Growing Your Managerial Workforce

Attracting and Retaining Managerial Workforce in the Electrical Construction Industry

Ben F. Bigelow

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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

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
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

• 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

How do you keep the talent you have?

**WHAT WAS DIFFERENT BY AGE GROUP**
5 groups: Under 30, 31-40, 41-50, 51-60, Over 60

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
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
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)*

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+
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

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
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?

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
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!

Questions? Thank you!

Up Next:
11:45 am - Lunch in Ballroom Lawn

1:00-3:00 pm – Plenary Session, Sekou Andrews D.I.Y. Innovation in Grand Ballroom 7 & 8

8:00-10:00 pm – Closing Reception, Neon Lights + Electric Nights in Sunset Lawn

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