ALL IN FOR RECRUITING
FIRST OFF

a question
FIRST OFF
a question
1975
THE FUTURE
IS ABOUT YOUR LEGACY

Workforce

And why it matters

Pension
THE TALENT CLIFF
AKA THE SILVER TSUNAMI

U.S. Statistics - Births by Year

Age Breakdown: Skilled Trades vs. All Jobs

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Skilled Trades</th>
<th>All Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-44 Years</td>
<td>46.1%</td>
<td>48.7%</td>
</tr>
<tr>
<td>45-54 Years</td>
<td>32.4%</td>
<td>23.6%</td>
</tr>
<tr>
<td>55-64 Years</td>
<td>18.6%</td>
<td>15.5%</td>
</tr>
<tr>
<td>65+ Years</td>
<td>1.9%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

U.S. DEPARTMENT OF LABOR
RATE OF UNION MEMBERSHIP – AMOUNT U.S. WORKERS

Data: Bureau of Labor Statistics
Unions impact wages

Unions wages matter to America

New evidence that unions raise wages for less-skilled workers

Social Security earnings are capped at the earnings limit for FICA taxes, currently $128,400

GENERATIONAL DIFFERENCES
FIVE GENERATIONS AT WORK

The Workforce in 2025
Projected size of U.S. labor force (in millions) by age, for the year 2025

Source: Department of Labor | WSJ.com
### What They Want

**It’s Different**

<table>
<thead>
<tr>
<th>Millennials</th>
<th>Generation Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t just work for a paycheck, they want a purpose.</td>
<td>Money and job security are their top motivators. They want to make a difference but surviving and thriving are more important.</td>
</tr>
<tr>
<td>They aren’t pursuing job satisfaction, they are pursuing their own development.</td>
<td>They want to accumulate rewarding experiences. Gen Z tend towards being impatient and often experience FOMO (Fear Of Missing Out), so instant feedback and satisfaction are key.</td>
</tr>
<tr>
<td>They don’t want bosses, they want coaches.</td>
<td>They want to be mentored in an environment where they can advance quickly. They want to look their leader in the eye and experience honesty and transparency.</td>
</tr>
<tr>
<td>They don’t want annual reviews, they want ongoing conversations.</td>
<td>They don’t want an annual work assessment, they want to be mentored and given feedback on an ongoing frequent (daily) basis.</td>
</tr>
<tr>
<td>They don’t want to fix their weaknesses, they want to develop their strengths.</td>
<td>They were raised during the Great Recession and believe that there are winners and losers—and more people fall into the losing category. They want to have the tools to win, either through developing weaknesses or strengths.</td>
</tr>
<tr>
<td>They have a collaborative mentality where everyone pitches in and works together.</td>
<td>They are competitive. 72% of Gen Z said they are competitive with doing the same job. They are independent and want to be judged on their own merits and showcase their individual talents.</td>
</tr>
<tr>
<td>It’s not just their job, it’s their life.</td>
<td>Salary and benefits and how they can advance are pivotal. They are a DIY generation and they feel that other generations have overcomplicated the workplace.</td>
</tr>
</tbody>
</table>

Find more company culture resources at www.SmartTribesInstitute.com/free-tools
Gen Z

Top motivators at work

70% money/pay
46% ability to pursue their passion
39% challenges/excitement of the job

Gen Z
75% want their work to have meaning

Millennials
70% want their work to have meaning
64% cited “opportunity for career growth” as a top career priority.
Only 3% cited “an impressive job title” as a priority.
76% see themselves as the owners of their careers, driving their own professional advancement.
61% would stay at a company for more than 10 years. Of the 61%, 31% said they would stay more than 20 years.
62% would rather customize their own career plan than have the organization lay one out for them.
SOURCE Monster Worldwide, Inc.
WHAT THEY WANT
IT'S NOT DIFFERENT

Physiological
- Breathing, food, water, sex, sleep, homeostasis, excretion

Safety
- Security of body, employment, resources, morality, the family, health, property

Love/belonging
- Friendship, family, sexual intimacy

Esteem
- Self-esteem, confidence, achievement, respect of others, respect by others

Self-actualization
- Morality, creativity, spontaneity, problem solving, lack of prejudices, acceptance of facts
The age of people’s first marriages has risen since the 1960s, and the gap between men and women’s first marriages has gotten closer over the years.
The age of people’s first marriages has risen since the 1960s, and the gap between men and women’s first marriages has gotten closer over the years.

Median Age Of First Marriage By Gender: 1890–2018

Average Age Of U.S. First-Time Mothers (1970-2014)

Source: CDC/NCHS, National Vital Statistics System (PDF)
Credit: Rae Ellen Bichell and Alyson Hurt/NPR

Chart: The Balance • Source: U.S. Census Bureau
So how do we attract them

Building Personas

Josh

High school - Graduate - Future apprentice

• 18-25 years of age
• Likes welding, drafting and gaming design
• Independent
• Goal of being financially independent
• Fear of not finding meaningful career

• Wants independence from parents
• Doesn’t like the idea of sitting at a desk
• Searching for a career fit
• No debt
• Not ready to start a family

• Ideal communications via:
  - Video
  - Guides and lists
  - Narrative stories of SMART members having great success
  - Checklists of finding a great career or how to pick a career
## SMART / SMACNA Apprentices

### How did you learn of the trade?

<table>
<thead>
<tr>
<th></th>
<th>Friend/Family</th>
<th>School Counselor</th>
<th>Job Fair</th>
<th>Internet/Social Media</th>
<th>Radio Ad</th>
<th>TV Ad</th>
<th>Newspaper Ad</th>
<th>Sporting Event</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st year apprentices</td>
<td>469</td>
<td>22</td>
<td>31</td>
<td>42</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>34.26%</td>
</tr>
<tr>
<td>2nd year apprentices</td>
<td>309</td>
<td>24</td>
<td>16</td>
<td>23</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>22.68%</td>
</tr>
<tr>
<td>3rd year apprentices</td>
<td>297</td>
<td>11</td>
<td>9</td>
<td>15</td>
<td>1</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>20.07%</td>
</tr>
<tr>
<td>Last year apprentices</td>
<td>411</td>
<td>19</td>
<td>10</td>
<td>20</td>
<td>3</td>
<td>1</td>
<td>7</td>
<td>2</td>
<td>28.27%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,489</strong></td>
<td><strong>76</strong></td>
<td><strong>66</strong></td>
<td><strong>100</strong></td>
<td><strong>9</strong></td>
<td><strong>4</strong></td>
<td><strong>24</strong></td>
<td><strong>5</strong></td>
<td><strong>1,684</strong></td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>88.4%</strong></td>
<td><strong>4.5%</strong></td>
<td><strong>3.9%</strong></td>
<td><strong>5.9%</strong></td>
<td><strong>0.5%</strong></td>
<td><strong>0.2%</strong></td>
<td><strong>1.4%</strong></td>
<td><strong>0.3%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
FRIENDS AND FAMILY = LEGACY

There are some groups that don’t have problems attracting folks.
## SMART / SMACNA Apprentices

### What Attracted Them?

<table>
<thead>
<tr>
<th></th>
<th>Health care</th>
<th>Retirement benefits</th>
<th>Training</th>
<th>Wages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st year apprentices</td>
<td>298</td>
<td>291</td>
<td>337</td>
<td>378</td>
</tr>
<tr>
<td>2nd year apprentices</td>
<td>229</td>
<td>226</td>
<td>232</td>
<td>263</td>
</tr>
<tr>
<td>3rd year apprentices</td>
<td>211</td>
<td>208</td>
<td>214</td>
<td>260</td>
</tr>
<tr>
<td>Last year apprentices</td>
<td>278</td>
<td>267</td>
<td>275</td>
<td>329</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,016</strong></td>
<td><strong>992</strong></td>
<td><strong>1,058</strong></td>
<td><strong>1,230</strong></td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>68.6%</strong></td>
<td><strong>66.9%</strong></td>
<td><strong>71.3%</strong></td>
<td><strong>82.9%</strong></td>
</tr>
</tbody>
</table>

1,482 respondents
## Top Earning Jobs
### Highest Paying Jobs in the Trades

The median pay for the 15 highest paying blue-collar jobs, based on a survey of nearly 1,000 respondents conducted between November 2016 and November 2018.

<table>
<thead>
<tr>
<th>Job</th>
<th>Median Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior piping designer</td>
<td>$92,600</td>
</tr>
<tr>
<td>Air traffic controller</td>
<td>$90,600</td>
</tr>
<tr>
<td>Elevator mechanic</td>
<td>$88,200</td>
</tr>
<tr>
<td>Locomotive engineer</td>
<td>$80,900</td>
</tr>
<tr>
<td>Boilermaker</td>
<td>$74,700</td>
</tr>
<tr>
<td>Lineman</td>
<td>$72,300</td>
</tr>
<tr>
<td>Refrigerator mechanic</td>
<td>$71,400</td>
</tr>
<tr>
<td>Instrument and electrician technician</td>
<td>$68,700</td>
</tr>
<tr>
<td>HVAC service manager</td>
<td>$68,000</td>
</tr>
<tr>
<td>Police sergeant</td>
<td>$67,800</td>
</tr>
<tr>
<td>Operating engineer</td>
<td>$67,700</td>
</tr>
<tr>
<td>Electrical supervisor</td>
<td>$66,600</td>
</tr>
<tr>
<td>Stationary engineer or boiler operator</td>
<td>$65,500</td>
</tr>
<tr>
<td>HVAC controls technician</td>
<td>$65,200</td>
</tr>
<tr>
<td>WHAT WORKERS WANT</td>
<td>WHAT WE HAVE</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Mentorship</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>Clear career path</td>
<td>Apprenticeship</td>
</tr>
<tr>
<td>Technical skills</td>
<td>Across wide spectrum</td>
</tr>
<tr>
<td>Leadership</td>
<td>Foreman</td>
</tr>
<tr>
<td>Strong values</td>
<td>Building America Great since 1888</td>
</tr>
<tr>
<td>Flexible - benefits</td>
<td>Maternity leave</td>
</tr>
<tr>
<td>Work life integration</td>
<td>Craft is transferable</td>
</tr>
<tr>
<td>Industry or functional knowledge</td>
<td>Yes! –That is what ITI is all about</td>
</tr>
</tbody>
</table>
A MULTI-YEAR INITIATIVE
ROADMAP FOR RECRUITING AND RETENTION

2018
- Persona Development Workshop
- School Counselor Toolkit Approved
- National Launch Webinar
- Walking Slide Deck Released
- Spanish Version of Materials
- National Launch Webinar
- Walking Slide Deck Released
- Spanish Version of Materials
- 3rd Brand Ambassador Resources

2019
- 1st Brand Ambassador Campaign
- Pilot Launch to 5 Areas
- 2020 Website Recruiting Portal
- Content for Websites and Bumper Ads
- Retention Survey Launched

2020
- Website Recruiting Portal
- Content for Websites and Bumper Ads
- Retention Survey Launched
BRAND AMBASSADOR RESOURCES
USING SOCIAL MEDIA TO CONNECT

Friends and family outreach
Each winner will receive
$100 gift card to Amazon.com

The first campaign

THE INDUSTRIAL ATHLETE
MY JOB IS MY GYM
#MJMG
OPTIONS
POSTING PHOTOS AT WORK
FINDING BRAND AMBASSADORS
FUTURE RESOURCES
PROMOTING CRAFT SKILLS

The second campaign

INDUSTRIAL ARTIST
CRAFT BY DAY, ARTIST BY NIGHT

#CBDABN
SCHOOL COUNSELOR TOOLKIT
RESOURCES YOU CAN CUSTOMIZE

EARN INCOME AND BENEFITS!

WHILE LEARNING A TRADE!

Starting Wage
$17

Starting Income
$35,360

PERFECT FOR STUDENTS WHO DON'T LIKE SITTING AT A DESK!
- Gain access to a variety of positions
- Earn money from day one with immediate benefits!

Contact Information
www.smw112.org

BE PAID TO EARN A DEGREE...

WHILE LEARNING A TRADE!

Starting Wage
$35 An Hour Avg. *
$4,500

First Year Income
$54,000

PERFECT FOR STUDENTS WHO DON'T LIKE SITTING AT A DESK!
- Gain access to a variety of positions
- Dive right into a career!

Contact Information
www.smw104.org

EARN INCOME AND BENEFITS!

WHILE LEARNING A TRADE!

Starting Wage
$35 An Hour Average

Starting Income
$68,640

PERFECT FOR STUDENTS WHO DON'T LIKE SITTING AT A DESK!
- Gain access to a variety of positions
- Earn money from day one with immediate benefits!
SCHOOL COUNSELOR TOOLKIT
RESOURCES FOR PROSPECTIVE APPRENTICES

5 YEARS INTO A SHEET METAL CAREER...
-Have no student loans
-Have a skilled professional career in a high demand industry!
& Earn $160,160/Year!
Including Pension, Paid Vacation, and Healthcare

THE NATION NEEDS YOU
BECOME A SKILLED PROFESSIONAL
Starting Wage: $22/HR on Average
Tuition $0
ANNUAL INCOME $68,640
Includes Pension and Healthcare! A Debt-Free College Alternative!

5 YEARS INTO A SHEET METAL CAREER...
- Have no student loans
- Have a skilled professional career in a high demand industry!
& Earn $104,000/Year!
Including Pension, Paid Vacation, and Healthcare

Contact Information
www.smw104.org

Contact Information
www.smw112.org
DOES YOUR TEEN WANT A GREAT CAREER, A DIPLOMA, AND NO DEBT?

Going to a traditional college isn’t the only way to earn a degree.

Sheet metal programs start at $25/hour and graduate trainees with a degree.

Upon completion, they will:
- Earn $50/hour average
- Have an associate or bachelor’s degree with no student loans
- Be working in a skilled and high-demand field as an engineer, fabricator, designer, or welder.
MORE COMING SOON
CUSTOMIZE RESOURCES

Banners, content & bumper ads you can use!
WE NEED YOUR HELP
THIS IS FOR YOU

The future of this industry is in your hands

Find brand ambassadors and get them posting

Get materials for guidance counselors and do outreach

Look for website content & ads to use, add them to your site
THANK YOU

Go to http://bit.ly/SMARTRecruit to order

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bordeaux11@gmail.com

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