

DR. JON CALLEGHER: Thank you very much,

Mr. President, Vice Presidents, Delegates.

When I was about 8 years old, I said to my Filipino immigrant mother and my Italian immigrant father, I said, Mom and Dad, When I grow up, I want to be an actor. They kind of looked at each other and said, Say that again? I said, When I grow up I want to be an actor. They said, No, no, no, Johnny, it's pronounced "doctor."

(Laughter.)

My name everybody is Dr. Jonathan

Daniel Callegher. You can all call me Jon. Can everybody say, Hi, Jon?

("Hi, Jon" from the delegation.)

I love that we're here in Vegas. I'm honored to be invited and I'm so happy to be spending time with all of you. Everyone is just in a better mood when you come here, and I hope we'll continue that positive mood throughout this afternoon and the remainder of your Convention.

I am someone who as was mentioned, I've interviewed many people in skilled trades careers. I have become very passionate about work, and I have noticed some interesting patterns amongst skilled trades workers and I was asked to come here and share with you some advice and maybe offer a little assistance in how you can strengthen your recruitment and retention initiatives in the roofing industry.

I was asked to put together a worksheet for all of you. So that's what you have in front of you. I hope by the end of this presentation, you will agree that I am a better speaker than graphic designer. Okay? But it is a useful tool for you that I hope we will be able to

take advantage of today.

So when you study work, you have a research question. People probably have asked themselves this question. What makes a good job? Anyone have an answer to that question, an honest answer? What makes a good job? I see this, money. Good. What else? Benefits. What else? Good work conditions. What else makes a good job? A job you enjoy. Anybody else? Purpose. Purpose, I like it. Great answers everyone. Common answers.

When you ask this question to more people, you get things like financial-related answers. A good job is one that, yeah, great salary, great benefits. We hear also advancement opportunities. The ability to earn a greater salary, maybe more benefits, maybe quicker.

Job security, increasingly talked about now. A good job is one that will be there during a crisis so you can continue to earn money, earn a living, that will survive the onslaught of the artificial intelligence revolution that's coming. A good job offers job security.

But we also hear personal types of answers like we heard over here. A good job is one

that's fun. It's fulfilling, maybe you like the people that you work with, have good co-workers, maybe you help people in some way. Maybe you get to have work life balance, something that is increasingly in greater demand today when we have people thanks to the Internet constantly turned onto their jobs wishing that they could take a break, that they could disconnect.

We hear things like a good job is one where you like the person you're working for, a good boss. Maybe have the opportunity to be your own boss. That's what we get when I ask the question just like I asked all of you but it can also be a bit more scientific. If you ask, say, 500 people, give me a straight answer. This is a word cloud. The larger the word or phrase, the more common it is. A good job is one where you can make a difference, have advancement opportunities, security, flexibility, benefits, low stress, good budget, work life balance. But when it comes down to it, everyone, for most people a good job is where you make good money and you feel fulfilled.

What I like about this word cloud is what's not there. What's not there is a good job is

one that was derived from a university degree. What most people think about when they talk about a good job is the outcome. It's good money but also fulfilling.

When you ask people to get a little more specific, what's important to them, what you hear everything is important. But what's very important most people just want to be happy in their job. But also really interesting, they want to have work life balance. They also want good health benefits. They also want to stay healthy and active because many are sitting more and more today. I'll say more about that later. And they want a job that is secure.

And it is the case that many people have this idea in their head that the path to this job, this kind of job that gets you these things is a university path. In fact, many parents of university-bound children, more than half will describe their university-bound children as being interested in math and science. My child is interested and they have good problem solving skills. They have excellent hand/eye coordination. They're creative and artistic. They enjoy being

outdoors.

I couldn't help -- I couldn't help but notice that these university traits are also to a good extent roofer traits where you do apply math and science, have problem solving skills, have hand/eye coordination, have opportunities to be creative and artistic and enjoy being outdoors.

I want to say now just so everyone knows I don't like stock images. I don't like using them. So whenever possible, I scoured your website, the Union Roofers website, and social media to include a few supporting images that come from, you know, all of the good work that you have been doing.

I did a large study of workers and asked workers in all kinds of jobs to think about their job and respond to 50, 5-0, 50 statements about their job. And for each statement they had to say if it was true for me, partly true or not true at all. I'm just going to show you 10 of those statements.

I like having the freedom to make my own decisions at work. True for me, partly true, not true at all.

I think my job is cool.

My work brings me peace of mind.

Doing my job makes me truly happy.

You can play along in your head.

Most days, I find my work interesting.

I feel a special bond with other
people in my field, true for me, partly true, not
true at all.

I like that I can be myself at work.

Hard work actually pays off in my
field.

We also asked about negatives. You
can learn a lot from the negatives.

My job is much too stressful.

If it wasn't for the money, I would
quit my job tomorrow.

When you show these statements and 40
more to people in all kinds of jobs, what a
researcher looks for are patterns and these are how
the patterns work themselves out.

You can see we have five groups of the
workforce according to how people responded to these
50 statements.

We have square pegs at 11 percent.

Bottom rungers at 26 percent.

Musketeers at 15 percent.

The comfortable at 21 percent and fulfilled at 27 percent.

What I want to do briefly now is just walk you through each slice of the pie, so you can see how each group is different from each other. But, of course, it goes without saying, there are always exceptions. Of course there are. There are always exceptions but there are these important differences that are worth putting on the table.

The least happy group here, square pegs. Those who feel like they're a square peg in a round hole, most likely to say my job is just a job, only working for the money. Education is not aligned with their work. They don't feel, can't articulate how they contribute to society through their work. All together unmotivated, unhappy. It's not good news but it is a reality for about 11 percent of the workforce. We hope they'll move on to more happier groups in the future.

Next, we have a group where we find many, many young people, okay, across all kinds of jobs. Someday our bottom runggers, starting at the bottom rung of the ladder and they're climbing. Our

future leaders, for sure outgoing and engaged, the young people, but guess what, impatient and frustrated especially among those who happen to be in areas of work where they're craving a clear career path but they're not getting it because they don't have a mentor.

If you think about it, many careers you just are thrown in, that young person is thrown in. If they want help, they've got to ask. They've got to figure things out on their own. They don't have someone paying attention to them, working with them, helping them build their skills so they can advance. It's a frustrating period for a lot of young workers who don't have mentorship.

We had square pegs, bottom runggers. Do you know someone who works in the healthcare industry? Okay, my mom, Filipino, worked in a hospital, right? So she worked in a hospital. Those who work in healthcare, who work in policing, firefighting, who work with members of the community in some way who put other people first for a great part of their jobs, very noble, very necessary, also very stressful. This group of workers is the most likely to say that their jobs involve a lot of

stress and they need to put practices in place to address the stress.

But what is also really interesting, it is the group that happens to be more likely to say they feel a solidarity with their colleagues. It's interesting. Because they like the people so much that they are working with, they'll power through when the job gets stressful, even look forward to going to work because they happen to really enjoy the people that they work with.

So we had square pegs, bottom rung, musketeers. Here, everyone, is the group that surprised a lot of people when this research was completed. One of the more happier groups, overall comfortable, don't mess with a good thing. A group of workers who are more likely to say that they have work life balance. When they complete their work, they can come home, leave work at work, have time for reading, family, video games, entertainment and more and not think about work. And when they do have to go to work when it's non-traditional in terms of their hours, they get paid for doing so, which many people cannot say, salaried workers.

They're also, very interesting, but

people don't talk about enough, settling down early, buying a home, buying a condo, starting families, buying a boat, going on vacations earlier in life as I think you all well know because they can. Because they can afford to do so, especially those at a younger age compared to their counterparts because they have very low tuition, sometimes no tuition, so they don't have to pay back expensive tuition debt. And so they're earning money earlier. And instead of paying back debt, they're making other investments in their adulthood.

A very happy group, the last happy group here, just to speak to it briefly, a fulfilled group of workers who are more likely to say they have work life integration. We see many educators here. Educators do their lesson planning, their grading at home on weekends, they host parent nights and so on. They're turned onto their job all of the time but some people like that. Some people really like that.

People also in management positions, leadership positions who are running their own companies. They have a real important fact -- a factor, okay, that makes people feel fulfilled.

It's they have control in their job. The more likely people can say that they have control in their job, the more likely they are to be in this fulfilled group.

It's a very happy group here but the headline, everybody, the headline -- we have a saying in research the data don't lie. Okay? Trades people just happen to be among the happiest workers. And this is a message that many people aren't aware of outside of those who are on the inside. And I happen to think it's related to a marketing problem. Okay. What many people like to do and I got an answer from many of you when I asked what makes a good job, I saw a fellow over here go like that, right, money.

You're not the only organization, company, union that offers people money in exchange for their labor. Every job does that. So we have to go further. It's a good answer. What else can we do? So I'll pause here and ask the question before I talk about marketing. What comes to mind? What is marketing? Any key words? Outreach. Thank you. What else? Marketing. Solving a problem. Good. Thank you. Glad you invited me. Let's teach

you a little bit more about marketing. Let this wash over you, everyone.

Marketing think of it as a process of creating value for a target audience in the face of all kinds of competition. Communicating value in the right way and strengthening value once you have that customer, that employee, through strong relationships.

By way of example, Netflix. Okay? They create value for, let's say, families by offering commercial-free television and movies at an affordable price. They communicate the value in social media, okay, and award shows, entertainment TV. They strengthen the value by making sure that what you get recommended is different from what I get recommended, which is all action movies. I went on my wife's Netflix profile accidentally and it was all Rom-Coms. I almost fell over. Will they, won't they. I quickly switched over to my profile.

IKEA, okay, creates value by offering stylish furniture at an affordable price, maybe to young families and, let's say, students starting their lives. They communicate that value on digital media, maybe college campuses. Strengthen value by

allowing people to submit their own ideas for new products to be developed.

And Coca-Cola creates value by associating -- I don't think anyone can deny this -- an unhealthy product with the one thing that almost pretty much everyone wants in life, to feel happy. And they make sure they communicate that value in places where people want to be happy, including the Olympics. I can tell you Olympians don't drink Coca-Cola but their fans do and their fans are in a good mood and that's where they want to be. They strengthen value by allowing their customers in this case to create a label, a personalized label with their name on it, and other one-on-one initiatives to continue to strengthen that relationship.

But whether it is streaming sites or furniture companies or soft drinks or athletic apparel or specialized schools or books or cruises or jewelry companies, all successful organizations must create value for that target audience, communicate value in the right way and strengthen value through ongoing relationships. So too does that apply to the recruitment and retention of employees in your sector.

So let's now turn to those worksheets and talk about how to attract and retain young people to the roofing industry. Five steps here.

Really understand your target audience;

Create a message that addresses a need;

Promote your message strategically;

Always be asking questions;

And maintain mentorships.

We'll touch on each of these starting with really understand your target audience. Think about a young worker in your local that you really like, one or a few. You want more of them so you can write, jot down in front of you who is our target audience. People like Jim. People like Justine.

Who is your target audience that you want more of, someone that you're really satisfied with and you want more of that individual. But if all you can say is that individual has a good sense of humor or they're nice and they're on time, that's not going far enough. Do you know what their challenges are? What they've struggled with? Do

you know what they aspire to do, to be, to have? Maybe not. And therefore, all you have to do is ask them, talk to them, have a conversation. Learn more about that individual's challenges and aspirations so that you get a sense, a deeper sense of your target audience.

What do they care about most? Is it climbing the ladder? Is it their family? Is it proving themselves in some way? Is it making friends? What do they care about most? You probably don't know, so all you have to do is ask. And if they're here today, you can ask them this afternoon. Or if not, later on in the week.

Once you identify clearly who it is we're going after with as many specifics as possible, create a message that addresses a need. And in this case, besides money, the question you have to ask yourself is what needs do roofing careers address? And if you're struggling to answer the question, that's okay. The point is asking yourself a question that maybe you haven't asked before because the default is come to us, secure paycheck, good benefits. You're not the only local that can offer that.

What needs do roofing careers address?

How will a career in roofing make that target audience's, a young man or woman's, life better? You can answer that question if you know what their challenges are and what they care about most. You can't answer the question if you don't know what they care about most, what their aspirations are.

So research is really important to recruitment. And it doesn't have to be extensive. It can just be a one-on-one conversation, a focus group with some pizza and you will start to get somewhere in identifying a little bit clearer what the characteristics are of that person.

I want to say also keep it positive, always keep it positive. I have heard many times when people make suggestions, let's do a campaign where we show women wearing pink boots. Oh, no, we don't want to show them wearing pink boots because it's a feminine color and people think that that's weak. Who cares? Women like pink. Show them in pink boots.

Oh, yeah, but -- there's the yeah, butters. We want to say some good things yeah, but, you know, the weather can be tough on people. Yeah,

but sometimes it can be backbreaking. Yeah, but...
Keep it positive, open happiness. Not open
happiness and yeah, but you can clean a rusty car
battery with our product that also put in your
stomach.

(Laughter.)

Or yeah, but you can unclog a drain
with Coca-Cola. I've tried it. It works it works.
You put it in your stomach too.

Guts, Glory, Ram. Not Guts, Glory,
Ram and, yeah, but fuel economy kind of sucks. I
drive a Yukon. I know what it's like.

(Laughter.)

Positive. The people who tend to be
negative shouldn't be in that conversation when
you're trying to create a promotional campaign. Ask
them to be positive. You're not supposed to look to
be able to see everything on that screen. The
intention is to show you that emotions can be mapped
and personality types and values and this is just
one slice of thousands of them that have been mapped
and where there is opposites.

And when someone is feeling
emotionally one way, you want to offer a balance to

make them feel better. That's what advertisers do with products. So too can it apply to careers.

So when people are guessing at what young people want, you end up getting an advertisement like the one I'm about to show you. Okay? So I'm from -- if you heard the introduction, I'm from Toronto. I actually grew up in a city called Windsor that borders Detroit. Michigan is somewhere here, right? I use Fahrenheit. I always think of myself as American anyways, but I probably don't sound it. But this is from Ontario. This is an ad from Ontario, my province, where they were trying to do an expensive outreach to get young people interested in the skilled trades. I'm going to play it for you and then ask you why you think I don't like this advertisement.

Okay. Here we go.

(Video played.)

All right. Anyone have a guess as to why I wasn't a fan of this ad? Not a single roofer up there. Agreed. Didn't say anything about unions. Deep answers. How about a little more general? Fast and sporadic. Okay. It's very dark. Okay. It's very dark. No one is smiling and the

word proud was forced on you five times if you heard it. The intention behind this ad was to associate jobs in the trades with pride. And while I can appreciate that, obviously, it's not something, unfortunately, that many young people are craving to feel. Pride is the opposite of shame.

I can tell you young people today they're not feeling shame. In fact, they're feeling proud of themselves. Okay, 7th place, here is a trophy. You're doing a great job even though you're not doing a great job.

(Laughter.)

So while I think all of us can appreciate that it's important to feel proud of what we do, if you want to reach young people with respect to what they're going through emotionally, let me offer you a few suggestions.

Okay. Anxiety levels are being felt across all age groups, especially among younger people who now have so many choices in front of them and thanks to digital technology see the world at their fingertips. Anxiety levels are skyrocketing. The antidote to anxiety is not to feel calm. The antidote to being anxious is being mentored and

guided. Having someone to set them on a clear path. In the face of so much anxiety about the world, how can, through a career in roofing, okay, you offer them guidance that they are craving.

Everybody is tired. Not because you were up partying with Paul Stanley last night but because they are on their devices constantly. In fact, our bedtimes are being extended, wake up times are staying the same. Everybody is tired. All age groups but young people these habits are being formed early.

Feeling tired also means feeling like you don't have meaning. So the opposite of tired is not awake. It's not energized. The opposite of tired is feeling alive. When do you feel alive? Is it when you're sitting? No. It's when you're moving. When you're dancing. When you're feeling active. When you have an active life, you're more likely to feel untired. They can be people who are physically tired but they don't -- they actually feel alive at the same time.

The digital world also has made our young people feel alone. It is a belief, incorrectly, that we are more connected thanks to

digital technology. Reports of loneliness are up among young people today. When someone is feeling alone, they don't just need people around them. They need to feel a sense of belonging. You can offer that. I know that. That's in your arsenal, belonging.

Young people are shy as well, especially those among -- among workers who are feeling shy, they need not only to have people around them. They need to have something forced on them, which is eye contact, verbal communication, connecting with people on a physical level. So that shy person is craving what teamwork can give them and I know you can offer that too.

Sitting is the new smoking, sorry. Google it. Sitting is the new smoking. You will find yourselves brought to hundreds of articles making the very scientific connection between prolonged sitting and increased risks of heart disease, stroke, Type II diabetes and more how can it go any other way. Okay.

So young people are craving, in a digital age where they're now being forced in many cases to learn from home. Because COVID proved that

online education is a business, right? Get more seats by having people not even leave, learn digitally. It will be offered more -- jobs that are going to say you can learn without leaving home.

Own the fact that you can -- you have to learn by being out, by having movement and activity.

And lastly, I keep hammering this but, digital. The antidote to digital I think you know. It's analogue. It's tactile. People still like to touch things and tinker. You have the Roofers Union Mobile Training Unit at the back. Great idea. Okay. People still like to touch things. Anyone ever go to a museum and there is a big statue that says, "Do not touch." I don't care if there is a video camera there, I've got to touch it. All right. Got to do a quick tap. People still crave getting their hands on something.

And if your competitors in the sector are there getting their hands, getting their recruits, potential recruits hands on tools and technologies, you better be there to give them that experience.

So I'll show you now a video which I was asked -- I was talking to Jim previously. I

said, anything you don't want me to talk about? He said, maybe don't mention "Carpenters." Okay.

(Laughter.)

So for a quarter of a second, a quarter of a second, you are going to hear the word carpenter, not -- in a provincial campaign, where it's aimed at young people. So I hope we're friends now. You'll forgive me for hearing the word "Carpenter," but I do want you just to see the difference in the production of an ad aimed at young people, this ad, compared to the one that you previously saw. Okay?

(Video played.)

All right. So you notice a couple of things. One, it's bright. Okay. Perception is reality. Portray your industry as bright, not dark.

You see that people are smiling as much as possible. This is in our DNA. We look for people who are happy, right? We look for a smiling face. It communicates safety and security. It's how we evolved.

Show people looking tough. It can be interpreted as someone looking like they're a bully. I know it's tempting to do this shot, but the person

viewing might see that as threatening, right? Don't take the risk in the face of so much competition for your message. Okay. Why isn't there a roofer in there? Couldn't find one. Couldn't find a young person to step up because there's not enough. Okay. That's the answer. So can you find that young person. Can you produce something like that for your local?

Once you have that message, you got that audience down, promote your message strategically. There's something called spraying and praying. You spray your message out and you pray that it'll land on the right person. Don't blow your budget. Okay? You can't afford to do that.

Where does your target audience live? I lived in an apartment building for six years, four elevators, two of them worked. We're waiting in line, just waiting, waiting, waiting. Never saw an ad for a union training center in the lobby. Hundreds and hundreds, at least 5, 600 people lived in that building. Never once saw an ad.

Where can they be reached? What's their route that they travel? Where can they be

reached during their spare time? Okay. Young people, more males, happen to be on YouTube. More females happen to be on Instagram but not by much, by the way. There's about a 6 percent difference, okay, and that means both say Instagram and YouTube. The new one is TikTok, right, can be used to reach both young men and young women.

How did our current employees find us? Do you know the answer? I know a common answer is they came up through a relative, right? How about the ones that didn't. Are you keeping track? Because if they came from somewhere that you didn't expect, can you go back to that well? You don't know unless you ask.

Men and women are different. They have a saying, again, that data don't lie. And it becomes very clear in research about men and women in terms of the personality types and the things that they value. So if you want to strategically, maybe you're saying we want to attract more women into our field or men, here are some inside tips for you from a research perspective. Okay.

What you are going to see now is how much more, how much more in this case women report

in terms of their personality than men. How much more than men. So both men and women can have these attributes, but there's significant differences among women versus men. And you measure personality by asking people how would others describe you. So women compared to men are 60 percent more likely to say that others would describe them as organized, helpful -- I'm just going to read the purple highlighting there -- loyal, hard-working, trustworthy, reliable. All good reasons to continue recruiting women into Roofing, Waterproofing and Allied Trades, right? Characteristics that I hear all of the time that they wish their workers had.

Men more likely to say compared to women that they're more diplomatic, okay, sporty, goes without saying, intellectual, professional, entrepreneurial and a leader. Okay.

Values is where it gets really interesting. There's a lot here, so just focus on what I'm highlighting.

Compared to men, women are way more likely to say they value being understood and appreciated for who you are. They value not allowing themselves to be disrespected, having

integrity and being true to their word, getting back their self respect and self worth.

If I wanted to summarize this in just one word, it's respect, okay -- or maybe two words, earning respect. How will a career in roofing enable young women to earn respect? More learning to love and accept yourself, learning to stand up for yourself, be confident and strong, be independent and self-reliant, developing your skills, talents and abilities. I summarized this the pattern there self confidence.

And by the way, money a little more important to women, too, becoming financially secure, and having a good stable job, important. Keep that as part of your messaging but don't forget earn self confidence and respect through your career in Roofing, Waterproofing Or Allied Trades.

Men are more likely to value winning. I walked around yesterday and today saw a lot of Green Bay Packers jerseys and shirts, T-shirts.

I appreciate that the theme of the conference is leadership and it's excellent that leadership opportunities are being offered and young people can be offered leadership opportunities to

learn what it's like to be a leader. But the reality is not everyone wants to be a leader or can, despite the fact that they should learn about leadership. In the end, not everyone wants to be a leader but everybody wants to win and be part of a winning team. And it happens to be more prominent among men. They want to feel like they're part of a winning team. How can you get that message to the young men that you are recruiting? That by joining your Union versus another union they are winners.

So if you are so lucky to get them on your team, how will you keep them? You have seen Glengarry Glen Ross, ABC, always be closing. ABAQ, always be asking questions. Start with your current employees. What was holding your current employees back from applying in the first place?

Do you know? If you don't, find out. Because if it almost held them back, it did hold somebody else back. Get ahead of that barrier.

What changed their minds? Was it an article they read? Get the article. Was it a social media post they saw? Get the post. Was it someone that they followed who's in the trade? Find out who that person is. Did they talk to someone

specifically? Learn more about the conversation. You need to do the research to get yourself the edge or you're just going to be spraying and praying.

What are industry competitors doing better than us? Be okay with asking the question. Get the answer. Figure out how you can copy them. It's called borrowing brilliance or do it better.

Lastly, everyone, mentorship. Mentorship matters. It's intimately connected with leadership. A lack of a clear career path is a common reason why people leave most jobs. Don't just go somewhere else for the money. It's the path as well when they don't feel like there is one clearly in front of them and they have help to get there. How can we incentivize mentorship to cultivate community and loyalty? Think about that question.

Going a little bit deeper, it's a common reaction when asked to be a mentor to respond with this thought. It is a -- I won't say selfish. I'll say a self-interested thought. Why should I train someone who's going to replace me? Hell, no. I'm not going to train that person. They are going to take my job. It's fine to be self interested but

just ask yourself a different question, frame the self interest in a positive way.

It is okay to make mentoring about you. So in the last part of that worksheet there think about what will be your professional legacy? I know many want to say the buildings that I worked on. Someone at some point is going to tear that building down or redo the work that you did. Professional legacy is what you pass down to someone else and you're part of that chain to continue the next generation of Roofers.

I would even go so far as to say you're really only an expert if you can teach it to somebody else because then you have to force yourself to make analogies, maybe come up with examples, question the way you have been doing things, push yourself a little more. But your professional legacy lies in what you can teach someone else to do.

How will training other people help keep me up to date? By training someone else, you are forced to maybe go back to certain texts, guidelines. Stay updated, which ideally is beneficial to you when you think about how mentoring

could also advance your career as a supervisor, as someone who is called upon to speak to external stakeholders and answer questions and be able to say I know what the next generation is thinking. These are the problems we're currently having. These are the solutions that I think we can come up with based on my experience teaching other people.

So everyone, how to attract and retain young people to the roofing industry? Create value for that target audience. Really understand them. Communicate value by creating a message that addresses a need and promote it strategically. Once you're so lucky to have them come to you, instead of anywhere else they could have gone, don't take them for granted. Strengthen that value by showing them that you are interested in them, ask them questions, not once, an ongoing conversation, and come up with ways in your local to maintain mentorships and it's okay to make that about you.

It's my honor to be here. Thank you very much for your attention, and I wish you a very successful remainder of your Convention.

Thanks everybody.

(Applause.)