

Driver & Other Hourly Employee Retention

Steve Barton, Redi-Mix Concrete – A US Concrete Company

Josh Cirulnick, Vulcan Materials Company

Timmy Duhon, S&W Ready Mix Concrete

Kevin Johnson, Superior Concrete Materials – A US Concrete Company

Craig Zampiceni, Preferred Materials, Inc.

March 7, 2020

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

DRIVER & OTHER HOURLY EMPLOYEE RETENTION

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.

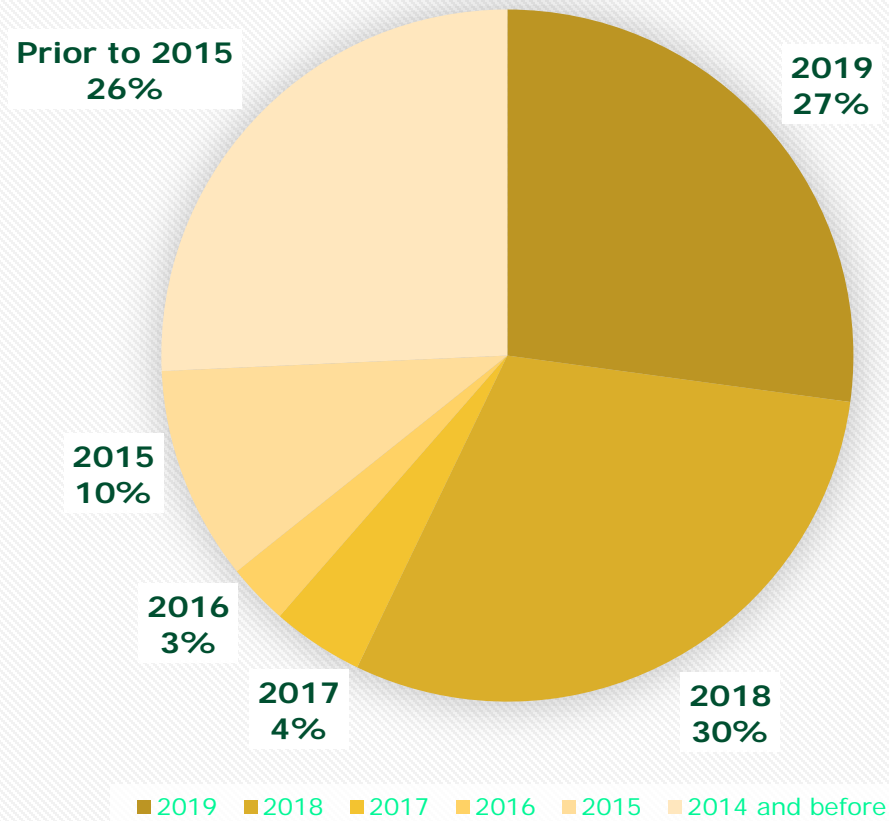
Sample Surveyed

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

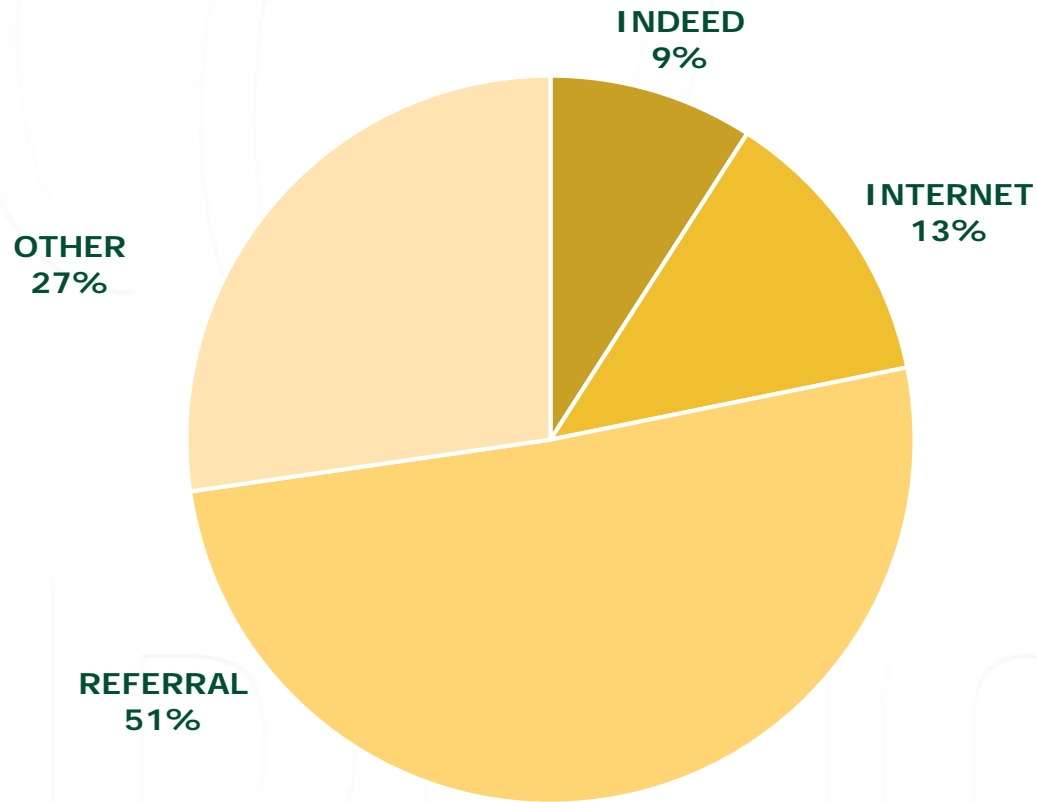
Survey Overview

- 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?

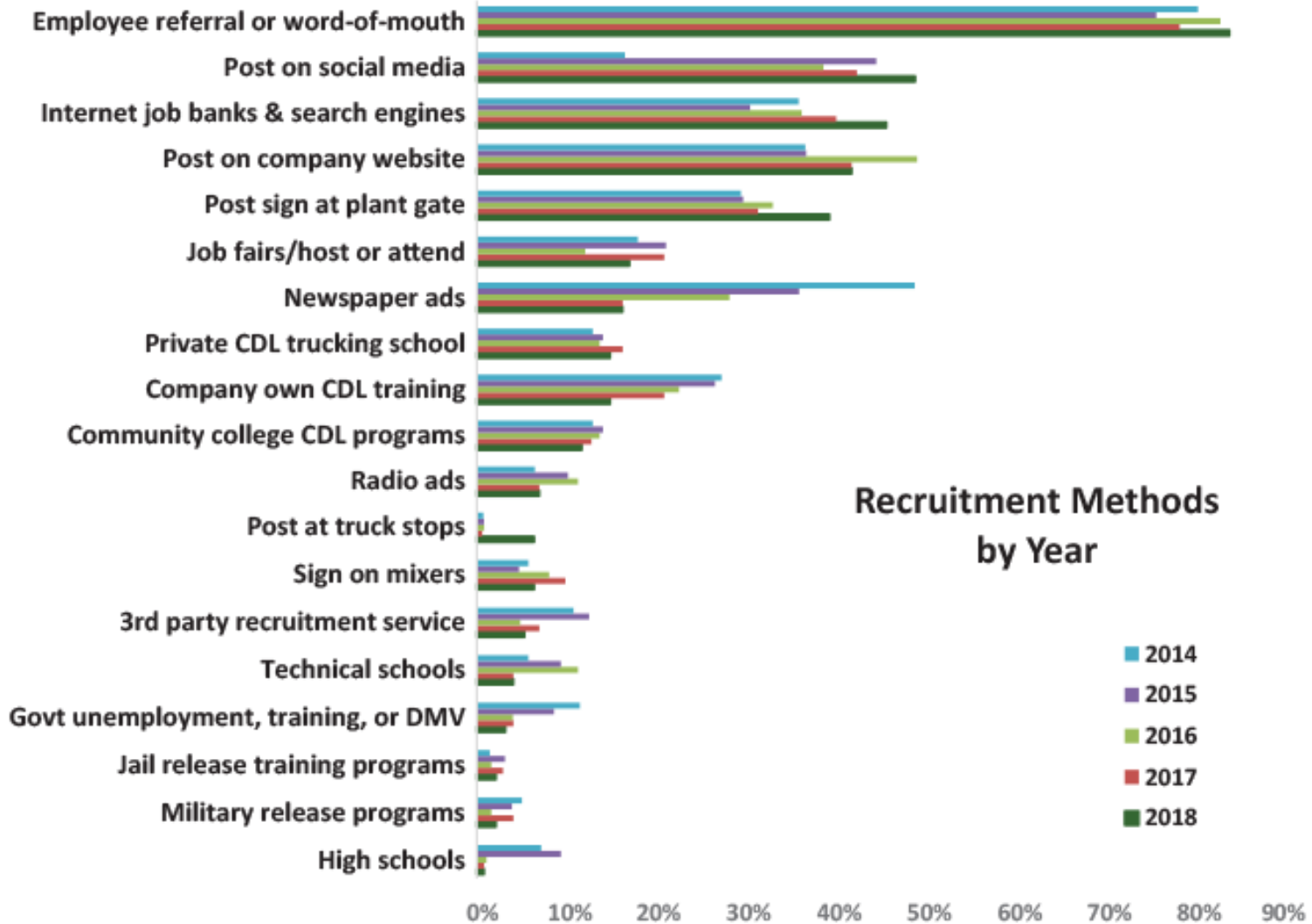
Year of Hire



How did you hear about our company/Industry?

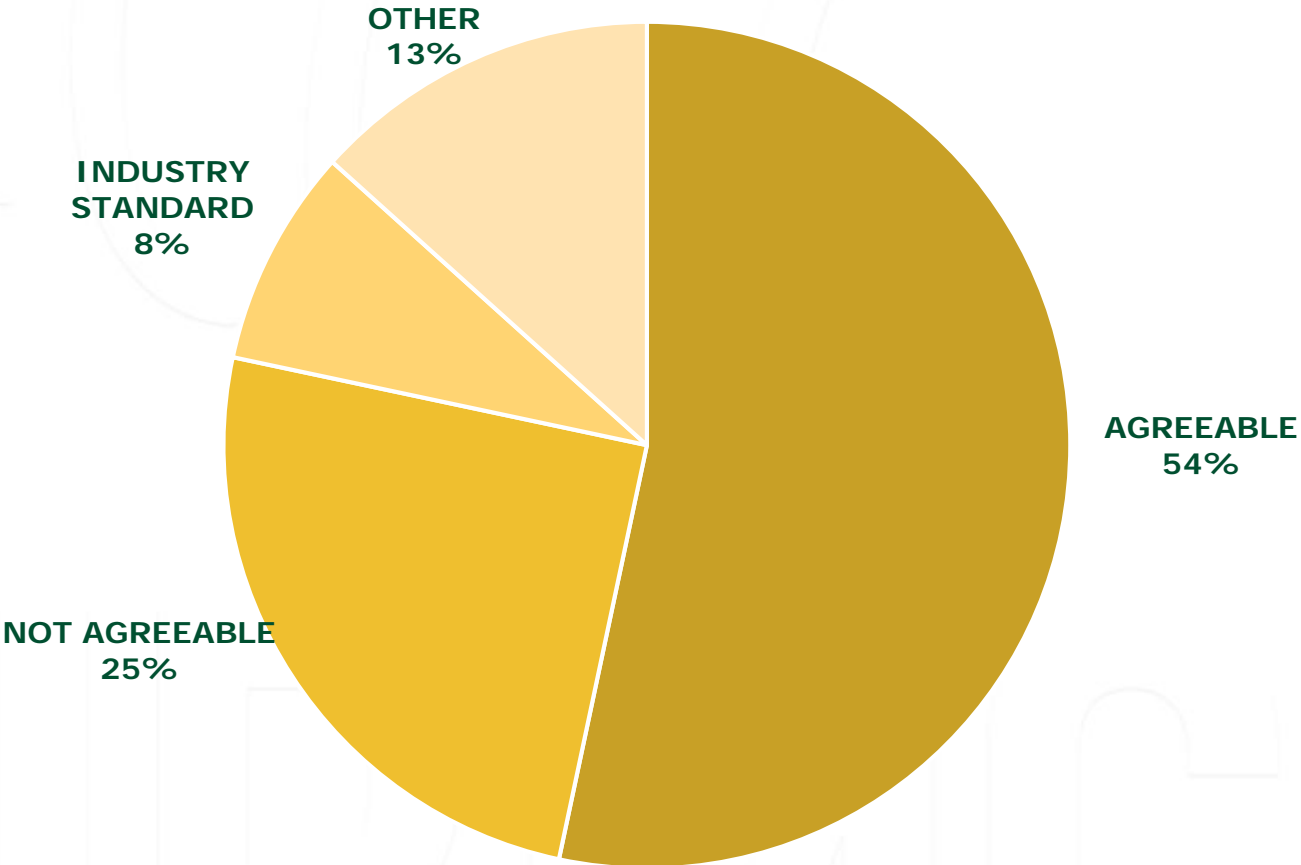


Industry Recruitment Methods

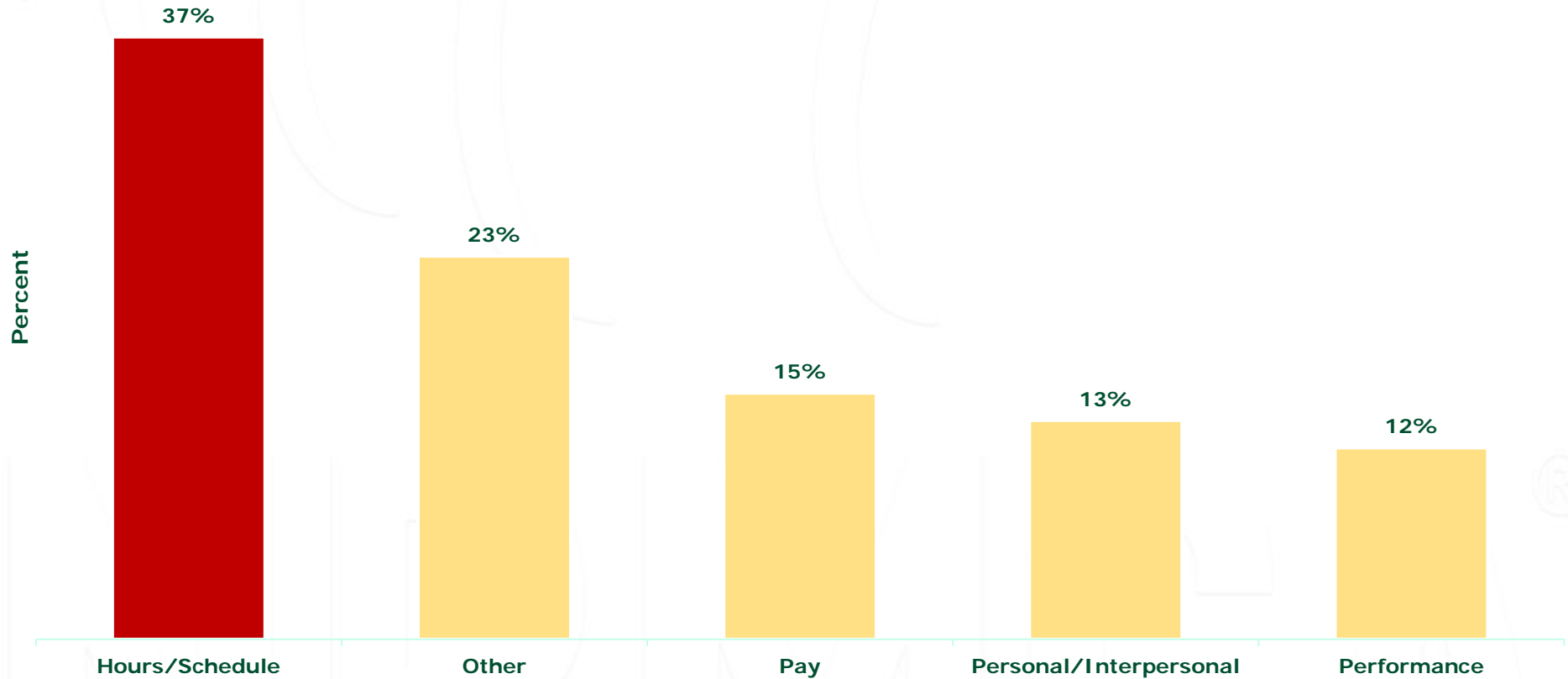


Survey Analysis

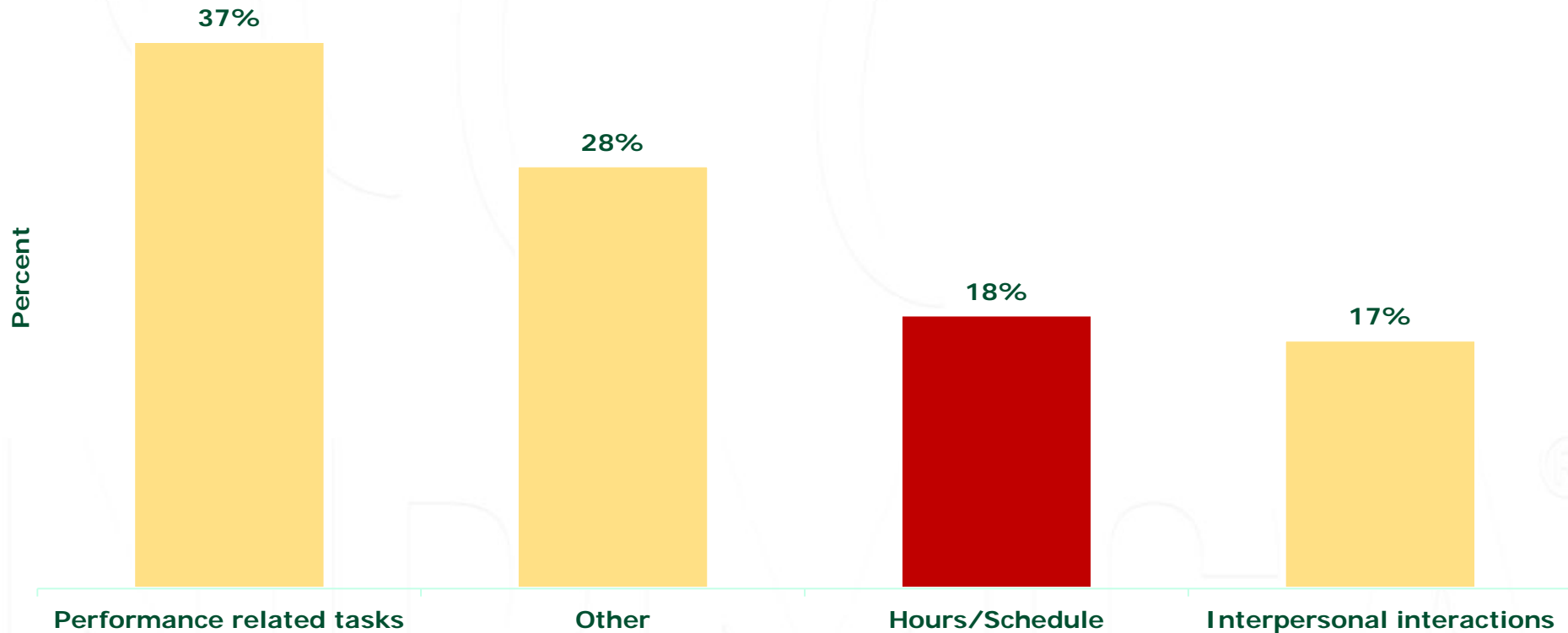
How do you feel about your daily schedule?



Cause of Peer Turnover



Most Challenging Aspect of the Job



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

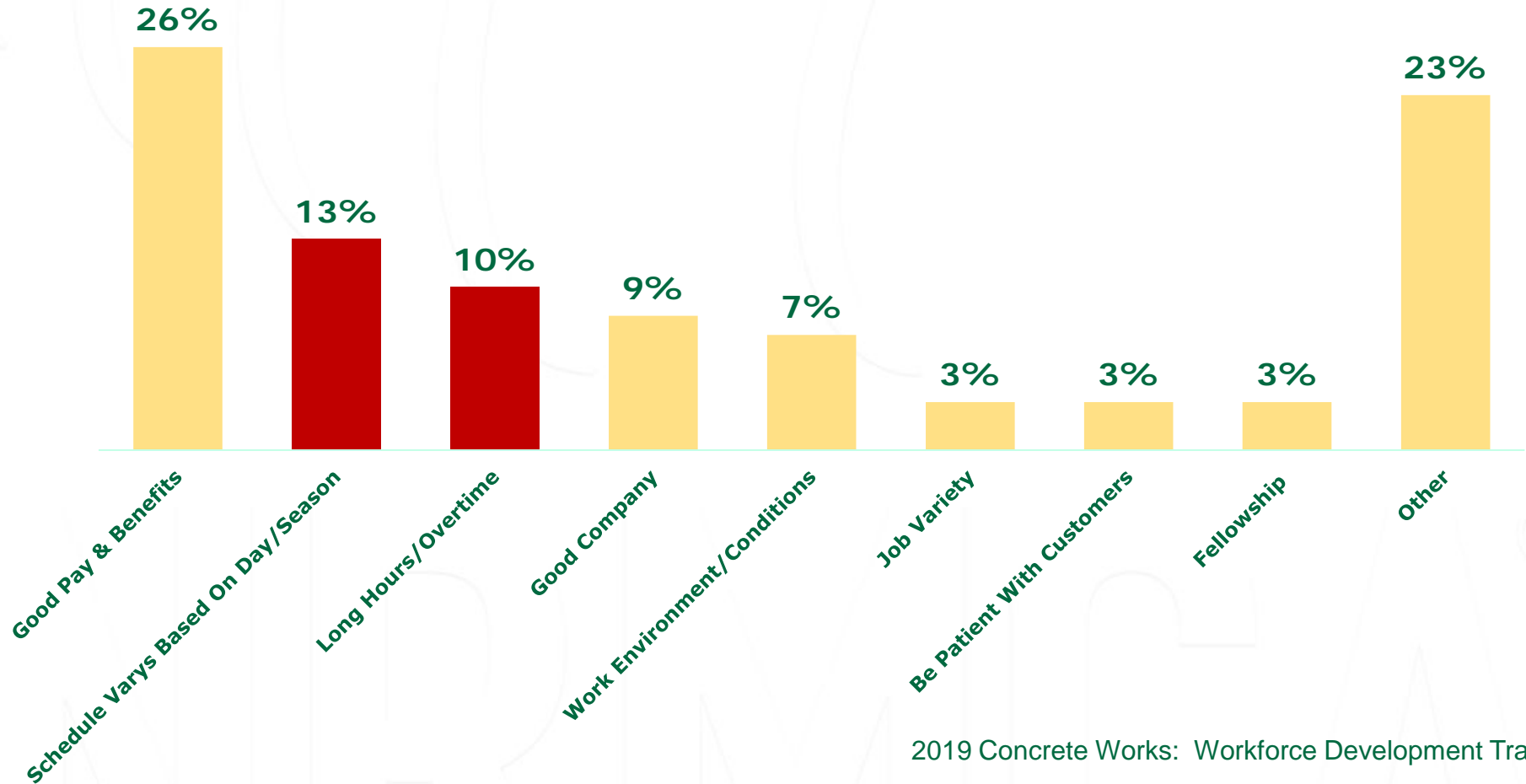
Q & A

BUILD WITH STRENGTH

www.nrmca.org | National Ready Mixed Concrete Association | #nrmca

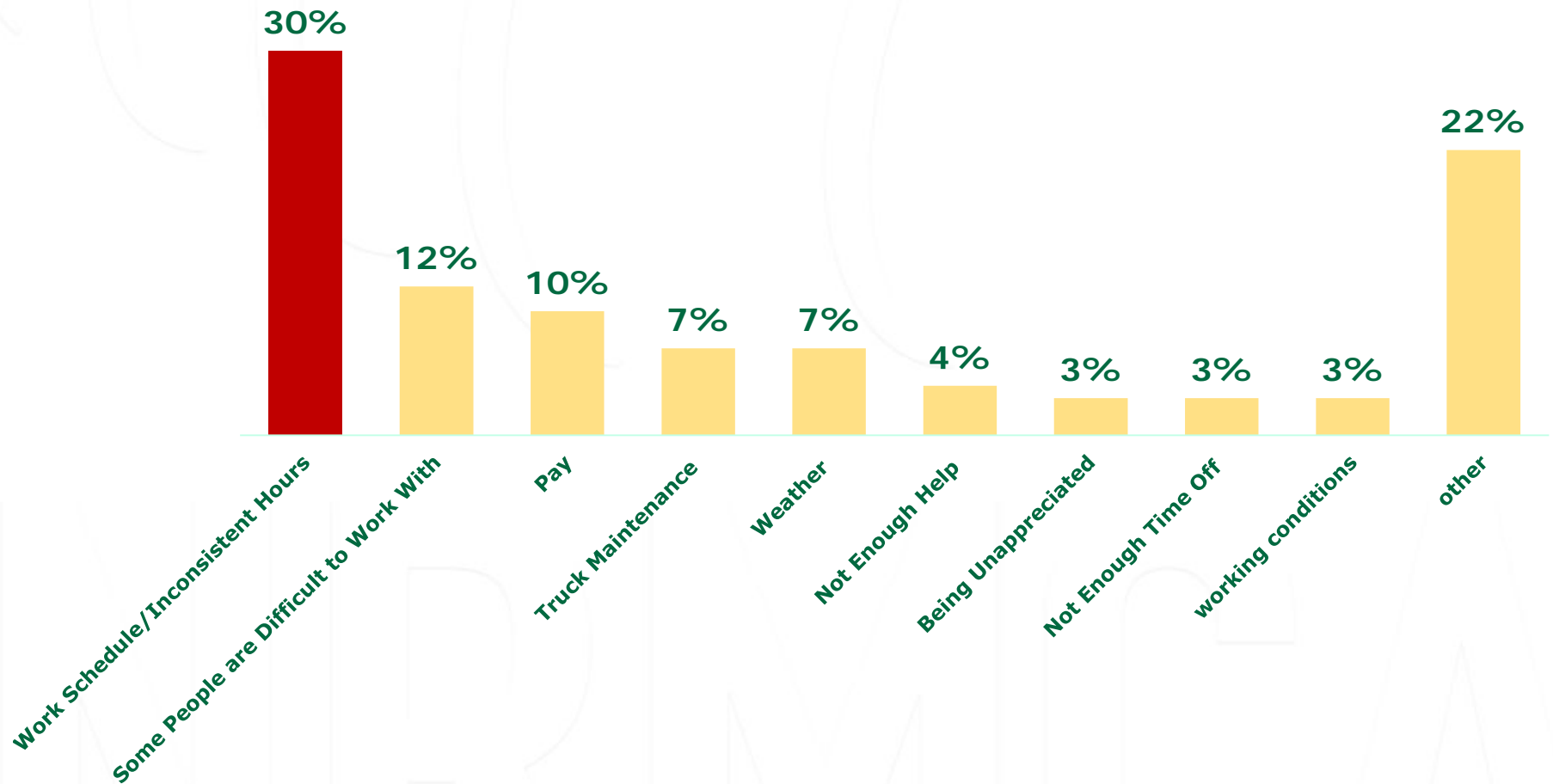
PAVE AHEAD
DURABLE. SUSTAINABLE. CONCRETE.

What information about your job would you tell someone applying for a delivery professional position with our company?



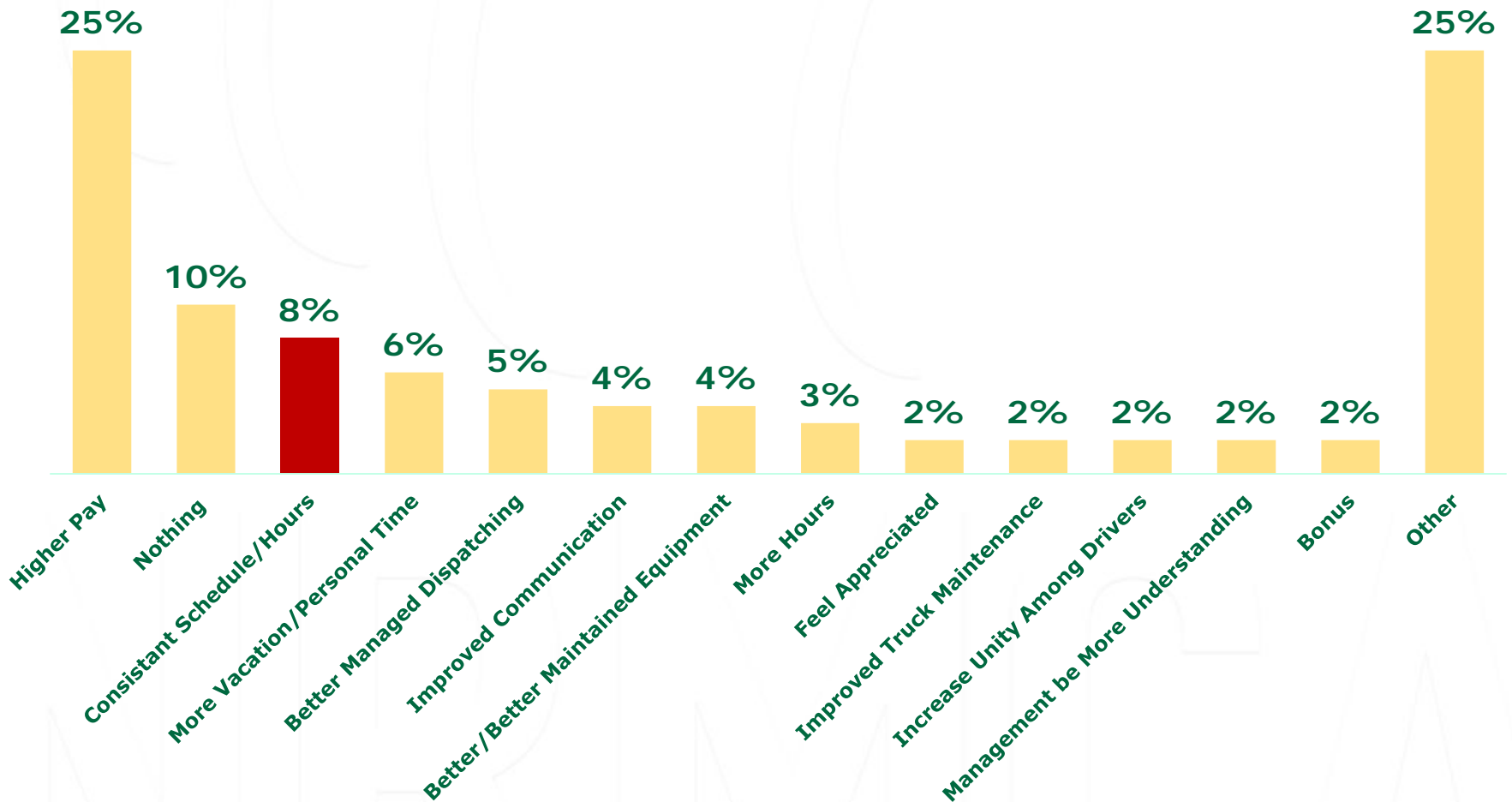
2019 Concrete Works: Workforce Development Track

What do you like least about your job? Do you have suggestions for improving the situation/issue?



2019 NRMCA Delivery Professional Survey Analysis

If you could change one thing about our company, what would it be?



2019 NRMCA Delivery Professional Survey Analysis