

How Construction Employers Develop, Verify, and Sustain Workforce Capability

Report 4 in Volume 1 of the *Multiskilling in the U.S. Construction Industry* research series

48

participating organizations

80

interviews across 18 trades

23

headquarters states

25

training-facility, project, and site visits

KEY FINDINGS

- 1 Training is an activity. Capability is the outcome.** Training becomes useful capability when workers demonstrate that they can perform the defined work technically, safely, to the required quality, and at the productive level the project requires — with readiness verified, documented, and connected to real assignments.
- 2 The system is the story.** The strongest programs recruit, develop, verify, deploy, refresh, and advance workers as parts of one connected system — orchestrating outside curricula, apprenticeship, colleges, and other partners into work-ready capability.
- 3 Verified capability is the foundation for multiskilling.** Capability assurance integrates safety, quality, and productive performance into one standard of readiness; multiskilling is a verified application of that foundation.
- 4 Capability builds careers and delivery capacity at once.** In one company-record analysis, workers who participated in development were about twice as likely to remain employed at two years and ten times as likely at ten or more years.

Six Core Functions of Employer-Embedded Workforce Capability Systems

1

Govern and invest in capability

2

Recruit and prepare workers for entry

3

Develop capability through blended learning

4

Assess, document, and maintain readiness

5

Deploy capability for project-specific needs

6

Convert capability into careers, leadership, and workforce continuity

CAPACITY CREATED

Worker capability and opportunity

Employer and project capacity

Public delivery capacity

The six core functions of employer-embedded workforce capability systems.