



Growing Your Managerial Workforce



Attracting and Retaining Managerial Workforce in the Electrical Construction Industry

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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



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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