

WORLD ROAD ASSOCIATION

Austrroads

**Human Resources for the Future - Attraction,
Recruitment and Retention**

Brendan Nugent

Joint plenary session of International Road Federation
and the World Roads Association

Lisbon, Portugal

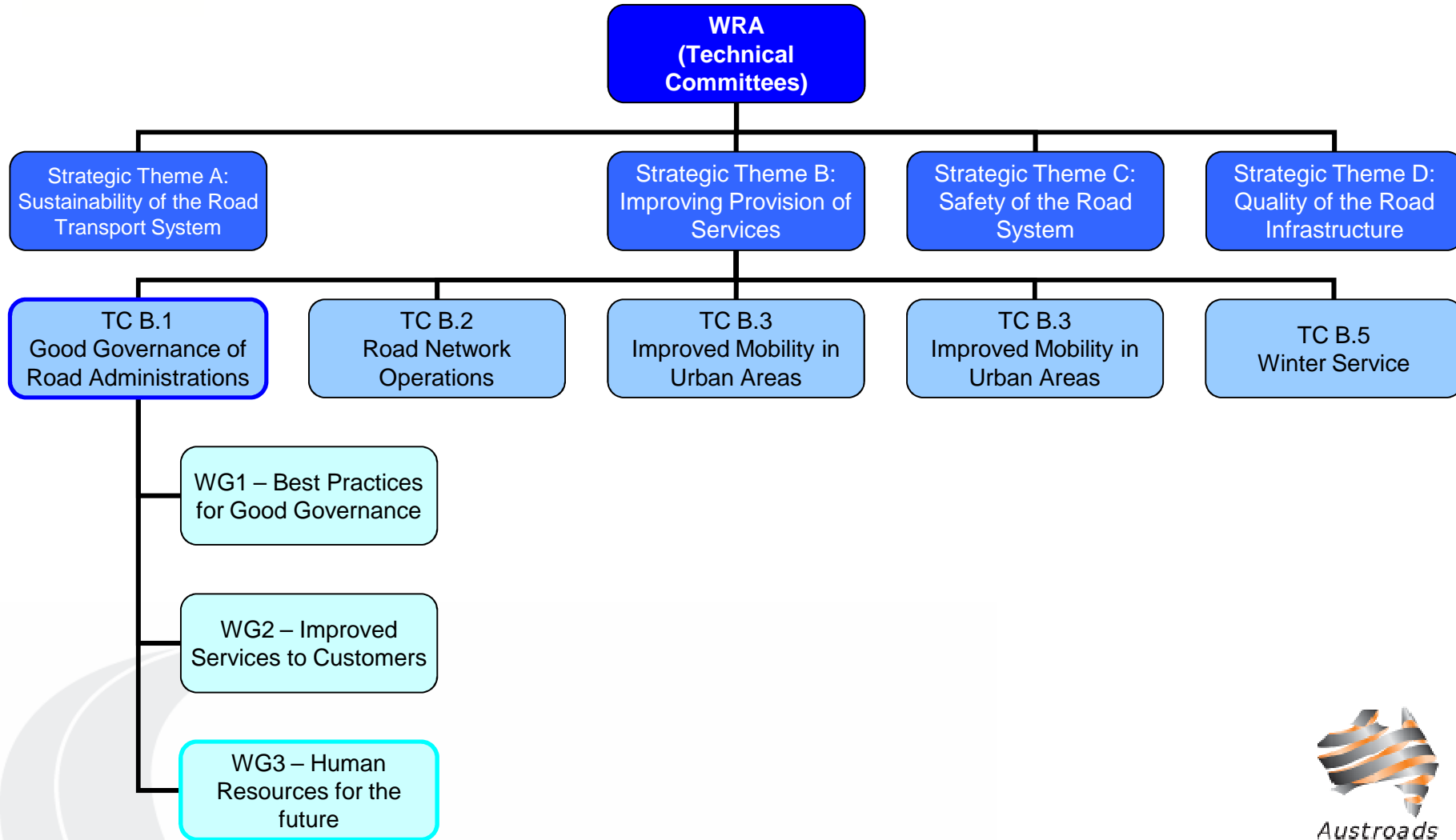


www.piarc.org

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What is the World Roads Association?



Working Group 3 – Human Resources for the Future

- Scope of work – case study approach
- Three ‘streams’ of inquiry :
 1. Skills Gap identification and analysis
 2. Attraction, Recruitment and Retention
 3. Partnering with Education



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The work of Working Group 3

- Skills gap analysis
 - Macroeconomic skills analysis: Austroads
 - Internal/organisational (microeconomic) skills analysis: Japan, Finland
- Attraction recruitment and retention
 - National Skills Marketing Plan: Austroads
 - National Marketing and Communications: Spain
 - Retention and Benchmarking: Belgium
- Partnering with education
 - Working with Technical Colleges: West Africa
 - Influencing Curriculum – TRAC: Canada and South Africa





Human Resources for Roads Administrations

- What makes Human Resources critical for Road Administrations?
- Skilled workers from a wide variety of disciplines;
 - Engineers [civil, mechanical, electrical], project managers, surveyors, environmental managers, traffic technicians, bridge workers, scientists, policy specialists, construction staff, management etc
- Constant demand for roads construction, maintenance and management as a fundamental public good and as a key driver of economic development.

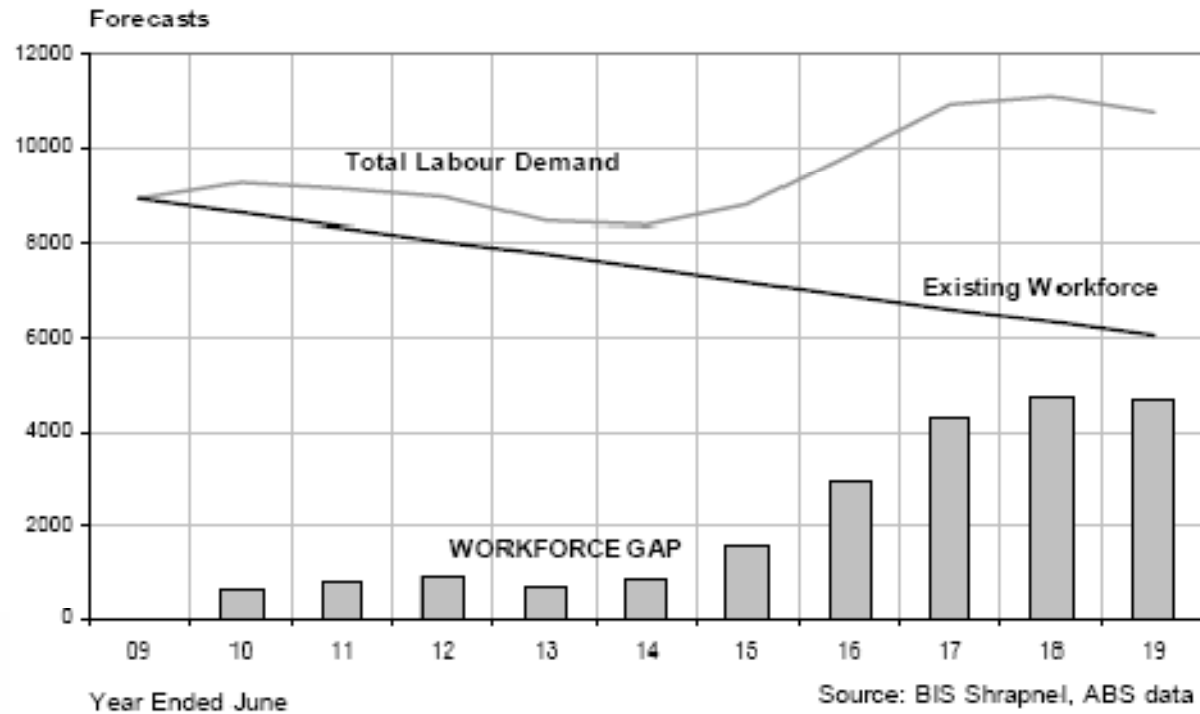


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Workforce Planning – Why?

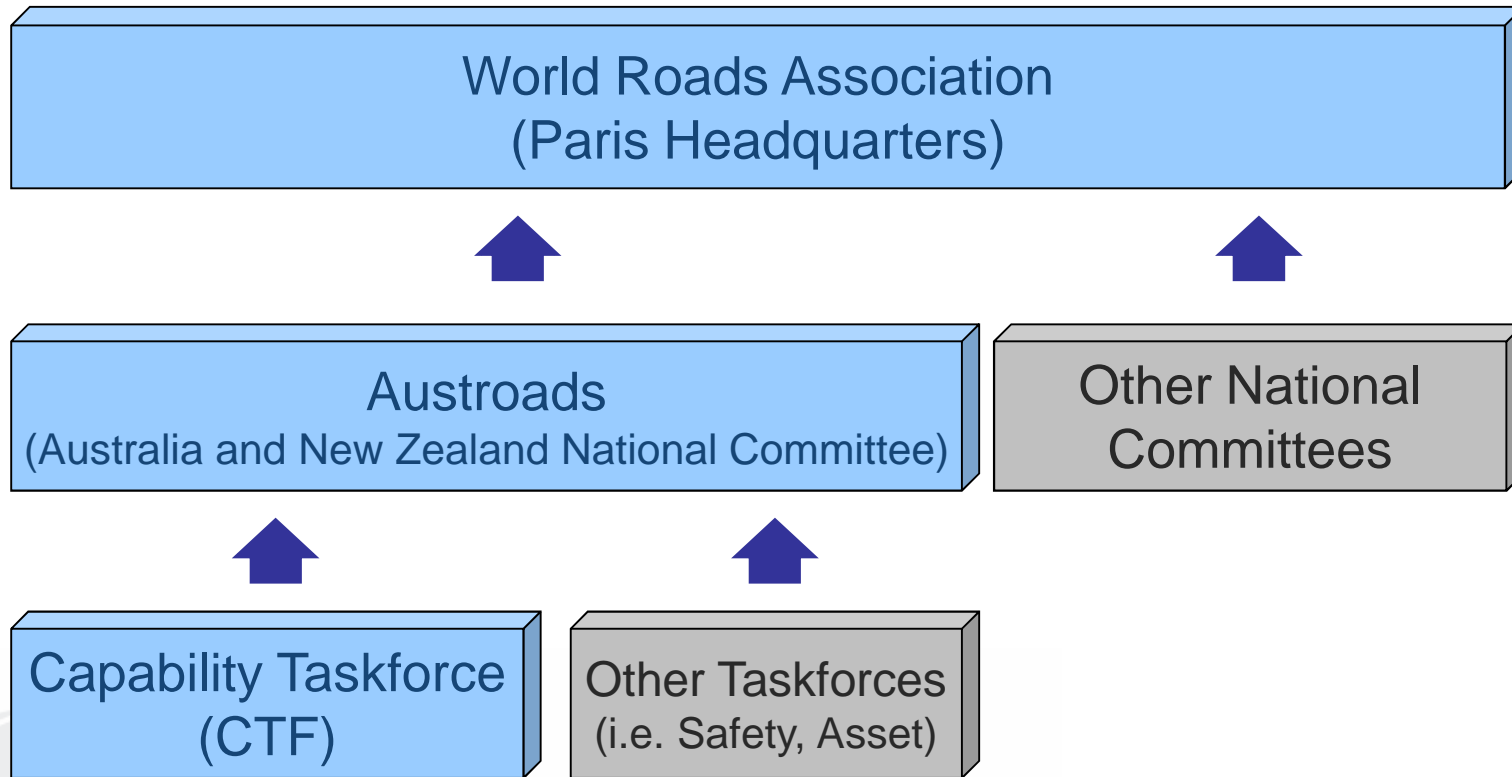
- Limited skilled workforce and growing road demands
- To meet organisational needs and objectives
- Increased competition from other organisations, sectors and regions

Chart 4.7: Australia
Public Roads Employment (0% Productivity Growth)





Skills Gaps, Marketing and Attraction – The Austroads story





Skills Gap Analysis

Results

- Australia and New Zealand engineering workforce is ageing
- Science as a subject in schools has steadily been on the decline
- Shortfall of engineers and roads-based technical skills the next 10 years
- Roads sector will face increasing competition for engineering graduates from engineering and other construction sectors into the future

Consequences

- Billions of dollars worth of foregone road works across Australia and New Zealand along with other broader economic consequences
- Decreased infrastructure and service delivery capability
- These consequences resulted in the development of a wide program of works, including the National skills Marketing Plan (NSMP)





NSMP: Market Research

Results

1. Perception is everything – but image *can* be shifted
2. 'Image problem'; negative brand image
 - Not well paid
 - Finite career path
 - The organisation and work is boring
 - Interesting work is contracted out
3. Need to partner with peak bodies, education and other industry influencers
4. 'Play to your strengths'

Recommendations

1. Develop a unified national marketing identity and strategy that emphasises the strengths of the roads sector:
 - Commitment to work/life balance
 - Corporate social responsibility
 - Career flexibility/mobility/security
2. Target a specific segment of the skills market to achieve maximum effect from minimal investment





Creative of Choice: 'Everyday Heroes' Campaign



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Target Audience and Value-for-\$ marketing

School students

Final year

- 16 – 17 year olds
- Male and female
- Taking appropriate subjects



- Choose to study engineering at University

Uni students

1st and 2nd year

- 17 – 22 year olds
- Male and female
- In engineering faculties



- Choose to specialise in road-related engineering subjects



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'Playing to our strengths'

Engineers can use their powers for good to:

- Benefit society
- Alleviate congestion
- Provide new routes for everyday people
- Design the future of the road network

Engineers can also do good for themselves:

- Earn good money
- Work/life balance
- Have great career development potential

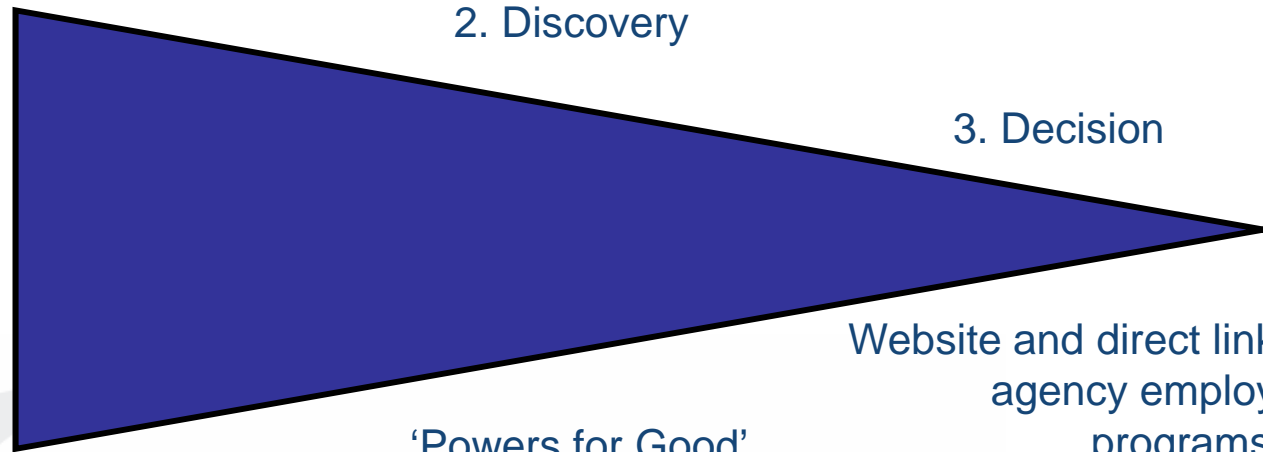


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Tactical Approach

- To connect with students, key messages and media needed to align with each of the stages associated with selecting a career. All communication tried to channel the target audience towards a decision point.

1. Awareness



All marketing
mediums

'Powers for Good'
website

Website and direct links to road
agency employment
programs



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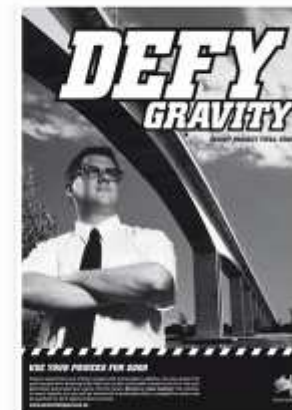
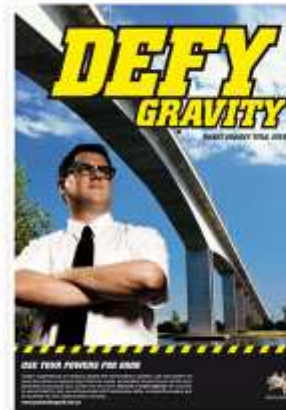
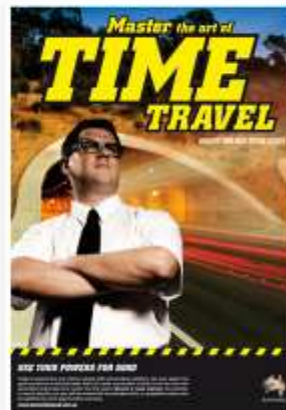
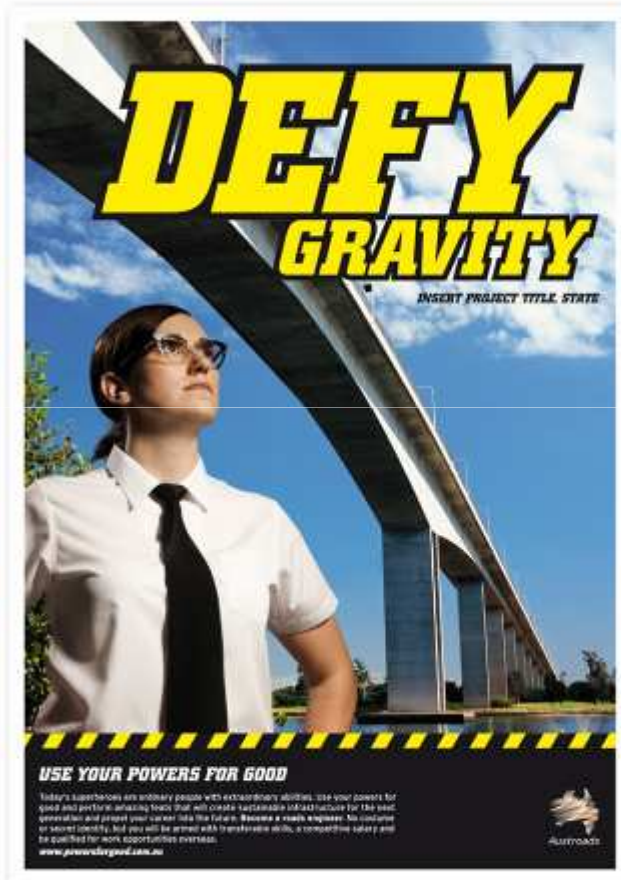
NSMP: Media Strategy

- Print and website advertisements were placed in student publications, careers supplements in newspapers, popular youth websites (myspace, Facebook etc.) and in Google sponsored searches.
- Advertisements were placed in niche publications, and at strategic times of the year (when students are choosing courses/subjects) to generate greatest effect per dollar spent.



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A4 Press Ads





Website and Online Advertising



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Results: Online Advertising

- Interim results from the online advertising component: Myspace, Facebook and MSN Messenger delivered a click-through rate of 0.04%
- Industry average is 0.07% - considering the small target audience and very specific advertising message this is quite a good result
- Boredofstudies.org and gooduniguide.com.au has delivered 3, 898 hits on NSMP advertising banners
- Avant cards were rated as very good movers on a scale of 1-5 achieving a 2.



Results: Powersforgood.com.au web traffic

Monthly history



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2010	105	165	181	300	51.85 MB
Feb 2010	55	94	103	179	30.55 MB
Mar 2010	49	97	110	180	30.57 MB
Apr 2010	44	82	103	137	14.03 MB
May 2010	301	419	469	972	205.98 MB
Jun 2010	0	0	0	0	0
Jul 2010	0	0	0	0	0
Aug 2010	0	0	0	0	0
Sep 2010	0	0	0	0	0
Oct 2010	0	0	0	0	0
Nov 2010	0	0	0	0	0
Dec 2010	0	0	0	0	0
Total	554	857	966	1768	332.97 MB



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Results: Google Sponsored Links

	Jan 09 –Dec 09	Jan10 – May 10
Clicks	2,046	135
Impressions	2,125,397	80,931
CTR	0.10%	0.17%
Cost	\$2,925.47	\$373.95
Avg Cost	\$1.43 / click	\$2.77 / click





Results: Tangible Improvements?

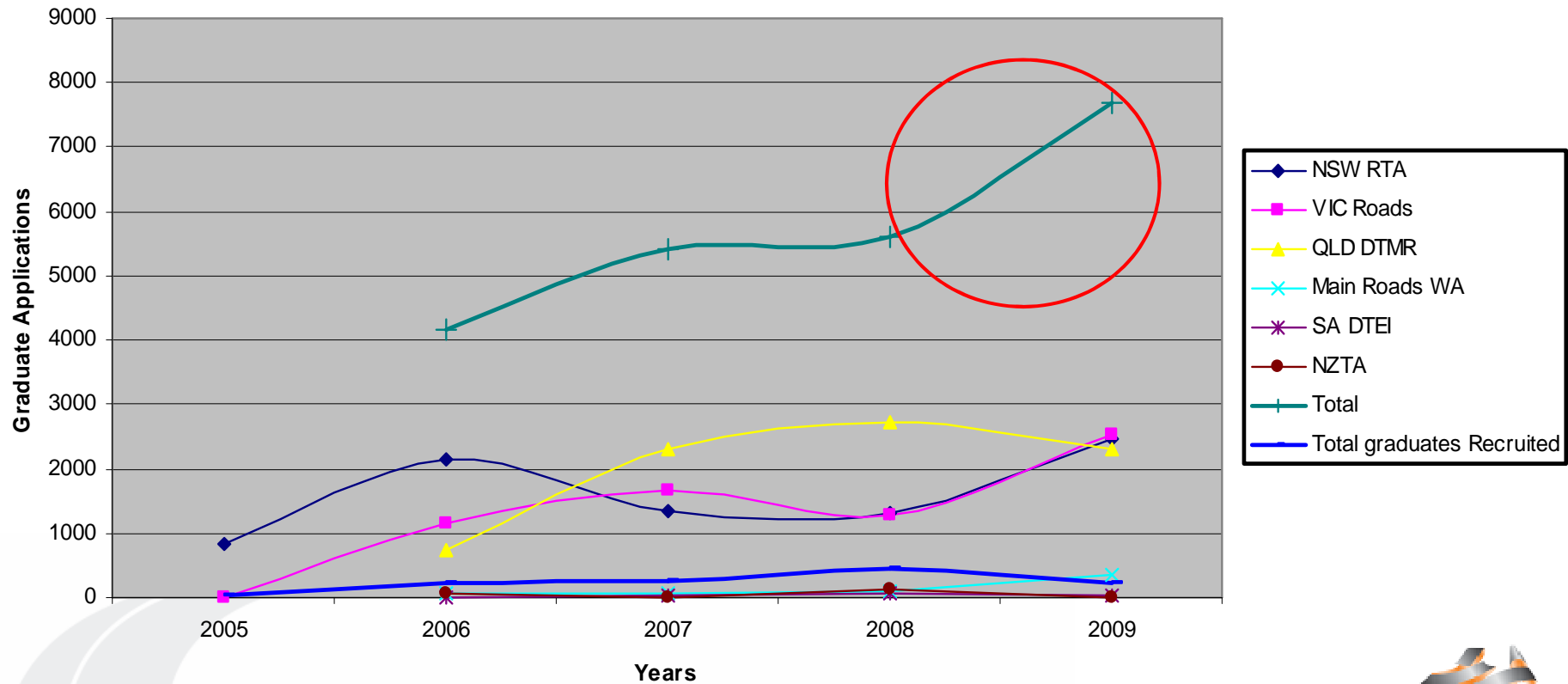
- Difficult to measure
- Use of findings as baseline data for future campaigns and measurement of this campaign.
- Graduate applications could indicate success.
- While the measure of “Graduate Applications” is influenced by other factors (GFC, individual campaign etc.) the similar upward trend in most jurisdictions indicates the campaign is working.





Results: Graduate Applications

Graduate Applications in Australian Road Organisations 2005-2009





Using this information

- The results of the NSMP are being used for a revised Media Strategy – fewer media channels, more targeted media, greater impact per spend.
- The Austroads approach to attraction and recruitment has been used in the case study learning format of WG3 and TCB1, and presented in workshops in Malmö (Sweden) and Bamako (Mali).





More info

- Palmer, J., Ryan, A., and Nugent, B. (2009) 'Attracting a new generation to the roads sector in Australia and New Zealand' *Routes/Roads Vol. 344*, World Roads Association, Paris.
- Campaign website www.powersforgood.com.au
- Austroads website www.austroads.com.au
- Brendan_Nugent@rta.nsw.gov.au

