



National Council of Structural Engineers Associations

# NCSEA SE3

BY THE STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE  
OF THE NATIONAL COUNCIL OF STRUCTURAL ENGINEERS ASSOCIATIONS

## WORKPLACE FLEXIBILITY AND THE STRUCTURAL ENGINEER: HOW WE FIT INTO “THE GREAT RESIGNATION 2021”

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**STEPHANIE SLOCUM**

NCSEA STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE

[SE3COMMITTEE.COM](https://se3committee.com)



National Council of Structural Engineers Associations

# NCSEA SE3

**GET OUT YOUR PHONE TO  
ANSWER A QUESTION  
INTERACTIVELY**

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**Code: 8765 7491**

**SE3<sup>≡</sup>**

# What's your primary interest in this topic today? (Choose all that apply.)



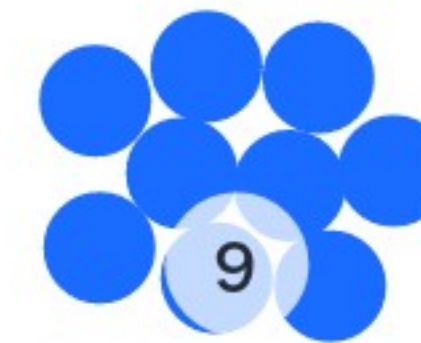
I'm struggling to navigate work flexibility as an individual.



I'm setting work flexibility policies for my staff.



I am involved in retention and recruitment, and am seeking data insights to keep our flexibility benefits competitive.



I am a current SEAMW-SE3 committee member.

# FACILITATOR

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**STEPHANIE SLOCUM, PE**  
**SE3 MEMBER SINCE 2017**  
FOUNDER & CEO  
ENGINEERS RISING LLC

# SPEAKERS



**MELISSA SHEA**  
PRINCIPAL  
WALTER P MOORE



**ASHUTOSH KUMAR**  
ASSOCIATE PROJECT CONSULTANT  
SIMPSON GUMPERTZ & HEGER INC.



**SHARON JANKIEWICZ**  
PROJECT ENGINEER  
SILMAN



**ROBERT GUNTER**  
CONSULTING ENGINEER  
SIMPSON GUMPERTZ & HEGER INC.



**STEPHANIE CHENG**  
SENIOR ASSOCIATE  
AECOM DESIGN



**JENNIFER GREENAWALT**  
PROJECT ENGINEER  
THORNTON TOMASETTI

# PRESENTATION OUTLINE

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- INTRODUCTION TO SE3
- 2020 SURVEY RESULTS: DEMOGRAPHICS
- WHAT IS WORKPLACE FLEXIBILITY?
- SE3 WORKPLACE FLEXIBILITY DATA
- RETENTION + RECRUITMENT AS IT RELATES TO WORKPLACE FLEXIBILITY
- WORKPLACE FLEXIBILITY FOR PARENTS
- KEY TAKEAWAYS
- Q&A

# LEARNING OUTCOMES

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1. Define work flexibility and identify different types of work flexibility.
2. Understand the current data and satisfaction levels around work flexibility for structural engineers.
3. Examine data insights into how work flexibility impacts recruitment and retention.
4. Learn examples of work flexibility in action from local SEAMW SE3 members.

# WHY IS THIS DATA RELEVANT TO YOU?

# INTRODUCTION TO SE3

STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE

# MISSION

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TO RAISE AWARENESS & PROMOTE DIALOGUE ON  
**ENGAGEMENT, RETENTION, DIVERSITY & INCLUSION**  
IN OUR PROFESSION.

*TO ATTRACT AND RETAIN THE BEST TALENT [**ENGAGEMENT**] AND TO ENSURE  
ALL **STRUCTURAL ENGINEERS** HAVE A PATHWAY TO SUCCESS IN THEIR CAREERS [**EQUITY**].*

# SEAMW SE3 COMMITTEE

- Jennifer Greenawalt, Thornton Tomasetti, Chair
- Ashutosh Kumar, SGH
- Christian Parker, A+F Engineers
- David Pirnia, SK&A
- Gillian Love, SGH
- Kellie Farster, SK&A
- Melissa Shea, Walter P Moore
- Robert Gunter, SGH
- Rose Rodriguez, Adtek Engineers
- Sadia Faterni, Thornton Tomasetti
- Sharon Jankiewicz, Silman
- Stacy Chu, AISC
- Stephanie Cheng, AECOM

TIMELINE: EST. 2020



# NATIONAL NCSEA SE3 COMMITTEE

## TIMELINE

EST. 2015 - SEAONC

EST. 2017 - NCSEA

3 NATIONWIDE SURVEYS



SE3

# NCSEA SE3 COMMITTEE LEADERSHIP



**SABRINA DUK, PE**

**CURRENT COMMITTEE CHAIR | 2020-2021**

**PRINCIPAL | VERAHAUS STRUCTURAL, LLC**



**ROSE MCCLURE, PE, SE**

**CO-FOUNDER & PAST COMMITTEE CHAIR | 2019-2020**

**SENIOR CONSULTING ENGINEER | SIMPSON GUMPERTZ & HEGER**

# HISTORY OF SURVEY

SATISFACTION

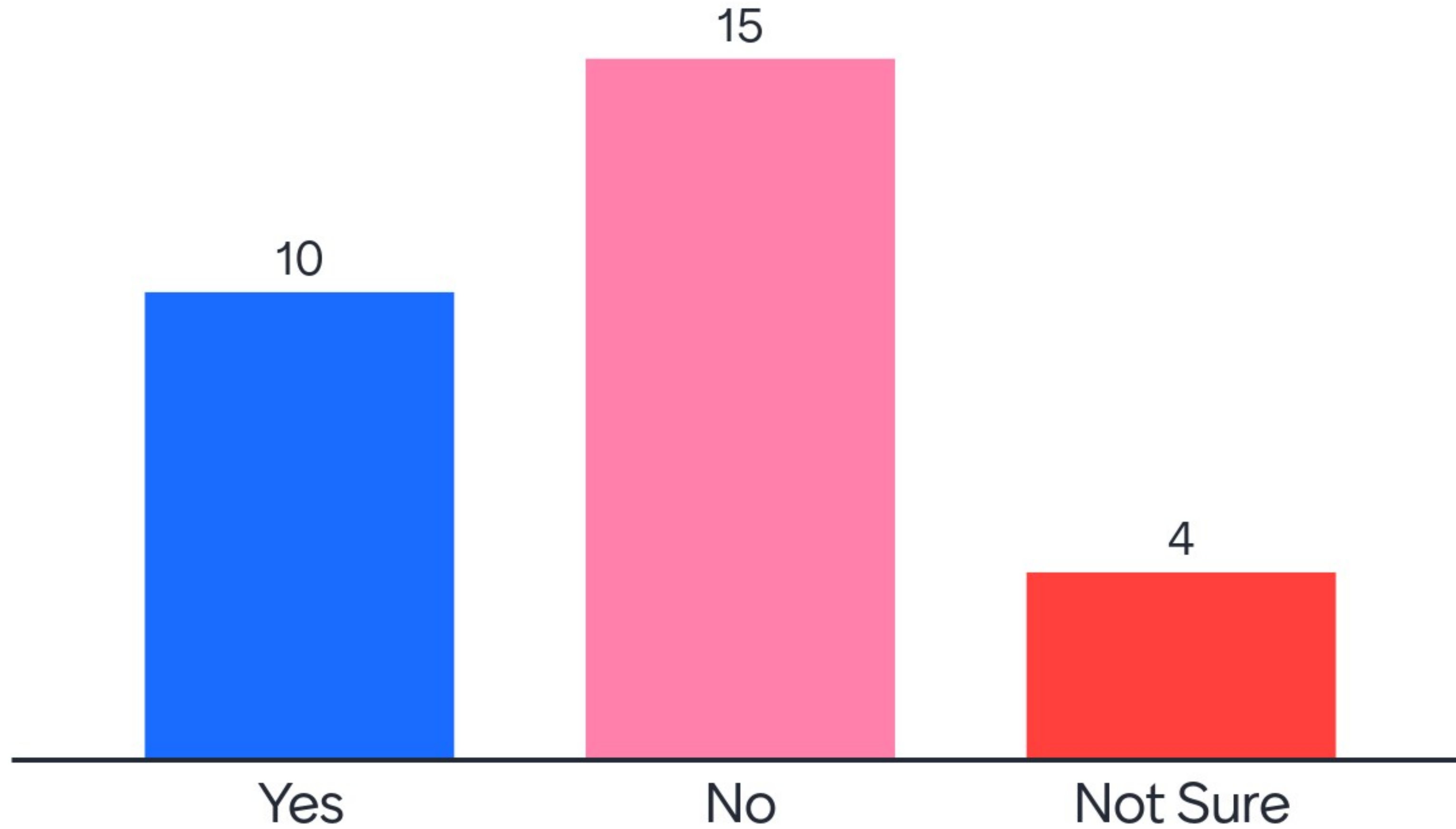
CAREER DEVELOPMENT

PAY & COMPENSATION

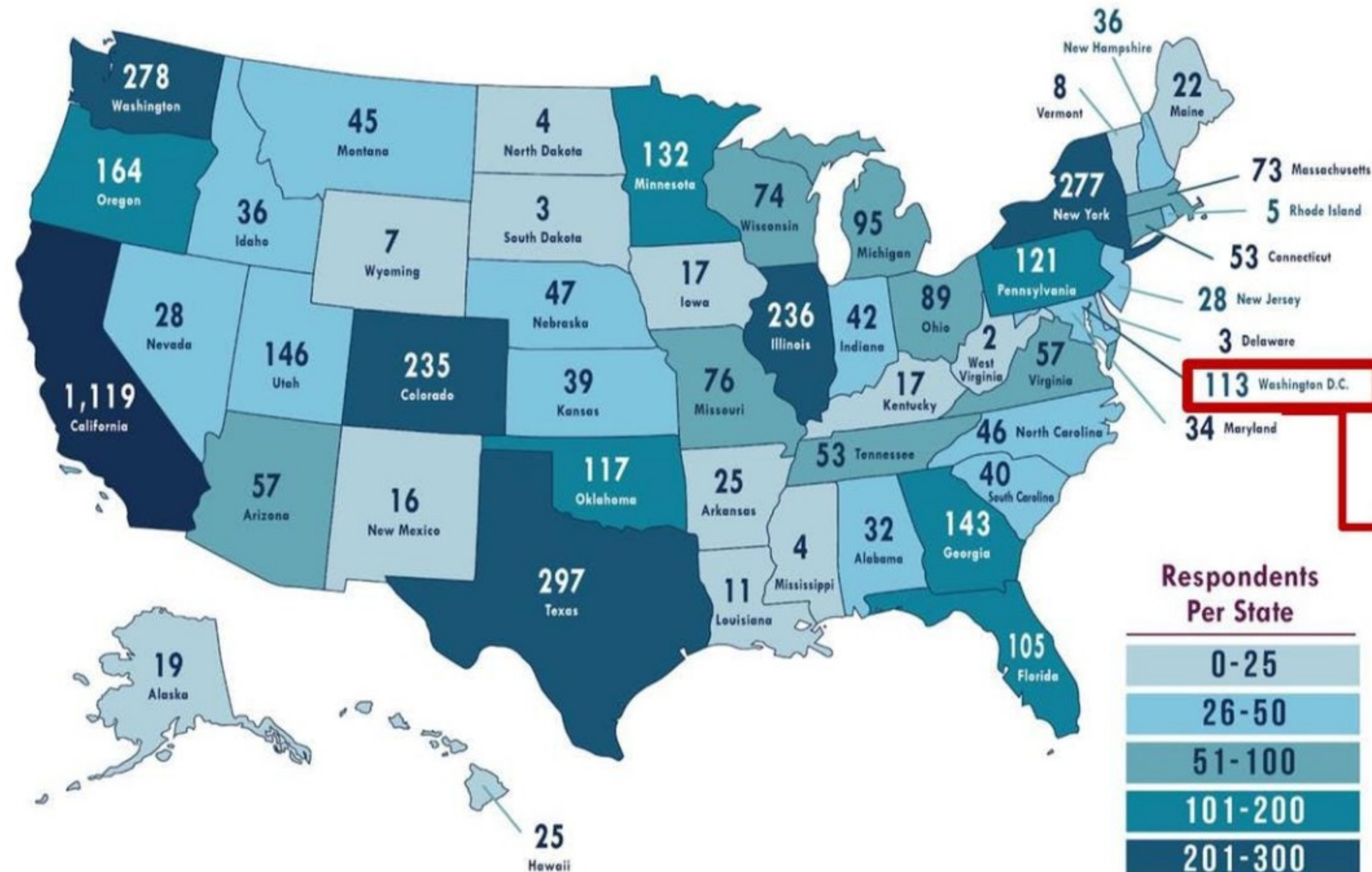
WORK FLEXIBILITY

- 2016 SURVEY - FOCUS ON GENDER
- 2018 SURVEY - EXPANSION OF QUESTIONS IN ALL CATEGORIES
  - + MENTORSHIP, NEGOTIATIONS, DISCRIMINATION/HARASSMENT
- 2020 SURVEY - STREAMLINED WITH FOCUS ON GENDER & RACE
  - + CHALLENGES IN RETENTION/RECRUITMENT, WORK FLEXIBILITY BEFORE AND AFTER COVID-19, AND PERCEPTION OF THE PROFESSION COMPARED TO OTHER STEM CAREERS

# Did you take the 2020 SE3 survey?



# SURVEY RESPONDENTS: GEOGRAPHIC LOCATION



**2020 Survey:  
5,003 Total  
Respondents**

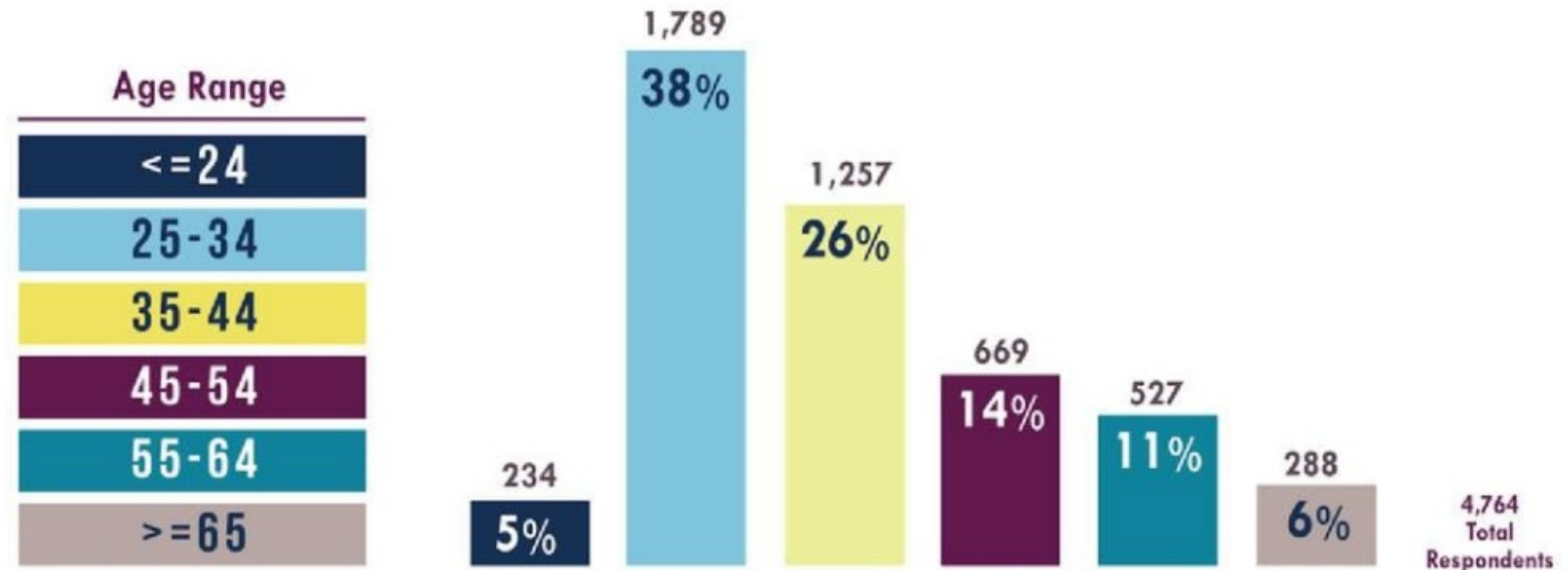
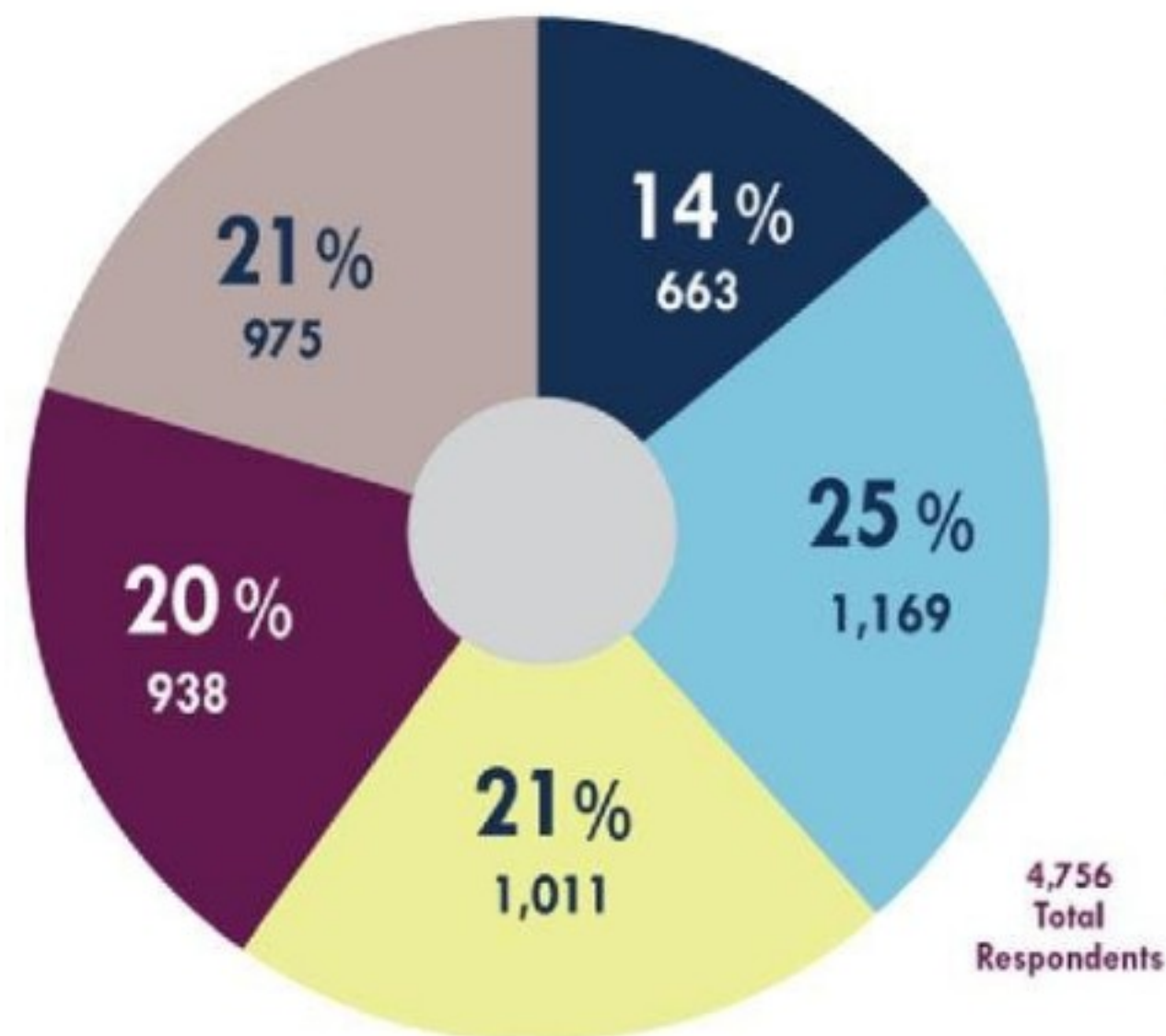
**113 Washington DC**

Respondents  
Per State

0-25
26-50
51-100
101-200
201-300
300+

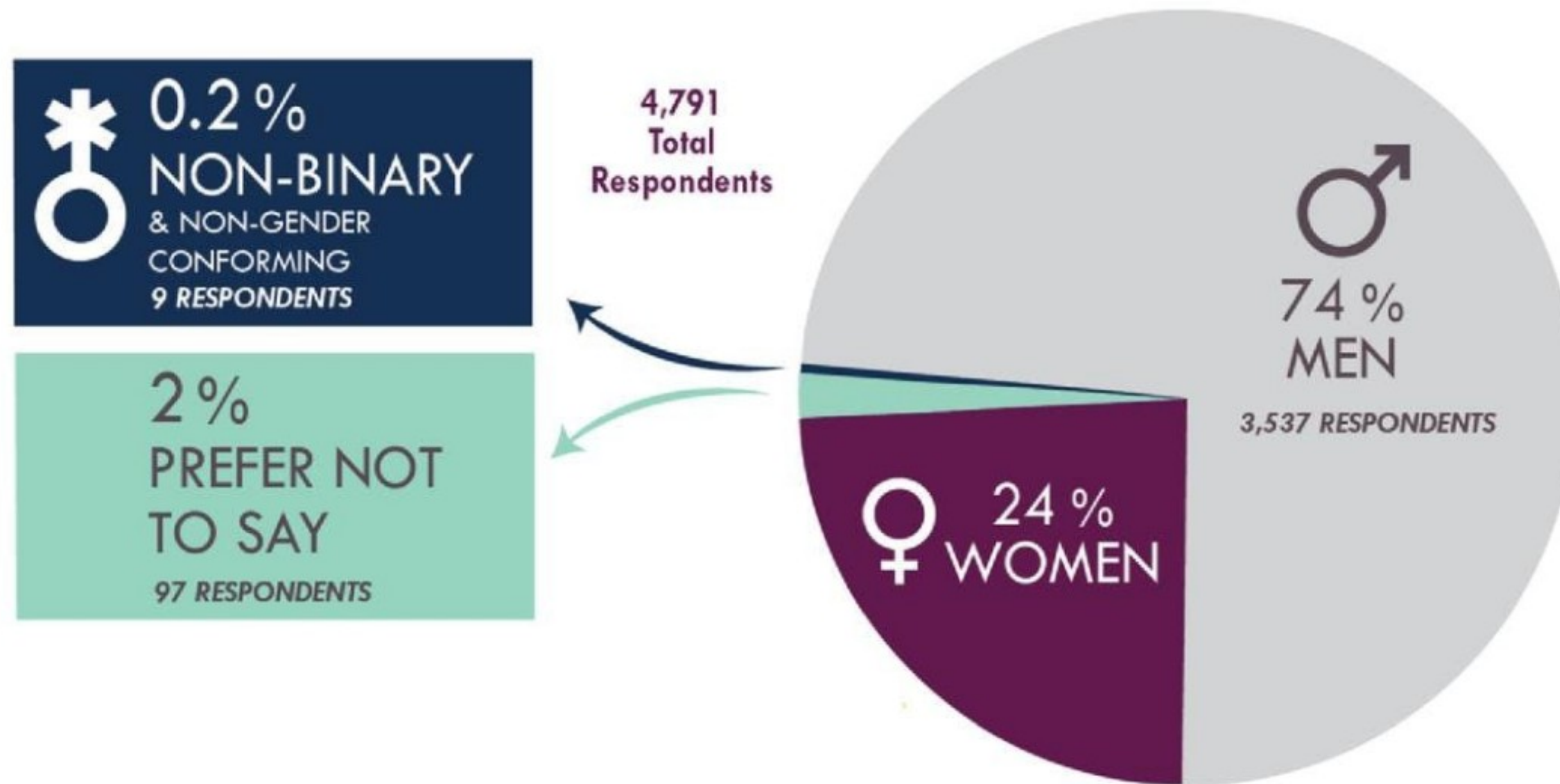
# SURVEY RESPONDENTS: AGE + TITLE

SIMILAR DISTRIBUTION TO  
2016 & 2018 SURVEY.

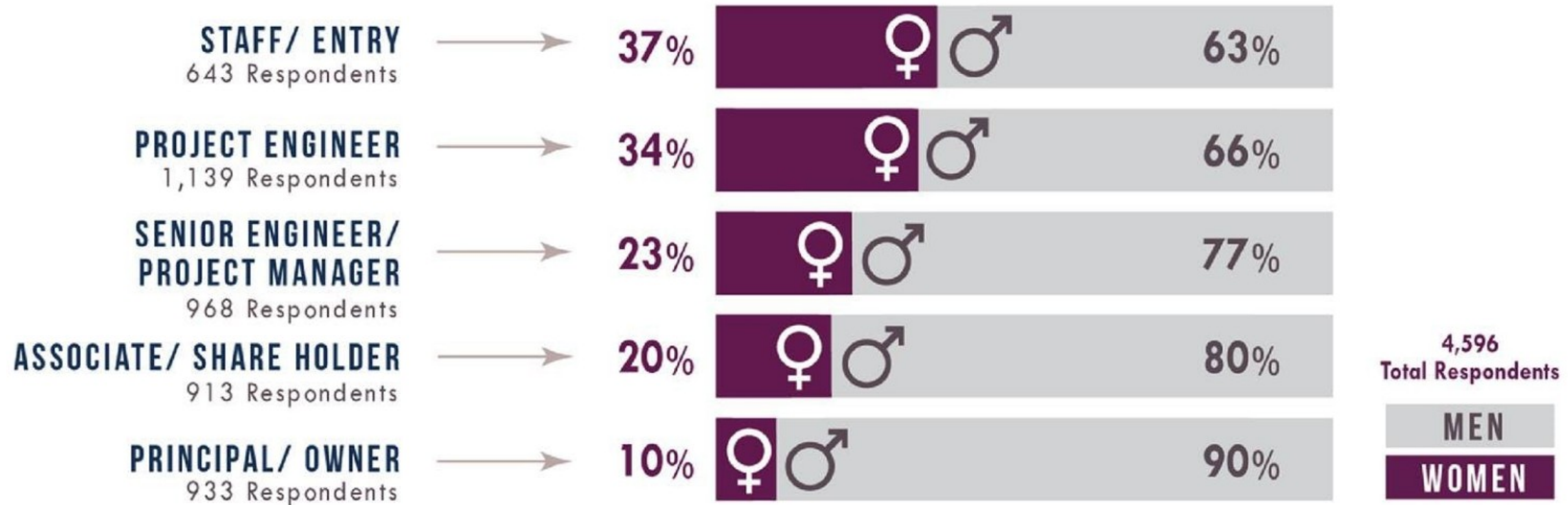


## POSITION TITLE

# SURVEY RESPONDENTS: GENDER

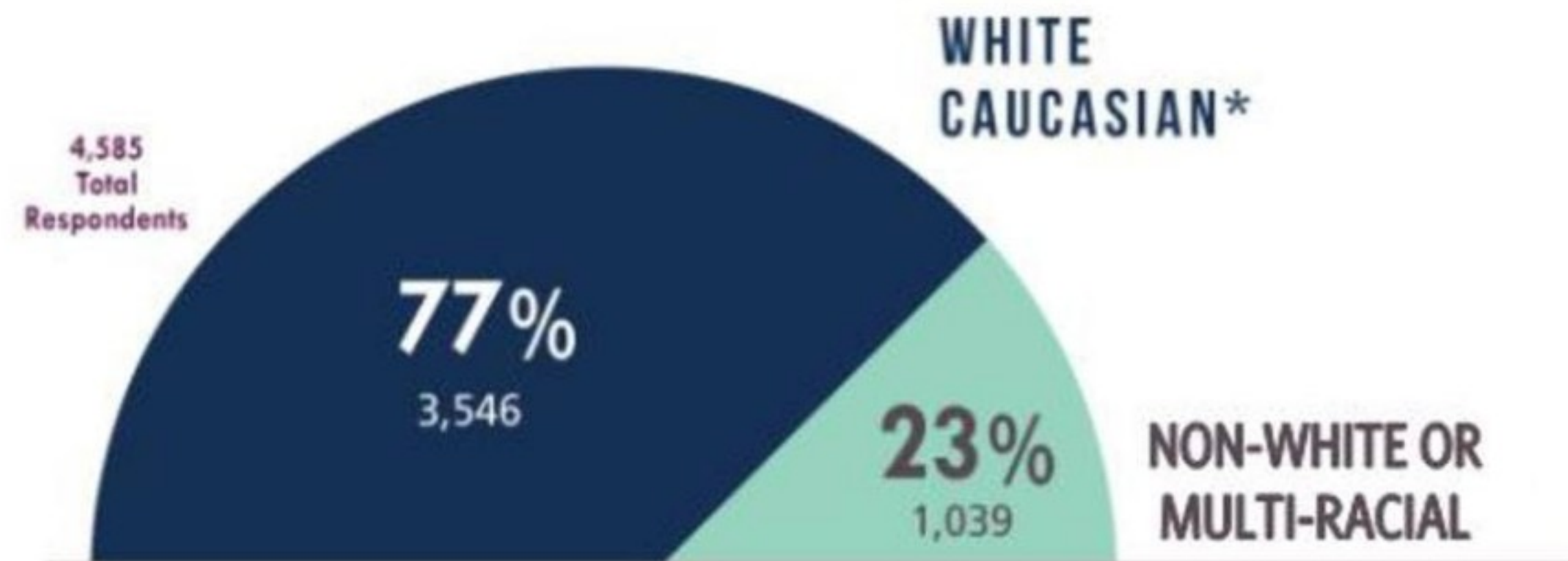


# SURVEY RESPONDENTS: POSITION BY GENDER



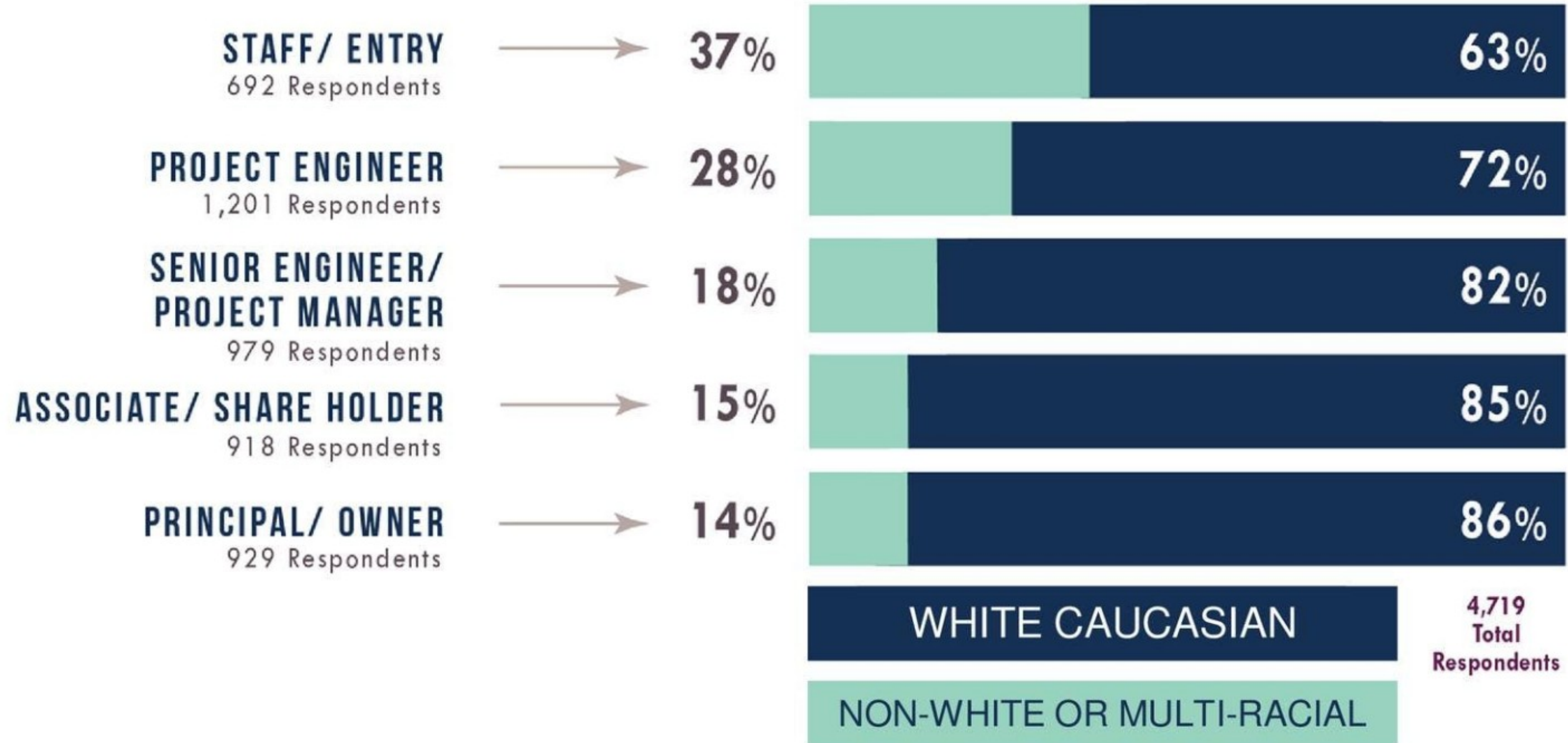
FEWER WOMEN AT HIGHER POSITIONS  
SIMILAR TREND TO 2018 SURVEY

# SURVEY RESPONDENTS: RACE



\*RESPONDENTS WHO IDENTIFIED  
AS WHITE CAUCASIAN ONLY

# SURVEY RESPONDENTS: POSITION BY RACE



# 2020 SURVEY TOPIC BRIEFS

## TOPIC BRIEFS CURRENTLY AVAILABLE:



**TODAY'S  
FOCUS**

## TOPIC BRIEFS IN-PROGRESS:

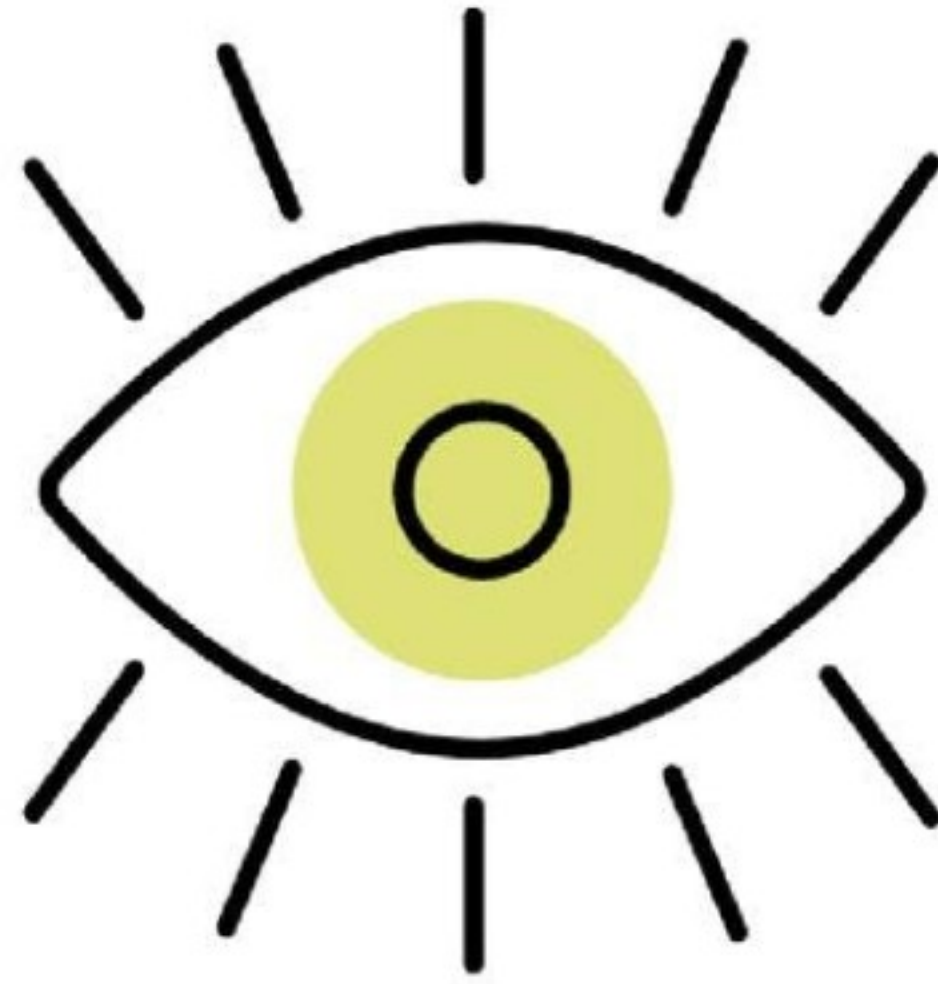


**YOU'VE ALREADY DECIDED IF THIS  
DATA IS RELEVANT TO YOU.**

# HOW CONFIRMATION BIAS WORKS



**Not seeking out  
objective facts**



**Interpreting  
information to  
support your  
existing belief**



**Only remembering  
details that uphold  
your belief**



**Ignoring  
information that  
challenges your  
belief**



**TYPE “YES” INTO THE CHAT IF YOU  
AGREE TO KEEP AN OPEN MIND.**

# WHAT IS WORKPLACE FLEXIBILITY?

STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE

# WORK FLEXIBILITY: DEFINITIONS



- Daily schedule flexibility
- Weekly schedule flexibility
- Work-from home
- Reduced work schedules
- Sabbaticals and leaves of absence

Which of these flexibility benefits does your firm offer, either as a policy or on a case-by-case basis? (Choose all that apply)



0  
Not Sure

0  
None



**Melissa Shea**

P.E.

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Principal

Walter P Moore

# WORKPLACE FLEXIBILITY: OPERATIONS MANAGER PERSPECTIVE

# WORKPLACE FLEXIBILITY: MY EXPERIENCE WITH SUMMER FRIDAYS



**Sharon Jankiewicz**

—  
Project Engineer  
Silman



**Stephanie Cheng**  
P.E., M. ASCE, LEED AP

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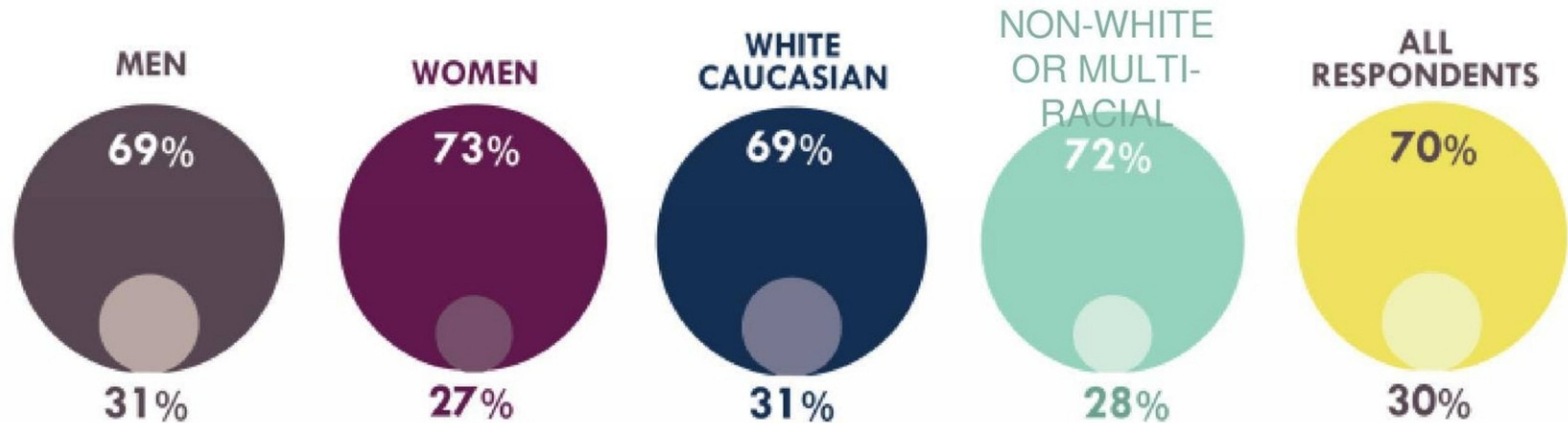
Senior Associate  
AECOM Design

# WORKPLACE FLEXIBILITY: MY EXPERIENCE WITH AECOM ALTERNATIVE WORK WEEK

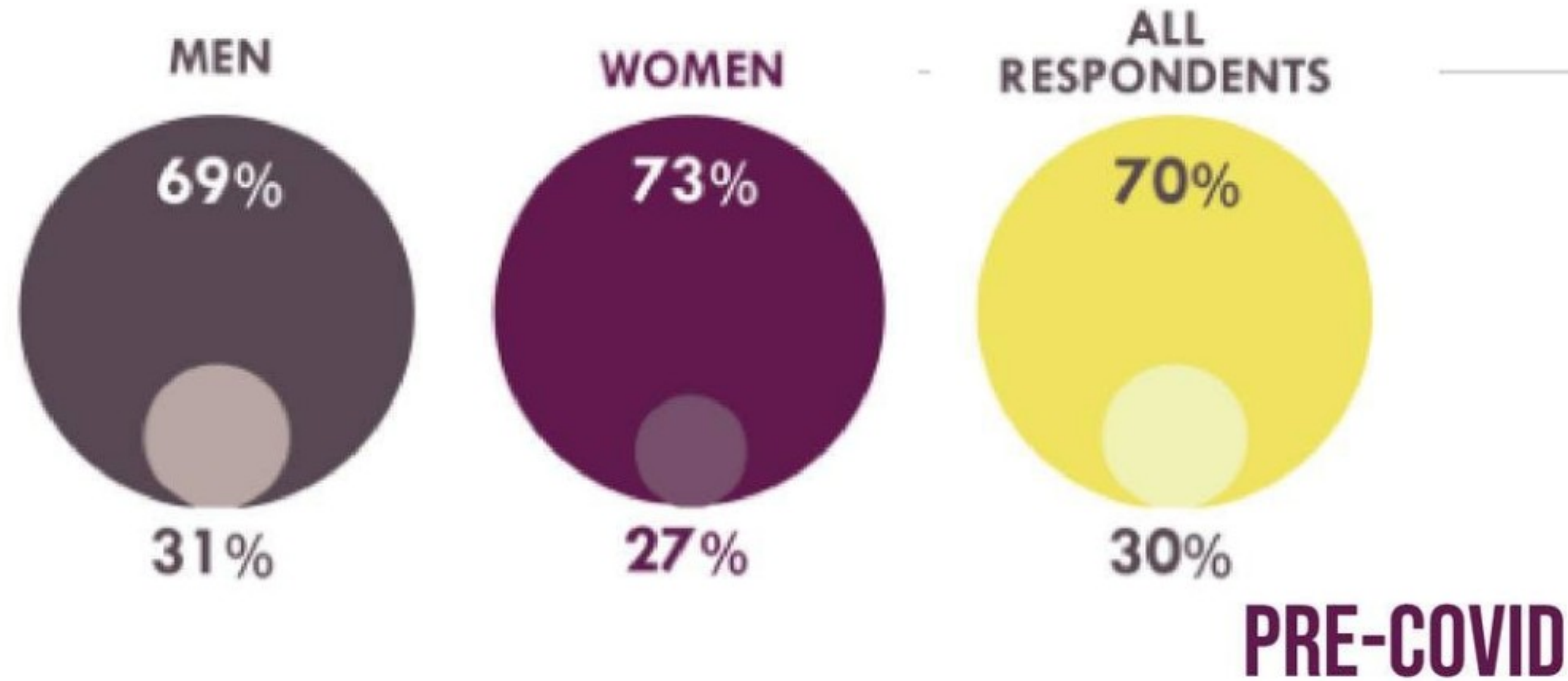
# WORK FLEXIBILITY: SE3 DATA

# WORKING FROM HOME PRE-COVID

PERCENTAGE OF RESPONDENTS THAT WORKED FROM HOME PRE-COVID



# WORKING FROM HOME DURING COVID



VARIATION BY GEOGRAPHIC REGION AND TIMEFRAME DURING SURVEY PERIOD

STRATEGIES ENACTED BY FIRMS DURING COVID

- Layoffs (13%)
- Furloughs (10%)
- Reduced Pay or Hours (18%)
- Reduced Benefits (11%)
- Other (15%)
- None of the Above (52%)

# WORKPLACE FLEXIBILITY DURING COVID: MY EXPERIENCE WORKING OVERSEAS



**Ashutosh Kumar**  
E.I.T.

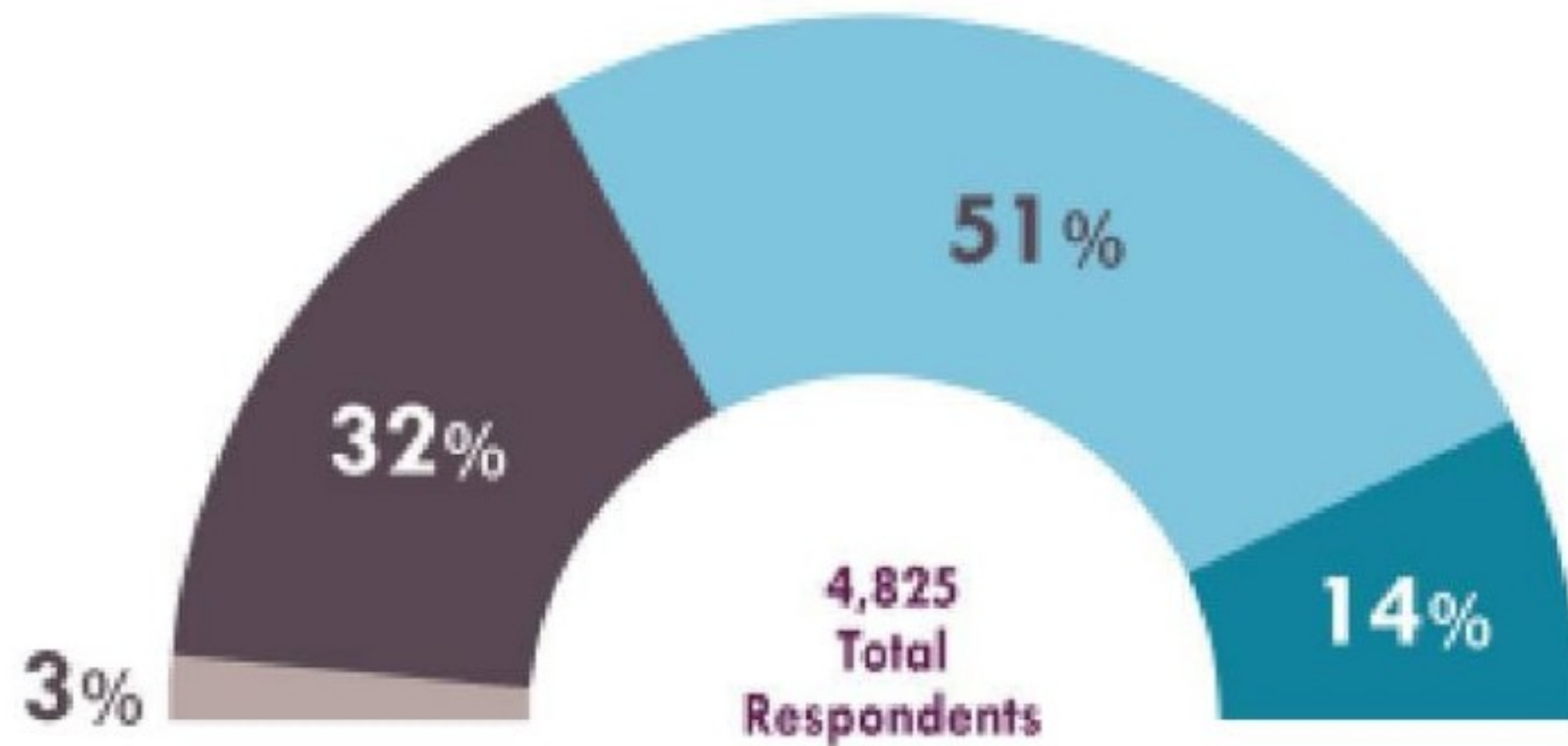
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Associate Project Consultant  
Simpson Gumpertz & Heger Inc.

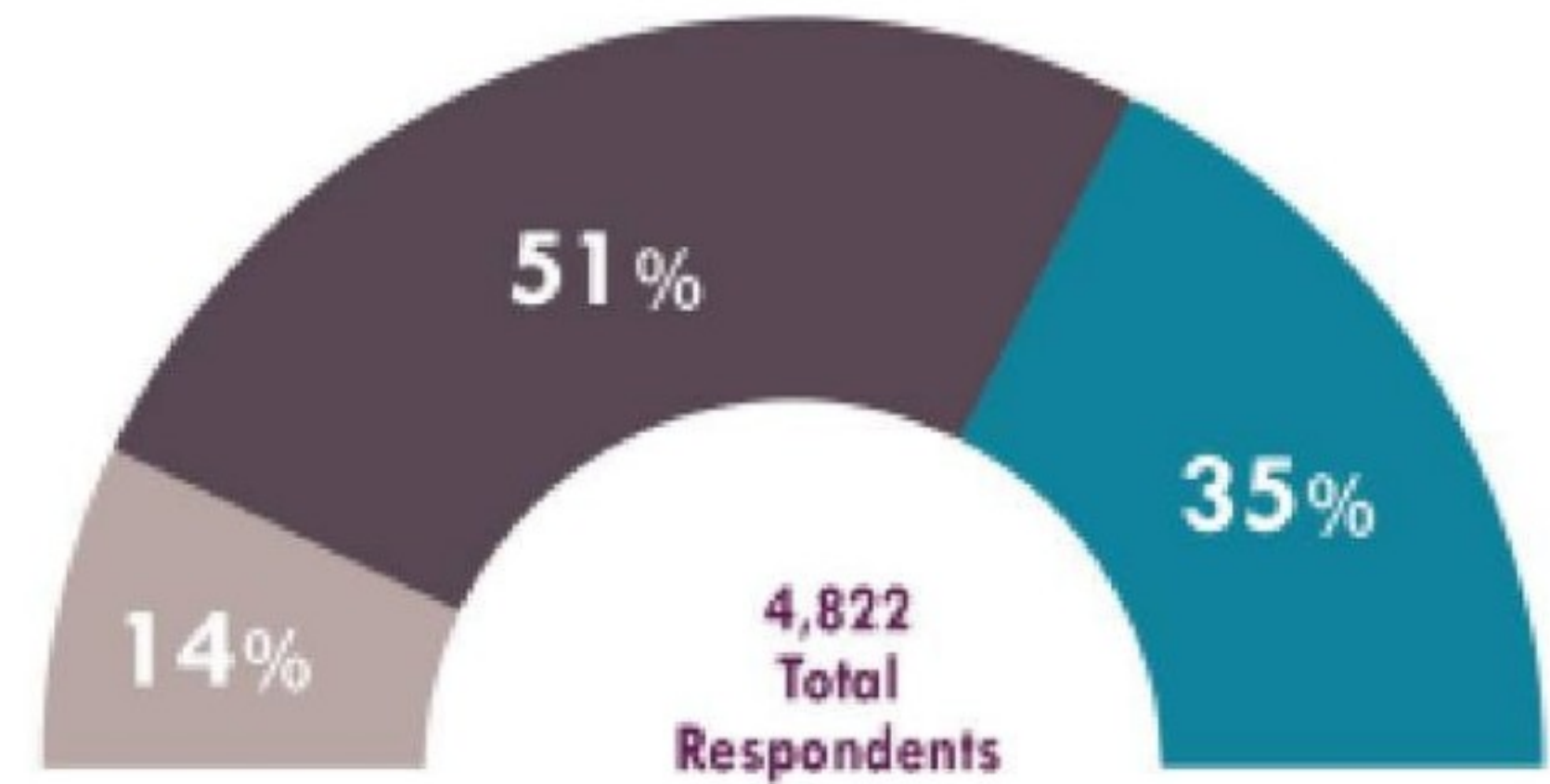
# PRE-COVID REMOTE PERCEPTIONS

ACCEPTABILITY OF REMOTE WORK & REDUCED SCHEDULES PRE-COVID

## REMOTE WORK

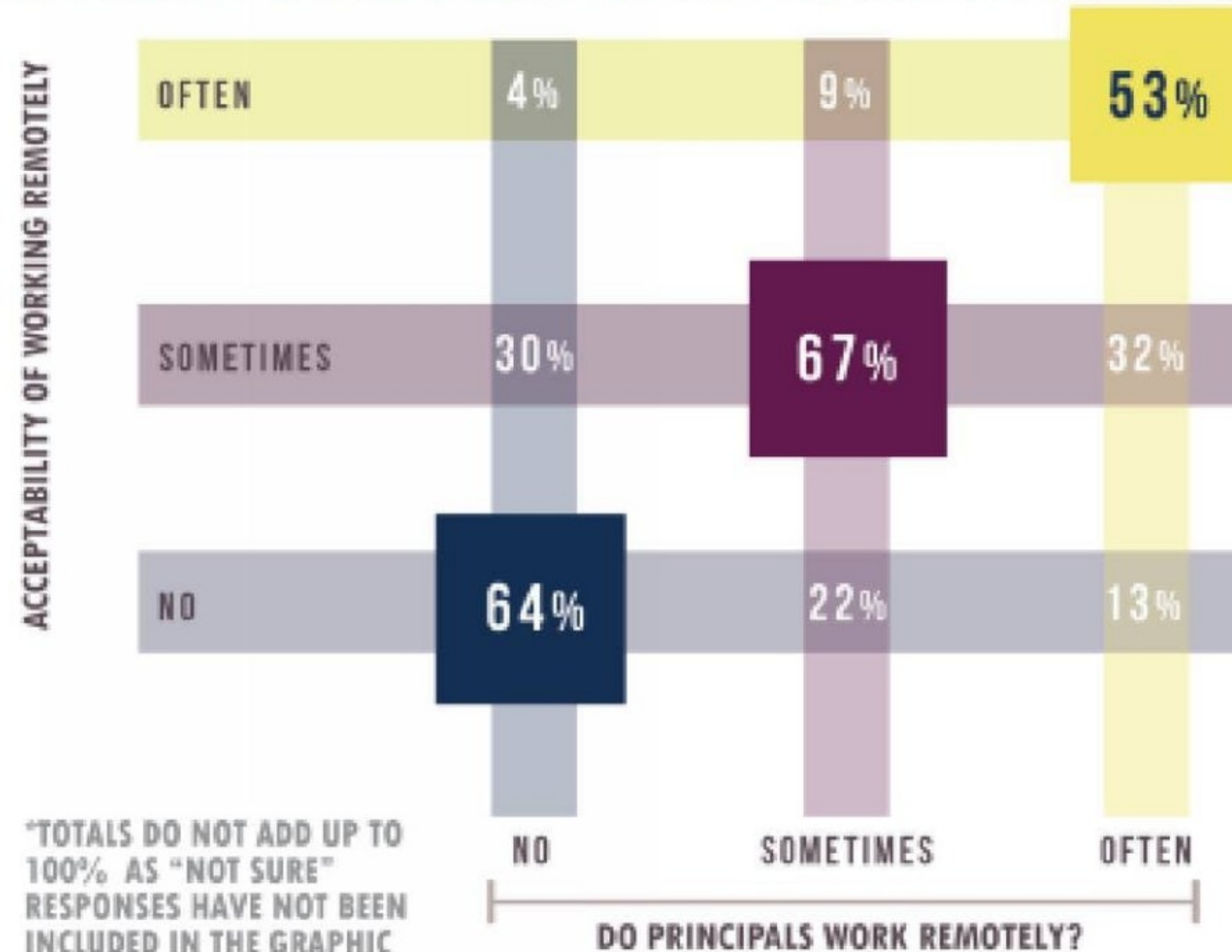


## REDUCED SCHEDULES



# PRE-COVID REMOTE PERCEPTIONS

## ACCEPTABILITY OF REMOTE WORK VS PRINCIPALS REMOTE WORK PRE-COVID



Firms where **Principals worked a Reduced Schedule**, respondents were **More Likely** to report that **Reduced Schedules are Acceptable**.

# OPINION OF REMOTE WORK AS A RESULT OF COVID

**Staff/Entry** were more likely to report a **worse** opinion.

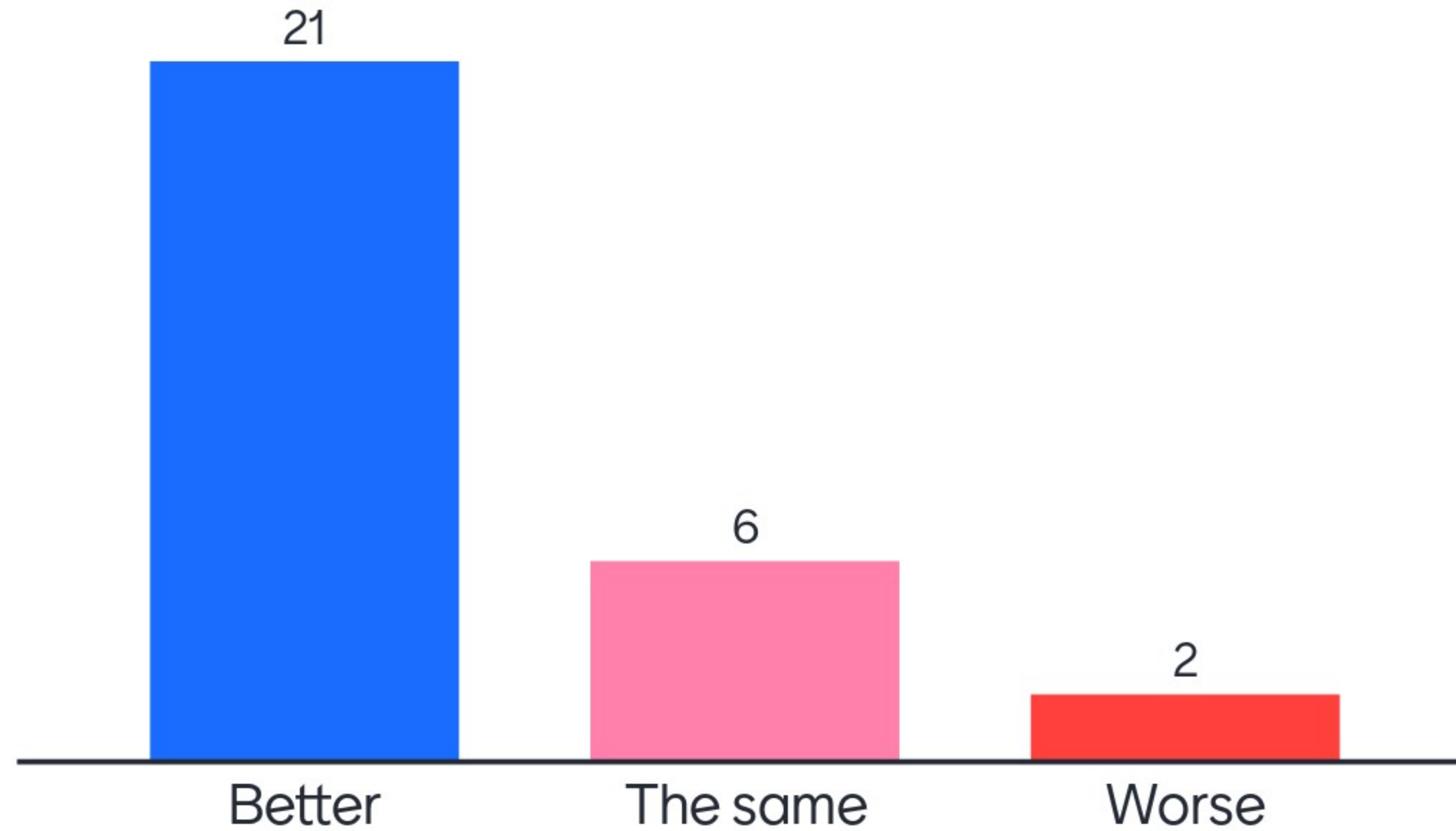
**Project Engineers & Senior Engineers** were more likely to report a **better** opinion.

Respondents with **Adult Children** were more likely to report a **worse** opinion.

Respondents with **Young or No Children** were more likely to report a **better** opinion.



# How has your opinion of remote work changed due to COVID?





**Robert Gunter**

P.E.

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Consulting Engineer

Simpson Gumpertz & Heger Inc.

# WORKPLACE FLEXIBILITY: SHIFTS IN APPROACH DUE TO COVID

# HOW DOES WORK FLEXIBILITY RELATE TO RECRUITMENT AND RETENTION?

# RECRUITMENT & RETENTION

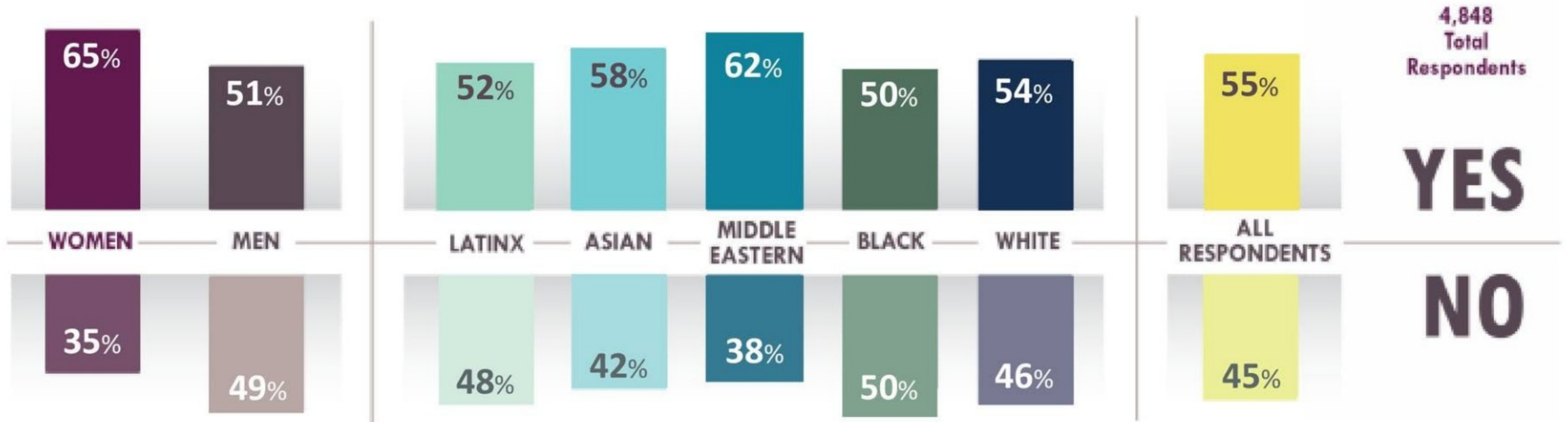


55%

## Structural Engineers

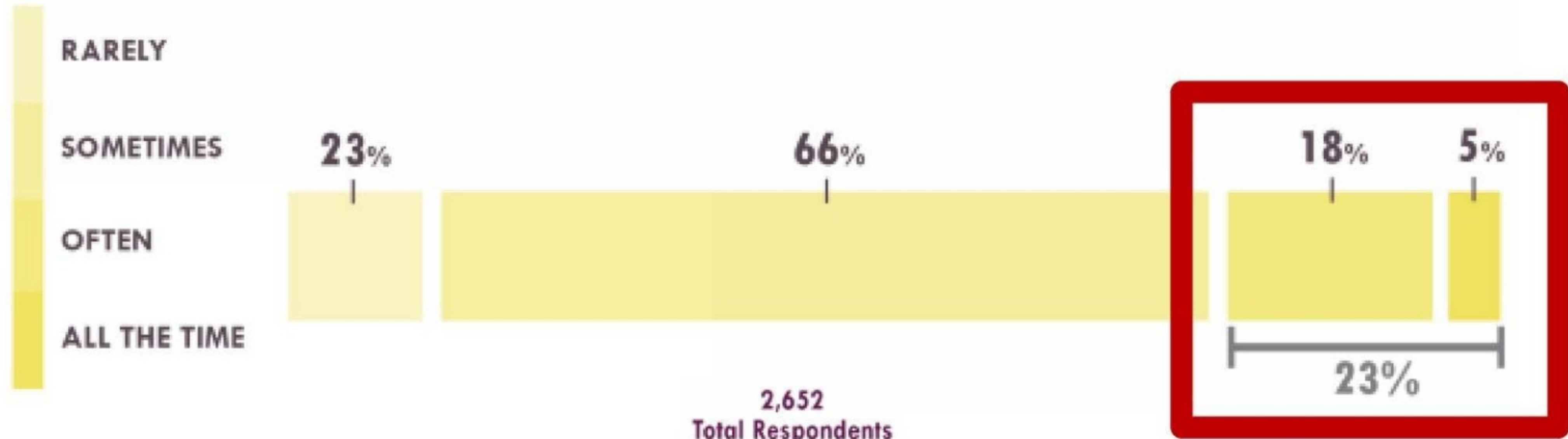
have considered  
leaving the  
profession

# HAVE YOU CONSIDERED LEAVING THE PROFESSION?



HIGHEST PREVALENCE: WOMEN, ASIAN AND MIDDLE EASTERN,  
BETWEEN 30 & 44 YEARS OLD, A BACHELOR DEGREE, PROJECT ENGINEER, IN MID-SIZE FIRM

# HOW FREQUENTLY HAVE YOU CONSIDERED LEAVING?



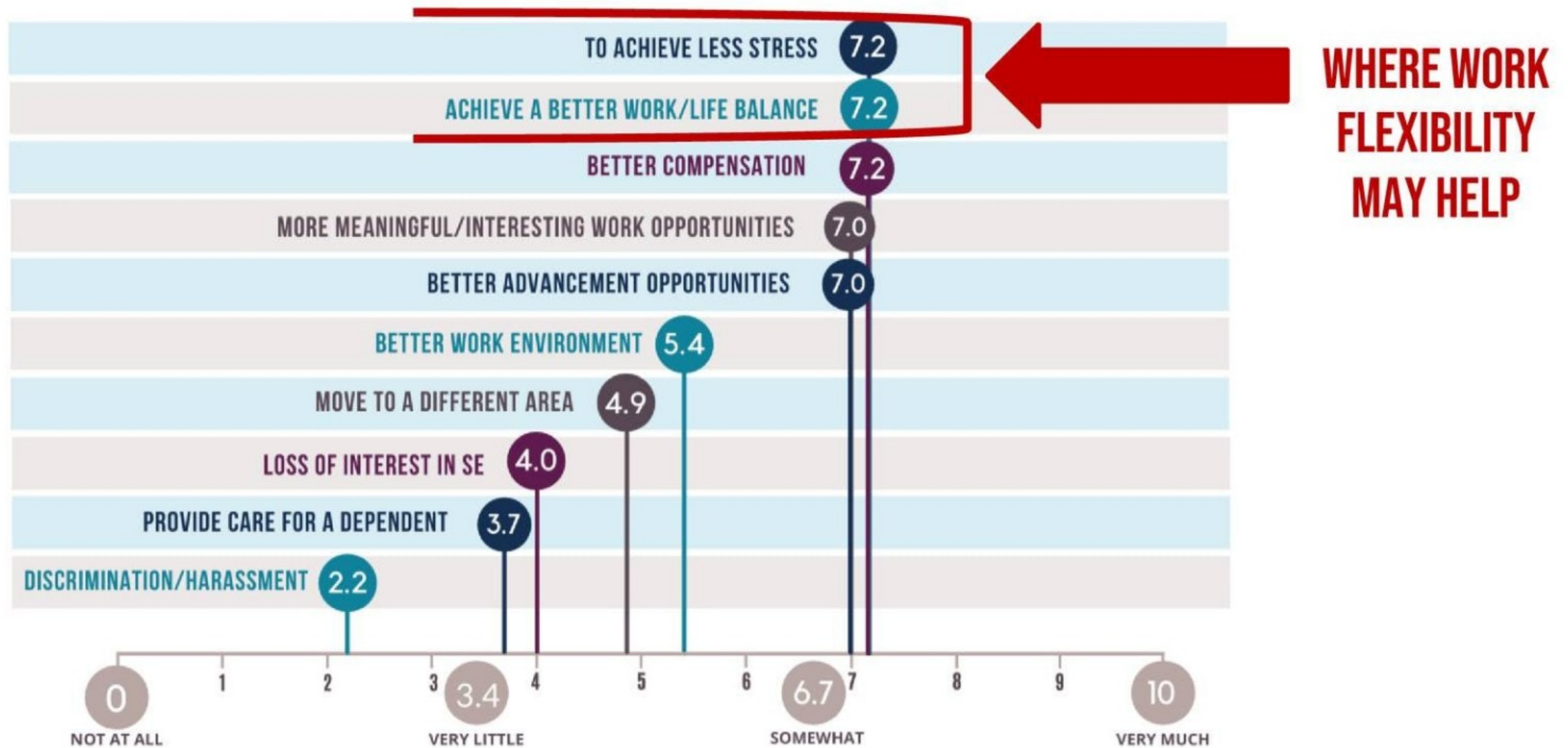
23% considers leaving often or all the time

# REASONS TO CONSIDER LEAVING THE PROFESSION



On a scale of 0-10, rank reasons you would consider leaving the profession.

# REASONS TO CONSIDER LEAVING A FIRM



On a scale of 0-10, rank reasons you would consider leaving a firm.

# REASONS TO CONSIDER LEAVING: THE TOP 3

## REASONS CONSIDERING LEAVING INDUSTRY

7.6



TO ACHIEVE LESS STRESS



BETTER WORK/LIFE BALANCE



BETTER COMPENSATION

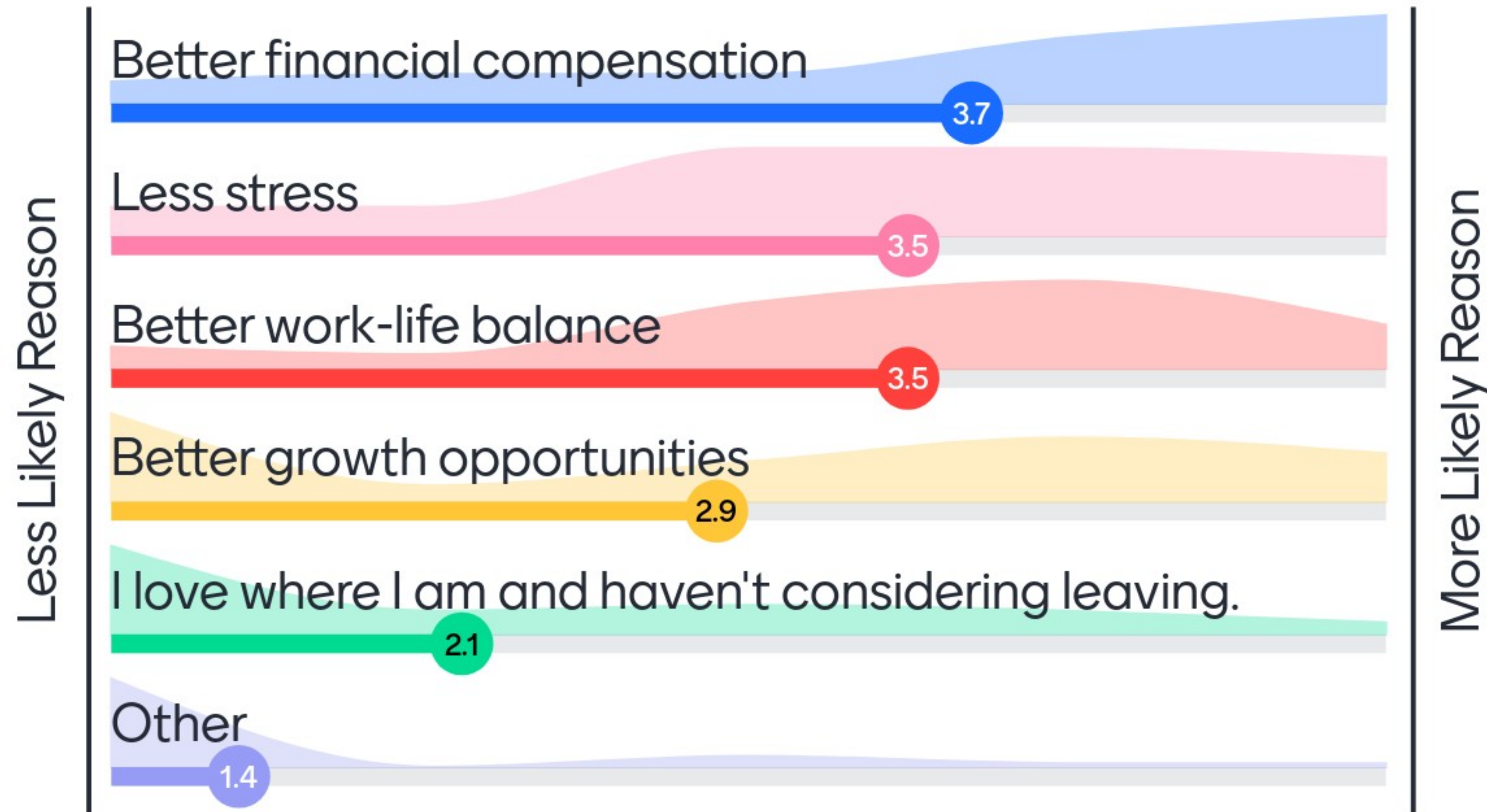
## REASONS CONSIDERING LEAVING FIRM

7.2

7.2

7.2

# Which of these are reasons you've considered leaving a firm?



# WHAT ABOUT WORK FLEXIBILITY FOR ENGINEERS WITH CHILDREN?



**Jennifer Greenawalt**

P.E., S.E., LEED Green Associate

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Project Engineer

Thornton Tomasetti

# WORKPLACE FLEXIBILITY: PATERNITY LEAVE EXAMPLE

# Paternity Leave (Full Salary): 1 week (anytime) + 5 weeks (caregiver) = 6 weeks total leave



## Paternity leave

Blog Post created by [Michael Cropper](#) on Mar 15, 2018

Liked • 56 Comment • 3

I was fortunate to be able to take 5 weeks of paid paternity leave to care for my daughter Micaela when my wife returned to her job. Stepping away from work for that amount of time was exciting, challenging and stressful - I'm lucky to have had tremendous support from so many within the DC office, as well as non-TT colleagues on various projects. Special thanks to [Bradley Toellner](#), [Jennifer Greenawalt](#), [Kate Williamson](#), [Akia Weaver](#), [Mostafa Fakharifar](#), [Samantha Lopez](#), [Justin Eifert](#), [Julian Olin](#), [Brian Petruzzi](#), [Mark Tamaro](#) and everyone who chipped in during my absence.

It was a true gift to spend 5 weeks with my daughter. And the pictures prove it 😊



March 15, 2018: 207 views, 56 likes, 3 comments



## Michael's paternity leave

Blog Post created by [Michael Cropper](#) on Dec 4, 2020

Liked • 58 Comment • 8

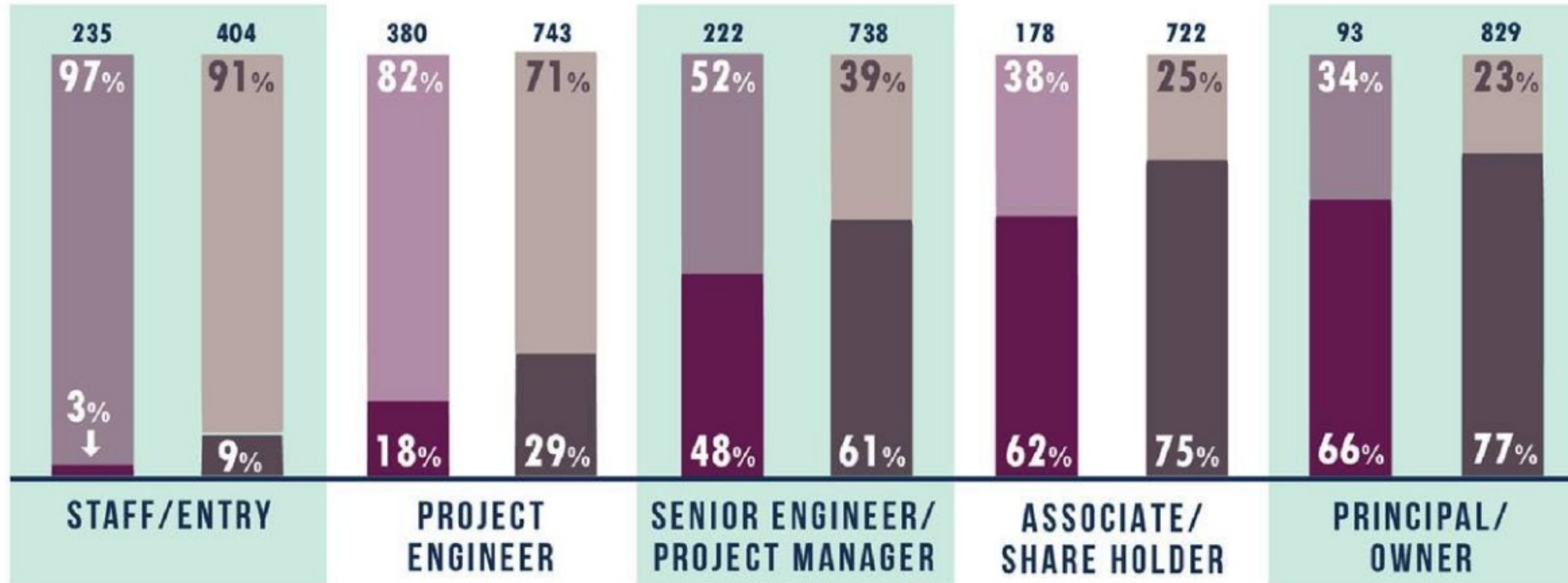
I thought I would share a few photos from my paternity leave with my son Felix. I'm so grateful for the opportunity to have this time with him, and I'm especially thankful to my colleagues at TT for supporting me during this time.

Felix about to take Siena on a walk. Notice the non-matching socks. If you have kids under 5 and can put your hands on at least one pair of matching socks you need to teach me.



December 4, 2020: 302 views, 58 likes, 8 comments

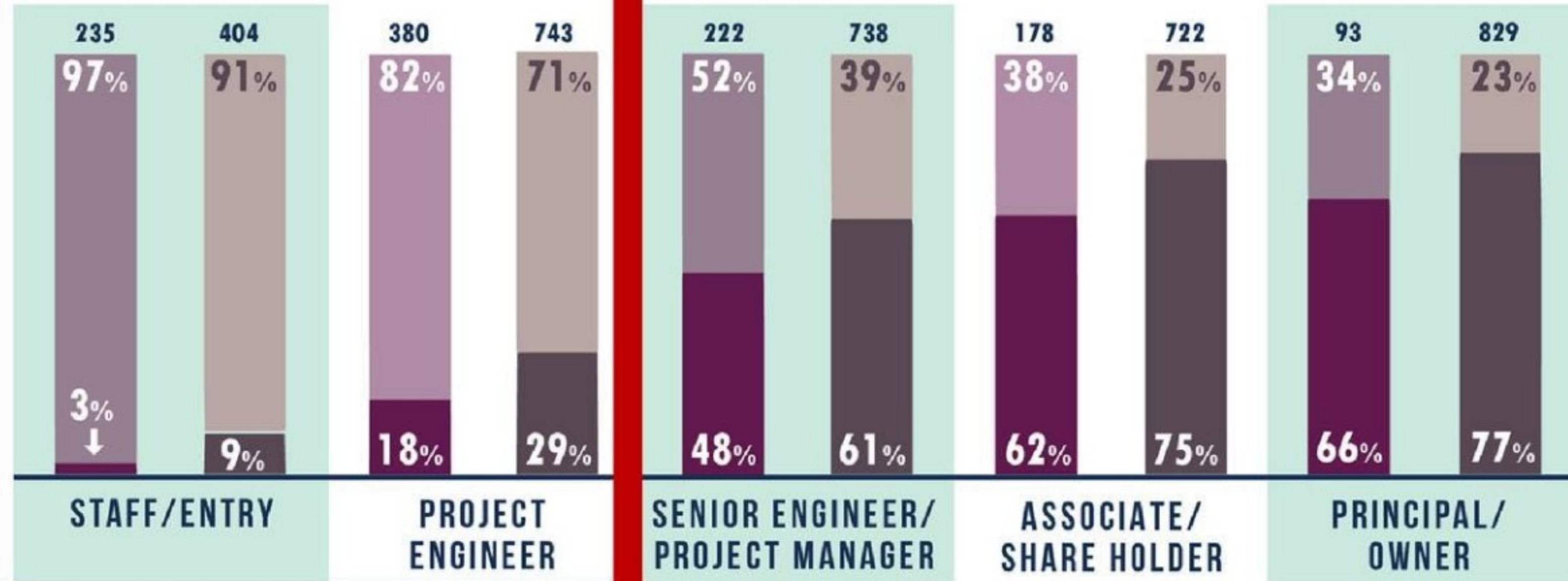
# CHILDREN BY GENDER



## Children by Position & GENDER



# CHILDREN BY GENDER



## Children by Position & GENDER



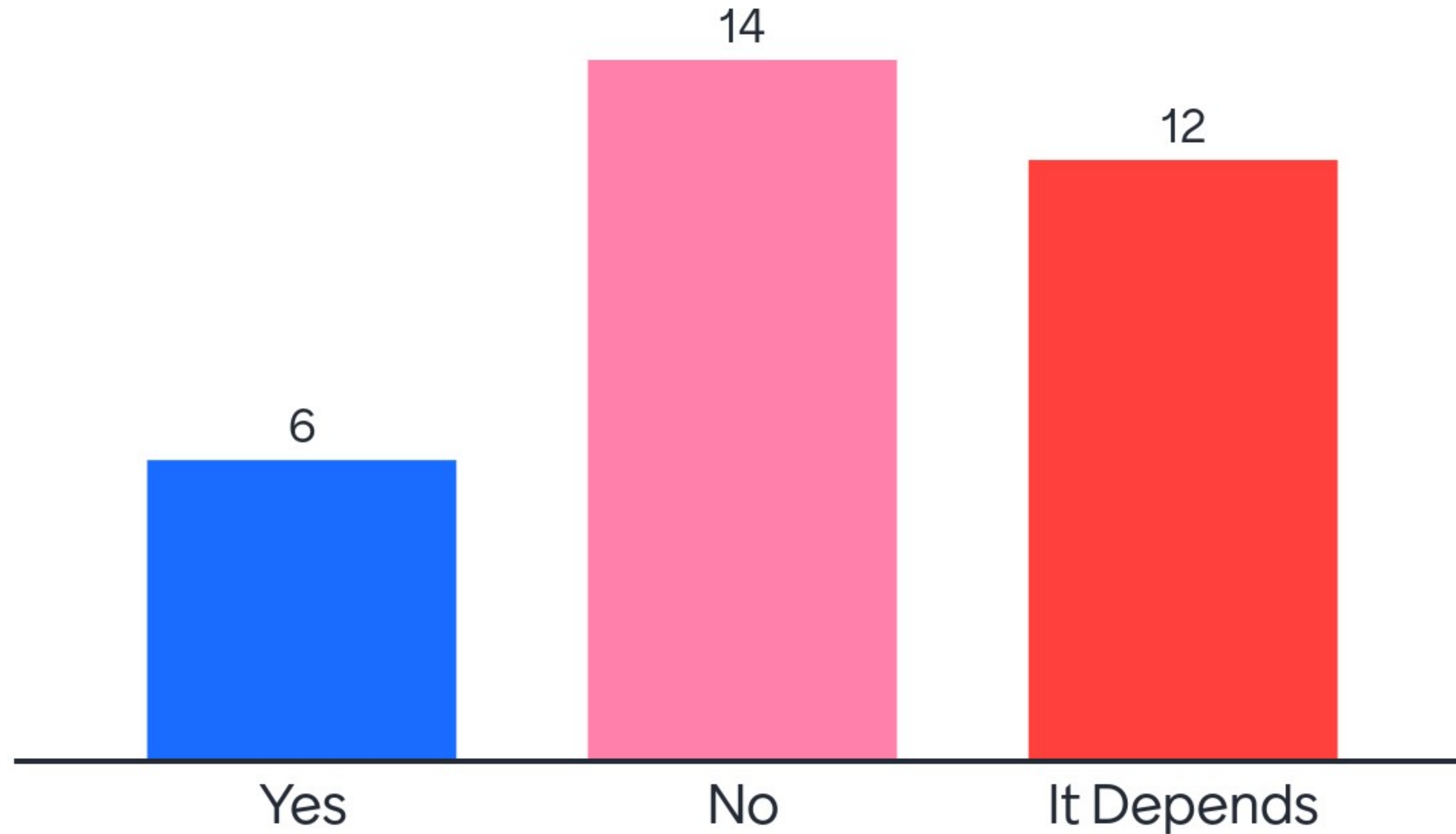


61%

Agree employees with **no dependents** should be more **available to work overtime**

Employees without dependents are statistically more likely to be **project engineers** or **staff/entry level**

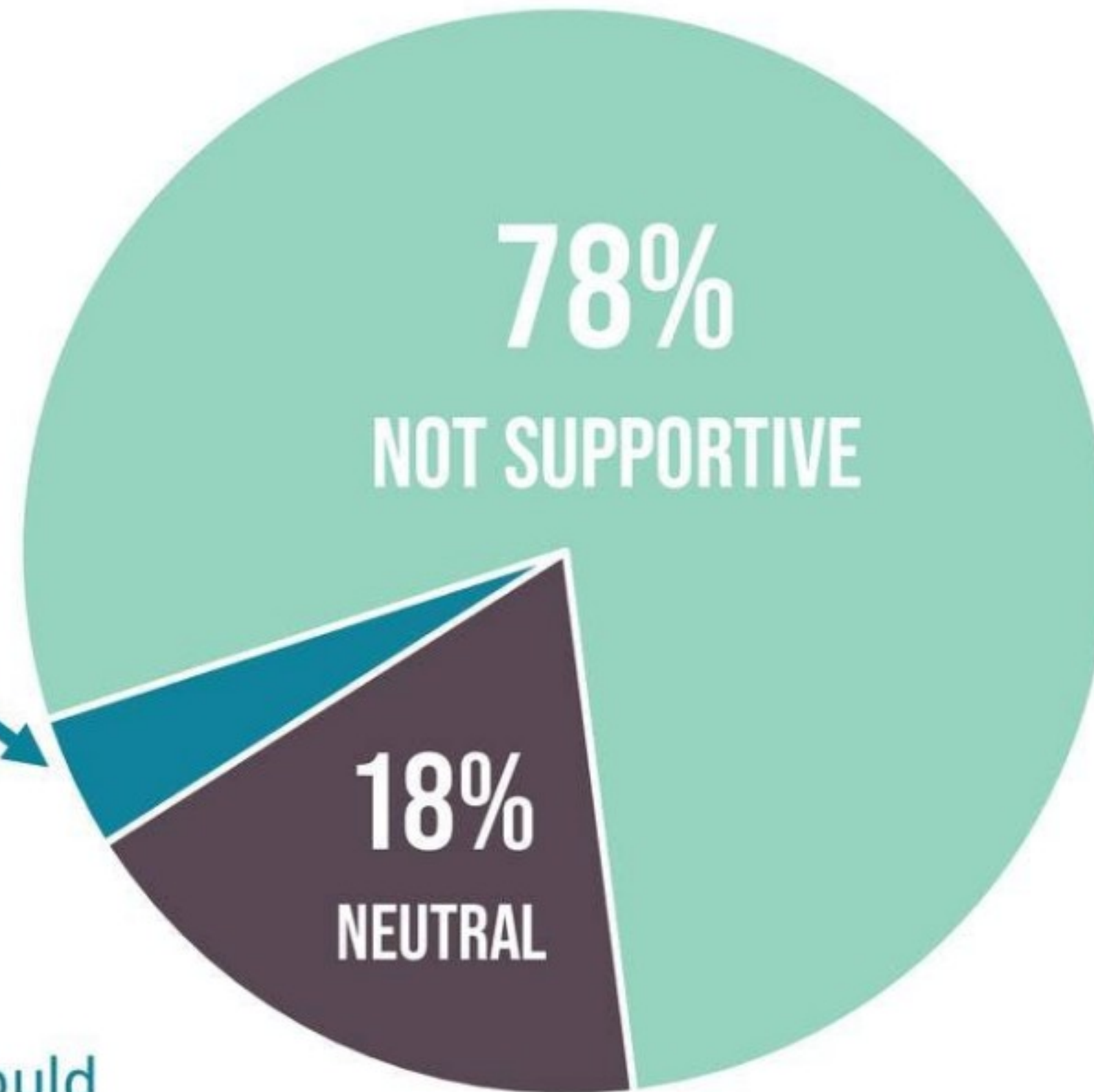
# Do you believe that employees with no dependents should be more available to work overtime?



# AT THE SAME TIME...

## EMPLOYER SUPPORT OF EMPLOYEES WITH DEPENDENTS

**Only 4%** of Respondents feel their employers are **Supportive** of employees with dependents.



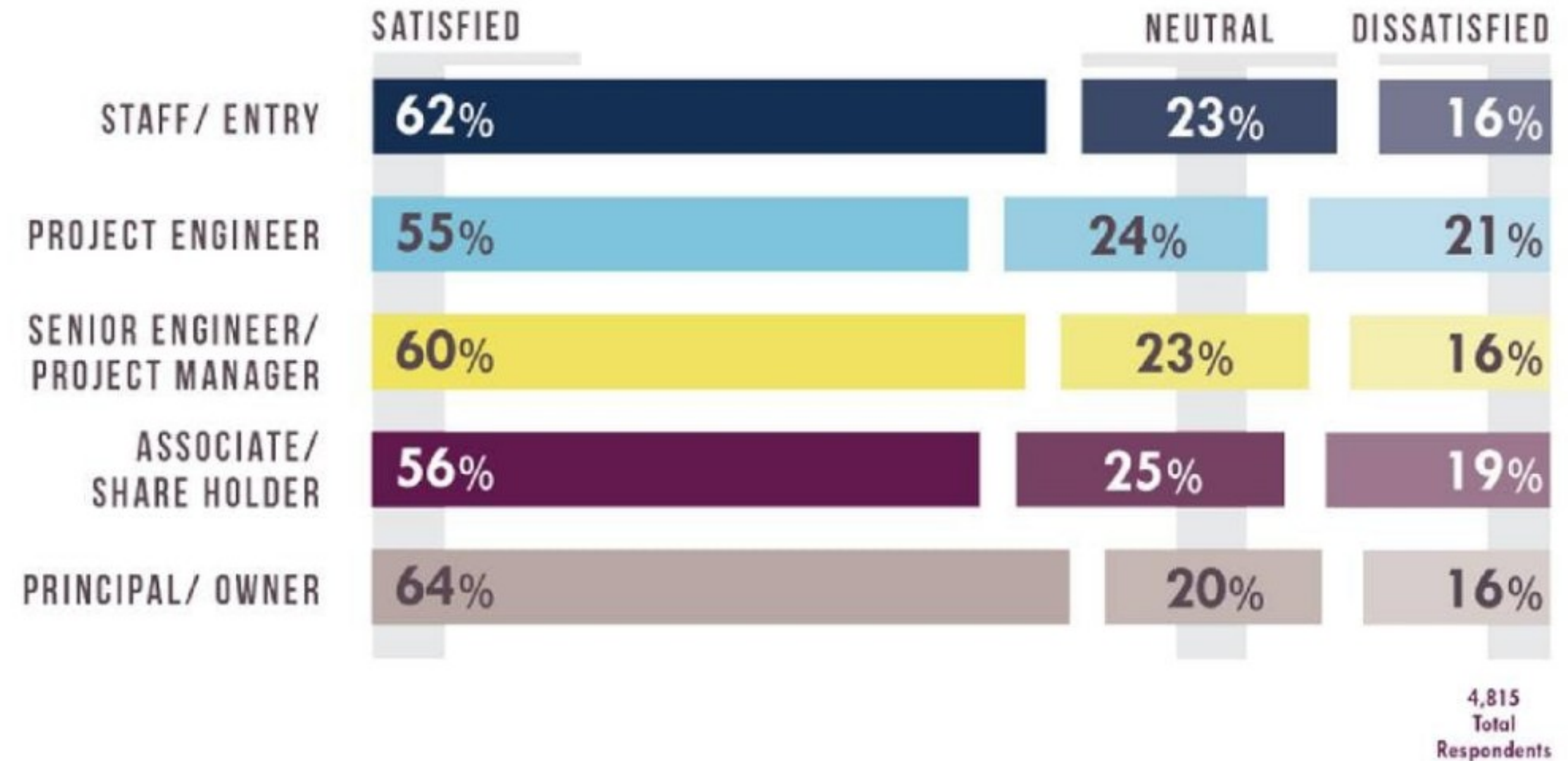
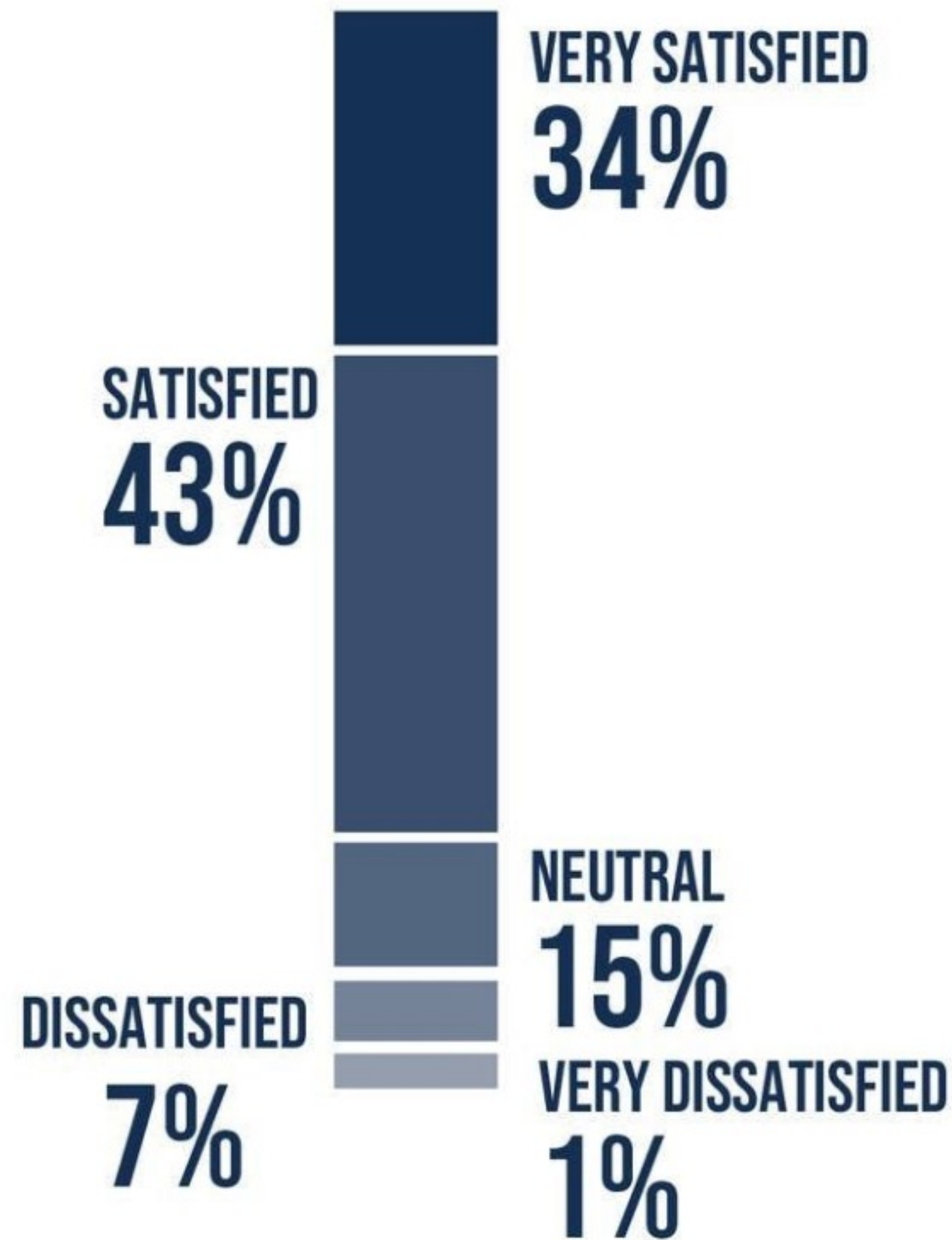
Note: In principal/owner level positions (who would presumably have the ability to set firm policy) 66% women and 77% men have children.

# PUTTING IT ALL TOGETHER

# OVERALL CAREER SATISFACTION



# WORK LIFE BALANCE SATISFACTION BY POSITION



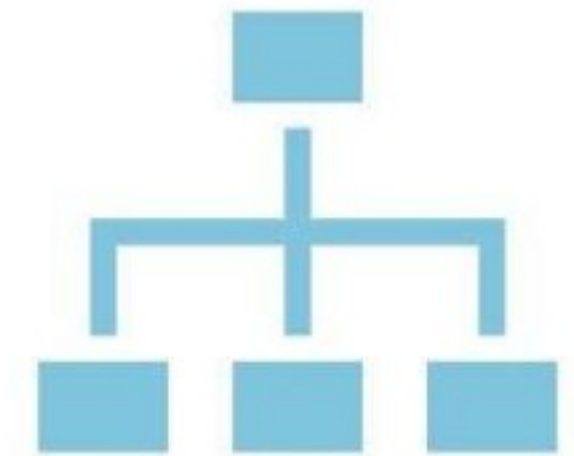
Satisfaction with Work-Life Balance tends to be lowest ranked compared to Satisfaction with Work Flexibility.

# KEY SE3 SURVEY TAKEAWAYS ON WORK FLEXIBILITY

## ON REMOTE WORK:



## ON RETENTION & RECRUITMENT:



1

Pre-COVID, the majority of respondents reported **Rarely or Never** working from home.

2

During COVID, opinions of working remotely improved for **46%** of respondents.

3

Perceptions regarding **acceptability** of Remote Work and Reduced Schedules is **directly correlated to firm leadership behavior**

4

In summer 2020, the majority of survey respondents are **Satisfied** or **Very Satisfied** with Work-Life Balance.

5

Compensation, **less stress** and **work-life balance** are the three top reasons engineers leave their organizations.



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Stay in touch with the latest SE3 news and developments. Learn about the SE3 activities in your area or volunteer to continue the discussion. Request or host an SE3 activity for your local organization.

For everything else, feel free to drop us a line or connect. We would love to hear your feedback or answer any questions/comments.

[SE3@NCSEA.COM](mailto:SE3@NCSEA.COM)

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[www.se3committee.com/connect](http://www.se3committee.com/connect)

To join or get more information  
on the SEAMW SE3 committee,  
email Jen Greenawalt:  
[jgreenawalt@thorntontomasetti.com](mailto:jgreenawalt@thorntontomasetti.com)

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# WE WANT YOUR FEEDBACK!

<https://bit.ly/3zBfBLj>



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# NCSEA SE3<sup>≡</sup>

BY THE STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE  
OF THE NATIONAL COUNCIL OF STRUCTURAL ENGINEERS ASSOCIATIONS

SE3 data presented today is available here:  
<https://www.se3committee.com/publications>

## Q&A

**STEPHANIE SLOCUM**

PRESENTER EMAIL: [STEPHANIE@ENGINEERSRISING.COM](mailto:STEPHANIE@ENGINEERSRISING.COM)

NCSEA STRUCTURAL ENGINEERING ENGAGEMENT & EQUITY COMMITTEE

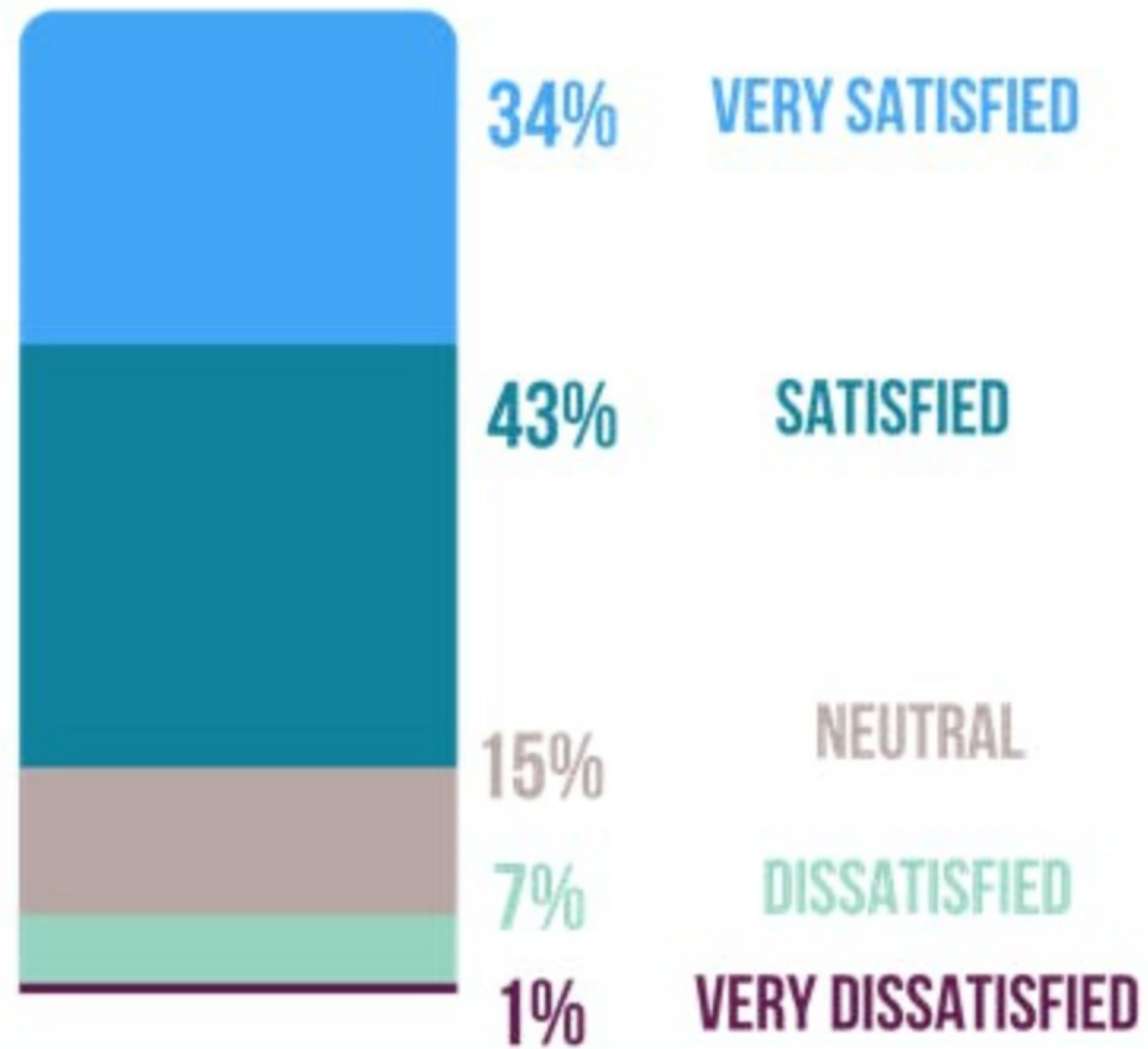
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# WORK LIFE BALANCE SATISFACTION BY YEAR

2020 SURVEY DATA



2018 SURVEY DATA

