

ROOFING INDUSTRY ECONOMIC STUDY



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EXECUTIVE SUMMARY

The U.S. construction industry is currently facing a significant challenge of declining workforce. Studies of age-related demographics show that the construction industry will not be able to meet its future workforce demands under current conditions. One of the important sectors within construction, the roofing industry, faces an even more significant challenge compared to other sectors presenting a need to build a platform to retain current professionals and prepare its next generation of leaders.

With this in mind, the Roofing Alliance, a foundation affiliated with the National Roofing Contractors Association, and Clemson University's Nieri Family Department of Construction Science and Management partnered together to conduct a study to understand the perspective of current professionals in the roofing industry focusing on economics, career advancement and overall satisfaction. The key component of the study was to collect and analyze the yearly compensation in relation to age, experience, education and position type, various satisfaction, attraction and retention factors and the recommendation for future professionals that want to explore roofing as a career option.

This report outlines the details of the study regarding the development of the survey, the involvement of roofing industry professionals in its development, data collection, and the study's key findings. A survey was developed in conjunction with the task force members and was distributed to the professionals (specifically Roofing Alliance and NRCA members) in the roofing industry. The responses were collected and analyzed to present the findings of the report for major entities (contractors, distributors and manufacturers) in the roofing industry.

STUDY APPROACH / DETAILS

The approach for this study is shown in Figure 1 below.

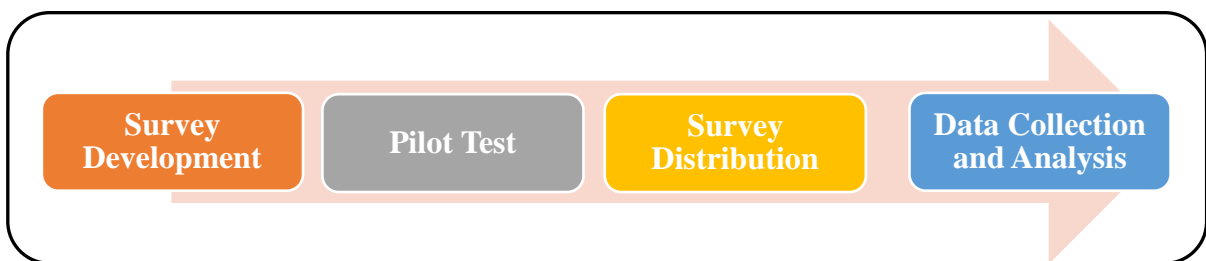


Figure 1. Study Approach

Survey Development

It was established early on that the industry-academia partnership will be a key factor for the success of this study. A task force comprised of nine industry professional members was created to provide industry expertise, feedback and key suggestions throughout the study. Each of the industry’s key entities (contractor, distributor and manufacturer) were represented on this task force. The primary goal of this phase was to develop the survey.

The survey was developed jointly by the researchers and the task force. The main components of the survey were:

1. Company background information
2. Age, education, experience and current yearly compensation
3. Previous positions held and number of years and compensation for each of those positions
4. Various satisfaction factors in the roofing industry
5. Benefits offered and enrolled within their company
6. Various attraction factors for the roofing industry
7. Various retention factors for the roofing industry
8. Recommendation for future professionals to explore roofing as a career option

Pilot Testing

The survey was pilot tested with the task force members for review and feedback. The following comments from the task force members were incorporated into the final survey.

1. Make the anonymity aspect clearly visible on the first page.
2. Clarify the question on “primary work location”.
3. Add “local” to geographic presence since some roofing companies operate in a single location.
4. Add “Family business” as a choice for attraction and retention in the roofing industry.

Survey Distribution

The final survey was electronically distributed to all the roofing professionals in the U.S. by accessing the membership of the Roofing Alliance and National Roofing Contractors Association (NRCA) members. The companies were also encouraged to distribute the survey to other roofing professionals to maximize study participants. The data was collected over a period of three months. Table 1 shows the total responses from each entity. A total of seven hundred fifty (750) responses were received.

Entity	#	%
Roofing Distributor	586	78%
Roofing Contractor	151	20%
Roofing Manufacturer	13	2%
Total	750	100%

Table 1 – Survey Responses

Data Collection and Analysis

The data was analyzed for each entity in the roofing industry. The findings of this study are presented in four sections for the contractor and the distributor. Only satisfaction and recommendation factors were analyzed for the manufacturers due to the low number of responses.

1. Background
 - a. Comparison of age, education and experience with the yearly compensation.
2. Career Path
 - a. Types of position, number of years and compensation for each position
3. Satisfaction Factors
 - a. Various satisfaction factors
 - b. Correlation between compensation and the overall roofing industry satisfaction
 - c. Benefits offered vs. benefits enrolled
4. Attraction / Retention Factors
 - a. Various attraction and retention factors
 - b. Recommendation of the roofing industry to future professionals

In addition, statistical tests such as ANOVA test and Pearson's Correlation test were conducted to better understand the correlation of age, education and experience with the yearly compensation. ANOVA test is a way to investigate if the survey results are significant or insignificant, meaning, if the results are purely due to chance or that the results are real. A p-value of less than 0.05 indicates that the results are significant and a p-value of more than 0.05 indicates that the results are insignificant at the 95% confidence interval. Compensation was used as the dependent variable and factors like age, education, experience and satisfaction rating was used as the independent variables to test the statistical significance. Pearson's Correlation is a correlation coefficient (r) to understand the correlation between variables. R value of 1 indicates a strong positive relationship, -1 indicates a strong negative relationship and 0 indicates no relationship.

ROOFING CONTRACTOR

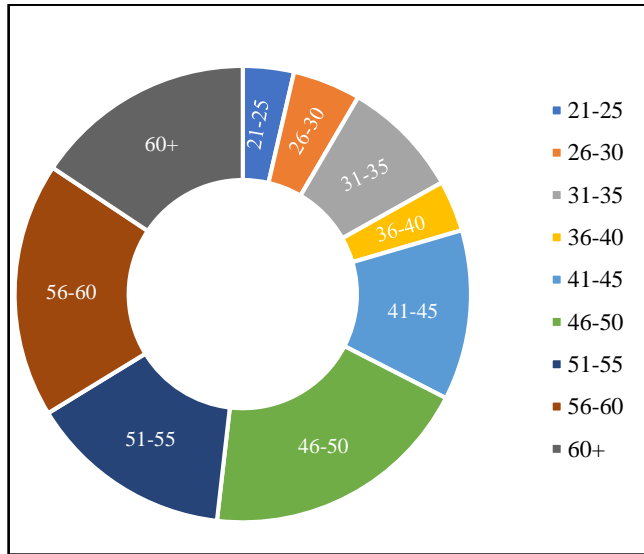
Roofing contractors form an important entity in the roofing industry. They are responsible for replacing, repairing and installing the roofs using a variety of materials. For this study, a total of 151 roofing contractor professionals responded to the survey.

Background

The survey respondents provided their current yearly compensation, their age, highest level of education attained and the number of years in the roofing industry. The impact of age, education and experience with yearly compensation was further analyzed.

Age vs. Compensation

The survey responses for age were categorized into 5 year increments; starting from 21 years to 60 years. Responses above 60 years were categorized as “60+”. Eighty-three (83) out of 151 respondents (55% of the total responses) were analyzed. The remaining sixty eight (68) respondents did not provide their age. Figure 2 and Table 2 shows the number of respondents per age group and the corresponding percentages respectively. It was observed that 33% of the total respondents were below 45 years, whereas, 67% of the respondents were 45 years and above.



Age Range	#	%
21-25	3	4%
26-30	4	5%
31-35	7	8%
36-40	3	4%
41-45	10	12%
46-50	16	19%
51-55	12	14%
56-60	15	18%
60+	13	16%
Total	83	100%

Figure 2. Age Range

Table 2 - Age Range & Total Respondents

A bar graph for age range vs. yearly compensation range for each respondent is shown in Figure 3. The yearly compensation for respondents above 40 years of age were generally in the high-income range (above \$100,000) compared to the respondents below 40 years of age.

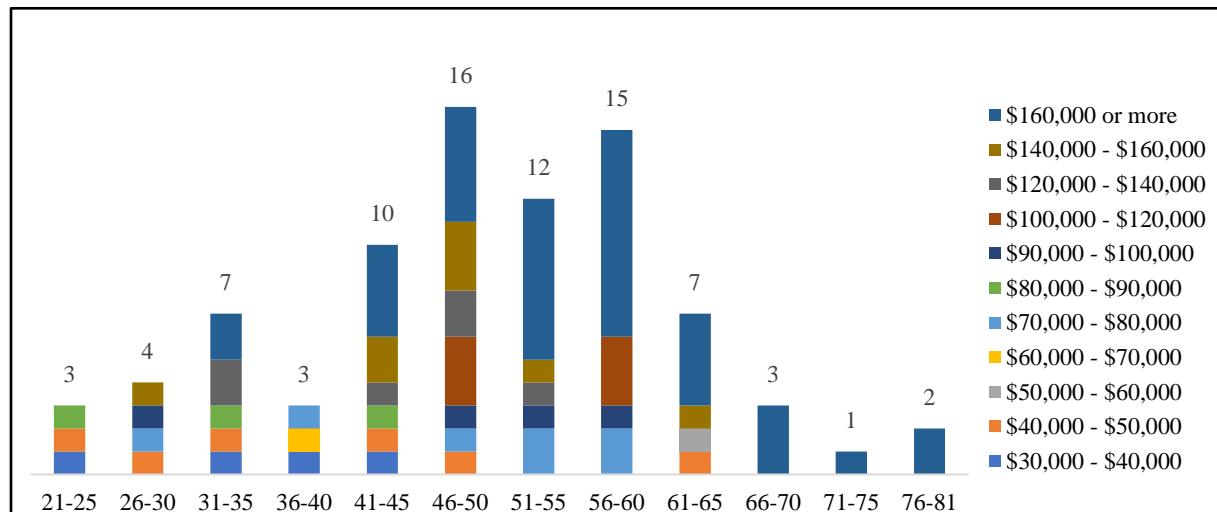


Figure 3 – Age vs Compensation

Age Range	Average Compensation
21-25	\$55,000
26-30	\$91,250
31-35	\$106,428
36-40	\$58,333
41-45	\$123,500
46-50	\$128,437
51-55	\$137,083
56-60	\$134,333
60+	\$151,785

Table 3 – Age vs. Compensation

In order to further understand the correlation between age and the yearly compensation, the average compensation for each age range is shown in Table 3. To understand the statistical significance, the yearly compensation means of all the age range groups were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be statistically significant with a p-value of 0.006 at the 95% confidence interval. It was also observed that the age range and compensation had an R value of 0.88, which indicates a strong positive correlation. It was concluded that the yearly compensation for the roofing contractor professionals increased with the increase in age.

Education vs. Compensation

The survey responses for education were categorized into different education levels. A total of 142 responses were analyzed. A bar graph for education vs. yearly compensation is shown in Figure 4.

Majority of the respondents (46%) had a bachelor’s degree. Professionals with bachelor’s degree received compensation ranging from \$30,000 to \$160,000 or more. However, respondents with some college and high school graduate also received compensation ranging from \$30,000 to \$160,000 or more.

In order to further understand the correlation between education and the yearly compensation, the average compensation for each education type is shown in Table 4. To understand the statistical significance, the yearly compensation means of all the education types were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be statistically insignificant with a p-value of 0.22 at the 95% confidence interval. It was also observed that the education and compensation had an R value of 0.47 which indicates a moderate positive correlation. However, education did not have any effect on the compensation.

Education	Average Compensation
Some High School	\$75,000
Some College	\$109,642
Vocational Training	\$110,000
High School Graduate	\$119,473
Associate Degree	\$90,000
Bachelor’s Degree	\$128,181
Master’s Degree	\$115,000
Doctorate Degree	\$112,500

Table 4 – Education vs. Compensation

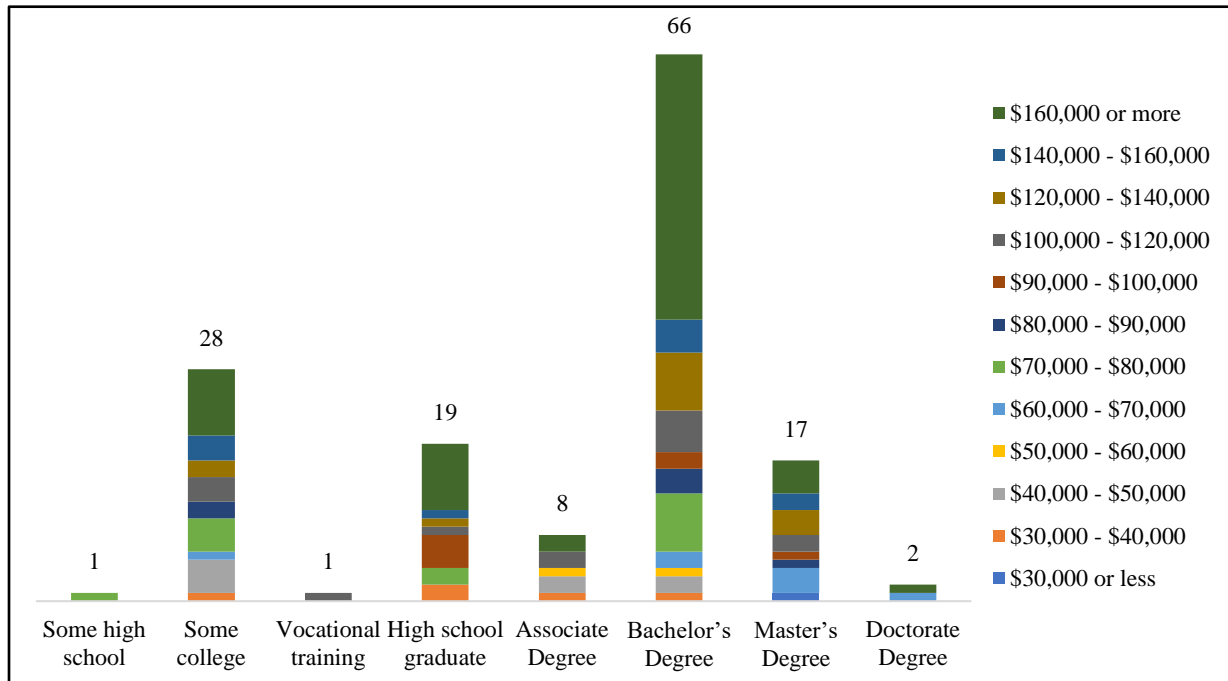


Figure 4 – Education vs. Compensation

Experience vs. Compensation

The survey responses for the number of years worked in the roofing industry were categorized into 5-year increments, starting from 1 year to 60 years. A total of 141 responses were analyzed. A bar graph of experience vs. yearly compensation was plotted as shown in Figure 5.

In order to further understand the correlation between experience and the yearly compensation, the average compensation for each experience range is shown in Table 5. To understand the statistical significance, the yearly compensation means of all the experience range were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be significant with a p-value of 0.03×10^{-8} at the 95% confidence interval. It was also observed that the experience and compensation had an R value of 0.80 which indicates a strong positive correlation.

Experience	Average Compensation
1 - 5	\$77,187
6 - 10	\$109,285
11 - 15	\$90,000
16 - 20	\$135,666
21 - 25	\$140,714
26 - 30	\$134,444
31 - 35	\$137,777
36 - 40	\$129,444
41 - 45	\$158,750
46 - 50	\$125,000
51 - 55	\$160,000
56 - 60	\$160,000

Table 5 – Experience vs. Compensation

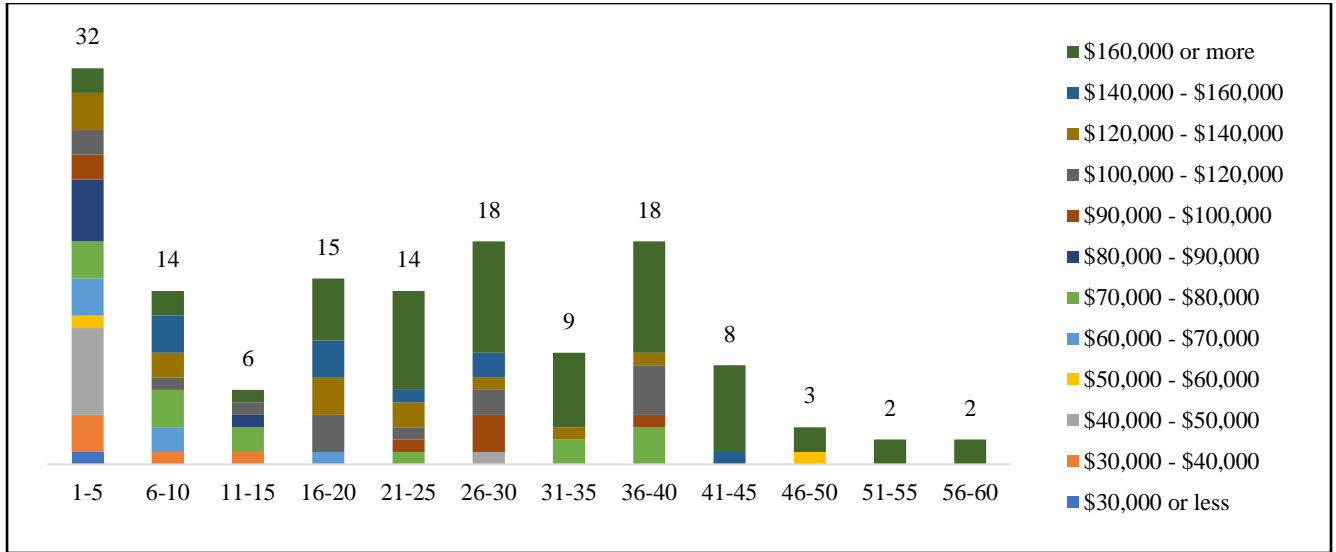


Figure 5 – Experience vs. Compensation

Career Path

To understand and document the career path and vertical movement for roofing contractor professionals, the survey respondents provided their current position and all the previous positions held along with their compensation and the number of years in each position. The respondents were provided with a dropdown list of different types of position in the roofing industry to select. Table 6 summarizes the average experience, average compensation and the compensation difference for each type of position. Based on the survey responses, journeyman / skilled labor position was used as the baseline for the analysis.

Position	Respondents (#)	Average Experience	Average Compensation	Compensation Difference
Executive	50	12.26	\$136,500	56%
Project Manager	39	8.38	\$87,308	23%
Estimator	21	6.71	\$70,714	24%
Superintendent	10	2.90	\$57,000	3%
Foreman	10	6.40	\$55,500	33%
Journeyman / Skilled Labor	16	2.88	\$41,875	N/A

Table 6 – Career Path Details

The average experience for a journeyman was about 3 years with an average compensation of \$41,875. The position from journeyman to foreman resulted in a 33% compensation difference. The average experience for superintendent was about 3 years and for estimators it was about 7

years. Estimator to project manager resulted in a 23% compensation difference. The average experience for the project manager was 8.5 years with an average compensation of \$87,308.

Satisfaction Factors

In order to understand the perspectives of the current contractor professionals regarding the roofing industry, the survey respondents rated the various satisfaction factors on the Likert Scale of 1 to 5 (1 – Very Dissatisfied; 5 – Very Satisfied). A total of 141 responses were analyzed. A bar chart was plotted based on the individual responses as shown in Figure 6.

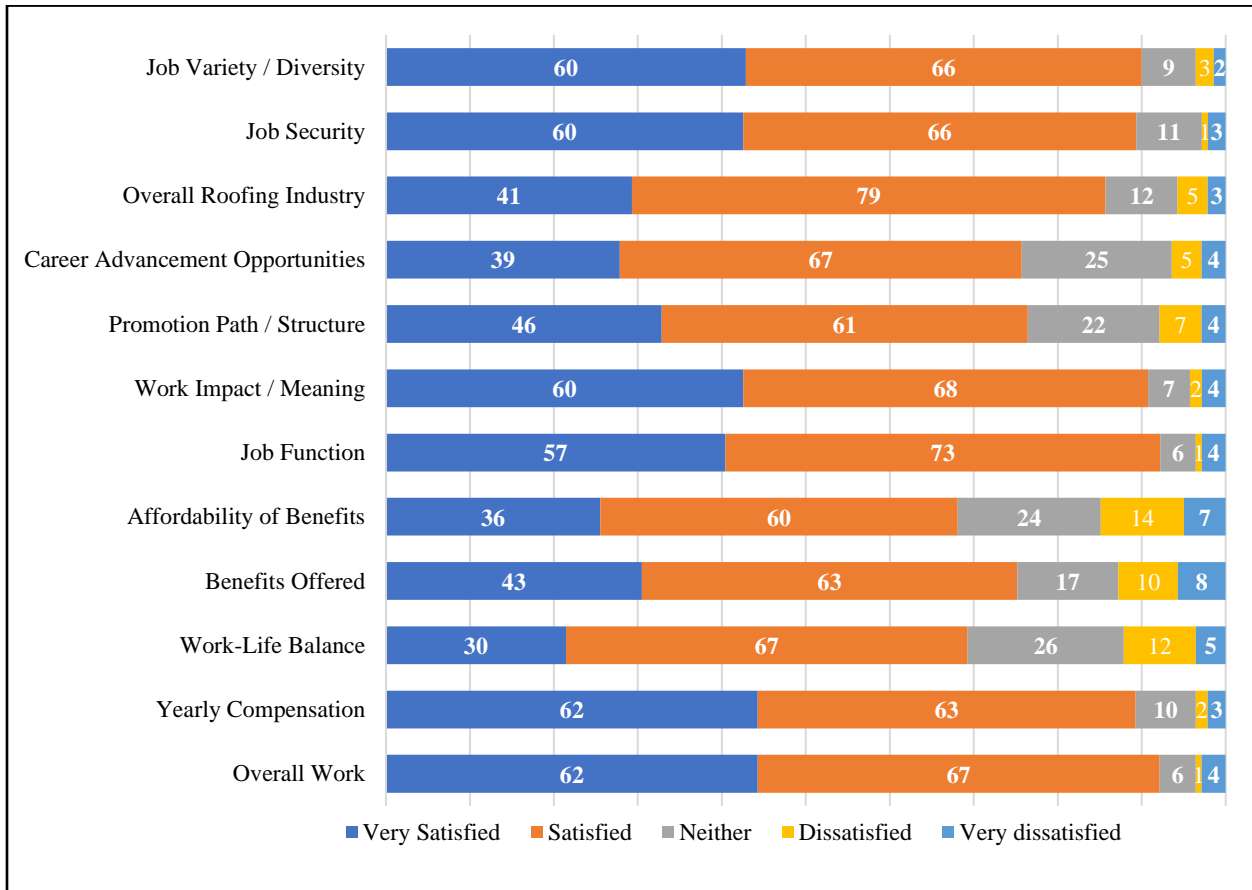


Figure 6 – Satisfaction Rating

The various satisfaction factors were also analyzed using the weighted satisfaction average as shown in Figure 7. The top three satisfaction factors based on the weighted average was overall work, yearly compensation and job variety / diversity. The bottom three satisfaction factors based on the weighted average was affordability of benefits, work-life balance and the benefits offered.

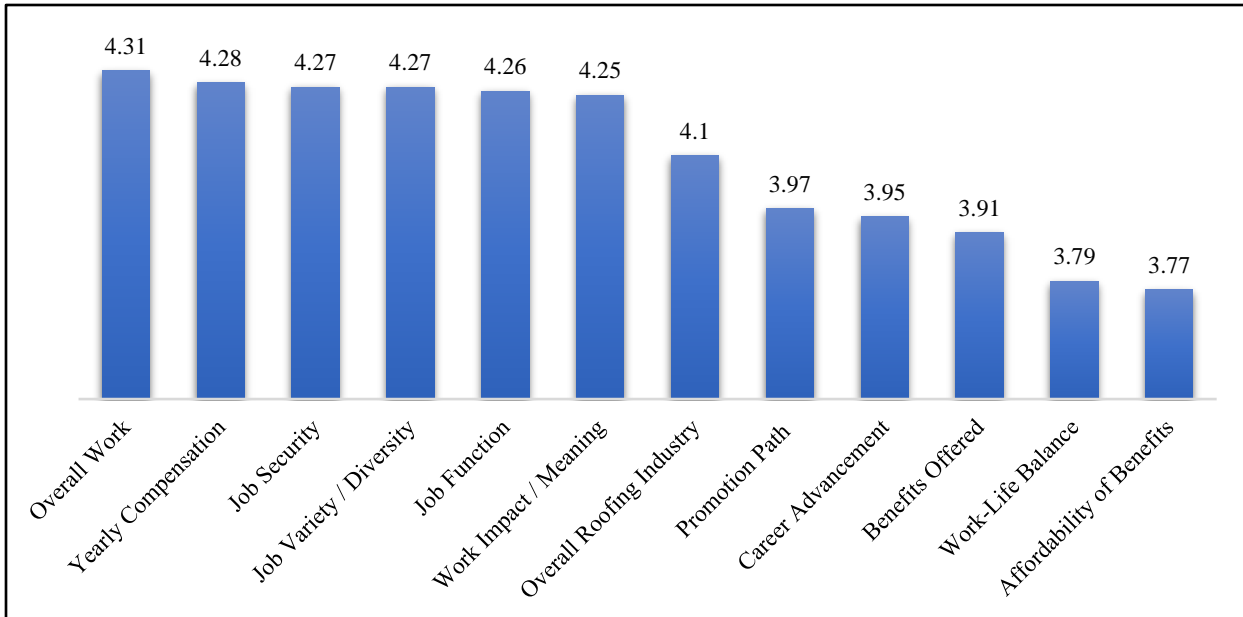


Figure 7 – Weighted Average Customer Satisfaction

Overall Satisfaction vs. Yearly Compensation

To understand the correlation between yearly compensation and the overall satisfaction with the roofing industry, a scatter plot graph is shown in Figure 8.

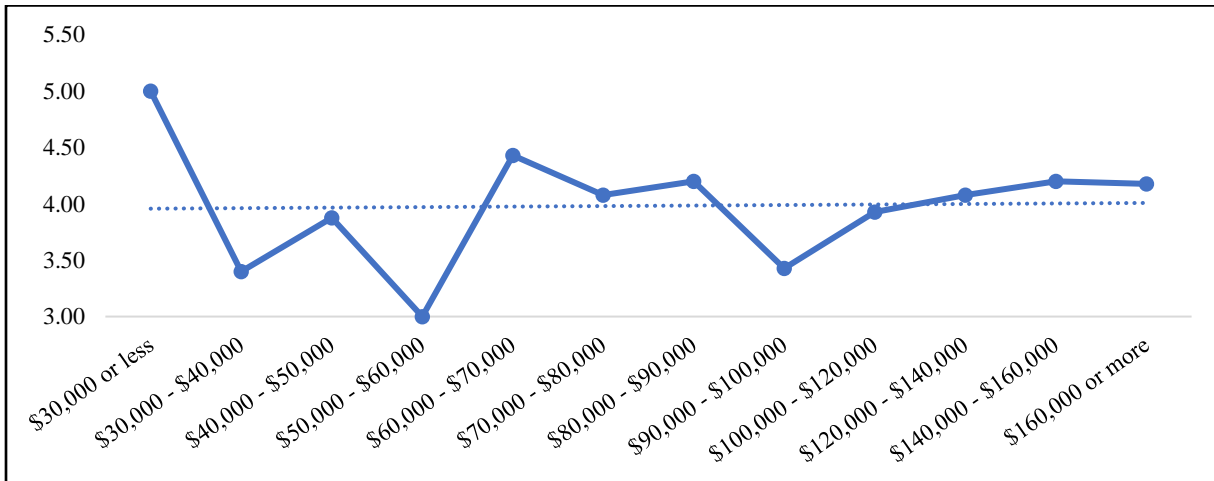


Figure 8 – Compensation vs. Overall Satisfaction

Upon performing the ANOVA test, it was observed that the results were found to be statistically insignificant with a p-value of 0.18 at the 95% confidence interval. It was also observed that the compensation and overall satisfaction had an R value of 0.09 which indicates no correlation.

Benefits Offered vs. Enrolled

The respondents were provided with a list of twelve (12) benefits. The respondents selected the benefits that were both offered by their respective company and the benefits they were enrolled in. There was also an option to add any other benefit that was missing from the list. A total of 151 responses were analyzed. The survey responses for each benefit is shown in Figure 9 and Figure 10 respectively.

It was observed that the top three benefits offered by the roofing contractor companies were health insurance (77%), life insurance (72%) and dental insurance (61%). Retirement benefits were only offered by 54% of the respondent companies. Tuition reimbursement was the least offered benefit.

It was also observed that out of the companies that offered health insurance, only 72% of the respondents were enrolled. The remaining 28% decided not to enroll in the health insurance benefit. Similarly, for the companies that offered life insurance benefit, only 71% of the respondents enrolled. For the companies that offered dental insurance, only about half of the respondents enrolled. This could be attributed due to the overall affordability of benefits offered.

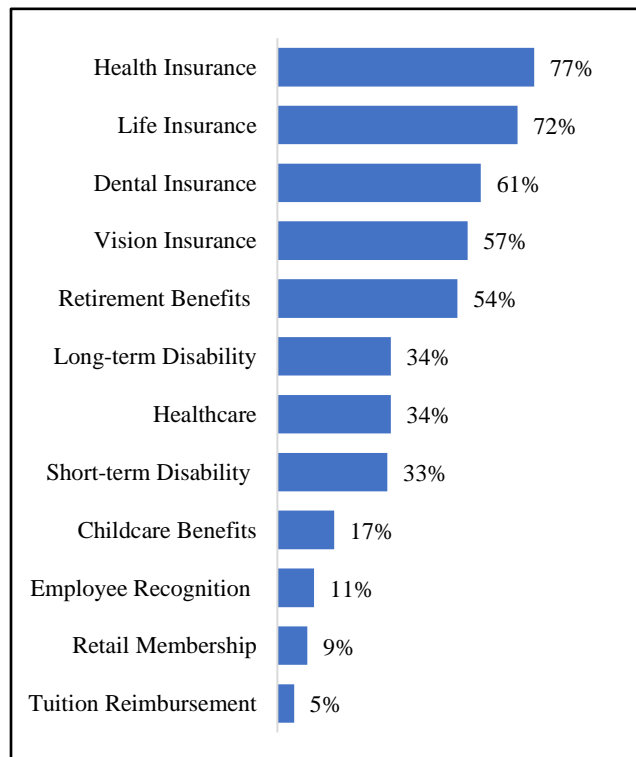


Figure 9 – Benefits Offered

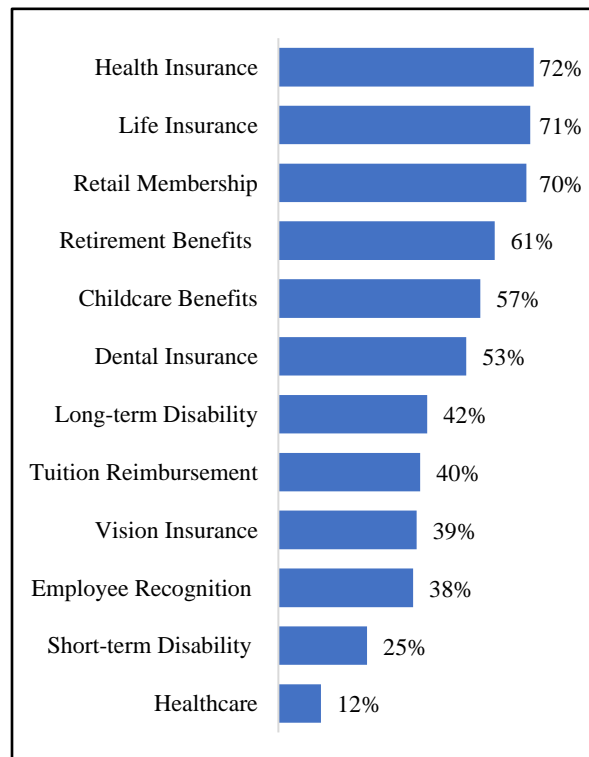


Figure 10 – Benefits Enrolled

Attraction / Retention Factors

In order to understand the attraction and retention factors for professionals in the roofing industry, the survey respondents were provided with thirteen (13) factors to select and rank.

Attraction Factors

The respondents were provided with twelve (12) factors to select that attracted them to the roofing industry. A bar graph was plotted based on the responses as shown in Figure 11. It was observed that family business, overall work and the yearly compensation were the top three attraction factors. Affordability of benefits, benefits offered and promotion path / structure were the bottom three attraction factors. Moreover, the findings of the attraction factors also align with the satisfaction factors. Benefits offered and affordability of benefits were also the least satisfaction factors.

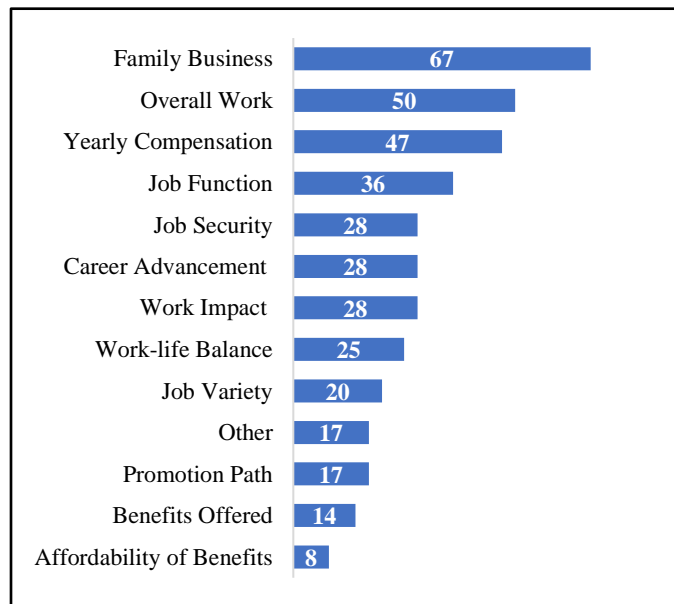
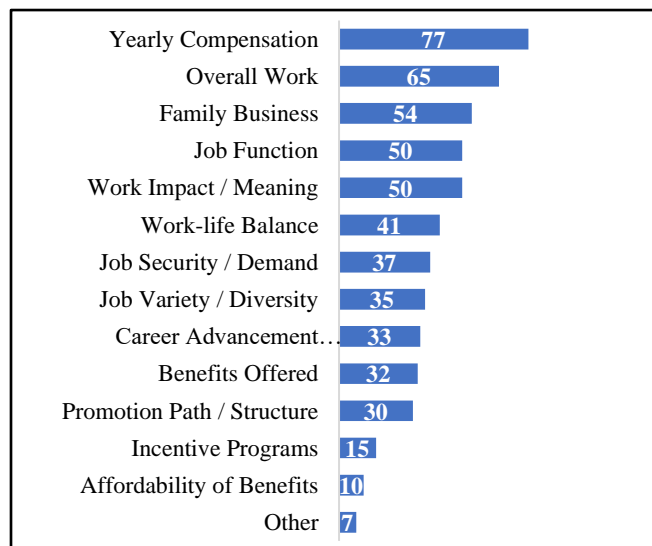


Figure 11 – Attraction Factors

Retention Factors



The respondents were provided with thirteen (13) factors to select that retain them in the roofing industry. A bar graph was plotted based on the responses as shown in Figure 12. It was observed that the yearly compensation, overall work and family business were the top three retention factors. Affordability of benefits, incentive programs and promotion path / structure were the least three retention factors. Moreover, the findings of the retention factors also align with the satisfaction factors. Benefits offered and affordability of benefits were also the least satisfaction factors.

Figure 12 – Retention Factors

Recommendation

The respondents were asked if they would recommend the roofing industry to future professionals within roofing contracting on the Likert Scale of 1 to 5 (1 – Not recommended at all; 5 – Highly recommended). A bar graph was plotted based on the responses as shown in Figure 13. Ninety two (92%) of the respondents highly recommend or recommend working in the roofing industry to future professionals.

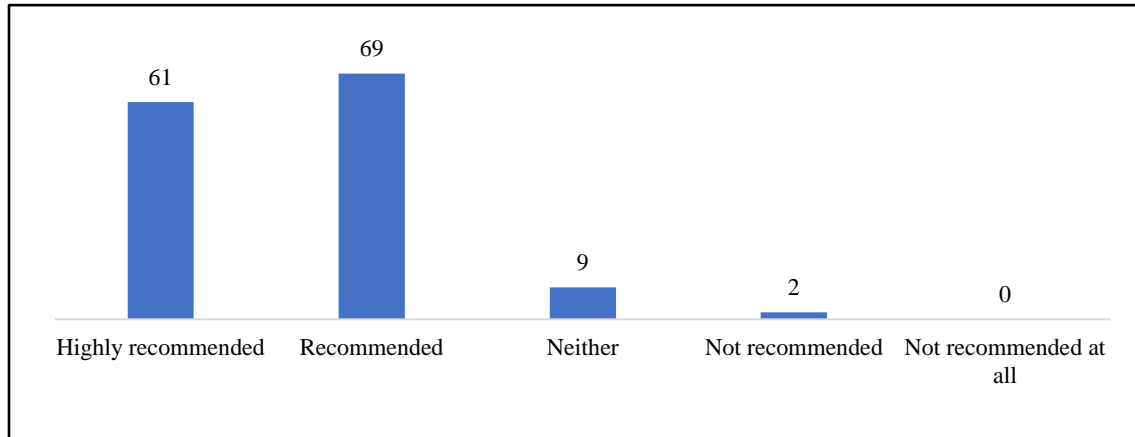


Figure 13 – Recommendation

ROOFING DISTRIBUTOR

Roofing distributors form an important entity in the roofing industry. They are responsible for coordinating, transporting and distributing the roofing materials. For this study, a total of 586 roofing distributor professionals responded to the survey.

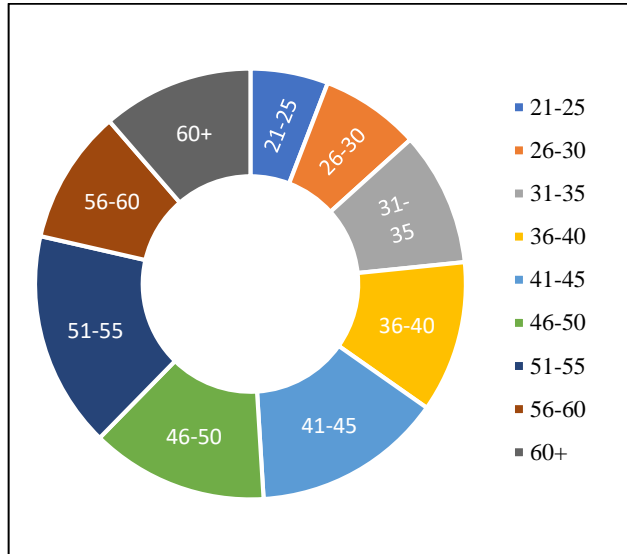
Background

The survey respondents provided the range of their current yearly compensation, their age, highest level of education attained and the number of years in the roofing industry. The impact of age, education and experience with yearly compensation was further analyzed.

Age vs. Compensation

The responses received were categorized into increments of 5 year increments; starting from 21 years to 60 years. Responses above 60 years were categorized as “60+”. Three hundred eight (308) out of 586 respondents (53% of the total responses) were analyzed. The remaining two hundred seventy eight (278) respondents did not provide their age. Figure 14 and Table 7 shows the number of respondents per age group and the corresponding percentages respectively. It was

observed that 49% of the total respondents were below 45 years, while 51% of the respondents were 45 years and above.



Age range	#	%
21-25	18	6%
26-30	23	7%
31-35	31	10%
36-40	35	11%
41-45	44	14%
46-50	41	13%
51-55	50	16%
56-60	31	10%
60+	35	11%
Total	308	100%

Figure 14. Age Range

Table 7 Age Range & Total Respondents

A bar graph for age range vs. compensation for each respondent is shown in Figure 15. The yearly compensation for respondents above 25 years of age were generally in the high-income range (above \$100,000) compared to the respondents below 25 years of age.

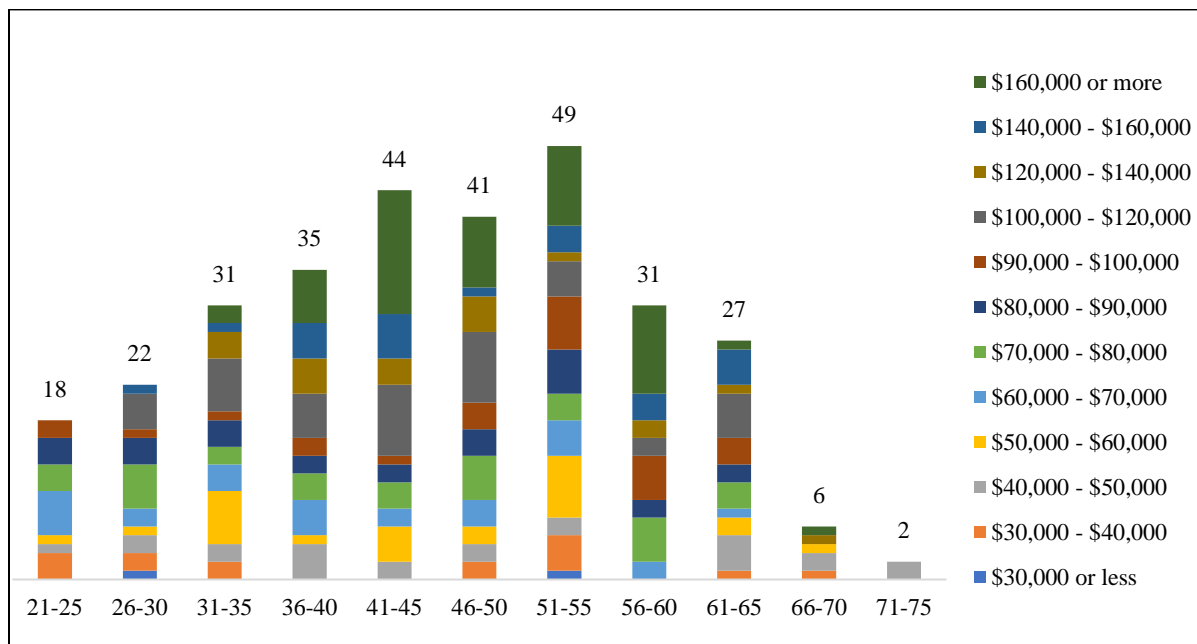


Figure 15 – Age vs Compensation

Age Range	Average Compensation
21-25	\$66,666
26-30	\$76,818
31-35	\$87,258
36-40	\$106,000
41-45	\$107,142
46-50	\$92,857
51-55	\$70,142
56-60	\$118,709
60+	\$87,714

Table 8 – Age vs. Compensation

In order to further understand the correlation between age and the yearly compensation, the average compensation for each age range is shown in Table 8. To understand the statistical significance, the yearly compensation means of all the age range groups were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be significant with a p-value of 0.01×10^{-06} at the 95% confidence interval. It was also observed that the age range and compensation had an R value of -0.13, which indicates a moderate negative correlation. It was concluded that the yearly compensation increased until the age of 45, moderately decreased from the ages of 46 to 55, increased again at the age of 56 and declined again at the age of 60.

Education vs. Compensation

The responses received were categorized into different education levels. A total of 560 responses were analyzed. A bar graph for education vs yearly compensation was plotted as shown in Figure 16.

Majority of the respondents (37%) had a bachelor’s degree. Professionals with bachelor’s degree received compensation ranging from \$30,000 to \$160,000 or more. However, respondents with some college and high school graduate also received compensation ranging from \$30,000 to \$160,000 or more.

In order to further understand the correlation between education and the yearly compensation, the average compensation for each education type is shown in Table 9. To understand the statistical significance, the yearly compensation means of all the education types were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be significant with a p-value of 0.005×10^{-06} at the 95% confidence interval. It was also observed that the education and compensation had an R value of 0.56 which indicates a moderate positive correlation.

Education	Average Compensation
Some High School	\$82,000
Some College	\$89,035
High School Graduate	\$85,937
Vocational Training	\$62,000
Associate Degree	\$81,509
Bachelor’s Degree	\$104,904
Master’s Degree	\$114,880

Table 9 – Education vs. Compensation

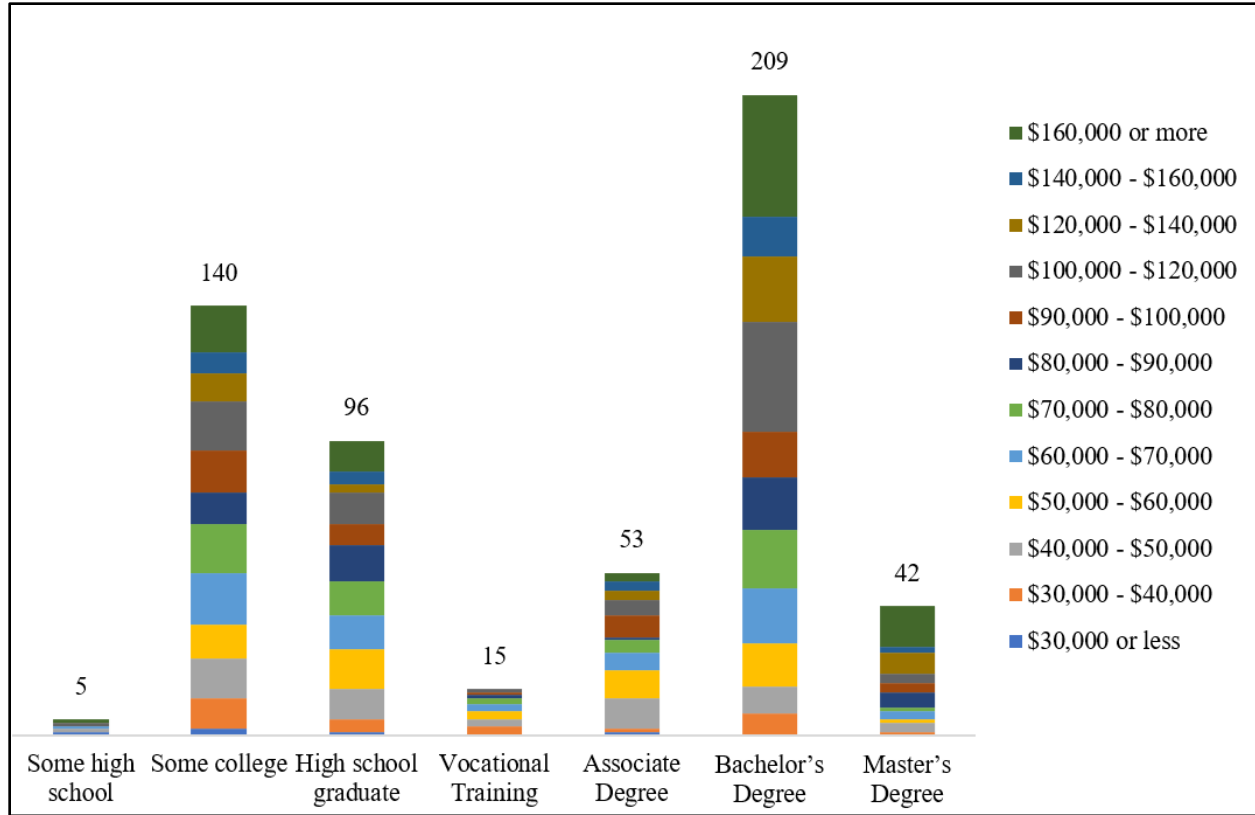


Figure 16 – Education vs. Compensation

Experience vs. Compensation

The survey responses for the number of years worked in the roofing industry were categorized into 5-year increments, starting from 1 year to 60 years. A total of 554 responses were analyzed. A bar graph for experience vs. yearly compensation was plotted as shown in Figure 17.

In order to further understand the correlation between experience and the yearly compensation, the average compensation for each experience range is shown in Table 10. To understand the statistical significance, the yearly compensation means of all the experience range were compared using the ANOVA test. Upon performing the ANOVA test, the results were found to be significant with a p-value of 0.02×10^{-9} at the 95% confidence interval. It was also observed that the experience and compensation had an R value of 0.03 which indicates a no correlation.

Experience	Average Compensation
1-5	\$76,798
6-10	\$92,051
11-15	\$104,928
16-20	\$100,422
21-25	\$106,545
26-30	\$111,875
31-35	\$104,878
36-40	\$107,666
41-45	\$106,500
46-50	\$58,333

Table 10 – Experience vs. Compensation

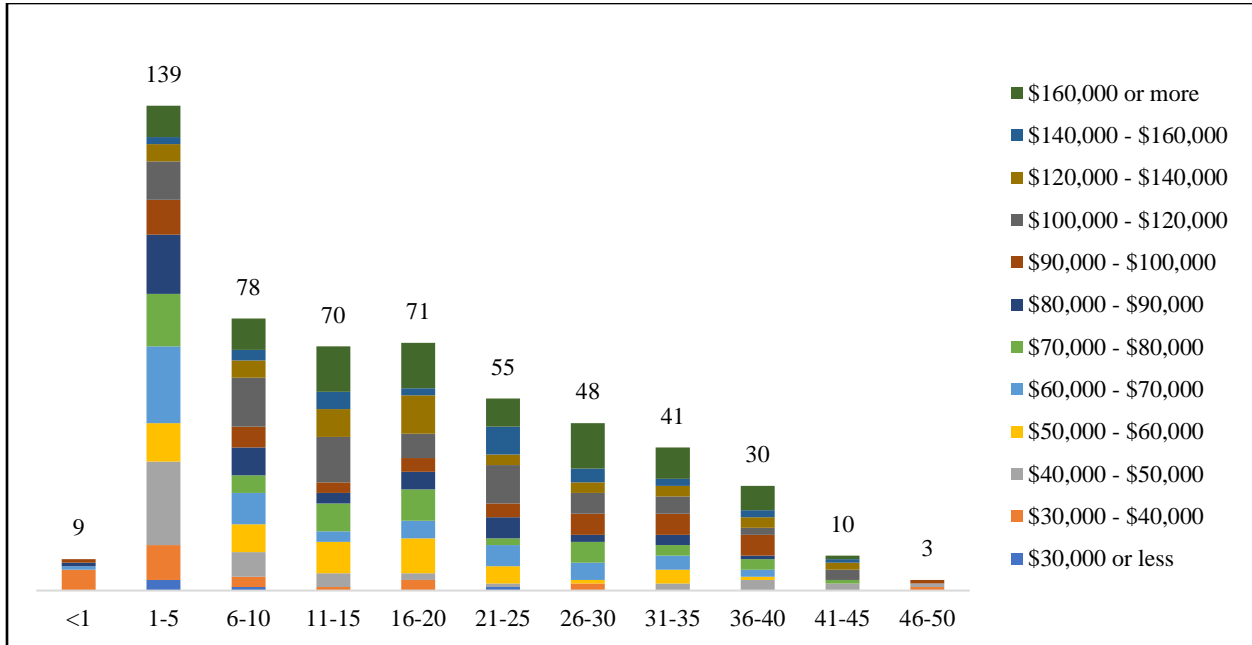


Figure 17 – Experience vs. Compensation

Career Path

To understand and document the career path and vertical movement for roofing distributor professionals, the survey respondents provided their current position and all the previous positions held along with their compensation and the number of years in each position. The respondents were provided with a dropdown list of different types of position in the roofing industry to select. Table 11 summarizes the average experience, average compensation and the compensation difference for each type of position. Based on the survey responses, journeyman / skilled labor position was used as the baseline for the analysis.

Position	Respondents (#)	Average Experience	Average Compensation	Compensation Difference
Executive	54	8.74	\$143,796	38%
Other Management Position	72	4.81	\$104,305	17%
Sales Manager / Sales Rep	204	7.92	\$89,338	11%
Project Manager	39	6.77	\$80,769	26%
Estimator	47	4.81	\$64,255	30%
Foreman	14	5.86	\$49,286	21%
Journeyman / Skilled Labor	45	5.58	\$40,778	N/A

Table 11 – Career Path Details

The average experience for a journeyman was about 5.5 years with an average compensation of \$40,778. The position from journeyman to foreman resulted in a 21% compensation difference. The average experience for estimators was about 4.8 years and for project managers it was about 6.7 years. Estimator to project manager resulted in a 26% compensation difference. The average experience for the sales managers was 7.9 years with an average compensation of \$89,338. The average experience for other management positions was 4.8 years with an average compensation of \$104,305.

Satisfaction Factors

In order to understand the perspectives of the current distribution professionals regarding the roofing industry, the survey respondents rated the various satisfaction factors on the Likert Scale of 1 to 5 (1 – Very Dissatisfied; 5 – Very Satisfied). A total of 141 responses were analyzed. A bar chart was plotted based on the individual responses as shown in Figure 18.

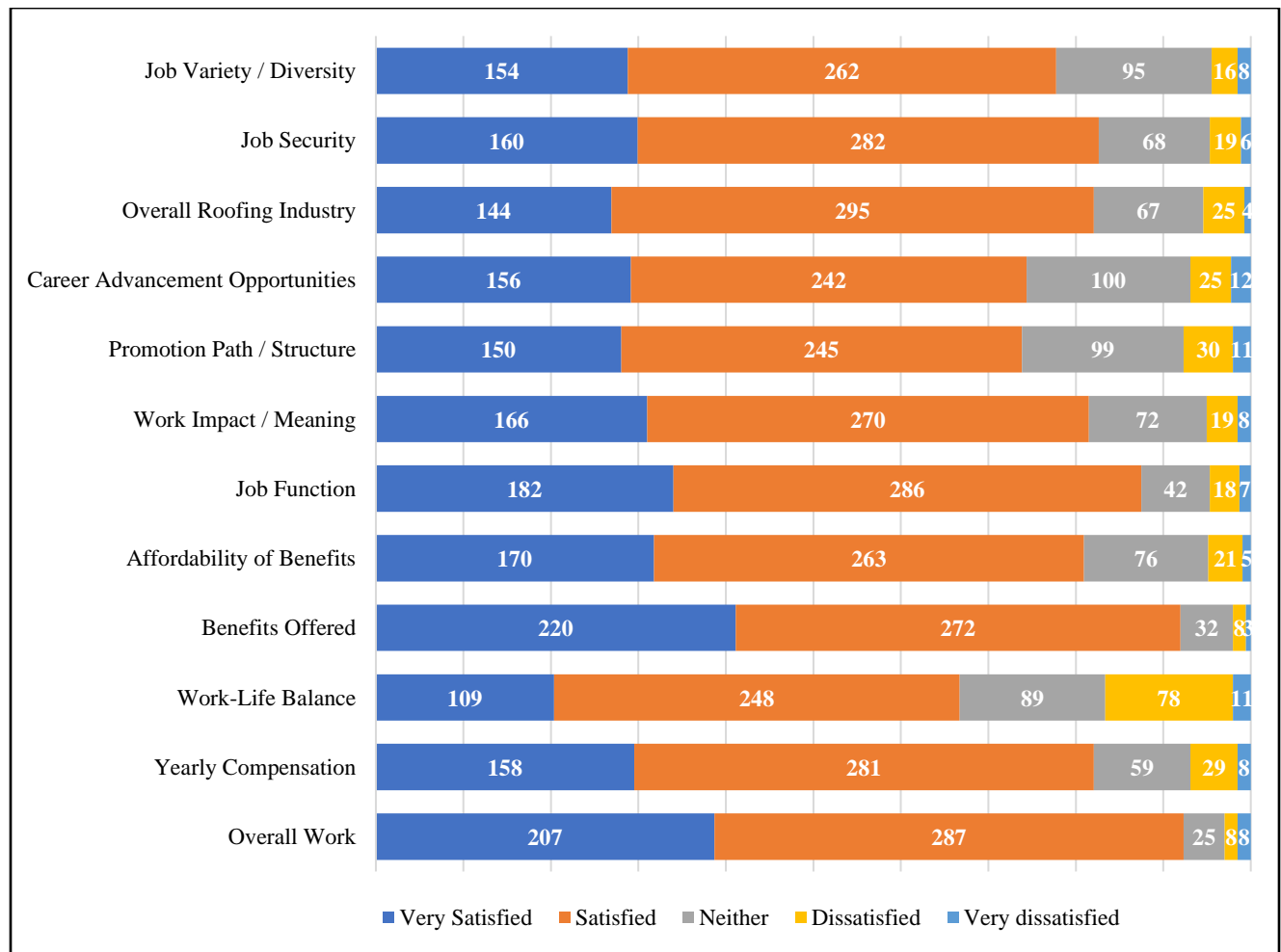


Figure 18 – Satisfaction Rating

The various satisfaction factors were also analyzed using the weighted satisfaction average as shown in Figure 19. The top three satisfaction factors based on the weighted average was benefits offered, overall work and job function. The bottom three satisfaction factors based on the weighted average was work-life balance, promotion path / structure and career advancement opportunities.

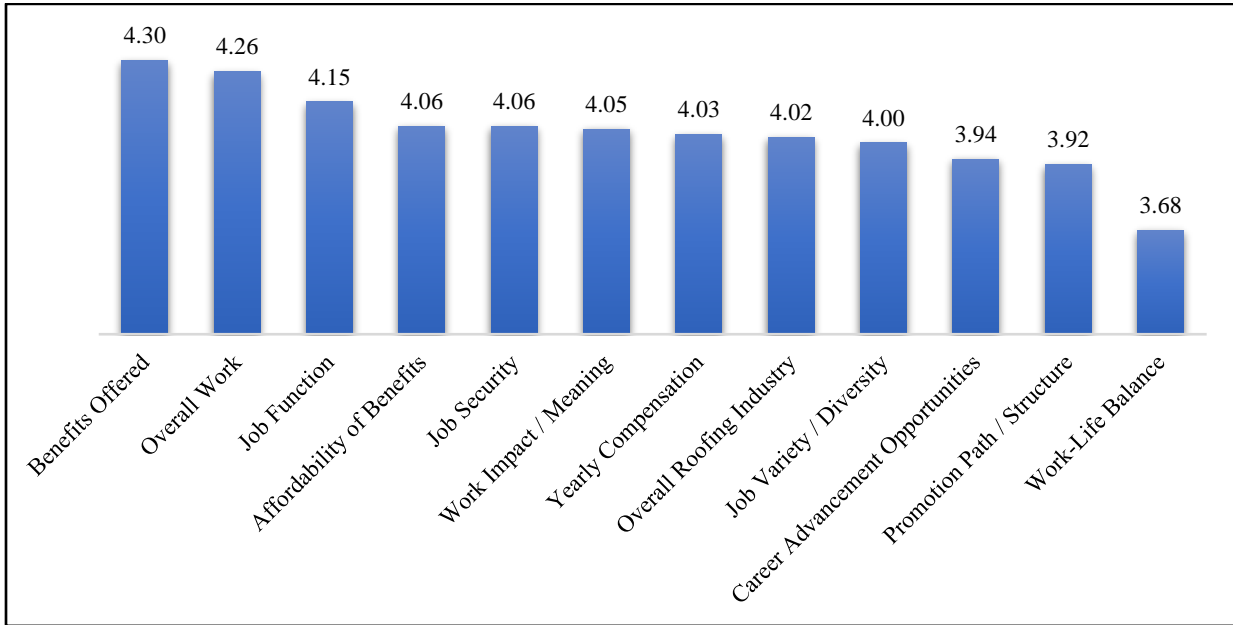


Figure 19 – Weighted Average Customer Satisfaction

Overall Roofing Industry Satisfaction vs. Yearly Compensation

To understand the correlation between yearly compensation and the overall satisfaction with the roofing industry, a scatter plot graph is shown in Figure 20.

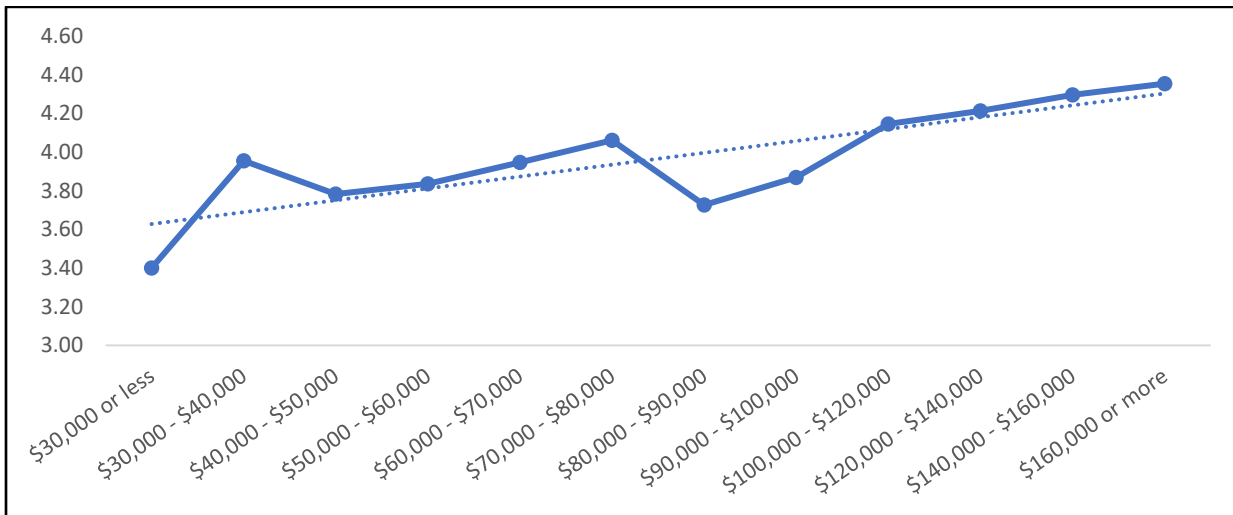


Figure 20 – Compensation vs. Overall Satisfaction

Upon performing the ANOVA test, it was observed that the results are statistically significant with a p-value of 0.04×10^{-3} at the 95% confidence interval. It was also observed that the compensation and overall satisfaction had an R value of 0.80 which indicates a strong positive correlation.

Benefits Offered vs. Enrolled

The respondents were provided with a list of twelve (12) benefits. The respondents were requested to select benefits that were both offered by their respective company and the benefits that they were enrolled in. There was also an option to add any other benefit that was missing from the list. A total of 586 responses were analyzed. The survey responses for each benefit is shown in Figure 21 and Figure 22 respectively.

It was observed the top three benefits that the companies offered were health insurance (83%), dental insurance (81%) and vision insurance (80%) while retirement benefits were offered by 78% of the respondent companies. Childcare benefits were also offered by 23% of the respondent companies.

It was also observed that out of the companies that offer health insurance, 83% of the respondents were enrolled. The remaining 17% decided not to enroll in the health insurance benefit. For the companies that offered retirement benefit, 78% of the respondents enrolled. Overall, more than 80% of the respondents enrolled in retirement and health benefits.

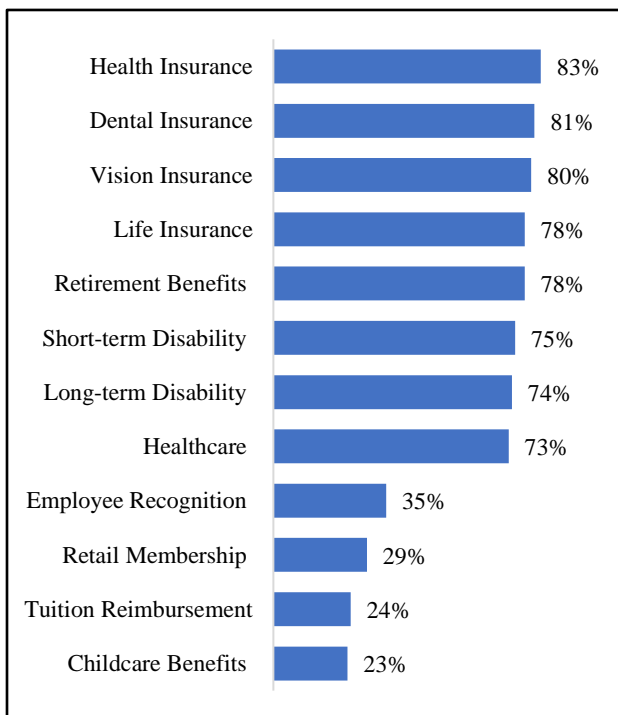


Figure 21 – Benefits Offered

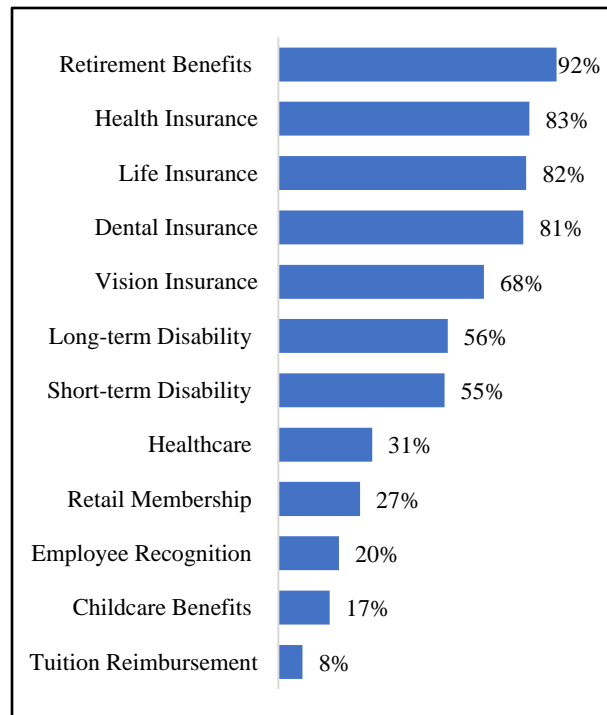


Figure 22 – Benefits Enrolled

Attraction / Retention Factors

To understand the attraction and retention factors for professionals in the roofing industry, the survey respondents were provided with thirteen (13) factors to select and rank.

Attraction Factors

The respondents were provided with twelve (12) factors to select that attracted them to the roofing industry. A bar graph was plotted based on the responses as shown in Figure 23. The top three factors for attraction was overall work, yearly compensation and career advancement opportunities. Moreover, overall work was also selected by the respondents as the top three satisfaction factors. Affordability of benefits, family business and work impact were the bottom three attraction factors.

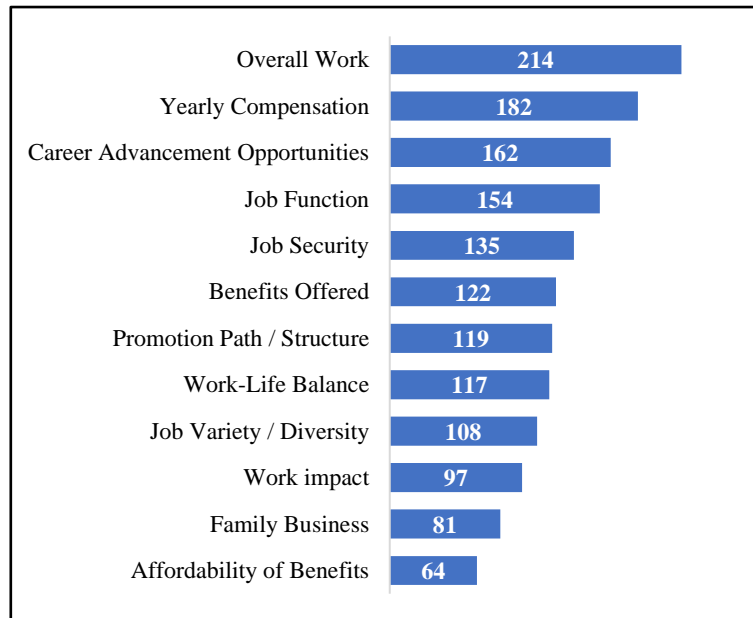
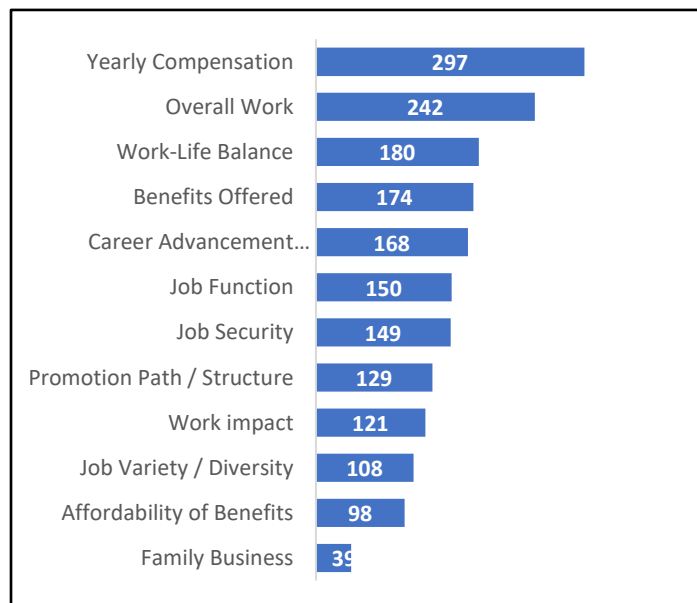


Figure 23 – Attraction Factors

Retention Factors



The respondents were provided with thirteen (13) factors to select that retain them in the roofing industry. A bar graph was plotted based on the responses as shown in Figure 24. It was observed that the top three factors for retention was yearly compensation, overall work and work-life balance. Overall work was also selected as top three satisfaction factors. Interestingly, work-life balance has the least customer satisfaction rating but is in top three for retention factors. The factors that were least selected were family business, affordability of benefits, and job variety/ diversity.

Figure 24 – Retention Factors

Recommendation

The respondents were asked if they would recommend the roofing industry to future professionals within roofing distribution on the Likert Scale of 1 to 5 (1 – Not recommended at all; 5 – Highly recommended). A bar graph was plotted based on the responses as shown in Figure 25. Eighty four percent (84%) of the respondents highly recommend or recommend working in the roofing industry to future professionals.

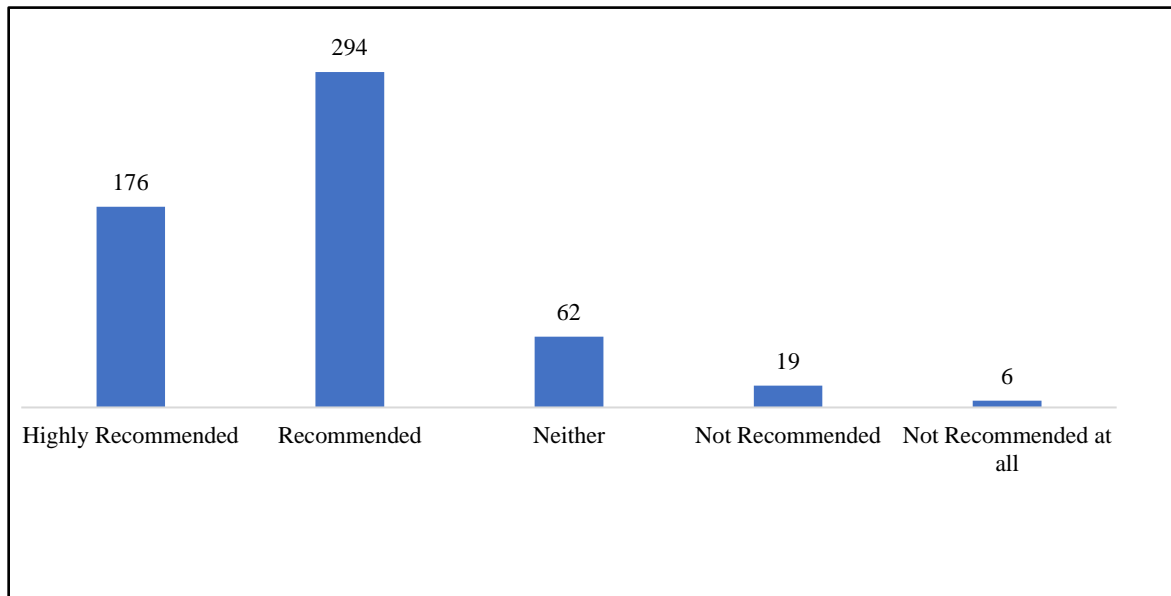


Figure 23 – Recommendation

ROOFING MANUFACTURER

Roofing manufacturers form an important entity in the roofing industry. They are responsible for manufacturing the roofing materials. For this study, a total of thirteen (13) roofing manufacturing professionals responded to the survey. Due to the low response rate, only the satisfaction factors and the recommendation rate of the respondents were analyzed.

Satisfaction Factors

In order to understand the perspectives of the current manufacturing professionals regarding the roofing industry, the survey respondents rated the various satisfaction factors on the Likert Scale of 1 to 5 (1 – Very Dissatisfied; 5 – Very Satisfied). A total of 13 responses were analyzed. A bar chart was plotted based on the individual responses as shown in Figure 24.

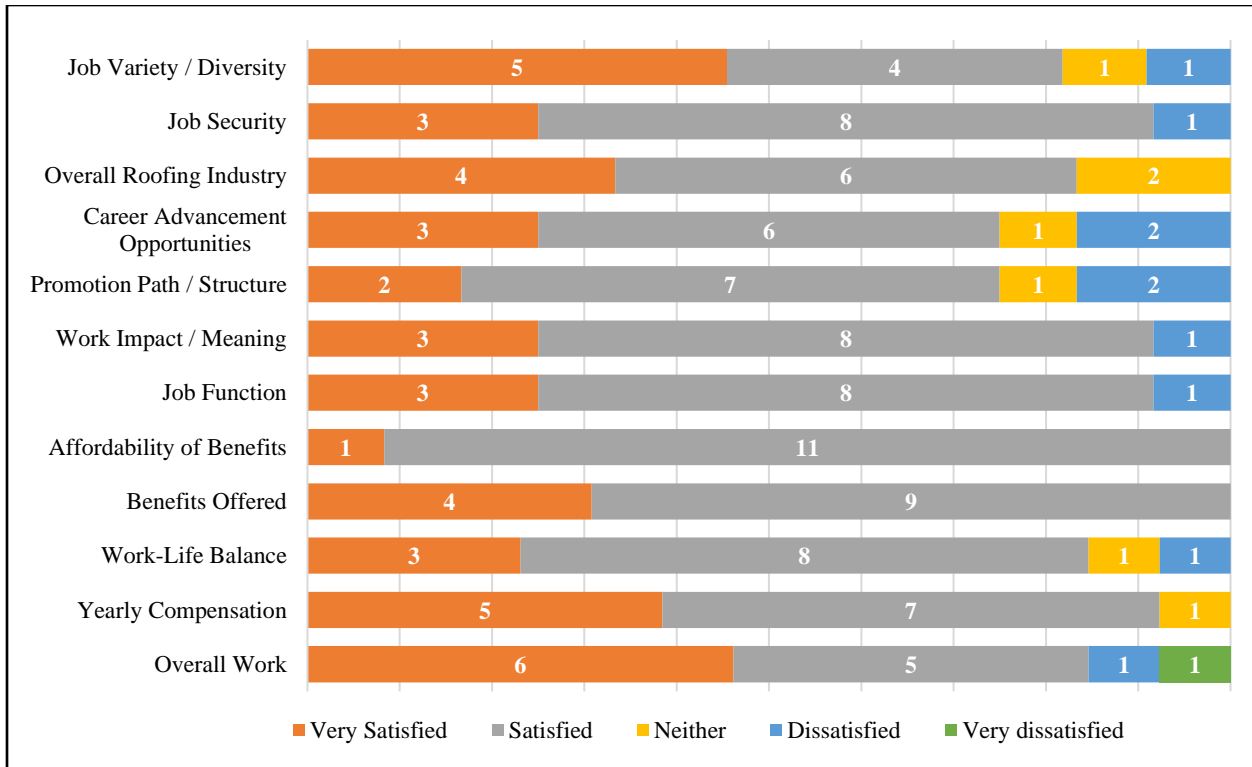


Figure 24 – Satisfaction Rating

The various satisfaction factors were also analyzed using the weighted satisfaction average as shown in Figure 25. The top three satisfaction factors based on the weighted average was yearly compensation, benefits offered and job variety. The bottom three satisfaction factors based on the weighted average was promotion path / structure, career advancement opportunities and work-life balance.

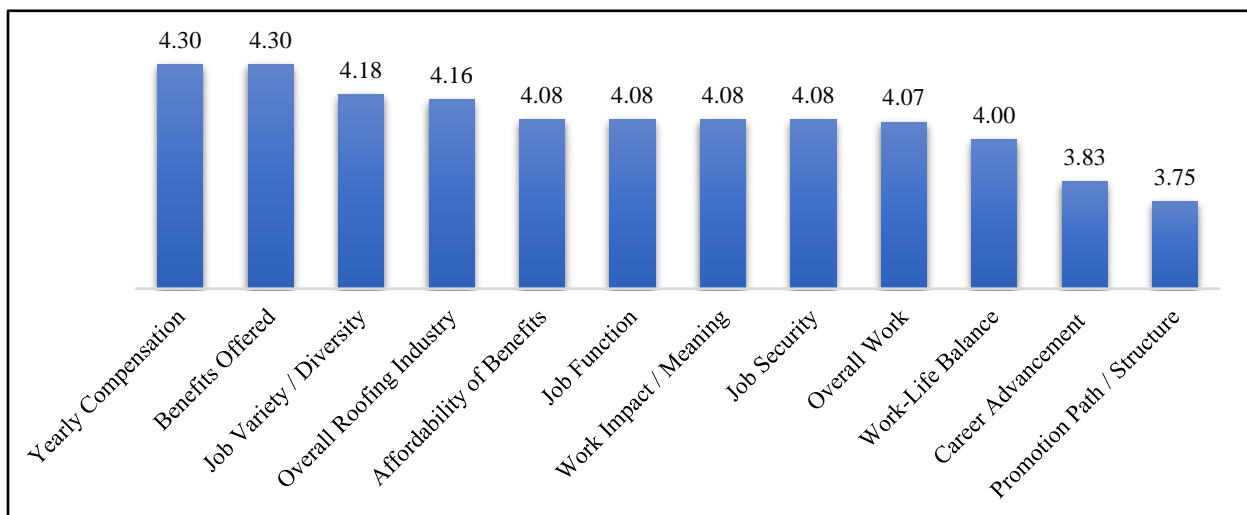


Figure 25 – Weighted Average Customer Satisfaction

Recommendation

The respondents were asked if they would recommend the roofing industry to future professionals within roofing manufacturing on the Likert Scale of 1 to 5 (1 – Not recommended at all; 5 – Highly recommended). A bar graph was plotted based on the responses as shown in Figure 26. Ninety two percent (92%) of the respondents highly recommend or recommend working in the roofing industry to future professionals.

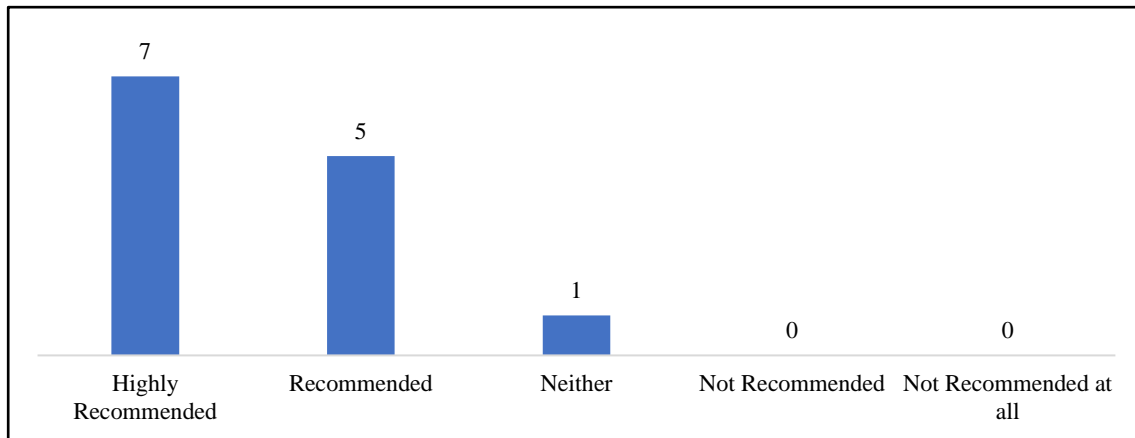


Figure 26 – Recommendation

KEY TAKEAWAYS / CONCLUSION

The main objective of this study was to understand the perspective of the current professionals in the roofing industry focusing on economics, career path and satisfaction. An industry-wide survey was developed and distributed to the roofing professionals in the U.S.; specifically NRCA members and the Roofing Alliance members. The data was collected and analyzed for each major entity in the roofing industry – contractor, distributor and manufacturer.

Roofing contractors had a total of 151 respondents. It was concluded that age and the number of years in the roofing industry was statistically significant whereas type of education was not statistically significant when compared to the yearly compensation. Age and experience also had a strong positive correlation with the yearly compensation whereas type of education had a moderate positive relationship with the yearly compensation. Based on the career path analysis, it was concluded that the average compensation increase for each position was 27.8%. The lowest increase in compensation was from Foreman to Superintendent (3% increase) and the highest increase in compensation was from Project Manager to Executive position (56% increase). The average experience for each position was 6.5 years. The least amount of average experience was for Journeyman (2.8 yrs.) whereas the most amount of average experience was for Executive position (12.2 yrs.). The top three satisfaction factors for contractor professionals were overall work, yearly compensation and job variety/diversity. The bottom three satisfaction factors were affordability of benefits, work-life balance and the benefits offered. The major

attraction factors into the roofing industry for contractor professionals were family business, overall work and the yearly compensation. The major retention factors that enable the contractor professionals to stay in the roofing industry were yearly compensation, overall work and family business. Also, 92% of roofing contractor professionals would recommend working in the roofing industry to future professionals.

Roofing distributors had a total of 586 respondents. It was concluded that age, type of education and the number of years in the roofing industry was statistically significant compared to the yearly compensation. Age and experience had no correlation with the yearly compensation whereas the type of education had a moderate positive relationship with the yearly compensation. Based on the career path analysis, it was concluded that the average compensation for each position showed an average percent increase of 24%. The lowest increase in compensation was from Project manager to Sales manager (11% increase) and the highest increase in compensation was from Management position to Executive position (38% increase). The average experience for each position was 6.3 years. The least amount of average experience was for Management position (4.8 yrs.) whereas the most amount of average experience was for Executive position (8.7 yrs.). The top three satisfaction factors for distribution professionals were benefits offered, overall work and job function. The bottom three satisfaction factors were work-life balance, promotion path/structure and career advancement opportunities. The major attraction factors into the roofing industry for distribution professionals were overall work, yearly compensation and career advancement opportunities. The major retention factors that enable the distribution professionals to stay in the roofing industry were yearly compensation, overall work and work-life balance. Also, 85% of roofing distributor professionals would recommend working in the roofing industry to future professionals.

Roofing Manufacturers had a total of 13 respondents. Due to the low response rate, the analysis for age, experience, education, career path, attraction and retention factors could not be conducted. The top three satisfaction factors for manufacturer professionals were overall work, yearly compensation and benefits offered. The bottom three satisfaction factors were promotion path, career advancement opportunities and work-life balance. Also, 92% of roofing manufacturer professionals would recommend working in the roofing industry to future professionals.

In conclusion, the roofing industry professionals are very satisfied with the yearly compensation and the overall work for all three entities. Moreover, the yearly compensation and the overall work were also the key factors for attracting and retaining the professionals in the roofing industry. However, the professionals were dissatisfied with career advancement opportunities and promotion path / structure in the roofing industry. There is a need to develop a best practice guide specific to the roofing industry on how to promote professionals within the roofing industry and educate professionals regarding the typical career path in the roofing industry.

ACKNOWLEDGEMENTS

This project would not have been made possible without the funding from the Roofing Alliance – a foundation affiliated with the National Roofing Contractors Association. Thank you to all the Roofing Alliance and NRCA members for participating in this study. A special thanks to the following Task Force members for their continued support and direction.

- Anne Cope, IBHS
- Bennett Judson, Roofing Alliance
- Bill Good, Roofing Alliance
- Candace Klein, Klein Contracting Corporation
- Chris Huettig, Karnak Corporation
- Dennis Conway, Commercial Roofers Inc.
- Jim MacKimm, Beacon Roofing Supply Inc.
- Kelly Van Winkle, King of Texas Roofing
- Dr. Mostafa Khattab, RMMCA
- Tom Walker, ABC Supply