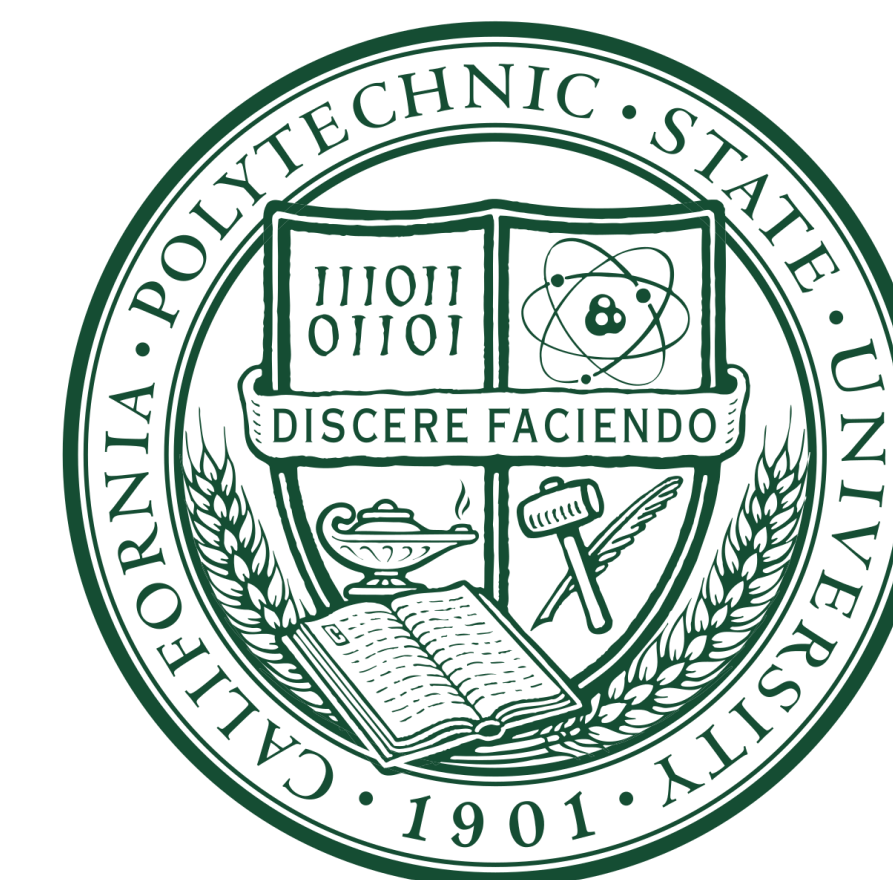




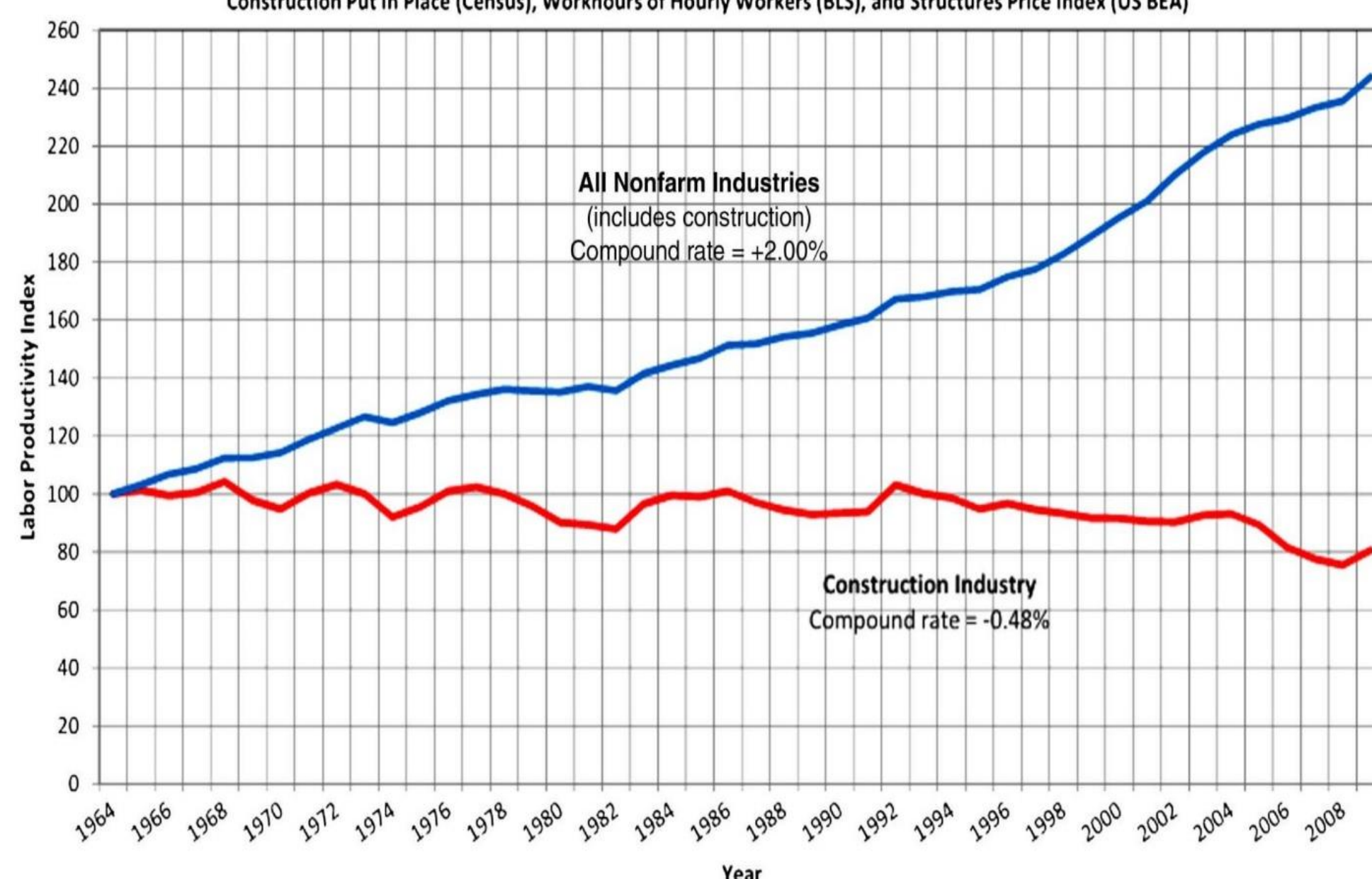
A Comparative Analysis of Regional Productivity Trends of Clark Construction Employees

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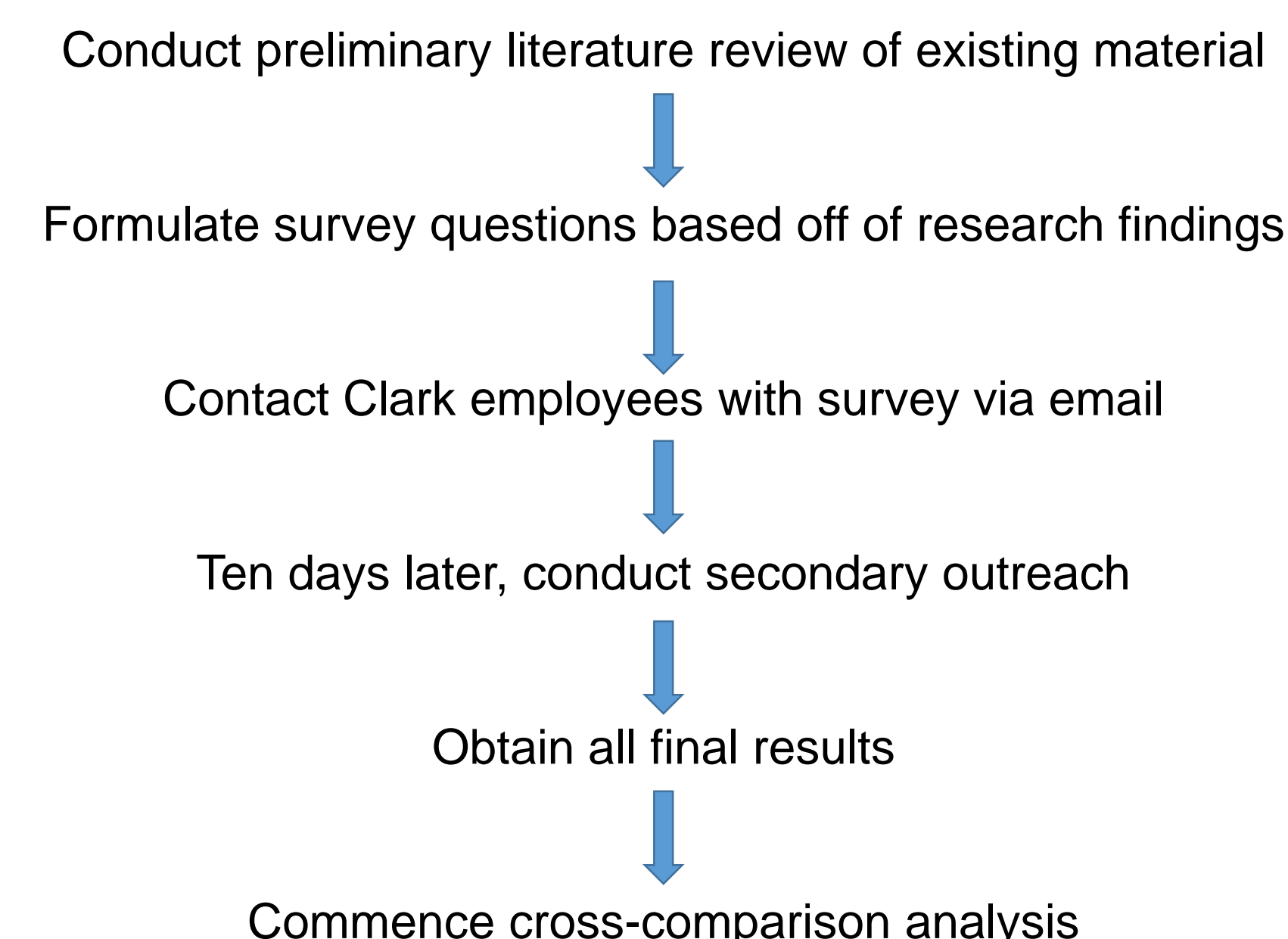
Labor Productivity Output of Construction Industry vs. All Nonfarm Industries since 1964

(All Nonfarm Index as derived by the US Bureau of Labor Statistics (BLS); Construction derived from Total Value of Construction Put in Place (Census), Workhours of Hourly Workers (BLS), and Structures Price Index (US BEA))



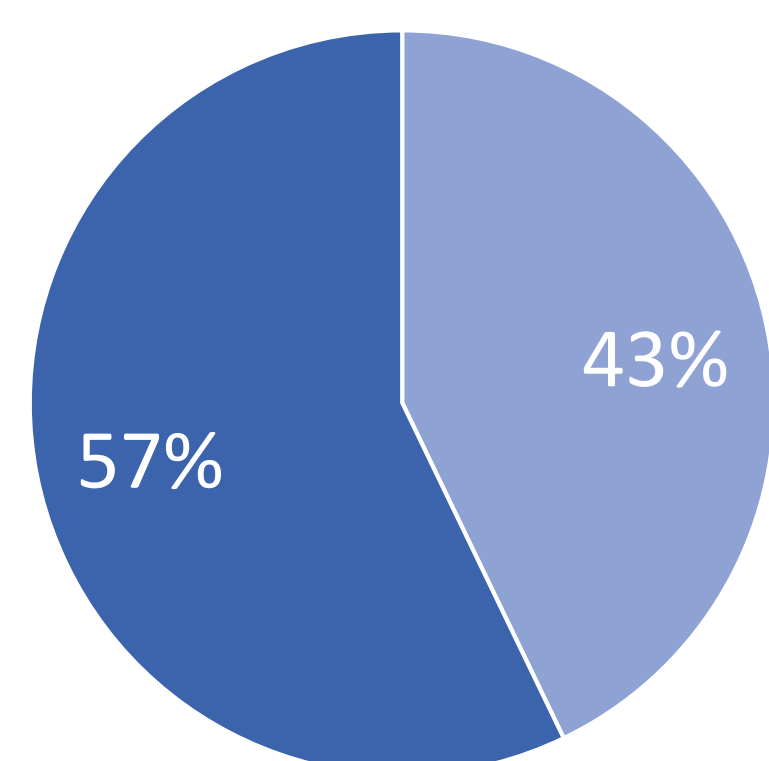
Throughout recent decades, the construction industry has suffered considerably from its inability to accurately target and measure key aspects of worker output that hinder productivity most. Much research has been conducted to analyze the factors contributing to labor productivity output at the workplace, however, this project is primarily focused on discovering key components of the building process that seem to hinder productivity from the perspective of the general contracting team. This project's literature review addresses historical data relating to productivity difficulties specific to the construction industry, laborers' productivity dilemma at the workplace, and the resulting impact which these factors have on management teams. A survey was sent to Clark Construction employees in California in order to gauge their perceptions on workplace productivity. Qualitative survey results were then cross-analyzed to compare findings between employees working in Northern and Southern California. Results showed that Northern California employees were far more likely to report spending an exorbitant amount of time in meetings while Southern California employees spent most of their nonproductive time waiting for either information, people, or resources. The conclusion of this dissertation uses findings to offer advice and other recommendations to help improve general contractor productivity.

Procedure of Research



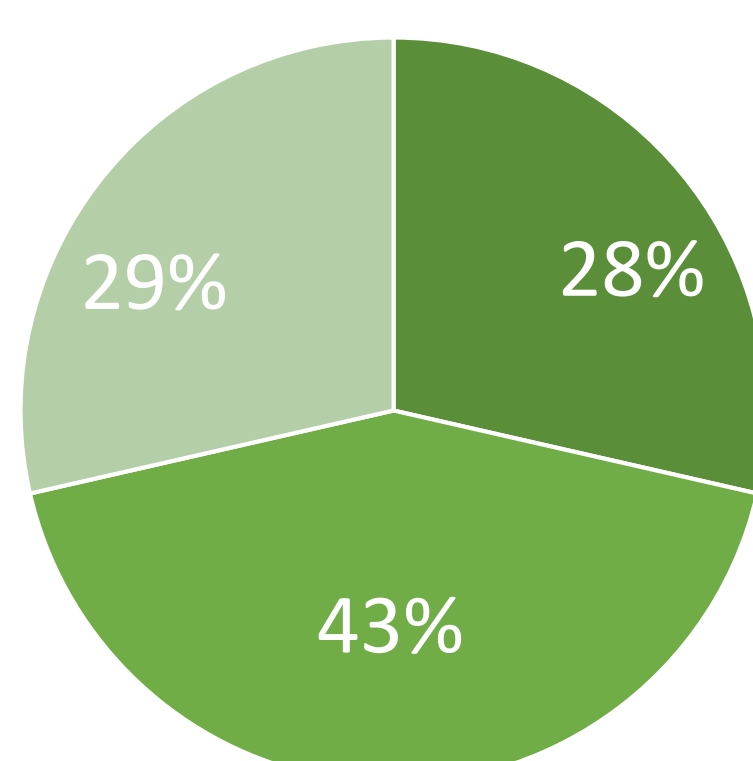
Sample Group Demographics

Geographical Location of Employee Survey Respondents



■ Northern California
■ Southern California

Breakdown of Survey Respondents by Job Title



■ Superintendent
■ Project Manager
■ Project Engineer

Observed Trends Obtained from Research Results

Survey Topic	NorCal Employees	Shared Responses	SoCal Employees
Tasks that occupy most of your <i>productive</i> work time	<ul style="list-style-type: none">Responding to deviations from scope/schedule	<ul style="list-style-type: none">External outreach (purchasing, missed deadline follow-up)	<ul style="list-style-type: none">Internal processes (take-offs, drafting documents)
Tasks that occupy most of your <i>nonproductive</i> work time	<ul style="list-style-type: none">Irrelevant and/or repetitive meetings		<ul style="list-style-type: none">Waiting on others
Observed company efforts to promote productivity	<ul style="list-style-type: none">Effective office layout to maximize engagement	<ul style="list-style-type: none">Promoting accessibility of colleague outreach	<ul style="list-style-type: none">Sizeable workloadEffective distribution of tasks
Recommended company changes to improve productivity	<ul style="list-style-type: none">Provide workshops on productive meeting leadership	<ul style="list-style-type: none">Clearer identification of employees' roles and objectives	<ul style="list-style-type: none">Standardization of company processes
Elements of building process with greatest potential for change	<ul style="list-style-type: none">Digitizing inventory and installation tracking	<ul style="list-style-type: none">Software advancementsAlignment between parties	<ul style="list-style-type: none">Streamlining decision-making process

NorCal vs. SoCal Employee Perception of Daily Output

