Bridging the Labor Gap

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Introduction

John Rimer, CFM

- 22+ Years Facility Management
- Numerous Industries & Various Roles
- B.S. Mechanical Engineering
- President, FM360, LLC
- Certified Facility Manager (CFM)
- IFMA & BOC Qualified Instructor
Agenda

- Shrinking Labor Pool
- Be More Efficient
- Leverage Technology
- Revisit Org Structure
- Training & Hiring Plans
- Resources
- Q&A
Some Beach Somewhere

- **Baby Boomers**
  - 25% of Population
  - 10,000 Retire/Day
- **Skilled Labor Gap**
  - ~20% age 55-64 (2014)
- **Maintenance Technicians**
  - ~25% >55 Yrs Old (2014)
  - >60% >45 Yrs Old
Shallow Labor Pool

- 74% Firms Predict Shortfall
- 31M Positions by 2020
- Job Reqs Longer to Fill
- Millennials Not Jumping In
- Higher Wages

Adecco Study as found on www.manufacturing.net
Show Of Hands...
Job Reqs Staying Open Longer? Harder to Fill?
Do More With Less…

- Use Resources Efficiently
- Migrate from CM to PM
- Manage Effectively
- Improve Utilization (Wrench-Time)
- Leverage Technology
  - Work Smarter
Be More Efficient

Reactive to Proactive

- Most Orgs >50% Reactive
- CM Costs >5X More (DOT)
- Difficult to Predict
- Double Productivity (IFMA)
- Reduce O&M by 50% (IFMA)
- A Day in the Life...
Show Of Hands...

PM/CM Ratio?

- 80/20
- 50/50
- >50% Reactive
- Have No Idea...
Digging Out

- Do Your PMs
  - Prioritize PMs
  - Set Aside Tech/Day
    - PM Techs
    - PM Days/Times
- Capital Replacement Planning (CRP)
  - 1/3/5/10 Year Forecast
  - Facility Condition Assessments
Manage in CMMS/CAFM/IWMS

- PMs Setup & Scheduled
  - Prioritized (PM/SR/CM)
- CMs Captured
  - PM/CM Ratio (80/20)
  - Staff Utilization
  - Inefficiencies?
- Failure Code Analysis
  - 10/90 Rule
Show Of Hands...

How Get Parts?

- Supplier Site Delivery
- Parts Runner
- Two Guys in a Truck
- Pleading 5th
Keep Engineers in Field

- Inventory & Parts
  - Supplier On-Site Delivery
  - Parts Runner
- Mobile CMMS Platform
  - Auto-Dispatch WOs
  - Create WOs On-the-Fly
  - Check Inventory & Request
- Keep Turning Wrenches...
Leverage Technology

Mobile CMMS Platform
- Dropdown List
- Talk to Text
- Barcodes
- Inspections
- Rounds & Readings
- Drawings & Manuals
- No Chicken-Pecking...
Work Smarter…

Building Controls

- Not Just Firefighting
- On-Going Cx
  - Deviates from Optimum
- Condition-Based Maintenance (CBM)
  - Controls Data
  - Rounds/Inspections
  - Predictive Maintenance
Work Smarter...

Predictive Maintenance

- PdM Technologies
  - Infrared Thermography
  - Vibration Analysis
  - Fluid Analysis (Tribology)
- In Lieu of PM
  - Less Intrusive
  - Right Maintenance, Right Time
Restocking the Pool...

- Grow Your Own
  - Revisit Org Structure
  - Set Vision
  - Adjust Staffing Model
  - Train & Develop

- Look Externally
  - Seek Partners
  - Introduce Next Gen
Right Skill, Right Job

- Do Not Have Higher Skills
- Do Lower Skills Work
  - HVAC Fixing Irrigation
  - Electricians Setting Up Tables
  - Make Sure PMs are 100%

- Alternatives
  - Temp Help
  - Contractors
  - Student Labor/Interns
Show Of Hands...
When Techs Retire, Hire Like-for-Like?

- Yes
- No
Necessity of Restructuring

FM Org Structure
- In-House vs. Outsource
- Predominant Model
  - General Skills In-House
  - Specialties Out-Sourced
  - Technology Driven
Necessity of Restructuring

FM Org Structure

- Set Vision for Structure
  - Identify Desired
  - Ignore Current Limitations
    - Staffing & Structure
- Perform Gap Analysis
  - Positions
  - Skill Sets
  - Headcount
Necessity of Restructuring

FM Org Structure

- Create Hiring Plan
  - Long-Range
  - Work with HR
- Gain Approval
- Execute & Monitor
- Update
  - Living & Breathing
Filling the Gap

- Fill Within
  - Assess Current Staff
    - Aptitude & Interest
  - Develop Training Plan
- Partner with Local Institutions
  - High Schools
  - Vocational & Technical
  - Colleges & Universities
Filling the Gap

- Next Generation
  - Apprenticeships
  - Internships
- Connect with Trade Organizations
  - Building Operators (BOC)
Show Of Hands...

Had Success With...

- Local Education Institutions?
- Trade Associations?
- Internships or Apprenticeships?
Tips for On-Boarding

- Hire Before Retire
  - Succession Planning
  - Capture Tribal Knowledge
- NEO Training
  - CMMS/CAFM/IWMS
  - MOPs/EOPs
  - Soft/People Skills
  - FM Vision/Mission
    - Always Selling
Questions?

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