Executive Summary

Background / Problem Statement

USC Builds operates in a strong but highly competitive construction market in Upstate New York.

Regional players such as LeChase, Pike, DiMarco, Welliver, and Hayner Hoyt compete for the same

talent pool and projects, with larger firms like Consigli and Lendlease setting high benchmarks for pay,

benefits, and inclusion.

In this context, USC Builds' ability to win and deliver work increasingly depends on building and

keeping a stable, skilled workforce.

Data Overview

Our analysis of USC Builds' employee, attendance, and attrition data shows that the company has a

young, field-heavy workforce but struggles to retain people at key points in the employee life cycle.

Eighty-six percent of employees are male, and nearly sixty percent are between ages twenty-five and

forty-four, with relatively few workers under twenty-five or over fifty-five.

Over sixty percent of employees have less than three years of tenure, and very few stay beyond ten

years, signalling limited long-term attachment to the company.

Early exits are particularly acute in high-volume trades. Laborers and finishers, who along with

carpenters make up more than half of the workforce, experience the highest early-exit rates: twenty

three percent of laborers, seventeen percent of finishers, and sixteen percent of carpenters leave within

the first sixty days, while officer, safety, and foreman roles show zero early exits. This creates recurring

hiring and onboarding costs and exposes projects to schedule risk.

Key Findings

Attendance data show geographic pressure points. Zip codes such as Churchville (14428), Caledonia

(14423), and Honeoye Falls (14472) have the highest average attendance incidents per worker,

indicating that commute distance and site placement are driving avoidable absences. At the same time,

time-off requests spike in July, August, and December, which requires more deliberate staffing and

planning around seasonal peaks.

Our modeling work links these descriptive patterns to clear risk drivers. Tenure, pay, and incident

history are the strongest predictors of attrition. Employees on very low hourly pay (below twenty

dollars) exhibit attrition risks around ninety-five percent, which fall sharply as pay improves. Mid-
tenure

employees with four to ten years of service show the highest probability of leaving, approaching
ninety

percent, whereas very long tenure becomes protective again.

Older workers aged fifty-five to sixty-four have the highest observed attrition rate at seventy-eight

percent, followed closely by workers aged twenty-five to forty-four.

Clustering analysis further segments the workforce into three behavior groups: "risky newcomers"

(young, field-based, lowest pay, and highest incidents), "steady admins" (older, higher-paid, long

commute administrative staff with no incidents), and "committed field staff" (field workers with
longer

tenure, moderate pay, and few incidents). These groups provide a practical blueprint for targeting

retention and development investments where they will have the most impact.

Based on these insights, we identify five workforce problems that currently block growth for USC

Builds: (1) new field workers leaving in the first ninety days; (2) high attendance incidents in distant
zip

codes 14622 and 14626; (3) mid-career employees leaving between three and seven years; (4) older

experts in the fifty-five to sixty-four age band leaving without successors; and (5) very high attrition
in

the lowest pay band.

Recommendations

To address these issues, we propose a five-part, data-driven workforce strategy:

1. First Ninety Days Programme – Create a structured onboarding journey where each new hire

sees a clear five-year path in the Workforce Insights application, is paired with a buddy, and

receives at least three check-ins before day ninety. This directly targets early exits among

laborers, finishers, and carpenters and turns the highest-risk period into a relationship-building

window.

2. Work Near Home for Key Zip Codes – Use site and worker location data to assign employees

from zip codes 14622 and 14626 to the nearest feasible job sites and support carpooling or hub

based pick-up. This reduces commute burden and lowers attendance incidents in the most

problematic areas.

3. Pay Floor and Simple Pay Bands – Set a minimum hourly pay above the high-risk threshold and group roles into a small number of transparent pay bands linked to tenure and skill. This tackles high attrition in the lowest pay band while giving employees a clear line of sight to future earnings.

4. "Next-Role" Paths for Mid-Career Employees – For all employees with three to seven years of tenure, define the next role, expected timeline, required skills, and corresponding pay step. This creates progression for mid-career staff and is expected to increase the share of employees who stay beyond five years and grow into foreman and leadership positions.

5. Senior Expert and Knowledge-Transfer Roles – Introduce a lighter "Senior Professional" role for older experts, with reduced physical load but explicit responsibility for mentoring and structured skill transfer to juniors. This retains critical know-how and ensures a ready pipeline to replace departing experts.

These strategies are enabled and connected by the proposed Workforce Insights App. The application

gives each worker a live view of performance, skill progress, career path, and nearby USC Builds job sites, and provides management with a single data pipeline for attendance, tenure, pay, and Human Resources records. Key features include peer review for performance feedback, "find jobs near me" matching, personalized career progress tracking, early-exit risk detection, and a milestone roadmap that

links six-month skill blocks to promotion paths.

Together, this combination of targeted policies and digital tooling is designed to reduce the costly churn

of new hires, stabilize attendance in critical zip codes, protect institutional knowledge, and position USC

Conclusion

Builds as an employer of choice in a tight labor market. By focusing on a small number of measurable workforce problems and tying each recommendation to specific data signals, USC Builds can track progress over time and continuously refine its approach as new projects and labor conditions emerge.

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