SMACNA and SMART work together to implement some of the world’s most advanced construction technologies.
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Generous Orthodoxy

Malcolm Gladwell is a writer for *The New Yorker* and hosts a podcast called Revisionist History. In it, he discusses a term that describes one key to success in navigating generational differences: generous orthodoxy. It seems an oxymoron, since acting generously means to give, to open up, and to accept change. Orthodoxy, of course, means tradition. But these words come together to say something important about how we must meet a future that—thanks to technology and the sense of urgency it creates—barrels toward us with unwavering speed and confidence. It says we must meet in the middle.

It says if we wish to create change in the world, we mustn’t yell about what the world owes us, but instead speak confidently about what we are willing to sacrifice for the greater good. It means if we wish to mitigate conflict we mustn’t die on the hills we build, but rather offer to visit those built by others. And if we wish to create a collective future we have to throw our blinders into the wind and invite others to share with us a broader vision.

This issue of *Partners in Progress* is dedicated to generous orthodoxy. It highlights the future of the construction industry in many ways and showcases just how effective cooperation and mutual understanding can be in meeting in the middle. In our lead story, labor and management form partnerships to tackle some of the world’s most forward-thinking construction technology. Net Zero energy building is close to becoming the everyday-norm, and intrinsic to the process is collaborative construction teams.

In our feature on communication, we look at ways signatory contractors and craftspersons are meeting the challenges social media and email bring to conventional interactions. How will we reconcile the ease and convenience of electronic communications with the clarity and emotional investment brought about by face-to-face meetings? See page 6 to find out how SMACNA and SMART members are doing it.

Leaders in Georgia are finding success in building relationships with the next generation of construction professionals at the CGEFA CareerExpo. Guest authors from the Dorchester Reporter highlight the way unions are an essential bridge between people of color and a shrinking wage gap. In both of these scenarios, living generous orthodoxy is essential to a meaningful path forward.

And finally, we look at using social media for recruiting. Despite initial feedback that social media is folly, a fad, and destined for emptiness, platforms like Facebook are bringing employers and apprentices together in productive and helpful ways. Of course, successful relationships always fall back to a traditional foundation—hard work, willingness to learn, and positive attitude—but if we find new, generous ways of getting there and connecting, isn’t the outcome what matters? That is the middle way.

The 2020 *Partners in Progress* Conference, scheduled for February 25-26 in Las Vegas will showcase these an other ideas under the theme All In. Visit [pinp.org](http://pinp.org) to keep up to date and find useful resources available to SMART locals, SMACNA contractors and chapters, labor management cooperation trusts and committees, training centers, and individual members of SMACNA and SMART. Registration is required for full access. It is free but limited to members. You can also find us on Facebook as “sheetmetalpartners”, on Twitter as “smpartners”, and on Instagram as “smpartners”.

2019 State of SMART-SMACNA Labor-Management Cooperation Survey

In order to assess the perceived value of labor-management cooperation, find success stories, and ensure that the 2020 Partners in Progress Conference provides value to all attendees, SMACNA and SMART’s Best Practices Market Expansion Task Force is conducting the 2019 State of SMART-SMACNA Labor-Management Cooperation Survey. It is available at surveymonkey.com/r/DMTVK6R and via *Partners in Progress* at pinp.org. All SMACNA chapters and contractors, SMART Locals, business managers and agents, JATC coordinators, apprentices, foremen, supervisors, and labor-management committee or trust members are requested to participate by Aug. 15, 2019. Results will be shared only in aggregate in SMACNA, SMART, and Partners in Progress publications. Direct questions to Kaarin Engelmann at editor@pinpmagazine.org.
If you haven’t heard the term “Net Zero building” yet, you soon will—and a lot more often.

Simply put, this type of building is one that is highly energy efficient and fully powered from on-site or off-site renewable energy sources. The idea is that Net Zero buildings will greatly reduce levels of global emissions and, therefore (hopefully), reduce the overall impact of human-made climate change.

It’s an idea that governments and building authorities around the world are increasingly getting behind. In Canada, for instance, the Canada Green Building Council was the first green building council to launch a dedicated zero carbon building standard, making carbon emissions the key indicator for building performance. In California, new energy codes require that all new commercial buildings be Net Zero by 2030 and that 50% of existing commercial buildings be retrofitted to Net Zero by 2030, as well.

“This is a huge shift and will require major advances in energy efficiency best practices, photovoltaic technologies, and energy storage,” says SMACNA President-Elect Angie Simon. “I am super excited about these codes because they will challenge California, and eventually the whole country, to reach further to help the environment. A carbon-free footprint and reduction of our dependency on fossils fuels is the way we slow global warming.”

Catalyst for change

In Washington State, one Net Zero project that’s been making headlines is the $50 million Catalyst Building in Spokane. It’s a joint development by Avista and McKinstry that’s using the talents of McKinstry’s in-house sheet metal workers from Local 55.

When it’s completed in the spring of 2020, the five-story, 159,000-square-foot development is expected to house three degree programs from Eastern Washington University and about 1,000 students. It will be the anchor building in a planned innovation hub, and be the first Net Zero energy and zero carbon building in Eastern Washington. It will also be one of the world’s largest zero energy buildings.

“This is the future of construction, and it’s just exciting to be a part of one of the smartest, coolest buildings in the world,” says Joan Smith, McKinstry’s director of business development. “Plus, the fact that we’re doing it all in-house and are able to collaborate internally to get it done is just awesome. We’re proud of that.”

Local 55 Foreman Jeff Graeber agrees. “I think the main key to a project like this is organization and working together, which is something the teams at McKinstry do quite well. Most of us have worked together for long enough to have a good idea of how the others work and like to do things. The fact that we are capable of being 100% self-performing makes it much easier and more efficient.”
“It encourages others to take the leap and push to become Net Zero. We need this in order to leave a liveable planet for our grandkids.”
—Angie Simon, SMACNA President-Elect

As for how the building will get to net zero, the use of an air passive house envelope will help, as will the use of high-efficiency MEP systems whose energy will be offset through a combination of onsite photovoltaics and an offsite renewables system.

The development also includes an adjacent building called the “EcoDistrict,” which will be a high-efficiency heating and cooling plant housing thermal and battery storage that will be shared by the Catalyst Building and other neighbouring buildings.

Collaboration is key

Though McKinstry has worked on a significant number of high-performance buildings in the past, this will be the company’s first Net Zero building. That means that a lot of “intense collaboration” will be required to pull it off, says Michael Frank, vice president of engineering and design.

“You need that from all disciplines up front to be able to make sure that you are aligned and document everything and are thinking about the performance at the end,” he says. “And because we have mechanical, electrical, plumbing, fire protection, energy modelling experts—you name it—all here we’re ideally suited to tackle a project like Catalyst.”

Collaboration between labor and management is particularly important on these types of projects because it’s all new, adds Graeber. “We are all professionals that do our jobs well,” he says. “They learn from us and we learn from them, which makes it possible to work as a team and deliver a quality finished product.”

That education component is huge with projects like these, Simon says.

“Contractors have to educate themselves and their field on this type of work,” she says. “Some of the systems and the way we have done things for years are very different. Don’t be afraid of it — just work hard to get educated.”

For their part, SMART sheet metal workers are up for that education, says SMART General President Joseph Sellers, Jr.

“SMART apprentices and journeymen are taking advantage of our training and industry programs to continually enhance their skills and devise new processes to facilitate the use of emerging technologies,” he says. “It’s encouraging to see that employers recognize the need for these skills while they look to participate in this developing market.”

No doubt the development of the Net Zero market will pick up speed in the years ahead. A sign of this comes from the World Green Building Council, which says it’s dedicated to supporting market transformation towards 100% Net Zero carbon buildings by 2050.

That’s a huge shift in a relatively short period of time, but projects like the Catalyst Building and others like it show that it can be done, Simon says. “It encourages others to take the leap and push to become Net Zero. We need this in order to leave a liveable planet for our grandkids.”

Jordan Whitehouse is a freelance business journalist from Vancouver, British Columbia, who writes for magazines, newspapers and online publications throughout Canada and the United States.
Effective communication is considered one of the biggest challenges businesses face today. The digital age has fundamentally changed the nature and function of business and labor-management communication. Emails and texts have replaced the once favored face-to-face communication, and along the way something has been lost—something SMACNA contractors and SMART craftspersons across the country are working hard to regain.

“Relationships have definitely deteriorated because of email and texting,” says Keith E. Wilson, CEO of Miller Bonded and former SMACNA New Mexico president. “Our priority right now is to rebuild those relationships through face-to-face meetings, and that includes meetings with our labor partners. In our staff and sales meetings, we now talk about who you are going to visit, not who you are going to contact.”

With research by Harvard suggesting face-to-face requests are 34 times more likely to garner a positive response than emails, SMART is being proactive in its efforts and is currently engaged in a “listening tour” where Paul Pimentel, communications manager at SMART, meets with members, contractors, industry end-users, and customers to get feedback on what is happening in the industry. “These interactions have been very valuable in seeing the effect of technological change in the industry at the ground level—where the rubber meets the road, so to speak,” Pimentel says. “It gives us a new perspective on industry issues and allows us to better anticipate the demand for developing skills now and in the future so we can better plan for opportunity and training needs.”

At the International level, SMART also meets regularly to advance dialogue on critical issues and to enhance trust. “I think it is important to schedule labor-management meetings, put an agenda together, maximize advancements, and manage time at every level,” Pimentel says. “This is particularly important during busy times when it is easy to lose track of our combined goals, especially those that are long term, as we strive to meet what sometimes looks like an avalanche of day-to-day tasks.”

Kevin Yearout, CEO of Yearout Mechanical, Inc., feels that face-to-face meetings are particularly important when meeting someone new. “I think initially all relationships are built face-to-face,” he says. “Once that trust is developed, then more formal or written text, emails, and voicemails can be used. Team building exercises can work, but I find it is best to just get to know the other person and their side. To understand their fears, especially, because fear drives most negotiations, not greed. Knowing their fears will help to understand their position. I think this works in union, employee, and client relationships.”

Vince Alvarado, SMART Local 49 business manager and financial secretary, has been in the sheet metal industry for more than 40 years and agrees that keeping abreast of changes and understanding which communication method works best for a particular situation is key to further development.
“Meeting face-to-face definitely has its benefits as it creates good labor-management cooperation and gives the contractors a sense that we are in this for the long haul,” Alvarado says.

Yearout agrees, and adds that if you can put a face to a name it is much more meaningful. “Realistically, when you meet someone face-to-face you talk about more than just business,” he adds. “You might talk about football or what you are doing for the weekend. It becomes a lot more personal.”

Studies have shown that during face-to-face meetings our brains process the continual cascade of nonverbal cues that we use as the basis for building trust and professional intimacy. And, consciously or unconsciously, we process the instantaneous nonverbal responses of others to help gauge how well an idea is being accepted.

Being adaptable but staying within a comfort zone is part of the strategy at Local 49. They use a number of communication mediums to achieve this, from social channels, to texts, emails, and in-person meetings. It all depends on what they are trying to communicate.

Alvarado has been working closely with Local 49 organizer Isaiah Zemke to maximize their efforts. “In my younger days everything was done in person; however, I realized I needed someone who could communicate with the younger generation and who understood the benefits of reaching people instantly through social media,” Alvarado says.

There’s no doubt it can be quite the juggling act when it comes to communicating with people online versus meeting them in person and knowing which method is the best for the situation.

“The most effective way of communicating primarily depends on the audience and the message,” Pimentel says. “That is why it is important to know the needs and wants of your audience. The avenue taken also impacts the effectiveness of your communications efforts, be it via a conventional letter, email, or other less traditional means. It is also important to be mindful of information overload and ensure that what you are communicating stands out from the background noise.”

Yearout adds that ensuring communications are mutually beneficial and are trying to develop strategies that will further the industry, and not one over the other, is also essential. “I think that is where our communications have grown,” Yearout says. “Every now and then there are self-serving issues, but overall the trust is developed by knowing we are all working towards the betterment of the industry. Sometimes we disagree on methods, but overall you can trust the motives.”

Most agree that while text, email, social, and video are great ways of communicating updates and news, relationship building, more challenging conversations, and tackling difficult issues are best done face-to-face, because as Wilson says, “you can't tell if someone is smiling or frowning on the phone or over text, and it is easy to misinterpret what is trying to be communicated.”

Of course, in-person meetings take additional time and effort, and can eat heavily into an already busy schedule but, Wilson says, “it is without question worth the investment.”

“The location of the in-person meeting is also a factor for consideration. While meeting at a person's office or union can be beneficial, there are times when meeting on neutral ground has its benefits.

“Getting people to union meetings can be a little difficult, so when you go out of your way to meet them at a place more convenient to them, you find that everyone wants to talk to you,” Alvarado says. “I try to do that as much as I can, as the members want to see you out there, but schedules don’t always allow for that.”

Events like the SMACNA Annual Convention (Oct. 20-23, 2019 in Austin, Texas) and the Partners In Progress Conference (Feb. 25-26, 2020, Las Vegas, Nevada) are also great alternative locations that promote communication in a cooperative setting. Such events are helping to develop a great partnership between SMART members and SMACNA employees. “Attendees are already there with the expectation and purpose of furthering labor-management cooperation, serving as an ideal audience for advancing industry communications,” Pimentel says.

Wilson adds that so far he hasn’t detected any meeting locations that are taboo. “Just planning to meet somewhere is important,” he says. “It can be extremely useful to have the information at your finger tips, which is why we often prefer in-office meetings.”

Of course, communication is experiencing an ongoing evolution, and as technology continues to progress, new and exciting ways to reach an audience—such as Local 66’s online apps, Facetime calls, and SMART’s new line of white board explainer videos)—SMART and SMACNA will continue the discussion.

“While we made a great deal of progress in building and strengthening our internal communications with members, our work is not complete, and that communication requires constant contact—including communication that goes both ways,” Pimentel says.

Ultimately, it’s not only the ways we communicate, but also how we communicate that is a focus for advancement. “It’s about openly acknowledging the risks and headwinds to the other side’s position,” Yearout says. “Understand it and know where they are coming from. I like to remember that great Rolling Stones song, ‘No, you can’t always get what you want, but if you try sometimes, you just might find, you get what you need.’”

Natalie is an award-winning writer who has worked in the United Kingdom, Germany, Spain, the United States, and Canada. She has more than 23 years experience as a journalist, editor, and brand builder, specializing in construction and transportation.
Determined to bring quality construction training to Georgia, leaders in the state’s construction industry established a non-profit organization to link students directly to professionals in the skilled trades. In 1993 the Construction Education Foundation of Georgia (CEFGA) held its first CareerExpo and SkillsUSA State Championships at a Home Depot parking lot in downtown Atlanta.

Over the next 15 years, the annual event grew exponentially, so popular that this year it attracted more than 6,000 high school students from all around the state to experience firsthand career opportunities in the construction trades.

The CareerExpo is designed to appeal to youth with 17 Industry Worlds featuring interactive displays and hands-on activities alongside the excitement as hundreds of competitors take part in the SkillsUSA competitions.

McKenney’s Inc. of Atlanta, one of the largest signatory contractors with SMART Local 85, contributed the World of HVAC, showcasing the work that a full-service mechanical contractor performs. Students took scissor-lift rides for a bird’s-eye view of the entire event; they tried out virtual reality welding; they walked through a jobsite displaying all the mechanical systems—pipefitting, plumbing, ductwork, moving a plumbing snake through pipes, and handling tools.

“We’ve been involved in the CEFGA event for about 10 years,” says Matt Terek, senior vice president of McKenney’s. “It’s a good way to help support and grow our industry, especially these days when it’s difficult to find enough tradespeople to get the work done.

Through exposure at the CareerExpo, McKenney’s has been able to find candidates who can come to work for the company as helpers and pre-apprentices. “And it allows us to form relationships with guidance counselors and teachers, looking ahead to the future,” Terek says.

The Georgia Sheet Metal JATC has been taking part in the event for five years, sponsoring and judging the metalworking display, as well as bringing in the 40-square-foot World of Sheet Metal to show what the trade is all about.

Alan Still, training director at the JATC, knows the ‘everyone for college’ mentality is no longer valid. “Studies show that for every seven fourth-year college grads there is only one job waiting, but for every two-year tech school grad, there are seven jobs,” he says. “That’s been our biggest push in the event—to recruit students right out of high school and into our sheet metal apprenticeship program.”

In two days, thousands of students went through the World of Sheet Metal, entirely funded by SMACNA and SMART Local 85, through the JATC.

“Our 12-foot-tall Tin Man offered fun photo ops,” Still says. “The giant Spin-to-Win Wheel also got a lot of attention, where students who correctly answered trade-related STEM questions won a prize and a better understanding of how what they’re learning in school can be applied in the real world.”

A big work display with fans and grills running through it, a Testing and Balancing game, a fabrication area where students put on safety glasses and work gloves to knock together a sheet metal tool tray with Pittsburg locks—all of these popular activities gave a feel for the diversity and skills that sheet metal involves.
Lincoln Electric brought in its virtual welder where students could wear a hood, pick up a welding stinger, and try “welding” a component. Still notes that welding is a big part of sheet metal, and Georgia currently has a huge shortage of skilled welders. In response, the training center in Atlanta has 17 welding booths with another 15 in a satellite training center in Augusta.

It comes down to sparking an interest in students who many not have considered the sheet metal trade. As Still explains, “My primary focus is to make contact with teachers bringing students into our World. If they then invite me into their classrooms, I take along a young apprentice to tell the students about things that interest and matter to them.”

One such apprentice is Spencer Roos, who attended the CareerExpo through Maxwell High School after Still had come to talk to his class about the sheet metal trade. “I was interested in welding already, but once I went through the World of Sheet Metal and saw Alan again, the deal was sealed,” Roos says. “I graduated from high school in May 2016 and was on a jobsite in June before going into the training center in August. Right now there is so much work to be done… I’m grateful that I have the ability to do this.”

Roos has gone back to his old high school with Still twice to date, talking to students on a peer level, catching their interest, and explaining what sheet metal is all about. He also volunteered at this year’s CEFGA CareerExpo, manning the Spin-to-Win Wheel and connecting with students and school counselors. “They think it’s great and plan to bring their students next year,” Roos says. “The Expo is really growing—it’s not just vocational schools anymore.”

McKenney’s has been involved in the event for 10 years as part of a commitment to support and help the industry grow. Terek adds, “It can be difficult for people and businesses to take the time and invest the money because typically there isn’t a short-term return. This is a long-term play; this is thinking ahead to the future.”

And it’s starting to really pay off. “Taking part in the CEFGA CareerExpo and SkillsUSA has definitely benefited our program,” Still says. “When I became Training Director in 2003, we had something like 89 apprentices in our program. Right now we have 250 and another 200 candidates working as helpers.”

Today CEFGA represents 18 construction trade organizations, more than 3,000 employers, and over 200,000 employees. The 2020 CareerExpo and SkillsUSA State Championships will be held in the Georgia World Congress Center in Atlanta to accommodate crowds that have been increasing every year since its humble parking lot beginnings.

From her desk in Calgary, Alberta, Deb Smith writes for trade and business publications across North America, specializing in profiles and stories within the hospitality, food service, mining, recreation, and construction industries.
Workers with union wages and benefits earn enough money to support their families, invest in their homes and neighborhoods, spend money in their communities, and provide opportunities for their children.

However, wage earners, especially people of color, are having an increasingly difficult time achieving that American dream. It is becoming the American wish. Housing and health costs in Massachusetts continue to skyrocket, and workers without union representation have seen their wages stagnate.

The Massachusetts Building Trades Council and its operating engineers, roofers, iron and sheet metal workers, painters, plumbers and other construction-related professionals are actively involved in creating pathways for greater equity and inclusion.

To keep growing and thriving as a state, we need a strong middle class. That means expanding the number of good-paying union jobs with clear advancement opportunities and benefits. The Union Trades already guarantee equal pay for equal work and have been leading the way in closing the racial pay gap through fair collective bargaining agreements.

Being a member of a union makes a real bottom-line difference for workers of color. Black union workers, for example, earn 16.4% higher wages than their non-union counterparts. We’re also 17.4% more likely to have employer-provided health insurance, and 18.3% more likely to have employer-sponsored retirement security.

Collective bargaining ensures that everyone doing the same job gets paid the same amount. That’s a key reason why we want to make sure that every young person who wants a job in the union building trades has an opportunity to get one. The stakes are high. As a state, we need to continue reducing inequality in order to thrive.

The building trades unions take our role in expanding inclusiveness and reducing inequity seriously. We envision, and we will continue to pursue, making Massachusetts a state where every city and town, every demographic group, every race and every gender, can equally partake in the commonwealth’s economic success.

As a 2012 Building Pathways graduate, the co-writer of this article, Shamaiah Turner, knows first hand what a difference this opportunity can make. After completing her five-year apprenticeship in the Sheet Metal Workers Local 17 training program in 2017, she now has a successful career that she takes pride in, a job where her work is compensated fairly, allowing her to save toward buying a new home, and where she can effectively advocate for more inclusion of young workers of color across the state.

With the building boom come many opportunities. For all the jobs that boom provides, we must all insist on employment equity and opportunity for people of color. As Martin Luther King said, “The time is always right to do what is right.”
So what about recruiting? The labor shortage means the construction industry is scrambling for a strong, capable workforce and reliable ways to reach them. The goal is to reach a broad, youthful audience and showcase the construction industry's grasp of modern technology. And it is working. A study from the Aberdeen Group reported millennials changing social recruitment practices, with 73% of working respondents in the 18-34 age group finding their last position through a social media platform.

Of all the ways to connect with people, Facebook presents some key advantages in recruiting. The first relates to Facebook's size—in 2017 the social media giant reported 2.07 billion active, monthly users. Because employers can make job postings directly on their company pages, they attract active and passive users—those looking for work and others just cruising the pages looking for interesting news. Employers can take recruitment to another level and run job ads as paid advertisements, which provide the opportunity to target specific qualified employees. The ads are crafted as applications and candidates can fill them out on the spot.

There are 1.09 billion people using Facebook each day—the individuals you need may not actively be scanning job boards for work, but chances are they are on Facebook, which means they will likely see your ad and feel inspired to learn more.
Tips for Successful Job Postings

Successful recruitment isn’t just about posting the job ad; it’s about using Facebook’s inherent tools to reach the best candidates with the highest chance of success. Check out these tips from Betterteam.com, and use them to create an action plan that works for your Local or company and market using the Facebook jobs feature.

1. **Know the difference between a job posting and a job description.**

   Put simply, a job description is a piece of technical writing meant for internal use that describes expectations, duties, and qualifications that go with a role. A job posting, on the other hand, is written for external use. It is meant to attract the attention of great applicants and get them to drop everything and apply for your position.

   You can customize your job posting template, making sure everything in your post is focused on the potential candidate, including the branded image with a testimonial from an actual apprentice or employee, if possible, and using benefits of the company or industry as a hook.

2. **Start the text of the post with a question applicants will say “yes” to.**

   Facebook ad expert Amy Porterfield suggests that if you’re running an ad, you should start the text with a question that someone reading it will answer “Yes” to. This is a common theme you’ll see among Facebook job postings and advertising in general. That’s because it works.

3. **Boost your post for a wider reach and targeting abilities.**

   Boosting your post will get it seen by a much wider section of Facebook users instead of just those who follow your page.

4. **Target an audience for your Facebook job post.**

   Facebook provides a number of ways to target your job post so that the most relevant candidates see it. You can exclude and exclude groups of people based on pages they have liked, interests, education, locations, and more. Think carefully about your ideal candidate and structure your targeting to suit.

   Covering the entire United States is rarely a good option so narrow it down to locations within an easy commute to your training center, company, or locations where people frequently relocate from.

5. **Maximize engagement with perfectly sized images.**

   Just having an image in a post makes people 230 percent more likely to interact with it. Make sure you use the right size photos so that your posts look good on Facebook and on all devices people connect to it with.

   Here’s a quick reference for common image sizes (in pixels):
   - Post: 940 x 788
   - In-feed ad image: 1200 x 628
   - Right column ad image: 1200 x 628
   - Carousel ad image: 600 x 600

   Using Facebook for recruiting is a very effective way to reach candidates that are “passive,” or not searching for a job, but open to the right opportunities. Using Facebook posts and ad targeting features, you can connect with these hard-to-reach candidates.

How to Recruit on Facebook:

1. **Create attention-grabbing job postings.**

   There’s a lot competing for your ideal candidate’s attention on Facebook. So how do you compete?

   To get started, you’ll want to do some quick research: Talk to your apprentices and workforce and find out what they love most about the job. This could be the relationships they have with coworkers, the location, the equipment, the benefits, or other benefits. Consider what potential workers might think of as “cons” do this industry. Make everything you learned the focus of your Facebook recruiting strategy.

2. **Use Facebook to promote your job fair.**

   If you’re preparing to do a lot of hiring, a job fair or a smaller job event may be right for you. But how do you make sure it’s well attended? Facebook can also help with their event-specific ads. To create these, first, you’ll need to create an event with Facebook. When you run the ad, Facebook will automatically create a call to action that allows people to say if they’re interested in attending the event and confirm if they plan to attend or not. People can also like, share and comment on it.

3. **Make video ads that candidates and Facebook will love.**

   The word is that Facebook has been giving video posts a lot of love in the feed, showing them more often than other posts. So video content should be part of your efforts. Does producing video sound expensive and scary? It used to be much harder than it is now. But these days we’ve got great little cameras tucked into all our phones. Following a few simple tips, you can create videos to promote your jobs and company work culture on Facebook.
Connect with Applicants Via Facebook LIVE
Facebook LIVE is a fun, interactive way to showcase your product or service. You can use it to give virtual tours of your school, sneak peaks into classroom or lab work, or even to announce upcoming events.

What do you need?
1. Tripod to hold cell phone or tablet.
2. Connector to the tripod that holds your device in place.
3. Backdrop which can be an office setting or white wall. Feel free to order a step and repeat backdrop with your company logo.
4. A coworker to keep track of questions that are posted in the comments.

Announce on Facebook a few days prior and create an event page for applicants to join and meet with the HR director or recruiter. Answer questions that applicants may ask about the position and what you are looking for when hiring a new sheet metal worker. Do not exceed 25 minutes starting out on Facebook LIVE.

Top 5 tips to remember
1. Download Facebook and only post to your company profile page.
2. Promote your online Facebook Live event on Facebook a few days before to remind everyone to join at a certain time.
3. Practice on a personal Facebook account first.
4. Become familiar with controls and have a coworker setup on a separate device to track questions in the comments.
5. Broadcast and share your Facebook Live video to your company page and LinkedIn account page.

Focus your social recruiting efforts.
Make these accounts the focus of your social recruiting efforts with content that specifically relates to employment at your company.

James Page is the administrator of the International Training Institute (ITI), which is the education arm of the unionized sheet metal industry. The ITI provides education and training designed to provide individuals with a rewarding career in sheet metal.

From the Desk of James Page:

4. Tap into your workforce’s network of friends.
People tend to build networks of friends with similar interests. By getting your employees and apprentices to like your Facebook page, you’re connecting yourself to a network of people who work in your industry. The most manual method is to invite them individually by going to your Facebook home page, copying and pasting the website address (the URL), and emailing it to them. If you’re friends with employees or colleagues on Facebook, you can use the “Invite Friends” feature.

If you’re not connected to people you work with on Facebook, you may want to consider using your email account to connect with them.

5. Use Facebook Live to meet potential candidates.
Would you like to be able to connect with potential candidates live, via video? You could show them what a few minutes on the job or in training are like, introduce some co-workers, or do a question and answer session about a job opening. Facebook has just come out with a tool that allows you to broadcast live videos right in your Facebook feed. To use it, you’ll need to have Facebook set up on your phone.

When you’re finished, a recorded version of the video will automatically be added to your timeline. Big companies that are on top of their social recruiting game have already started using this tool. Give it a try and see if it works for your company, Local or training center.

Jessica Kirby is a freelance editor and writer covering construction, architecture, mining, travel, and sustainable living for myriad publications across Canada and the United States. She can usually be found among piles of paper in her home office or exploring nature’s bounty in British Columbia’s incredible wilderness.
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