HR Partner Opportunity Brief

Navigator Premier Construction

Internal use only — for the HR partner, not the business owner

This brief translates the Workforce Capacity Readiness Review into potential service opportunities. Every item is drawn directly from the discovery transcript already reviewed in this engagement; items without direct evidence are marked as such rather than assumed.

Recruiting Opportunities

Position	Why It May Be Needed	Supporting Evidence
Skilled trades / experienced field crew members (Immediate)	Already the hardest positions to fill today, independent of growth, and directly named as the first constraint in the growth scenario.	"Very difficult" to find good people; positions "sometimes months" to fill; growth scenario: "Where first?" — "Labor." — "Hiring and supervision."
Additional crew leadership / supervisory capacity (Future — tied to growth)	Owner states growth requires "more people leading those crews," and current foremen are already stretched thin.	"We'd need more crews and stronger project management"; "more people leading those crews"; "They're stretched thin."
Support for project planning / scheduling coordination (Future — tied to growth)	Owner names "stronger planning" and "stronger project management" as required conditions for his growth vision; scheduling is the most cited operational bottleneck today.	"Stronger project management"; "The system is already running close to capacity"; scheduling named as "the biggest" bottleneck.

Organizational Development Opportunities

Area	Opportunity	Supporting Evidence
Accountability	Most major decisions still route to the owner by habit rather than design; opportunity to define and document what each foreman owns outright versus what escalates.	"Most major decisions still come back to me." / "That's just how we've always operated."
Leadership	Foremen currently function primarily as problem-responders rather than planners or coaches; the owner also needs support shifting from operator to leader.	"They're stretched thin... spending a lot of time solving problems" instead of leading crews.
Structure	No documented decision-rights or escalation framework exists; cross-functional communication (field, foremen, office, subcontractors) is described as inconsistent.	Communication "not as well as I'd like"; issues occur "regularly."
Delegation	Delegation today is informal and incomplete — some foremen hold partial authority, but the owner explicitly wants more delegated and expects the opposite to happen under growth.	"Some do [have authority]. But most major decisions still come back to me." / "I'd probably end up being involved in even more decisions."

Employee Experience Opportunities

Area	Opportunity	Supporting Evidence
Onboarding	No formal onboarding process exists; new hires learn through informal pairing with experienced crew members, and training consistency is described as inconsistent.	"Is there a formal onboarding process?" — "Not really." / "How consistent is that training?" — "Not very."
Retention	Turnover and retention were not directly discussed in the transcript, so no retention problem is confirmed. However, the informal, foreman-dependent onboarding experience is a plausible retention risk factor worth exploring with the owner.	Not directly evidenced — flagged as an information gap and a logical area to explore given the onboarding findings above.
Manager Development	Foremen spend the majority of their time solving operational problems rather than leading, coaching, or planning; the owner's own growth vision requires foremen to "lead instead of firefight."	"Foremen would need more authority... foremen would lead instead of firefight."

Strategic Advisory Opportunities

Area	Opportunity	Supporting Evidence
Workforce Planning	The owner has a specific growth target (40-50% revenue increase) but no structured plan for how staffing, crews, or leadership capacity should scale to support it.	"I'd need more crews and stronger project management"; no structured productivity tracking exists today.
Succession Planning	Not directly discussed in the transcript. The degree of owner-centered decision-making across nearly every function suggests second-layer leadership capacity is a relevant area to explore with the owner, though no succession-specific evidence was gathered.	Inferred from the owner-dependency pattern; not a direct transcript finding — flagged as an area to explore, not a confirmed gap.
Leadership Development	The owner directly states foremen need more authority and the business needs stronger planning; the owner himself also needs to shift time away from day-to-day firefighting toward growth, customer relationships, and estimating.	"Foremen would need more authority. We'd need stronger planning." / "I'd need to stop being the answer to every problem."

Prepared from the discovery interview transcript only. No prior conversations, memory, or unrelated client information were used in its preparation.