



WELCOME TO PLAYBOOK TRAINING

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Behavioral Scientist



WHAT WE'LL DO

- PLAYBOOK ORIGIN STORY
- ANATOMY OF THE PLAYBOOK
- LET'S TRY IT OUT
 - RECRUITING WEBSITE REVIEW
- SHARE-OUT
- BREAK
- LET'S TRY IT OUT AGAIN
 - RECRUITING SOCIAL MEDIA REVIEW
- SHARE-OUT
- THREE-PHASE ACTION PLAN
- EXPLORING PLAYBOOK SECTIONS



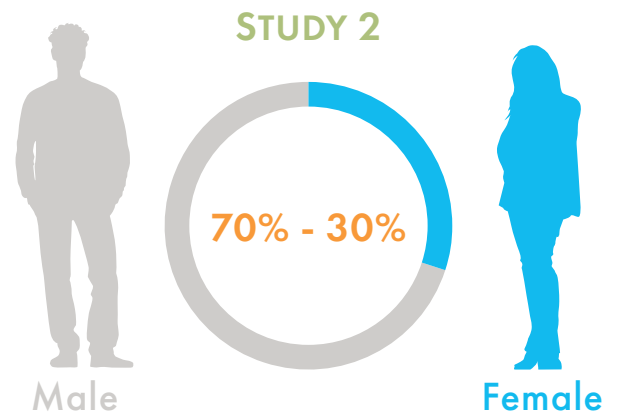
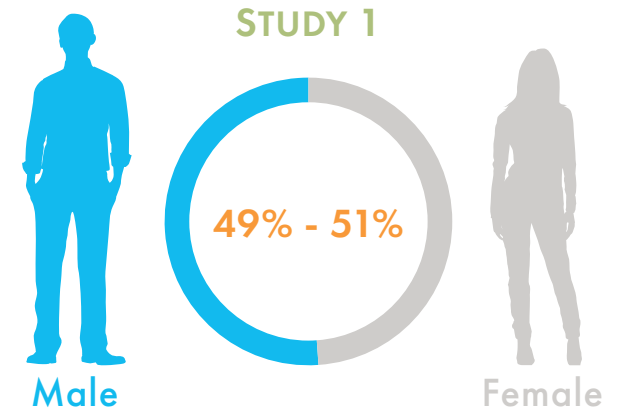
DCA Meets the Millennial and Gen Z Challenge

The distribution contractor industry has immediate opportunities for dramatic growth—if it can hire the people the industry needs.

The challenge is that the industry has been unable to meet its Gen Z and Millennial recruiting and hiring needs. This has limited the industry’s revenue growth.

This playbook, based on two comprehensive national research studies led by DCA and The Center for Generational Kinetics in 2018.

Implementing these research-based insights and strategies will help you grow your business now and long-term.





ANATOMY OF THE PLAYBOOK

The Playbook Covers the Key Milestones in the Employee Lifecycle

PART 1: RECRUITING

- Building an employment brand that attracts applicants
- Website best practices to attract applicants
- Building a social media presence that attracts applicants
- Managing your company's online employment ratings and reviews
- Messaging your career opportunities effectively in job postings
- Application process – Best practices for attracting Gen Z and Millennial applications

PART 2: ONBOARDING

- Pre-Onboarding – Connecting with a New Hire before their first day at work
- The first 30/60/90 days – A high-level overview
- New Hire Orientation – Gen Z and Millennial employee expectations
- Using mobile technology with Gen Z and Millennial New Hires
- Connecting New Hires with team members and supervisors

PART 3: TRAINING

- Creating and messaging a clear training pathway that appeals to Gen Z and Millennial employees
- What it takes to be a good manager – Gen Z and Millennial perspectives
- On-the-job training and connecting Gen Z and Millennials with skilled team members
- Self-directed training – How to leverage online training and increase training completion and compliance
- Management training that appeals to Gen Z and Millennial leaders
- Mentoring management trainees

PART 4: RETENTION

- Building an employee-centric work culture that helps retain Gen Z and Millennials
- Creating a fun work environment that helps retain Gen Z and Millennial employees
- Promotion expectations of Gen Z and Millennial employees
- Performance feedback expectations of Gen Z and Millennial employees
- Recognition needs of Gen Z and Millennial employees

Use a Proven Process to Leverage Findings

The Process

As you walk through each of the four parts of the playbook, you will notice that each part follows a similar process.



ASSESSMENT SCORECARD

You can use the questions in the scorecard to rate your company on each major topic, specifically relating to expectations of Gen Z and Millennial employees and potential employees. You can use this score as a metric to track progress. After you've implemented the strategic plan for that part, you can come back and rate your company afterwards using the same questions. You can compare before and after scores to see how your company has improved.



TEAM SCORING

If you decided on a team approach, ask each team member to score the company independently. Then collect the anonymous scores and average them for an overall team score on each part. You can use this process before and after implementation to track overall company progress.



FINDINGS REVIEW

Each part has key research-based insights your company can use to adapt to Gen Z and Millennial employee expectations. For each topic in the part, we share statistics from DCA's two 2018 national studies and explain key findings from this research.



STRATEGIES

Then we provide suggested strategies on how to apply the research. Customize strategies to your organization's culture and resources.



SPECIFIC COMPANY GOALS

For each topic, we will ask you to create a specific goal from the suggested strategies. You can also write one you create yourself, based on your company's data. Refer to these goals at the end of each major part before you start the three-phase action plan for that part.



THREE-PHASE ACTION PLAN

This customized action plan is the key takeaway from each major part of the playbook. You and your team will prioritize the top strategic goals your company decides are most important. Then you will brainstorm tactics and actions for each goal. Finally, you will assign an owner for each goal and establish a timeline for the completion of each action.

Step 1 Scorecard

Assess Your Company's Strengths and Areas to Improve

This scorecard is a helpful tool to rate your company's Gen Z and Millennial recruiting impact and identify where you can quickly increase engagement and align with Millennials' high expectations about your company's brand and recruiting initiatives.

Rate the various elements of your company's Gen Z and Millennial recruiting strategy on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will be able to create a total Recruiting Impact Score between 10 and 50. This score reflects the impact level your current systems are having in recruiting Gen Z and Millennial applicants.

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist



PARTICIPANT SELF-ASSESSMENT SCORECARD: RECRUITING IMPACT

1. Does our company attract a diverse group of applicants, aligning with Gen Z and Millennial employees being the most diverse generation in history? Low **1** **2** **3** **4** **5** High
2. Does our company's website convey a compelling employment brand to potential Gen Z and Millennial applicants through tag lines, images, and video? **1** **2** **3** **4** **5**
3. Does our company website, and especially our Careers page, work well and is it easy to navigate on mobile devices? **1** **2** **3** **4** **5**
4. Do our company's social media accounts convey a true sense of what it is like to work at our company for potential Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
5. Does our company post jobs, and can Gen Z and Millennials start a job application directly from our social media accounts? **1** **2** **3** **4** **5**
6. Is it easy for Gen Z or Millennial applicants to find employment information or reach out for more information on our website or social media accounts? **1** **2** **3** **4** **5**
7. Does our company effectively manage online ratings and reviews? **1** **2** **3** **4** **5**
8. Do our job descriptions clearly reflect our values, mission, and highlight benefits that attract Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
9. Can a Gen Z or Millennial quickly start the application process on a mobile device? **1** **2** **3** **4** **5**
10. Does our company create a great applicant experience from attracting to screening and from interview to hire? **1** **2** **3** **4** **5**

Total = _____

Step 2

Learn What Works with Gen Z and Millennials from Research Findings

KEY INSIGHTS AND LEARNINGS FROM RESEARCH:

SECTION 1:

BUILDING AN EMPLOYMENT BRAND THAT ATTRACTS APPLICANTS

What is an employment brand?

An employment brand is a targeted campaign to promote your company to potential applicants. The goal of building and messaging a consistent employment brand is to become a sought-after employer so that potential applicants will be inspired to apply for positions at your company. Applicants have many choices of industries and companies, so you want your company to stand out and be the top choice.

Main elements of an employment brand include telling your company's origin story, communicating your culture and values clearly, and showing a potential applicant how they can build a successful career at your company.

A great employment brand is consistent, compelling, and memorable. Assets like your company's logo, photos, and even the candidate experience can play a part in communicating your employment brand to people who don't know about your company.

What are the top two concerns that cause people not to apply to the pipeline construction industry?

In DCA's study of Gen Z and Millennials, we found that 52% of potential applicants would not consider a position in the pipeline construction industry because they didn't have enough knowledge of what the job consisted of and 54% didn't think they had the necessary skills. These were the top two barriers out of the 14 provided in the question, including safety concerns. Lack of information trumps even physical safety concerns (38%) and this knowledge gap can be easily solved by employment brand messaging! (S1, slide 18, s5)

What inspires Gen Z and Millennials to choose one industry over others?

When choosing an industry, the top three things that inspire Gen Z and Millennials are

1. Financial success
2. Positive impact (helping people)
3. Work environment (how employees are treated)

You can address these key drivers with messaging your employment brand. (S1, slide 9, Q2)



Step 3

Get Key Strategies



BUILDING YOUR SOCIAL MEDIA INTO AN EFFECTIVE RECRUITING TOOL:

1. Does your company have active accounts on at least 3 of the following social media platforms: Facebook, Instagram, LinkedIn, YouTube?
2. Do your company's social media accounts have new activity in the form of posts, pictures, or videos posted at least once per week?
3. Does your company post job openings to LinkedIn, Facebook, and Instagram (and possibly YouTube) and link directly to the company's website employment page?
4. Are company employees regularly recognized and celebrated by highlighting their milestones, achievements, awards, and accomplishments on social platforms?
5. Are your company's community events and community participation highlighted across the company's social media platforms including pictures and videos of company employees participating?
6. Are responses to comments or questions made quickly? Are negative comments calmly and sincerely addressed right away or resolved offline immediately?
7. Does your company make use of hashtags to emphasize the positive aspects of working at your company and to continually direct potential applicants to the company's employment page?
8. Is user-generated content (UGC) encouraged and used on company social media platforms?
9. Are actual employees featured in their own words, pictures, or videos sharing personal experiences and perspectives about what it means to work at your company?
10. Do social media pages feature 'a day in the life' videos to give prospective employees an accurate picture of what it's like to work at your company?

If you are your company's social media department and this list seems overwhelming, you can take one small step at a time to work towards creating a recruiting pipeline on social channels. If your company has a team, then you can fine tune your social channels with these questions.

Built on DCA Research Findings

SECTION 3:

BUILDING A SOCIAL MEDIA PRESENCE THAT ATTRACTS APPLICANTS

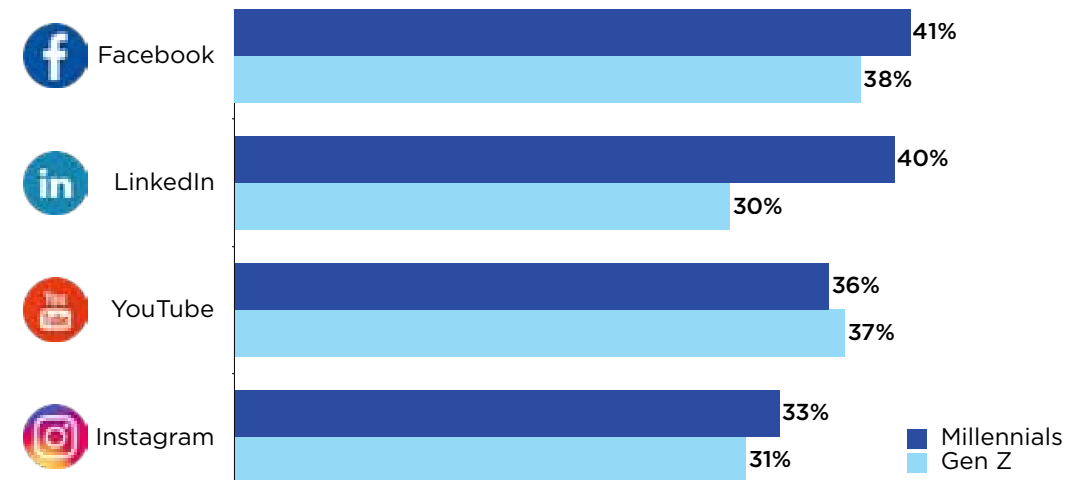
Social media has grown from a digital space where people post pictures and videos of themselves, to a marketplace where brands and companies interact with customers and a recruiting space where companies attract potential employees. Since many Gen Z and Millennials spend hours a day on social media platforms, their role as key channels for recruiting grows more important every day.

In fact, when we asked Gen Z and Millennial participants across America which social media platforms they would use to search for positions at a pipeline construction company, here were the results. (S1, slide 18, Q21)

Gen Z and Millennials are searching and applying for jobs on social media. Your company can quickly leverage these findings to attract more applicants through this channel. The following list can help you evaluate your social media strategy and help build your company's social media channels into a productive recruiting tool.

For some companies, separating their customer-facing social media from their recruiting-focused social media makes the most sense. This is usually the case for large employers that have separate marketing and recruiting departments and the personnel to run these accounts separately. For smaller companies, combining both into one account makes the most sense. The posts can be identified by a social media hashtag such as: [#\[company name\]recruiting](#)

How likely would you be to use each of the following social media platforms to search for available positions at an underground pipeline/utility construction company? (Very unlikely - Very likely)



Step 4

Write One Goal Related to that Topic



KEY STRATEGIES:

1. If your company does not yet have active social media accounts, create at least a Facebook (and ideally YouTube) account today. If you need help, reach out to a younger employee or family member who is familiar with the platform. If you have Facebook and YouTube going well, consider adding LinkedIn which has become the de-facto social network for professional networks and job search. You can post similar content across several social media channels, cutting down on the work it takes to post every week.
2. If your company has social media accounts up and running successfully, consider adding job postings to your feeds. This will transform your social media from a source of information about your company to an actual recruiting tool. Images you use should be in line with Gen Z and Millennial expectations for diversity and feature actual employees when possible.
3. If you are already enabling people to start their application process through a social media channel – great! You can up your game by adding “day in the life of...” videos, UGC from employees, and employee testimonial videos. From the research, we know that 28% of participants feel employee testimonials on a company’s social media strongly affect their perceptions of a company’s reputation. (S1, slide 30, Q18) These videos could also be posted again to your company’s YouTube channel. Adding this type of content appeals to the transparency and authenticity Gen Z and Millennials want to see from an employer of choice.



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can take to improve or transform its social media presence to create a more effective Gen Z and Millennial job applicant pipeline?

Step 5 Take Action

Create Recruiting
Action Plan to Drive
Fast Gains

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall, or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward better attracting Gen Z and Millennials to careers at your company.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____



PART 1 RECRUITING

LET'S TRY IT OUT!

PART 1

RECRUITING

Find your team, make a new team, or fly solo

Part 1 | Section 2
Website Best Practices to Attract Applicants

Go to page 17



PART 1 ›

RECRUITING GEN Z AND MILLENNIALS TO THE DISTRIBUTION CONTRACTOR INDUSTRY

10 minutes

25 minutes

20+ minutes

12 Participant Self-Assessment Scorecard: Recruiting Impact

Key Insights and Learnings from Research:

- 14 Section 1 › Building an employment brand that attracts applicants
- 17 Section 2 › Website best practices to attract applicants
- 19 Section 3 › Building a social media presence that attracts applicants
- 22 Section 4 › Managing your company's online ratings and reviews
- 24 Section 5 › Messaging an industry career effectively in job postings
- 27 Section 6 › Application process – best practices for Gen Z and Millennial applicants

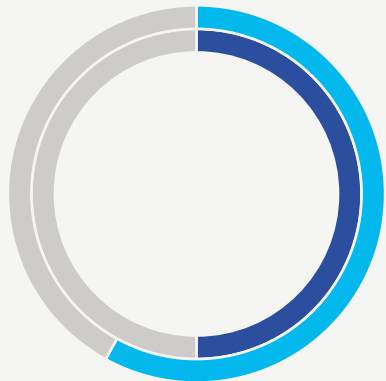
29 Three-phase action plan

Part 1 | Section 2

Page 17

Where do Gen Z and Millennials go to find jobs?

58% Job search websites
50% Company website



- Job search sites
- Company website

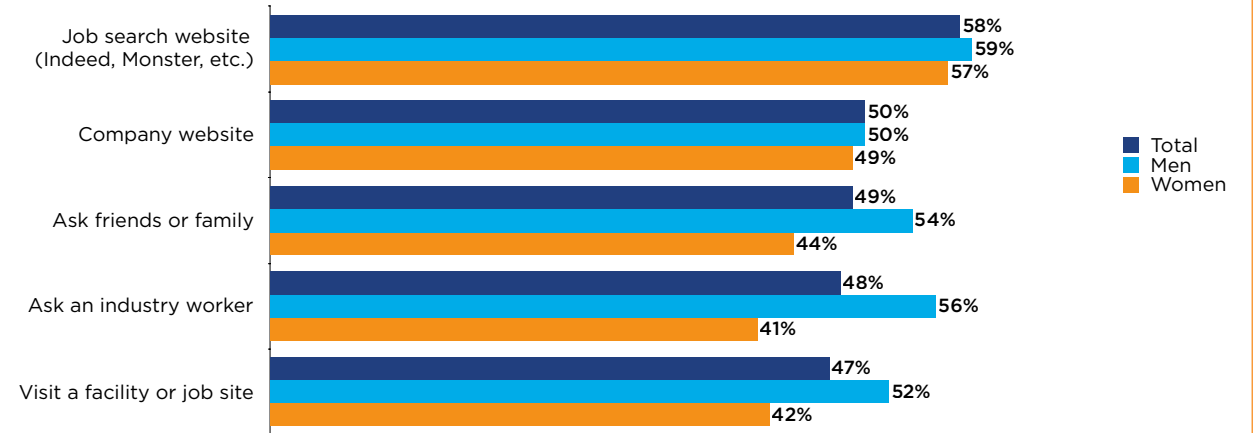
SECTION 2: WEBSITE BEST PRACTICES TO ATTRACT APPLICANTS

Where do Gen Z and Millennial candidates go to find jobs in our industry?

We asked survey participants which methods they use the most to search for jobs in the pipeline construction industry. The top two places for job search were online: 58% of participants said they go to a job search website like Indeed or Monster and 50% said they'd visit a company's website. This finding means two things for your company: (S1, slide 17, Q10)

1. Your job descriptions should be written from a marketing standpoint to capture the most attention on job sites. An example: 50% of applicants under 30 years old said that the starting salary range must be on a job description in order for them to apply. Learn more about writing job descriptions on page (24-25) (S1, slide 21, Q17)
2. Your company's website must appeal to customers and applicants.

How likely would you be to use each of the following methods to search for available jobs in the underground pipeline/utility construction industry? (Not at all likely - Very likely)



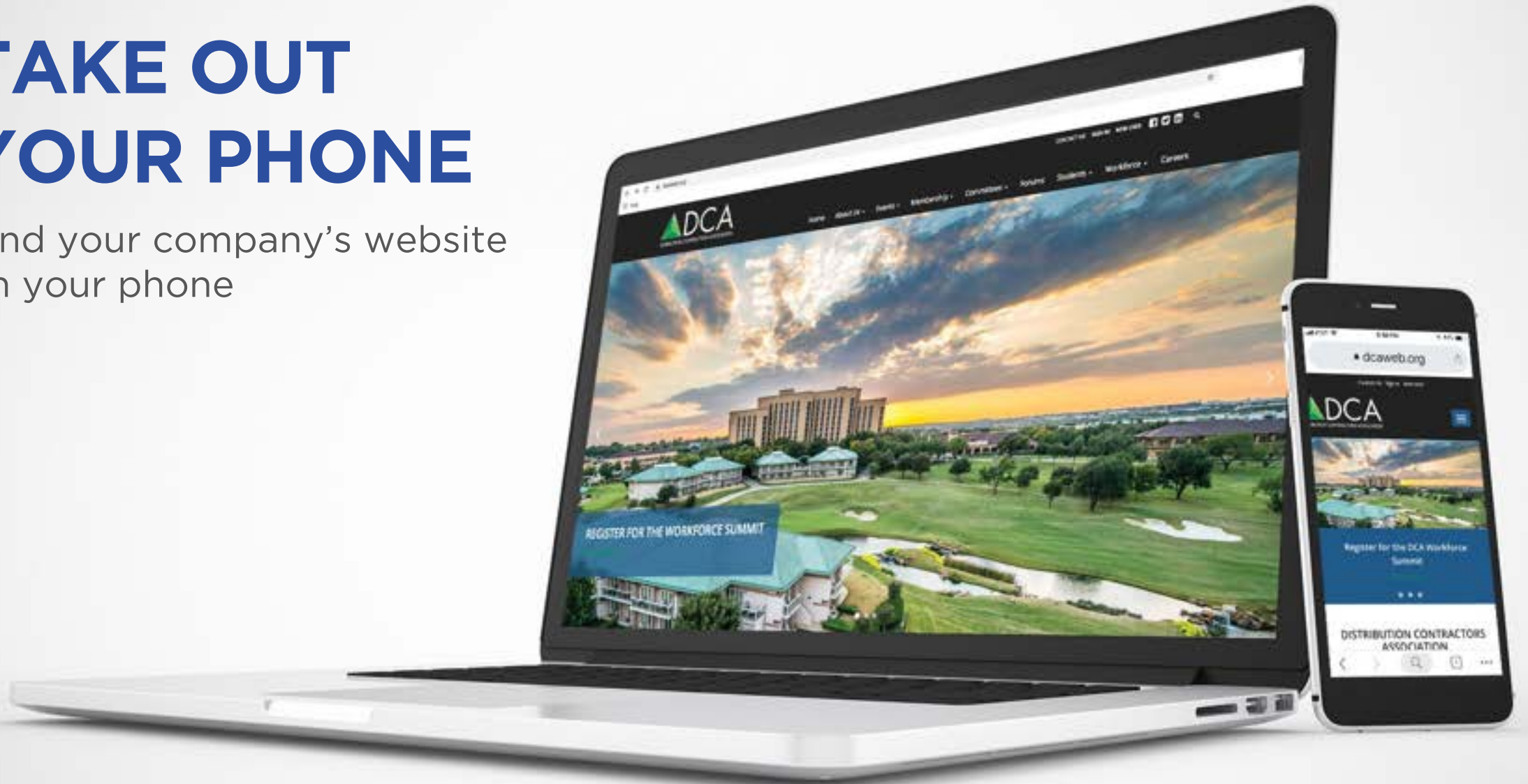
How do we make our company website appeal to applicants?

Here are six key components of making your company's website more appealing to Gen Z and Millennial applicants:

- **Clear Call to Action:** From your homepage, do Millennials and Gen Z know where to go first to learn about jobs? Is there a clear and compelling call to action button to get them there?
- **Compelling Company Brand:** Do Millennials and Gen Z immediately get a strong feeling for what the company brand stands for or what makes the company unique?
- **Minimal Text:** Is text offset with bullets and icons? Is it easy to find information using buttons instead of drop-down menus?
- **Mobile Friendly:** Is the company website easy-to-use on both laptop and mobile screens of different sizes?
- **Use of High-Resolution Photos and Video:** Are images and videos used to communicate the company's brand and do they align with Gen Z and Millennials' life goals and expectations for diversity?
- **Photos Reflect the Audience:** Do Gen Z and Millennials see employees who look like them on the website and in leadership roles?
- **Employee Testimonials:** Include career pathway with employee testimonials

TAKE OUT YOUR PHONE

Find your company's website
on your phone



WHAT ARE WEBSITE BEST PRACTICES

FOR GEN Z AND MILLENNIALS?

01

CALL TO ACTION: Do Millennials and Gen Z know where to go first on each page? Is there a clear and compelling call to action for them?

02

COMPELLING COMPANY BRAND: Do Millennials and Gen Z immediately get a strong feeling for what the company brand stands for or what makes the company unique?

03

PHOTOS REFLECT THE AUDIENCE: Do Gen Z and Millennials see people who look like them on the website and on leadership pathways within the company?

04

USE OF HIGH RESOLUTION PHOTOS AND VIDEO: Are images and videos used to communicate the company's brand and do they align with Gen Z and Millennials' life goals and expectations for diversity?

05

MINIMUM TEXT: Is text offset with bullets and icons? Is it easy to find information using buttons instead of drop-down menus?

06

MOBILE: Is the company website easy-to-use on both laptop and mobile screens of different sizes?

LET'S REVIEW YOUR COMPANY'S WEBSITE

- Compelling Company Brand
- Mobile Friendliness
- Clear Calls to Action
- Minimal Text
- Use of High Res Photos and Videos
- Photos And Videos Reflect Desired Audience
- Use Of Employee Testimonials

Any volunteers?



Part 1 | Section 2

Page 18



KEY STRATEGIES:

1. The most important aspect of making your company's website applicant friendly, especially for Gen Z and Millennials, is that **it is easy to use on mobile devices**. Try this activity: Take out your phone and search for your company's website. Can you read the text well on the phone? How do the images look? If the text and images are small and you must pinch to zoom, your website is not responsive. This is the first thing you need to fix. Updating your company's website to be mobile responsive will also benefit any customers you have coming to the site since the majority of search is now on mobile devices.
2. If your company's website is already mobile friendly, take a look (on your phone) at how easy it is to navigate to the Careers page where your job postings appear. Is there a clear and prominent Call to Action button on your company's homepage that takes you (in one tap) to the Careers page? Are the jobs listed current, easy to search, and clearly categorized?
3. If your company's website is doing well in these areas, evaluate your employment brand. Get fresh eyes if you need to—by asking a Gen Z or Millennial to look at and give feedback on the website when they see it on their phone—so you hear how effectively your website is messaging what it is like to work at your company. Are the images and videos vibrant, compelling and directly addressing Gen Z and Millennial application drivers (see key drivers from page 14)?



IDENTIFY ONE ACTION TO TAKE:

What is one action you think your company can do to improve its website to appeal more to Gen Z and Millennial applicants?

Write One Goal (SMART)

- **S**pecific (simple, sensible, significant).
- **M**easurable (meaningful, motivating).
- **A**chievable (agreed, attainable).
- **R**elevant (realistic and results-based).
- **T**ime bound (time-based, time-sensitive).

Example: I will ask our web team to move “Check Out New Careers” CTA button to the top of the home page (hero space) by Sept 30, 2019





15 MINUTE BREAK



SOCIAL MEDIA

LET'S TRY IT AGAIN! SOCIAL MEDIA

Find your team, make a new team, or fly solo

Building a social media presence that attracts Gen Z and Millennial applicants

Go to page 19

SECTION 3: BUILDING A SOCIAL MEDIA PRESENCE THAT ATTRACTS APPLICANTS

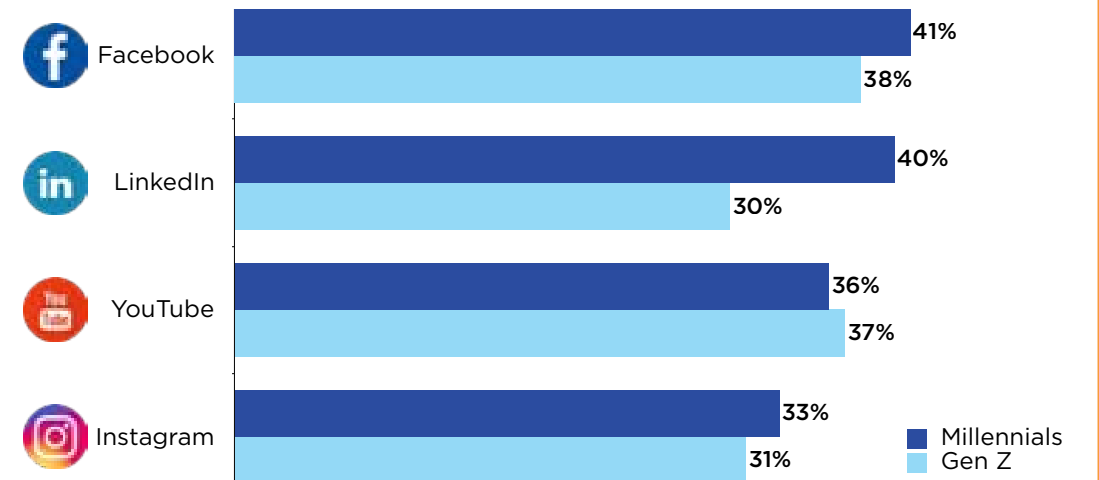
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In fact, when we asked Gen Z and Millennial participants across America which social media platforms they would use to search for positions at a pipeline construction company, here were the results. (S1, slide 18, Q21)

Gen Z and Millennials are searching and applying for jobs on social media. Your company can quickly leverage these findings to attract more applicants through this channel. The following list can help you evaluate your social media strategy and help build your company's social media channels into a productive recruiting tool.

For some companies, separating their customer-facing social media from their recruiting-focused social media makes the most sense. This is usually the case for large employers that have separate marketing and recruiting departments and the personnel to run these accounts separately. For smaller companies, combining both into one account makes the most sense. The posts can be identified by a social media hashtag such as: [#\[company name\]recruiting](#)

How likely would you be to use each of the following social media platforms to search for available positions at an underground pipeline/utility construction company? (Very unlikely - Very likely)



Part 1 | Section 3

Page 19

41% of Millennials and 38% of Gen Z would go to Facebook to look for jobs in your industry



■ Gen Z ■ Millennials

SECTION 3: BUILDING A SOCIAL MEDIA PRESENCE THAT ATTRACTS APPLICANTS

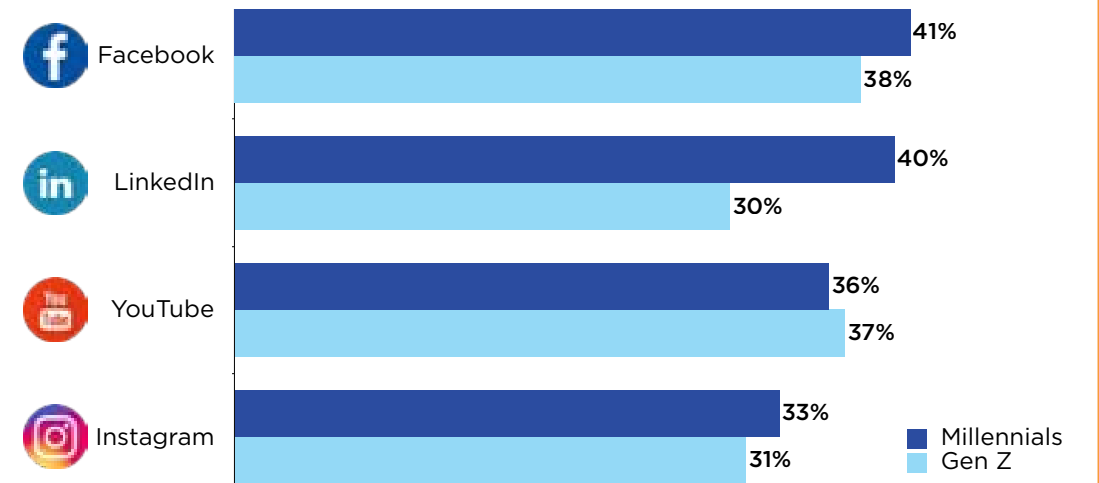
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TAKE OUT YOUR PHONE

FIND YOUR COMPANY'S SOCIAL MEDIA PAGES ON YOUR PHONE

The Best Posts to Share: Content generated by your current Millennial and Gen Z employees.

Let your current team members and internal fans take photos, record a short video, or capture their team doing something great in the community or as part of your culture.

These homemade style posts—still posted and approved by you—are the best social media you can have to attract job seekers

Be sure to use hashtags that drive the right traffic, such as: #hiring #jobs #recruiting and #careers



Social Media Review p 20

- Active Accounts on major platforms
- Weekly Posts
- Job Posting with Links to Job Applications
- Employee Recognition Posts
- Community Event Posts
- Customer Comments Managed
- Best Use of Hashtags
- UGC from employees or customers
- Employee Reviews
- 'Day in the Life' or 'Behind the Scenes' videos



BUILDING YOUR SOCIAL MEDIA INTO AN EFFECTIVE RECRUITING TOOL:

1. Does your company have active accounts on at least 3 of the following social media platforms: Facebook, Instagram, LinkedIn, YouTube?
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If you are your company's social media department and this list seems overwhelming, you can take one small step at a time to work towards creating a recruiting pipeline on social channels. If your company has a team, then you can fine tune your social channels with these questions.

Part 1 | Section 3

Page 21



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- **A**chievable (agreed, attainable).
- **R**elevant (realistic and results-based).
- **T**ime bound (time-based, time-sensitive).

Example: I will hire a part-time intern to help me with social media recruiting marketing by Sept 30, 2019.





DRIVE FAST GAINS THREE-PHASE ACTION PLAN

THREE-PHASE ACTION PLAN

Phase 1 Identify Top Strategic Goals

Individual Level Goals – Top 5 Goals Worksheet
Team Level Goals – Top 5 Team Goals Worksheet

Phase 2 Build the Roadmap

Team Aligns On One Goal
Team decides on steps to achieve that goal

Phase 3 Build the Timeline

Action Items are assigned with deadlines



Phase 1

Identify Top Strategic Goals - Team Worksheet

Team Level Goals - Top 5 Team Goals Worksheet



If your company chose a team approach, schedule a review team meeting. Use this meeting to select the top 3 to 5 strategic goals or outcomes that your company should focus on first to attract more Gen Z and Millennial job applicants. You can pick these strategic goals by voting on them or they might align with a key initiative already taking place at your company, such as a website redesign. If voting or alignment doesn't lead your team to agree on their top priorities, you can also weigh each goal based on the importance to your company. One of these three approaches will get the job done to identify the top 3 to 5 strategic goals for creating your company's action plan.

PHASE ONE: TEAM MEMBER'S CONSENSUS ON STRATEGIC GOALS

STRATEGIC GOALS TEAM WORKSHEET

1

2

3

4

5

Phase 2 Build the Roadmap

Team Aligns On
One Goal

Team decides on steps
to achieve that goal

PHASE TWO: BUILD THE ROADMAP



BRAINSTORM SOLUTIONS AS A TEAM

Once your top strategic goals are agreed upon, work as a group to brainstorm solutions or actions you can take to achieve each goal or outcome. These solutions can be based on your individual expertise, our strategies, or your group's brainstorming. The key here is to come up with as many solutions as possible that fit your companies' culture and operational guidelines. You can use any manner of brainstorming process that suits your team, such as ideas written on post-it notes that are attached to a wall, or open dialogue in a group setting.

Evaluate & Choose Specific Solutions as a Team

After the team has created a trove of ideas, actions, and possible solutions to achieve each strategic goal, it's time to pick the top ones that will go into the plan. While this is a team exercise, one person should be in charge of recording the actions that the team decides upon for each strategic goal. This is your initial roadmap for working toward better attracting Gen Z and Millennials to careers at your company.



STRATEGIC GOALS

List the top strategic goal agreed upon

Steps your company will take to achieve this goal

1 _____

2 _____

3 _____

4 _____

5 _____

Phase 3 Build the Timeline

Action Items are assigned with deadlines



With the list of strategic goals and steps to achieve each one, now assign each action to one person at

your company and agree upon a timeline for completion. We find that both quick wins and longer-term gains are essential when it comes to building your action plan.

Make sure that you have actions and outcomes that can be achieved within 90 days (short-term wins), within 180 days (near-term wins), and more than 180 days (long-term wins).

Choose how you will measure success for each strategic goal and the actions you've identified to achieve it. This helps you to track your progress and get recognized for the hard work you have led to drive measurable gains.



TOP STRATEGIC GOAL

	Action Items	Timeline
1	<div style="border: 1px solid #add8e6; padding: 5px;"> <hr/> <hr/> <p>Owner _____</p> </div>	<div style="border: 1px solid #ccc; background-color: #f0f0f0; padding: 5px;"> <hr/> <hr/> <hr/> </div>
2	<div style="border: 1px solid #add8e6; padding: 5px;"> <hr/> <hr/> <p>Owner _____</p> </div>	<div style="border: 1px solid #ccc; background-color: #f0f0f0; padding: 5px;"> <hr/> <hr/> <hr/> </div>
3	<div style="border: 1px solid #add8e6; padding: 5px;"> <hr/> <hr/> <p>Owner _____</p> </div>	<div style="border: 1px solid #ccc; background-color: #f0f0f0; padding: 5px;"> <hr/> <hr/> <hr/> </div>
4	<div style="border: 1px solid #add8e6; padding: 5px;"> <hr/> <hr/> <p>Owner _____</p> </div>	<div style="border: 1px solid #ccc; background-color: #f0f0f0; padding: 5px;"> <hr/> <hr/> <hr/> </div>
5	<div style="border: 1px solid #add8e6; padding: 5px;"> <hr/> <hr/> <p>Owner _____</p> </div>	<div style="border: 1px solid #ccc; background-color: #f0f0f0; padding: 5px;"> <hr/> <hr/> <hr/> </div>

Check on Progress

Weekly and Quarterly



Re-Assess for success

This scorecard is a helpful tool to rate your company's Gen Z and Millennial recruiting impact and identify where you can quickly increase engagement and align with Millennials' high expectations about your company's brand and recruiting initiatives.

Rate the various elements of your company's Gen Z and Millennial recruiting strategy on a scale of 1 to 5 for each of the 10 questions below, with 5 being the best rating and 1 being the lowest rating. Once you complete rating each question, you will be able to create a total Recruiting Impact Score between 10 and 50. This score reflects the impact level your current systems are having in recruiting Gen Z and Millennial applicants.

SCALE:

- 5** Absolutely outstanding
- 4** Almost there, but could take it up a notch
- 3** A start, but needs improvement
- 2** Occurs occasionally, but not consistently
- 1** Does not currently happen or exist



PARTICIPANT SELF-ASSESSMENT SCORECARD: RECRUITING IMPACT

1. Does our company attract a diverse group of applicants, aligning with Gen Z and Millennial employees being the most diverse generation in history? Low **1** **2** **3** **4** **5** High
2. Does our company's website convey a compelling employment brand to potential Gen Z and Millennial applicants through tag lines, images, and video? **1** **2** **3** **4** **5**
3. Does our company website, and especially our Careers page, work well and is it easy to navigate on mobile devices? **1** **2** **3** **4** **5**
4. Do our company's social media accounts convey a true sense of what it is like to work at our company for potential Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
5. Does our company post jobs, and can Gen Z and Millennials start a job application directly from our social media accounts? **1** **2** **3** **4** **5**
6. Is it easy for Gen Z or Millennial applicants to find employment information or reach out for more information on our website or social media accounts? **1** **2** **3** **4** **5**
7. Does our company effectively manage online ratings and reviews? **1** **2** **3** **4** **5**
8. Do our job descriptions clearly reflect our values, mission, and highlight benefits that attract Gen Z and Millennial applicants? **1** **2** **3** **4** **5**
9. Can a Gen Z or Millennial quickly start the application process on a mobile device? **1** **2** **3** **4** **5**
10. Does our company create a great applicant experience from attracting to screening and from interview to hire? **1** **2** **3** **4** **5**

Total = _____

A person in a red jacket and white pants is rappelling down a dark, jagged rock face. They are using a headlamp that illuminates the surrounding area. The background is a deep blue, suggesting a cave or a night sky. The overall mood is adventurous and exploratory.

EXPLORING OTHER PARTS OF THE PLAYBOOK

Onboarding



PART 2 ›

ONBOARDING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

35 Participant Self-Assessment Scorecard: Onboarding

25 minutes

Key Insights and Learnings from Research:

37 Section 1 › Pre-Onboarding – Connecting with a New Hire before their first day at work

39 Section 2 › The first 30/60/90 days – A high-level overview

41 Section 3 › New Hire Orientation – Gen Z and Millennial employee expectations

43 Section 4 › Using mobile technology with Gen Z and Millennial New Hires

45 Section 5 › Connecting New Hires with team members and supervisors

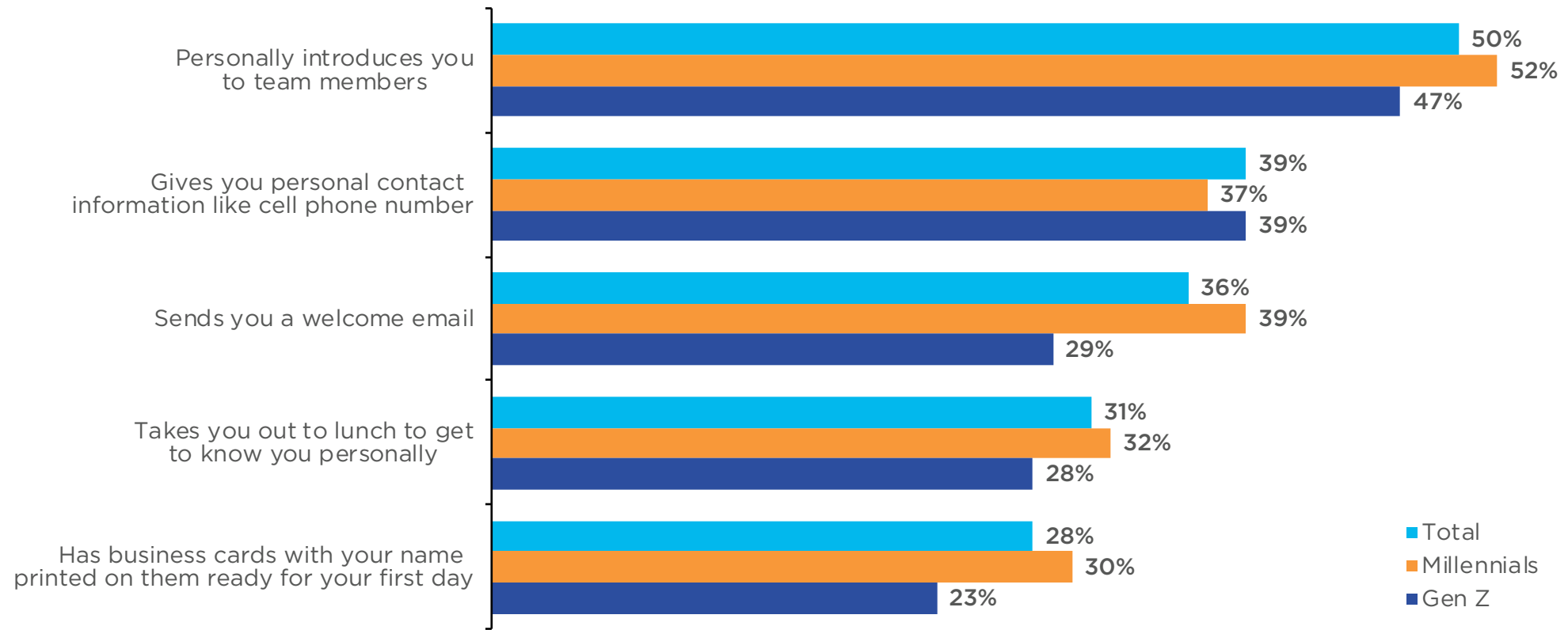
20+ minutes

47 Three-phase action plan

How do Gen Z and Millennials immediately feel connected to their new team?

How could your supervisor immediately make you feel part of the team?

Please select all that apply.



Training



PART 3 ›

TRAINING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

25 minutes

20+ minutes

53 Participant Self-Assessment Scorecard: Training

Key Insights and Learnings from Research:

55 Section 1 › Creating and Messaging a clear training pathway that appeals to Gen Z and Millennial employees

57 Section 2 › What it takes to be a good manager – Gen Z and Millennial perspectives

59 Section 3 › On-the-job training and connecting Gen Z and Millennials with skilled team members

61 Section 4 › Self-directed training – how to leverage online training and increase training completion and compliance

63 Section 5 › Management training that appeals to Gen Z and Millennial leaders

65 Section 6 › Mentoring management trainees

67 Three-phase action plan

Find out what makes a good manager and an effective team according to Gen Z and Millennials

TOP CHARACTERISTICS OF A GOOD MANAGER (BY TOTAL; TOP 5 OF 11)



TOP CHARACTERISTICS OF AN EFFECTIVE TEAM (BY TOTAL; TOP 5 OF 6)



Retention



PART 4 •

RETAINING GEN Z AND MILLENNIALS IN THE PIPELINE CONSTRUCTION INDUSTRY

10 minutes

73 Participant Self-Assessment Scorecard: Retention

25 minutes

Key Insights and Learnings from Research:

75 Section 1 › Building an employee-centric work culture that helps retain Gen Z and Millennial employees

77 Section 2 › Creating a fun work environment that helps retain Gen Z and Millennial employees

79 Section 3 › Promotion expectations of Gen Z and Millennial employees

81 Section 4 › Performance feedback expectations of Gen Z and Millennial employees

83 Section 5 › Recognition needs of Gen Z and Millennial employees

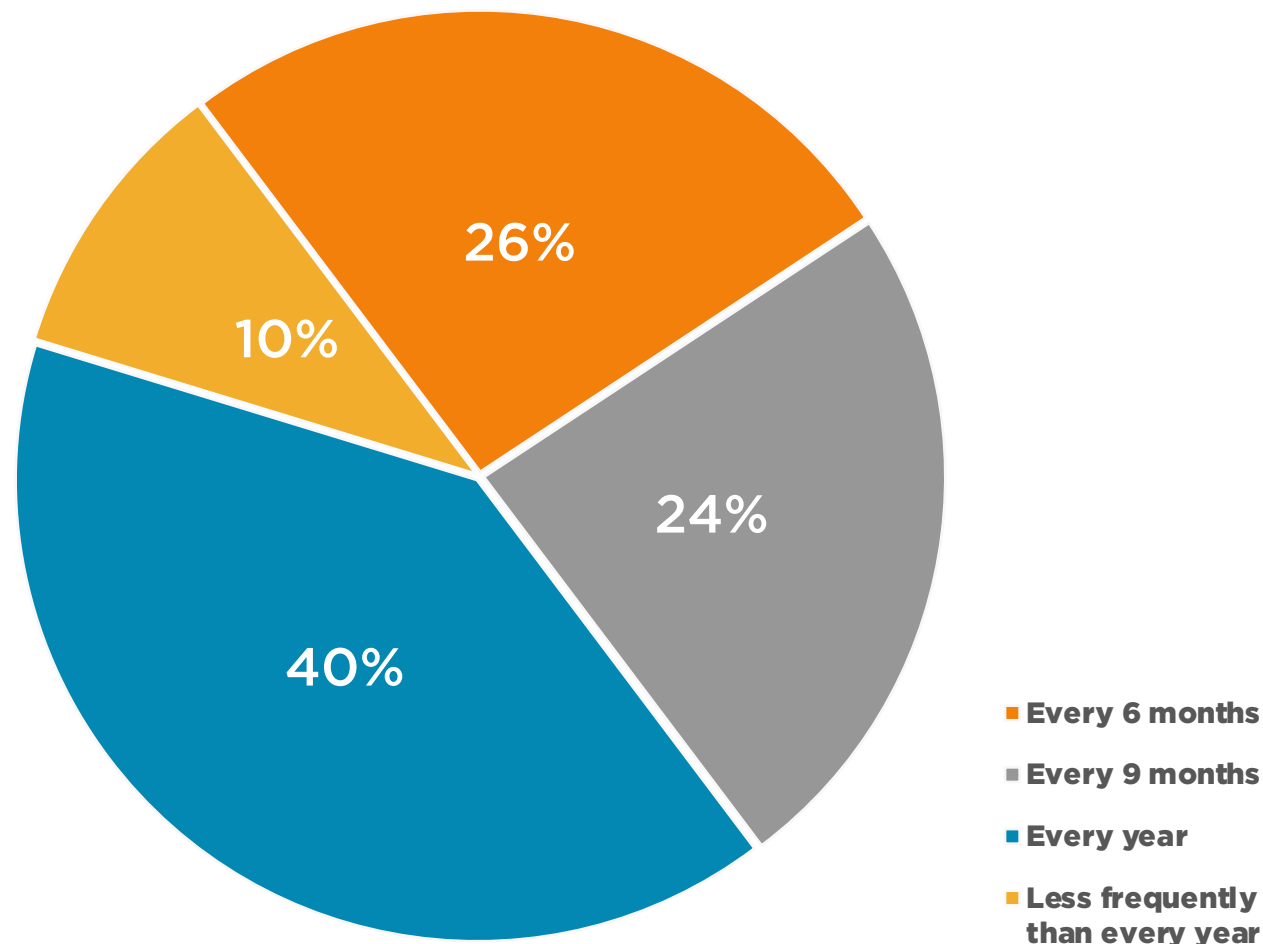
20+ minutes

85 Three-phase action plan

Learn Gen Z and Millennial expectations for raises

Half of Millennials and Gen Z need to receive a raise every 6-9 months in order to stay

BY TOTAL: FREQUENCY OF RAISES TO STAY (BY TOTAL)





NOW GO HAVE FUN!



THANK YOU!