Driver & Other Hourly Employee Retention

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Driver & Other Hourly Employee Retention

• How we got here
• Employee Survey
• What we learned
• Continued Focus
Why we chose this project topic

IF WE IMPROVE THE RETENTION PROBLEM
OUR INDUSTRY WON’T HAVE TO ALLOCATE
AS MANY RESOURCES TO RECRUITING AND
HIRING
Driver & Other Hourly Employee Retention

• Reviewed 2019 NRMCA Delivery Professional Survey

• Six Pillars to the Recruiting & Retention Tool Kit

• Conducted our own survey within our organizations

• Interviewed internal HR Managers
Driver & Other Hourly Employee Retention

OBSERVATIONS:

• This a very complex problem and we solved nothing

• A lot of ground has previously been covered and we ran over a lot of the same tracks.

• Various questions have been asked in a variety of ways and although surveys provide informative data the don’t provide actionable data. (they tell us what the problem is but they don’t tell us how to solve the problem)

• Hours & Schedule is the most frequent response

• Referrals are the dominate recruiting method
OUR SURVEY:

Created our own Hourly Employee Survey to include Mechanics, plant operators, block tenders, and Drivers. Responses came directly from the employees surveyed through individual interviews and group meetings.
Sample Surveyed

- 153 respondents
- Years in Industry
  - Mean: 4 years
  - Median: 2 years
- States: Carolinas, Florida, Texas
Survey Overview

• When was your hire date (month/year)?
• How did you hear about our company and/or industry?
• If you had the chance to do it again, what do you know now that you wished you knew then?
• What is most challenging about your job?
• What do you enjoy most about your job?
• How do you feel about your daily schedule?
• How can we schedule differently to stabilize daily hours?
• Why do so many of your peers leave in less than a year?
• What can we do to make your job more enjoyable?
• Where do you want your career to go from here?
Year of Hire

- Prior to 2015: 26%
- 2015: 10%
- 2016: 3%
- 2017: 4%
- 2018: 30%
- 2019: 27%
- 2014 and before: 26%
How did you hear about our company/Industry?

- REFERRAL: 51%
- OTHER: 27%
- INTERNET: 13%
- INDEED: 9%
Industry Recruitment Methods

- Employee referral or word-of-mouth
- Post on social media
- Internet job banks & search engines
- Post on company website
- Post sign at plant gate
- Job fairs/host or attend
- Newspaper ads
- Private CDL trucking school
- Company own CDL training
- Community college CDL programs
- Radio ads
- Post at truck stops
- Sign on mixers
- 3rd party recruitment service
- Technical schools
- Govt unemployment, training, or DMV
- Jail release training programs
- Military release programs
- High schools

Recruitment Methods by Year

- 2014
- 2015
- 2016
- 2017
- 2018
How do you feel about your daily schedule?

- **AGREEABLE**: 54%
- **NOT AGREEABLE**: 25%
- **INDUSTRY STANDARD**: 8%
- **OTHER**: 13%
Cause of Peer Turnover

- Hours/Schedule: 37%
- Other: 23%
- Pay: 15%
- Personal/Interpersonal: 13%
- Performance: 12%
Most Challenging Aspect of the Job

- Performance related tasks: 37%
- Other: 28%
- Hours/Schedule: 18%
- Interpersonal interactions: 17%
What did we learn?

- Hours/Schedule not always highest ranking factor
- Referrals may not be the best recruiting method
- 3rd Party Recruiting & Hiring
- Hiring Standards: Physical Requirements onboarding delays.
What should be our continued focus?

- Educate our future workforce on our industry
- Promote concrete products
What should be our continued focus?

Frontline Leadership Accountability:

• More Engagement

• Hiring Training/ Hiring Process / Hiring right people

• Set Subjective Goals
  1. Retention Improvement
  2. On-boarding cost analysis
What should be our continued focus?

Employee Centricity

Engagement:
• Transparency
• Meet regularly
• Ask questions
• Look for trends
• Evaluate progress
What should be our continued focus?

**Employee Centricity**

- Personal Needs
  - Functional Amenities & Coffee
  - Benefits
  - Recognition & Self Esteem

- Professional Needs
  - Development Opportunities
  - Professional Certifications
What information about your job would you tell someone applying for a delivery professional position with our company?

- Good Pay & Benefits: 26%
- Schedule Varies Based On Day/Season: 13%
- Long Hours/Overtime: 10%
- Good Company: 9%
- Work Environment/Conditions: 7%
- Job Variety: 3%
- Be Patient With Customers: 3%
- Fellowship: 3%
- Other: 23%

2019 Concrete Works: Workforce Development Track
What do you like least about your job? Do you have suggestions for improving the situation/issue?

- Work Schedule/Inconsistent Hours: 30%
- Some People are Difficult to Work With: 22%
- Pay: 12%
- Truck Maintenance: 10%
- Weather: 7%
- Not Enough Help: 7%
- Being Unappreciated: 4%
- Not Enough Time Off: 3%
- Working conditions: 3%
- Other: 3%
If you could change one thing about our company, what would it be?

- Higher Pay: 25%
- Consistent Schedule/Hours: 10%
- More Vacation/Personal Time: 8%
- Better Managed Dispatching: 6%
- Improved Communication: 5%
- Improved Maintenance Equipment: 4%
- More Hours: 3%
- Feel Appreciated: 2%
- Improved Truck Maintenance: 2%
- Increase Unity Among Drivers: 2%
- Management be More Understanding: 2%
- Bonus: 2%
- Other: 25%