



Turner Construction Company

Best Practices
Creating
A Culture of Learning

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Agenda

- Introduction
- About Turner
- Commitment to Learning
- Sustainable Learning
- Best In Class Learning Development
- Innovative Learning Initiative
- What's Next
- Questions

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About Turner

- Founded in 1902
- Core Values – Commitment, Integrity, Teamwork
- General contractor active in commercial, institutional, government and industrial construction
- Employs 5,600 full-time staff, and manages up to 30,000 subcontractors
- 43 Locations across the United States; active in 18 countries around the world

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Commitment to Learning

- **People are our greatest asset**
- **Blended approach to learning**
 - National Instructor Led
 - Web Based
 - Local Instructor Led
- **Learning reach in 2009**
 - Employees (5,600)
 - Subcontractors (4,000+)
 - International (1,000)
 - University Students (1,000)
 - Community Members (1,000)
- **Learning metrics**
 - 36,000 learners reached since inception
 - 200,000 hours of delivered learning for 2009

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Sustainable Learning

- **Learning is a continuous process**
- **Comprehensive On-Boarding**
- **2. Structured Developmental Training tied to Growth Areas**
- **3. Leadership/Executive Development Training**


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Comprehensive On-Boarding

- **70 hours of training & development during first six months**
 - Blended learning approach
 - Commitment to people is demonstrated early
- **Learning is adjusted based on experience**
- **New hire retention has increased during critical first years of service**

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Leadership/Executive Development Training

Commitment to development of future leaders

Culture	Clients
Values	Teams
Community	Risks

- Delivered by Senior Leadership

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Best in Class Learning Development

- Operation Managers Needs Assessment
- Prioritized Objectives
- Evaluated existing learning content
- Assembled separate developmental teams
 - SME's from local business units
 - Instructional designer
 - Senior executive sponsor
 - Training coordinator

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Best in Class Learning Development

- Created Standardized Courseware
- BUILT – Business Unit Instructor Led Training**
- 18 courses by end of 2009
 - For Example:

Work-Life Balance	Risk Management
Generational Diversity	Project Closeout
Constructability Review	Project Quality
Advanced Scheduling	Change Order Management
Supervisors Role in Managing Talent (SRMT)	Shop Dwgs/Submittals

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Innovative Learning Initiative

- LEED
- Ethics 2009
- OSHA 30 - Spanish

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What's Next

Issues

- Diversity/Inclusion
- Quality of Life
- Community Citizen
- Career Path Planning
- VCT (BIM)
- Knowledge Transfer
- Leadership Education

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QUESTIONS

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