success is your success. We believe in sharing it.

from the president

Stuart Olson works hard at creating an exciting and dynamic culture where our people are able to work creatively and develop their careers, while maintaining a good balance between work and leisure.

Stuart Olson has evolved from a small family run business to one of western Canada's largest construction companies. Our success is based on the values and commitments of Stuart Olson's Blueprint, which has created significant long-term relationships with clients, consultants, and employees.

Today we are excited about the future. The talent of the Stuart Olson staff is greater than ever, the projects before us present interesting challenges, and our prospects are boundless.

If you are looking for a long-term career opportunity in construction, and see a good fit for your values, aspirations, and skills, Stuart Olson is interested in you.

*Al Stowkowy*  
President

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# Retention: *Employee Orientation*



- Orientation Video
- Orientation Manual
- Buddy
- Mentor
- Procedural Training
- Employee Handbook
- Blue Pages (Intranet)
- Orientation Quiz

# Retention: *Performance Management*



- Continuous Feedback
- Performance Reviews
  - Living the Values?
  - Achieving the Results
- 360° Professional Development Feedback
  - Current Role
  - Future Role
- Personal Development
  - Self Reflection
  - Health & Wellness



# Retention: *Learning & Development*



- Online Resource Library
- Soft Skills
  - Professional Service Program
  - Stress Management
  - Conflict Resolution
- Technical Skills
  - Project Scheduling
  - Project Delivery
  - Risk Management
  - Preconstruction Services
- Safety
  - CSTS
  - CSO
  - HSE
- Online Knowledge Ability Tests

# Retention: *Talent Management*

*“Talented employees need great managers”*

- Markus Buckingham & Curt Coffman



- Career Path Planning
  - Current Roles
  - Future Roles
- Leadership Program
- One-on-One Coaching
- Mentoring
- Succession Planning
  - Internships
  - Apprenticeships
  - Company Growth
  - Retirement



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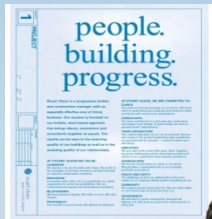
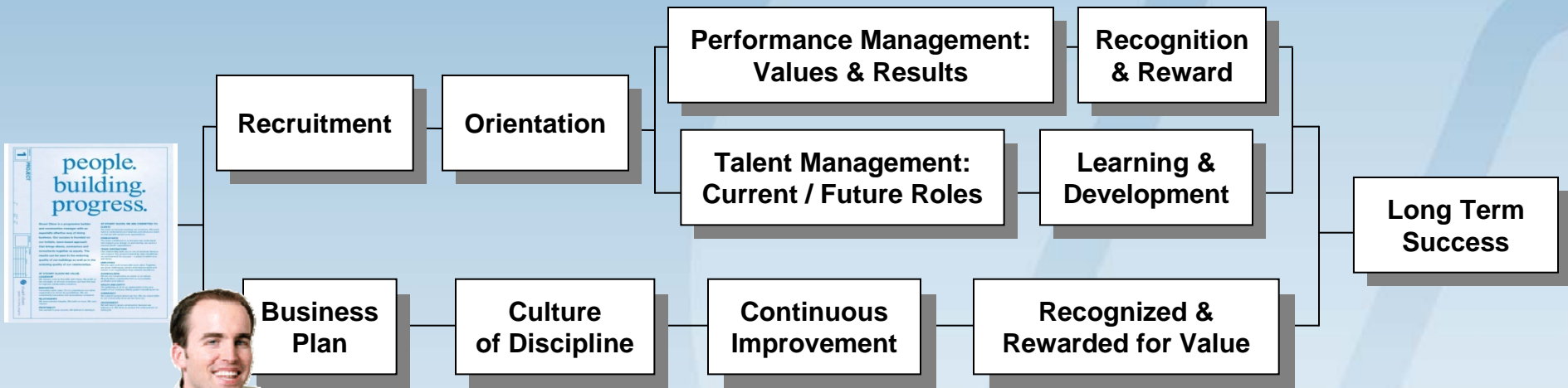
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# Retention: *Recognition & Reward*



- Recognition
  - Long Service Awards
  - Community Service Awards
  - Safety Awards
  - President's Awards
  - Henry Wutzke Awards
- Reward
  - Competitive Salaries
  - Comprehensive Benefits
  - Bonus Incentives

# Long Term Success





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