

# Colorado Asphalt Pavement Association

*Awareness campaign*

# Introductions

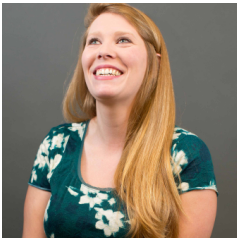
# Introductions



**Laurie Steele**  
Senior Vice President



**Joellen Sarmast**  
Director of Brand Strategy



**Lizzie VandeSande**  
Art Director

# Agenda

- + **Why we are here**
- + **Discovery findings**
- + **About the audience**
- + **Messaging**
- + **3 Ad concepts**
- + **Other ideas**
- + **Assets for CAPA Members**

# Why are we here?

- + Raise awareness about the benefits of working in the asphalt industry.
  - Provide five key messaging pillars.
  - Develop three campaign concepts that CAPA and their members could customize for their own HR efforts.
- + Identify best practices for recruitment and retention.
- + Offer customizable assets for CAPA members

# Discovery findings

# Discovery – what we did

- + Conducted interviews with five CAPA members.
- + Reviewed existing background information and industry marketing initiatives/tactics.
- + Performed desktop research into the industry, opportunity spaces, including other industries.

# CAPA's top priorities

- + Change attitudes about the asphalt and paving industry.
- + Help the community understand the benefits of a career in this industry.
- + Encourage individuals to apply for career opportunities at CAPA members.
- + Reinforce that the asphalt industry provides opportunities for rewarding, long-term careers.



# What we heard from CAPA members

- + **We're receiving many "un-employable" candidates.**
  - Prospects are shocked that we drug test; many come to us as a last resort.
  - People looking for these jobs often have a lot of baggage and cannot be hired after drug testing and background checks.
- + **There is a negative connotation associated with working in our industry.**
  - The work is hard, outdoors, and manual labor; seen as a job and not a career; and is seasonal and therefore, plagued by layoffs.
  - There's a perception that a desk job is more desirable.

# What we heard from CAPA members

- + **People don't think of the asphalt industry as a "career" opportunity.**
  - They don't understand the growth they can achieve.
  - They don't see the breadth and depth of opportunities available.
- + **There is a lack of qualified candidates.**
  - There are limited trades programs/training programs.
  - Schools are encouraging all students to pursue college.
  - The workforce is aging.
  - The unemployment rate is low.

# Desirable characteristics

- + Dependable
- + Good communication skills
- + Smart
- + Honest
- + Eager to learn
- + Driven
- + Team player
- + Innovative
- + Adaptable
- + Honest
- + Wholesome background
- + Experienced

# Recruiting challenges

- + People don't seem to need jobs.
- + Candidates have baggage.
- + Employees will jump from place to place for more money.
- + Prospects don't like working remotely.
- + There is a misconception about the industry.
- + Our location is hard to recruit in.
- + Seasonality turns people off.
- + Schools don't support or help the industry.
- + Other companies are "stealing" employees.

# How do people find job openings?

- + **Craigslist**
- + **Indeed.com**
- + **University portals**
- + **Company websites**
- + **Glassdoor**
- + **CareerBuilder**
- + **Employee referrals / word-of-mouth**
- + **Job fairs**
- + **Radio advertising**
- + **Social media**
- + **Truck magnets**
- + **High school recruiting programs**

# What's working?

- + Employee referrals and word-of-mouth
- + High pay-per-hour rates
- + Email
- + Social media content
- + Hiring bonuses
- + Incentives for staying
- + Promoting from within
- + Per diem packages
- + Trade school partnerships
- + Offering more money
- + Outreach programs
- + Company branding
- + Community education
- + Internal training programs
- + Partnering with CDL training programs
- + Apprenticeship programs
- + Internship programs

# What's not working?

- + **Print ads**
- + **Online job postings**
- + **Offering what would seem to be amazing long-term benefits**
- + **Radio ads**

# How can CAPA help?

- + Provide best practices and tips on recruiting
- + Show benefits of working in this industry long-term
- + Offer branding and communications support
- + Find outreach opportunities
- + Develop apprenticeship programs
- + Gather a list of schools to engage
- + Help with high school outreach
- + Create customizable campaigns that anyone can use
- + Provide social media support
- + Offer member education on how to approach schools appropriately
- + Market the industry as a career (not a job)
- + Show how much money and benefits an employee can receive



# The audience

# Reaching millennials

## + Inspire

- Emphasize authentic stories and couple them with compelling visuals.
  - Make sure they're concise, mobile-friendly, and social media friendly.

## + Impact

- Demonstrate you provide stability, growth, training, and advancement to drive home the idea of a career.
- Be as transparent as possible.

# Challenges facing millennials

- + **36% live in their parents' homes** (Source: [Pew Research Center](#))
- + **They care about short-term gains.**
- + **They tend to job hop often.**
- + **The majority has been encouraged to attend college – and as a result, are graduating with high amounts of debt.**
- + **Millennial unemployment rate is 12.8% - more than twice the national average. However, this rate does include 18-24 year olds, of which 39% are in college.** (Source: [Forbes](#))

# What motivates millennials?

- + Collaborative work environment
- + Flexible work schedules
- + Being their own boss or having a mentor
- + Money and salary increases
- + Training
- + Fast career development and advancement
- + Making an impact on communities

# Messaging

# How to use these messages?

- + **These are the key messaging pillars and benefits you will want to convey in your outreach.**
- + **Do not use these word-for-word. They should be tailored to address what you (CAPA members) specifically offer.**
- + **Shift industry disadvantages into possible advantages.**
  - Example: Travel for work allows you to meet new people, see new things, avoid routine burnout, etc.

# Your work has purpose.

- + **Our society depends on infrastructure. We're highly mobile – and well-built roads, bridges, and parking lots are essential.**
- + **By helping us ensure the quality and safety of our road system today, you're enabling our state (country) to move ahead tomorrow.**
- + **Unlike many jobs that have ambiguous or unseen outcomes, you'll have a sense of accomplishment every time you travel or drive by your projects.**

# You can build a career.

- + Working in the asphalt and paving industry holds many opportunities to grow in various roles – from road crews, to managers, to office support.
- + You'll receive on-the-job training to help you grow your skills, stay up-to-date on best practices, and foster a safe work environment.
- + Companies often promote from within – giving people the opportunity to advance their career and pursue their interests.
- + You can build a successful career regardless of the level of education you start with.



# Earn a solid paycheck.

- + **Salaries are competitive with the U.S. median household income.**
- + **You don't have to incur tens of thousand dollars in student debt to have a career.**
- + **Career opportunities are abundant – and available everywhere.**

# **You'll be in a supportive environment.**

- + You're a part of a team – all striving toward the same goal – not competing against each other.**
- + Companies are concerned about your safety. That's why we implement measures like drug-free workplaces, training, and best practices.**
- + Most companies offer benefit packages that include health insurance and retirement plans.**
- + Mentoring and apprenticeship programs are available to help you learn about opportunities, grow your skills, and build your career.**

# What's so glamorous about a desk job, anyway?

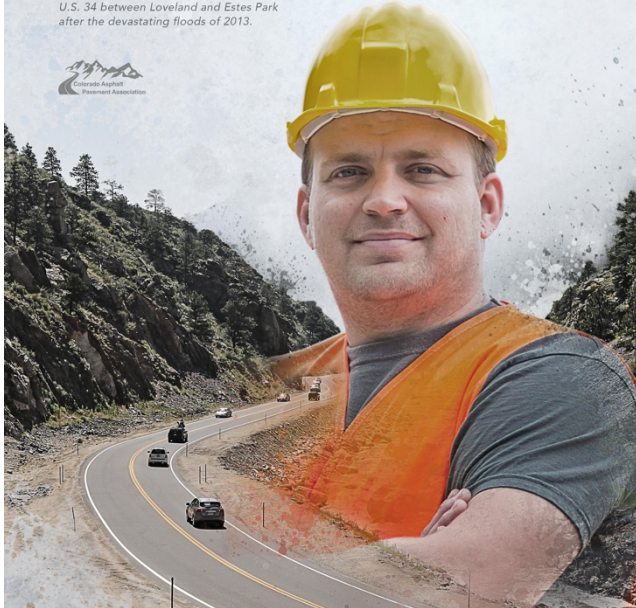
- + **Instead of becoming a “mouse potato,” you’re able to be active daily.**
- + **You get to work outside – not staring at a computer screen for the entire day.**
- + **Office jobs offer little variety. By pursuing a career in asphalt, you have the chance to work in different locations, on different types of projects, and with different people.**
- + **Your schedule is far more flexible. Yes, you may need to work on weekends, early mornings, or late nights – but who says work should be done Monday through Friday, nine to five?**

# Concept 1: Celebrating impact

# YOU'RE WELCOME.

Without the men and women in the asphalt and paving industry, we wouldn't have roads, bridges, parking lots, and the infrastructure we depend on every day. Help us impact the communities we call home – and build a long, successful career. Explore your opportunities at [co-asphalt.com](http://co-asphalt.com).

Thank you, Kiewit Infrastructure, for repairing U.S. 34 between Loveland and Estes Park after the devastating floods of 2013.



# YOU'RE WELCOME.

Without the men and women in the asphalt and paving industry, we wouldn't have roads, bridges, parking lots, and the infrastructure we depend on every day. Help us impact the communities we call home – and build a long, successful career. Explore your opportunities at [co-asphalt.com](http://co-asphalt.com).

Thank you, ABC Company, for building a runway that allows nearly 200,000 passengers to safely visit Yampa Valley every year.



## You're welcome.

Without the men and women in the asphalt and paving industry, we wouldn't have roads, bridges, parking lots, and the infrastructure we depend on every day. Help us impact the communities we call home – and build a long, successful career. Explore your opportunities at **co-asphalt.com**.

*Thank you, Kiewit Infrastructure, for repairing U.S. 34 between Loveland and Estes Park after the devastating floods of 2013.*

## You're welcome.

Without the men and women in the asphalt and paving industry, we wouldn't have roads, bridges, parking lots, and the infrastructure we depend on every day. Help us impact the communities we call home – and build a long, successful career. Explore your opportunities at **co-asphalt.com**.

*Thank you, ABC Company, for building a runway that allows nearly 200,000 passengers to safely visit Yampa Valley every year.*

# Expanding the concept

- + **Customize to spotlight CAPA member projects and team members.**
- + **Work with CDOT to place positive messages (thank you notes) on electronic highway signs.**
- + **Support with a social media campaign (Twitter, Facebook, and Instagram) that highlights completed projects, positive impacts, and employee appreciation.**

# **Concept 2: Follow your destiny**





## WERE YOU A DREAMER?

Now you're a doer.

Pursue a career in the asphalt and paving industry. We build. We improve safety. And we impact our communities. If you always dreamed of having a career with purpose, we've got an opportunity for you. Learn more at [co-asphalt.com](http://co-asphalt.com).



## DO YOU LIVE FOR CAMARADERIE?

Then we've got a team for you.

It takes a coordinated effort to build the infrastructure communities rely on. As paving crews, civil engineers, estimators, and researchers, we accomplish more together than we do apart. If you're looking to grow your career as part of a productive team, visit [co-asphalt.com](http://co-asphalt.com).



## Were you a dreamer?

Now you're a doer.

Pursue a career in the asphalt and paving industry. We build. We improve safety. And we impact our communities. If you always dreamed of having a career with purpose, we've got an opportunity for you. Learn more at [co-asphalt.com](https://co-asphalt.com).

## Do you live for camaraderie?

Then we've got a team for you.

It takes a coordinated effort to build the infrastructure communities rely on. As paving crews, civil engineers, estimators, and researchers, we accomplish more together than we do apart. If you're looking to grow your career as part of a productive team, visit [co-asphalt.com](https://co-asphalt.com).

# Expanding the concept

- + **Create an aspirational campaign that highlights advantages/benefits of working in the industry.**
- + **Use video to bring these destiny stories to life.**
- + **Support with a social media campaign.**
- + **Develop posters to use for high school recruiting, as the tie back to youth will be most applicable.**

# Concept 3: Think you know paving?

# THEY SAY IT'S ONLY A MAN'S JOB



**BUT YOU SHOUDN'T BELIEVE  
WHAT EVERYONE SAYS.**

Break stereotypes. Pave new roads. Pursue a career  
in the asphalt and paving industry. [co-asphalt.com](http://co-asphalt.com)



# THEY SAY IT'S A DIRTY JOB



**BUT THERE'S BEAUTY  
IN FRESH PAVEMENT.**

Give the freedom of the open road. Pursue a career  
in the asphalt and paving industry. [co-asphalt.com](http://co-asphalt.com)



## They say it's only a man's job

**But you shouldn't.**

Break stereotypes. Pave new roads.  
Pursue a career in the asphalt and  
paving industry. **co-asphalt.com.**

## They say it's a dirty job

**But there's beauty in fresh pavement.**

Give the freedom of the open road.  
Pursue a career in the asphalt and  
paving industry. **co-asphalt.com.**

# Expanding the concept

- + **Create a series of ads that bust popular myths associated with the industry.**
- + **Support with a social media campaign.**
- + **Develop and post job site banners that “bust” these myths.**
  - Other executions could include messaging on trucks and equipment or safety vests.



# Big ideas



# Ideas that stretch beyond a campaign

- + **Create a series of day-in-the-life videos that explain the different roles and opportunities available.**
- + **Showcase career success stories – in videos, blogs, one-pagers, etc.**
  - Tell how people got started and how they've risen in the ranks.
  - Use actual names and pictures to provide authenticity.
- + **Promote successful projects by highlighting the people who were involved in them and the roles they played.**

# Ideas that stretch beyond a campaign

- + **Develop a robust career center on the CAPA website.**
  - Include the day-in-the-life videos.
  - Create one-page job descriptions that explain skills, roles and responsibilities, etc.
  - Allow people to search for openings.
  - Give members section that offers resources for hiring and retention.
  - Offer applicants resources (resume tips, etc.).
  - Sign up for job alerts.
  - Identify keywords that will help the site get noticed by search engines.
    - Examples: <http://careers.outdoorindustry.org/>, <http://www.iaee.com/career-center/>

# Ideas that stretch beyond a campaign

- + **Develop a training program in partnership with a technical college or community college.**
  - Bring CAPA members together to secure the donations to start the program.
  - Example: <http://www.insulators.org/blog/bid/77568/Where-the-jobs-are-The-new-blue-collar>
- + **Give presentations, workshops, tours, etc. to high school clubs or other organizations.**
- + **Develop a speakers bureau that has people representing CAPA members who are willing to present.**

# Hiring and retention best practices

# Hiring best practices

- + **Promote mentoring programs, apprenticeships, and training.**
- + **Highlight safety, as this can help reposition the “drug-free workplace.”**
- + **Partner with trade schools, high schools, and colleges to develop programs or scholarships.**
- + **Broaden your reach to include neighboring states.**
- + **Target college dropouts with a campaign.**
- + **Incentivize employees to refer friends, but only if those new workers stay on for a certain time period.**
- + **Consider advertising on Spanish-speaking radio stations.**

# Hiring best practices

- + **Always be hiring. Don't limit your recruiting/hiring efforts to the busy season.**
- + **Develop clear job descriptions that identify roles, responsibilities, and expectations.**
- + **Highlight reasons why someone would want to join your company. Focus on culture, advancement, benefits, and community presence, etc.**
- + **Define career paths and use these in recruiting efforts.**

# Retention best practices

- + **Make employees feel like they're a part of the team right away.**
- + **Develop an employee development program that helps them understand training opportunities and career paths.**
- + **Develop a mentorship program.**
- + **Establish cross-generational and management training.**
- + **Offer soft skills training (i.e., money management, communication, leadership).**
- + **Provide ongoing feedback and employee recognition.**
- + **Guarantee raises or incentive bonus for returning employees.**
- + **Create a “vacation fund” where extra “money” is added to an account for each employee that’s available at the end of the season (or year).**

# Assets for CAPA members



# Infographic and one-pagers

**BEST PRACTICES**

## Recruiting and retention best practices for the asphalt and paving industry

To help members of Colorado Asphalt Pavement Association, the organization has compiled a list of best practices for recruiting and retaining employees.

**Recommendations for attracting new employees**

- Always be hiring. Don't limit your recruiting and hiring efforts to the busy season.
- Develop clear job descriptions that identify roles, responsibilities, and expectations.
- Define career paths and use these in recruiting efforts.
- Promote mentoring programs, apprenticeships, and training.
- Showcase reasons why someone would want to join your company. Focus on culture, achievement, benefits, community presence and responsibility, etc.
- Highlight your commitment to safety, as it gives additional context to the drug-free work place requirement.
- Invite former employees to refer friends, but only if those new workers stay on for a certain time period.
- Partner with trade schools, high schools, and colleges to develop programs or scholarships.
- Target college dropouts with a campaign that emphasizes job growth and opportunities.
- Consider advertising on Spanish-speaking radio stations.
- Broaden your reach to include neighboring states.

Copyright © 2017 Colorado Asphalt Pavement Association. All rights reserved.

**EXECUTIVE SUMMARY**

## Employment challenges facing the asphalt and paving industry

The Colorado Asphalt Pavement Association (CAPA) partnered with Burns Marketing in summer 2017 to develop a better understanding of the hiring and retention challenges facing the asphalt and paving industry. As part of the engagement, Burns Marketing interviewed five CAPA members, reviewed industry marketing initiatives and tactics, and performed desktop research into opportunity spaces and similar industries.

This document highlights the key findings from Burns Marketing's research.

**What are the biggest challenges that CAPA members face in hiring?**

- We receive many "un-employable" candidates.
  - People looking at these jobs often have a lot of baggage and cannot be hired after drug testing and background checks.
  - Potential employees are shocked that we drug test.
- Many people come to us as a last resort.
  - People don't think like they will have a career in the asphalt industry.
  - They don't understand the growth they can achieve.
  - They don't see the breadth and depth of opportunities available.
- Society in general has a negative perception of the industry.
  - The work is hard, outdoors, and manual labor.
  - People see asphalt paving as a job and not a career path.
  - The industry is highly seasonal (especially in Colorado) and therefore, it's plagued by layoffs.
  - A dead job is often seen as more desirable.
- There is a lack of qualified candidates.
  - The unemployment rate is too high.
  - The workforce is aging.
  - Schools are encouraging all students to pursue college.
  - There are limited trades and training programs.
- The industry is fighting for the same people.
  - Competitor's steal employees.
  - Employees are willing to jump to new jobs for small pay increases.

**What are the biggest objections CAPA members face when recruiting?**

- Seasonality
- Hard, physical work
- Required travel or work based in remote location
- Little understanding of the industry and its opportunities
- Low unemployment rate to be more selective
- Higher hourly wage over value of comprehensive benefits package

**A few words about millennials**

The millennial generation (those born between 1981 and 1997) is the newest source of employees, and it's important that hiring managers understand what makes these younger workers tick.

According to Pew Research Center, 36% of the millennial generation lives in their parents' homes. The majority of them has been encouraged to attend college, and as a result, they're graduating with high amounts of debt. This reality often leads them to job-hop often as they pursue short-term gains.

**Think about outcomes**

36% of millennials live at their parents' home.

Establishing a solid career while young causes long-term financial stability.

Unlike many plus, paving and road construction isn't going away.

**Think about striving for more**

Crucial to our economy and communities

Visible results of your work every day

Increasingly attractive benefits

Lifestyle of freedom – goodbye boring office, hello winter time off

**THINK AGAIN.**

© asphalt.com

## THANK YOU KNOW PAVING?

Pay + advancement = ideal career path

Annual salary, U.S. worker with only high school degree: **\$30,000.**

Annual salary, paving equipment operator: **\$39,887.**

And with a high degree of advancement from laboring/equipment to other roles...

Paving project manager: **\$65,812.**

Foreman: **\$66,120.**

Compared to these average U.S. salaries:

Teacher: **\$56,383.** Police officer: **\$61,270.**

**THINK ABOUT OUTCOMES**

36% of millennials live at their parents' home.

Establishing a solid career while young causes long-term financial stability.

Unlike many plus, paving and road construction isn't going away.

**THINK ABOUT STRIVING FOR MORE**

Crucial to our economy and communities

Visible results of your work every day

Increasingly attractive benefits

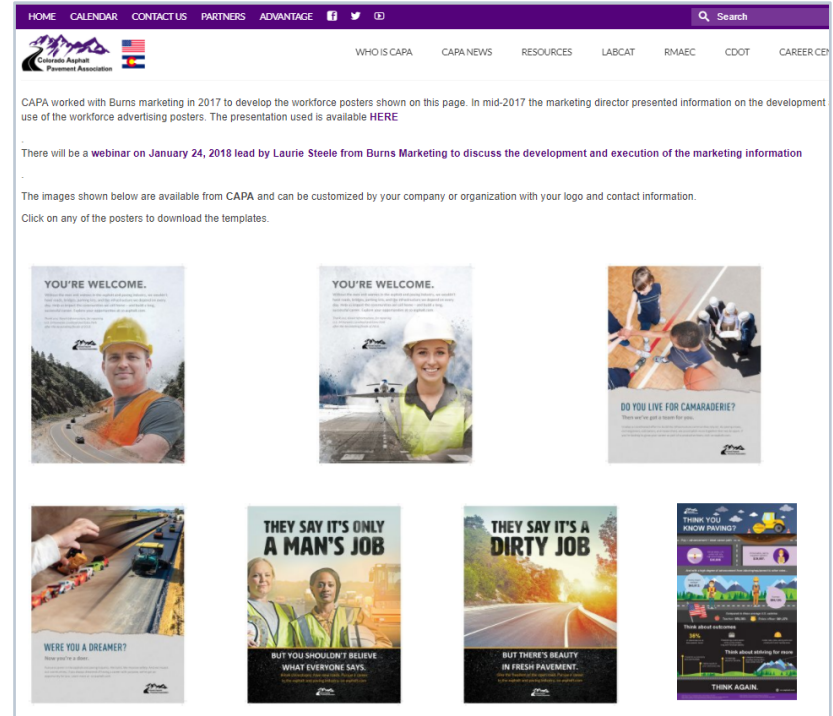
Lifestyle of freedom – goodbye boring office, hello winter time off

**THINK AGAIN.**

© asphalt.com

# Where to find assets

- + CAPA website
- + Career Center → Workforce Development
- + [co-asphalt.com/career-center/workforce-development/](https://co-asphalt.com/career-center/workforce-development/)





## **Questions or artwork customization requests:**

**Laurie Steele**

Senior Vice President

970.776.1789

[LaurieS@burnsmarketing.com](mailto:LaurieS@burnsmarketing.com)

**Thank you, CAPA!**