



engineering and construction
contracting association

**41st
Annual
ECC
Conference**

**September 9 - 12, 2009
Hyatt Lost Pines Resort
Bastrop, Texas**

The Perfect Storm

Navigating Through the Turbulence of
Risk and Change





ECC Future Leaders

Navigating the Millennials Now and in the Future

ECC Future Leaders

- Engaging the Next Generation of the E&C Industry and Making the Best Use of Their Talents

41st Annual ECC Conference, September 9 -12, 2009, Bastrop, Texas



Presentation Contributors

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Getting to Know You

What is your age?

- *A – Millennial (< 30 years)*
- *B – Generation X (30 to 45 years)*
- *C – Baby Boomer (46 to 63 years)*
- *D – Mature (> 63 years)*



ECC Survey Responses

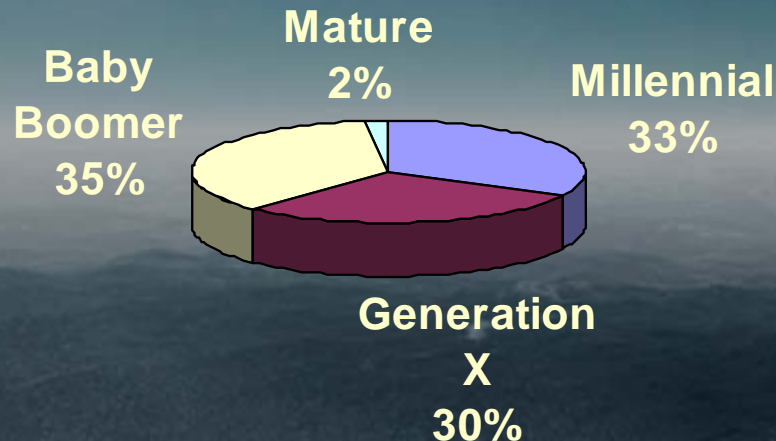
What is your age?

210 Millennial (< 30 years)

190 Generation X (30 to 45 years)

231 Baby Boomer (46 to 63 years)

12 Mature (> 63 years)



643 Total Responses

(From our Industry)



Getting to Know You

Approximately how many e-mails do you send or receive per day?

- *A – Less than 15*
- *B – 15 to 30*
- *C – 31 to 50*
- *D – More than 50*



ECC Survey Responses

Approximately how many e-mails do you send or receive per day?

Averages



Getting to Know You

I have _____ company loyalty.

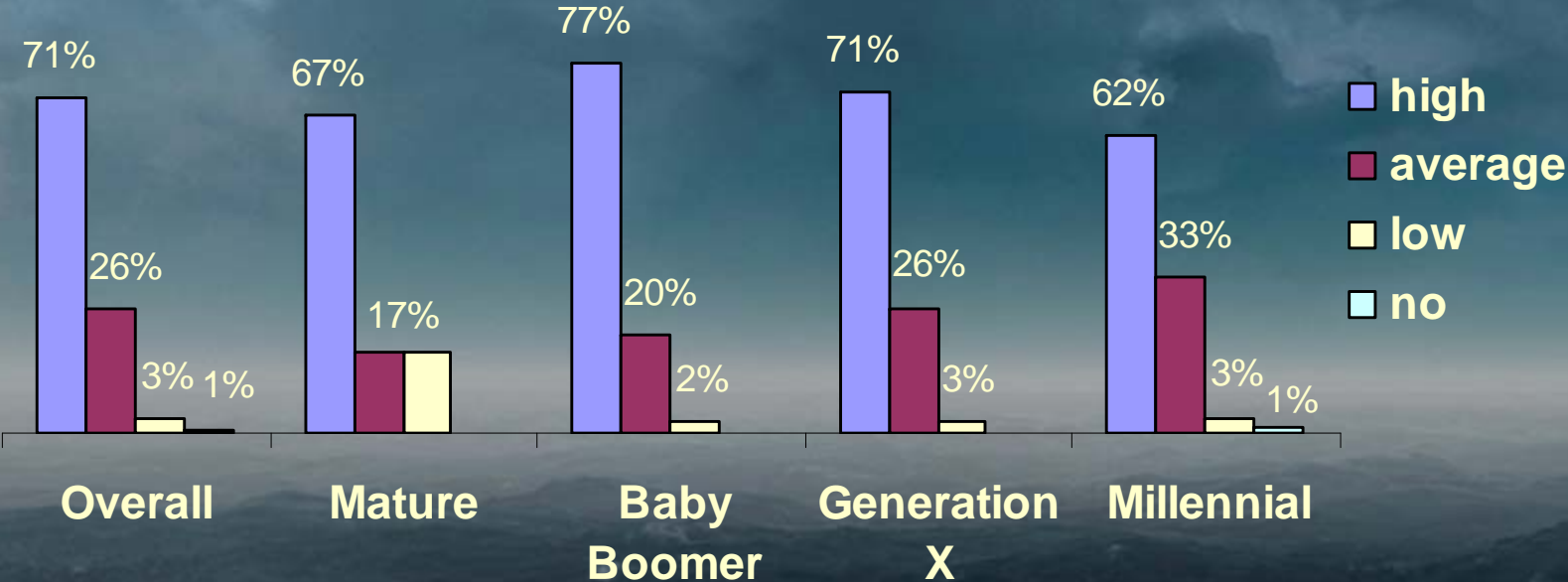
- *A – high*
- *B – average*
- *C – low*
- *D – no*



ECC Survey Responses

I have _____ company loyalty.

Averages



Agenda

- Who are the Millennials?
 - Strengths
 - Weaknesses
 - Drivers
- How to Attract Millennials into the E&C Industry
- How to Best Utilize Their Talents
- Take-Aways



Who are the Millennials?



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Who are the Millennials?

There are about 80 million of them, born between 1981 and 2000, and they're rapidly taking over from the baby boomers who are now pushing 60 (60 Minutes, CBS, Nov. 2007)

Generations as Percent of the U.S. Population, 2015F

| Cohort | Dates of Birth | Age in 2015 | Population (000s) | % of Population in 2015 |
|--------------|----------------|-------------|-------------------|-------------------------|
| Matures | Prior to 1946 | 70 + | 31,169,269 | 9.7% |
| Baby Boom | 1946 to 1964 | 51 to 69 | 73,970,380 | 22.9% |
| Generation X | 1965 to 1980 | 35 to 50 | 66,155,427 | 20.5% |
| Millenials | 1981 to 2000 | 15 to 34 | 86,105,837 | 26.7% |

Source: U.S. Census Bureau

- Grew up with “No Child Left Behind” thinking
- Teamwork and work/life balance
- More teachable than Gen X and Baby Boomers



What Are Their Strengths?

- Comfortable with technology
- Adapt well to working in a team/collaborative environment
- Comfortable with change, open to learning
- Eager to contribute
- Aim for efficiency in execution
- Willing to question conventional wisdom
- Culturally and environmentally aware
- Proficient at multi-tasking



What Are Their Weaknesses?

- More short-term focused and impatient for results
- Career-oriented (not just through one organization)
- Need more consistent feedback on job performance
- Sensitive to criticism



What Are Their Drivers?

- Want their work to be meaningful/serve a larger purpose
- Expect to enjoy work
- Work-Life balance
- Oriented towards personal achievement
- Expect to be always learning



ECC Survey Responses

After entering the workforce, how many years until you expect to be offered a managerial/supervisory role?

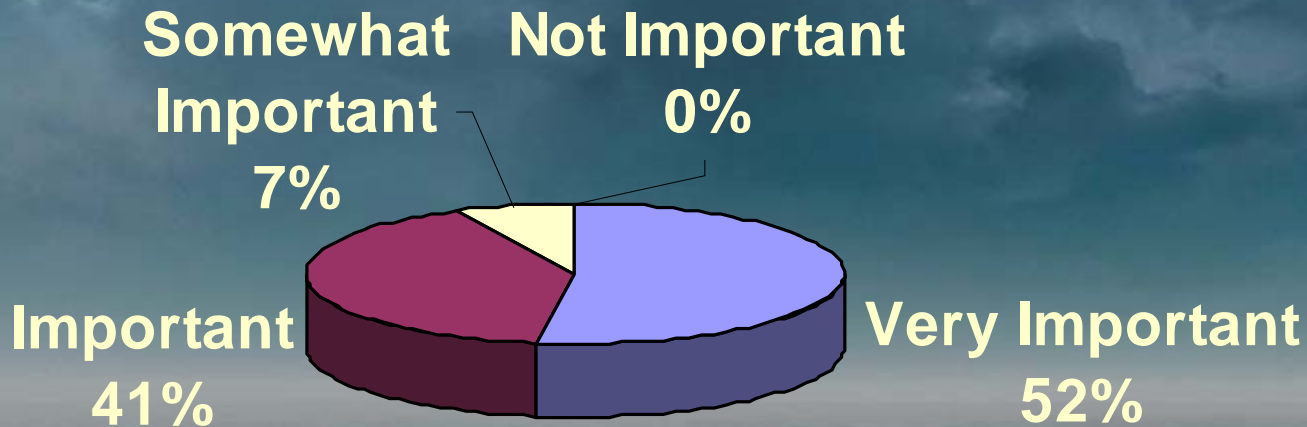
| | Millennials | Generation X | Baby Boomers | Mature |
|----------------|-------------|--------------|--------------|--------|
| < 1 yr | 1% | 4% | 4% | 0% |
| 1 to 5 yrs | 29% | 26% | 24% | 25% |
| 5 to 10 yrs | 49% | 43% | 43% | 42% |
| 10 to 15 yrs | 17% | 16% | 14% | 17% |
| > 15 yrs | 1% | 6% | 7% | 0% |
| Not interested | 3% | 5% | 9% | 17% |

Millennials want to manage/supervise



ECC Survey Responses

How important is consistent feedback on your job performance?



Millennials want performance feedback



How to Attract Millennials into the E&C Industry



The Accidental Industry?

At what point in your life did you decide to go into the E&C industry?

| | Millennials | Gen X | Baby Boomers | Mature |
|--------------------------------|-------------|-------|--------------|--------|
| High school (first half) | 5% | 7% | 4% | - |
| High school (second half) | 13% | 10% | 11% | - |
| After high school (no college) | 2% | 2% | 9% | - |
| College (first half) | 11% | 10% | 11% | 8% |
| College (second half) | 26% | 16% | 11% | 8% |
| After college | 44% | 55% | 53% | 83% |

Industry effectively recruits Millennials during college



Early Engagement

- Increase high school recruiting
 - *Teenager internships*
 - *Social events*
 - *Mentoring programs*
- Enhance college relationships
 - *Company presence on Podcast, YouTube, MySpace*
 - *Company info on flash drives*
 - *Q&A webinars*



Targeted Recruiting

- Provide internships
 - *“Bring back to work” programs*
- Increase industry & company marketing (name recognition)
- Participate in industry collaboration to engage Millennials
- Provide job application link from Facebook and LinkedIn profiles



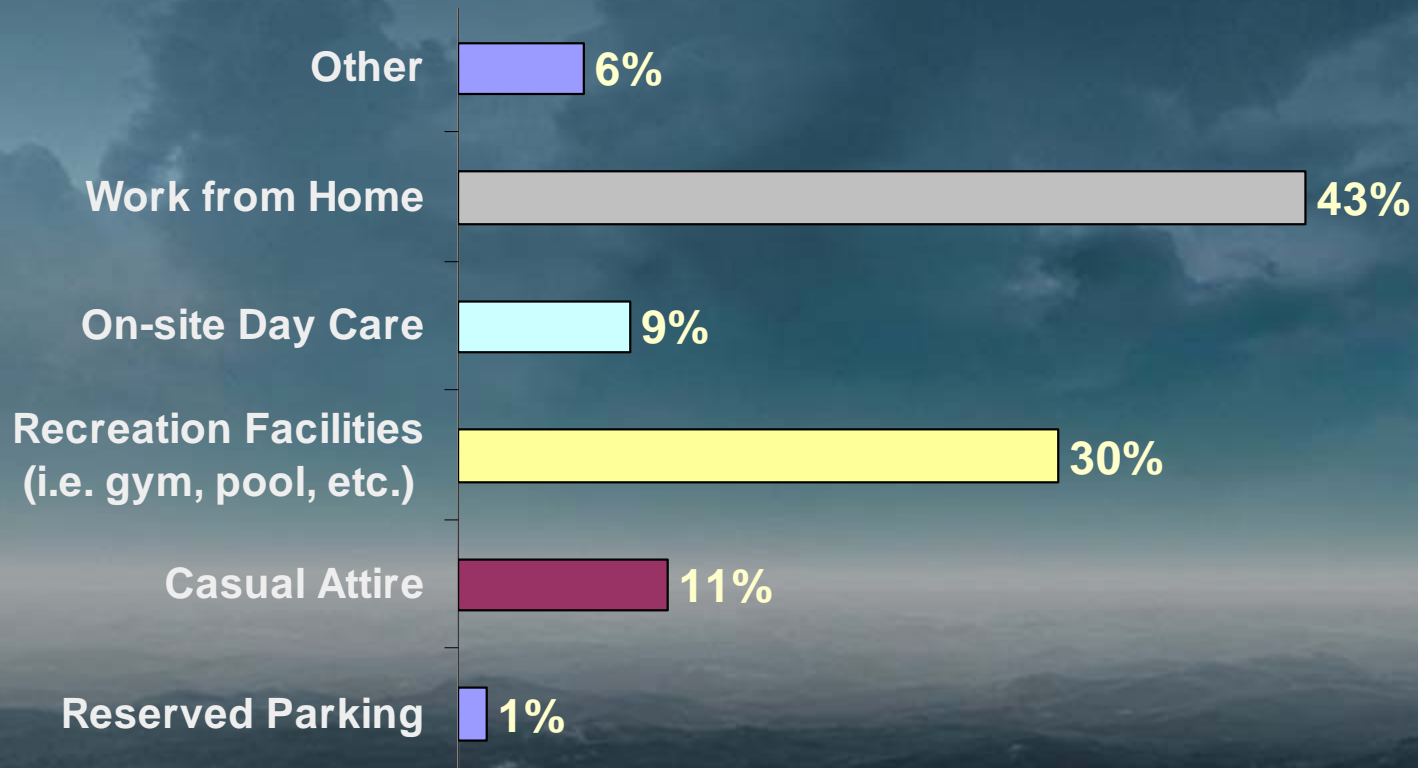
Respond to Their Drivers

- Provide Competitive Benefits
 - *Salaries*
 - *Retirement Benefits*
 - *Health*
 - Gym, In-house medical staff
- Provide Work Place Perks
 - *Flexible work hours*
 - *Work from home*
 - *Food*
- Provide interesting work



ECC Survey Responses

What “perk” would you like most to see offered at work?

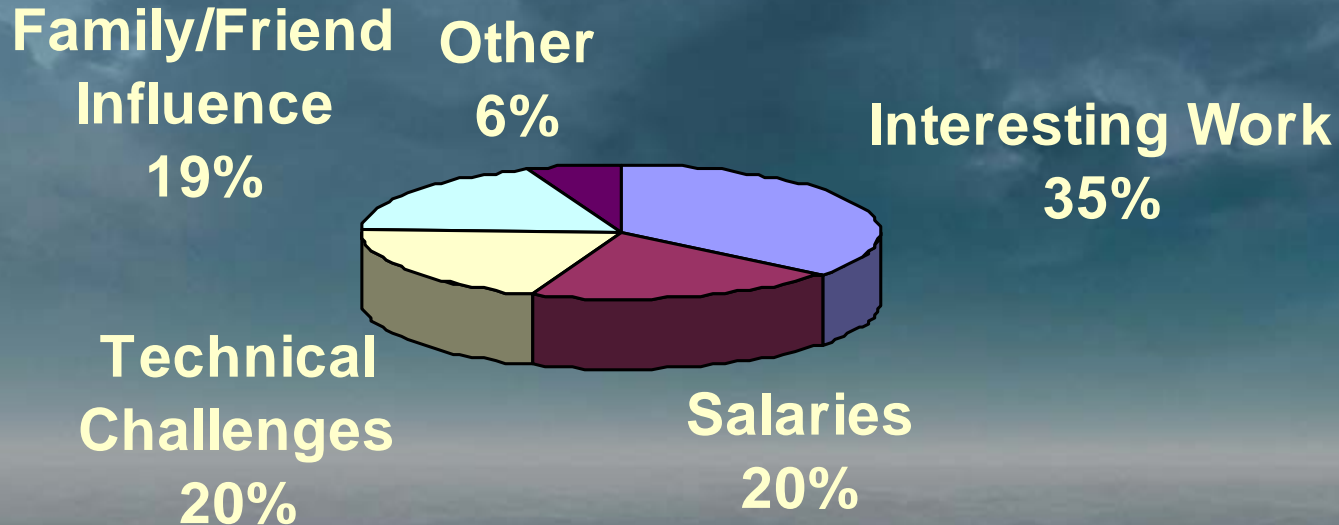


Millennials want flexibility & health



ECC Survey Responses

What most closely relates to your rationale for going into the E&C industry?



Many factors influence Millennial employment decision



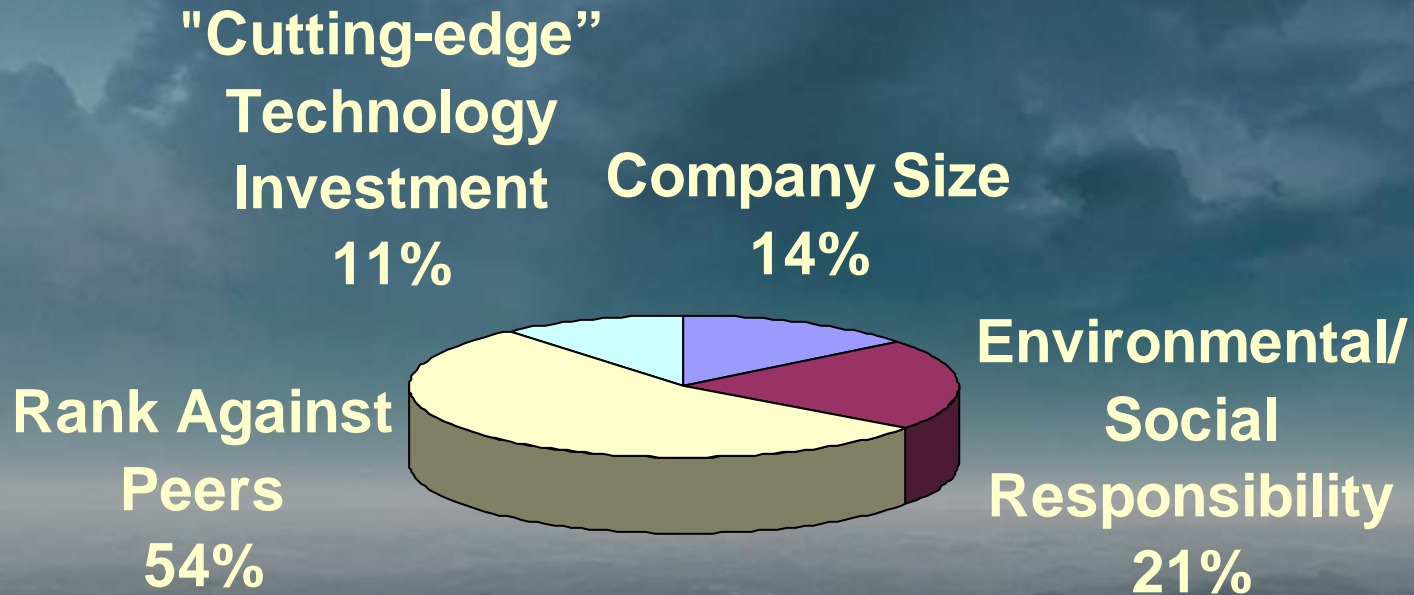
Respond to Their Drivers

- Personal work philosophy
 - *Work-life balance (76%)*
 - *Personal life comes first (12%)*
 - *Work comes first (9%)*
- Growth & Advancement
 - *Create robust award & recognition programs*
 - *Provide hands-on experience*
 - #1 effective learning method (67%)
 - *Provide coaching/mentoring*
 - #2 effective learning method (25%)
 - *Provide short term travel opportunities*
 - Important to 56% (domestic)
 - Important to 57% (international)



ECC Survey Responses

What do you value most when choosing an employer?



Millennials value company rank



How to Best Utilize Their Talents



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Talent Utilization

- Define the “end-goal” and allow them to be creative on how to reach it
- Leverage their know-how with technology
- Increase productivity by sharing the “big picture”



ECC Survey Responses

Do you feel you understand your role in the “big picture” of your project?

| | Overall | Millennials | Gen X | Boomers | Mature |
|-----------------------------|---------|-------------|-------|---------|--------|
| Yes and Important to Me | 89% | 85% | 89% | 93% | 83% |
| Yes but Not Important to Me | 4% | 4% | 3% | 4% | 0% |
| No and Important to Me | 7% | 11% | 7% | 3% | 17% |
| No but Not Important to Me | 0% | 0% | 1% | 0% | 0% |

More Millennials want to understand “big picture”



Talent Utilization

- Assign to projects involving multiple offices/overseas components
- Provide assignments to draw on their technological savvy
- Consider lifecycle interests for project assignments



ECC Survey Responses

What phase of the project lifecycle are you most interested in working on?

| | Overall | Millennials | Gen X | Boomers | Mature |
|--------------------------|---------|-------------|-------|---------|--------|
| Concept/Study (pre-FEED) | 13% | 15% | 12% | 12% | 25% |
| Definition (FEED) | 21% | 21% | 23% | 20% | 0% |
| Delivery (EPC, EPCM) | 48% | 45% | 49% | 49% | 58% |
| Construction | 12% | 8% | 9% | 17% | 17% |
| Commissioning/Start-up | 4% | 7% | 2% | 2% | 0% |
| Operations & Maintenance | 3% | 4% | 4% | 1% | 0% |



Take-Aways

- Millennials not as widely different as rumored
 - *Differences perhaps partly explained by time of life*
 - *Responses were less “green” than expected*
- To increase recruiting, do something different - recruit earlier
 - *Majority decided to enter E&C industry after college (all generations)*
- Millennials seek increased responsibility
 - *49% of Millennials expect supervisory/managerial role in 5-10 years*
- Retention and increased recruitment of Millennials is vital



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