INTRODUCTION

- It is all about the labor
- Long term approach vs. daily realities
- We all draw from the same labor pool
- There is a shortage of good talented workers in all aspects of our business
- We are competing with other trades, GC’S, CM’S and industries for the same talent
KEEP IT SIMPLE

- Raise standards: Upgrade your talent pool
- Understand the importance of recruiting
- We have to consistently recruit
- It is difficult to be productive if you have an inconsistent workforce
- Identify winners-find which workers will, won’t or can’t perform
- We have to market to get employees as well as customers
**LEADERSHIP AND OUTSIDE INFLUENCES**

- People are no longer meek
- Demographics drive everything

<table>
<thead>
<tr>
<th>Generation</th>
<th>Years</th>
<th>Percentage</th>
<th>Age Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent Generation</td>
<td>1927-1945</td>
<td>9.21%</td>
<td>72-90</td>
</tr>
<tr>
<td>Boomers</td>
<td>1946-1964</td>
<td>23.40%</td>
<td>53-71</td>
</tr>
<tr>
<td>Gen X-Y</td>
<td>1965-1980</td>
<td>20.79%</td>
<td>37-52</td>
</tr>
<tr>
<td>Millennials</td>
<td>1981-2000</td>
<td>27.48%</td>
<td>17-36</td>
</tr>
<tr>
<td>Gen Z</td>
<td>2001-2017</td>
<td>18.01%</td>
<td>1-16</td>
</tr>
</tbody>
</table>
ARE WORKERS DIFFERENT TODAY

How does a 25 year old worker in 1993 compare with a 25 year old worker today?
THE WORKER IN 1990

Had three alternatives after high school:
college, government job or trades/manufacturing job

Priorities:
1. Work
2. Family
3. Fun

Married?
Owned home?
Kids?

Bench?
Much more competitive job market

Had a job and knew how to work?
THE WORKER TODAY - 2018

- Live at home
- Don’t fear loss of work, want to feel involved
- Realizes that they will have seven jobs by the time they retire
- Entitled, crave attention

- Tech savvy, very green, prefer technical communication
- Want responsibility fast
- Priorities:
  1. Fun
  2. Family
  3. Work
A new study in press at the Journal of Hand Therapy (yes, a real thing) finds that millennial men may have significantly weaker hands and arms than men the same age did 25 years ago.

CHRISTOPHER INGRAHAM
Today's men are weaker than their dads
Average grip strength, in pounds of pressure applied, among 20-34 year old men today and in 1985.

117 lbs. MEN IN 1985
98 lbs. MEN TODAY

Source: Fain and Weatherford, 2016
Icons by DonBLC and Creative Stoll, The Noun Project
INSTEAD OF LOOKING AT WHAT IS WRONG WITH THE CANDIDATES

LET’S LOOK AT WHAT IS RIGHT...
WE NEED WORKERS! “EMPLOYABLE”

<table>
<thead>
<tr>
<th>FIELD</th>
<th>OFFICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>apprentices</td>
<td>project managers</td>
</tr>
<tr>
<td>journeyman</td>
<td>engineers</td>
</tr>
<tr>
<td>helpers</td>
<td>estimators</td>
</tr>
<tr>
<td>foreman</td>
<td>administrative</td>
</tr>
</tbody>
</table>
IDEAL CANDIDATE

- Shows up
- Work ethic, consistency
- Needs job, has responsibility i.e. Rent payments
- Can pass a drug test and background check
- Wants to do it long term
- Cares, has desire
- Has the mental and physical dexterity to do the job
- Will use the technology
- Can communicate
ARE SHEET METAL WORKERS HAPPY
Sheet metal workers rank among the least happy careers. Overall they rank in the 20th percentile of careers for satisfaction scores.

Sheet Metal Worker Career Satisfaction based on SOKANU surveys
SHEET METAL WORKERS MAKE-UP

REALISTIC: 24%
ARTISTIC: 12%
INVESTIGATIVE: 31%
SOCIAL: 4%
ENTERPRISING: 22%

Based on SOKANU Surveys
The national average cost of attending a four-year public college is over $28,000 per year, and the average cost of attending a four-year private college is now over $59,000.

PUBLIC COLLEGE
4-year degree
$112,000

PRIVATE COLLEGE
4-year degree
$236,000
COLLEGE GRADS ARE MAKING MORE

2017 COLLEGE GRAD
Starting salary $49,785
After inflation +14%

3% LY VS. 2007 COLLEGE GRAD

“...average salaries for 2017 grads are at an all-time high.”

KORN FERRY
The U.S. Army is having trouble recruiting the 80,000 new soldiers it needs this fiscal year because most people don't meet the requirements to join or are misinformed about the military, according to its chief recruiter.
The biggest challenge right now is the fact that only three in 10 can actually meet the requirements to actually join the military. We talk about it in terms of the cognitive, the physical and the moral requirements to join the military, and it's tough.
AGING WORKFORCE

MEDIAN AGE

TODAY
44

2030
55+

13A. AGE DISTRIBUTION IN CONSTRUCTION, BY UNION STATUS, 2015

(PRODUCTION WORKERS)
13B. Age Distribution in Construction, Hispanic and Non-Hispanic Workers, 2015

(All Types of Employment)
FACT FINDING QUESTIONS

Investment:
How much do we invest in recruitment?

Do you have trouble finding good people?

What percent of the 12 workers are adequate?

What are our investments in the following?
1. Wages
2. Tools, support and facilities
3. Training
We need to put our assumptions aside and target best candidates for the job regardless who they are.

It is not about the pay we are the best kept secret. Where can you get paid to learn a skill and make more than most college grads?

IF WE WANT TO SOLVE THE PROBLEM, WE HAVE TO CHANGE HOW WE MARKET TO GET WORKERS!
Who would you chose?
Skills or work ethic?

Proven track record

People stuck in dead end jobs

Someone who has proven themselves

Early Monday interviews

People are maturing later
THIRD PARTY QUALIFIERS

- Family members
- Current employees
- Pay a finders fee
- College/University
- Coaches
- Internships
- Teachers

Pay a finders fee

Current employees

Family members

Teachers

Coaches

Internships

College/University
PHILOSOPHIES OF RECRUITMENT

- Can they do job?
- Will they do job?
- For how long?
- All about selection
- Develop mentors
- Training
- Set specific training goals and objectives
- Train for career employment opportunities
CREATE THE RIGHT ENVIRONMENT

• Consistency
• Integrity
• Self-awareness
• Walk the talk
• Admit your shortcomings
• Coach, train and mentor
• Make your intentions known
• Create a positive environment
• Be honest
THANK YOU

Please feel free to contact me with any questions

941.926.0141 or 714.801.0524