

# Attracting, Developing, Engaging Tomorrow's Diverse Workforce

**Georgia Aggregates Association**  
February 23, 2022



# Agenda

01

What are the challenges facing employers today?

02

How can we attract and select a new generation of employees into this great industry?

03

How do we keep employees engaged, trained, and supported to promote development and retention?

OPINION | REVIEW & OUTLOOK

# Where Did All the Workers Go?



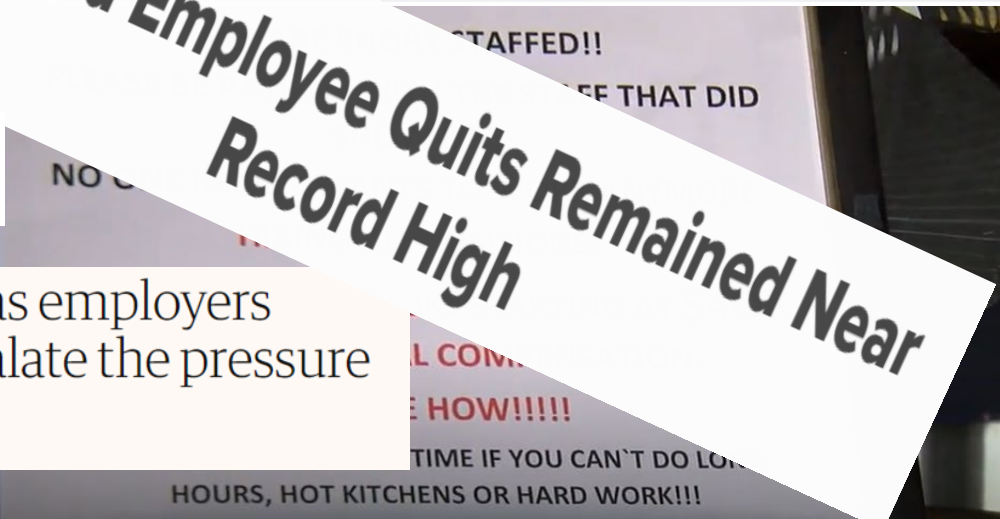
Jodi's Journal: Help wanted – everywhere – as hiring hits  
Year-End Employee Quits Remained Near  
Record High



## Employee Engagement Drops for First Time in 10 Years

The Great Resignation has employers sweating. It's time to escalate the pressure

*Erika Rodriguez*



HOURS, HOT KITCHENS OR HARD WORK!!!

# By the Numbers

## Then

Pre-COVID, there were 3 openings for every person looking for a job in our state.<sup>i</sup>



## Now

January 2022  
GA Unemployment

2.6%

# Problems are Opportunities

Attract

How do we better market our industry's strengths?

How do we attract diverse candidates to our industry?

Select

How do we effectively select employees to fill in-demand skilled trade positions?

Onboard

How do we integrate new employees into our company culture & expose them to the opportunities within our industry?

Train & Develop

How do we change the way we coach to meet the needs of a diversifying workforce?

What are the skills and competencies needed for success?

How do we leverage workforce development initiatives to better train our workforce?

Retain

How do we maximize employee engagement, retention, and long-term career development?

# Industry Qualities

*Essential*  
*Integral*  
*Indispensable*  
*Stable*  
*Opportunities*  
*Purpose*

*How are we, and to whom are we,  
marketing these qualities?*

Practical Tip:  
Establish relationships with high schools &  
technical schools as well as military associations to  
discuss industry & company (e.g. tours of facilities)

# Diversity & Inclusion

“Companies in the top quartile for gender or racial and ethnic **diversity** are more likely to have **financial returns above** their national industry medians.”<sup>1</sup>

<sup>1</sup>[McKinsey](#)

Attract

Select

Onboard

Train & Develop

Retain

# Behavioral Interviewing

Practical Tip: Train Managers to use Behavioral Interviewing Techniques

*What are the critical **knowledge / skills / abilities / characteristics** needed to be successful in the role?*

1. Identify knowledge/skills/ abilities/characteristics
2. Prioritize them. Identify your non-negotiables.
3. Build behavior-based questions to identify knowledge/skills/ abilities/characteristics.



# Onboarding

First impressions matter.

Practical Tip:

Host new hire orientations within the first few weeks to discuss:

- Industry overview
- Impact
- Company culture
- Importance of safety
- HR/ benefits discussions
- Career advancement opportunities

# Training

Practical Tip: Conduct a training needs assessment to fully understand your employees' training needs

## Technical & Safety

- Fixed Equipment Inspections
- Effective Safety Leadership

## Leadership

- Coaching
- Unconscious Bias
- Mentoring Program
- Soft Skills

## Supervisory

- Behavioral Interviewing
- Conflict Management

# Coaching & Feedback



*How are we providing feedback to and coaching our employees?*

# Mentoring

Mentoring has become a **time-proven strategy** of developing internal talent and advancing careers throughout the company.

## Practical Tip:

Utilize mentoring programs to encourage a sense of belonging, develop internal talent, advance careers, and build relationships.

Attract

Select

Onboard

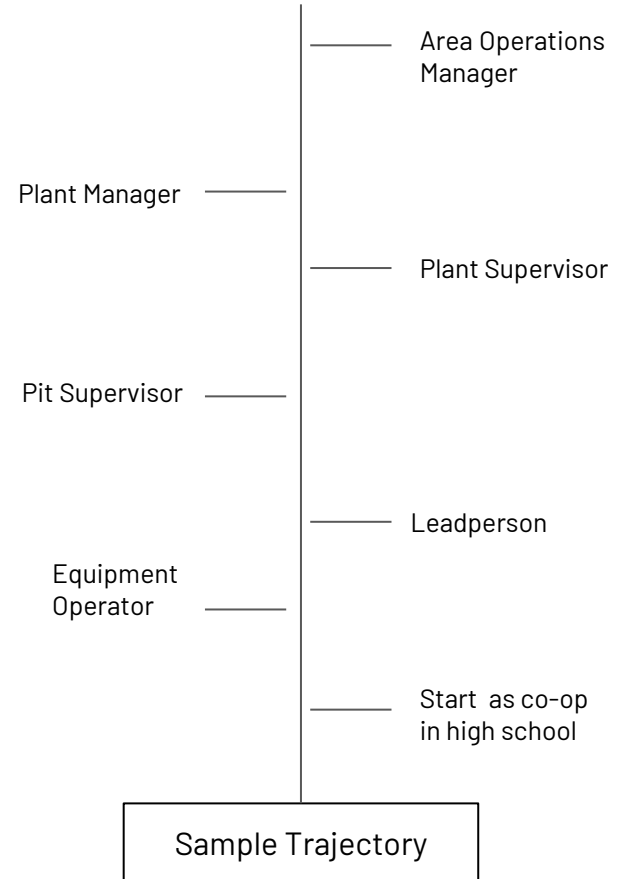
Train & Develop

Retain

# Career Growth

## Practical Tip:

Ensure your people know how to advance within the company by conducting career conversations, especially with high potential employees



# Climate Surveys

*"If the people in your organization aren't healthy -- physically and emotionally -- your organization isn't healthy either."*

- Ed O'Boyle, Gallup

Practical Tip: Conduct employee climate surveys to understand your employees' perceptions of the work environment (e.g. scheduling, training & growth opportunities, recognition, pay) and then address problem areas.

# Mental Health

1 in 5 adults have a mental health condition - *mental health* does not necessarily mean *mental illness*.

## *Practical Tip: 5 Ways to Support Employee Mental Health*

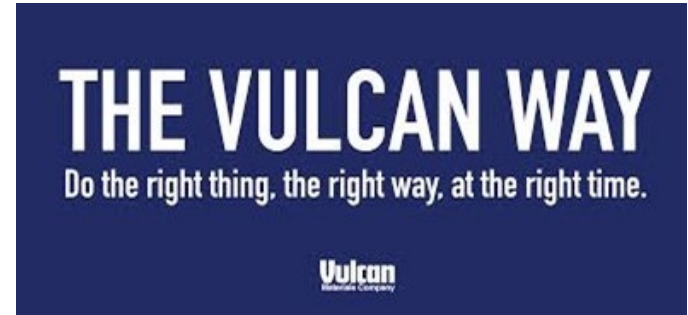
1. Understand how mental health impacts your employees
2. Include mental health coverage as a part of your health plan
3. Establish an employee assistance program
4. Educate to reduce the stigma and increase utilization to resources
5. Promote overall employee well-being

<https://www.cdc.gov/mentalhealth>

# Importance of Culture

Four reasons why **culture** matters:<sup>1</sup>

1. Culture correlates with performance.
2. Culture is inherently difficult to copy.
3. Healthy cultures enable organizations to adapt.
4. Unhealthy cultures lead to underperformance...or worse.



Practical Tip:  
Encouraging your employees to be culture advocates through engagement and inclusion

<sup>1</sup>McKinsey



# Recap

## Attract

Establish relationships with high schools & technical schools to discuss industry & company (e.g. "lunch & learns", tours of facilities)

Include diversity & inclusion goals as part of your recruiting process

## Select

Train managers to use Behavioral Interviewing Techniques

Take the time a good selection process requires

## Onboard

Host new hire orientations (e.g. industry overview, company culture, importance of safety, HR/ benefits discussions, career advancement opportunities)

## Train & Develop

Conduct a training needs assessment to fully understand your employees' training needs

Provide training in critical skill and competency areas

Utilize mentoring programs

## Retain

Ensure your people know how to advance within the company

Conduct employee climate surveys to understand your employees' perceptions

Encouraging your employees to be culture advocates through engagement and inclusion

Thank you!