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SMACNA ANNUAL CONVENTION

Maui, Hawaii

OCTOBER 26-29

A decorative border surrounds the slide, featuring various tropical elements. On the left, there are green monstera leaves and a brown volcano. On the right, there are green monstera leaves, a white hibiscus, an orange hibiscus, and a large pink hibiscus. At the bottom, there are blue waves and a green grassy area.

Find ‘Em, Get ‘Em, Keep ‘Em

Recruit, Retain, and Develop Top Talent

**Marie Kumabe
Principal, Kumabe HR**

About Me

- Marie oversees the Executive Recruitment and Human Resource Consulting Division at Kumabe HR.
- Faculty Director – Executive Masters of Human Resources, Shidler College of Business (UH Manoa)
- Kumabe HR has been the leading Executive Recruitment Firm in Hawaii for the past 7 years
- 35 Years of HR experience



State of Talent

2.7% Hawaii unemployment rate

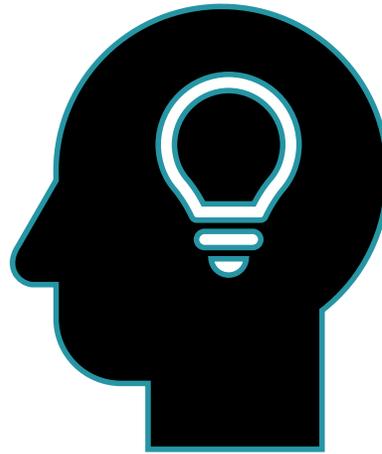
4.3% US unemployment rate

40+% average annual turnover rate (US)

More than 69% of organizations had trouble filling open positions in the past year (SHRM 2024 Talent Trends Report)

2024 – “The US fertility rate dropped to 1.599 children/woman...the lowest rate ever recorded. The fertility rate [has been] consistently below the replacement level for more than a decade now.”*

What do you think are the best sources for recruiting?





AFP

social media
Handshake
classes

networking

agencies
professional associations

HireNet

job fairs

volunteerism

conferences

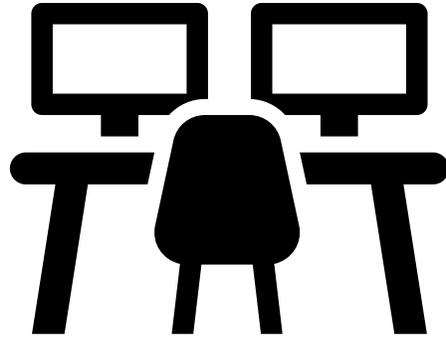
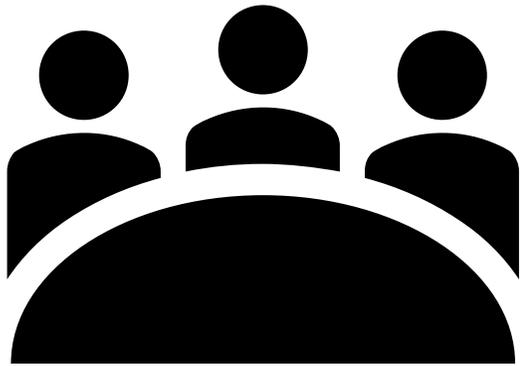
board service

universities

recruiters

HANO LinkedIn Indeed

social events



Who's Job is it to Recruit?

Everyone's job!

Get 'Em



PAY AND BONUS



**INCLUSIVE
BENEFITS**



**MEANINGFUL
CAREERS**



**EMPLOYEE
WELLBEING**

Attraction: Differences across employee groups

Gender		Generation				Race			
Female	Male	Gen Z	Gen Y	Gen X	Boomers	White	Black or African American	Hispanic or Latino	Asian
Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus	Pay and bonus
Health benefits	Health benefits	Flexible working	Flexible working	Health benefits	Health benefits	Health benefits	Job security	Job security	Flexible working
Flexible working	Job security	Health benefits	Job security	Job security	Retirement benefits	Job security	Flexible working	Health benefits	Health benefits
Job security	Retirement benefits	Career opportunities	Health benefits	Flexible working	Job security	Flexible working	Health benefits	Flexible working	Job security
Leave policies	Flexible working	Job security	Career opportunities	Retirement benefits	Flexible working	Retirement benefits	Leave policies	Retirement benefits	Retirement benefits
Working environment	Leave policies	Leave policies	Leave policies	Leave policies	Leave policies	Leave policies	Career opportunities	Working environment	Leave policies
Retirement benefits	Working environment	Working environment	Working environment	Working environment	Working environment	Working environment	Retirement benefits	Career opportunities	Working environment

Q: If you were looking to move to a new job at a different employer, which of the following would be most important to you?

Sample: Full-time employees only.

Source: 2024 Global Benefits Attitudes Survey, United States

Strategic workforce development (SMACNA)



How did some of you get into your field?



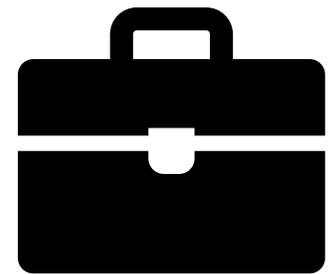
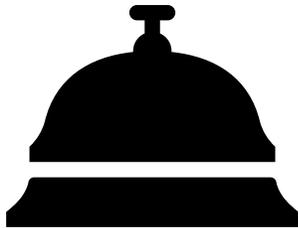
Did you know about your industry in college?



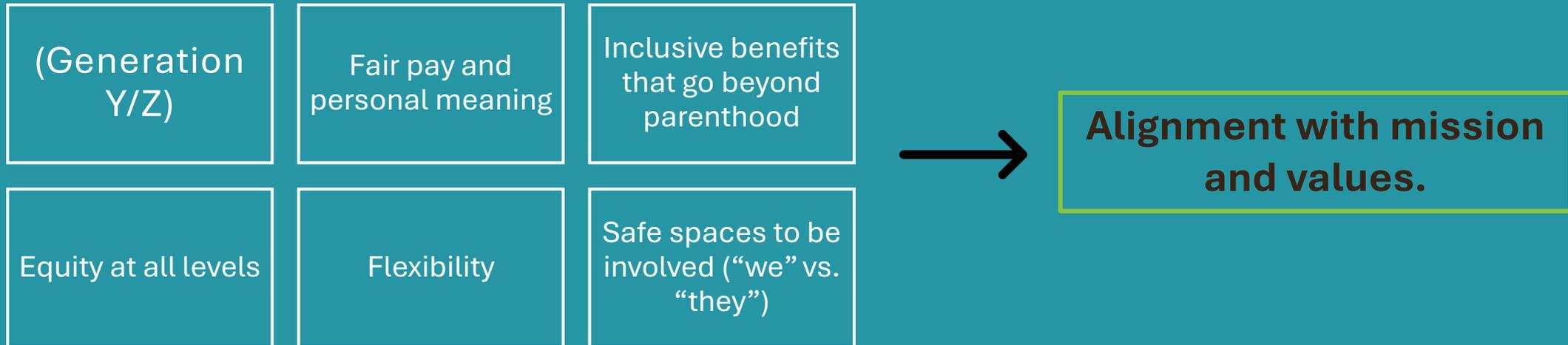
How about in high school? 51% Hawaii /39% Nationally-No Plan!

Get 'Em

- Ironically, very few people outside of the profession understand what realistic career previews are like.
- Story time: hotel, nurses, job fairs
- ESOP is a valuable and complicated benefit
- Strategy to monetize benefits in the offer letter.

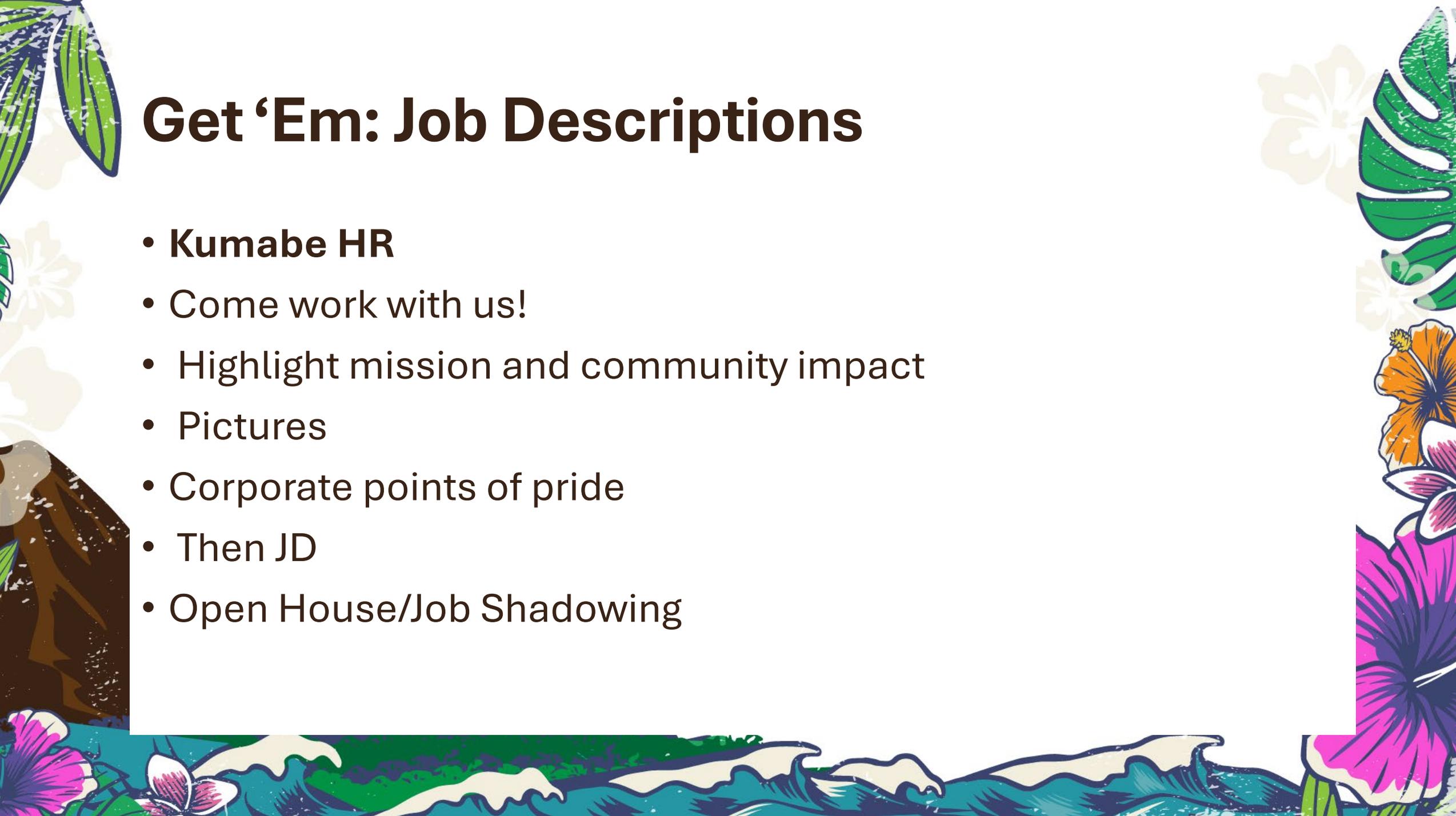


Total Rewards



Generation Z:

“Young 20-somethings are delegating to their boss, asking for mental health days, working less once they've accomplished their tasks for the day, and setting their own hours, Goldberg wrote. It's a sharp contrast from the overworked, structured days that work-obsessed millennials are accustomed to.” –**Business Insider**

The slide features a tropical theme with decorative elements. On the left, there are green leaves and a brown volcano-like shape. On the right, there are green monstera leaves and several hibiscus flowers in white, orange, and pink. At the bottom, there are blue waves and more pink and white hibiscus flowers.

Get 'Em: Job Descriptions

- **Kumabe HR**
- Come work with us!
- Highlight mission and community impact
- Pictures
- Corporate points of pride
- Then JD
- Open House/Job Shadowing

Keep 'Em

Pay

- Economic/Inflation
- Bonus opportunities

Benefits

- Flexible benefits – generational differences
- Scheduling flexibility (hybrid vs. remote)

Job security

- Example: employee surveys

Community impact

- Example: paid volunteer days

Retention: Differences across employee groups

Gender		Generation				Race			
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Pay and bonus	Pay and bonus	Pay and bonus							
Job security	Health benefits	Job security	Job security	Job security	Job security				
Health benefits	Health benefits	Flexible working	Flexible working	Health benefits	Job security	Health benefits	Health benefits	Health benefits	Flexible working
Flexible working	Working environment	Working environment	Health benefits	Working environment	Working environment	Working environment	Flexible working	Flexible working	Health benefits
Relationships in work	Flexible working	Relationships in work	Working environment	Flexible working	Flexible working	Relationships in work	Working environment	Working environment	Relationships in work
Working environment	Retirement benefits	Health benefits	Relationships in work	Relationships in work	Relationships in work	Flexible working	Retirement benefits	Relationships in work	Working environment
Sense of purpose	Relationships in work	Career opportunities	Career opportunities	Sense of purpose	Sense of purpose	Sense of purpose	Career opportunities	Retirement benefits	Leave policies

Q: Which of the following are the most important reasons you stay with your current employer?

Sample: Full-time employees only.

Source: 2024 Global Benefits Attitudes Survey, United States

Keep 'Em



Retain your team through creative total rewards and targeted motivation



Nurture the existing talent pool



“Cultivating internal talent [and industry talent] is a strategic imperative. By upskilling and reskilling workers and matching them with new opportunities, organizations can unlock the hidden potential of their workforce to ensure they thrive into the future.”*



Learning and Development

Career Management is critical. These are formal opportunities:

Sheet Metal Career Certification:

- <https://www.cfre.org/exam-prep/test-content-outline/>

SMACNA – development resources/webinars

LinkedIn Premium

LinkedIn Learning – courses and videos on nonprofit development, fundraising, etc.

Informal opportunities: take to meetings, mentorship

Practical Application



At the beginning of all job descriptions: cover heartstrings and communicate values before the requirements/description



Plenty of interviews and imaging about current employees and why they love their job



Attend career fairs/job fairs to promote the industry

The background features a vibrant tropical scene. On the left, a brown volcano with white ash rises above blue waves. The right side is decorated with large, colorful hibiscus flowers in shades of pink, orange, and white, along with green monstera leaves. The overall style is bright and illustrative.

Thank You!

Marie Kumabe

Principal, Kumabe HR

marie@kumabehr.com

(808) 629-7650

www.kumabehr.com

Kumabe**HR**
human resources and staffing

Please take a moment to complete the session survey provided to you.

Marie@kumabehr.com

808-368-5081

www.kumabehr.com



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