



IT'S TIME TO END

DEATH



BY  
POWER  
POINT

Engage employees during training and beyond.



**A**s our industry faces a new era in workforce development, a change in the way we conduct training – especially safety training – must be part of the employee and information retention strategy. And this isn't just about accommodating Millennials and Generation Z, although they are indeed the ones backfilling an aging workforce. According to the American Psychological Association, the needs of Millennials may not actually be generational at all. In fact, "today's students may simply be showing us the benefits of paying more attention to what's working and the importance of gathering student feedback on teaching methods."

Regarding safety training, some OSHA requirements do exist; however, this means many instructors' priority is to meet OSHA requirements, which often results in repetition of typical topics and a classroom lecture format. Although research shows a correlation between the frequency of safety-related incidents and the amount of training provided<sup>2</sup>, quality over quantity must be emphasized in order to ensure we are connecting with employees in the most valuable way. Teaching workers something new requires instructors to explore other topics as well as active or performance-based training methods<sup>3</sup>.

## 1. Shake up the Scene

Instead of setting up tables or desks in rows, use round or rectangular tables with enough chairs to accommodate four to six participants – this makes it more conducive for workers to participate in discussions. Going a step further, it is worth the effort to assign seats. This helps eliminate sidebar discussions between friends and encourage workers from other teams or lines of business to converse. To do this, you can simply place name tents, which then helps facilitators and other employees use each other's names and make the class more personal.

## 2. Ditch the PowerPoint Slides

To make safety training more valuable, instructors should minimize reliance on PowerPoint slides for delivering detailed content. Researchers have found that individuals generally only retain 10 percent of what is read to them, 20 percent of what they hear, and 30 percent of what they see.<sup>4</sup> Information retention is much higher when participants are active, engaged, and encouraged to participate, interact, and ask questions. In these situations, they retain 70 percent of what they say and 90 percent of what they say and do. Look for new ways to

## INTERACTION IS KING

According to research, students retain:

**10%**  
OF WHAT IS READ  
TO THEM



VECTOR/SHUTTERSTOCK.COM

**20%**  
OF WHAT THEY  
HEAR



RASHAD ASHUR/SHUTTERSTOCK.COM

**30%**  
OF WHAT  
THEY SEE



ZEMIKO/SHUTTERSTOCK.COM

**70%**  
OF WHAT THEY  
SAY



PAVEL STASEVICH/SHUTTERSTOCK.COM

**90%**  
OF WHAT THEY  
SAY AND DO



ALLUVION STOCK/SHUTTERSTOCK.COM

# Brain Power

According to a 2018 article in *Training* magazine, the average human brain processes video 60,000 times faster than text – and the Millennial brain processes it even faster. There’s no doubt the digital natives in your classroom will positively respond to multimedia.



involve participants with hands-on demonstrations, group activities, group discussions, and reviewing case studies.

Consider appealing to everyone’s inner YouTuber by incorporating short, up-to-date, and relatable videos. According to a 2018 article in *Training* magazine, the average human brain

processes video 60,000 times faster than text – and the Millennial brain processes it even faster. There’s no doubt the digital natives in the room will positively respond to multimedia.

### 3. Adopt a Student-Centered Model

Typically, face-to-face safety training reverts to a teacher-centered model

that frequently lacks interaction. Alternatively, a student-centered approach relies on discussing real-life experiences, talking with rather than at the group. Providing employees with structured case studies, opening the floor for discussion, and facilitating other activities sparks engagement and enhances the



## What YOU do is what WE protect.

As a contractor, one of the most critical things is to protect your business with the right insurance. You can count on BITCO for rock-solid protection.

With decades of experience specializing in insurance for contractors, we know and understand your business and needs better than anyone.

By insuring with BITCO, you’ll get major advantages including the right coverage, industry knowledge you can trust, and solid financial security. You’ll also get consistent and constructive risk control attention, plus expert and timely responses to any claims.

Call your agent today and ask about us. You’ll see we’re top-of-the-line at protecting your bottom line.

1-800-475-4477 | [www.BITCO.com](http://www.BITCO.com)



#### Full service branch offices:

Atlanta	Indianapolis	Oklahoma City
Charlotte	Kansas City	Pittsburgh
Dallas	Little Rock	Portland
Denver	Nashville	St. Louis
Des Moines	New Orleans	San Antonio

All programs may not be available in all states.

Insurance contracts are underwritten and issued by one or more of the following: BITCO General Insurance Corporation and BITCO National Insurance Company, rated A+ (Superior) by A.M. Best, A2 Stable by Moody’s, and A+ Strong by Standard and Poor’s.



OLD REPUBLIC INSURANCE GROUP

quality of reflection with respect to future actions taken on the job<sup>5</sup>. In addition, find out what workers *want* to learn. Certainly there is training that is required, but incorporating specific topics or issues of employee interest or concern not only increases engagement but also shows that the company is listening and committed to their professional development.

#### 4. Verify Implementation

One study demonstrates how a company took its training to a higher level by developing tools during training that could later be used on the job<sup>6</sup>. Specifically, employees from a large asphalt and aggregates production company participated in group discussions about powered haulage and developed a plan to manage related hazards. This plan included actions,

activities, and goals that were added to checklists, which were ultimately used by the employees to continually check their site and equipment. This illustrates the value of using appropriate methods to ensure worker competency and accountability.

#### In Conclusion...

OSHA accident and injury statistics indicate that the frequency of incidents at construction sites and projects has plateaued for the last several years<sup>7</sup>. These statistics illustrate that, even though companies stress “safety first,” there are still many employees who are not convinced this is the case. Providing employees with high-quality safety training that involves and engages them in improving processes on site cannot only improve competence on the job, but also safety performance via coworker intervention and safety communication. **AP**

*Joseph P. McGuire, PhD; Emily J. Haas, PhD; Cassandra Hoebbel, PhD; and Monica Dutcher, NAPA, contributed to this article.*

1 Novotney, A. (2010) “Engaging the millennial learner.” American Psychological Association. <https://www.apa.org/monitor/2010/03/undergraduates>.

2 Burke, M. J., Sarpy, S. A., Smith-Crowe, K., Chan-Serafin, S., Salvador, R. O., & Islam, G. (2006). Relative effectiveness of worker safety and health training methods. American Journal of Public Health, 96(2), 315-324.

3 Anderson JR. Cognitive Psychology and Its Implications. New York, NY: Freeman; 1985.

4 Klatt, B. (1999). The Ultimate Training Workshop Handbook: A Comprehensive Guide to Leading Successful Workshops & Training Programs. New York: McGraw-Hill.

5 Holman, D. (2000). A dialogical approach to skill and skilled activity. Human Relations, 53, 957-980.

6 McGuire, J., Ferguson, C., & Haas, E. Not your father’s MSHA training. Rock Products (August 2019).

7 OSHA (2018). National census of fatal occupational injuries in 2017. News release bureau of labor statistics, USDL-S19-1978. Retrieved from <https://www.bls.gov/news.release/pdf/foi.pdf> on June 17, 2019.

**Enterprise Information Server**

**Move Your Production Facilities Into Your Office!**

Authorized personnel have real-time access to company-wide data — anytime, anywhere.

The Enterprise Information Server acts as an on-line gateway between the office and production facilities. It allows office and IT personnel to maintain customer/order data in real-time, giving the people responsible for the accuracy and timeliness of data the ability to control it. It allows management to make informed decisions by providing up-to-the-minute, company-wide data on current and historical transactions as well as operational data including material inventory.

220 Stahl Rd. • Harleysville, Pennsylvania 19438 • 215.256.1700 • [librasystems.com](http://librasystems.com)

**Libra systems**  
Libra Systems Corporation

# ASPHALT

## PAVEMENT

PUBLISHED BY THE NATIONAL ASPHALT  
PAVEMENT ASSOCIATION

# Workforce Development

**NAPA MEMBERS  
SHARE THEIR  
STRATEGIES**

**THE END OF  
DEATH BY  
POWERPOINT**

**CONEXPO-CON/AGG  
INDUSTRY-SPECIFIC  
PREVIEW**



NATIONAL ASPHALT  
PAVEMENT ASSOCIATION

# Contents

JANUARY/FEBRUARY 2020 | VOLUME 25 | NUMBER 1



BARRETT PAVING MATERIALS INC.

18



CONEXPO-CON/AGG

44

## Workforce Development

- 18 JOURNEY TO AN INSPIRED WORKFORCE**  
With Gen Z coming onto the scene, workforce development strategies are all the rage. Here's what NAPA members have done to recruit and inspire talent to stick with the asphalt pavement industry.
- 30 IT'S TIME TO END DEATH BY POWERPOINT**  
Engage employees during training and beyond.
- 37 FAMILY MATTERS**  
How to manage conflict in a family business.

## Features

- 44 PREVIEW OF CONEXPO-CON/AGG 2020**  
Get a handle on North America's largest construction trade show.
- 71 FOCUS ON THE FIELD: JOB SPOTLIGHT**  
Meet Alex Coleman of Asphalt Testing Solutions & Engineering.
- 73 E&E CONGRESS: ASPHALT 4.0**  
Our European partners in the industry are preparing for the smart road movement.

### → New Department: M2M Series

Best practices written by NAPA members for training and education. New topic in every issue of 2020!

**Member** →  
← **Member**

## 58 Special Section: 2020 Product Preview

### Columns

- 8 CHAIRMAN'S COMMENTARY**  
An Epic Evolution

### In Every Issue

- 11 INDUSTRY NEWS**  
Asphalt "Road-eo" Lassos Student Interest in Mix Design; A Stellar Performance by High RAP Mixtures in Virginia; AMC Summit Focuses on Workforce Development; NAPA Joins Federal Highway Construction Workforce Partnership.
- 14 TOOLS FOR THE TRADE**  
BOMAG CR 820 Series Pavers; HeadLight
- 77 NEW! MEMBER-TO-MEMBER SERIES**  
Aggregate stockpile moisture content can significantly influence energy costs, plant production, and mix properties and performance.
- 79 NAPA EVENTS CALENDAR**
- 80 INDEX OF ADVERTISERS**
- 82 PERSPECTIVES**  
Granite Construction Co.

**On the Cover:** During a career day at Memphis Scholars Caldwell-Guthrie Elementary School, Victor Enriquez, the lead on one of Lehman-Roberts' paving teams, shows an excited second-grade student the various controls on an asphalt paver.