



Kiewit Corporation
1550 Mike Fahey St.
Omaha, NE 68102

Prefer to receive
Kieways in your inbox?
Edit your subscription
at **KIEWIT.COM/
EDITSUBSCRIPTION**



Sign up to receive Kieways
in your inbox at kieways.com

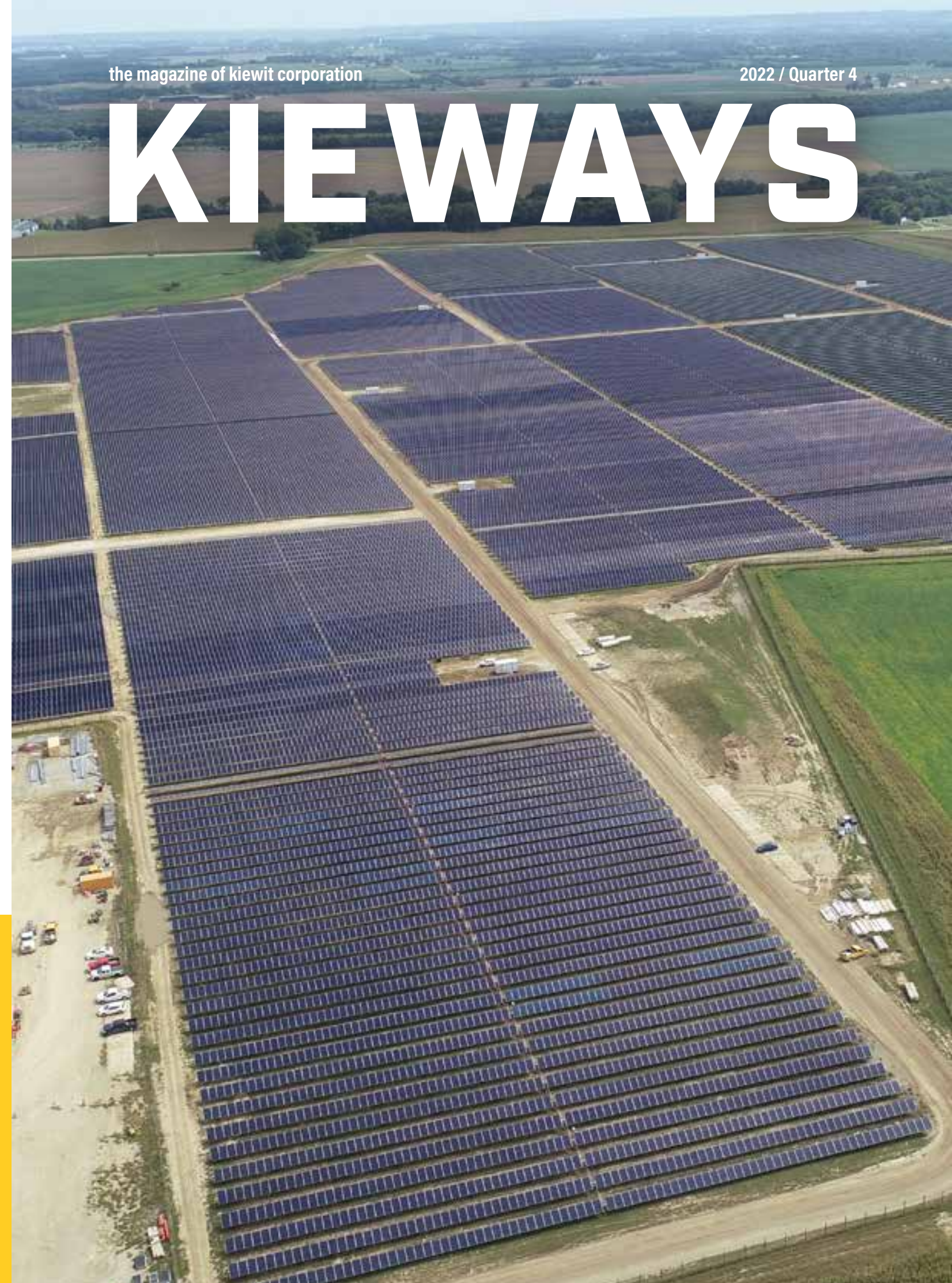


SINCE 1884

the magazine of kiewit corporation

2022 / Quarter 4

KIEWAYS





NEXTGEN TRAINING

Kiewit employees interact at a live training session in Omaha, Nebraska. The session is part of Kiewit's new NextGen hybrid training model designed to prepare future project leaders. Read about it on Page 16.



MANAGING EDITOR: Erin Amsberry
CREATIVE EDITOR: Ashley Wedeking
CONTRIBUTING WRITERS: Sharon Armstrong, Erin Amsberry, Jordan Burgmeier

Kiewit is one of North America's largest and most respected construction and engineering organizations. With its roots dating back to 1884, the employee-owned organization operates through a network of subsidiaries in the United States, Canada and Mexico. Kiewit offers construction and engineering services in a variety of markets including transportation; oil, gas and chemical; power; building; water; industrial and mining. Kiewit had 2021 revenues of \$12.1 billion and employs 28,800 staff and craft employees.

CONTRIBUTING DESIGNERS: Emma Farrell, Shawn Vaughan, Ashley Wedeking
CONTRIBUTORS: Rusty Brown, Frank Ciervo, Lauren Henry, Jessica Jensen

EDITORIAL TEAM: Erin Amsberry, Carrie Chambers, Jessica Jensen, Bob Kula, Laura Lenaghan, Dan Lumma, Amy Nussmeier, Craig Olson, Gary Pietrok, Neil Quinlan, Selma Santin, Teresa Shada, Shawn Vaughan, Ashley Wedeking

KIEWAYS

Kieways is a quarterly magazine issued by Kiewit Corporation. To subscribe, go to kieways.com.

Copyright 2022 by Kiewit Corporation.

All rights reserved.

Kiewit, the Kiewit logo and Kieways are service marks of Kiewit Corporation. Kiewit is an equal opportunity employer.

To contact us, visit kiewit.com.



NO CHALLENGE TOO BIG

Nearly every project begins with a challenge or problem that needs to be addressed. Whether it's deteriorating infrastructure, insufficient water capacity or the need to identify new energy sources, Kiewit is comprised of individuals and teams who are driven to be problem-solvers. In this issue of Kieways, you'll learn about Kiewit teams tackling complex projects, proving that no challenge is too big when you have great people with the skills and focus to find and deliver solutions.

In Buckeye, Arizona, Kiewit provided repairs to the city's water treatment system and greatly expanded its capacity by building the new Jackie A. Meck Water Campus. On Page 6, find out how the team helped the city deliver water to a desert community in need.

Necessity was the mother of invention when Kiewit had to shift the way we train our people nearly overnight. On Page 16, see the innovative ways Kiewit's development programs have been adapted the past three years and are now supporting Kiewit's next generation of learners.

This issue also takes you inside one of Kiewit's recent solar jobs. The team delivering the Yellowbud Solar project in Ohio saved installation time, maximized productivity and drove continuous improvement. See Page 12 for more.

Finally, on Page 10, you'll find some of our favorite photos from this year, representing the diversity of our work.

I hope you enjoy this latest issue of Kieways. A special thank you to our clients, partners and employees for making our work possible.

RICK LANO
President and Chief Executive Officer



WATER TO THE PEOPLE

Serving the rapidly growing city of Buckeye, Arizona, Kiewit's construction crews built the walls of the new 4 million gallon treated water reservoir, which is part of the Jackie A. Meck Water Campus. Read about it on Page 6.

ON THE COVER

12 OHIO GOES SOLAR

On one of the first utility-scale solar jobs in Ohio, Kiewit and National Grid Renewables have solar construction and installation down to a science.

ALSO INSIDE

04 KIEWIT NEWS

Catch up on recent news from across Kiewit.

06 DELIVERING WATER IN THE DESERT

Kiewit stepped in to provide both immediate and long-term water solutions for a rapidly growing Arizona community.

10 2022 AT A GLANCE

As the year comes to a close, Kieways highlights some favorite photos that show the diversity of work in a variety of markets.








16 LEARNING FOCUSED ON REAL LIFE

Kiewit's NextGen hybrid training model transforms the way the company helps employees grow their skills and prepares them to lead future projects.


KIEWIT NEWS

What began in 1884 with two hard-working brothers has grown into a construction and engineering industry leader. As a multi-billion dollar organization, Kiewit can tackle projects of all sizes, in any market. Here's a brief collection of recent news and information from around the company.

OUR MARKETS:

-  BUILDING
-  INDUSTRIAL
-  MINING
-  OIL, GAS & CHEMICAL
-  POWER
-  TRANSPORTATION
-  WATER

OUR VALUES:

-  PEOPLE
-  INTEGRITY
-  EXCELLENCE
-  STEWARDSHIP

[KIEWIT.COM](https://www.kiewit.com)

[NEWSROOM.KIEWIT.COM](https://www.kiewit.com/newsroom)

[KIEWITJOBS.COM](https://www.kiewit.com/jobs)



RENEWABLE POWER FOR 1 MILLION NEW YORK HOMES

Kiewit has been selected to lead two key components of the Champlain Hudson Power Express project, which will provide 1,250 MW of clean and renewable energy from Hydro-Québec to New York City. The company is the engineering, procurement and construction (EPC) contractor for a new 400kV high-voltage direct current converter station, consisting of a switchyard, an air insulated substation and drilled pier foundations for the entire facility. Kiewit is also installing approximately 146 miles of 400kV terrestrial high-voltage direct current line. With an anticipated operational date of Spring 2026, the system will have the capacity to power more than 1 million homes.

A FIRST FOR IN-ROAD CHARGING

Kiewit successfully installed Electreon's first in-road wireless electric vehicle (EV) charging system in the United States.

This one-of-a-kind project located in Logan, Utah, consists of more than 160 feet of EV charging technology that's been embedded in pavement — enabling compatible EVs the ability to continuously charge while dynamically moving over the road.

Kiewit is also collaborating with Electreon to bring this technology to a public road. In February 2022, the State of Michigan awarded Electreon a contract to build a 1-mile stretch of an electric road system capable of statically and dynamically charging EVs. Kiewit and other partners will develop best practices to cost-effectively deploy the technology at scale.

FUTURE INDUSTRY LEADERS CONNECT WITH KIEWIT

In November, 95 collegiate women from 41 colleges and universities across the U.S. and Canada traveled to Omaha, Nebraska, for the annual Future Women in Kiewit Summit / Women's Construction & Engineering Leadership Seminar.

Together with Kiewit employees and leaders, attendees networked and talked about working in construction and engineering, how to lean into individual strengths, develop leadership skills, build confidence and overcome fears.



LONG RIDGE RECOGNIZED AS A TOP GAS PLANT

The Long Ridge Energy Terminal, one of the first power plants in the U.S. created to generate power with hydrogen fuel, has been named the "2022 Top Gas Plant" by POWER Magazine.

In March, Kiewit successfully completed the first test to combust a blend of hydrogen and natural gas at the 485-MW facility. The transition to 100% hydrogen will be accomplished over the next decade.

Kiewit is the EPC contractor for this project.

KIEWIT JOINS WHITE HOUSE INFRASTRUCTURE TALENT PIPELINE CHALLENGE

Kiewit is proudly participating in the opportunity to help strengthen and grow partnerships between the private sector and universities and trade schools, unions and government through the White House Infrastructure Talent Pipeline Challenge.

Kiewit's workforce development approach centers on leveraging an extensive network of community and stakeholder partnerships focused on developing viable, sustainable and rewarding careers in engineering and construction. The company recognizes opportunity and need to expand outreach and training programs, from the Kiewit Scholars program that provides scholarships and funding support for universities throughout the country, including the Thurgood Marshall College Fund, to local partnerships with unions and technical and training organizations.

WOMEN BUILDERS COUNCIL RECOGNIZES KIEWIT EMPLOYEES

The Women Builders Council (WBC) selected five women from Kiewit for its 2022 Next Generation of Women Builders and 2022 Outstanding Women awards.

Victoria Peterson (superintendent), Megan Muroski (project manager), and Nancy Rodarte (project engineer) were selected as WBC's 2022 Next Generation of Women Builders. Angie Hunter (Construction Engineering Services regional manager) and Jessica Costello (proposal manager) were recognized as WBC's 2022 Outstanding Women.

Each category is based on years of industry service, leadership and accomplishments. The WBC association works to empower women in the construction industry by focusing on legislative advocacy, new business development and professional development.



Victoria Peterson



Megan Muroski



Nancy Rodarte



Angie Hunter



Jessica Costello

WBC's 2022 Next Generation of Women Builders

WBC's 2022 Outstanding Women



In 2018, drought, heat and rapid population growth created a perfect storm for the city of Buckeye, Arizona. This growing community, located 33 miles west of Phoenix, faced serious challenges with its water infrastructure. The city chose to invest in the most significant capital project in its history in order to expand water production capacity and address critical water needs — and to do it now.

As a small municipality, this was a significant undertaking. Buckeye's leaders looked to Kiewit, knowing it could get the job done right, fast, efficiently and within budget. To help manage the project, Kiewit Infrastructure West Co. worked with joint-venture partner Haydon Building Corp., to repair and expand one of the city's water treatment plants.

Operating on an accelerated schedule and within budget constraints, Kiewit worked closely with the city to package scopes of work and strategically sequence them so that top priority repairs were made first. Long-term solutions were engineered simultaneously — allowing the project to continue moving forward.

Kiewit Project Manager Gabriel Gaytan explained: "The project was not as simple as building a new treatment plant from the ground up. We had to first address an emergency situation where they had limited reliable storage and insufficient water supply. We found a way to use part of the Jackie A. Meck campus to address these challenges while the rest of the project was still being designed."

TAKING A DIFFERENT APPROACH

The initial priority was the design and construction of new production wells, a water storage tank and approximately 4 miles of new conveyance pipeline between the new wells and the new storage facility.

Safe and reliable

Delivering reliable and safe drinking water is both a challenge and a necessity. Kiewit has been working in the water market for over 70 years, having completed over 1,500 water and wastewater projects across North America. By partnering with utilities, industries, and state and federal agencies, Kiewit teams have been able to provide solutions to deliver water efficiently while ensuring high water quality standards.

Recent projects include work on:



WATER TREATMENT AND SUPPLY



WASTEWATER, BIOSOLIDS AND REUSE



CONVEYANCE, DAMS AND STORAGE



DESALINATION



INDUSTRIAL WATER



ENERGY AND EFFICIENCY

Kiewit is committed to helping private and public entities meet the water needs of their populations.

The original storage tank was deteriorating and system capacity had been maxed out. This reservoir could hold only 1 million gallons and was in disrepair. Most importantly, it did not have enough capacity to support the community's needs, posing a risk in the summer months when water usage significantly increases.

Within 12 months of breaking ground, Kiewit had upgraded water storage capacity by installing a 4-million-gallon cast-in-place concrete storage reservoir and tying it into the existing system.

"Putting the reservoir on its own design and construction path was not the optimal way to build the water campus, but it helped the city get its old reservoir replaced sooner with no wasted cost on a temporary solution," said Gaytan.

COLLABORATION & FLEXIBILITY

While emergency repairs were being made, the project team worked on delivering the master plan for a new water campus with a treatment facility built to 6 million gallons per day (MGD) with the potential for future expansion. Building the new facility, the Jackie A. Meck Water Campus, required an integrated team working closely with the city to account for water quality targets while staying within the city's budget.

Through a series of high-level collaborative meetings, Kiewit provided a series of value engineering options, which resulted in approximately \$11 million in savings.

Kiewit performed all major construction operations on the campus, including civil, grading, utility, concrete, mechanical, startup and commissioning. In April 2022, the team handed over control of a new regional water campus and associated distribution systems to the City of Buckeye, vastly upgrading its water infrastructure.

"The fact that a project of this size came in under budget and ahead of schedule speaks volumes to the partnership between the city of Buckeye and Kiewit, and we look forward to working with them again," said Buckeye Mayor Eric Orsborn.

LED BY KIEWIT, THE TEAM DELIVERS

"One of things that made this job successful was having a strong partnership with the city of Buckeye. The progressive design-build model allowed Kiewit to get involved early and provide real solutions to the predicament they were in," said Kiewit Project Sponsor Jake Krause.

Kiewit pulled resources from the broader southwest and California regions to get the job done. "What was critical for us in working through issues was calling on the expertise

and experience of other Kiewit teams well-versed in the type of water treatment process, civil concrete and mechanical systems and more," said Krause. "These teams coming together created the well-rounded unit we needed to be successful."

Upon project completion in spring 2022, the project team delivered under budget and ahead of schedule a service area master plan, which included a 6 MGD water treatment facility, new wells, re-drilling existing wells, offsite and onsite piping, water storage tanks, booster pumps, hydro-pneumatic tanks, arsenic treatment, reverse osmosis treatment, chlorination facilities and more.

The new water facility is now meeting critical needs for the city, and has been tied in with four other water treatment plants to deliver water to the broader region.

"The Jackie A. Meck Water Campus is a major milestone for Buckeye and an important component of the city's water portfolio. With the ability to treat up to 6 MGD of water and expand to 16 MGD, the facility keeps Buckeye ahead of the fast-paced growth we've been experiencing over the last decade. As the largest and most expensive facility of its kind in Buckeye, Kiewit was there every step of the way with the expertise to get the job done," said Orsborn. **K**



1. Chlorination plays an essential role in disinfecting water and is a process used to kill bacteria and ensure water is safe to consume. 2. The Jackie A. Meck Water Campus project included tying in new infrastructure into the existing distribution network. 3. The new water campus has the ability to process up to 6 million gallons of water per day (MGD) with the potential for future expansion.

Drake TNGG | Colorado Springs, CO | Power



Kiewit Luminarium | Omaha, NE | Building



Buckskin Mine | Gillette, WY | Mining



San Fernando Groundwater Remediation | Los Angeles, CA | Water



Central Pennsylvania Mainline Compressor Station | Hegins, PA
Oil, Gas & Chemical



Virgin River Bridge | Littlefield, AZ | Transportation



2022 AT A GLANCE

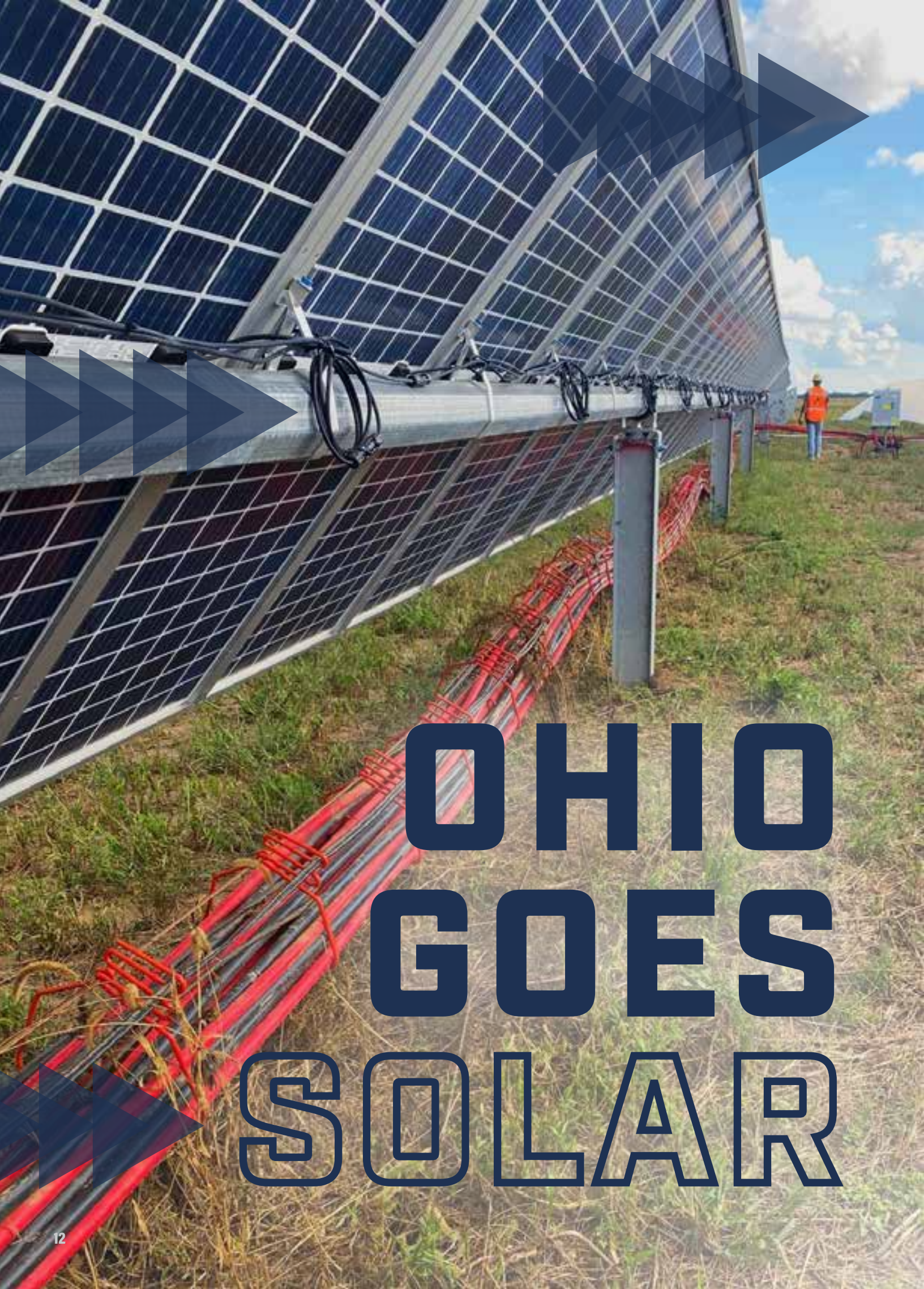
Here are some of our favorite photos from this year showing the diversity of Kiewit's work.

Every year, Kiewit construction and engineering teams take on some of the industry's most complex, challenging and rewarding projects. The company brings its expertise, focus on safety and winning track record to projects of all sizes in seven different markets:

- Building
- Industrial
- Mining
- Oil, Gas & Chemical
- Power
- Transportation
- Water

It wasn't easy, but the Kieways staff poured through 2022 photos, selecting our top six to share with Kieways readers.

These photos show the diverse nature of Kiewit's work, from a power plant and an interactive hands-on learning center to a steel girder bridge and a mainline compressor station. Also shown are photos of Kiewit's mining operations and a groundwater remediation project. **K**



OHIO GOES SOLAR

When installing more than 776,000 solar panel modules across 2,000 acres, every second of installation time counts. At no time is that more important than when your project is one of the first utility-scale solar jobs in the state of Ohio.

In 2021, Kiewit began a partnership with National Grid Renewables to mobilize and construct a large-scale industrial solar farm. Once completed, the Yellowbud Solar project will provide more than 274 megawatts of solar power generation.

The project is estimated to create more than \$90 million in direct economic impact over the next 20 years through tax revenue, landowner income, local spending and charitable funding. Ohio-based suppliers were used to produce the solar module units and the piles used in construction, already creating economic opportunity in the state.

Every step in the process from greenfield construction to module installation came with a detailed quality and safety process to ensure the project remained on track.

“What set us up for success was the team coming up with a good sequence of how to install the panels. We took best practices from some of Kiewit’s other solar jobs and came up with a sequence that has really driven efficiency to where it is right now,” said Project Engineer Nick Christman.

MAXIMIZING PRODUCTIVITY

The Kiewit team on Yellowbud has construction and installation down to a science.

The project is comprised of civil, electrical, racking, fencing, piling and module installation work. To meet schedule and maximize productivity, the project team worked to find efficient installation techniques to speed up construction.

The team held operational improvement shutdowns periodically where work stopped, and the crew would set aside time to brainstorm ideas on how the project could run faster without compromising safety. For example, when operations first started, the team was driving 95 piles per crew per shift. While the team could have settled for this baseline, they instead sought to increase the number of



1. The Yellowbud Solar project spans approximately 2,000 acres and connects to a regional transmission line. 2. Derrick Morsaw, racking/module superintendent, and Wyatt Franklin, field engineer, help install one of the 776,000 solar panel modules. 3. In total, the Yellowbud Solar project will provide more than 274 megawatts of solar power generation.



Solar in seconds

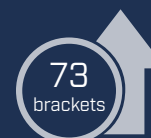
When installing 776,000 solar panels, efficiency matters. The Yellowbud project team was able to make process improvements and maintain a proactive mindset to improve installation and construction efforts, which ultimately led to the project being delivered on time. Below are some of the statistical improvements the team achieved over the course of the job.

Changes per crew per shift



PILE DRIVING

Start of operation: 95 piles
Final: 150 piles



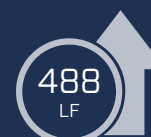
RACKING

Start of operation: 84 brackets
Final: 157 brackets



MODULES INSTALL

Start of operation: 795 modules
Final: 1,397 modules



FENCING

Start of operation: 1,225 LF of fence
Final: 1,713 LF of fence



ELECTRICAL

Start of operation: 6,200 LF of DC cable pulled
Final: 11,000 LF of DC cable pulled

piles driven per shift. Through a team effort, the number of piles driven increased to an impressive 150 per crew per shift. The success was fully attributable to the crews bringing forward ideas for improvement. By enhancing practices for simple things like staging of materials before installation, the team was able to increase productivity.

This mindset applied to racking, fencing, and module and electrical installations, with crews on each sequence of the project working to improve speed.

The team had a deeply embedded spirit of continuous improvement — always striving to be better and perform with greater efficiency.

“I am very proud of how our people took something very new to them and developed the best way of doing it, never settling for the status quo. They were always digging into how we could get better. It was quite impressive,” said Kiewit Project Manager Jake Lathers.

TRAINING A LABOR FORCE FOR THE FUTURE

The other driver of success was the “people training” that happened on-the-job. Yellowbud is Kiewit’s first utility-scale solar project built with union craft employees — over 600 workers.

One of the biggest challenges from the beginning was finding the right-skilled people to perform the work. By establishing good relationships with local unions and partnering with them, the project team ensured they were in front of the right people that made Kiewit the preferred contractor the members wanted to work with.

By providing equipment demonstrations and trainings at the local union hall, the Kiewit team trained workers before they even arrived on site. This provided craft employees with new skills to use on the Yellowbud job, but also, skills they could carry forward to future solar jobs.

In total, more than 80% of the hours worked on site were completed by Ohio-based workers, making significant use of local labor, and giving those workers skills that could help them in the future.

Kiewit project management established trust

and buy-in with the crews by “walking the talk” when it came to safety on the project site. “We focused on having our staff maintain a heavy field presence because we had a newer workforce and wanted to make sure Kiewit was not perceived as just another contractor that only talks about safety, but that we actually prioritized it,” said Lathers.

By showing workers that safety was Kiewit’s standard operating procedure, the project team was able to build positive morale on the project.

“Demonstrating that Kiewit staff were there to make sure everyone went home safe every night went a long, long way with everybody that works in the union sector in Ohio,” said Lathers.

NEXT UP

As the renewable energy market continues to heat up, National Grid Renewables and Kiewit look to build upon the success of Yellowbud and take those lessons learned to future solar projects.

“Across the nation, solar energy projects like Yellowbud Solar are providing significant positive economic impact on local, statewide and national economies,” said Blake Nixon, President of National Grid Renewables.

The success of the Yellowbud Solar project laid the groundwork for future solar projects and an ongoing partnership between National Grid Renewables and Kiewit. The team proved that each second counts toward achieving project goals and that a team focused on continuous improvement can deliver impactful results. **K**



1. Before the Thanksgiving holiday, the Yellowbud Solar team participated with Big Brothers Big Sisters of South-Central Ohio to hold a canned food drive on-site. 2. In 2021, the team shattered their initial giving goal and contributed over 7,500 pounds of food and supplies in just three weeks. In 2022, they raised over \$3,000 toward the Big Brothers Big Sisters Toys for Tots program. Christman said of their philanthropy efforts, “It was our fundamental belief that while we were constructing this solar project, we had a duty to surrounding communities, including local landowners, to help positively impact the area any way possible.”





LEARNING
FOCUSED
ON REAL LIFE

Featuring a flipped approach to classroom learning, Kiewit's NextGen hybrid training model places a priority on building relationships and management skills by applying them to real-world situations. The new model is transforming how learners gain career-building knowledge in technical, specialty, business and craft schools.



Necessity, it's said, is the mother of invention.

When COVID-19 struck, Kiewit's training programs had to make a big pivot. Traditionally held in face-to-face classroom settings, classes went virtual. Management training at Kiewit University in Omaha, Nebraska, went online. Craft lab classes at the training center in Aurora, Colorado, shifted to project sites.

What began as a way to keep Kiewit learners on track during the pandemic has also played a part in transforming how Kiewit trains employees and prepares them to lead the company, and the construction and engineering industry, possibly for decades to come.

In 2020, Kiewit's Talent Development team saw an opportunity: to assess and re-tool how training was delivered and what it covered.

A CHANGING LANDSCAPE

Class content has always been evaluated regularly, with large-scale changes occurring about every decade, said Kiewit Senior Development Design Manager Katie Uhlenhake.

While it was a time of global uncertainty, it was also the perfect moment to take a closer look at several factors that have brought change to Kiewit and how the company is viewed both internally and to the outside world.

"Over 60% of our work this past year has been integrated delivery projects, including design-build and engineer-procure-construct contracts," Uhlenhake said. "From the last time the schools went through a full redevelopment, the makeup of our workforce has changed immensely. And the company is participating in joint ventures significantly more often."

What's more, she said, changing demographics are bringing in learners with different expectations about how to learn.

1. Kiewit's schools use evidence-based methodologies to ensure students retain and put findings into practice. 2. Erin Deck and Anthony Zarn give a demonstration for the Project Management class, discussing how to manage issues such as client and subcontractor specifications, team morale, cost vs. budget and more.



History of training at Kiewit

1946



Peter Kiewit creates the Supervisor Conference, the company's first training course, for new managers.

1970s

Superintendent School starts as an 11-day crash course in building profitable work. It centers around lessons learned from builders across Kiewit. In 2008, it transitions into the operations management schools.

2016



Kiewit's state-of-the-art 150,000-square-foot craft training center opens in Aurora, Colorado.

2017



Tech schools debut, featuring coursework related to Kiewit's growing work in integrated delivery, as well as field operations and data literacy.

2022



Four new management schools debut: operations management, project management, senior project management and sponsorship. By the end of 2022, these schools will train 610 employees.

1970



"Charm School," one of the original corporate schools, debuts. Initially lasting more than eight weeks, from sun-up to sundown, it features more than 60 speakers on a wide variety of training topics.

2006



The original Kiewit University is created to hold a formal schedule of Kiewit corporate schools.

2017

The Kiewit Training & Innovation Center opens in Omaha. Home to Kiewit University, it serves nearly 3,000 learners every year.

2021



Kiewit launches the first courses using the NextGen evidence-based training model.



Development team earns industry recognition

Senior Development Design Manager Katie Uhlenhake, Ed.D., has been recognized for her work in developing and launching Kiewit's NextGen training model. She is the 2022 recipient of the Association for Educational Communications and Technology Division of Organizational Training and Performance (OTP) Best Practices Award. The honor, developed specifically to recognize the work of practitioners in the field, is new this year. Uhlenhake received the award at the OTP membership meeting in Las Vegas in October.



"There are always new things to learn. And the industry's changing ... the resources, the people are changing, and we have to adapt. These trainings keep me on my toes. I learned I have a lot of resources I can rely on, and now I feel like I have other people I can call upon if I need help."

ANTHONY DIGIROLAMO
Senior Track Engineer

"Today's future managers expect to be engaged at a deeper level in their learning because that's the K-16 experience today."

EVIDENCE-BASED METHODOLOGIES

After a career in human performance, instructional design and adult education, Uhlenhake joined Director of Professional Development Richard Akers at Kiewit in early 2021 to develop a new training model.

Under the leadership of HR Director for Talent Development Rae Magistro, the model has ushered in a new mentality about how to use science to achieve the best outcomes.

"This is about applying evidence-based methodologies," Magistro said, "to make sure that we're delivering the content in a way that leads to better retention and behavior change."

Management schools now start with a virtual kick-off to introduce key topics and provide e-learning assignments to be completed before pairing learners for peer learning exercises.

Learners then gather in groups, called learning crews, and are given case studies to resolve and present. Next, they're brought to Omaha for a live training session, to build off their earlier e-learning and case studies. Finally, they're tasked with creating action plans to bring what they've learned back to their offices and job sites.

The facilitator's position has been revamped, too. Now the leader plays different roles, asking the learner about what they're doing at the training session, their critical thinking process, and what factors into the decisions they're making in a certain scenario.

"People actually are put into a situation that would be very similar to what they would experience in real life," said Tyler Nordquist, president, Kiewit Industrial Group, and chair of the operations management school.

"The class is set up more as experience-centric learning," he said. "I think it will be easier for someone, when they encounter a situation in a job, to pull that memory or that feeling back from the experience in class. It will likely have a more lasting effect."

MAKING A STEP CHANGE

In a time when other companies have been pressing the pause button on programs, Kiewit has jumped in with both feet.

"For me, the exciting part is attempting things we never would have imagined pre-pandemic," Magistro said. "We've been myth-busting our own theories and getting to the right answer for training Kiewit employees."

Feedback from learners, both on evaluations and anecdotally, has been overwhelmingly positive. Engagement levels are above 85% for on-site training,

the applicability of content is 90%, and nearly 100% of respondents answered affirmatively to a question about facilitators' role as mentors.

The training has also had a ripple effect that goes beyond learners. Since launching the first school virtually in October 2021 and in person in January 2022, the team has already received calls from learners and facilitators about similar things that they want to do with their teams.

Dan Lumma, president, Kiewit Engineering Group, said this is "a great example of how we've taken something and said, 'you know what, that's not good enough,' We haven't just made an incremental change, but really made a step change in how we're delivering our training. I think it's a great comment about the organization that we would launch something so transformative where we're already an industry leader in that area." **K**