

Workforce Development

What Workers Want and Ways to Reach Them

NAPA Overview...

- Our Vision: *Asphalt pavements' quality and value pave the way for enhanced mobility and a sustainable transportation network.*
- Our Mission: *The National Asphalt Pavement Association works to support, advocate, and advance the asphalt pavement industry.*



NAPA Priorities in 2022



**IJA / BIL
Implementation**



**Climate
Stewardship**



**Workforce
Development**

The Workforce Challenge

- *The Great Recession — 1.5 million construction workers left the industry*
- *Only 1 new worker enters the trades for every 5 workers retiring*
- *70 percent of young people head to college after high school*
- *Quit rate of 3.2% well above the layoffs and discharges rate of 1.6%*

Need vs Challenge

90%

of contractors
looking to hire.

61%

of firms delayed
projects

89%

of construction
companies
having trouble
recruiting
skilled workers.

Workforce Demand

- *73% of NAPA's membership reports that **workforce** recruitment and retention remains challenge.*
- *400,000 construction job openings*

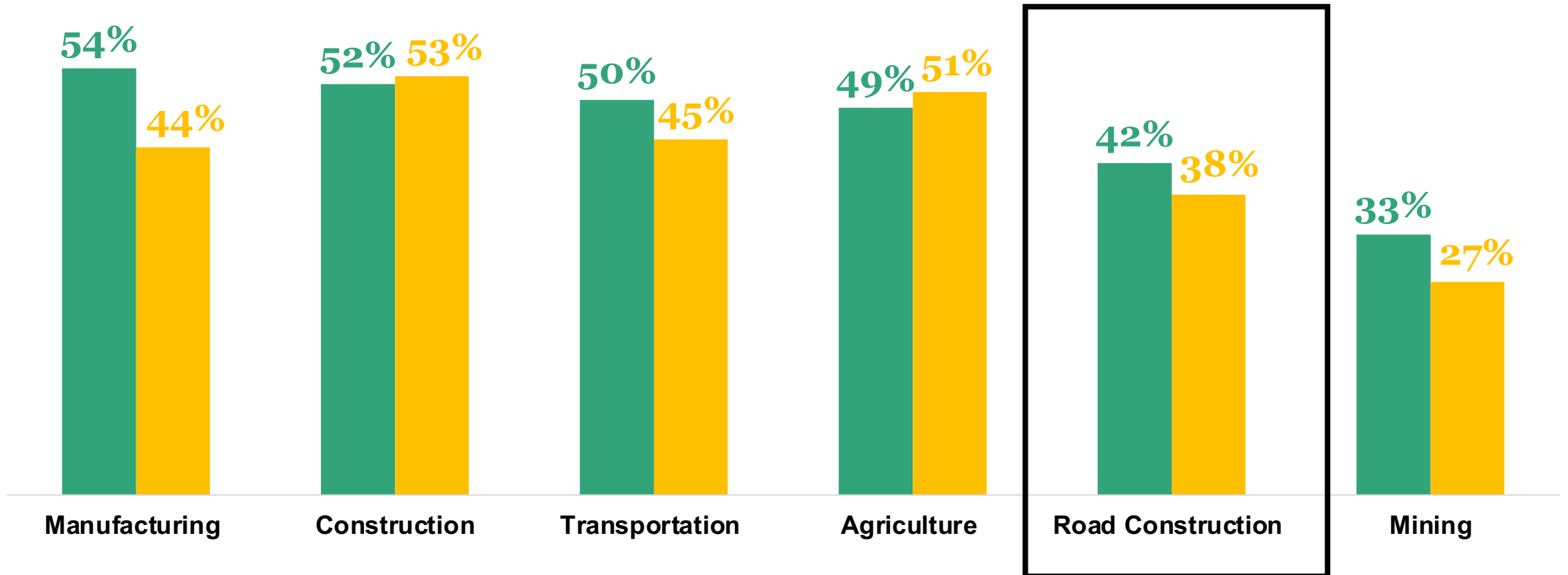
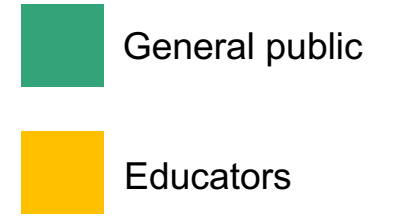
Shifting Workforce Attitudes

- 40% of Americans prefer *work from home*, 35% *hybrid*, and 25% want to be in the *office full time*.
- Industry *perception* among potential workers

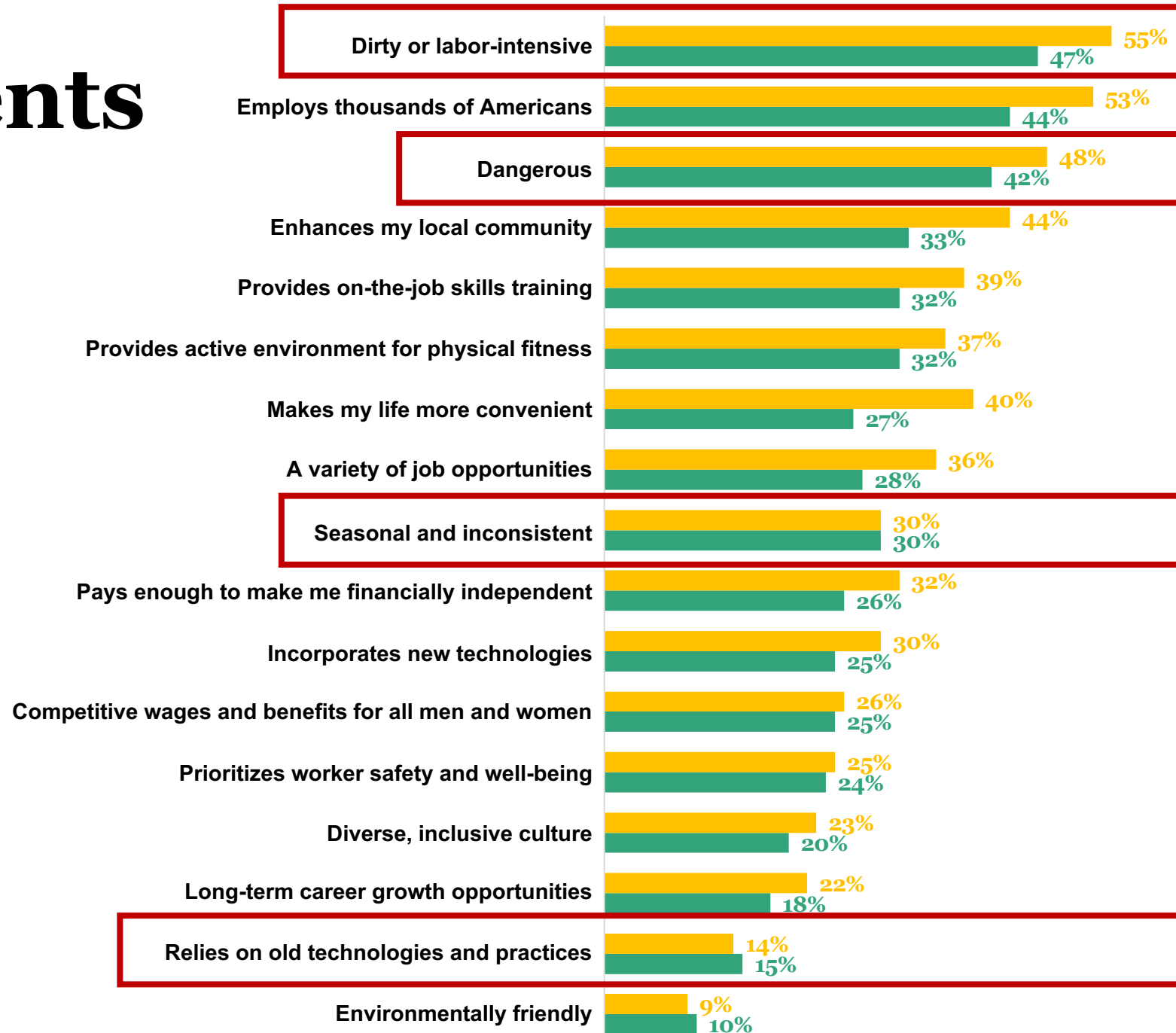
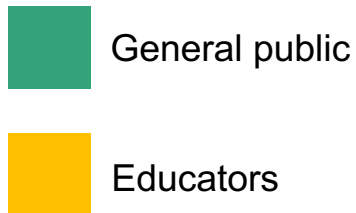


**What people think
about our industry**

They believe they know us...



But deterrents rank high.



Messaging filled the gaps.

Salary/financial security

Growth & opportunity

Skills-based career

Innovation

Safety

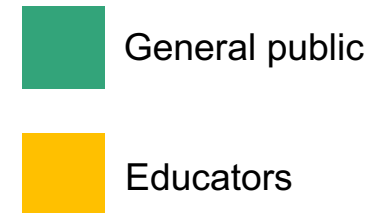
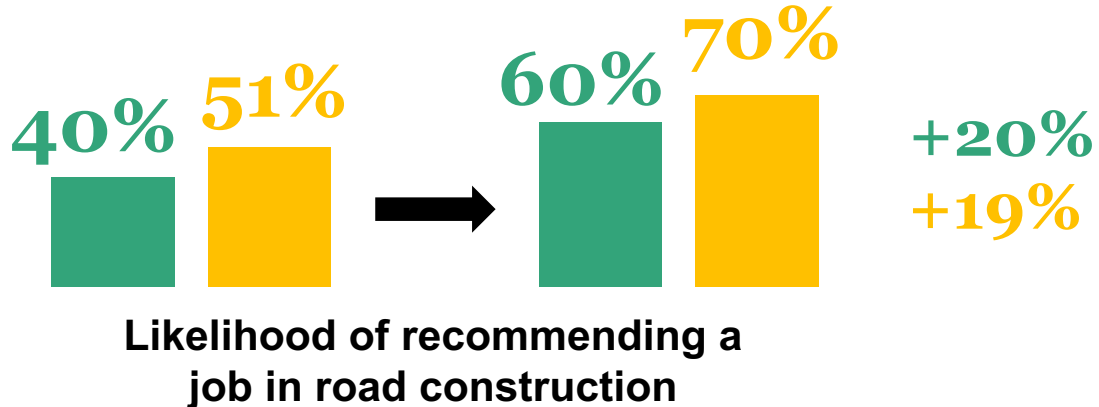
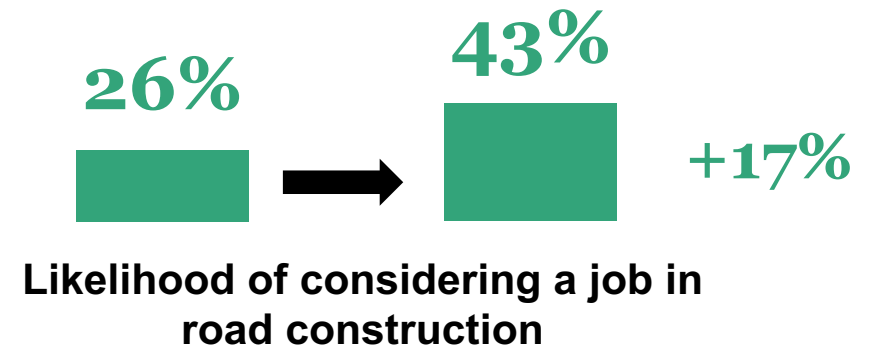
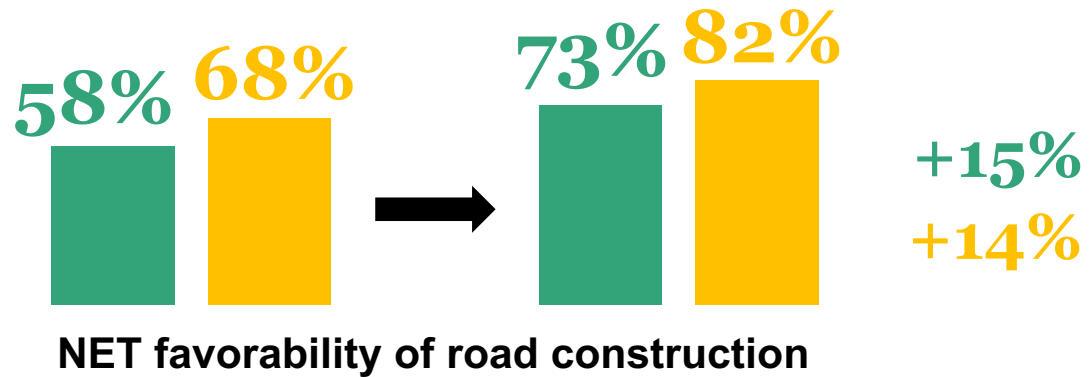
Diversity and equal pay

No college debt

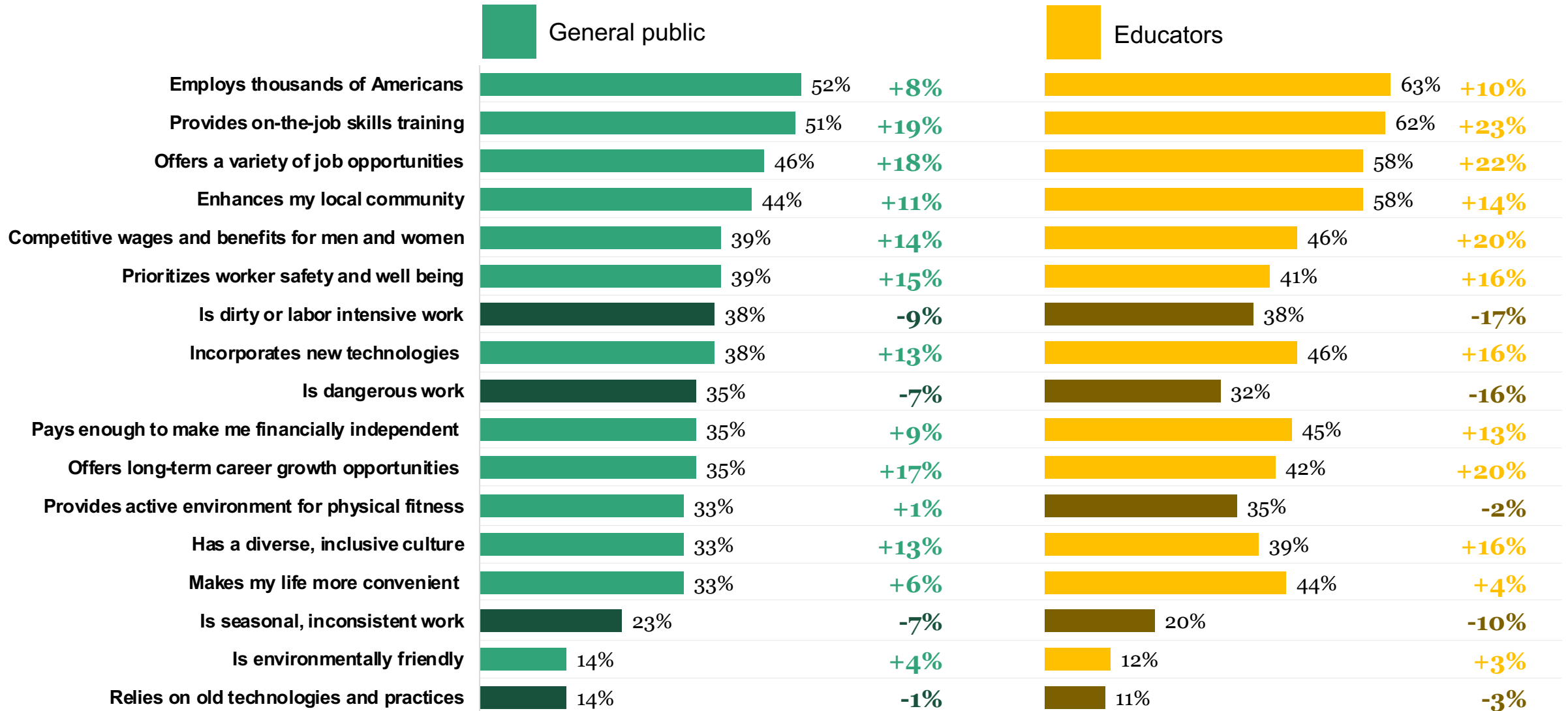
Community contribution

Building and maintaining roads involves a lot of different skills — both on the road and in the office. Road construction industry workers have always had a lot of different skills, but now there are always new technologies, materials, and equipment that all members of the workforce need to know. It's not just about the physical work, but also the business side of the industry. You need to be able to communicate, work with others, and understand the business side of the industry. The industry is always growing, and there are always new opportunities. You can start as a worker and move up to a management role or follow your passion into other areas within the industry.

And changed minds.

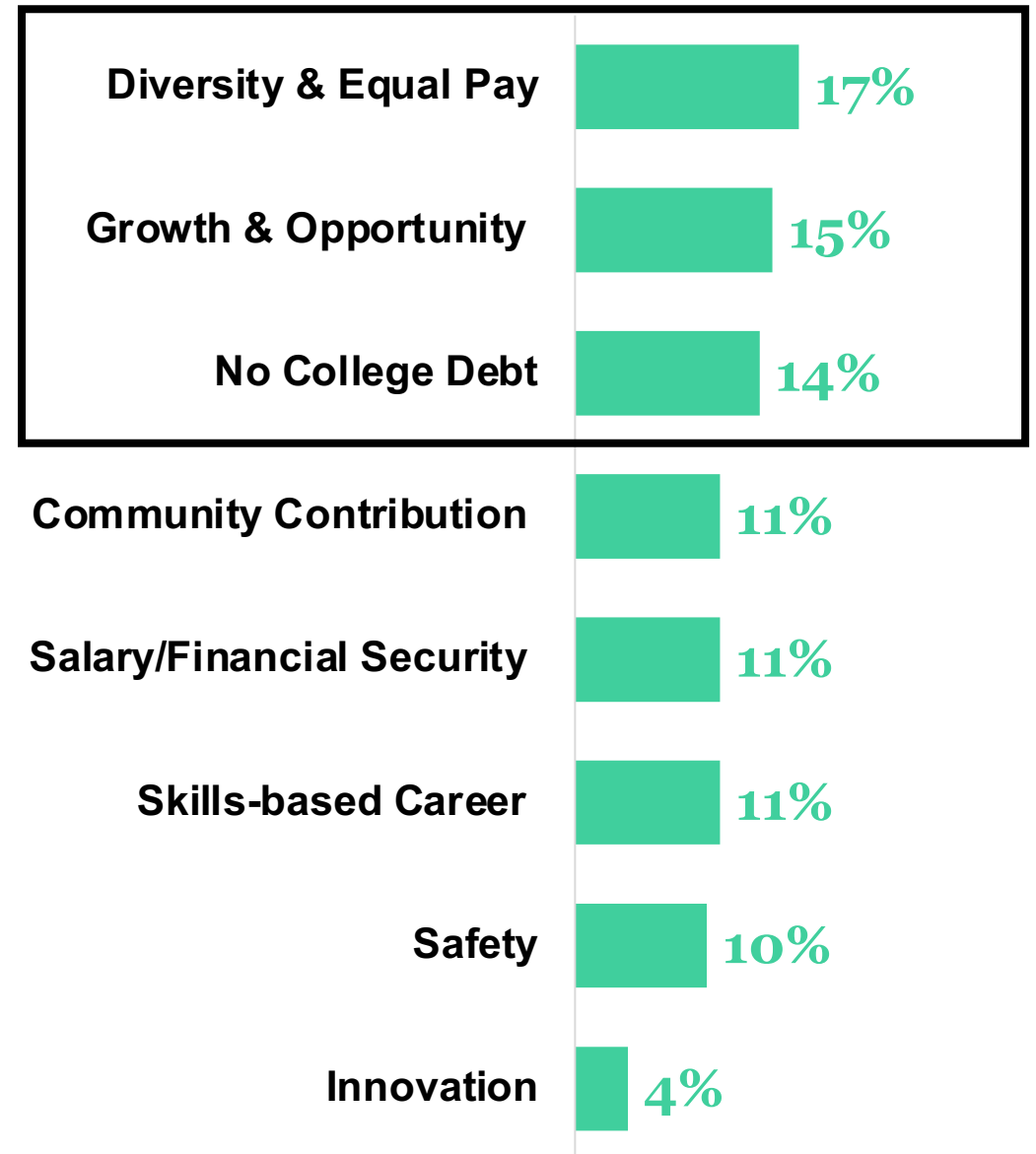


Once educated, deterrents drop.





| What
messages
make the
most impact
for this
audience?



A green-tinted photograph of a construction site. In the foreground, a worker in a hard hat and safety vest uses a long-handled tool to work on the ground. In the background, other workers and a large piece of construction machinery are visible. The image has a semi-transparent green overlay.

The opportunities:

Attracting the next generation of workers...
in a shifting economy.

What are they looking for in a career?

1

Contributing to a
greater good

2

Work/life balance

3

Compensation

Source: YouGov 2019 Survey

A background image featuring a collage of young people. On the left, a woman is smiling and holding a pair of glasses. On the right, a young man and a young woman are smiling and looking towards each other. The image is overlaid with a green-to-yellow gradient on the left side.

Expectations are changing.

The Power And Privilege Issue

The Hot New Gen-Z Trend Is Skipping College

High schoolers are weighing the benefits of blue-collar trades at a time when well-paying jobs – and no debt – are hard to pass up.

By **Allie Conti**

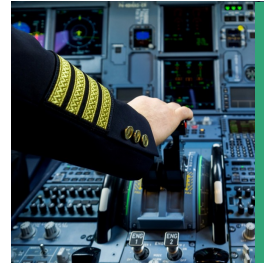
Oct 18 2018, 12:00pm  Share  Tweet  Snap

The VICE logo, featuring the word "VICE" in a bold, stylized, black-outlined font.

What careers are Gen Z considering?



**Transportation,
storage and
distribution**



**Commercial
pilot**



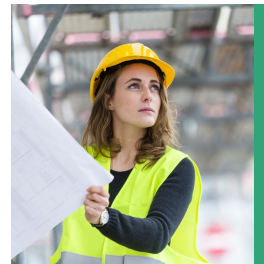
**First-line police
supervision/
investigation**



**Agriculture,
farming and dairy
management**



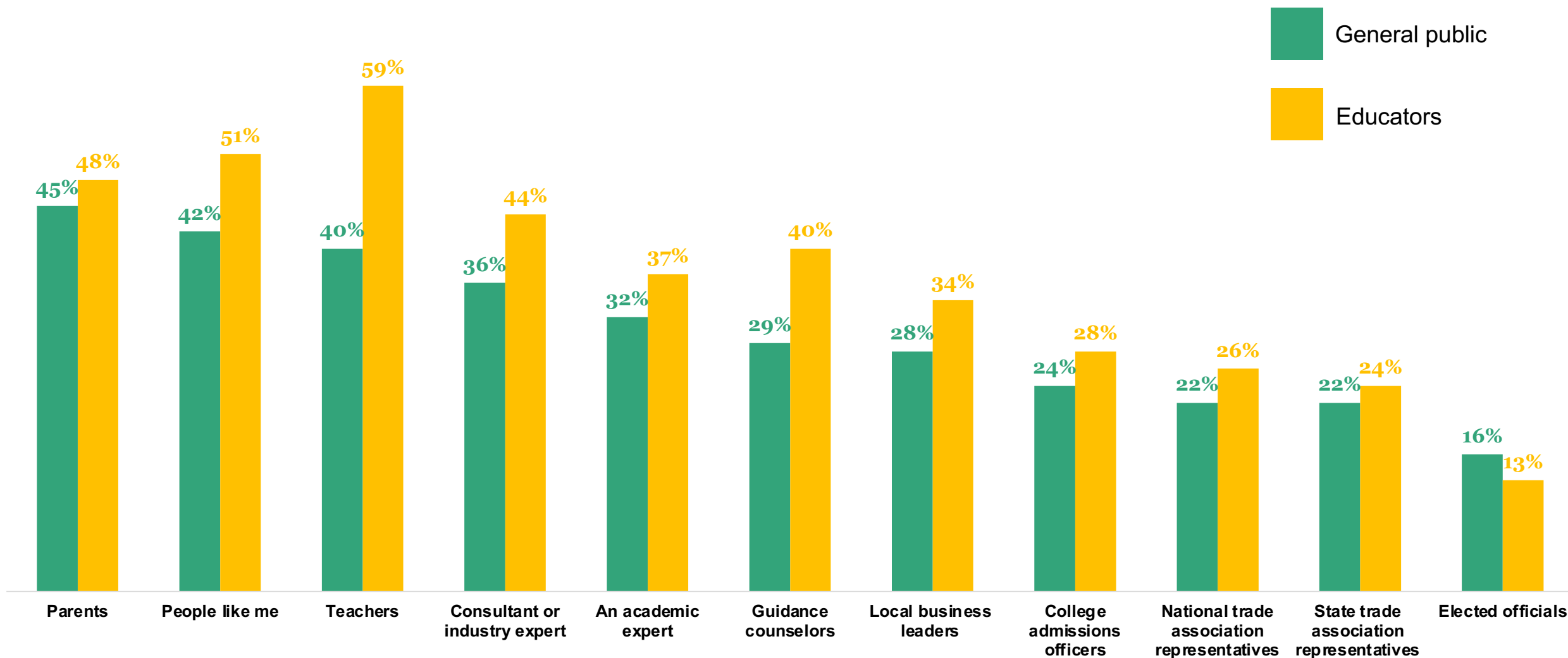
**Power
installation/
repair**



**Construction
supervision**

19

Whose opinion do they value?



20

“Map” of influence:



**Future
recruits:**

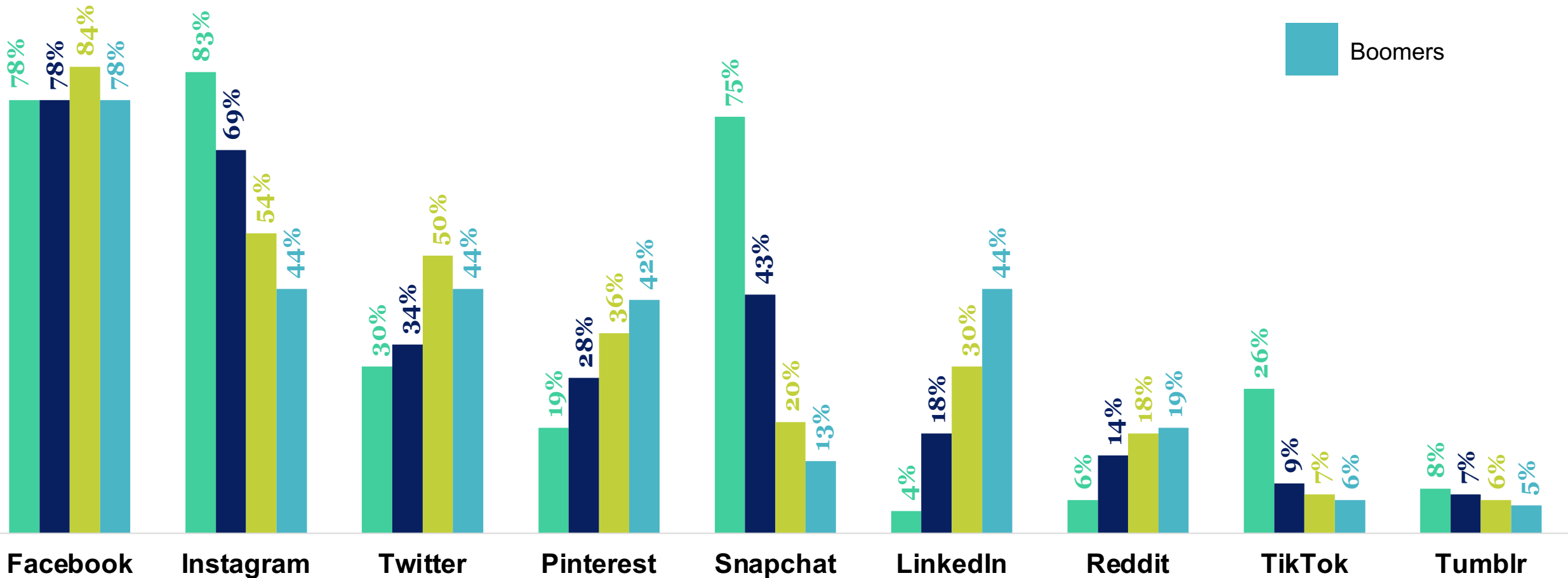
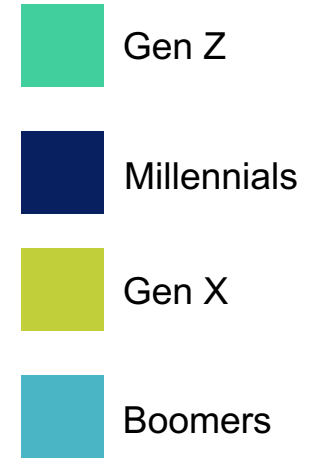
Gen Z



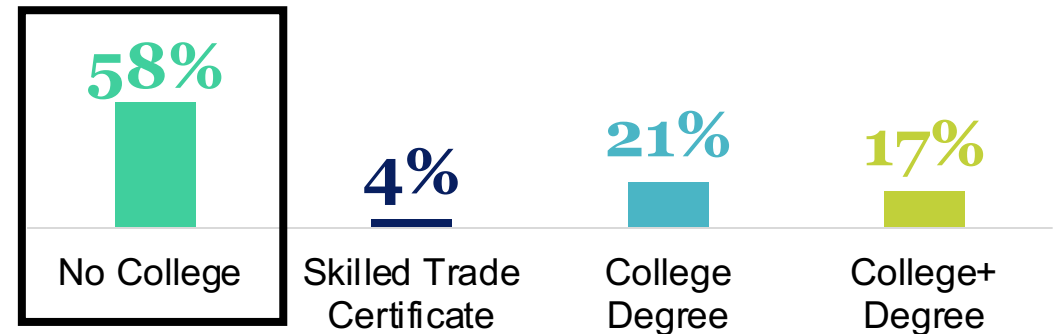
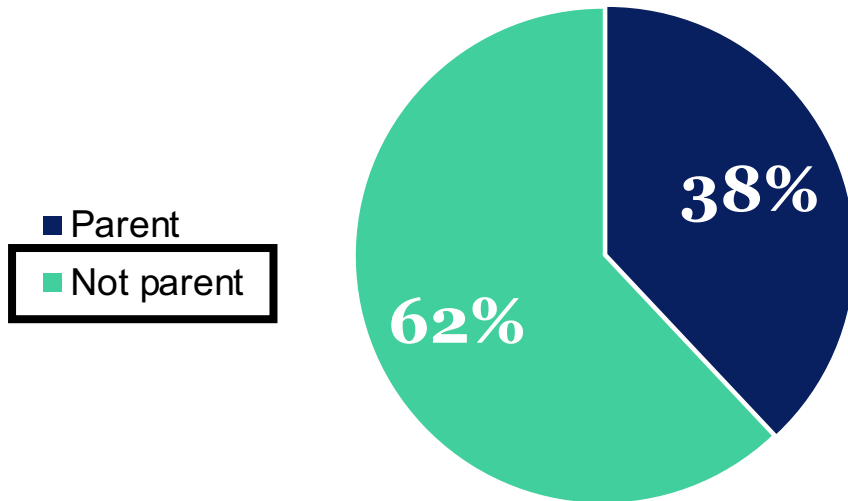
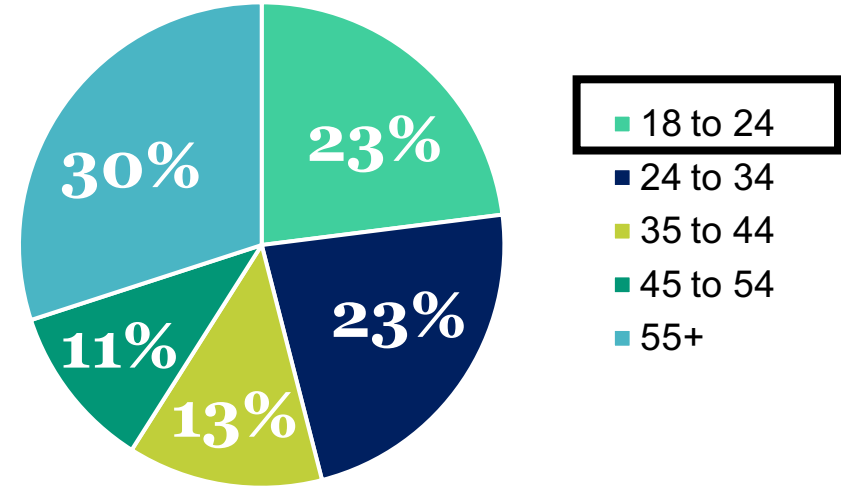
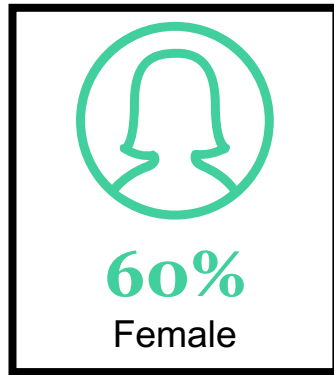
**Current/
potential
recruits:**

“first time career
seekers”/
persuadable

Social media is key.



But, we can't talk to everyone – so who do we target?



Ideas to consider:



Target young women



**Showcase diversity, lack of debt
and growth opportunities**



Go social



**Create tools/content that can
be customized**

Ideas to consider:



Get Involved in Education System



Create Partnerships



Showcase Career Opportunities



Showcase Community Relations Activities

Special Report 227

NAPA Workforce Development Findings:

Understanding the Opportunities in Asphalt



GOLIN

Introduction

Across all construction sectors, there is a growing labor shortage that three of contractors to complete projects are seeing long-tenured employees are having trouble attracting youth. According to the Associated General Contractors of America's annual workforce study, 91% of companies said they were not hiring new employees, but more than 60% of both unionized and non-unionized



About GoINTEL

GoINTEL is Golin's research hub; team provides brands with customized research to address specific issues, understand target audiences. Research can be qualitative, using in-depth interviews, focus groups, or quantitative, using representative sampling. GoINTEL handles the entire research process from methodology, design, creation of qualitative guide instrument, analyzing insights and recommendations.

— reported difficulty in finding qualified workers (AGC, 2019). A 2019 U.S. Chamber of Commerce report similarly found that 94% of construction

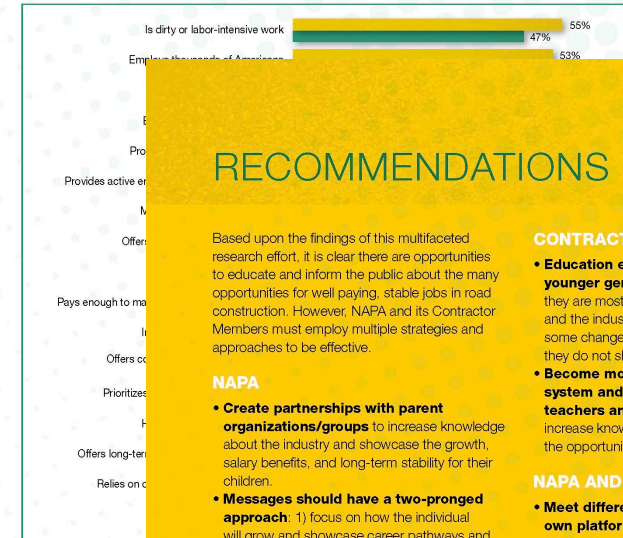


Figure 3: General Public

However, after learning through the tested positive attributes and attributes was significant. Public saw shifts in perceptions: training (+19%), the value of the industry (+18%), and long-term stability (+17%). Similarly, education change in perception of a skill-based career (

RECOMMENDATIONS

Based upon the findings of this multifaceted research effort, it is clear there are opportunities to educate and inform the public about the many opportunities for well-paying, stable jobs in road construction. However, NAPA and its Contractor Members must employ multiple strategies and approaches to be effective.

NAPA

- **Create partnerships with parent organizations/groups** to increase knowledge about the industry and showcase the growth, salary benefits, and long-term stability for their children.
- **Messages should have a two-pronged approach:** 1) focus on how the individual will grow and showcase career pathways and development opportunities within the industry, and 2) focus on how working for the industry contributes to the community.

CONTRACTORS

- **Education efforts should focus on younger generations and educators**, as they are most receptive to what the messages and the industry offers. While parents show some changes in perceptions after messaging, they do not show the largest change.
- **Become more visible in the education system and create partnerships with teachers and school counselors** to increase knowledge about the industry and the opportunities available for their students.

NAPA AND CONTRACTORS

- **Meet different audiences on their own platforms.** When communicating with younger audiences, use digital and targeted communications that increase awareness of the industry. For educators, we need to work directly with them and play a supportive role for message dissemination.

REFERENCES

AGC (2019). *2019 Worker Shortage Survey Analysis*. Associated General Contractors of America, Washington, D.C. <https://www.agc.org/sites/default/files/Files/Communications/2019%20Worker%20Shortage%20Survey%20Analysis.pdf>

USG (2019). *USG Corporation + U.S. Chamber of Commerce Commercial Construction Index Q1 2019*. USG Corporation, Chicago, Illinois. https://www.uschamber.com/sites/default/files/ccj_q1_2019_3-12-2019_for_release_0.pdf

Opportunities

- School Age — Changing Perceptions & Narratives
- Skilled Trades — Scholarship
- College Students — NAPAREF Scholarship Funds
- Mentorship — Women of Asphalt
- Social Media — Instagram Stories





Opportunity: Partner with Educators

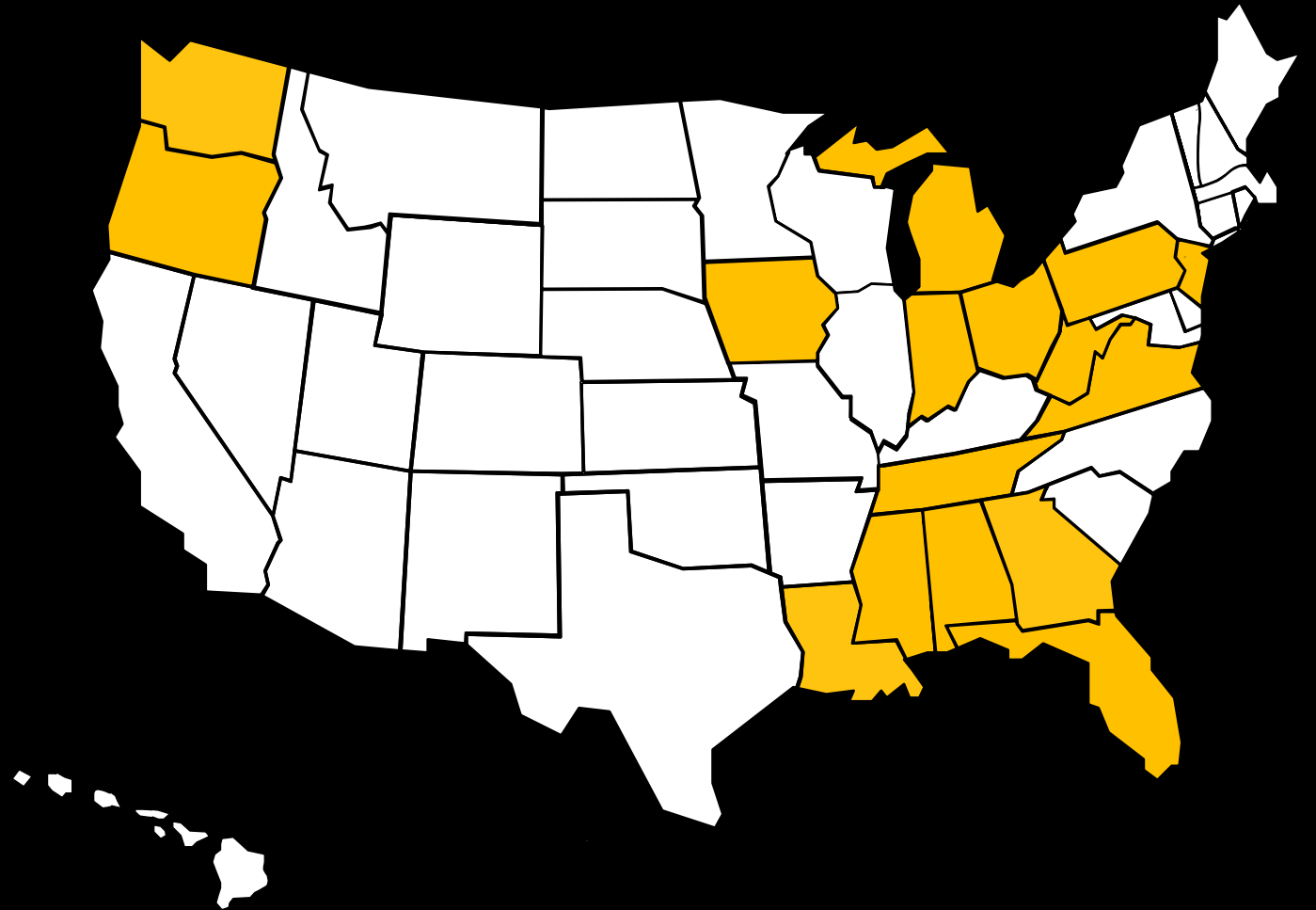
- 3.6 million school teachers in the US
- Core subject teachers will average over 6,400 students over their career



NAPA Research & Education Foundation Scholarship Program

50+ Scholarships
Colleges/Vocational
Schools

\$3.2M Awarded
2,000 Students



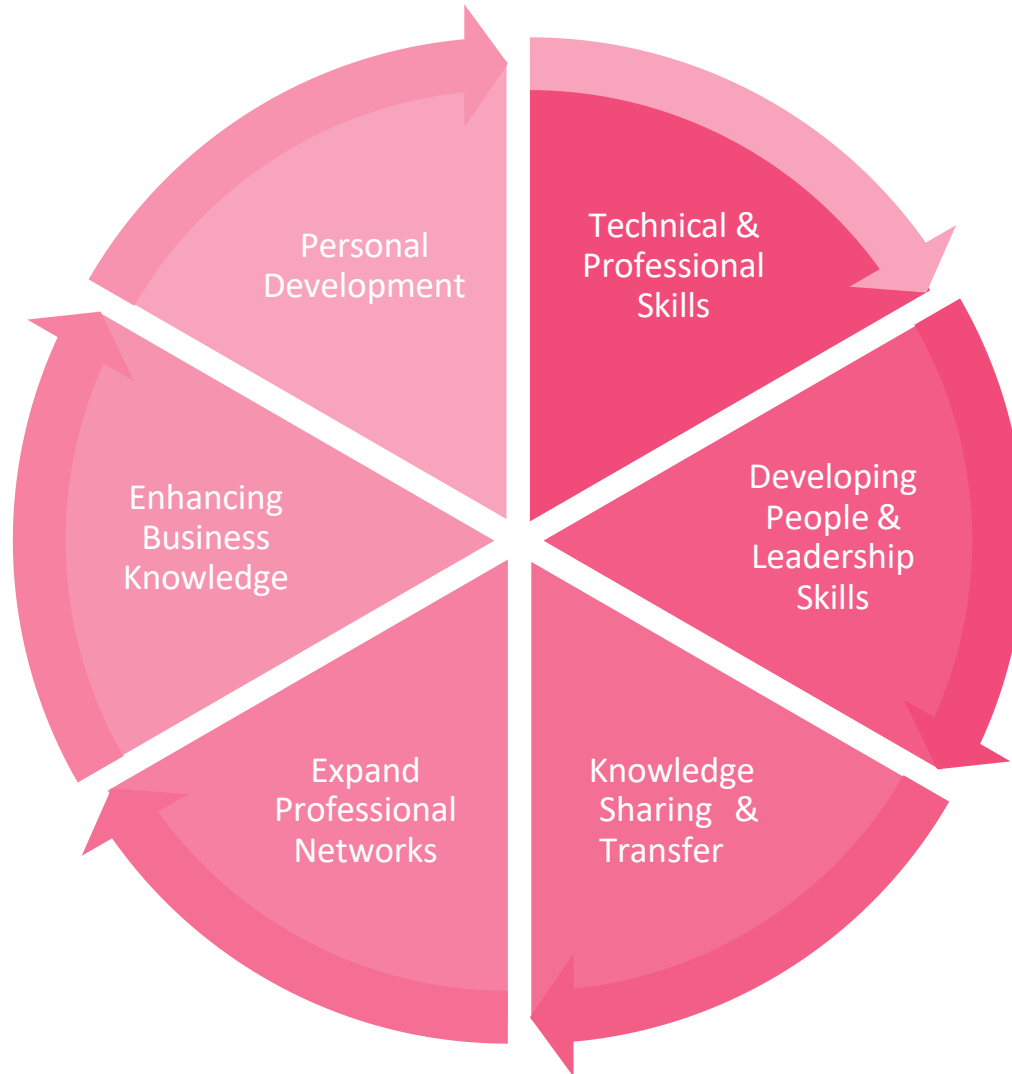
National Mentorship Initiative

Connecting Mentees to Mentors

**2021 Mentorship Program
Participation in 31 of 50 States**



Consider Volunteering to Be a Mentor



Roles & Expectations

- Mentee:

- Drives the Relationship
- Shows up with Energy & Enthusiasm
- Sets goals
- Asks questions
- Listens
- Provides Feedback
- Maintains Confidentiality

- Mentor:

- Actively engages
- Supports goals
- Transfers knowledge
- Gives Advice
- Exposes mentee to their network
- Provides Feedback
- Maintains Confidentiality

- Committed to 12-month formal mentoring relationship
- Engages in at least 1 mentorship meeting per month
- Participates in other training or events, when possible
- Estimated time commitment: minimum 15 hours per year



Next Steps

- **Register** to be a mentee, mentor or both **by October 21** via the membership portal
- Make sure info@womenofasphalt.org emails will go to your inbox
- **Register** to virtually **attend** a mentorship program **training webinar**
- Look for communication on your specific **match** in **December**





Instagram Stories (amid pandemic)

- *With a \$5,000 investment ...*
 - **467,071** people aged 18-22 years
 - **1,160,070** impressions
 - *Reached 1 million 2X faster than average campaign*
 - **4,172** interactions
 - *44% lower cost than average campaign*

CAREER OPPORTUNITIES

Learn more about the asphalt pavement industry's career opportunities including qualifications, physical requirements, average national salary, and length of time before promotion by selecting your skill level below and learning more.



OFFICE



ENTRY-LEVEL



SEMI-SKILLED



ENTRY-LEVEL SKILLED



MID-LEVEL SKILLED



UPPER-LEVEL SKILLED

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