



# KEY CRAFT PROGRAM

## NEW MEMBER ORIENTATION

### WELCOME

*Congratulations on being selected for the Key Craft Program! You were identified and selected to the program based on your commitment to excellence, your positive attitude, your pride for our company, your leadership qualities, and your desire to execute your work reliably, accurately, and with high quality.*

*We are proud to have you join the program and look forward to having you take an active role in not only your development but the development of others.*

### SELECTION PROCESS

- Journeyman level or higher, (*i.e.*, Leadman, Foreman, or General Foreman)
  - No years of service requirement for eligibility
- A Go-To-Leader on their project
- Influential in fostering an A+ culture of Safety, Quality, Productivity and Scheduling
- Committed to training others on all aspects of their work
- Nominated to the program by project leadership
- Approved for selection by Key Craft Committee and Operational Leaders
  - Nominees reviewed two or three times per year for selection into the program. *Varies by year.*

### RESPONSIBILITIES

**DEVELOP** your crew and be committed to training others on all aspects of your work. Get involved with craft development programs such as trade training, tool training, leadership training, and more.

**COMMITMENT** to continuous improvement within your operations and on your projects.

**STRONG** commitment to safety and quality.

**GREAT ATTITUDE** and passion for your work and conduct yourself with the highest integrity.

**KNOW** daily costs and the systems we use.

**RELOCATE** to where the work is.

**PROMOTE** and drive the CVIS program

**BE PROFESSIONAL** when representing the company with clients, vendors and others.

**BUILD** our teams and be a brand advocate.

**GOAL** oriented with a focus on driving your career forward



# KEY CRAFT PROGRAM

## KIEWIT ENERGY GROUP - OPEN SHOP CRAFT

### OUR PURPOSE

*The goal is to improve consistency of Key Craft development and retention across the majority of KEG, open shop districts by creating a program that provides training, mentorship, career progression and advancement opportunities.*

### VISION FOR ALIGNED PROGRAM

The majority of craft employed by our open shop energy districts are anchor bolts up, 'industrial travelers.' This workforce will travel from project-to-project all across the nation, often shared by our projects and energy group districts. As such, they are a shared talent pool, and their skills are transferable across most Energy Group sponsored work. The inevitable and advantageous sharing of these trades, and the need for a consistent craft experience, necessitates a group aligned Key Craft Program, that is our goal.

### FEATURES OF THE PROGRAM

- Consistent offering and administration of perks
- Consistent training and development expectations, resources and tracking
- Supports talent share mindset
- Better line of sight over talent distribution (*sharing resources and equitable distribution of talent beyond the district*). Dashboard showing where our joint Key Craft is working allowing for redistribution, if needed
- Empowers craft recruiting to place priority on Key Craft across district lines – eliminates talent hoarding
- Unified and clear messaging to all of our craft on the program perks and requirements



## OVERVIEW & FAQ'S

### CHAMPIONS AND COMMITTEES

Each participating district will still have a Key Craft Champion as recommended in the Key Craft playbook. However, the Key Craft Committee will consist of each Champion, their district HRBPs and the DMs. One committee, working together to keep alignment and consistency.

### SELECTION AND DESELECTION

Project should drive the identification and nomination process as they are closest and most knowledgeable about our craft. The joint Key Craft Committee will approve selections and address deselection when necessary.

### ORIENTING NEW KEY CRAFT

Process and supports have been established on how to orient new Key Craft members. Although conducted at site by project leadership, offsite support will be available to create consistency and a great employee experience.

### PERKS

Key Craft members are given greater perks than regular craft employees. These perks are aligned and consistently delivered among all participating districts (and their projects). No deviation will be allowed. Perks will be evaluated for effectiveness by the Key Craft Committee twice per year and adjusted as necessary.

### PARTICIPATING DISTRICTS

- TIC Southern (OGC)
- TIC Power
- TIC Denver

### COST

As a joint Key Craft program, we will share the costs among the participating districts. We will also shift from a project cost mindset, which at times can be short-sighted, to a workforce investment mindset.

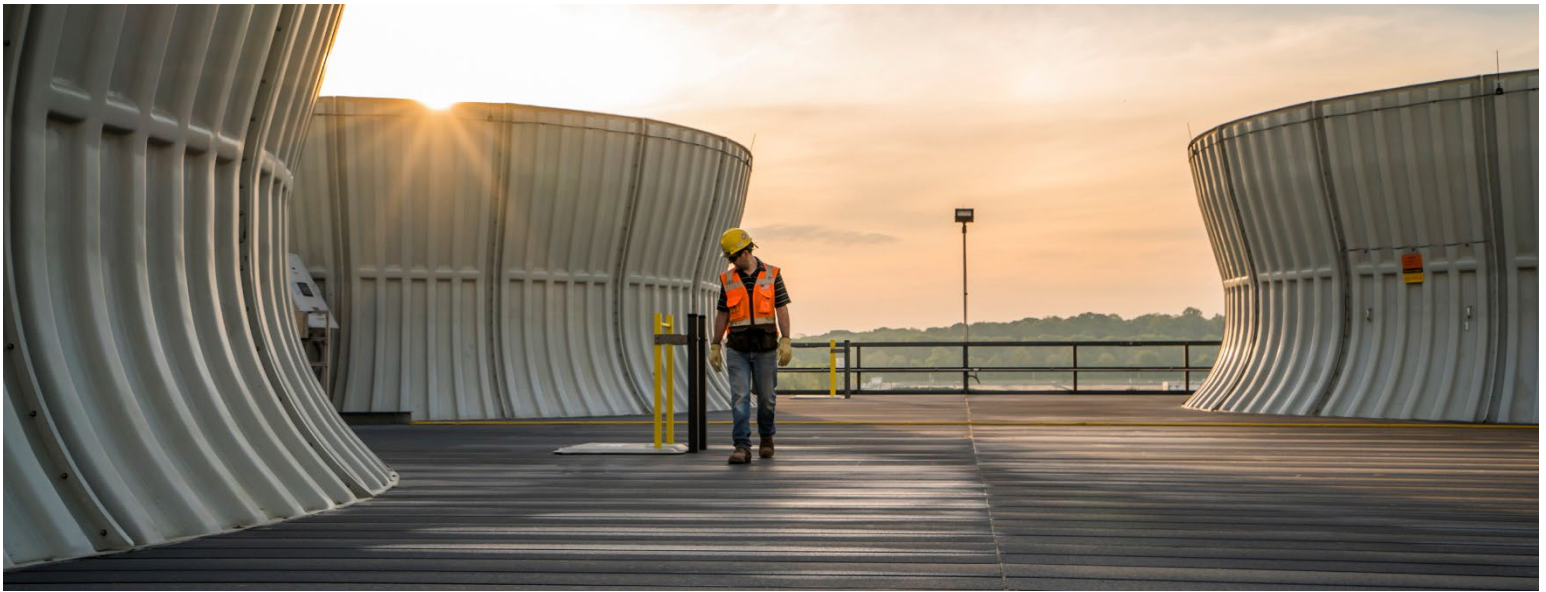


# PROGRAM SELECTION

- District identifies a Key Craft Champion who will sponsor the Key Craft efforts and will serve on the division Key Craft Committee
- Key Craft Committee consists of Champions, HRBPs and District Managers
- Committee meetings will address the selection and deselection of Key Craft:
  - Committee meetings will take place two to three times annually as initiated by HRBPs and Key Craft Champions
  - As a job is shedding craft – Project leadership should be discussing who the key players are and who should be tagged as Key Craft for upcoming projects
  - As needed - based on performance in the program (*should Key Craft become a staff employee*)

## PROCESS

1. HRBP(s) kick off the selection/deselection process by sending the PM/CM their current craft roster to evaluate.
  - PM/CM is responsible for reviewing and identifying potential Key Craft nominees and providing the status of current Key Craft
    - Current Key Craft rosters are dispositioned and returned to HRBPs for review by Key Craft Committee
  - To nominate new Key Craft:
    - Submit Key Craft Nomination Form
    - Nomination Forms are completed electronically and routed to HRBPs
    - Watch List – Identify potential for Key Craft but not a current nominee
  - For providing the status of existing Key Craft, PM/CM review current Key Craft roster and (*disposition*) tag as:
    - Exceeding expectations
    - Meeting expectations
    - Opportunity for Improvement
2. HRBP(s) sends data for selection/deselection process to the Key Craft Champion prior to committee meeting. Information includes:
  - Division Key Craft roster with current status of existing members
  - All new Key Craft nominations
  - The Key Craft watchlist
  - Instructions on the selection/deselection process
  - Timeline of selection/deselection process
3. Key Craft Champion to follow up with project management to further understand recommendation, if needed
4. Key Craft Committee reviews final selections and deselections for approval/denial during the committee meeting
5. Results are communicated to project management



# OVERVIEW & FAQ'S

## PROGRAM PERKS

- Learning/Development opportunities while on the job and between field assignments, continuous employment
- Additional training - locally on your projects, and corporately at the Craft Training Center in Denver and Kiewit University in Omaha
- Advancement opportunities
- Company provided iPad or cell phone
- Company Email address
- Key Craft Hard Hat Sticker
- Assistance with mobility
- Increased compensation

## PATH FORWARD

- Your supervisor will set up a meeting with you to go over the program and provide more details
  - Set developmental goals
- Your participation in the Key Craft Program will be reviewed on a three times per year basis:
  - If you continue to meet the expectations of the program, you can remain a member indefinitely
  - Key Craft are also future candidates for staff superintendent roles (*ensure developmental goals align with this objective*)
  - If you fail to meet the expectations of the program, you may be de-selected/removed at any time

## RESOURCES

- StrengthsFinders
- Front Line Supervisor Modules
- General Foreman & Superintendents facilitate
- Facilitate Technical Schools at the Craft Training Center
- Attend Corporate Core & Technical Schools at Kiewit University & the Craft Training Center

## CONTACTS

For questions or further information, please contact the following:

- Your Superintendent/Supervisor
- Ron Duce, Technical & Craft Development Manager
- Key Craft Champion
  - Stephen Hambleton, TIC Power
  - Shawn Colasuonno, TIC Denver
  - Jake Herron, TIC Denver
  - Travis Church, TIC Southern
- Human Resources Business Partner:
  - Robert Taylor, TIC Power
  - Tony Hernandez, TIC Denver
  - Jessica Renevier, TIC Southern
  - Anna Hamill, Power Market Lead