

PREPARED FOR



WORKFORCE DEVELOPMENT  
BUSINESS PLAN – YEARS 1 & 2

PRESENTED BY VAULT COMMUNICATIONS



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# OVERVIEW

With 50 percent of the existing workforce set to retire in the next decade<sup>1</sup>, the demand for skilled workers in trade professions is higher than ever and quickly becoming a national issue. The sheer number of jobs needing to be filled is staggering: 3.5 million manufacturing jobs<sup>2</sup>, 22,500 welding jobs in the next 5 years, 115,000 HVAC techs by 2022, the list goes on and on. Today, 45 percent of employers globally report struggling to fill skilled positions<sup>3</sup>, resulting in 2 million empty roles. To combat this skills gap, the need for a larger pool of replacement workers is crucial to the survival of trade industries alike and competition to attract new workers to their respective fields is intensifying.

There is also a branding issue to overcome – today’s young people are the most technologically advanced generation to date and are resolutely set on the college and university trajectory, making it more difficult to recruit them into skilled trade jobs. Many younger generations have grown up with the pressure and direction of parents, educators and guidance counselors all touting the benefits of a college degree. All trades need to be doing more to attract and retain qualified talent by communicating the advantages of shorter, less expensive training and alternate and more direct career paths that lead to secure jobs with great earning potential and benefits.

1 - “Recruiting in the Trade Industries.” Contractor, 31 Mar. 2014, <https://www.contractormag.com/best-practices/recruiting-trade-industries>

2 - “Strategies to Recruit and Acquire Skilled Trades Talent.” Aerotek, 6 Oct. 2017, <https://www.aerotek.com/en/insights/recruiting-and-acquiring-skilled-trades-talent>

3 - ManpowerGroup. “Talent Shortages at Record High: 45% of Employers Around the World Report Difficulty Filling Roles,” [https://www.manpowergroup.com/media-center/news-releases/Talent+Shortages+at+Record+High+45+of+Employers+Around+the+World+Report+Report+Difficulty+Filling+Roles?source=post\\_page](https://www.manpowergroup.com/media-center/news-releases/Talent+Shortages+at+Record+High+45+of+Employers+Around+the+World+Report+Report+Difficulty+Filling+Roles?source=post_page)

# COMPETITIVE REVIEW

To help inform our research and plan development efforts, we investigated a handful of similar industries competing for workforce to better understand what other trades are doing to actively recruit new employees.

## MANUFACTURING

The National Association of Manufacturers (NAM) works for the success of the more than 12.8 million American's employed in manufacturing, representing 14,000 companies as the nation's most effective resource and most influential advocate for manufacturers across the country.

### Website:

- » A landing page on NAM's website where candidates can post their resumes, apply for jobs, sign up for job alerts and can access career tools, such as resume writing and career coaching, and a separate website, TheManufacturingInstitute.org, dedicated to the Manufacturing Institute, the social impact arm of the NAM, which drives programs and research to promote modern manufacturing and jump-start new approaches to growing manufacturing talent.

### Social Media:

- » Separate Twitter channel from NAM's main channel under the handle, @TheMFGInstitute, that is solely dedicated to workforce development

### Events:

- » Manufacturing Day, presented by NAM and the Manufacturing Institute, occurs annually across the country on the first Friday in October, features events designed to be educational networking tools to close the manufacturing skills gap for younger people who may not have considered a career path in the manufacturing sector.

## CONSTRUCTION

Associated Builders and Contractors (ABC), a national construction industry trade association, was founded in 1950 and represents more than 21,000 members across 69 chapters. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors. The association recently conducted a survey of members in April 2019 and found ABC members invest \$1.6 billion in workforce development annually, which the association attributes to their member's commitment to developing employees, which is producing results in recruiting and retaining a skilled, safe and productive workforce.

### Website:

- » There is a landing page on ABC's website dedicated solely to workforce development, featuring personal testimonials, educational opportunities, information on student chapters and more.

### Social Media:

- » @ABCNational posts regularly on its Twitter and Facebook pages regarding workforce development, but there are no dedicated handles to this initiative specifically.

### Events:

- » The ABC National Student Chapter Network connects local ABC chapters to colleges and universities with construction management programs. At the local level, ABC chapters facilitate the interaction of ABC member firms with student chapters through a variety of industry association and school events, including regular membership meetings, guest speakers, internships, community service projects, fundraisers, career fairs/career awareness events, job site tours, and other activities.

Cont'd. »

The National Association of Home Builders (NAHB) was founded in the early 1940s and serves as the voice of America's housing industry. NAHB represents 140,000 members across more than 700 state and local associations, and works to ensure that housing is a national priority and that all Americans have access to safe, decent and affordable housing, whether they choose to buy a home or rent.

**Website:**

- » There is a landing page on NAHB's website for workforce development, which links out to HBI, the workforce development arm of NAHB and its career-building programs including Job Corps, Pre-Apprenticeship Certificate Training (PACT) and Residential Construction Superintendent Certification.

**Social Media:**

- » Separate Twitter, Facebook and Instagram channels from NAHB's main channels under the handle, @HBIBuildCareers and @HBIBuildingCareers, that are solely dedicated to recruiting new employees to the industry.

**Events:**

- » The NAHB Student Chapters program is dedicated to enriching the educational experience of students by offering them first-hand exposure to the real world of the building industry through NAHB membership, educational programming, and networking opportunities. NAHB celebrates Careers in Construction Month every October with the goal of getting local communities to help increase public awareness of the opportunities available in construction trade professions.

# SITUATION ANALYSIS FOR THE PEST MANAGEMENT INDUSTRY

According to the United States Department of Labor's Bureau of Labor Statistics, employment of pest control workers is projected to grow 7 percent from 2018 to 2028, faster than the average for all occupations, which is 5 percent. With a lower volume of people seeking work in pest control and a deepening need to replace workers who leave the occupation, that growth can be hindered.

The National Pest Management Association has been closely monitoring this situation and has been in conversations and strategic planning meetings with member companies who often expressed frustration that a lack of workers is limiting their future growth. When individual companies are unable to grow, the industry is unable to grow and action is needed now to fuel and drive greater awareness around the many job opportunities, career growth possibilities and earning potential that exists in the professional pest management industry today.

Turnover is also incredibly high. Employee Benefit News (EBN) reports that it costs employers 33 percent of a worker's annual salary to hire a replacement if that worker leaves. That equates to lost time, revenue and efficiency. In order to not only attract but also keep top qualified talent, the pest control industry must take action to ensure it is targeting the right audiences and working with association members to reinvigorate retention efforts.

# PROGRAM OBJECTIVES

- » Position NPMA as the advocate for prospective and current employees with a priority on attracting field technicians, among other roles
- » Highlight pest control as a viable and desirable industry with many job opportunities and career paths
- » Build a pipeline of qualified candidates to meet business demand
- » Increase overall pride and professionalism in the industry and showcase the value of what pest management professionals do to protect people, food and property from common pests and to improve overall quality of life

# PROGRAM STRATEGIES

- » Use the first year to create the rock-solid foundation and industry brand for a long-term workforce program
- » Prioritize smart strategies that reach key external audiences with awareness-building tactics
- » Partner with NPMA companies to ensure success of the jobs board and utilize existing NPMA resources for insight

## PROGRAM TACTICS FOR YEAR 1

The first year is all about building the foundation for a strong, successful program. This includes the critical process of building both the industry brand and the digital destinations on which we'll be communicating, engaging and driving interested parties to for more information.

### WEBSITE DESIGN + CONTENT DEVELOPMENT

- » NPMA will develop a new external website dedicated to promoting careers in professional pest control, ensuring its success with a comprehensive 12-month search engine optimization (SEO) program to increase its visibility for key search terms on Google, Yahoo! and Bing.
- » The site will feature professionally written content about working in the pest management industry and will include categorical job descriptions, speak to various audience segments such as younger generations, veterans and women, and will also provide information on the industry's outlook and potential benefits, advice on how to get started and more.
- » In creating a new and separate website, we'll be unlimited in terms of the design and functionality while also opening the door for potential external advertising as a revenue generator to help fuel programming. The site will also incorporate a jobs board function for a consistent, fresh list of opportunities. All messaging will demonstrate the value of professional pest control when it comes to protecting homes, families and businesses, and will position the industry more as a people business, and not solely a bug business.

### SOCIAL MEDIA CHANNELS

As the website nears completion, we will work to launch new corresponding social media properties for Facebook and LinkedIn to help drive awareness of professional pest control as a desirable career path. We will work to define specific content pillars and audience profiles to ensure we are reaching the right people with the right content and will maintain a consistent posting strategy of three posts per month per platform. We will also install an API feed on the new site so that social content directly populates on the website in real time, seamlessly blending all social channels with the website and adding fresh, timely information and activity.

### ADVERTISING + PAID PROMOTION

We also recommend engaging in advertising support and boosting strategies across digital platforms and leveraging existing industry properties for cross-promotion and reach into extended social networks. Email marketing will also be a viable option, so that when users sign up for alerts, we can save their email addresses for ongoing targeted advertising campaigns.

### PR SUPPORT + PROJECT MANAGEMENT

Finally, overall project management support for all tactical executions as well as media relations support for both trade and consumer media will help to drive these initiatives forward and raise awareness to rally industry support from fellow companies and among consumer audiences, targeting potential job seekers.

## PROGRAM TACTICS FOR YEAR 2

### WEBSITE MANAGEMENT AND ONGOING SEO

Once the website is launched, it will be critical to continue to add new articles, photos and video content and optimize materials for ultimate SEO value and performance.

### SOCIAL MEDIA MANAGEMENT

Proactive posting, engagement and page management for both Facebook and LinkedIn will continue for the year.

### VIDEO CONTENT

In order to spur workforce development and industry interest, we recommend investing in a small video library that can help effectively communicate all that the industry has to offer. Content could include animated and graphics-driven pieces or an actor-driven series featuring real PMPs and actors.

- » “Ride Along” series showing what a typical day as a PMP is like, all while having a host talk to the professional about the benefits of their job. The videos could feature employees from our member companies, potentially selected via employer nomination. We could also position this feature as an offering for higher-level investors, since inclusion in the video would serve as a valuable recruitment tool for the company itself. Through impactful video content, we can help tell the professional pest control industry narrative in a more compelling way that demonstrates job versatility and value for employees in all fields.
- » “Extraordinary Pest Pros” is another video series aimed at increasing awareness and interest in pest control as a profession, highlighting people like Bob Fergus, who saved the White House from the perils of termites, or Dr. Terry Carpenter, a Lieutenant Colonel and entomologist with the Armed Forces Pest Management Board who was instrumental in installing a Monarch Butterfly Waystation at Fort Detrick, MD. In addition to the high-profile jobs mentioned above, we’ll also shine a light on the more everyday pest professionals, like an exterminator for the NYC Department of Parks

and Rec who ensures that the parks are safe for families, or the pest professional who works at a university and keeps all of the buildings pest-free for students and faculty. We’ll seek out and sit with the most extraordinary pest management professionals to prove that a career in pest control can be truly rewarding.

### PUBLIC RELATIONS

We can employ a proactive media strategy that utilizes a pitching calendar to establish a regular cadence of outreach across trade, business, and consumer media outlets. This approach allows us to build relationships with key media on the industry’s behalf to discuss demand and opportunities with the goal of positioning professional pest control as a desirable profession. In addition to proactive media efforts, we will also strategically monitor key industry news for opportunities to insert professional pest control into national discussions.

### DIGITAL PAID CAMPAIGNS

With new video content and a premier website destination to drive qualified traffic to, we would recommend increasing advertising efforts beyond Facebook and LinkedIn to also include YouTube, digital properties such as Reddit and content syndication campaigns to further build awareness and attract leads.

### ARTIFICIAL INTELLIGENCE

There is an opportunity to further leverage the Professional Pest Management Alliance’s partnership with its artificial intelligence research provider to assist in message refinement and targeting. Through AI research we’ll be able to assess the health of the industry and help message test to see what resonates most with potential jobseekers. There are three phases to this partnership, the first two being focused on health and assessment of the industry, and the third being a “Living Survey” to determine the effectiveness of the workforce development campaign at increasing awareness of pest control as a profession. Because this will involve new audience building and topic discovery, a new AI will need to be built and all information learned belongs to NPMA.

## ADDITIONAL CONSIDERATIONS FOR LONG-TERM PROGRAMMING

### INDUSTRY PARTNERSHIPS

Partnerships with skilled trade organizations help businesses ensure they are bringing on workers who have the required skills, credentials and training to be successful. These organizations are dedicated to growing and developing the entire skilled trade workforce and industry as a whole:

- » SkillsUSA is a partnership of students, teachers and industry professionals working together to ensure America has a skilled workforce. Membership totals over 400,000, and the organization has served more than 13.5 million annual members cumulatively since 1965.
- » The Corporation for a Skilled Workforce (CSW) is a national nonprofit that partners with government, business and community leaders to support the creation of good jobs and the highly skilled workers that fill them. The organization works with dozens of workforce investment boards, state workforce agencies, community-based organizations and colleges to create a lasting impact through their collaborative activities.

### INFLUENCER PARTNERSHIPS

With the average person spending up to two hours a day on social media, influencer partnerships help companies, brands and industries connect with consumers in a more authentic and direct way than other traditional marketing methods. Relevant influencers place partner content in front of highly engaged social media users that are already interested in our niche, helping to increase awareness and authority. When it comes to reigniting the skilled trade workforce, there's no bigger champion and advocate than TV personality, Mike Rowe.

On Labor Day 2008, he launched mikeroweWORKS, a PR campaign designed to reinvigorate the skilled trades. He's since written extensively about the country's relationship with work, the widening skills gap, offshore manufacturing, infrastructure decline, currency devaluation and several other topics for which he feels passionate about. The mikeroweWORKS Foundation awards scholarships to students pursuing careers in the skilled trades, and his website, mikeroweWORKS.org, provides comprehensive resources for anyone looking to explore those vocations, and information on the real dilemmas facing trade workers, miners and farmers across the country.

Voted by *Forbes* as one of the country's 10 Most Trustworthy Celebrities, there is an opportunity for NPMA to partner with Rowe to raise awareness of the professional pest control industry. He's already featured the role of a field technician in his first foray into the public spotlight with his show "Dirty Jobs," which found how nearly every "dirty" job was more difficult than he expected, with workers in trade professions earning his respect and admiration.

This possible partnership could feature a video campaign to recruit new talent to the industry, which can be shared on the new workforce development website, social channels and in industry communications. Please note that although communications with his representation have been established, formal negotiations have not yet taken place. He will begin booking partnerships for 2021 early next year.

# MEASUREMENT & REPORTING

Vault will work closely with NPMA to identify and align on success metrics that will serve as an accurate and honest assessment of the work and its impact on the organization's goals for moving the workforce needle. With the first year focusing on digital and social media efforts, NPMA can expect KPIs such as:

- » Traffic to website
- » Top traffic drivers
- » Conversion metrics
- » Total engagement
- » Impressions
- » Follower count

To document this success, Vault will provide NPMA with a monthly service report reviewing all the activities performed, in addition to:

- » Website report, shared monthly, highlighting total traffic, website drivers, most popular content, time on site, etc.
- » Summary reports for advertising campaigns, highlighting total impressions, clicks, CTR and cost-per-result, engagement, conversions, etc.
- » Monthly social media report, including audience growth/profile, impressions, reach and engagement

# COMPETITIVE RESEARCH

# MANUFACTURING

## INDUSTRY OUTLOOK

- » The U.S. public ranks manufacturing as vital to the domestic economy (ranking #4). Yet only 30 percent of the same group would encourage their children to pursue manufacturing jobs, according to research from Deloitte, the National Association of Manufacturers, and the Manufacturing Institute.
- » If we pair this negative public perception of manufacturing with increasing retirement rates for baby boomers, we can expect to see a major workforce gap emerge.
- » U.S. manufacturing is expected to face a shortage of two million skilled workers from 2015–2025, according to another study by Deloitte, the National Association of Manufacturers, and the Manufacturing Institute.

## INDUSTRY ORGANIZATIONS:

### NATIONAL ASSOCIATION OF MANUFACTURERS (NAM)

#### Who are they?

- » NAM works for the success of the more than 12.8 million men and women who make things in America.
- » Representing 14,000 companies—from small businesses to global leaders—in every industrial sector, they are the nation’s most effective resource and most influential advocate for manufacturers across the country.

- » Manufacturing is America’s economic engine—and for more than a century, the National Association of Manufacturers has stood as the most effective resource and most influential advocate for manufacturers in the United States.
- » Founded in Cincinnati, OH, in 1895, some of NAM’s earliest efforts were to call for the creation of the U.S. Department of Commerce and to help launch the National Council of Commerce, which later became the U.S. Chamber of Commerce.

#### How are they marketing?

- » Careers Site – separate part of NAM.org where candidates can post their resumes, apply for jobs, sign up for job alerts and can access career tools, such as resume writing and career coaching.
- » Social Media – @ShopFloorNAM on Twitter posts frequently about workforce development and growing the manufacturing industry. They promote Manufacturing Day as well.

## MANUFACTURING INSTITUTE

### Who are they?

- » The Manufacturing Institute, the social impact arm of the NAM, drives programs and research to promote modern manufacturing and jumpstart new approaches to growing manufacturing talent.

### How are they marketing?

- » Social Media – @TheMFGInstitute on Twitter posts frequently about workforce development and promotes Manufacturing Day

### How is this industry actively recruiting?

- » First Friday in October is Manufacturing Day – Presented by NAM and Manufacturing Institute
  - The events, held across the country on this day annually, are designed to be educational networking tools, and the hope within the industry is that they will help to close the manufacturing skills gap for younger people who may not have considered a career path in the manufacturing sector.
  - How is it working: On Manufacturing Day last year, hard material manufacturer CERATIZIT hosted an event in Michigan. At the beginning of the day, they asked a group how many were interested in a career in manufacturing. Only three or four students raised their hands. The students then spent the day taking a tour of the facility, trying out CERATIZIT's products and using CAD software to make their own keychains. At the end of the day, they were asked the same question about who would be interested in a career in manufacturing. This time, there were only three or four students who didn't raise their hands!

- » Company example: Miller Fabrication Solutions, Brookville, PA, has gotten aggressive in reaching out to the next generation of manufacturers. The company has representatives who sit on several industry-related advisory councils and boards in the area, and it is a sponsor of robotics competitions in the region. It also has worked with nearby school districts to provide opportunities for students to learn about manufacturing.

# REAL ESTATE

## INDUSTRY OUTLOOK

- » This industry can fluctuate depending on the national and local economies, although it remains somewhat consistent due to the fact that people always need homes and businesses always need office space.
- » The entry to some of the jobs in real estate is fairly quick, which is why many people decide to change careers and go into the real estate business. For instance, although the requirements to become a real estate agent vary by state, in many instances people can meet the requirements and be licensed in a matter of months.
- » A study by Deloitte stated that more than 50 percent of the four million realtors are baby boomers heading to retirement.
  - Generation Y is the first generation that has the ability to fill that void, and recruitment is essential to help keep the industry thriving.
  - Accounting for 25 percent of America's population, Gen Y totals more than 77 million people. Gen Y is defined as people born from 1980 to 1995.
  - In that survey, 50 percent of Gen Y members said they wouldn't consider a career in real estate, but 90 percent admitted they weren't that familiar with what a career in real estate entails.

## INDUSTRY ORGANIZATIONS:

### NATIONAL ASSOCIATION OF REALTORS (NAR)

- » America's largest trade association, representing 1.3 million members, including NAR's institutes, societies, and councils, involved in all aspects of the residential and commercial real estate industries.
- » Members belong to one or more of approximately 1,200 local associations/boards and 54 state and territory associations.
- » Has a job board members can post jobs on and candidates can upload resumes to

### SELECTLEADERS

- » The vision: A job site to provide one, industry-wide career destination to attract the highest caliber talent into careers in real estate.
- » SelectLeaders real estate job network was launched in 2002.
- » Members of professional associations in the network control or direct over 90 percent of U.S. commercial real estate.
- » Talent comes from 12 real estate exclusive sites, and jobs are posted on all 12 sites.
- » Job Barometer Report: Assessment of the U.S. job market in real estate and the first employment indicator of where we are in the real estate cycle, including unique insight into significant opportunities.

Cont'd. »

- » Annual Hiring Trends Survey: A mix of real estate professionals share their insights and perspectives on the real estate job market and its prospects for the year ahead in their own words
- » Provides a comprehensive database of colleges and universities which offer an undergraduate or graduate degree in real estate, plus continuing education opportunities

## PENNSYLVANIA ASSOCIATION OF REALTORS (PAR)

- » Have a similar zip-code locator to NPMA to find a licensed PA realtor

### How are they recruiting?

- » PAR: Internship Program for the Pennsylvania Association of Realtors
  - Partner with Penn State University's Smeal College of Business to attract and retain students majoring in real estate, finance, business, marketing and other related interests.
- » Cornell University's School of Hotel Administration has a Real Estate Career Fair, where representatives come to campus to meet with students, provide information about their companies, and answer questions about potential summer and permanent positions.

# CONSTRUCTION

## INDUSTRY OUTLOOK

- » The construction industry needs to target the right group of young people for field positions — those out of high school but not in college. An older group attending two-year community college programs is an up-and-coming recruitment target; they have tried a career path or two and are ready to settle down.
- » From 2005 to 2016, the percentage of construction workers aged 24 years and younger has dropped around 30 percent in 48 states.

## INDUSTRY ORGANIZATIONS:

### ASSOCIATED BUILDERS AND CONTRACTORS (ABC)

#### Who are they?

- » Founded in 1950, ABC is a national construction industry trade association representing more than 21,000 members. Founded on the merit shop philosophy, ABC and its 69 chapters help members develop people, win work and deliver that work safely, ethically and profitably for the betterment of the communities in which ABC and its members work. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors.

#### How are they marketing?

- » Microsite on abc.org specifically for workforce development: workforce.abc.org
  - Includes stats on industry outlook and metrics into how ABC has contributed
- » Social Media – @ABCNational on Twitter and Facebook posts frequently about workforce development

### NATIONAL ASSOCIATION OF HOME BUILDERS (NAHB)

#### Who are they?

- » Since it was founded in the early 1940s, NAHB has served as the voice of America's housing industry. They work to ensure that housing is a national priority and that all Americans have access to safe, decent and affordable housing, whether they choose to buy a home or rent.
- » A federation of more than 700 state and local associations, NAHB represents more than 140,000 members.

#### How are they marketing?

- » NAHB student chapters – The NAHB Student Chapters program is dedicated to enriching the educational experience of students by offering them first-hand exposure to the real world of the building industry through NAHB membership, educational programming, and networking opportunities.
- » Social Media – @NAHBHome on Twitter and Facebook

Cont'd. »

## How is this industry actively recruiting?

- » The ABC National Student Chapter Network – Connects local ABC chapters to colleges and universities with construction management programs with the ultimate goal of building the construction management pipeline and mentoring future leaders of the construction industry.
  - At the local level, ABC chapters facilitate the interaction of ABC member firms with student chapters through a variety of industry association and school events, including regular membership meetings, guest speakers, internships, community service projects, fundraisers, career fairs/career awareness events, job site tours, and other activities.
- » Students are given the opportunity to become more knowledgeable about the construction industry.
- » NAHB Careers in Construction Month – NAHB invites all student members and local associations to join in celebrating Careers in Construction Month in October. The goal is to get involved in your community to help increase public awareness of the opportunities available in construction trades professions.
- » “Construct Tomorrow” – In Duluth, Minnesota, the trades association held an outreach event designed to generate excitement around the building industry. The hands-on demonstrations provided young people with another option for a career after high school, particularly in a region with a high demand for construction professionals.
- » Construction is becoming tech-focused – The industry is adopting new tech tools will not only help any contractor with hiring, but it will also ensure they have a skilled workforce that can help them thrive in a rapidly transforming industry. This situation could be a golden opportunity for millennials. The more advanced tech, like drones, robots, artificial intelligence, augmented reality/virtual reality, smartphone apps, tablets, and wearables are proving a strong draw for this hiring demographic.
- » In the U.K.: Construction Youth Trust – Construction Youth Trust is a charity whose aim is to inspire and enable young people to overcome barriers and discover a career in the construction and built environment sector.



610 W. GERMANTOWN PIKE, SUITE 160 :: PLYMOUTH MEETING, PA 19462

P 610.455.2755 :: F 610.455.2766

VAULTCOMMUNICATIONS.COM