

THE CENTER FOR
GENERATIONAL KINETICS
**HIGHLIGHTED NATIONAL
RESEARCH STUDY FINDINGS**

PREPARED FOR
DISTRIBUTION CONTRACTORS
ASSOCIATION

STUDY GOALS

- **Uncover** the key perceptions and preferences for onboarding of Gen Z and Millennials considering a career in the underground pipeline/utility construction industry.
- **Reveal** the primary drivers and motivational factors of Gen Z and Millennials considering a career in the underground pipeline/utility construction industry when it comes to skill-based training and talent/leadership development.
- **Understand** the effect of training programs and messaging on the employee lifecycle in order to increase employee retention rates.

ABOUT THE CENTER FOR GENERATIONAL KINETICS

- #1 Generational research, consulting, and speaking firm
- Over 180 clients per year, spanning virtually every industry
- Separating myth from truth when it comes to Millennials, Gen Z, and generations as employees, customers, and trendsetters
- The Center's work has been featured on hundreds of media outlets from *60 Minutes* to *The New York Times*



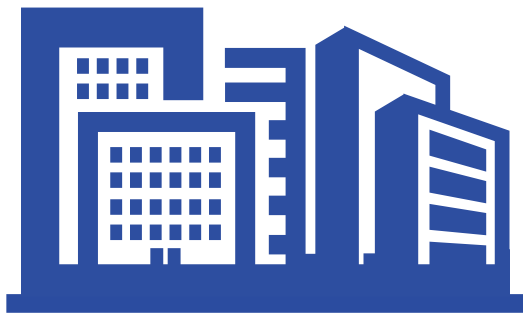
METHODOLOGY

- Custom 30-question survey designed collaboratively by DCA and The Center for Generational Kinetics.
- Study was administered to 1,005 U.S. respondents ages 18-30 who would consider starting a career in the underground pipeline/utility construction industry. The sample was weighted to current U.S. Census data for region, age, and gender.
- Survey was conducted online from March 22, 2018 to March 27, 2018.
- Figures are statistically significant at the 95% confidence level. Margin of error is +/-3.1 percentage points.
- Please note that “By Total” in any graph represents the sample as a whole.

SAMPLE OVERVIEW

1,005

Participants who would consider starting a career in the industry.



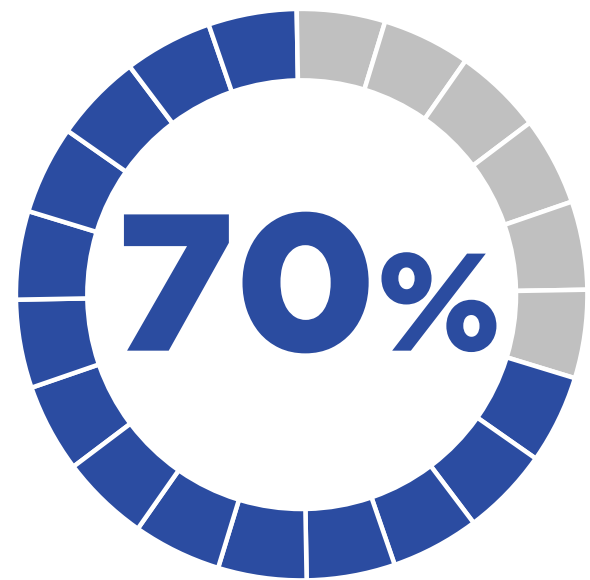
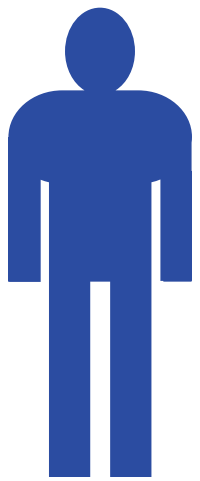
41%
URBAN



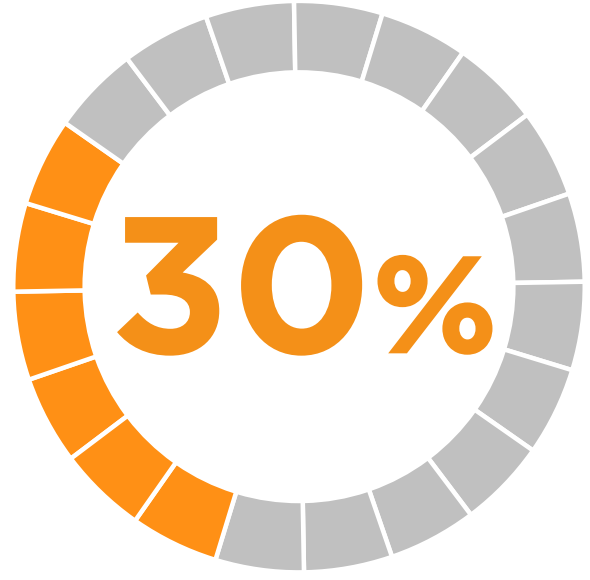
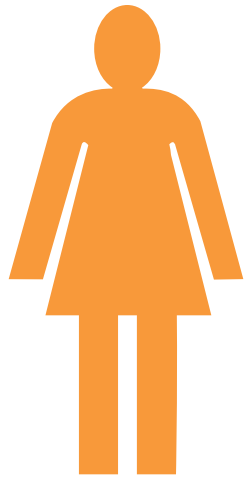
46%
SUBURBAN



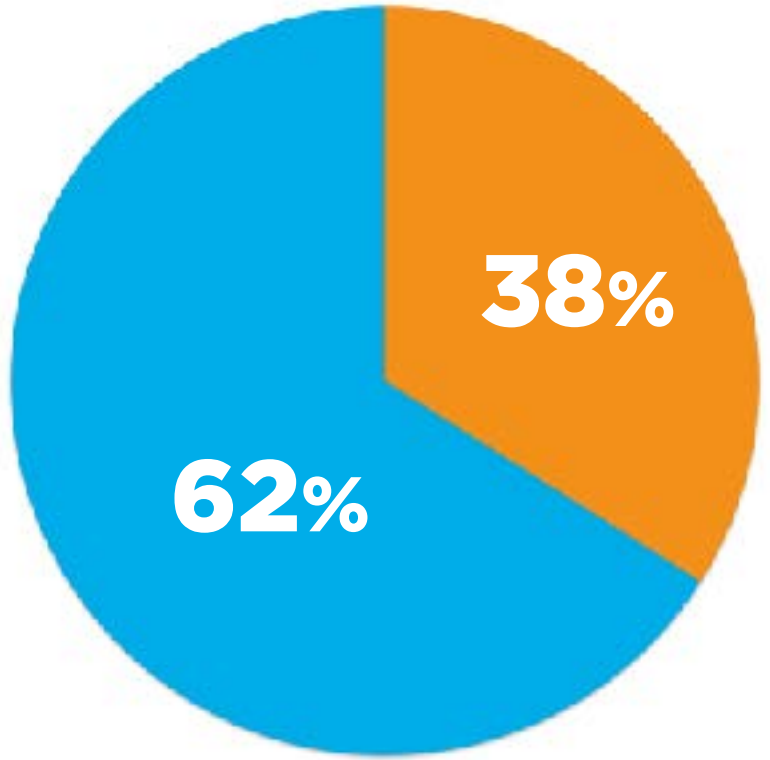
13%
RURAL



Male



Female



62%

Millennials (23-30)

38%

Gen Z (18-22)

STUDY OVERVIEW

- Onboarding and Orientation
- Skill-Specific Training
- Leadership and Management Training
- Retention Based on Culture and Training

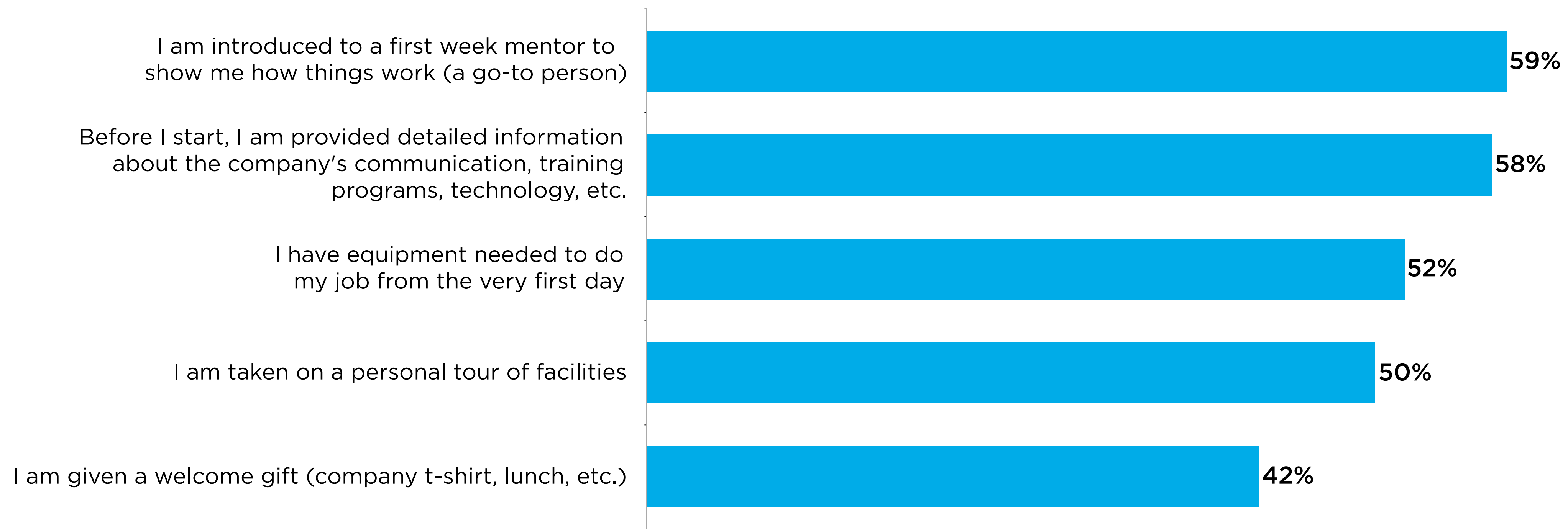
ONBOARDING AND ORIENTATION

Definition: Onboarding refers to the initial few weeks to a month of various training activities in your new underground pipeline/utility construction company. Onboarding is designed to get you up to speed with how a company works and your roles and responsibilities in your new job.

Introduce Millennials and Gen Z to a first week mentor to make them immediately feel like part of the company

Also, provide them detailed information about the company before they start.

Onboarding experience that makes you feel like part of a company (By Total; Top 5 of 12)

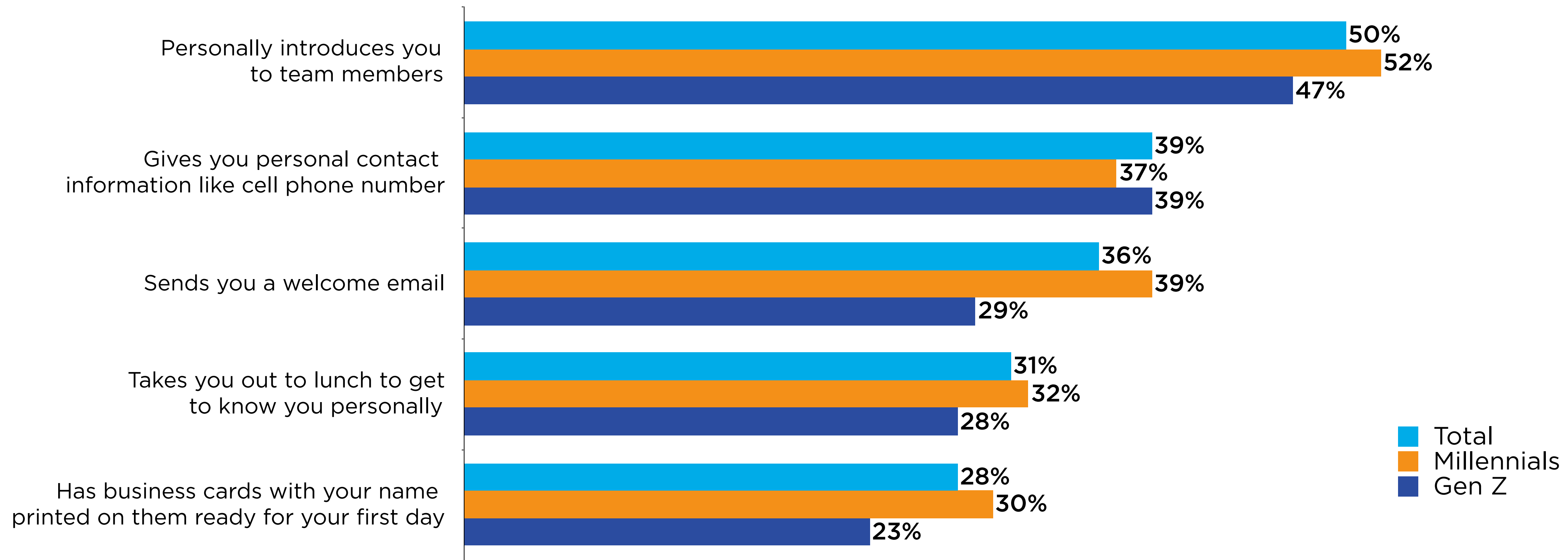


Q1. Which of the following new employee onboarding experiences would make you immediately feel like part of the company? Please select your top five.

Millennials and Gen Z want personal introductions to immediately feel like part of the team

Millennials are especially interested in this type of personal attention compared to Gen Z overall.

Ways supervisor can make you feel like part of the team (Top 5 of 9)

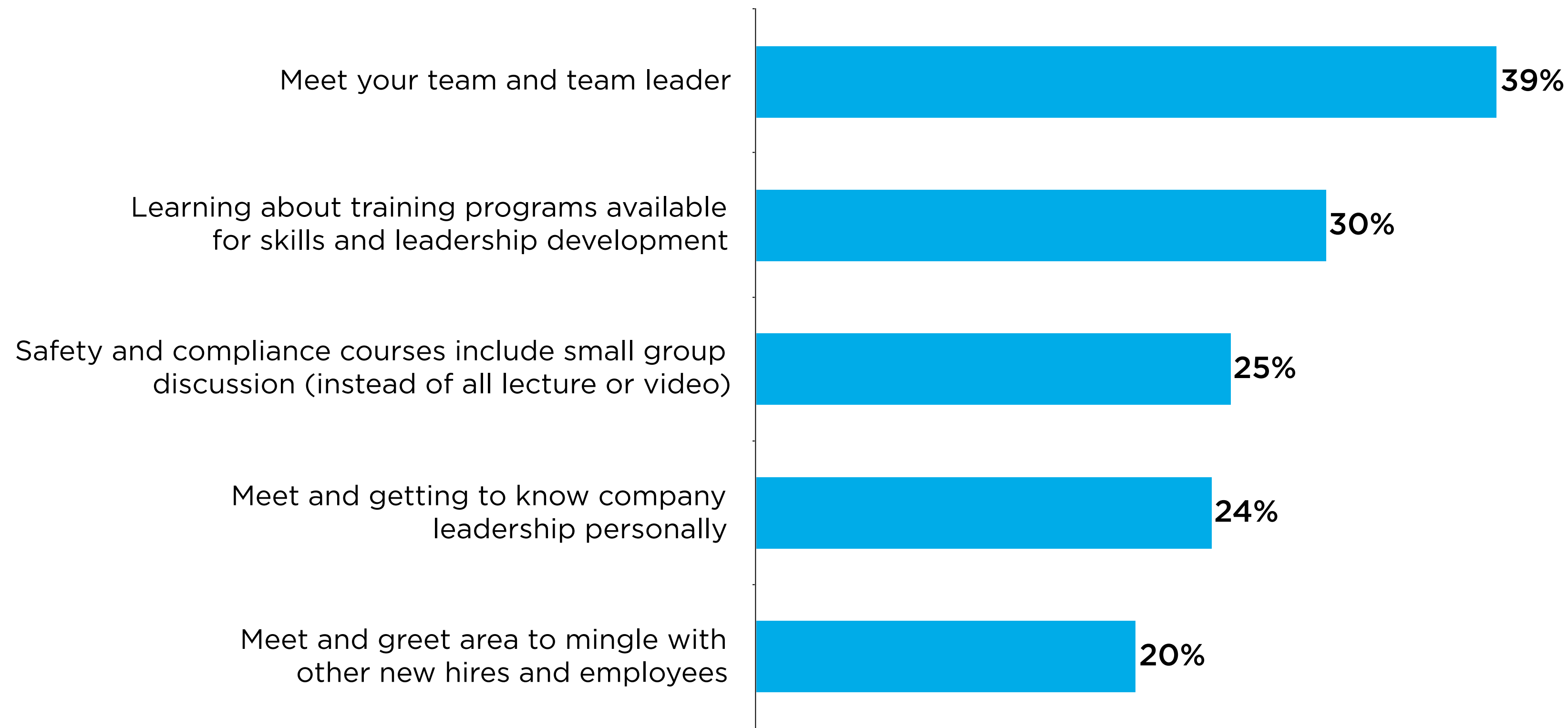


Q4. How could your supervisor immediately make you feel part of the team? Please select all that apply.

Meeting the team and team leaders is the most important task on the first day of New Hire Orientation

Learning about programs for skill development and safety and compliance courses are also important to discuss on the first day.

Most important on first day of New Hire Orientation training (Top 5 of 9)

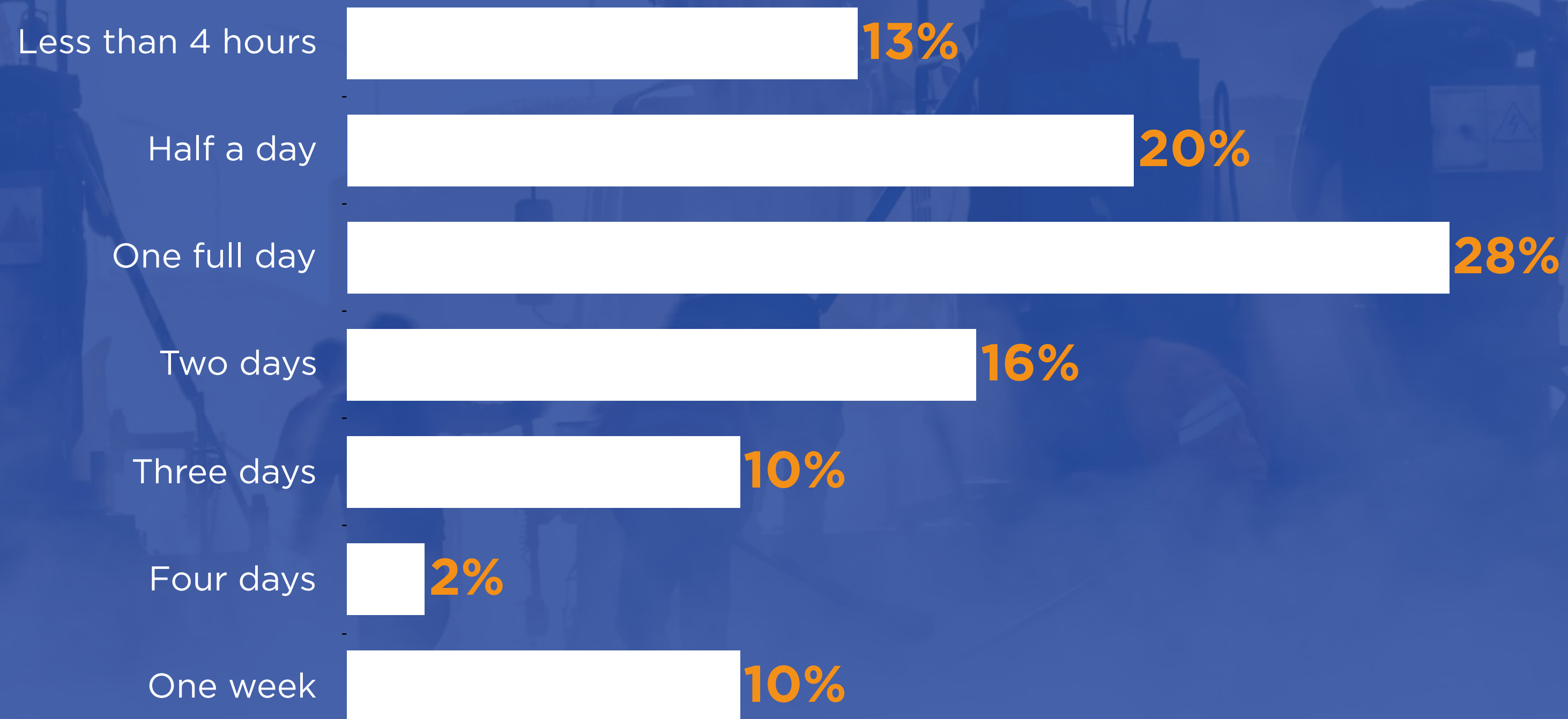


Q6. Which of the following are most important to you on the first day of New Hire Orientation training? Please select your top two.

New Hire Orientation training should last a day or less

In fact, 61% of all potential Millennial and Gen Z employees believe that New Hire Orientation training should last a full day or less.

IDEAL LENGTH OF NEW HIRE ORIENTATION TRAINING (BY TOTAL)



Q7. Ideally, how long would you like New Hire Orientation training to take? Please select one.

Orientation should be a mix of in-person and online activities

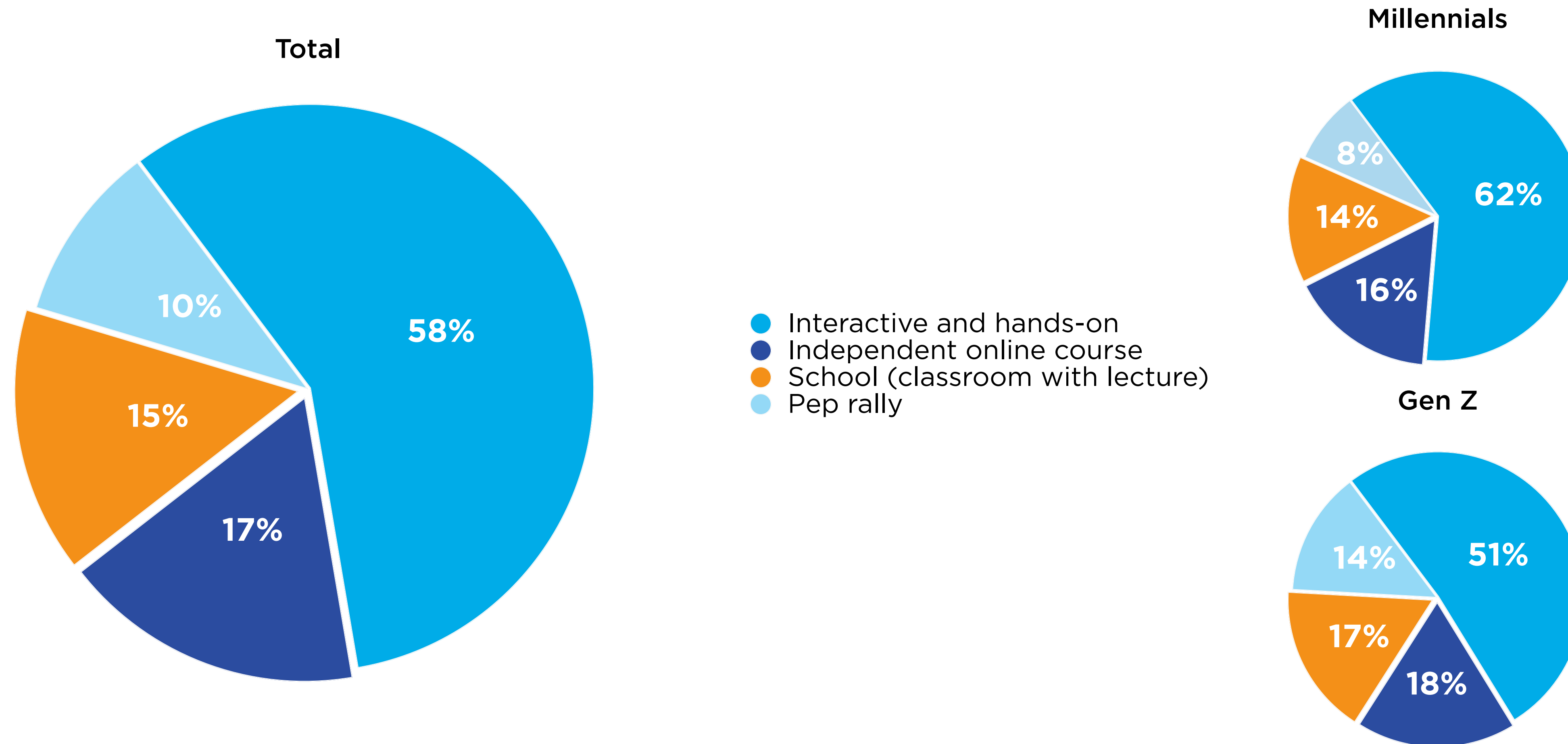
Logistics and paperwork should be completed online while in-person activities should be engaging and build relationships.



Q8. Please choose how you would most like to experience each part of New Hire Orientation.

An interactive and hands-on new hire orientation experience is by far the most preferred approach

This method is preferred even more by Millennials, while Gen Z is slightly more interested in a pep rally style orientation experience.

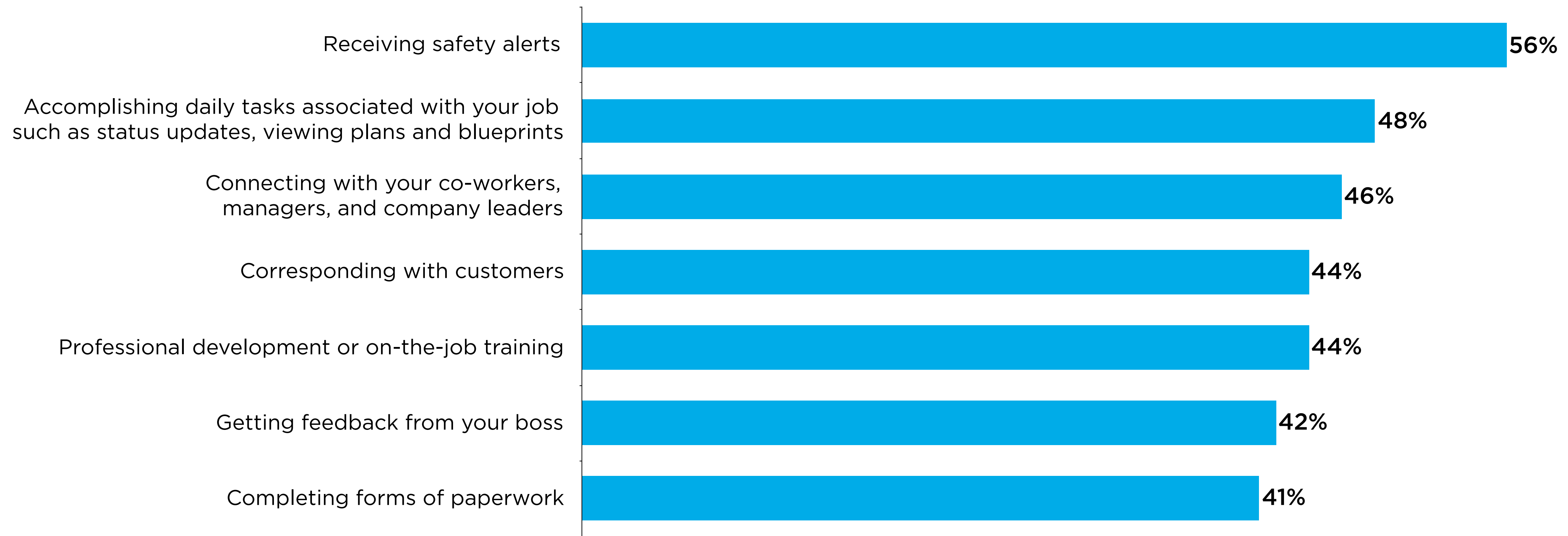


Q9. Ideally, how would you like New Hire Orientation to feel? Please select one.

Over half of Millennials and Gen Z think it's very important to use mobile technology to communicate safety alerts

Daily status updates, connecting with your coworkers and managers, and corresponding with customers are also situations when mobile technology should be used.

Very important to use mobile technology situations (By Total)

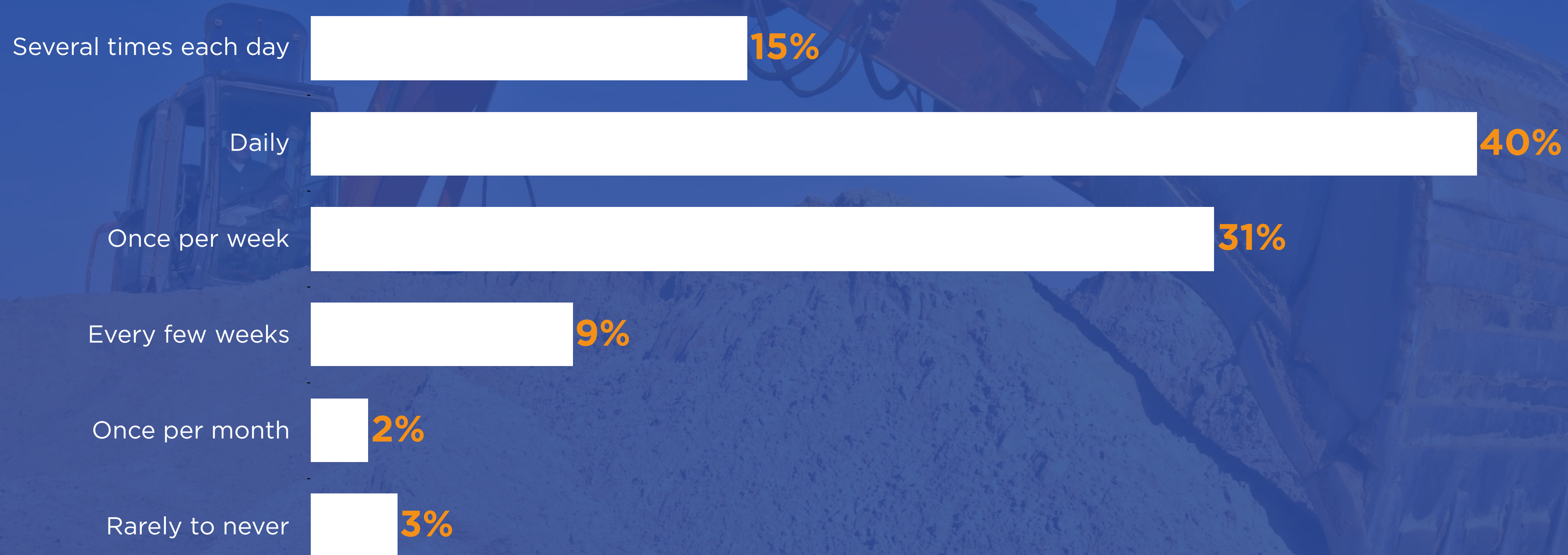


Q10. For each of the following situations, how important is it to use mobile technology in your underground pipeline/utility construction job?
Very important, Somewhat important, Not important

55% of Millennial and Gen Z employees want to communicate with their direct supervisor daily or several times a day

Frequent communication is key to effectively managing younger employees.

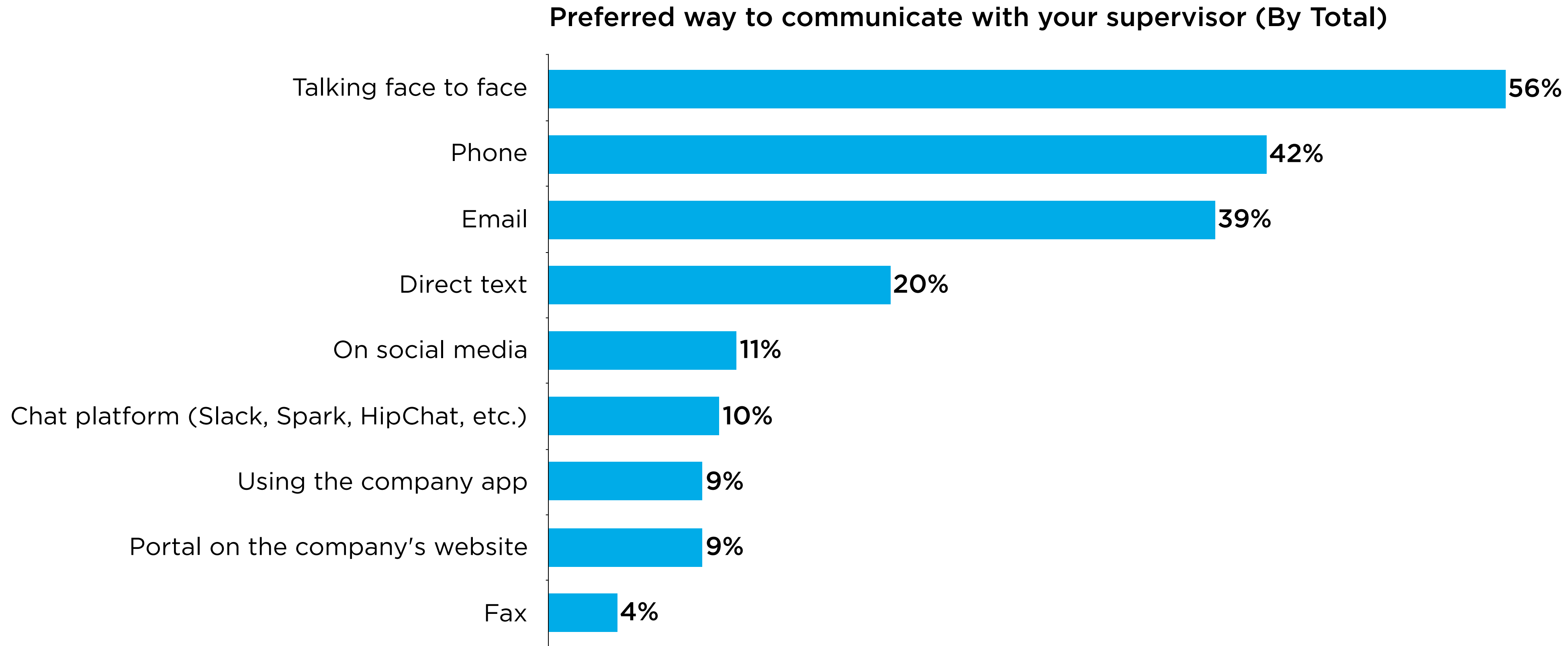
IDEAL COMMUNICATION FREQUENCY WITH DIRECT SUPERVISOR (BY TOTAL)



Q2. Ideally, how often would you like to communicate with your direct supervisor? Please select one.

Millennials and Gen Z want to communicate face to face with their supervisor

A phone call and email are also acceptable communication methods. Social media, chat platforms, and company specific tools are the least preferred way to communicate with a supervisor.

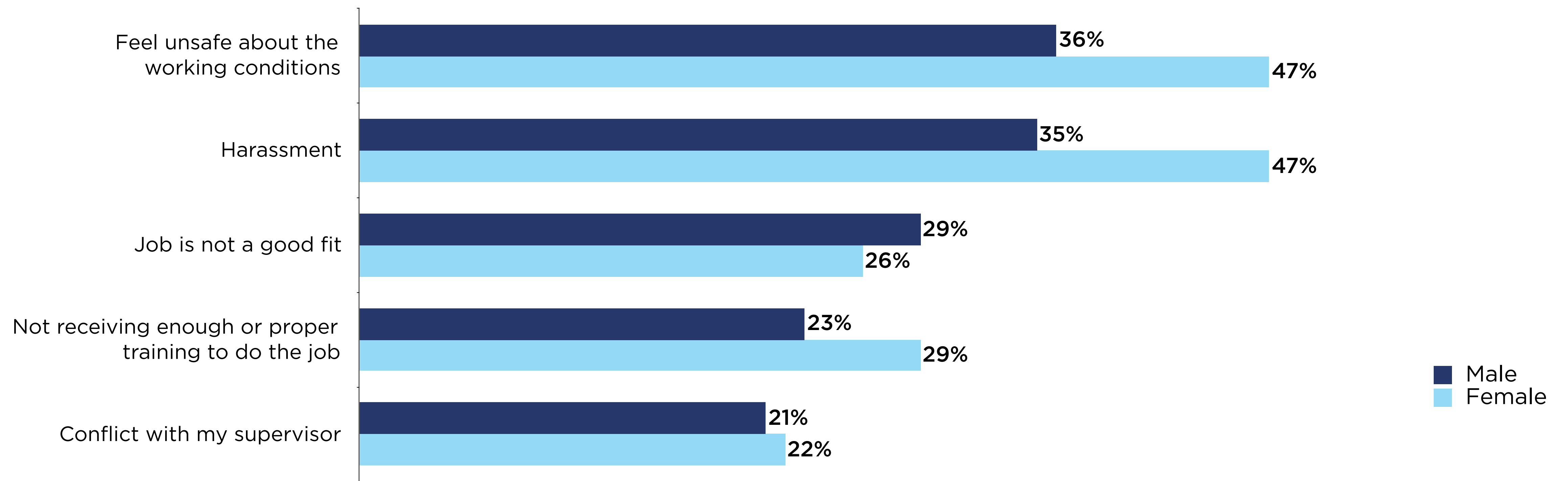


Q3. Ideally, how would you like to communicate with your supervisor or company? Please select your top two.

Safety concerns and harassment would absolutely cause Millennials and Gen Z to quit

More than 1/3 of males and almost half of female employees would leave in the first 45 days if they felt unsafe or harassed on the job.

Would absolutely cause you to leave a job in the first 45 days (Top 5 of 12)

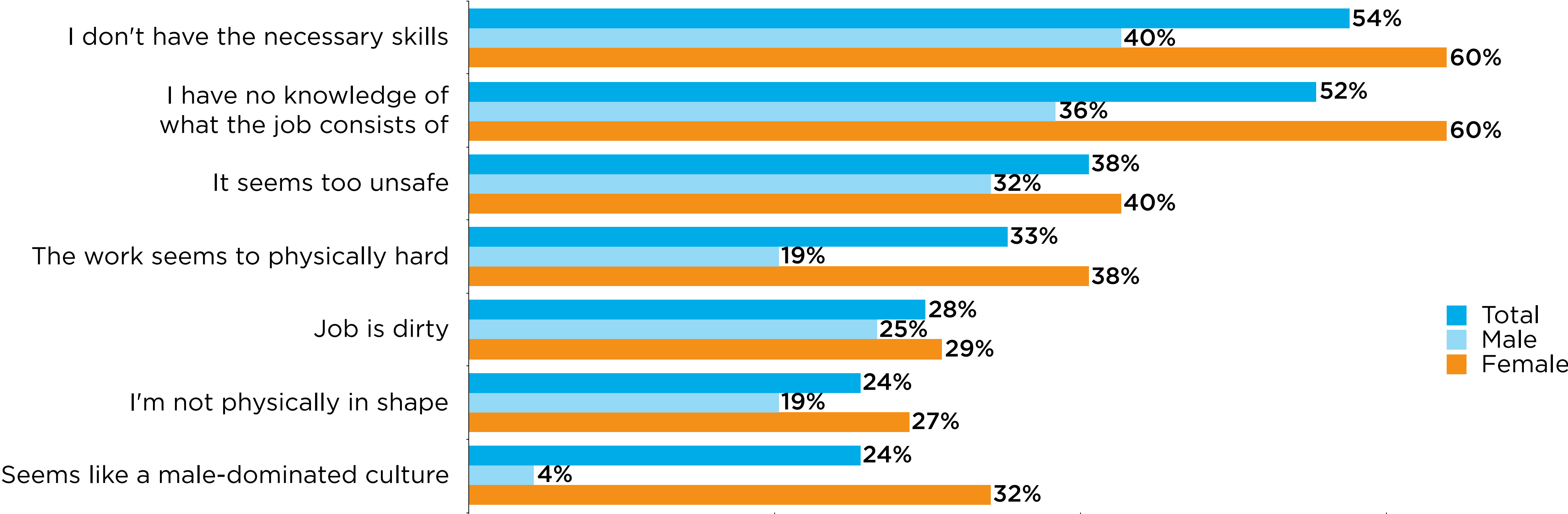


Q5. Aside from salary, what would absolutely cause you to leave a job in the first 45 days? Please select your top three.

Lack of information keeps Millennials and Gen Z away from the construction industry

More than half of Millennials and Gen Z who wouldn't consider working in the industry feel like they don't have the necessary skills and don't understand the job requirements.

Reasons to not consider a working in the construction industry (Top 7 of 14)



S5. Why would you not consider working in the underground pipeline/utility construction industry? Please select all that apply. N=498

A welder wearing a grey protective suit, a silver helmet, and yellow gloves is working on a large, dark metal pipe. The welder is using a tool to work on the pipe, and there is a bright light emanating from the point of contact. The background is a blurred outdoor setting.

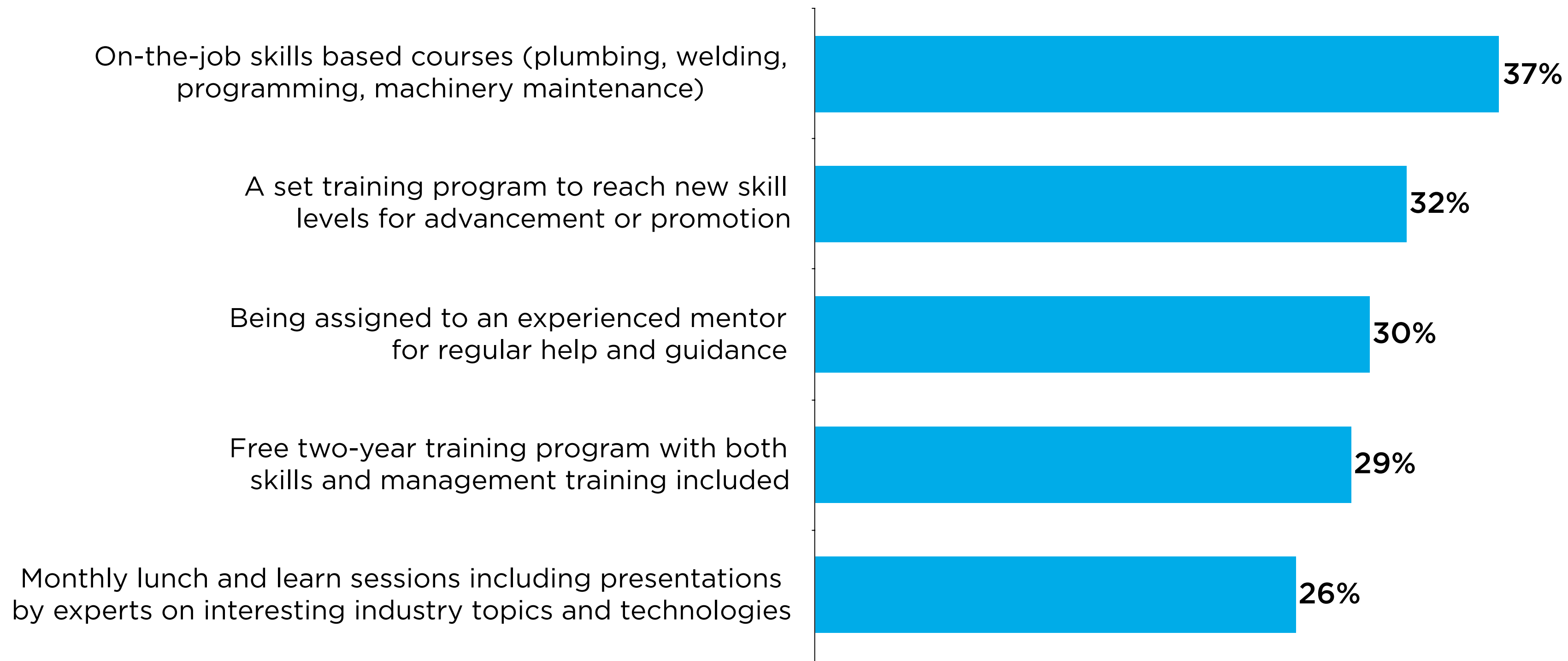
SKILL-SPECIFIC TRAINING

Definition: Skill-specific training or skill development refers to learning a trade such as welding, pipefitting, programming or other technical trade in the underground pipeline/utility construction industry.

On-the-job courses are the most important skill development programs for Millennials and Gen Z

Training programs that clearly link skill levels to promotions or advancement are also important.

Most important skill development programs (By Total, Top 5 of 8)

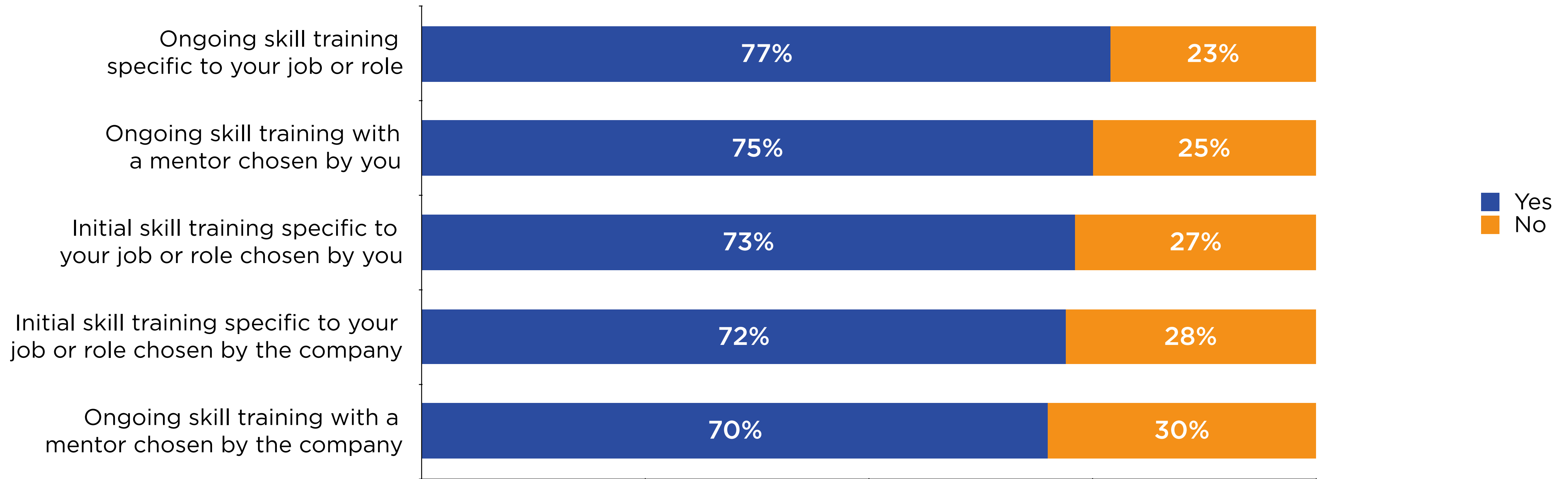


Q11. Which of the following skill development programs would be most important to you if you were to build your career in the underground pipeline/utility construction industry? Please select your top two.

Job specific skill training chosen by employees is most likely to convince them to stay 6 months longer

All suggested training programs were well received as 70% or more of all potential Millennial and Gen Z employees would stay at least 6 months longer if involved in one of these types of skill specific training programs.

Would this training program convince you stay 6 months longer? (By Total)

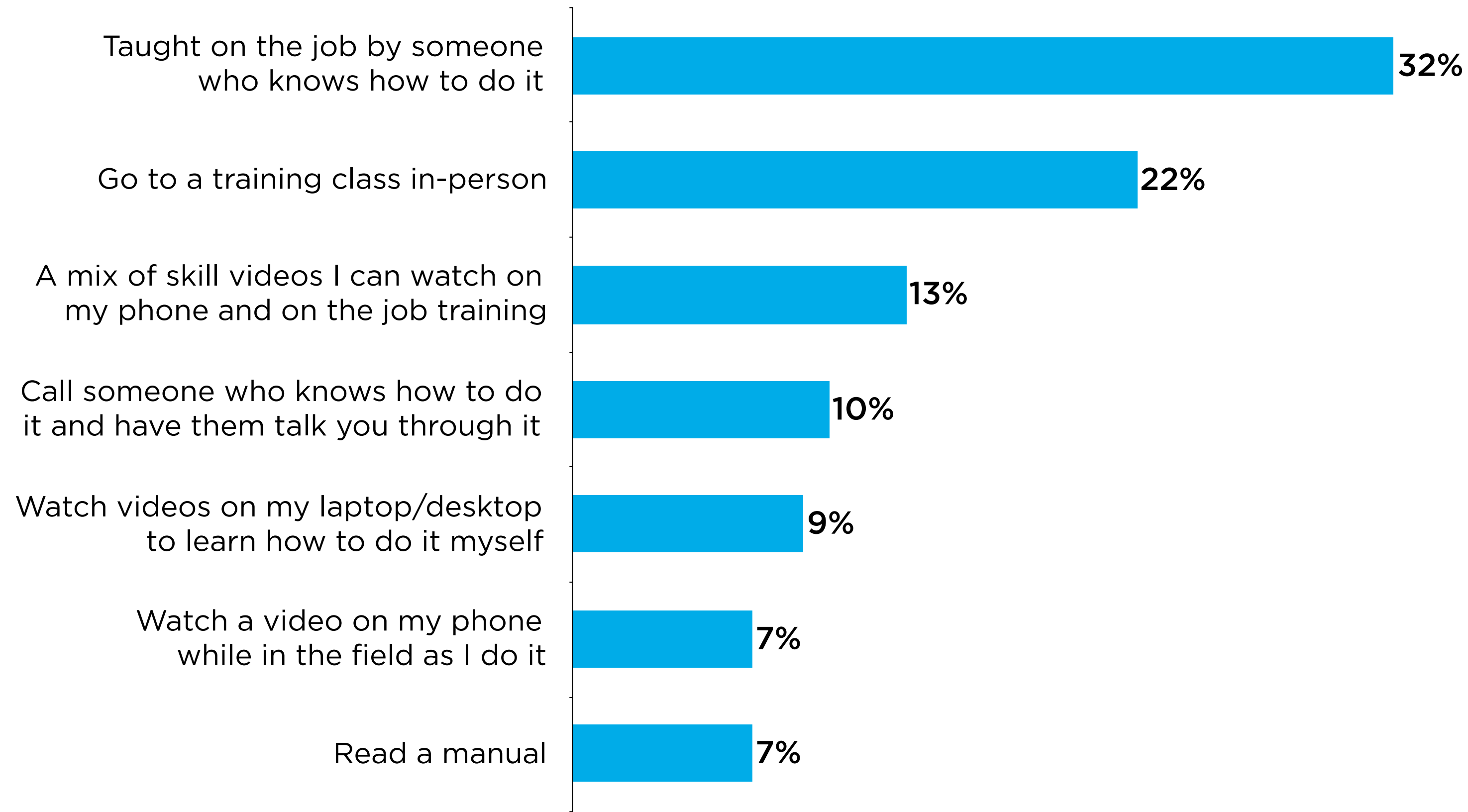


Q12. Would the following types of skill specific training programs convince you to stay 6 months longer at an underground pipeline/utility construction job? Yes/No

Millennials and Gen Z prefer their on-the-job training to come from a skilled worker

This holds true across generations and gender.

Preferred ways to learn an on-the-job skill (By Total)

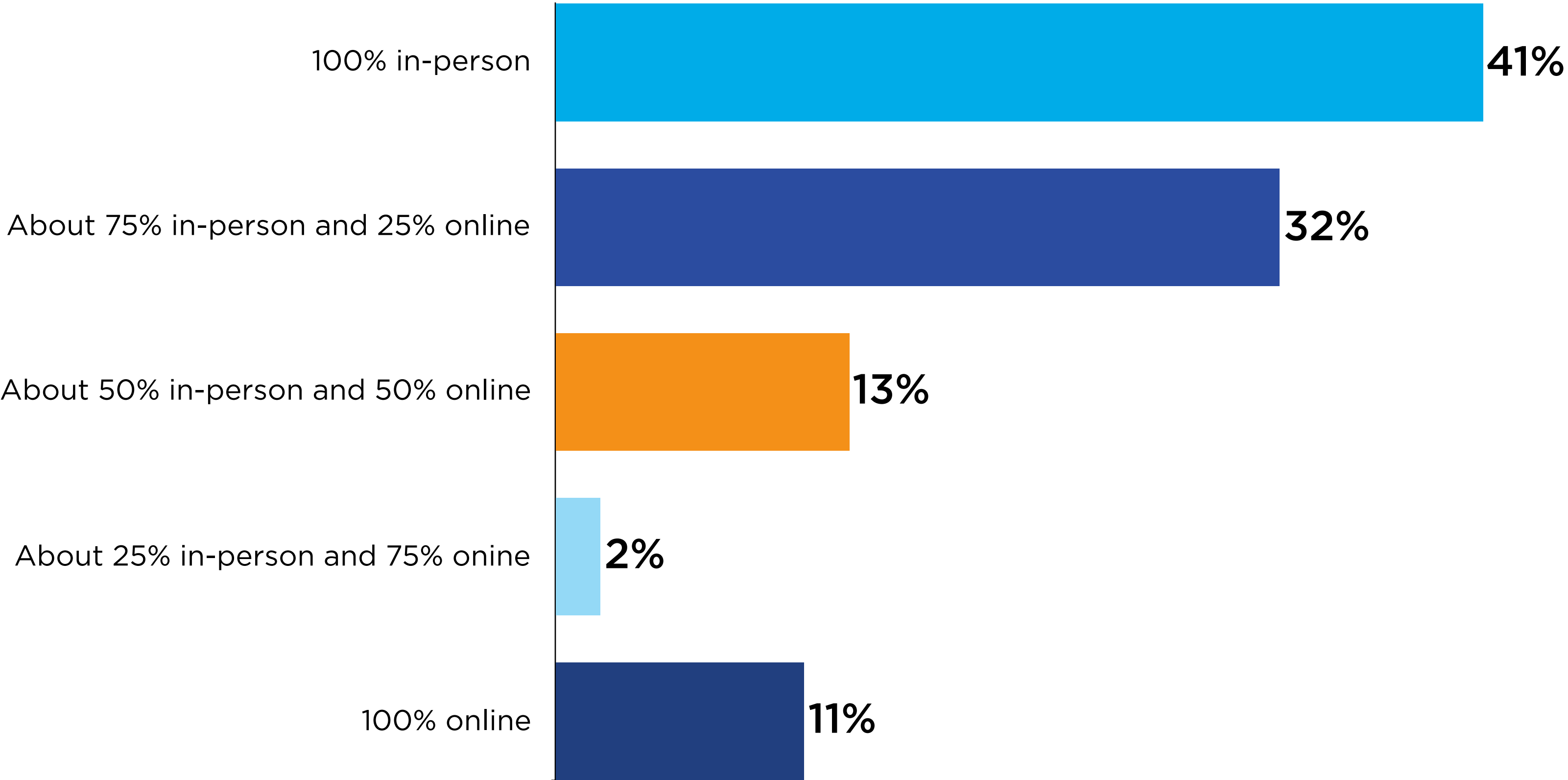


Q13. When you learn an on-the-job skill in the underground pipeline/utility construction industry, how would you prefer to learn it? Please select one.

Millennials and Gen Z also prefer in-person training

In fact, 73% of all potential new employees want exclusively in-person or mostly in-person training methods.

Preferred way to receive training (By Total)

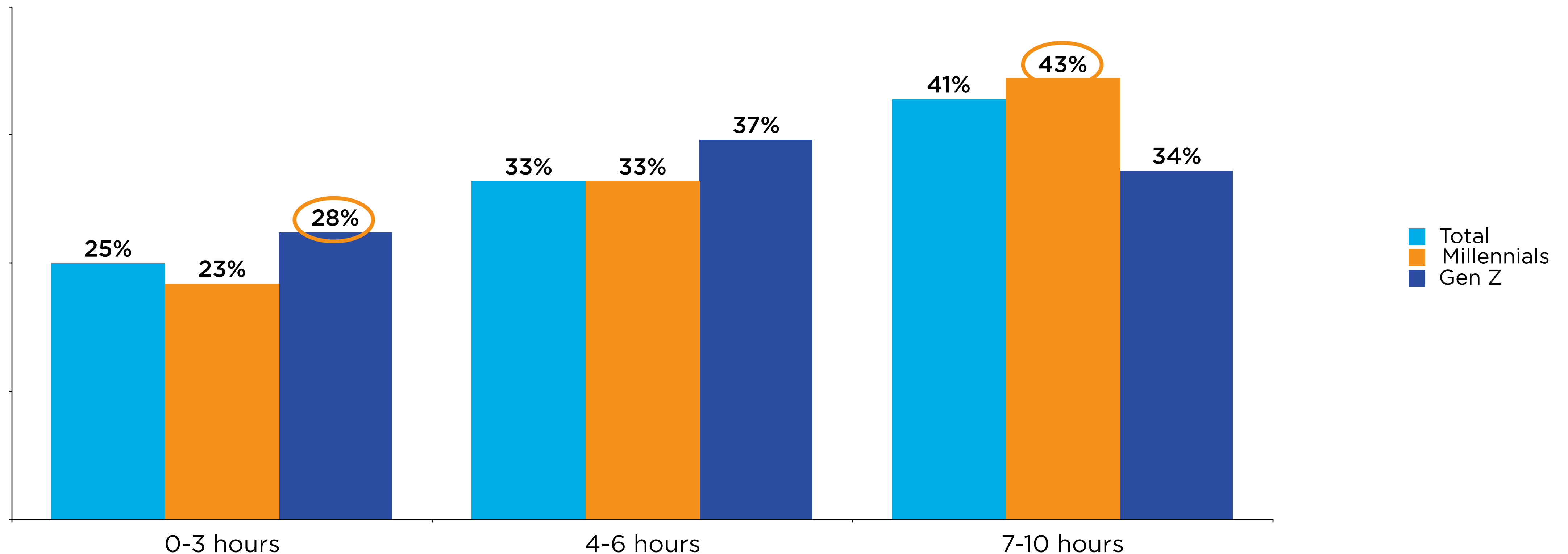


Q14. Please choose how you would most like to receive training at an underground pipeline/utility construction job. Please select one.

Over 40% of Millennials and Gen Z would be willing to complete 7-10 hours of paid training before the first day

Millennials are more likely than Gen Z to complete more hours of paid training (safety training, online courses, industry basics, etc.) before the first day on the job.

Hours of paid training you would want to complete before the first day



Q15. How many hours of paid training (safety training, online courses, industry basics, etc.) would you want to do before the first day on the job? Please select one.

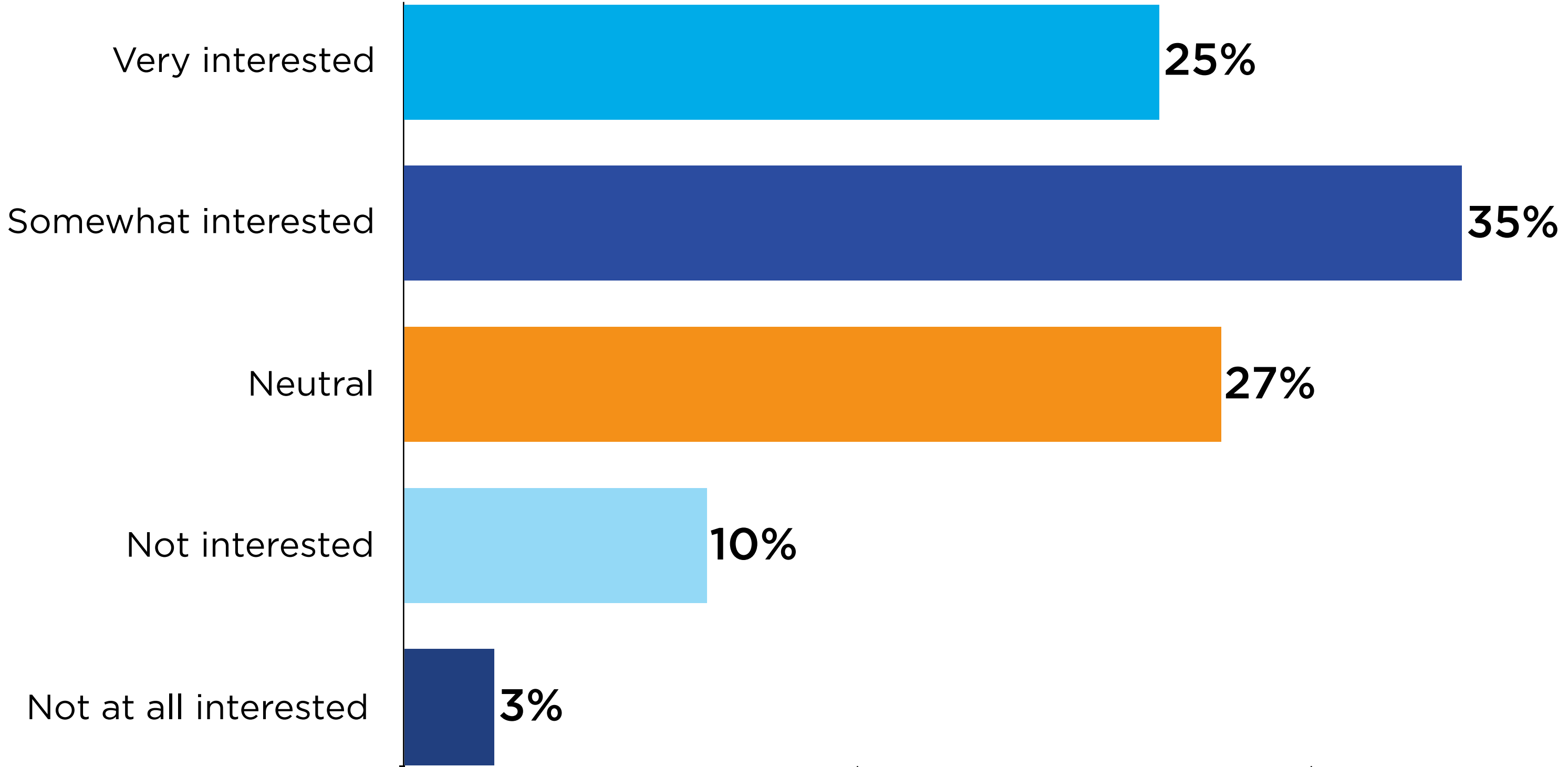


LEADERSHIP AND MANAGEMENT TRAINING

Definition: Management training refers to training that focuses on improving your skills as a leader and manager. There may be an emphasis on soft skills, such as communication and empathy, which enables effective team work and better relationships with people you would manage.

60% of Millennial and Gen Z employees would be interested in receiving management training

Interest in management training (By Total)

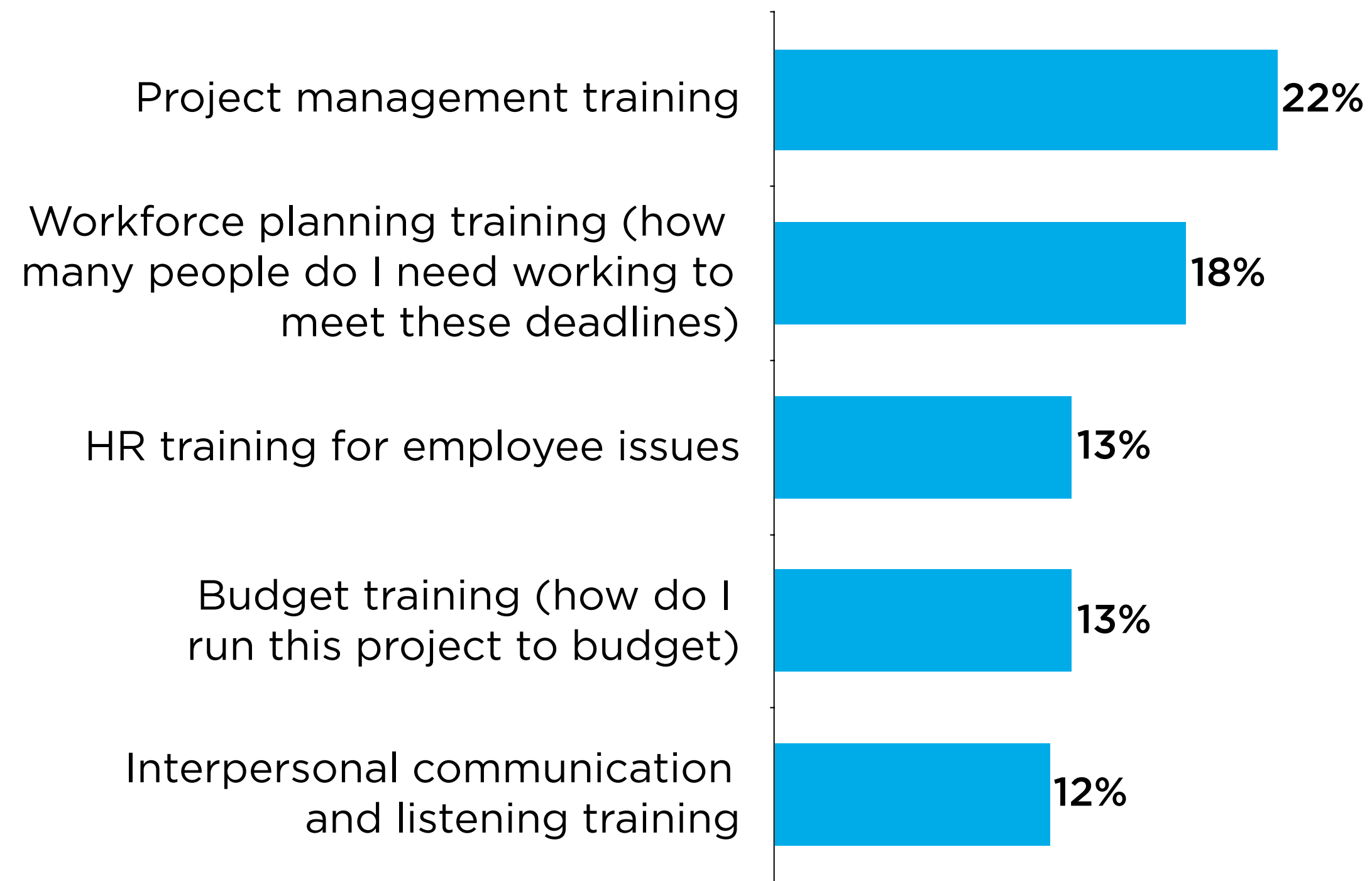


Q16. How interested would you be in receiving management training at an underground pipeline/utility construction job? Please select one.

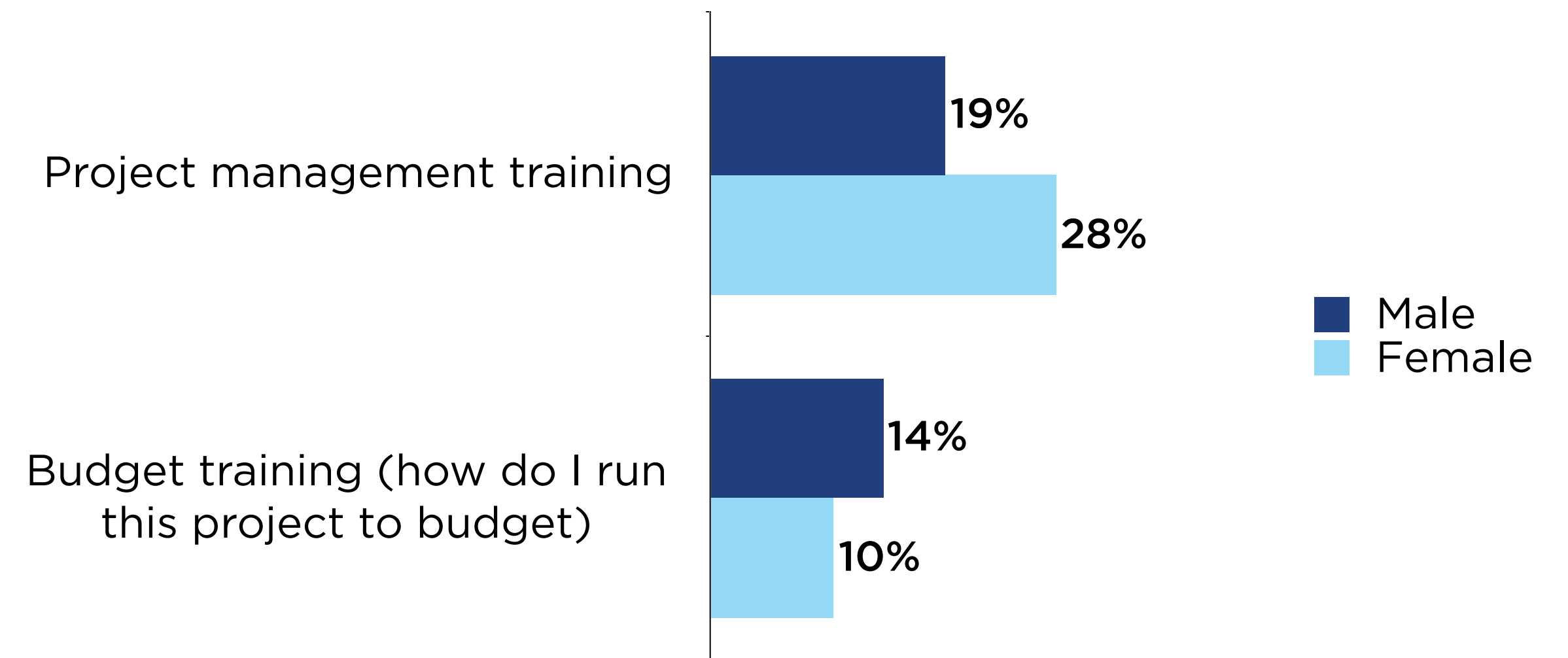
Millennials and Gen Z are most interested in training for project management and workforce planning

Women show a stronger preference for project management training while men are more interested in budget training.

Most appealing type of management training (By Total, Top 5 of 7)



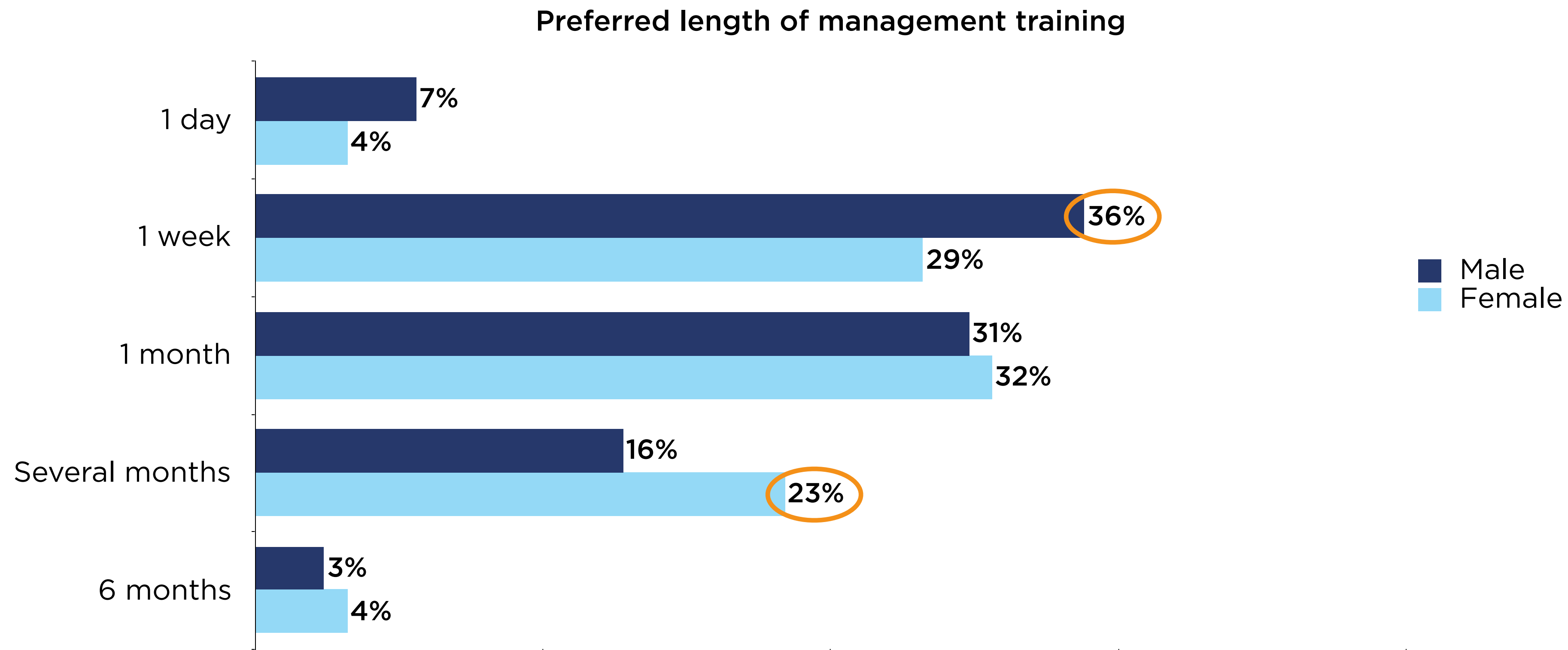
By Gender



Q18. If you were promoted to a management position, what kind of management training would be most appealing to you? Please select one.

74% of Millennial and Gen Z men think management training should take a month or less

Interestingly, men think management training should take less time than women.

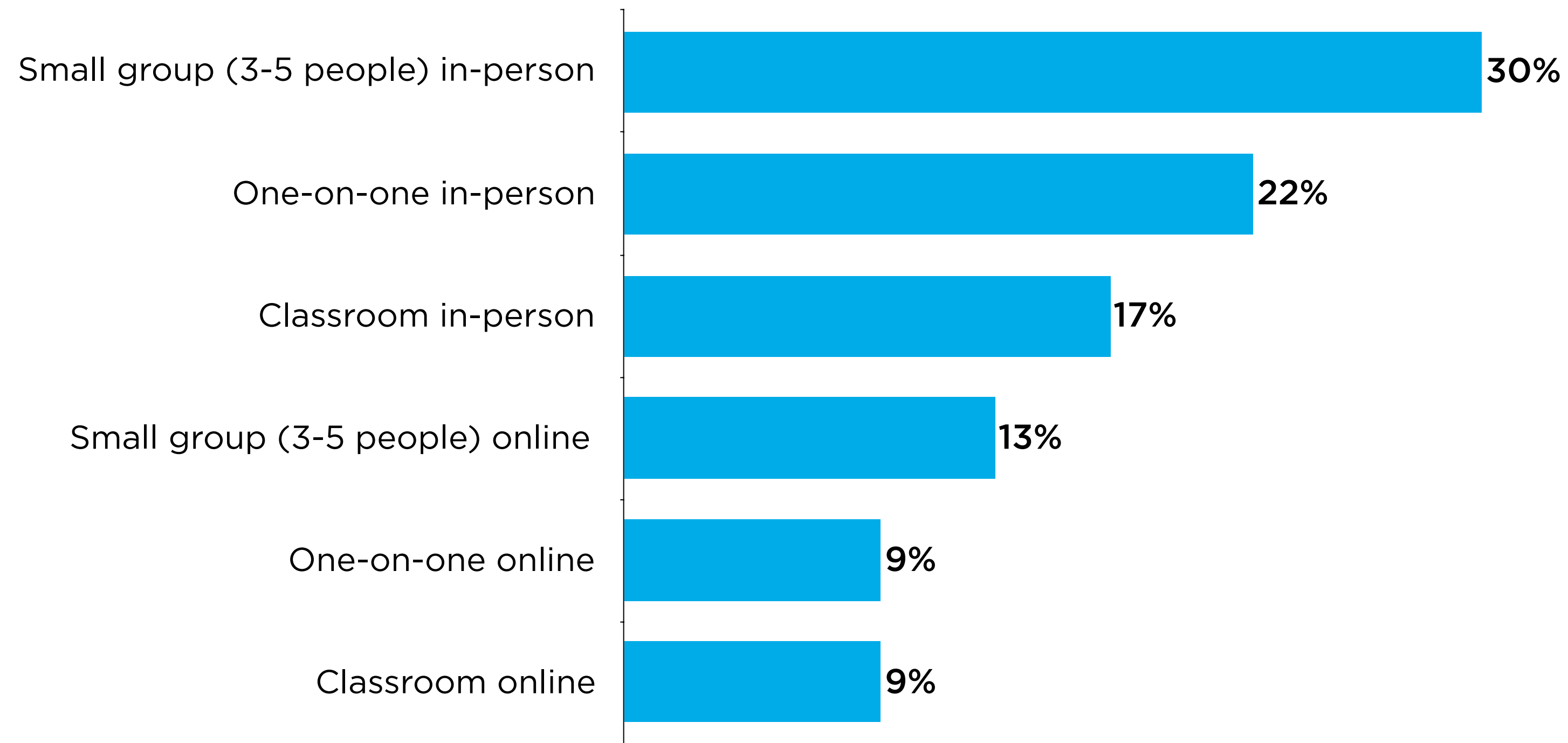


Q19. How long do you think underground pipeline/utility construction management training should take? Please select one.

Overall, Millennials and Gen Z prefer in-person experiences for management training

Small groups, one-on-one, and classroom settings are all favored more than online training methods.

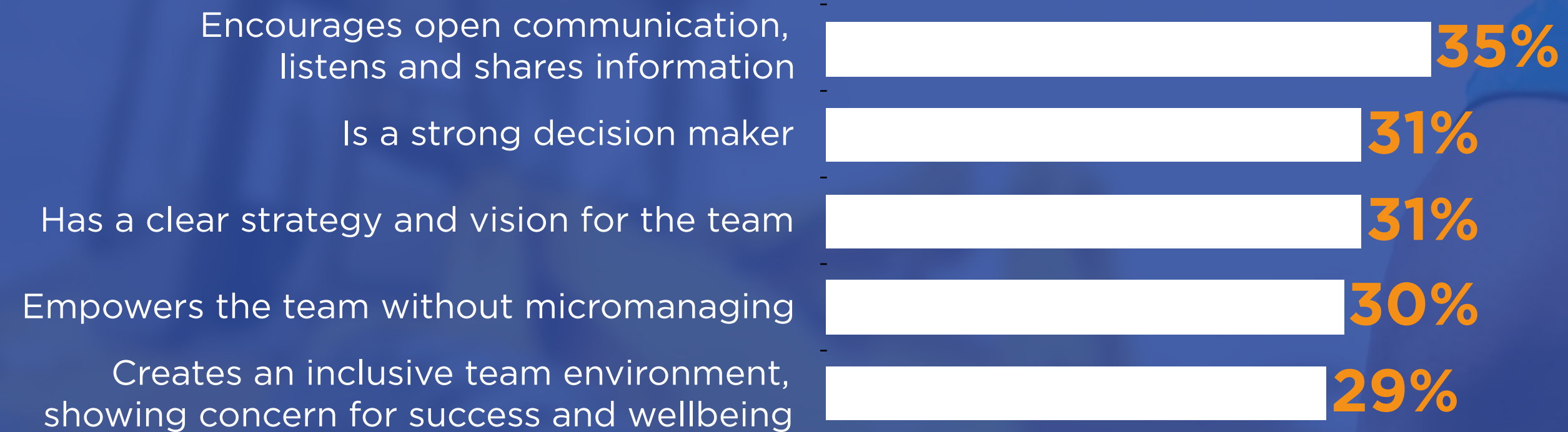
Preferred setting for management training (By Total)



Q20. In what setting would you most like to experience underground pipeline/utility construction management training? Please select one.

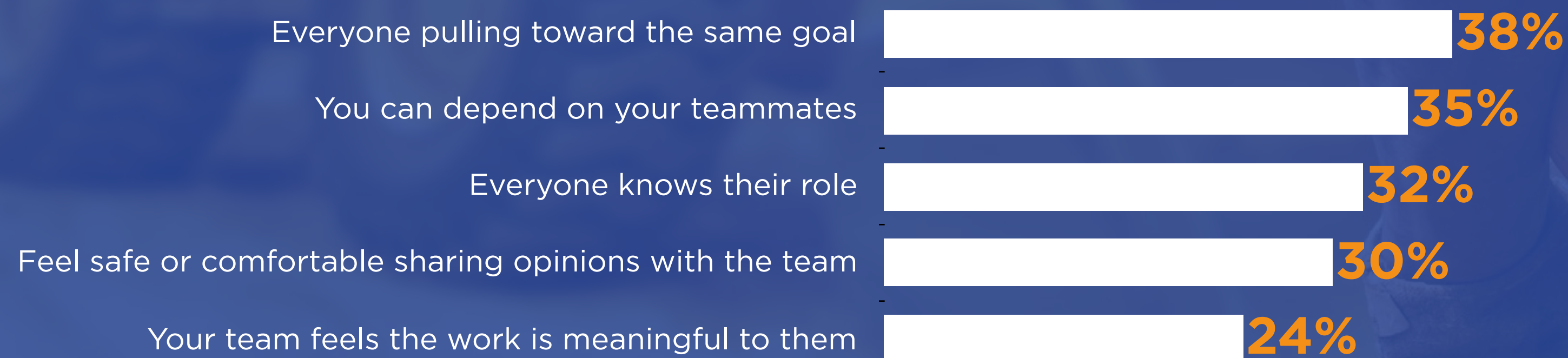
Millennials and Gen Z feel open communication is the top quality of a good manager. Working toward the same goal is the top characteristic of an effective team.

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



Q21. In your mind, what are the key characteristics of a good manager? Please select your top three.

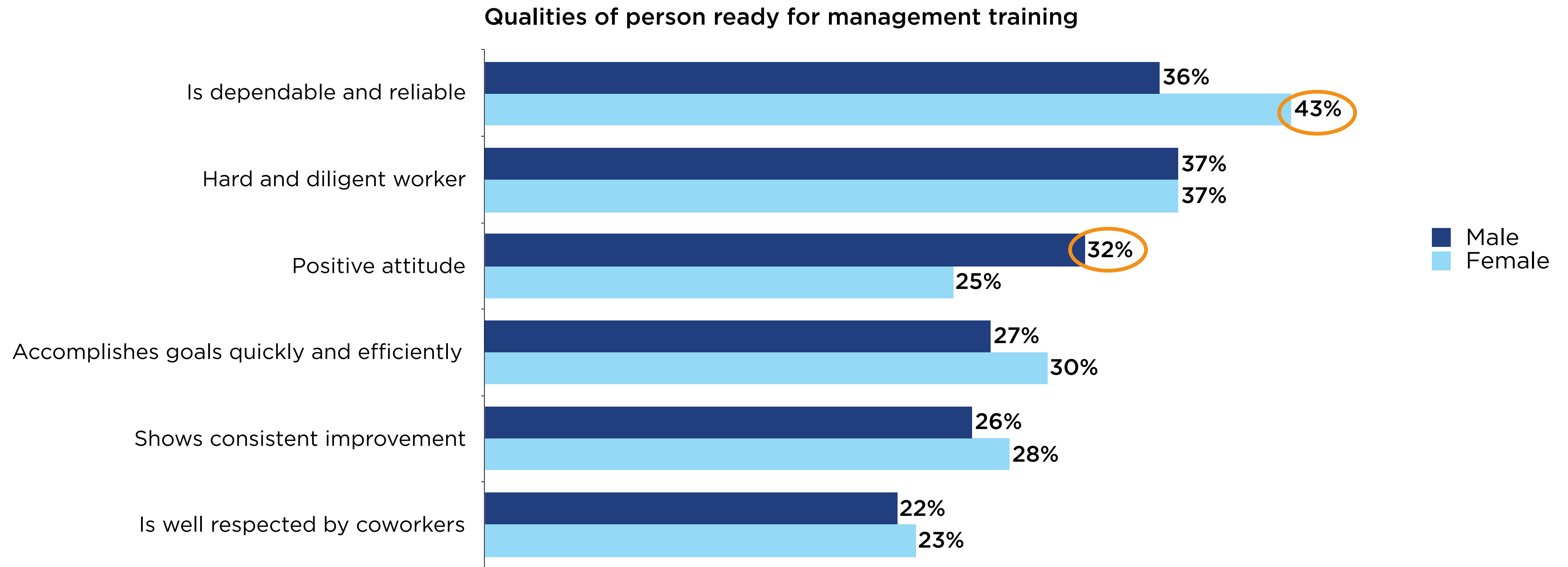
TOP CHARACTERISTICS OF AN EFFECTIVE TEAM (BY TOTAL; TOP 5 OF 6)



Q22. In your mind, what makes a team effective? Please select up to two.

According to Millennials and Gen Z, dependability and hard work are the top qualities for a potential management trainee

Women see a dependable person as significantly more qualified for management training compared to men. Men favor a positive attitude more than women.

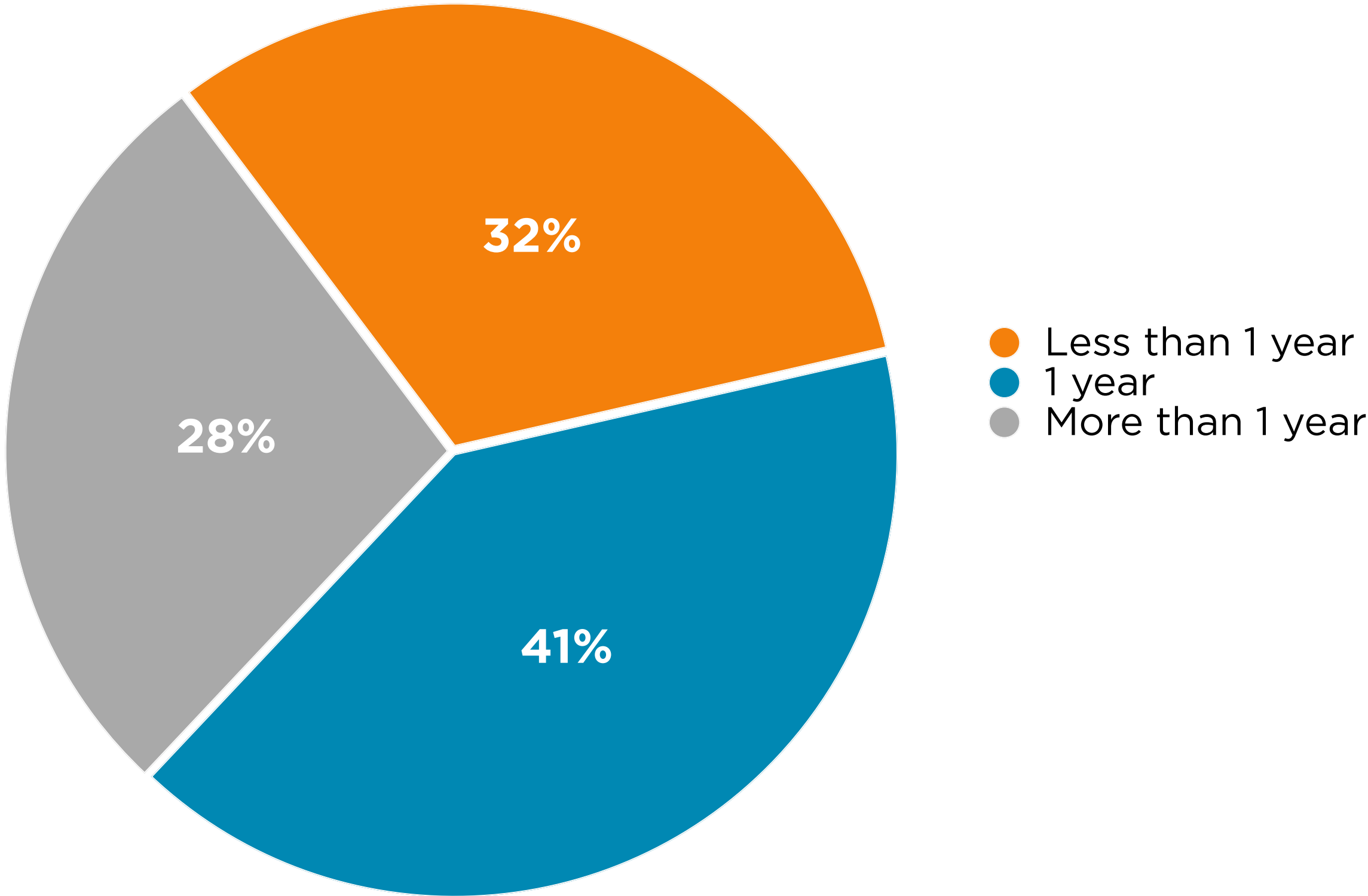


Q23. What makes a person ready for underground pipeline/utility construction management training? Please select up to two.

41% of Millennials and Gen Z expect a promotion after 1 year as a manager

Almost 1/3 expect a promotion in less than 1 year as a manager.

By Total: Expectation of first promotion as a manager



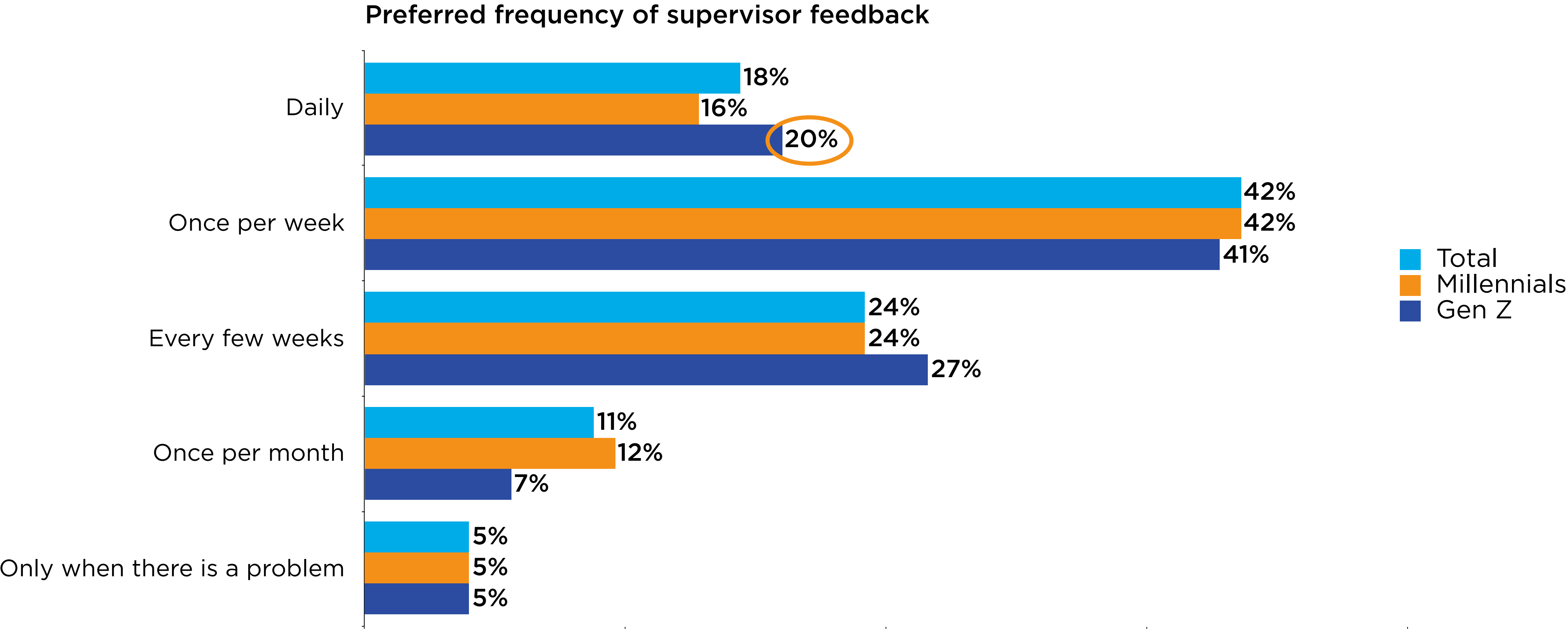
Q24. How long do you think you should work in your first management position before you get a raise or promotion? Please select one.



RETENTION BASED ON CULTURE AND TRAINING

Millennials and Gen Z need performance feedback at least once a week from their supervisor

1 in 5 Gen Z need daily performance feedback to stay at their job.

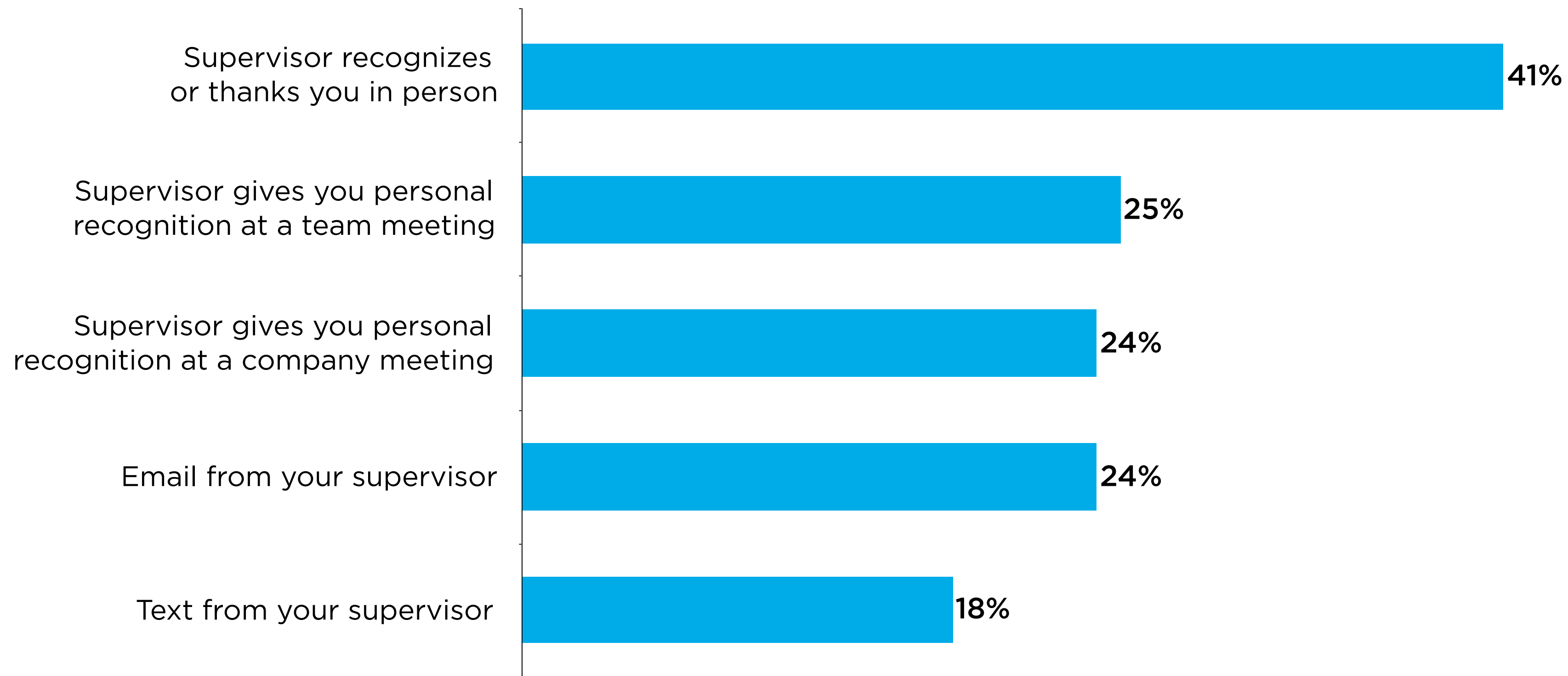


Q25. Ideally, how often would you need to get feedback from your underground pipeline/utility construction foreman or supervisor about your work performance in order to stay at your job? Please select one.

Millennials and Gen Z would like recognition and thanks in person

Also, about 1/4 would like recognition at both a team or company meeting after performing well at work.

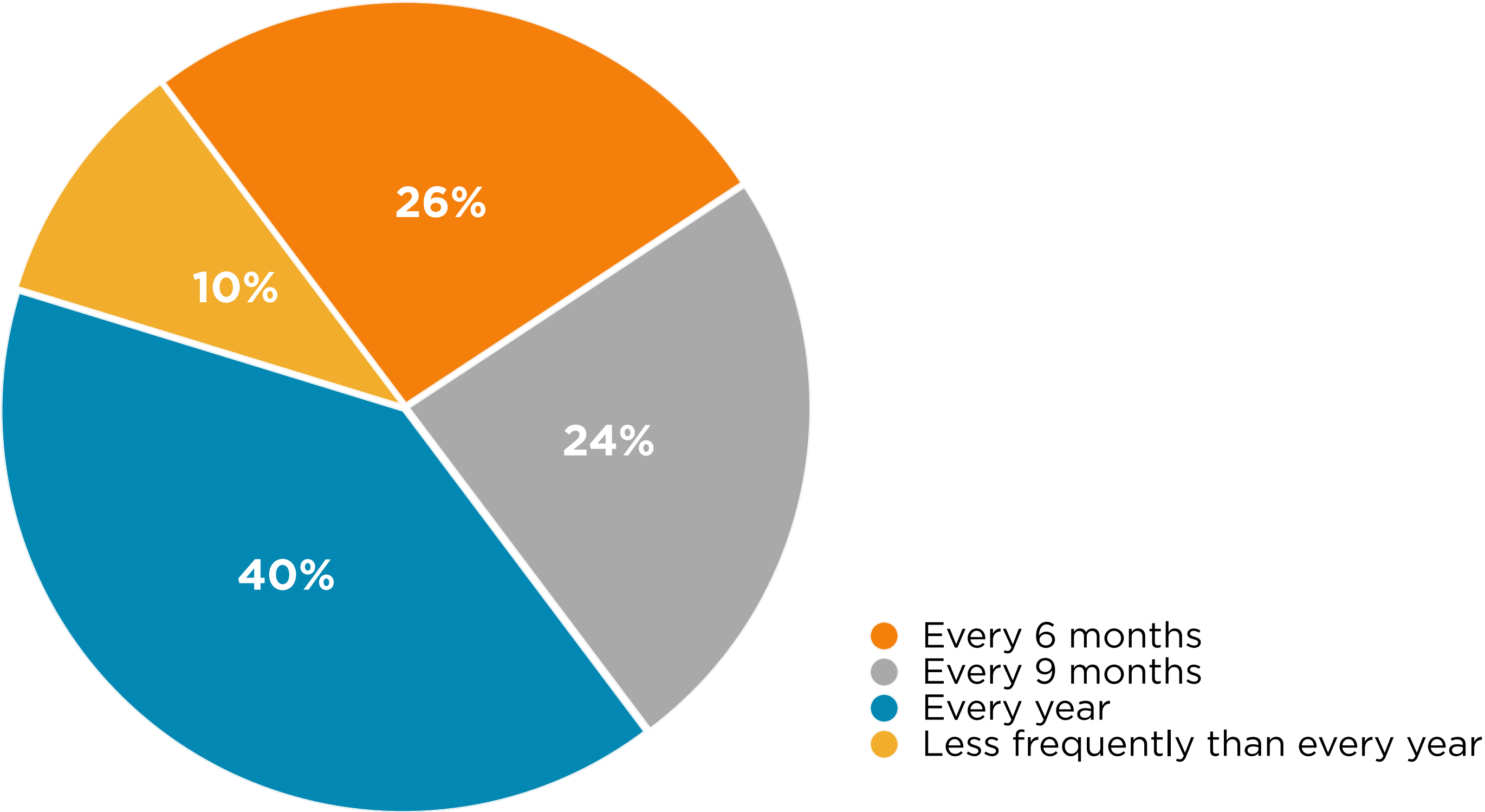
Preferred method of supervisor personal appreciation (By Total; Top 5 of 8)



Q26. How would you most like to receive personal appreciation from your underground pipeline/utility construction manager or supervisor when you've done a good job? Please select up to two.

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



Q27. How often would you need to receive a raise to continue to work at an underground pipeline/utility construction job? Please select one.

Millennials and Gen Z think hard work should determine raises

Reliability and gaining new skills were also highly touted attributes for determining raises.

Preferred approach for determining raises (By Total)

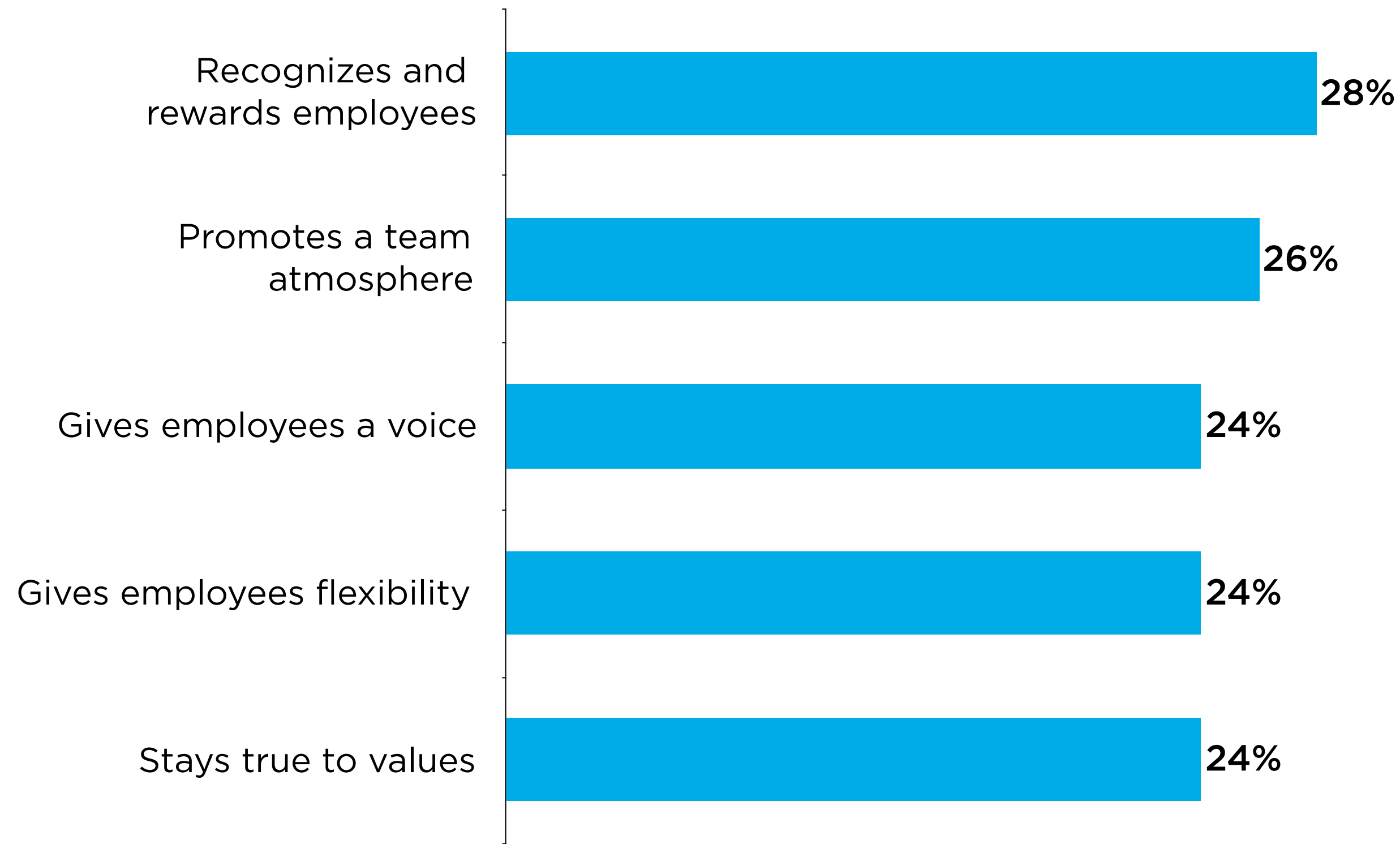


Q28. How do you think raises should be primarily determined at an underground pipeline/utility construction job? Please select up to two.

Millennials and Gen Z have high expectations for a workplace culture that focuses on the employee

Recognition and promotion are key ingredients.

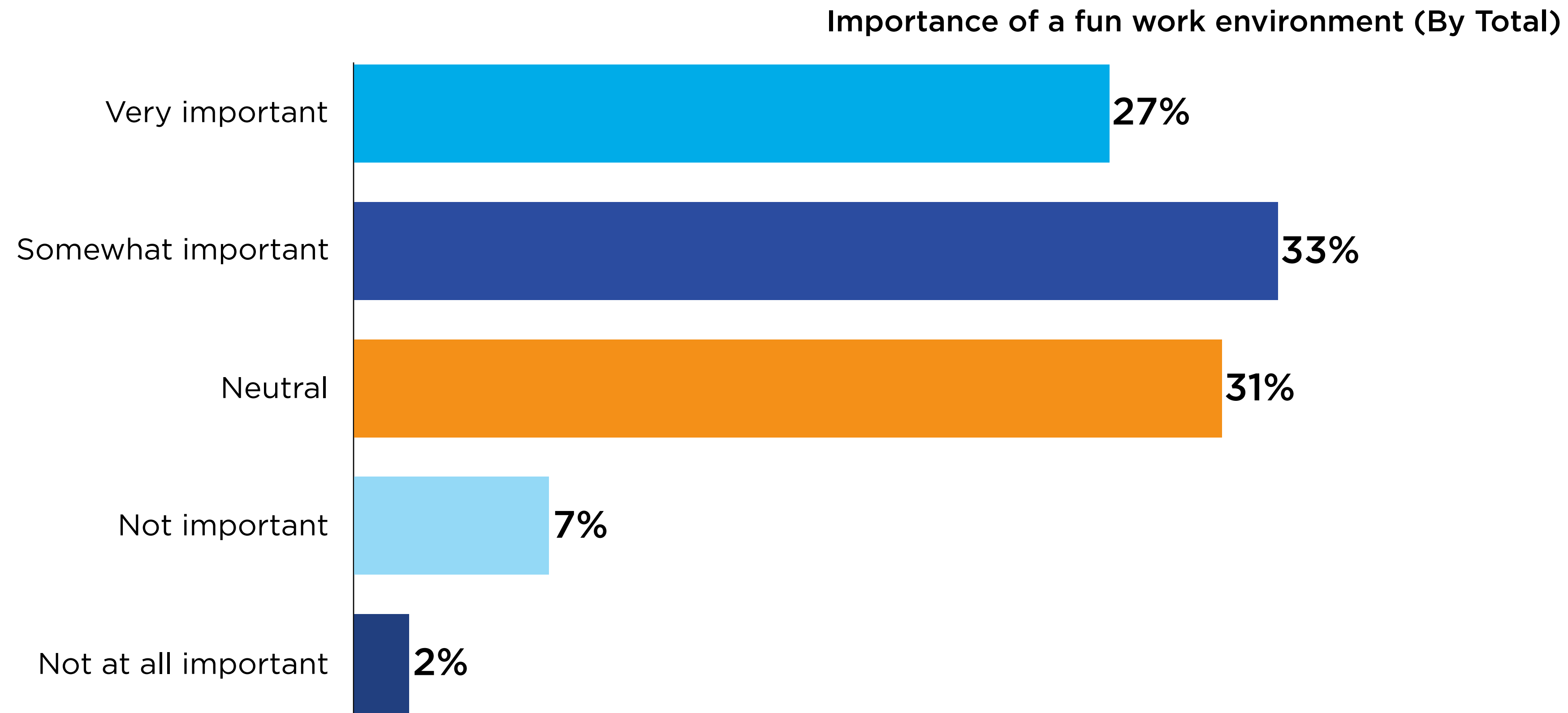
Most ideal company culture (By Total; Top 5 of 8)



Q29. What kind of company culture is most ideal for you at an underground pipeline/utility construction job? Please select up to two.

60% of Millennials and Gen Z think it's important to have a fun work environment

In fact, only 9% think that it's not important to have a work environment that's fun.



Q30. How important is it to you to have a fun work environment? Please select one.

CONCLUSION

A career in the underground pipeline/utility construction industry has tremendous potential with Gen Z and Millennial workers.

There are clear drivers that motivate these generations to consider a career in this industry, particularly when it comes to skill-based training and talent leadership development.

Millennials and Gen Z highly value opportunities to improve themselves and are excited about the prospect of on-the-job training and building the skills necessary to progress into management roles.

Together, with the appropriate style of communication, training, and management development techniques, Gen Z and Millennials are poised to be a key addition to industry teams and organizations across the country.

QUESTIONS AND NEXT STEPS

Here's what comes next:

- ➔ DCA Research Reveal at the Workforce Summit, May 15 and 16th at the Four Seasons Las Colinas

This completes the analysis of the findings from the second DCA national study. We are excited present the study findings and share many new solutions at the Workforce Summit!

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THANK YOU