

Recruiting and Training the Next Gen A Panel Discussion



AGC MN Construction Summit
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Thanks to Our Panel!

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Crane Operator – Apprentice
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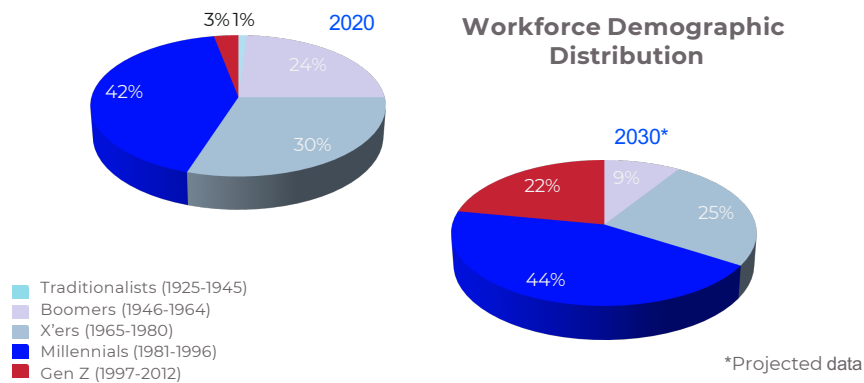
Our Current Reality – A Dramatic Shift

- Workforce demographics are shifting!
 - Each generation thinks differently
- Most of our talent have a transitional mindset
 - If they don't get what they want, they move on
- Compensation is only one part of the equation
 - Growth – quick career advancement opportunities
 - Flexible work schedules – anytime/anywhere
 - Desire to be developed and trained
- Culture is being redefined
 - Culture is no longer just a set of fun activities
 - There is a desire to be connected and engaged in vision and growth

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2020 to 2030



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Understanding the Generations

- The events and conditions we experience during our formative years determine who we are and how we perceive and interpret the places, things, and events around us.
- As a result of these unique events and conditions, each generation has adopted its own “generational personality.”

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Millennials (1981 – 1996)

Major Events

- September 11, 2001, President Obama Elected, Columbine, Hurricane Katrina, Gay Marriage, Iraq/Afghanistan Wars, Facebook, Pinterest, Technology, World Wide Web

Generational Personality

- Idealistic
- Appreciate Diversity
- Enthusiastic
- Instantaneous
- Don't Command--Collaborate

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Gen Z (1997 – 2012)

Major Events

- COVID-19, Great Recession of 2008, High Non-Discretionary Expenses, Social Networking, Gun Violence, Climate Change, Corporate Social Responsibility, Always Wired (always have been), Wealth Gap, Global Events, High Education Costs (most educated, most indebted), One-Click Purchasing

Generational Personality

- Pragmatic/Realistic
- Independent and Entrepreneurial
- Fiscally Responsible - Want Stable Jobs
- Expect Diversity and Equality (Most Diverse Generation in History)
- Digital Natives
- Vocal and Expect to Have a Voice

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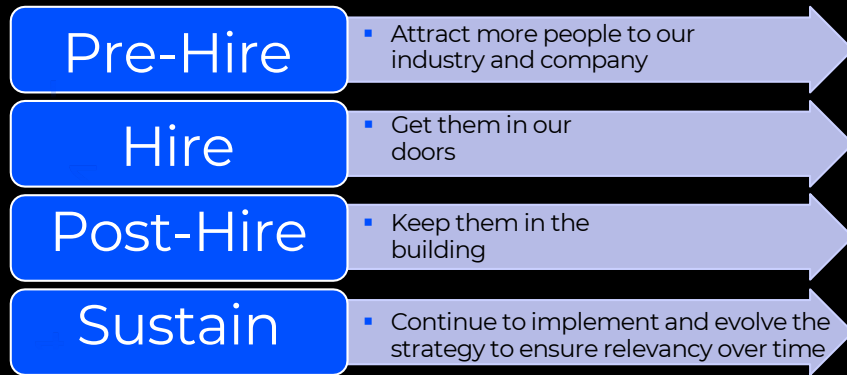


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Systematic Approach in Phases:



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What Enticed You?

Panel Questions:

What enticed you to join the construction industry?

What influenced you most in deciding to join your current company?

How did diversity factor into your decision?

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What Enticed Your Company's Next Gen?

Questions to Ask Your Company's Next Gen:

1. What initially attracted you?
2. When you come to work each day, what do you look forward to?
3. What intrigues, invigorates, and drives you to perform?
4. What are you learning?
5. Why do you stay?
6. When was the last time you thought about leaving? What prompted it?
7. What can I do to make your experience at work better?

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What Stood Out in Your Hiring Process?

Panel Questions:

What went well in your hiring process?

What could have been improved in the hiring process?

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What Can Improve in Your Company's Hiring Process?

Questions to Ask Your Company's Next Gen:

1. How did you learn about the company before you applied?
2. How did you learn about the position you applied for?
3. How did you decide this was the right company for you?
4. How easy (or difficult) was it to apply for a position at the company?
5. What did you like most about the hiring process?
6. What would have made the hiring process better for you?

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Post-Hire

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What Stood Out in Your On-Boarding and Training ?

Panel Questions:

How were you on-boarded to the company?

What continuous learning and development opportunities are you offered?

On a scale from 1-5 with one being low and 5 high – how important is on-going training and development to you?

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What Can Improve in Your Company's On-Boarding and Training

Questions to Ask Your Next Gen:

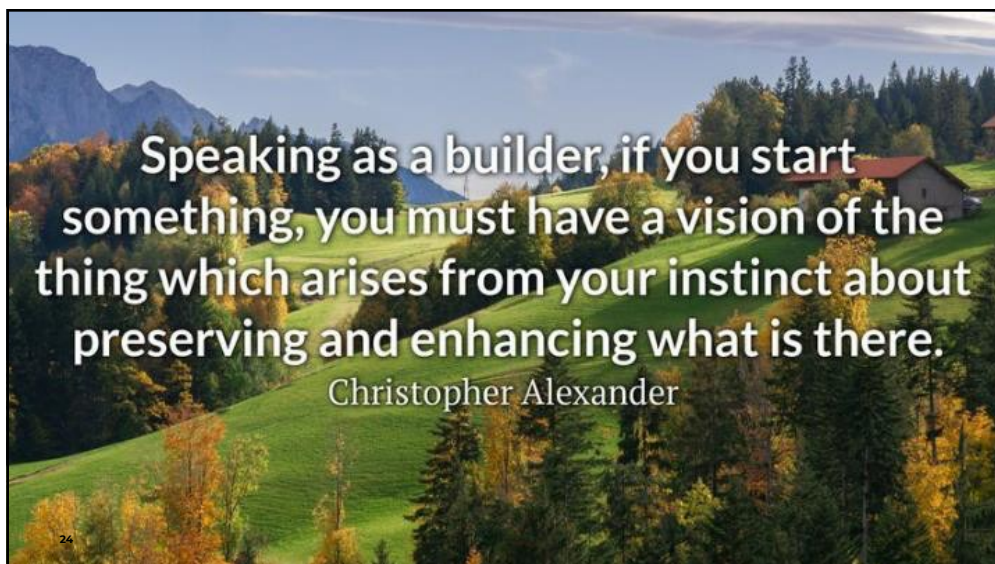
1. How well did the company on-boarding process prepare you for successful integration into the company?
2. What do you wish you would have learned in the on-boarding process that could have helped you integrate more effectively/quickly?
3. What on-going learning and development opportunities do you believe would add the most value to you in your position?
4. What learning approach works best for you – virtual, face to face, on-demand computer-based, hands on, mentoring, combination?

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Developing the Future Pathway

People are your most important asset . . .

Be proactive

- Invest in next gen employees by soliciting and providing feedback in order to develop technical skills, resourcefulness, service delivery skills, and leadership capabilities.
- Support the creation and execution of goals that will empower employees to stretch and develop knowledge, skills, and abilities that contribute to the success of the organization and to the success of those served.

Be curious

- Guide employee career choices while offering possible opportunities and guidance (e.g., career pathing, job rotation).
- Support both technical and non-technical development. Allow room for curiosity, innovation and trial and error.
- Be acutely aware of employee performance in relation to role and responsibility and course correct as necessary to achieve success.

Be dedicated

- Consistently seek, process and communicate information and knowledge to help employees serve their clients, achieve their goals, and perform better.
- Participate in on-going training to remain relevant and sharp in the role as coach and manager.
- Foster employee well-being and support integration of life and work.
- Reward and recognize employees throughout the journey

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***Spend as Much Time Re-recruiting
Your Current People
as You Spend Recruiting New!***

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Bonus Panel Question:

What is
your vision
of the ideal
boss?

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Questions?


PERSPECTIVE

CHANGES EVERYTHING.

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Thank you!

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