

Gilbane

American Council for Construction Education

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Gilbane Building Company

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Building More than Buildingssm



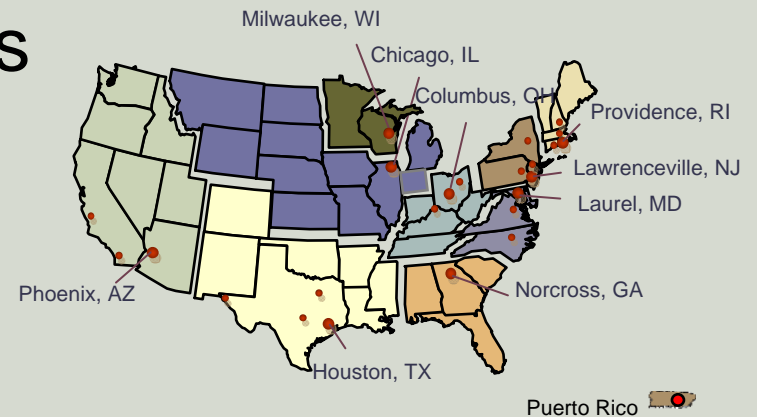
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Agenda

- Gilbane
 - Who, what, where
- College recruiting and employee development
 - Careers are created together
- Future challenges and needs
 - Implications for colleges and universities

Gilbane Overview

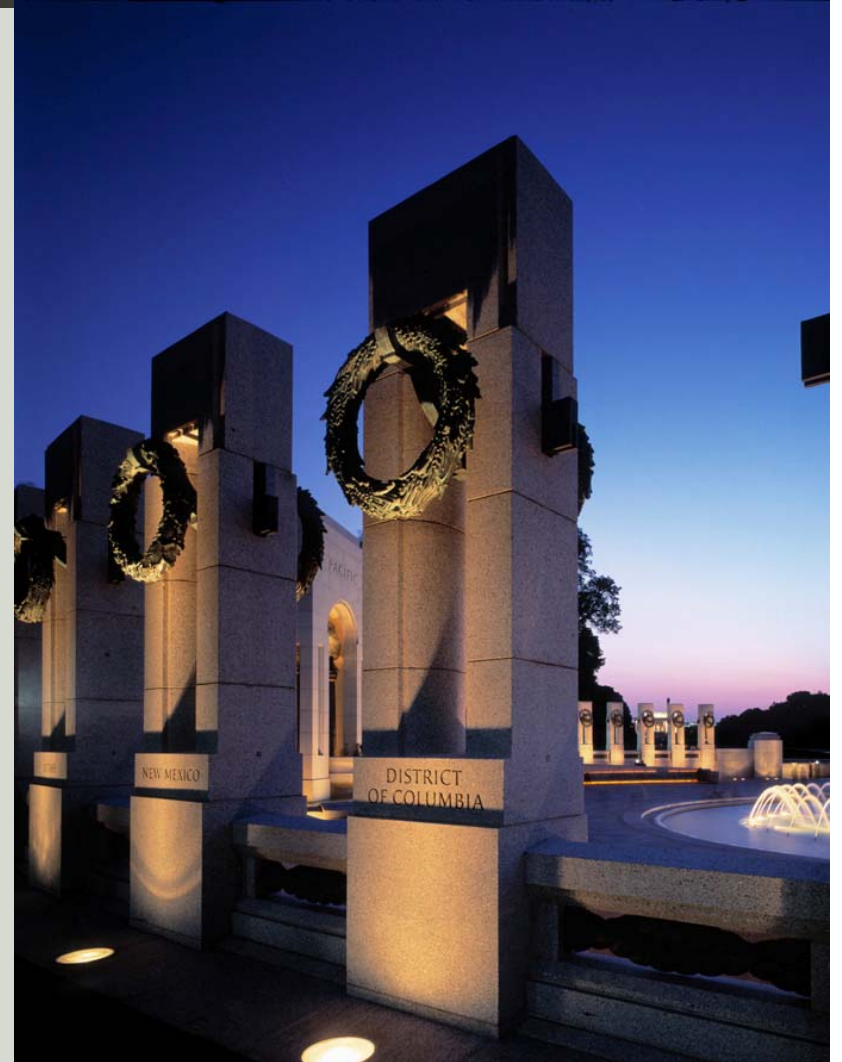
- 5th largest Construction Manager in US (#1 Builder of Educational Facilities)
- \$2.5 billion annual revenues
- 1,600 employees
- 25 offices coast to coast
- +/- 250 active jobs
- Education, health care, life sciences, public assembly, sports and recreation, corporate, mission critical, criminal justice, aviation



- Ranked #41 by Training Magazine (#1 in construction)
- 1,200 courses were taken
- Gilbane employees spent 67,401 hours learning
- This year a mandatory sexual harassment course is being conducted on-line
- Building envelope series delivered through distance learning

High Profile Projects

- World War II Memorial
- Vietnam Veteran's Memorial
- O'Hare International Terminal
- Winter Olympic Games at Lake Placid
- Smithsonian Air & Space Museum



Evolution of Gilbane

- 4th Generation Family Business
 - Carpentry (1873)
 - General Contractor (1909 to 80's)
 - Construction Manager and Program Manager (80's to Present)

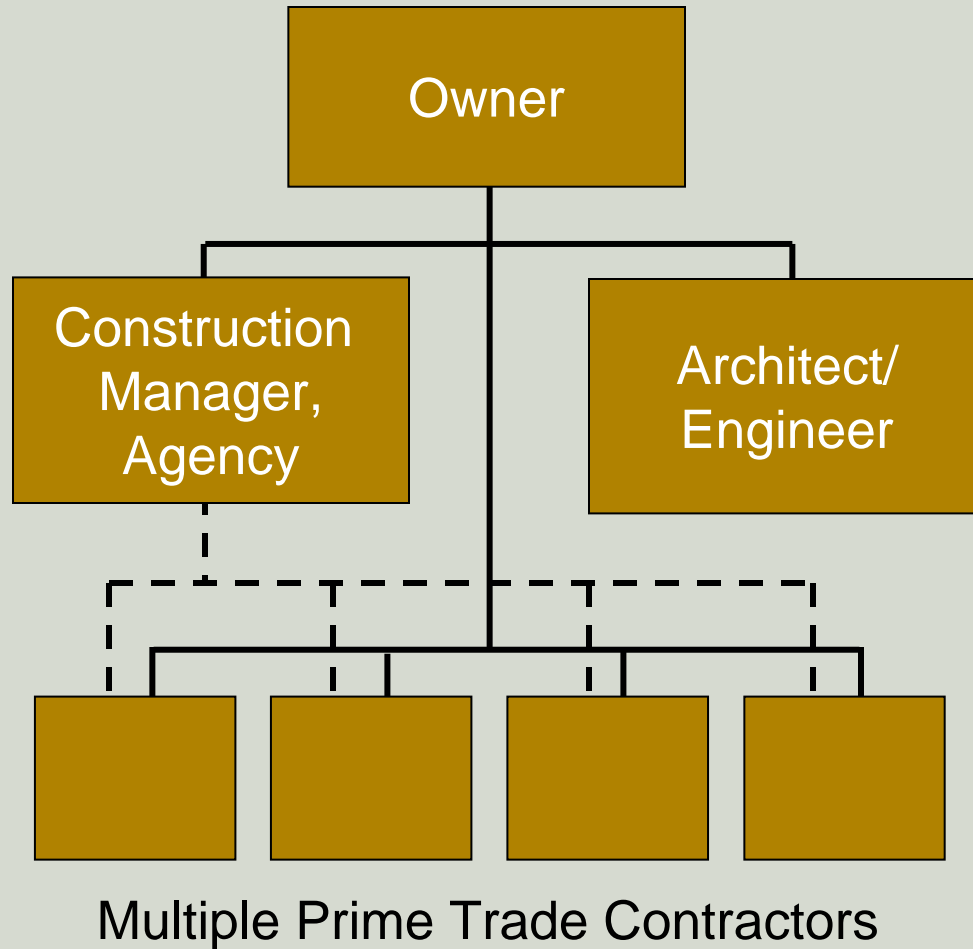


Construction Management, Agency

Legend

— Contract Flow

..... Coord./Management

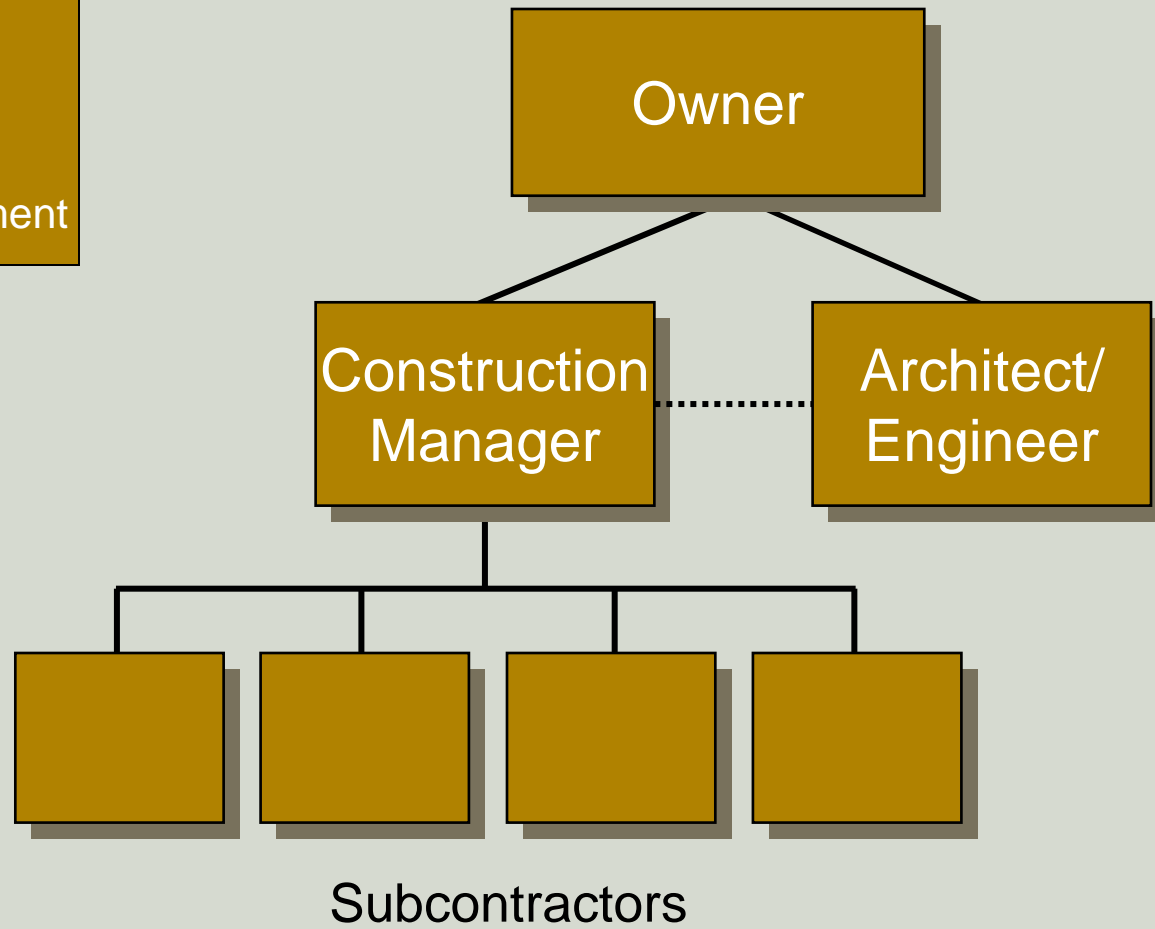


Construction Management At Risk

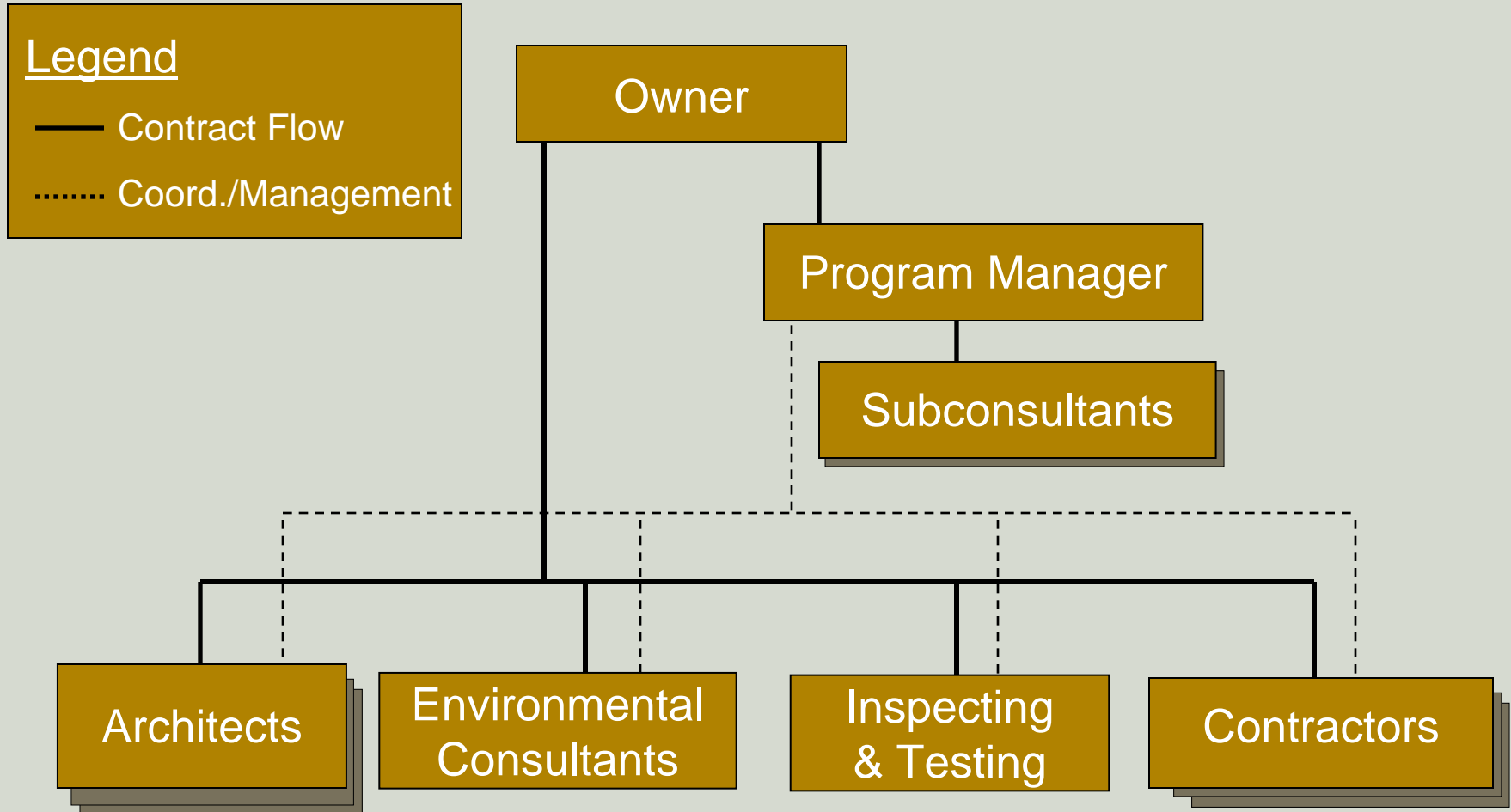
Legend

— Contract Flow

..... Coord./Management



Program Management



Core Field Positions

- Project Executive
 - Project and financial accountability
- Project Manager
 - Operational priorities, good relations with owner, contractors, unions, etc.
- Superintendent
 - Physical construction; trades staff; safety policies, etc.
- Engineer
 - Information flow; material deliveries; change orders, etc.



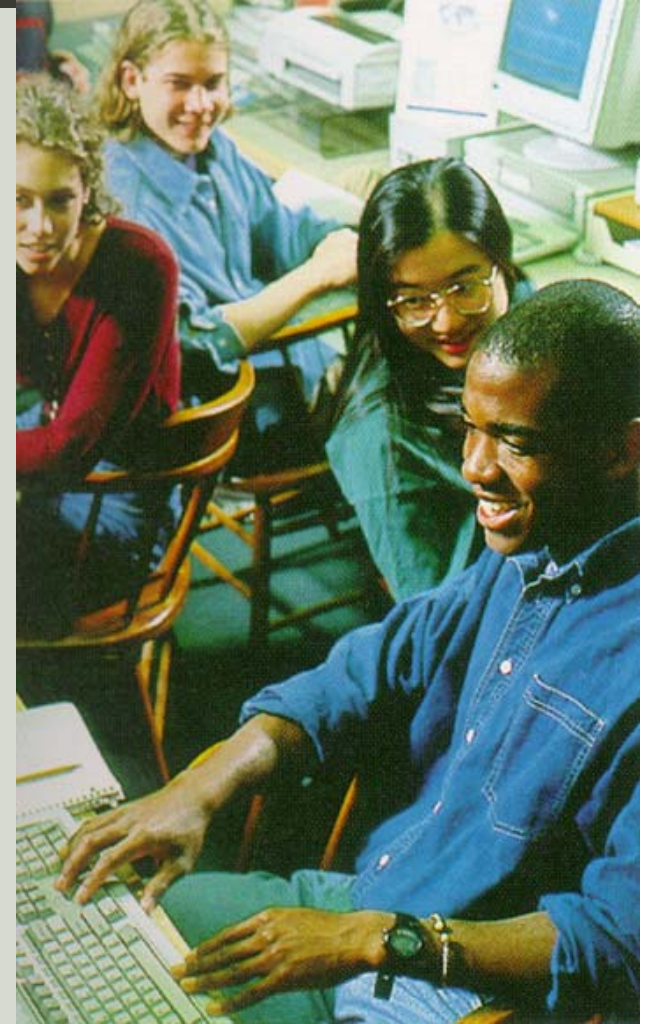
College Recruiting

- Internships
- Entry-level positions
- Management training program



College Hiring Selection Criteria

- Leadership experience
- Academic performance and degree
- Interest in construction
- Applicable work experience
- Presentation skills
- Relocation flexibility



- Two to three year rotation
 - 50% field -- Field Engineer, Office Engineer, Project Accountant, Cost Engineer, Superintendent
 - 50% office – Estimator, Scheduler, Purchasing Agent, Safety Rep, Business Development Coordinator

Building more than Buildings

Building careers through positive tension

- Careers are shaped by providing the right direction to and opportunities for capable individuals (pull)
- Capable and self-motivated employees anxious to take on new challenges (push)

Career Building Opportunities

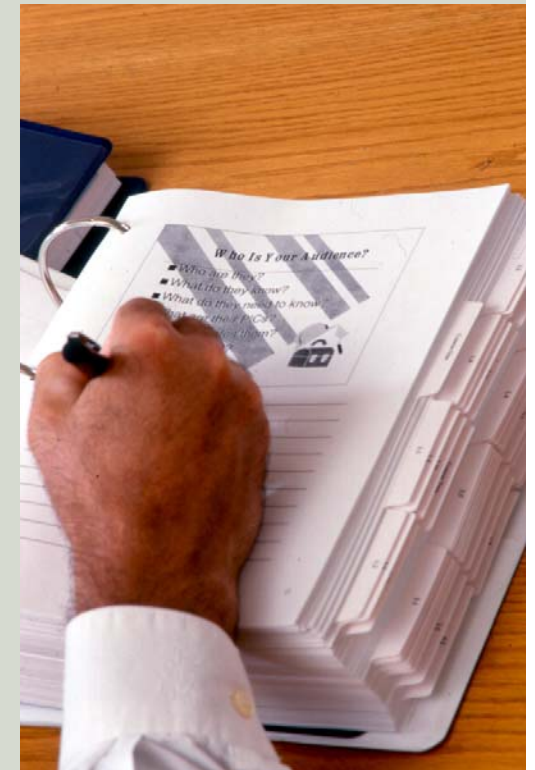
- Job progression
 - Internships
 - Management training program
 - Job family advancement

- Feedback mechanisms
 - Quarterly and annual appraisals w/ team matrices
 - 360 reviews
 - Customer satisfaction scores

Career Building Opportunities

- **Self-actualization**
 - Gilbane University
 - Job postings
 - Functional peer groups
 - Lessons learned database

- **High profile assignments**
 - Market Centers of Excellence (Health Care, Mission Critical, Education)
 - Temporary functional roles – e.g. Regional Quality Manager
 - Action learning assignments



Future Challenges

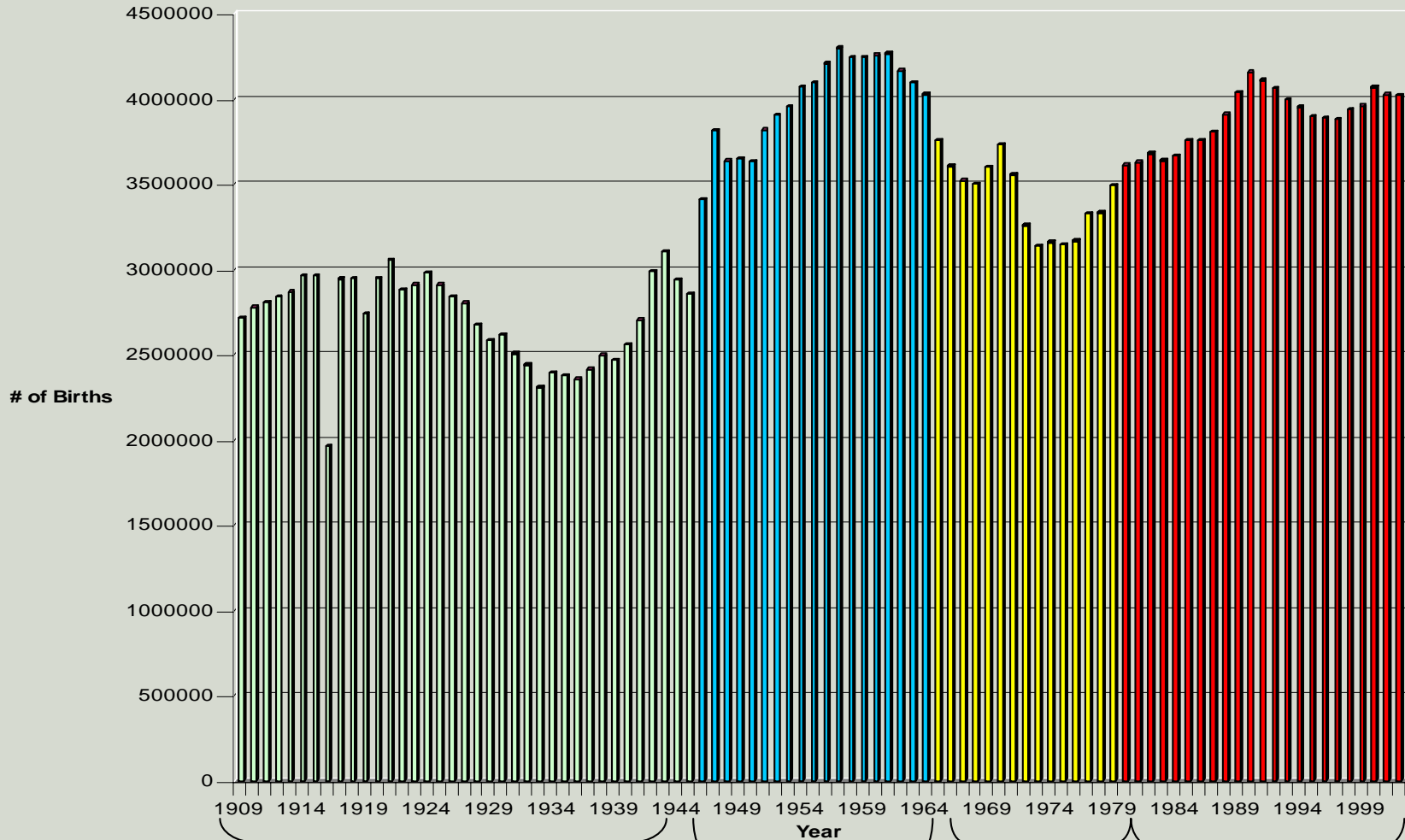
- Recruiting and retention
- Diversity
- Business-oriented builders
- Leveraging technology



Construction – High Growth

- US Bureau of Labor Statistics:
 - Construction now employs over 6.9 million workers
 - 1 million new jobs in skilled trades thru 2015 – an increase of 15% -- and more jobs will open as Baby Boomers retires

U.S. Census Information 1909-2002



Source: US Census Bureau

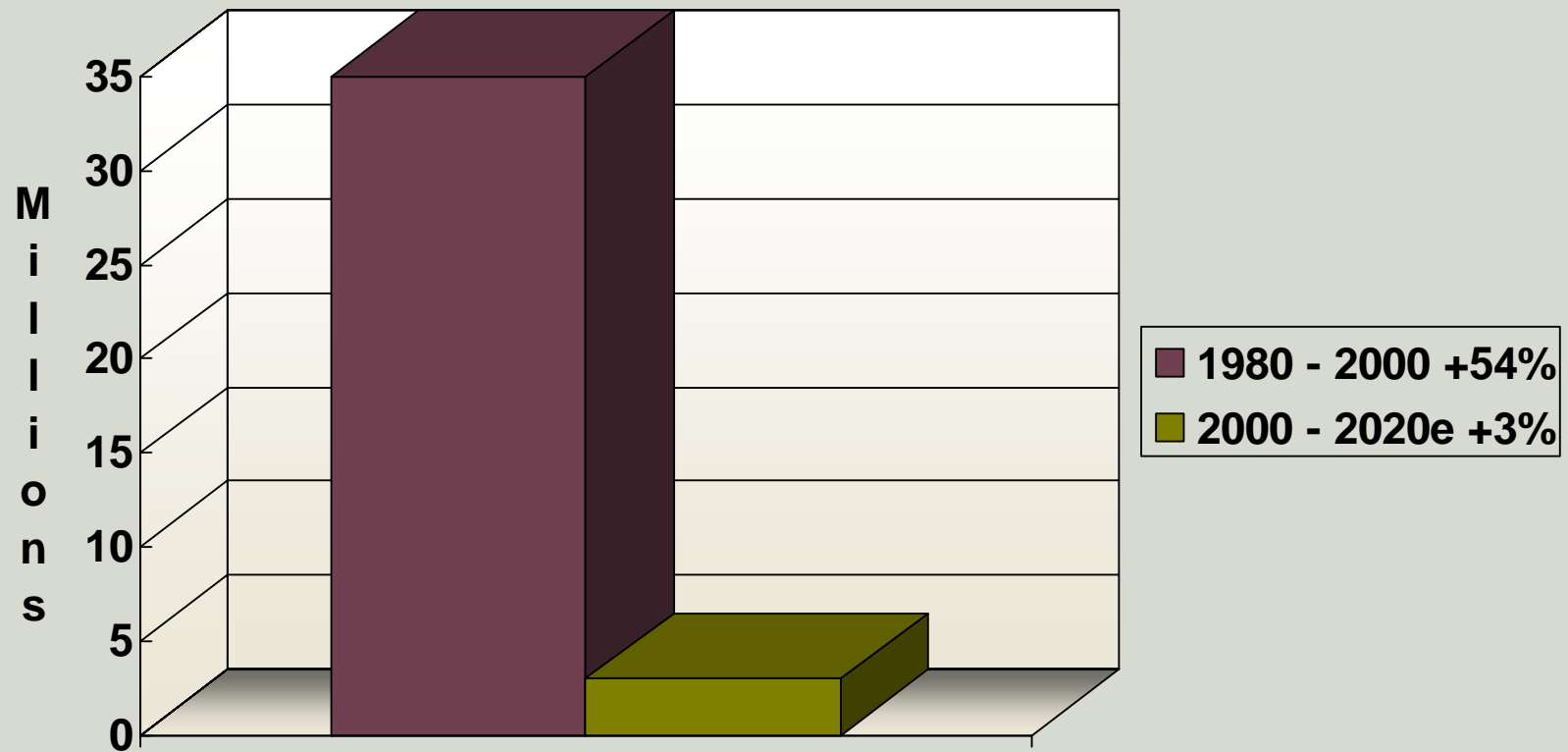
Veterans

Baby Boomers

Gen-Xers

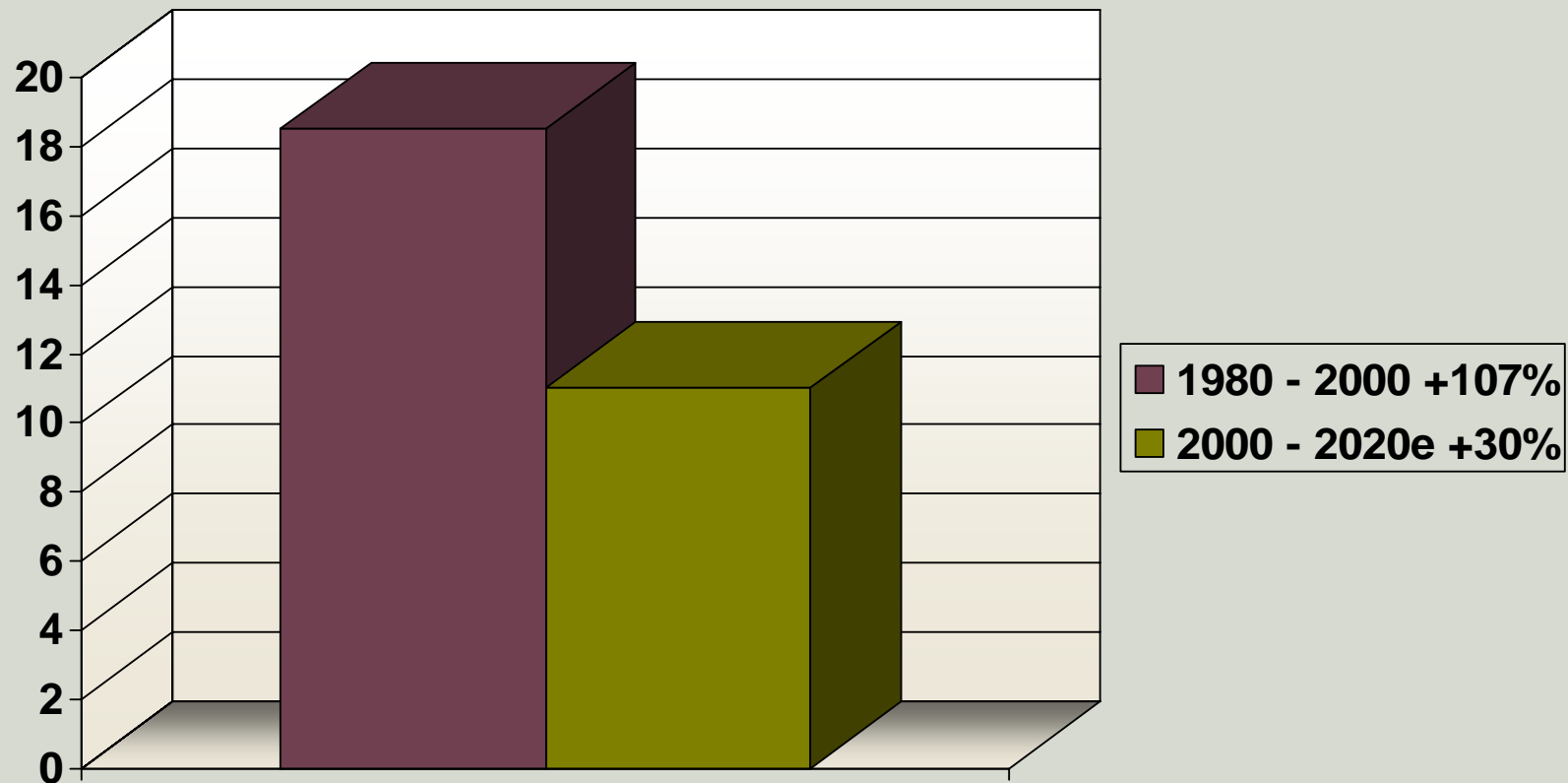
Millenials

Growth In Prime Workers (Millions of workers age 25 - 54)



Growth of Highly Trained Workers

(Change in millions of workers with college degrees)



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Diversity

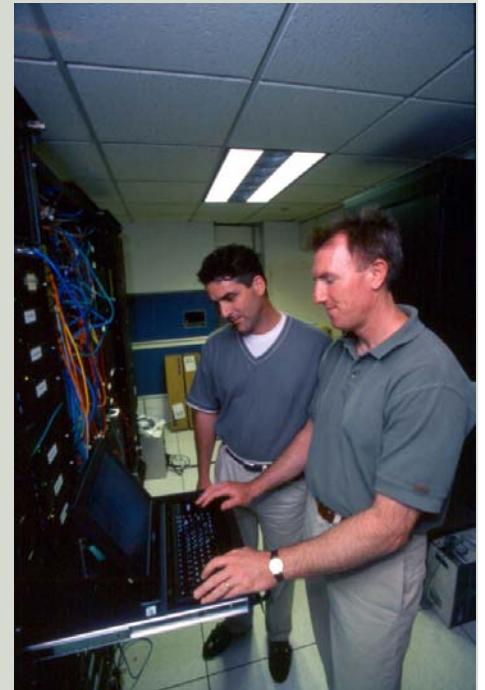
- Increasingly face owners with diverse selection committees or representatives
- Remains a white, male dominated industry
- Minorities hold many trade roles but have not yet transitioned to CM roles in significant numbers

Business-oriented builders

- Many owners more business-astute than technically oriented
 - Manage budgets
 - Contain risks
- Shrinking margins require solid business skills to generate future growth
 - Repeat customers
 - Sell new business

Leverage technology

- Workers comfortable with technology
 - Increase productivity and efficiency
 - Improve communication
- 3D/4D modeling (example)
 - Long in place at engineering & design firms
 - CM slow to adopt -- visualization, omissions, conflicts, scheduling, cost, etc.



Future Needs

- More workers
- Diverse candidates
- High skill capability
 - Strong business focus
 - Strong technology orientation



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Wrap-up

- Questions

