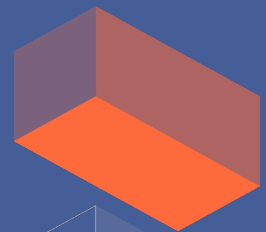


CASE STUDY

FROM LEARNER TO LEADER:

The Unique Way Chamberlin
Creates Construction Leaders



The Problem: Retaining Employees

Facing retention struggles in 2022, Chamberlin Roofing and Waterproofing – a leading commercial roofing and waterproofing subcontractor with over 800 employees – needed to make a change. On average, only 1 out of 4 new hires were still with the company 12 months after starting.

Part of their original solution was to create a comprehensive mentorship program designed to help young employees learn from more experienced leaders, with the goal of providing a path to more responsibilities, higher pay, and promotion. The idea seemed obvious: invest more in your employees and they will stay longer.

Early attempts to create this program struggled to gain traction, as Shane Hubbard, VP of Operations, explained:

“I mean, we tried to do a mentorship program years ago, and we never could get it off the ground. With the NCCER program, it helped us structure it a lot better.”

Chamberlin realized that they needed a disciplined approach to developing talent—one that paired real opportunity with a structure that could deliver long-term, effective results.

Chamberlin’s Leadership Development Program

Chamberlin Roofing and Waterproofing has integrated their mentorship program with courses in NCCER’s established Construction Leadership Series.



The Solution: NCCER Training & Mentorship

Chamberlin's leadership development program begins by identifying high-potential employees and pairing them with experienced mentors. They spend a year working closely together, gaining exposure to real leadership responsibilities, receiving regular check-ins, and setting structured goals. To provide additional growth opportunities, Chamberlin paired this with NCCER's Construction Leadership Series, which includes the NCCER Construction Foreman Certification.

- As mentees advance, they complete NCCER's Mentoring for Craft Professionals course, formalizing the skills they've been building and preparing them to mentor others in turn.
- The path continues with NCCER's Fundamentals of Crew Leadership, which prepares emerging leaders with the core competencies needed to manage people and job site dynamics.
- Those who demonstrate readiness move on to the NCCER Construction Foreman Certification program. Composed of five modules, completion of the certification marks the transition from a developing leader to a certified foreman.

Bradley Rowan, Director of Training and Development, is the driver of Chamberlin's leadership development program. Alongside NCCER's Mentoring for Craft Professionals and Construction Foreman Certification course, Rowan delivers personalized support through biweekly one-on-ones, progress reviews, and role-play exercises that simulate common problems leaders face. Rowan's philosophy is rooted in exposing future leaders to as much as possible as early as possible – safely and transparently – so they can gain meaningful experience and build confidence. He says:

"Some people in construction... they've never managed a crew... never dealt with 15–30 different personalities."

Chamberlin's leadership development program is designed to help move their future leaders along this career path by giving them exposure to leadership responsibilities while providing the guidance and support they need along the way. In short, the program balances individualized development with a clear, structured path to leadership.



The Results: A New Blueprint

Since 2022, when they instituted this program, retention rates for new hires have increased by nearly 50%. When focusing just on the individuals who have completed these NCCER programs over the past 2 years, 91% remain with the company today.

Chamberlin’s program is producing better-prepared leaders. The national average passing rate for the NCCER Construction Foreman Certification assessment is 76.86%. At Chamberlin, it is 88.9%. The program is accelerating the pace at which leaders are developed, as Rowan explains,

“...we’re able to upskill people in a year instead of what would normally take five.”

Beyond the numbers, Chamberlin’s culture has also been elevated by the company’s training initiatives. Erik Salinas, a current foreman at Chamberlin and a former mentee, explained:

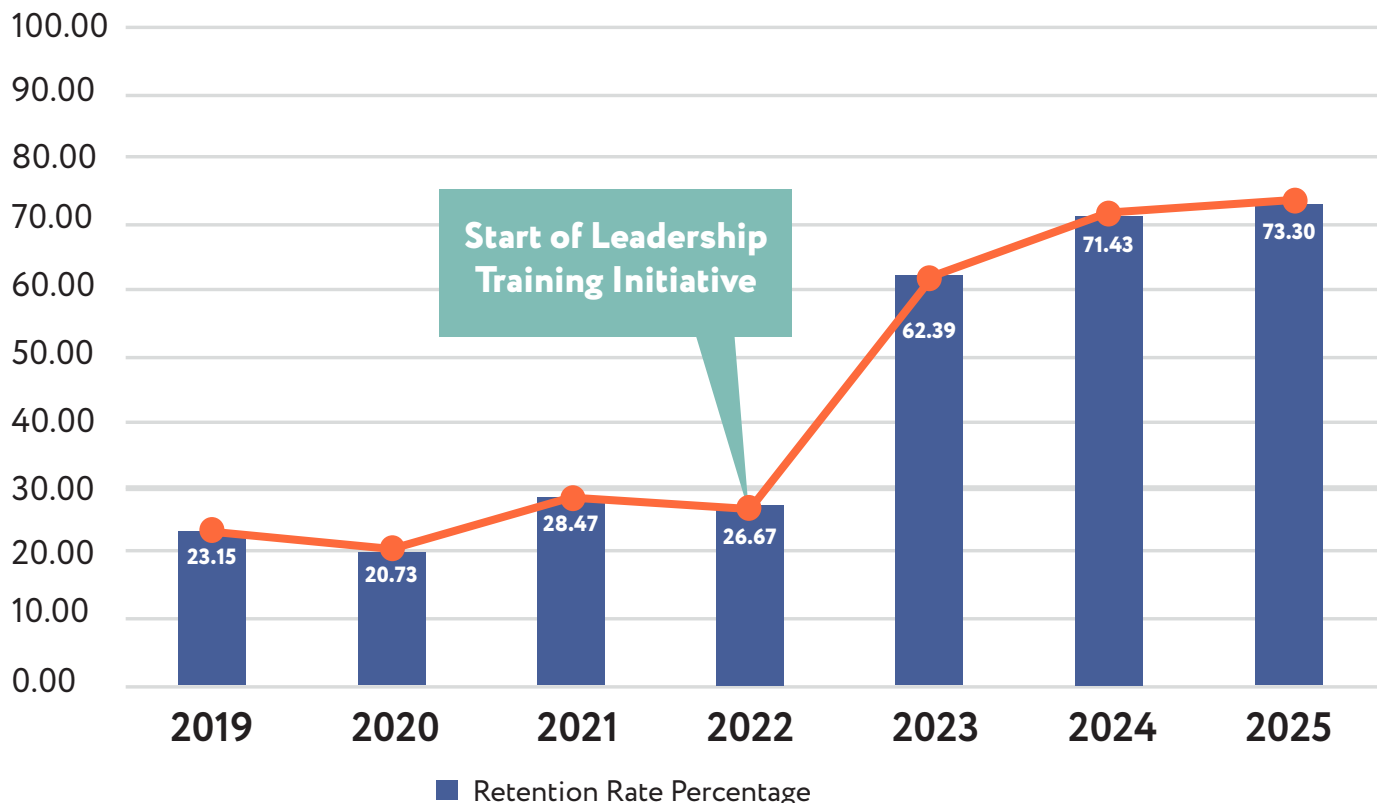
“My mentor gave me the confidence to rely on somebody... to have that security net, in case I fall or I get stuck on something, he’s there to help me.”

His experience reflects a broader sentiment across the organization. Other employees emphasized how Chamberlin fosters an environment where growth is encouraged and support is readily available, noting:

“I really enjoy Chamberlin’s culture to want every employee to grow... when I first started, all I could do was ask questions, and I was just so thankful that the culture around here is that ‘Hey, come to me if you need me.’... It’s the culture of wanting to grow.”

Retention Rate Percentage: 12 Months Post Hire

Since starting their combined mentorship with NCCER’s Construction Leadership Series, Chamberlin Roofing and Waterproofing has seen a dramatic increase in retention rates.



Conclusion

Chamberlin's approach serves as a blueprint for others in the industry to follow. While no single solution will fit every organization's needs, Chamberlin's leadership development program has proven effective in addressing its retention challenges and growing its culture of excellence.

Chamberlin's commitment isn't slowing down; they have plans to roll out the NCCER Superintendent Certification Program and to invest even more in their leaders' development. To learn more about the programs helping Chamberlin set new standards, you can explore NCCER's Construction Leadership Series at <https://hs.nccer.org/construction-leadership-series>.

91% Retention Rate

Among employees who have completed at least one of the following:

- Mentoring for Craft Professionals
- Fundamentals of Crew Leadership
- Foreman Certification





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