

# Workforce: Identifying the Challenge





**Safeguard**

**Advance Quality**



**Advocate**

**EH&S Support**



**Strengthen  
Workforce**



**Increase  
Involvement**



**Association  
Excellence**



# Strategic Planning

Solutions 21

Developed team of  
members/SAPAs



**Workforce Development**



Create and communicate with discipline a compelling story on the positive benefits and opportunities for career growth and advancement in the asphalt industry.

Build a comprehensive and collaborative network of partnerships with stakeholders inside and outside of the industry to recruit, retain, and develop the new asphalt workforce.



Help fulfill the promise made to those recruited into the asphalt industry by assisting member organizations in creating exceptional work environments rich with opportunities.

# COMMITTEE STRUCTURE

-  Denotes NAPA Member
-  Denotes SAPA Executive
-  Denotes NAPA Staff Liaison

## Committee Leadership

-  Chair: John Harper, CPI
-  Co-Chair: Brian Wood, PAIKY
-  *Richard Willis*

## Communications Group Leadership

-  Producer Lead: Sheila Barkevich
-  SAPA Lead: Ashely Batson
-  *Ester Magorka & T. Carter Ross*

### Members

-  Brian Crume, E&B Paving, Ind.
-  Bob Flowers, CWR Contracting Inc., Fla.
-  David Guillaume, CRH Americas Materials, Ga.
-  Jim Klett, Klett Construction, Mich.
-  Fred Marvel, Brannan Sand & Gravel Co., Colo.
-  Zachary Michael, King Asphalt Inc., S.C.
-  Alex Phelps, Pike Industries
-  Christian Spross, Wulfenstein Construction, Nev.
-  Pat Weaver, Solterra Materials LLC, Ariz.
-  Brandon Strand, Wisconsin APA
-  Jim Warren, Texas Asphalt Pavement Assn.

## Partnerships Group Leadership

-  Producer Lead: David White
-  SAPA Lead: Kirsten Pauley
-  *Jay Hansen, Lori Wolking, & Ashley Jackson*

### Members

-  Stan Bass, Vulcan Materials Co., Ala.
-  Jason Duininck, Duininck Inc., Minn.
-  Kevin Folkins, Pike Industries, N.H.
-  Grant Gabbard, The Allen Co., Ky.
-  Phil Heimbecker, Delta Companies Inc.
-  Vince Hafeli, Ajax Paving Ind., Fla.
-  Nancy Quinn, Vulcan Materials Co., Ariz.
-  Andrew Shelton, Barrett Industries, Pa.
-  Ryan Shotts, Brooks Construction Co., Ind.
-  Jule Smith, Fred Smith Co., a Const. Partners Inc. Co.
-  Matthew Valle, Brox Industries, Mass.
-  Kevin Wall, Anderson Columbia Co., Fla.
-  David Wyant, SL Williamson Co., Va.
-  Jeff Graf, Maryland Paving Inc.
-  Abbey Bryduck, Minnesota APA
-  Reed Ryan, Utah APA

## Promise Group Leadership

-  Producer Lead: John-Paul Fort
-  SAPA Lead:
-  *Richard Willis & Melanie Richardson*

### Members

-  Michael Brown, Texas Materials Inc., Texas
-  Dan Ganoie, Lindy Paving, Pa.
-  Tim Gorman, Rogers Group Inc., Ark.
-  Curtis Hall, Allan Myers, Pa.
-  Jeffrey Hitchings, JSL Asphalt Inc., Conn.
-  Michael Mangum, FMI Corp., N.C.
-  Tanya Nash, Asphalt Testing Solutions, Fla.
-  Kari Shiflett, Lakeside Industries, Wash.
-  Chris Stricklin, Dunn Construction, Ala.
-  Susan Witt, Gerken Paving Inc., Ohio
-  Lawrence Kokkelenberg, Org. Trainers Consultants
-  Michael Arnemann, Mississippi APA
-  John Hickey, APA of Oregon

# Research Brief

In 2019, NAPA focused on a workforce development market research campaign. In order to anchor the messaging and campaign strategy to research, Golin (a public relations firm) was asked to pull together a research approach and methodology that would dive deeper into:

1. What Americans think about the asphalt pavement industry
2. Why they have misperceptions and certain beliefs about the industry
3. What would motivate them to consider the industry for jobs
4. How other people's opinions impact their consideration set, and
5. What messages might help with retention and recruitment efforts.



# Audience

## The General Public

Nationally representative (with regard to age, gender, race/ethnicity, region etc.)

While target audiences are important, it is also imperative to understand who influences them and how

## Influencers

Teachers and guidance counselors in Middle School and High School

Knowing that career choices are made while in school, it is important to understand how these influencers view the industry



# Phases of Research

Phase	Purpose	Time Interval	Sample Details
Pilot Survey	Baseline of external perceptions of the Road Construction industry, compared to competitor industries.	June 12 – June 24	N=1,500 General Public N=250 Educators/Counselors  Gen Pop Margin of Error: $\pm 2.53$ Educators Margin of Error: $\pm 6.20$ 95 percent confidence level
Focus Groups	Explore underlying reasons for perceptions and assess what message themes would move perceptions and dispel misperceptions.	July 8 – July 16	10 focus groups: N=47 (Gen Pop) N=54 (Educators)  5 research markets: Boston, Columbus, Atlanta, Denver and Phoenix
Robust Survey	Test messages and assess which are likely to change minds and favorability levels, willingness to recommend, and the attributes associated with the industry.	August 30 – September 1	N=3,018 General Public (16+) N=1,006 Educators/Counselors (elementary to high school)  Gen Pop Margin of Error: $\pm 1.78$ Educators Margin of Error: $\pm 3.09$ 95 percent confidence level



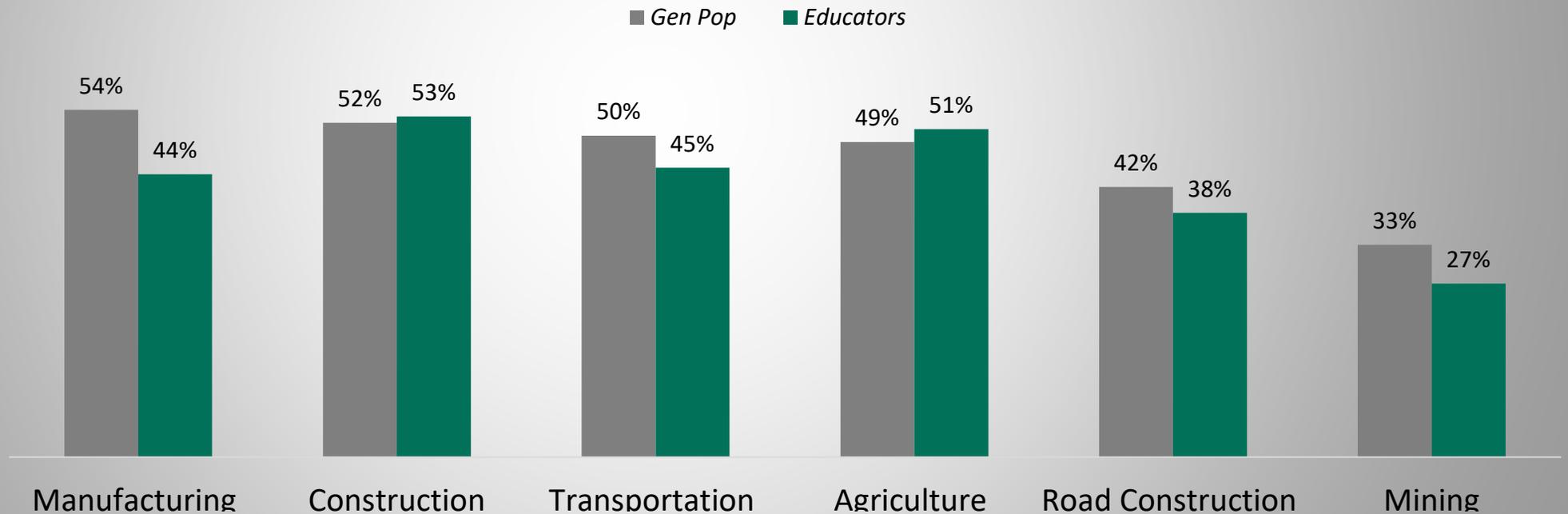
# KEY FINDINGS

- 1 Americans aren't negative towards road construction; they just don't know enough about it.
- 2 Initial perceptions of road construction are that it is dirty, labor-intensive and dangerous.
- 3 After exposure to messages, road construction was more likely to be recommended and even considered as a career path.
- 4 Educators were especially receptive to the messages.
- 5 Parents and teachers are the most valuable resource: Create partnerships to strengthen reception.



# The majority of respondents are unfamiliar with road construction

However, the general public reports slightly higher familiarity (+4) compared to educators



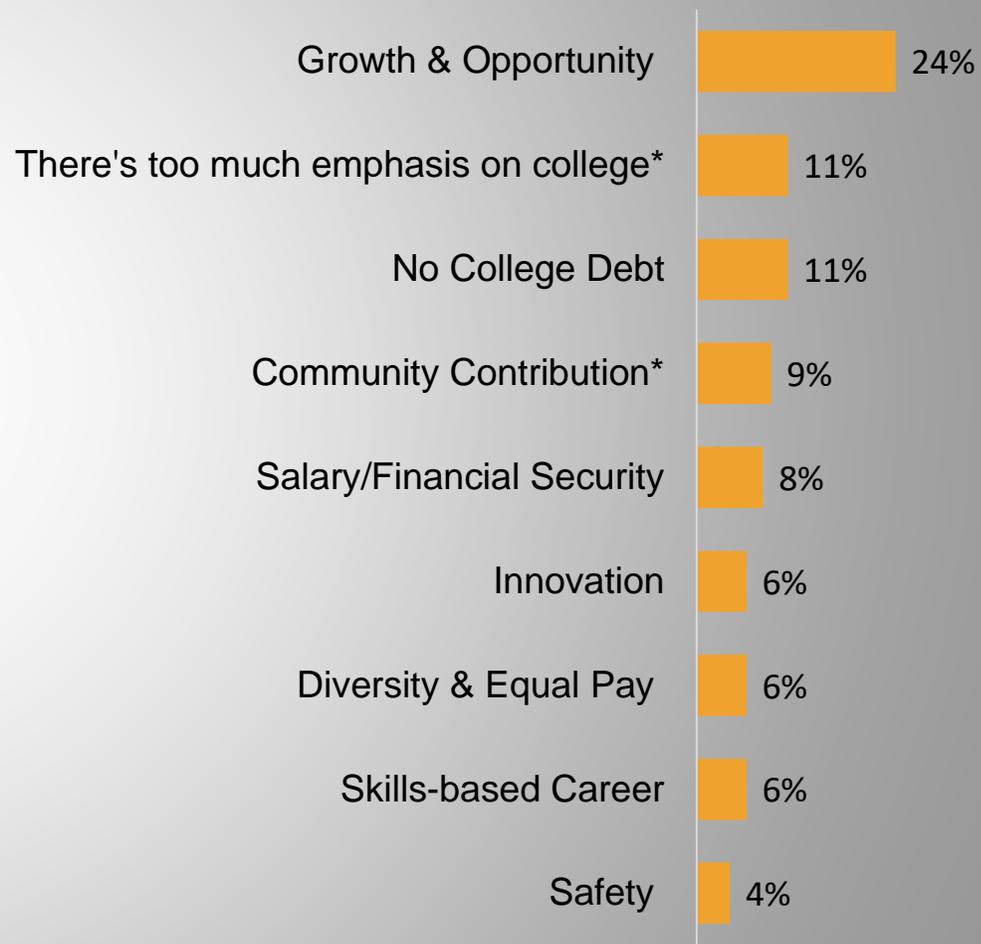
Please indicate how familiar you are with the following industries.

# The growth & opportunity message was cited as the most impactful message for both audiences

## Gen Pop



## Educators



Which of the following messages was most impactful for you?

\*Too much emphasis on college message and Community Contribution (for educators) were only shown to educators



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# Growth & Opportunity

Building and maintaining roads involves a lot of different skills — both on the road and in the office — and there is always a path for career growth. Building America's roads requires asphalt plant operators, construction laborers, equipment operators, maintenance crews, sales and marketing, accounting, engineers, IT professionals, and more. You can start anywhere and grow into a management role or follow your passion into other areas within the industry.



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# Community Contribution

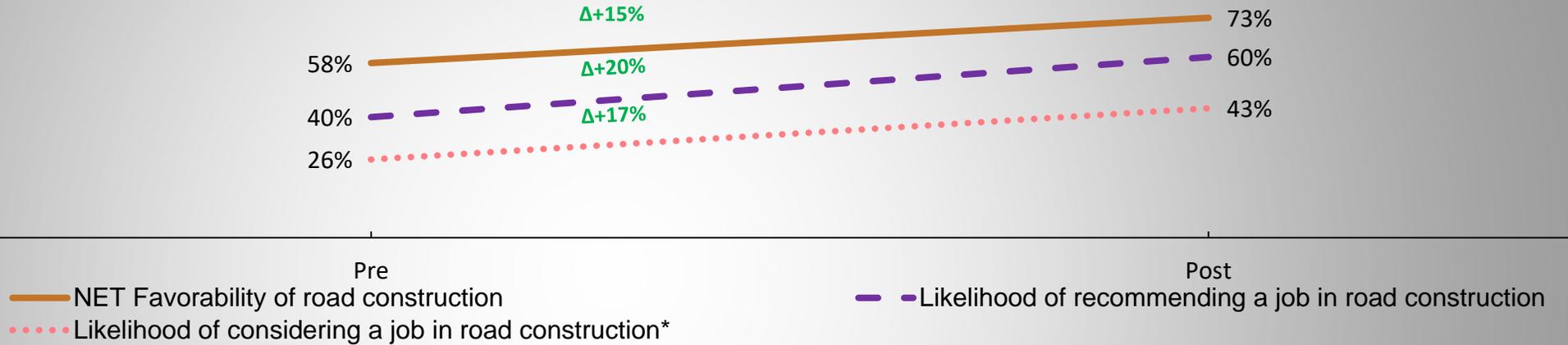
Road construction allows workers to build something that truly benefits their community and country. Building the roads that connect society makes them a part of something bigger. Their work helps families get to work and school — and ultimately makes their community a better place to live.



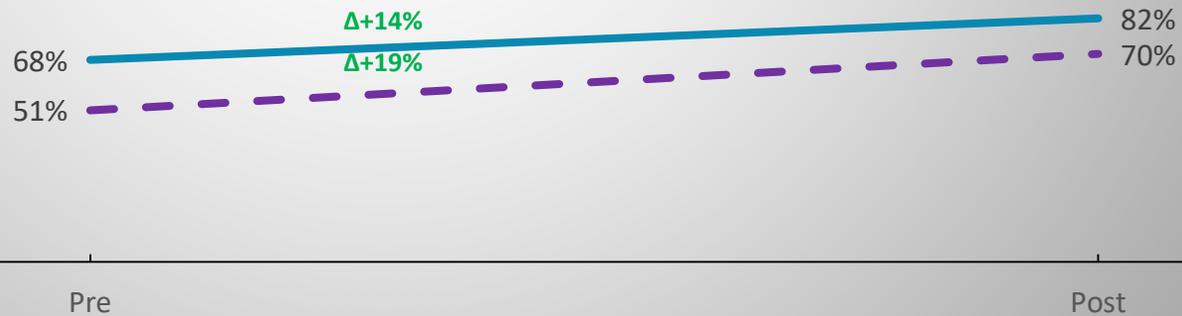
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# Once educated about the industry, positive perceptions increased significantly

## Gen Pop



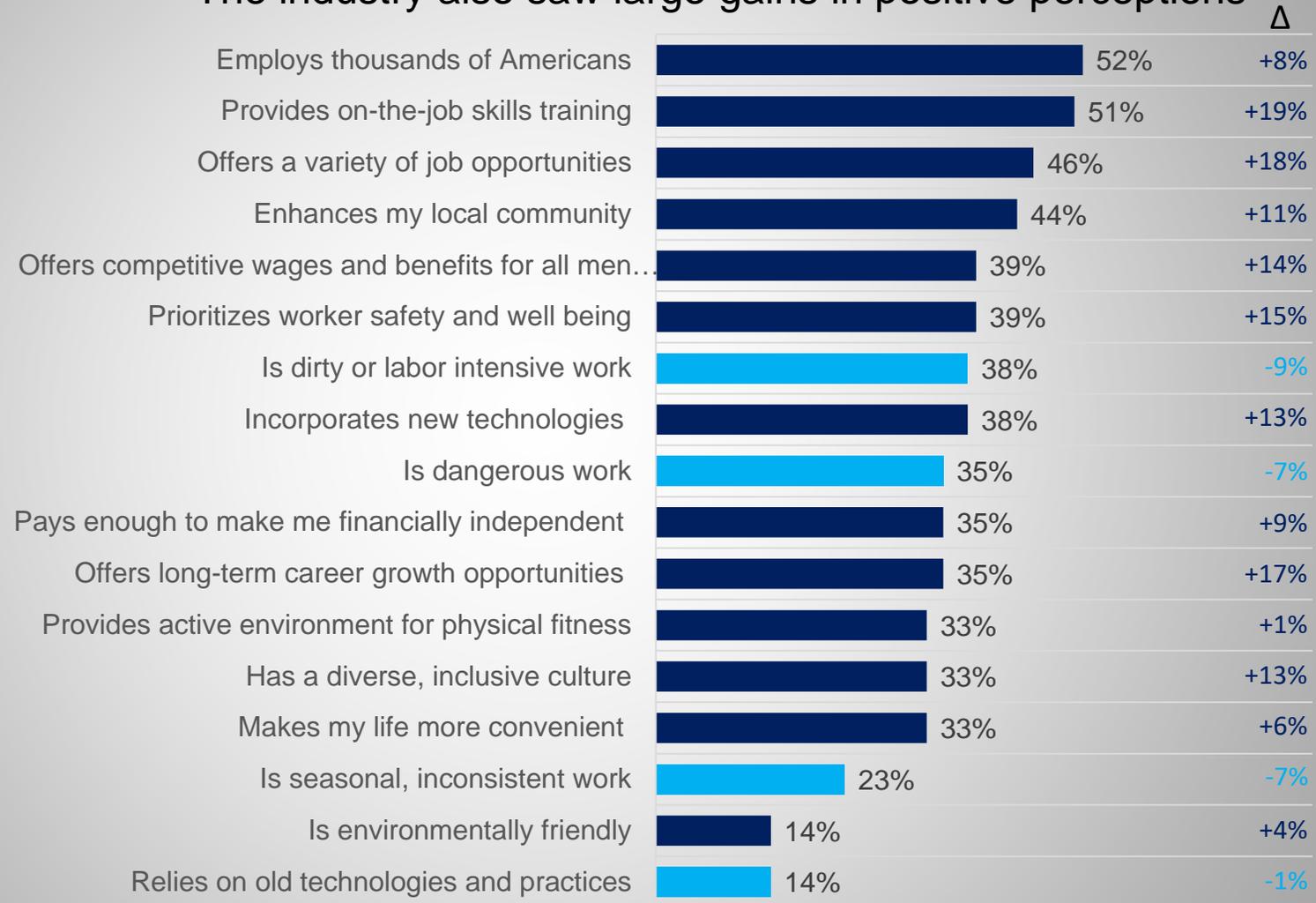
## Educators



Based on what you've read, how likely would you be to \_\_\_\_\_ in road construction?  
\*Educators were not asked how likely they would be to consider a job in road construction

# After message exposure, the general public is less likely to associate negative perceptions with road construction

The industry also saw large gains in positive perceptions

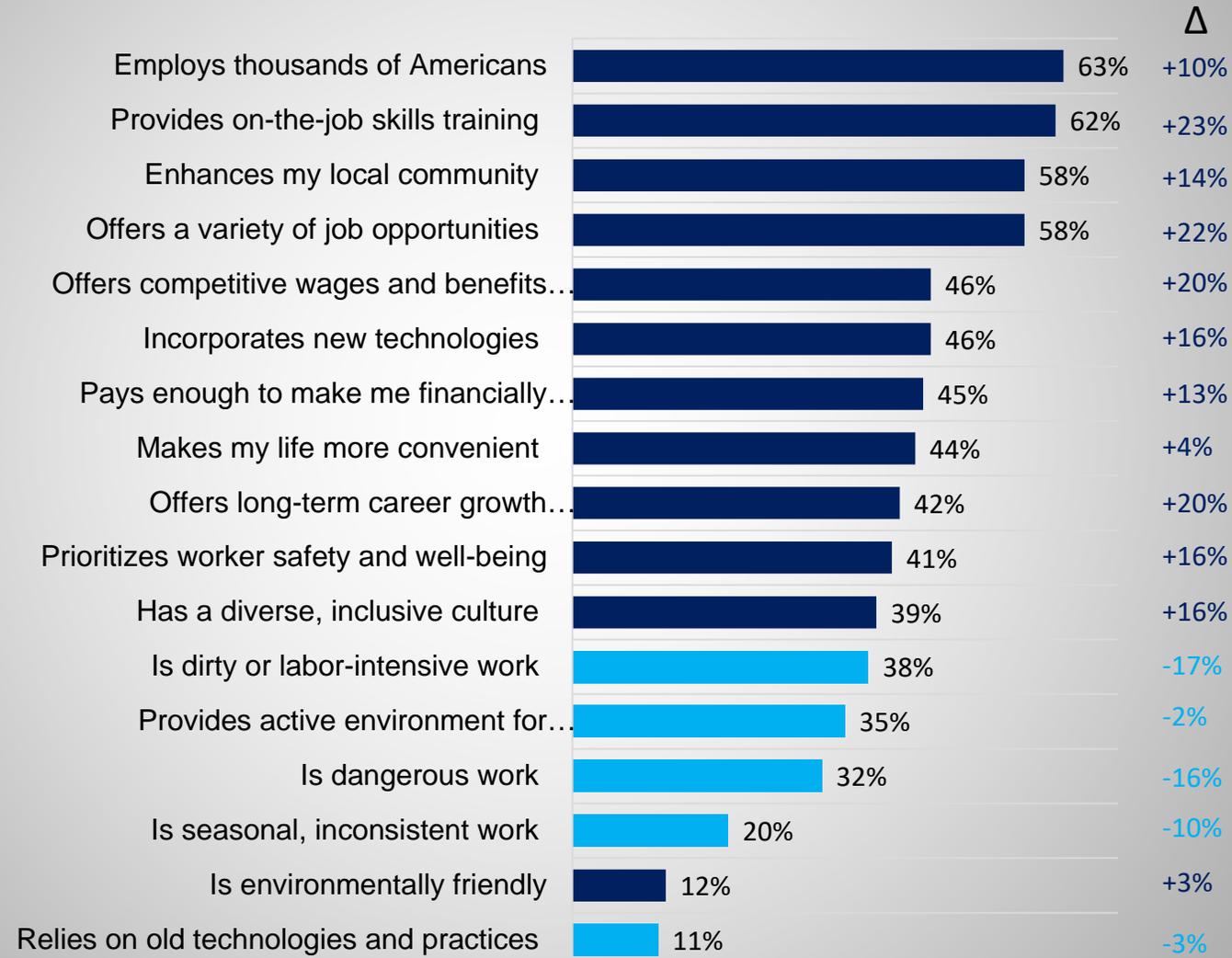


Based on what you just read, which, if any, do you incorporate with the Road Construction industry?



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# The increase in positive perception is even higher among educators after message exposure, especially for *training, variety of opportunities and growth*

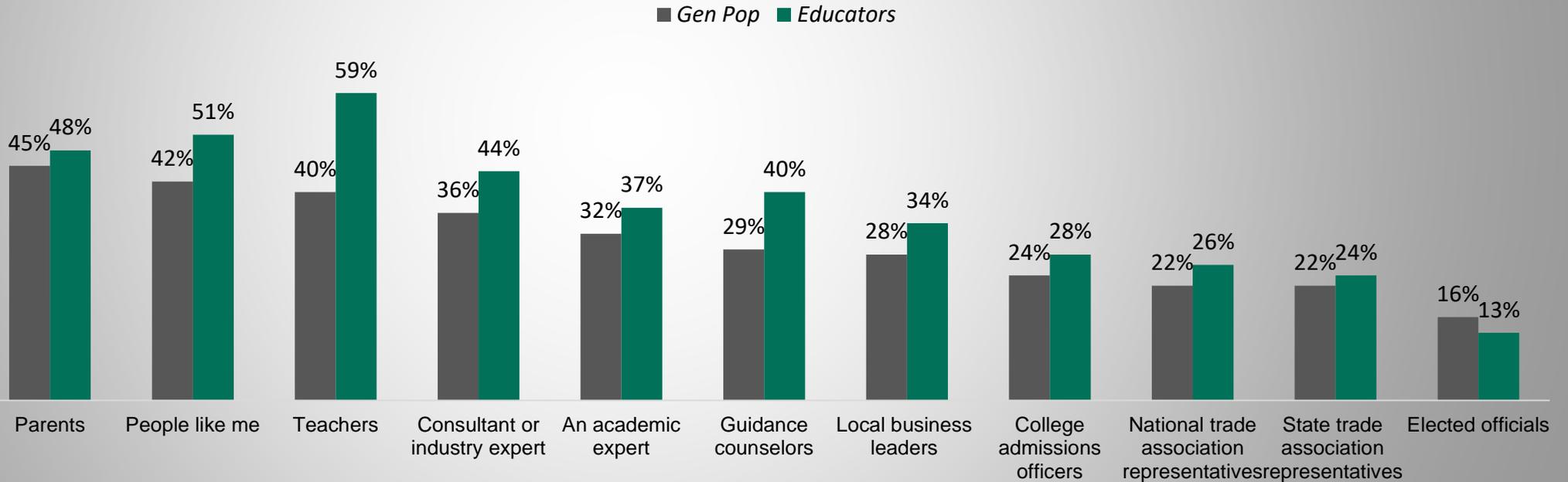


Based on what you just read, which, if any, do you associate with the Road Construction industry? Please select all that apply.



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# Respondents trust people close to them, as opposed to experts or representatives



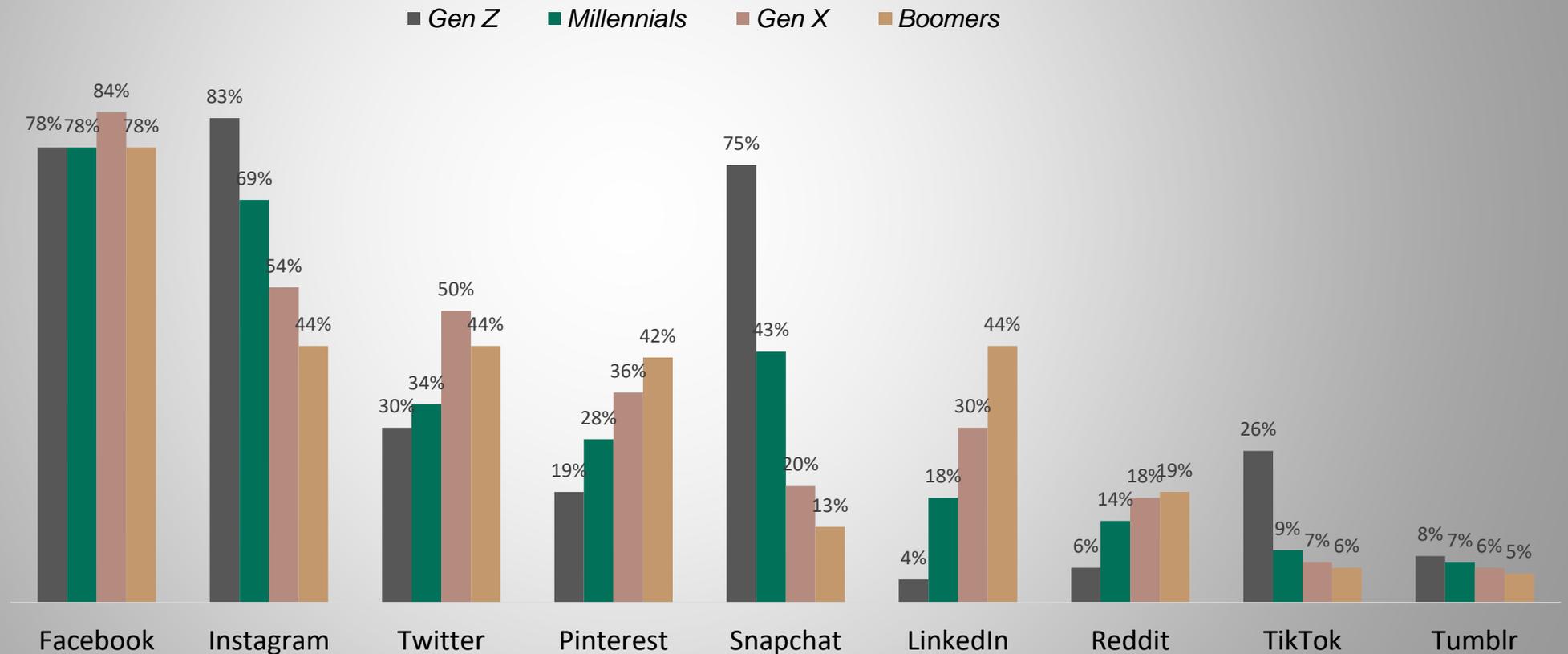
Please indicate how much you value each person's, company's or group's opinion using a zero-to-ten scale. (8-10 = trust their opinion)



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# Social platform use varies greatly among generations

*Gen Z are most likely to use Instagram and Snapchat; while Twitter, LinkedIn, and Pinterest skew older*



*For social media platforms, which of the following do you use most often? Please select three choices.*

## Recommendations

1. Meet different audiences on their own platforms.
2. Become more visible in the education system and create partnerships with teachers to increase knowledge and the opportunities available for students.
3. Create partnerships with parent organizations/groups to increase knowledge and showcase the growth, salary benefits, and future stability.
4. Messages should have a two-pronged approach: 1) focus on how the individual will grow and showcase the opportunities, and 2) focus on how working for the industry gives back to the local community.
5. Education efforts should focus on younger generations and educators.



LOOKING FORWARD WITH  
**20/20 VISION**

2020 NAPA  
ANNUAL MEETING  
**February 2-5, 2020**  
GRAND WAILEA • MAUI, HAWAII



Questions?

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