



## Attracting and Retaining Managerial Workforce



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**Ben F. Bigelow**



**This session is eligible for  
1 Continuing Education Hour**

For these hours to appear on your certificate, you must:

- Have your badge scanned at the door
- Attend 90% of this presentation
- Fill out the online evaluation for this session: [www.necanet.org/neca2018](http://www.necanet.org/neca2018)



**AGC Reports:**

- 62% Plan To Hire Salaried Office Employees
- 53% Plan To Hire Salaried Field Employees
- 8% No Problem Filling Positions
- 43% Continue To Be Hard
- 18% Will Be Harder

**BLS Projects:**

13% Increase In Jobs  
=  
Over 100,000 Jobs

So, how do you find the talent you need?  
& How do you keep the talent you have?

**We can learn from those already here:**



**Survey**

1. Description of the whole sample
2. Comparisons
  - Age
  - Gender
  - Ethnicity
3. Recommendations
  - Nationally
  - For contractors



## What stood out overall?



### We Can Learn From Those Already Here:

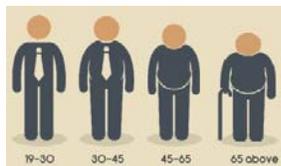
Survey obtained 740 responses

- 73% 15+ years – 11% 11-15 years – 7% 6-10 years – 9% 5 or less
- Average age of 48
- Introduced to industry at 19 and entered at 23
- 64% entered the industry the same year introduced
- 89% Male – 11% Female
- 93% White – 4% Hispanic – 1% Black – 1% Other
- 56% have a college degree
- 61% have craft training
- 41% Executive – 55% Managerial – 17% Supervisory – 7% Skilled Trade

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## How do you find the talent you need?



### What was different by age group?

5 groups: Under 30, 31-40, 41-50, 51-60, Over 60

- Diversity increases:
  - In groups under 40 women and minorities nearly double by %
- Education:
  - Under 30 more college education (1% H.S. only, others had 12-19%)
  - Under 30 degree completion lags
  - Craft training declines by age
  - 68% in 51-60 - 72% in 41-50 - 47% in 31-40 - to 21% in under 30
  - Industry image was more positive for the youngest groups = it may be changing

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## How do you find the talent you need?



### What was different by age group

- The majority will recommend it to their children, but
  - The lowest % are 30-50 (who would have children at career decision making ages)
- The industry makes a strong case for itself once people are there
  - Attracting should be the priority
- Decision makers need to be aware of their age bias (Influences differ by age)
  - Career Opportunity, job security, and thinking & problem solving are more important to <30
  - Just needing work, and working with hands are less important to <30
  - Bonus influence peaks at 40 and steadily loses from there

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## How do you keep the talent you have?



### What Was Different By Age Group

#### Decision makers need to be aware of their age bias

(What influences them is not the same as other ages)

- Development opportunities are more influential with younger groups
  - Positive influence of development opportunities declines with age
- Bonus influence peaks at 40 and steadily loses from there
- Relationship influence decreases in the 50+ groups, particularly relationships with managers
- Provided training is highly positive to <30, then stabilizes and declines sharply in >60

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## How do you find the talent you need?



### What Was Different By Gender:

- Age
  - Slightly younger 45 vs 48
  - Majority (60%+) have less than 15 years experience
  - Introduced to the industry much later
    - 18yo for men, 27yo for women
    - More likely to enter industry right away
- Education
  - Higher degree completion
    - Bachelors: 41% women - 30% men
    - Graduate: 21% women - 9% men
  - Lower craft training rates
    - 67% for men - 11% for women
- Money
  - Influential but more so for men
  - Wage disparity remains a challenge

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## How do you find the talent you need?



### What Was Different By Gender:

- Available training is more influential to men
- Women don't know about opportunities in the industry
- Family influence, inherent interest, and hands on work are less influential to women
- Career opportunities, Needing a job, experience around it, and relationships are more influential to women
- Family does not exert the same influence on women as men
- Relationships (friends/network) exert more influence for women

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## How do you keep the talent you have?



### What Was Different By Gender:

- 67% women & 69% men see a long term career at their current company
  - For men there is no consistent why not, for women 38% cite sexism
- Women are more loyal
  - 90% of women recommend to their children, 82% of men
- Female input is needed in attempting to recruit
  - Male perceptions of barriers are not consistent with those women report
    - 17% report experiencing harassment (*this is much lower than we expected*)

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## How do you find the talent you need?



### What Was Different By Ethnicity:

- Age
  - Slightly younger 43 vs 48
- Education
  - Lower degree completion (more “some college”)
- Jobs
  - Under representation in owner (4% vs 19%) and executive positions (7% vs to 23%)
  - Over representation in operational positions (50% vs 33% in project management)
- Time
  - More minorities and Hispanics in all experience groups except 15+

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## How do you find the talent you need?



### What Was Different By Ethnicity:



- Both family in general and family in the industry are less influential for minorities
  - 11% of Hispanics reported family as a negative influence, <1% for non-minorities
- Good pay and hands on work are more influential for minorities
- Career advising is reaching more minorities than non-minorities (and positively influencing them)
- Not having other opportunities influences minorities more than non-minorities
- Bonuses are less influential for minorities (still positive but about 10% less)
- Misperceptions hurt the industry - 20% said minorities lack desire/ambition

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## How do you find the talent you need?



### What Was Different By Ethnicity:



- Bonuses are less influential for minorities
- Feedback, coworker & manager relationships are less influential for minorities and Hispanics
  - Development is also less influential for minorities.
- Ethnicity doesn't impact willingness to recommend children
- Minorities appreciate some training opportunities, but not others
- Misperceptions hurt the industry - 20% said minorities lack desire/ambition

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## What does it all mean on a national level:

- **The industry will sell itself** if the opportunities available are presented (*true for all groups, but especially under 30, female, and Hispanics*)
  - Career Opportunities and Good Salaries are the two biggest influencers the industry has going for it, but if people don't know about them, do they matter?
  - Current **marketing isn't reaching** these groups
    - Is there marketing, or a campaign?
  - It will require a different approach than has been taken previously
    - If a bunch of old guys are deciding what works, it will probably miss the mark.
- Women & minority participation is increasing in the young age and experience groups (but are still at low)
  - Targeting these groups represent a solution
    - Women don't choose the industry, but when they find it, are more loyal and better educated
- Relationships whether with family or friends are arguably the #1 influencer (*more than pay*)
  - **Referral programs** templates should be a focus and created for contractors
- Management Personnel are not coming out of the trades anymore
  - The message is no longer a hands on career, instead it is **planning/thinking problem solving**
- Career advising appears to be occurring for minority students, but not non-minorities **WHY?**

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## What Does it All Mean To Contractors:

- **Decisions can't be made in a vacuum**
  - Age, gender, and ethnicity affect the influence of different factors
    - When deciding how to recruit or retain decision makers have to hear from and listen to others who are different from them
- **Relationships** whether with family or friends are arguably the #1 influencer (*more than pay*)
  - Referral programs (family & Friends) with significant incentives should be part of recruitment strategies
- The **industry will sell itself** if people know about the opportunities available
  - **Career Opportunities and Good Salaries are the two biggest influencers** you have to attract people, but if they don't know about them, do they matter?
    - Contractors have to talk, a commercial or social media campaign won't magically solve the problem
  - Salaries are more effective than bonus in recruiting and retention
    - Both trump non-monetary rewards
    - Bonuses lose influence the older the person is
  - Industry image is a problem but not like everyone thinks, Lack of knowledge is the problem

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## What Does It All Mean To Contractors:

- Fewer Management Personnel are coming out of the trades
  - Have to **look other places** (colleges) for your managers
  - College dropouts or associates degree holders should be a target , particularly with minorities
  - This may be a double edged sword.....
- Women and minorities are **one solid solution to the workforce shortage**
  - Increased levels of women and minorities in the youngest age and least experience groups
  - Women join the industry more readily once they have been introduced
  - Age mattered in the barriers.
    - Younger women reported less sexism
  - Fostering mentoring efforts by current women and minorities will support those incoming
- Pay and fostering good relationships are the best things you can do to retain people
  - **Don't hire jerks!**

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## Questions?

Ben F. Bigelow



*Don't forget...*

- 10:15 am – 11:30 am – General Session with Christopher Tarbell & Hector Monsegur
- 11:30 am – 4:00 pm – NECA Show Hours

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