Presented By: AEC Workplace Solutions A Division of The Employee Engagement Group



AEC 16TH ANNUAL HORALDO ANNUA

THE A/E/C INDUSTRY'S LARGEST HR CONFERENCE

YOUR HOSTS AEC WORKPLACE S O L U T I O N S A Division of The Employee Engagement Group

AEC WORKPLACE SOLUTIONS collaborates with leadership teams in the AEC industry, offering premier solutions for leadership development and employee engagement. Our services include tailored surveys, 360 assessments, interactive workshops, inspiring keynotes, and accessible online courses. Founded by renowned author, speaker, and AEC industry expert Bob Kelleher, who also started the AEC HR Summit.

MEET YOUR EVENT STAFF

Bob Kelleher | President and Founder Tara Re | Director of Operations Meg Anderson | Director of Client Engagement Candy Kelleher | Operations Coordinator Kathy Barnett | Associate

GET SOCIAL

We encourage you to be active on social media throughout the event - share your inspirational thoughts and ideas!

The official hashtag for the 2025 AEC HR Summit is #AECHRSUMMIT

Wireless Network: Network Name: Hyatt_Meeting Password: aechrsummit

ADDITIONAL RESOURCES

You can find presenter slides, event materials, and more at **employeeengagement.com/hrsummitcloud**



Welcome to PHOENIX AND TO THE AEC HIR SUMMIT

Thank you for joining us in the beautiful city of Phoenix, Arizona for the 16th Annual AEC HR Summit! Did you know that the sun shines on Phoenix 85% of its daylight hours?

It's incredible to reflect on how far we've come since our first Summit 16 years ago. Having spent 40 years in HR in the AEC Industry, I found it surprising that there were conferences tailored for engineers, architects, scientists, planners, CEOs, and CFOs, but none focused on HR professionals and like-minded individuals who prioritize the people aspect of the AEC industry. That realization sparked the creation of the AEC HR Summit. Today, that vision has flourished into the leading event for AEC HR professionals, and we're excited to welcome over 200 attendees to Phoenix!

This year's theme, *Culture by Design* is of particular note, as most industry experts are claiming the #1 obstacle for growth in the AEC industry will be one's ability to retain and find talent. Also, today's cultures are being disrupted, with pressure on hybrid work, AI, DEI, mental health, and eldercare, amongst many other workplace and life challenges. We challenge you to influence the necessary changes to evolve your culture...

We are honored to have the legendary Marshall Goldsmith, world-renowned leadership coach and best-selling author, as our closing keynote speaker. His insights on leadership and culture will leave you inspired to drive meaningful change in your workplace. A heartfelt thank you goes out to the dedicated team at AEC Workplace Solutions. Their tireless efforts and countless hours of work are what make this Summit possible year after year. Your commitment is deeply appreciated! We also extend our gratitude to our generous sponsors - Emissary Recruiting Solutions, AECIQ, Eagle Point Software, Engineering Management Institute, Talent Matters, Corporate Traditions, and Employers Council - whose support allows us to deliver an exceptional experience.

On behalf of everyone at AEC Workplace Solutions, we encourage you to dive in - connect with peers, challenge conventional thinking, and leave inspired to craft the ideal workplace. If you have any questions or need assistance during the Summit, our team is here to help. Enjoy the 2025 AEC HR Summit, and let's shape workplaces that empower both people and organizations to succeed!

Bob Kelleher

Your 2025 AEC Summit Host Founder and Chief Engagement Officer AEC Workplace Solutions

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Emissary is a boutique, veteran-owned recruiting consulting firm specializing in the AEC industry with over 11 years of experience partnering with AEC consulting firms across the country. Our nimble, consultative, and high-touch approach allows us to offer customizable solutions including Retained, Contingency, Executive Search, and Recruiting Program Development solutions to support our clients' recruiting and retention strategies. We are laser-focused on helping our clients realize their goals through our earnest emphasis on speed, accuracy, integrity, and value throughout each unique engagement.

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For more information, contact:

Joseph Swarengin jswarengin@emissarysearch.com (479) 312-7024 emissarysearch.com

DIAMOND



AECIQ is a technology-driven talent acquisition platform exclusive to the Architectural, Engineering, and Construction industries. Our cutting-edge technology allows clients to curate pipelines of target candidates, drive conversations with passive targets, and manage their talent pools. Our platform creates visibility and transparency across internal hiring teams. With AECIQ, you don't pay placement/hiring fees and get guaranteed interviews with candidates hand-picked by your internal decision-makers.

For more information, contact:

Shaun Leeper shaunl@aeciq.com (916) 412-6402 *aeciq.com*



At Eagle Point Software, we empower leaders in the AEC, product design, and manufacturing industries to transform their businesses by implementing learning and development best practices through our Pinnacle Series eLearning and LMS solutions. Our goal is to help organizations create positive learning experiences to increase efficiencies and support employee growth.

For more information, contact: Jim TeDesco jim.tedesco@eaglepoint.com (563) 690-4606 eaglepoint.com





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The Engineering Management Institute (EMI) is dedicated to helping AEC professionals become better project managers and leaders. Through custom programs and content including their AEC PM certification, EMI empowers engineers to lead people and projects successfully. Their core values—Give, Guide, and Grow—demonstrate their dedication to continuous improvement, knowledge sharing, and bridging the gap between technical expertise and essential business skills.

For more information, contact:

Anthony Fasano, P.E., AEC PM afasano@engineeringmanagementinstitute.org (800) 920-4007 engineeringmanagementinstitute.org

GOLD -



Talent Matters helps you secure a competitive advantage through your people. We use predictive analytics, coaching, and leadership development to help you select, develop, and retain top talent. By supporting all stages of the talent life cycle, our aim is to build adaptability at all levels of your organization and achieve mutually beneficial outcomes for your people, your clients, and your bottom line.

For more information, contact:

Luke Carter luke@talentmatters.net (828) 712-0064 talentmatters.net



At Corporate Traditions, we simplify employee gifting with our tailored recognition programs. Our solutions range from 500+ customizable gift cards, millions of premium physical gifts, and personalized holiday/turkey vouchers redeemable at any grocery store. Each program is designed to celebrate your team's achievements and milestones with no contracts, no fees, and no order minimums. Discover how we can help you foster a culture of appreciation and enhance employee satisfaction.

For more information, contact: Andre Rainey

andre@corporatetraditions.com (435) 256-2859 corporatetraditions.com

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For more information, contact:

Jaimie Graczyk jgraczyk@employerscouncil.org (602) 457 - 5051 *employerscouncil.org*

AEC HR SUMMIT CREDITS

1. PRE-SUMMIT WORKSHOP A

"Recruitment Revolution"

Modern Strategies for Talent Acquisition and Onboarding for the AEC Industry Bob Kelleher - Author/Speaker/Founder, AEC Workplace Solutions Meg Anderson - Director of Client Engagement, AEC Workplace Solutions April 9, 2025 / 10:00 AM - 5:00 PM Email hrsummit@employeeengagement.com for Activity IDs

2. PRE-SUMMIT WORKSHOP B

A Deep Dive Into the 5 Components of Extraordinary Teams Lee Rubin - President, Lee Rubin Speaks April 9, 2025 / 10:00 AM - 5:00 PM Email hrsummit@employeeengagement.com for Activity IDs

3. AEC HR SUMMIT

The Employee Engagement Group April 10-11, 2025

HRCI: Email hrsummit@employeeengagement.com for Activity ID

The AEC HR Summit has been approved for **10.50** HR (General) recertification credit hours toward aPHR^M, PHR^R, PHRca^R, SPHR^R, GPHR^R, OPHRi^M and SPHRi^M recertification through HR Certification Institute^R (HRCI^R). Please make note of the activity ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org.

SHRM: Activity ID: 25-2MDFA

The Employee Engagement Group is recognized by SHRM to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). This program is valid for **10.5** PDCs. For more information about certification or recertification, please visit shrmcertification.org.



KEYNOTE SPEAKERS



Marshall Goldsmith Author and Leadership Expert

Dr. Marshall Goldsmith is a member of the Thinkers50 Hall of Fame. He is the only two-time #1 Leadership Thinker in the World. Marshall has been recognized as the #1 Executive Coach in the World for many years. His clients have included over 200 major CEOs. Dr. Goldsmith is the #1 New York Times bestselling author of What Got You Here Won't Get You There, MOJO, Triggers, and The Earned Life. He and lead author Sally Helgesen wrote How Women Rise, one of the globally most popular books on women and leadership ever written. His books have sold over four million copies and been translated into 35 languages.



Meg Lassarat

Independent Board Member in the AEC Industry

Meg Lassarat is a high-profile strategic leader and experienced independent board member with over 25 years of global experience. Currently, Meg serves as an independent board member for eight firms in the Capital Projects Industry - Dudek, Alta Southwest, Ardurra, ENGobal, Hargrove, Walbec, Verlume, and Engineers Without Borders. In the executive space, most recently, Meg was the Chief Financial Officer for Exyte Energy – a \$5B global E&C firm. Before Exyte, Meg was the CFO at Louis Berger, Kentz, and Mustang Engineering. She was awarded Houston's CFO of the Year and the Legacy Award from Texas A&M's Former Student Association.



Shane McCormick President, Martin/Martin Consulting Engineers

Shane McCormick is President of Martin/Martin, a civil and structural engineering firm recognized for its innovation, client service, and employee-centric culture. With a diverse portfolio across sectors like aviation, healthcare, and education, Shane has led the company through significant growth, including a 30% staff increase and the addition of three offices. A graduate of Duke University and the University of Illinois, Shane began his career at Skidmore, Owings & Merrill, gaining expertise in managing large teams. Since joining Martin/Martin in 2005, he has overseen key initiatives, including the Vision 2030 strategy focused on growth, innovation, and sustainability.



Bob Kelleher Author/Speaker/Founder, AEC Workplace Solutions

Bob is a best-selling author of 5 books, keynote speaker, global thought leader on employee engagement, and AEC industry expert who travels the globe sharing his insights on employee engagement, leadership, and workforce trends. Bob is also the Founder and President of The Employee Engagement Group and host of The HR Summit since its inception in 2010. Previously, Bob spent 25 years in the A/E/C industry, including roles with AECOM as Chief HR Officer; ENSR as Executive Vice President of Organizational Development, and Chief Operating Officer; and Metcalf & Eddy as Director of HR.

BREAKOUT SPEAKERS



Kathleen McDermott

Senior Manager, Total Rewards & Analytics, ZGF Architecture

Kathleen McDermott is dedicated to uncovering what truly motivates employees and crafting tailored programs that help teams thrive. Since joining ZGF Architects in 2019, Kathleen has focused on transforming the employee experience with a strong emphasis on transparency, well-being, and fostering an inclusive culture. Her work is driven by a passion for creating environments where both individuals and organizations can flourish.

Troy Eutsler



Director, Leadership Development, American Structurepoint

Troy Eutsler is the Director of Leadership Development for American Structurepoint, a mid-sized civil engineering and architecture firm based out of Indianapolis, IN. After starting his career in operations and continuous improvement, Troy transitioned into HR where he has been able to combine his passion for process and people to help organizations improve their people practices and build new programs that drive engagement, reduce attrition, and enable sustainable organizational growth.

Joe Swarengin

Partner & CEO, Emissary Recruiting Solutions

As CEO of Emissary Recruiting Solutions, I lead our firm in delivering tailored, consultative recruiting services designed specifically for organizations across the architecture, engineering, and construction (AEC) industry. Emissary's goal is to support AEC leaders in attracting and retaining top-tier talent that drives long-term organizational growth. With over 15 years of experience in finance and operations, I bring a data-informed, results-driven mindset to every engagement—ensuring our clients benefit from both strategic insight and practical execution. Now based in Northwest Arkansas with my wife and three children, I am deeply committed to helping AEC organizations build strong, future-ready teams.



Micaela Morgan

Sr. Associate & Director of Operations, Emissary Recruiting Solutions

Micaela is a strategic AEC recruiting consultant specializing in executive search and recruitment program development nationwide. She helps AEC firms optimize talent acquisition by refining corporate R&R strategies to enhance internal recruiting capabilities and reduce reliance on third-party support. With expertise in passive and active candidate development, targeted selection, market challenges, and the intricacies of securing top AEC talent, she excels in filling hard-to-fill roles. Micaela is a mom of 3 preschoolers who enjoys wiping faces, tripping on Legos, and soaking up the chaos of 6 little feet running throughout the house and belly laughs that could fill any empty cup.



Kyle Roed CHRO, CPM

Kyle Roed is the Chief Human Resources Officer at CPM Holdings, Inc., leading HR operations across 36 locations in 14 countries. Hehosts the Rebel HR Podcast, where he explores innovative HR strategies with industry experts. Actively engaged in his community, Kyle founded Human Innovation LLC, Cedar Valley Kids, and One Cedar Valley to drive positive change through HR practices and business-community partnerships. Residing in Iowa, Kyle is also a professional singer/songwriter, blending his passion for music with his commitment to transformative leadership.



BREAKOUT SPEAKERS



April Kozubal CHRO, Verdantas LLC

April Kozubal is the Chief Human Resources Officer at Verdantas, with 29 years of HR experience. She has worked with large national and global companies across various industries, including 10 years in the AEC sector. April excels in streamlining processes, creating employee-centric programs, and fostering positive organizational cultures. Her passion is helping employees thrive and encouraging strong, empathetic leadership.. Her expertise includes benefits management, employee engagement, employee relations, and M&A due diligence and integration. April views HR as a customer service function, supporting both employees and leaders.



Shaun Leeper

COO, AECIQ

Shaun has provided strategic growth services to clients in the AEC space for 16 years. He works closely with AECIQ's clients and internal teams to understand their pain points and create strategies to position clients for success. Given his exposure to clients of all shapes and sizes across the US and Canada, he has a unique perspective on the current state of the hiring landscape and the ability to share "best practices." In addition to his leadership role within the Talent Acquisition space, Shaun has been involved with a number of M&A initiatives for clients in the AEC industry.



Margo Botti

People & Culture Manager, PAE Consulting Engineers

As People and Culture Manager, Margo contributes to the growth career satisfaction for every person at PAE. With almost a decade of expertise in employee engagement, her passion is creating a meaningful work environment that enhances the lives of others, inspiring them to win at work and at life. Margo brings innovation, dedication, and unparalleled teamwork to her role, and is grateful for the shared sense of purpose we all embody at PAE.



Shelby Harvey

Talent Development & HR Director, BHC

With 8 years of experience in the AEC industry, Shelby Harvey currently serves as the Talent Development & HR Director at BHC, a civil engineering firm in Kansas City. She works alongside her incredible team to oversee training and development, culture, performance management, recruitment, and communication. She is a certified Gallup CliftonStrengths coach and has her MBA with an emphasis in HR Management. Driven by her passion for reframing the HR business function in the AEC industry as a strategic partner with leaders at all levels of the company, Shelby is dedicated to fostering a culture of trust through accountability, transparency, and humility.



Mike Ivanov

Content Development Manager, Eagle Point Software

Mike Ivanov, PhD, leads Eagle Point Software's Content Development Team, leveraging 20+ years of experience in scientific research, higher education, and content development. He expanded the content team and standardized processes to create diverse, engaging content. Previously, Mike held faculty positions in chemistry and physics before transitioning to McGraw Hill Higher Education, where he drove growth in the GeoSciences portfolio. His research in nanomaterials and biosensors, published during his PhD at the University of Iowa, continues to be referenced in contemporary studies.



THE A/E/C INDUSTRY'S LARGEST HR CONFERENCE

APRIL 10, 2025

EC 16TH ANNUA

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7:00 AM - 8:00 AM	General Registration and Networking Breakfast (1 st Floor Regency Ballroom)
8:00 AM - 9:00 AM	Welcome and Introductions (Ballroom) Your AEC HR Summit host - Bob Kelleher and AEC Workplace Solutions - open the conference.
9:00 AM - 10:00 AM	OPENING KEYNOTE (Ballroom) Turning Vibes into Value: Measuring the ROI of Company Culture - An Essential Workplace Differentiator in 2025! Meg Lassarat - Independent Board Member in the AEC Industry Company culture isn't just a buzzword; it's a measurable asset. Calculating the ROI of company culture involves analyzing engagement, productivity, and retention metrics, and then communicating these insights to stakeholders. Learn practical strategies to quantify culture's impact and how to create a compelling case for investment. Discover how a robust culture not only enhances employee satisfaction but also drives financial success and competitive advantage.
10:00 AM - 10:30 AM	Networking Break
10:30 AM - 11:30 AM	CONCURRENT BREAKOUT SESSIONS 1 1A: Rendering Rewards: Blueprinting a Transparent Total Rewards Philosophy (2 nd Floor Ellis) Kathleen McDermott - Senior Manager, Total Rewards & Analytics, ZGF Architecture Do your employees fully understand your total rewards programs? Do you? In this session, we will explore how to develop and implement a clear and compelling total rewards philosophy tailored to the AEC industry. We'll cover strategies for ensuring employee comprehension, assessing the effectiveness of each reward component over time, and managing change with confidence. Join us for practical insights on enhancing transparency and engagement in your organization's compensation, benefits, and recognition programs.
	1B: Future Proofing Your Leadership Development Strategy (2 nd Floor Cameron) Troy Eutsler - Director, Leadership Development, American Structurepoint Over the past two years, American Structurepoint has revamped its leadership development strategy to create a strong leadership pipeline, support growth, and scale its culture. This session covers: leveraging e-learning and hybrid models to expand learning, aligning leadership development with other talent processes, benefits of external consultants vs. in-house training, and best practices for designing internal leadership programs. Gain insights to enhance leadership

1C: Top Tips and Best Practices to Recruit in Today's Competitive Landscape (2nd Floor Cassidy)

Joe Swarengin - Partner & CEO, Emissary Recruiting Solutions Micaela Morgan - Director of Operations, Emissary Recruiting Solutions Join this dynamic session to gain proven strategies for attracting, hiring, and retaining top talent in today's challenging market. Learn about near-term hiring trends, leveraging AI and analytics, strengthening your employer brand, and

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development at your organization.



optimizing compensation, benefits, and work-life balance. With actionable advice from over a decade of AEC expertise, this session helps you create a recruitment culture that aligns with your goals, ensuring your firm stays competitive and attracts top-tier candidates.

11:30 AM - 11:45 AM

11:45 AM - 12:40 PM

12:40 PM - 1:45 PM

Networking Break LUNCH Sponsored by Septimare

KEYNOTE LUNCHEON PRESENTATION (Ballroom) Leading with People: Adapting HR for the Evolving AEC Industry Shane McCormick - President, Martin/Martin Consulting Engineers

The AEC industry is evolving, and so are the challenges HR leaders face—from hybrid work and generational shifts to DEI and the impact of AI. In this keynote, we'll explore how a strong, people-centered culture can drive engagement, attract top talent, and navigate workplace transformation. Through real-world insights from our firm's journey, including lessons from iconic projects and internal initiatives, we'll share strategies to build a resilient workforce and prepare for the future of HR in AEC.

1:45 PM - 2:15 PM Networking Break

2:15 PM - 3:15 PM CONCURRENT BREAKOUT SESSIONS 2

2A: Building a Powerful HR Brand in AEC: EVP, Executive Presence, and Winning Over Senior Leadership (2nd Floor Ellis)

Kyle Roed - CHRO, CPM

This interactive session will explore how AEC firms can craft a rebellious and compelling Employer Value Proposition (EVP) to build a strong HR brand that resonates with technical talent. We'll delve into strategies for gaining executive presence, fostering influence within your organization, and winning the trust and support of senior leadership teams. By the end of this session, participants will leave with practical and innovative steps to elevate HR's strategic role and strengthen their firm's competitive edge.

2B: HR at Mach Speed: The Good, the Bad, and the Ugly of 12x Growth in 5 Years (Mostly Good) (2nd Floor Cameron)

April Kozubal - CHRO, Verdantas LLC

Explore the lessons learned during a period of rapid company growth and the challenges faced. Discover how to manage change, build a robust HR function, lead with empathy and courage, and handle everyday needs in the process. You'll hear stories of success and gain valuable insights from things that may not have gone so well, along with practical strategies for overcoming obstacles and ensuring continued success in a growing organization.

2C: Thriving in a Cutthroat Talent Market (2nd Floor Cassidy) Shaun Leeper - COO, AECIQ

Many factors contribute to talent acquisition in the AEC space being as challenging as ever. We'll cover the most hot-button topics, ranging from the war on salaries to recruiting and retaining diverse talent and leveraging data and analytics to



	inform hiring decisions that can enhance candidate experience and the overall effectiveness of talent acquisition strategies. Takeaways: Develop data-driven hiring strategies, enhance candidate experience with analytics, and boost your company's retention rates.
3:15 PM - 3:30 PM	Networking Break
3:30 PM - 4:45 PM	AEC CONNECTIONS CAFE (<i>Ballroom</i>) This participant driven session relies on the passion of attendees for the topics discussed. You will have the opportunity to attend multiple topic groups to discuss what's important to you and your organization right now.
4:45 PM - 5:00 PM	CLOSING COMMENTS (<i>Ballroom</i>) Join us as we walk through the logistics of the evening and close the first day, AND be the first to learn of our 2026 Summit location!
5:00 PM	Adjourn
6:00 PM - 7:30 PM	Cocktail Reception (<i>Skyview Terrace, 3rd Floor</i>) <i>Sponsored by</i> Cocktail Reception (<i>Skyview Terrace, 3rd Floor</i>) <i>Sponsored by</i> Cocktails and hors d'oeuvres. Cheers!
7:30 PM	Tavern Tour A great opportunity for attendees to renew old acquaintances and make new ones - an always popular event, led by your Summit Hosts. *Or choose a dine around option.



FRIDAY | APRIL 11, 2025

7:00 AM - 8:00 AM	Networking Breakfast (Ballroom) Sponsored by
8:00 AM - 8:45 AM	Opening Comments & Live Summit Poll (Ballroom)
8:45 AM - 10:00 AM	HOST KEYNOTE PRESENTATION (Ballroom) Come Together: Leadership and Engagement Lessons from the Lyrics and Legacy of The Beatles Bob Kelleher - Author/Speaker/Founder, The Employee Engagement Group Join writer and author Bob Kelleher as he brings us back to the 1960s in a "Beatles case study". Through the work of noted leadership consultants, also known as bandmates, Lennon, McCartney, Harrison, and Starr, learn the importance of team development, team evolution, and team dynamics. This session includes the sounds and sights of the Beatles classics, along with an in-depth overview of why they became who they became, and why it ended.
10:00 AM - 10:15 AM	Networking Break
10:15 AM - 11:15 AM	CONCURRENT BREAKOUT SESSIONS 3 3A: Retention Revolution: Metrics that Matter and Strategies that Stick (2 nd Floor Ellis) Margo Botti - People & Culture Manager, PAE Consulting Engineers Your people are your greatest asset—how do you keep them engaged and invested? Retention Revolution: Metrics that Matter and Strategies that Stick explores the key data points that drive retention and the culture-building strategies that create lasting impact. This session will equip you with proven strategies to strengthen culture, enhance engagement, and turn retention into a competitive advantage. Walk away with practical tools and insights to build a people-first organization where employees feel valued, supported, and motivated

to stay.

3B: The Butterfly Effect: A Case Study in Bold Accountability (2nd Floor Cameron) Shelby Harvey - Talent Development & HR Director, BHC

Let's face it - as HR professionals, we've all had THAT person in our organization. The drain on culture that we're told we can't afford to lose. The reality is removing them is only half the battle. Accountability is uncomfortable, and although it is necessary to safeguard your culture, it isn't easy. Solving one issue can expose much more deeply rooted problems. In this case study, we'll examine not just what it takes to hold THAT person accountable, but some of the unexpected challenges it may create; and most importantly, the positive impact it can have on your organization's retention, culture, and profitability.

3C: Applying Learning: How to Combat the Ebbinghaus Forgetting Curve (2nd Floor Cassidy)

Mike Ivanov - Content Development Manager, Eagle Point Software

Effective learning isn't just about delivering information; it's about making it stick. This session explores science-backed strategies to improve skill application and enhance overall performance through learning. We will dive into the principles behind the Ebbinghaus Forgetting Curve and discover practical techniques—such as spaced repetition, active recall, and engaging training methods that help



learners apply what they've learned. Attendees will walk away with actionable insights to optimize training programs and support long-term professional growth.

11:15 AM - 11:30 PM	Networking Break
11:30 AM - 12:15 PM	LUNCH
12:15 PM - 1:30 PM	CLOSING KEYNOTE PRESENTATION (Ballroom) Helping Great Leaders Get Even Better Marshall Goldsmith - Author and Leadership Expert In this interactive session, participants will get to practice and be ready to use feedforward, a positive tool for learning that Marshall uses with all his clients. He will then share his proven process for leadership development and coaching that is backed by award-winning research involving 86,000 respondents. He will discuss why 'credibility must be earned twice' and talk about how HR leaders can learn to deal with both 'over-selling' and 'under-selling'. Finally, participants will learn how daily questions, especially active ones, can be used to increase engagement and effectiveness.
1:30 PM - 2:00 PM	Closing Comments and Adjourn (Ballroom)
3:30 PM	Ghost Walking Tour of Phoenix, AZ Sponsored by Stee WORKPLACE Join your hosts and fellow colleagues for a ghost walking tour around Phoenix! (Sign-up sheet at registration desk. Meet in the hotel lobby at 3:15pm)



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The new library experience for users includes a graphical experience that provides better user engagement and access to relevant content. Users will have quick filtering and search options, as well as new sorting abilities within libraries to meet their evolving expectations.

Users can ask questions within the AI chat tool, which provides curated answers citing Pinnacle Series content with links to the source material. Users will have the ability to leverage AI to receive trusted, vetted solutions to their questions.

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We chose Talent Matters to lead our inaugural Leadership Development Program, aimed at accelerating the growth of our emerging leaders. Their team is not only knowledgeable but also highly engaging with our staff and responsive to our questions, making the experience exceptionally effective. The program is well-structured and transitions seamlessly between in-person and virtual environments. We are delighted with Talent Matters' services and have already observed significant improvements as we implement their strategies both internally and externally. We look forward to continuing the program with our future leaders.

- Derek J. Thomas, PE, Vice President at WHKS



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You've found the experts in employee engagement! We will work with you to:

- Customize your survey
- Collect feedback
- Analyze data
- Implement a communication plan
- Develop an action plan
- IMPROVE performance & retention!

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PRODUCT HIGHLIGHTS



INSIGHTS INTO YOUR WORKFORCE

How do your employees experience their workplace? Are things running as efficiently as they could be?

AEC INDUSTRY BENCHMARKS

X

We do more Engagement Surv

We do more Engagement Surveys in the AEC industry than ANYONE. You'll discover how you compare to others in the AEC industry. (we have 1000's of industry-leading benchmark norms).



MORE INFORMED HIRING

What behaviors and traits excel in your organizational culture? Identify candidates who are likely to thrive.

INCREASED RETENTION



Engaged employees feel invested in outcomes. They give their all and stick around during times of change or challenges.



IMPROVED PERFORMANCE Are your staff "all in this together"? Engagement means above & beyond

effort and demonstrable results.



AEC 16TH ANNUAL HE A/E/C INDUSTRY'S LARGEST HR CONFERENCE

To access all presentations and evaluations, please visit

EmployeeEngagement.com/HRSummitCloud





Rules:

Visit all 7 sponsor booths to collect a stamp in each designated spot on your paper, then submit your completed paper at the registration desk. On Friday morning, five winners will be randomly drawn to receive a \$100 Amazon gift card (sponsors and staff are not eligible to win). **Make sure to write your name before submitting!

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# of Sun	nmits attended					
1.]	Did your overall	AEC HR S	ummit experie	nce? (Circle	e One)	
	Meet your expecta	tions	Exceed your exp	ectations	Not meet y	our expectations
Commen	its:					
2. Whic	ch sessions were	most valu	able?			
3. Whic	ch sessions were	least valu	able?			
4. Are t	here any change	s you wou	ıld like to see a	t next year's	AEC HR Su	mmit?
5.How	likely are you to	attend th	e 2026 AEC H	R Summit? ((Circle One)	
	Not Attending		Might Attend	Defini	itely Attending	1
6. Do w	ve have permiss	sion to us	e your evaluat	tion for futu	i <mark>re marketi</mark> i	ng purposes?
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