

Bridging the Labor Gap

IFMA WWP 2019

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The Road to Better
Facility Management

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...



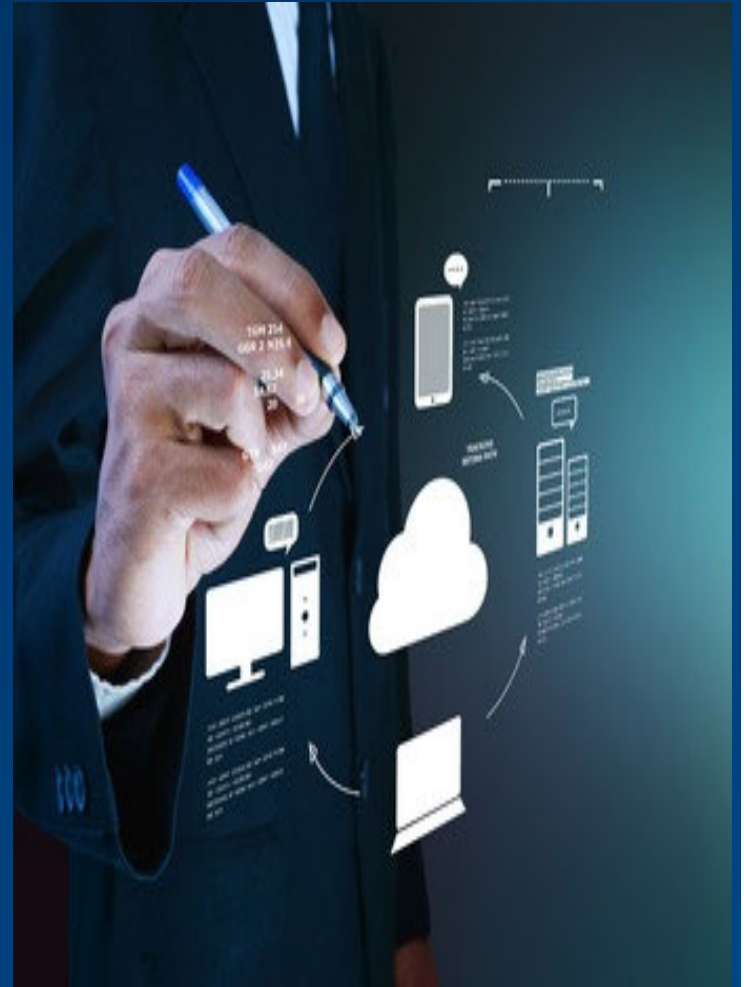
Digging Out

- 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...

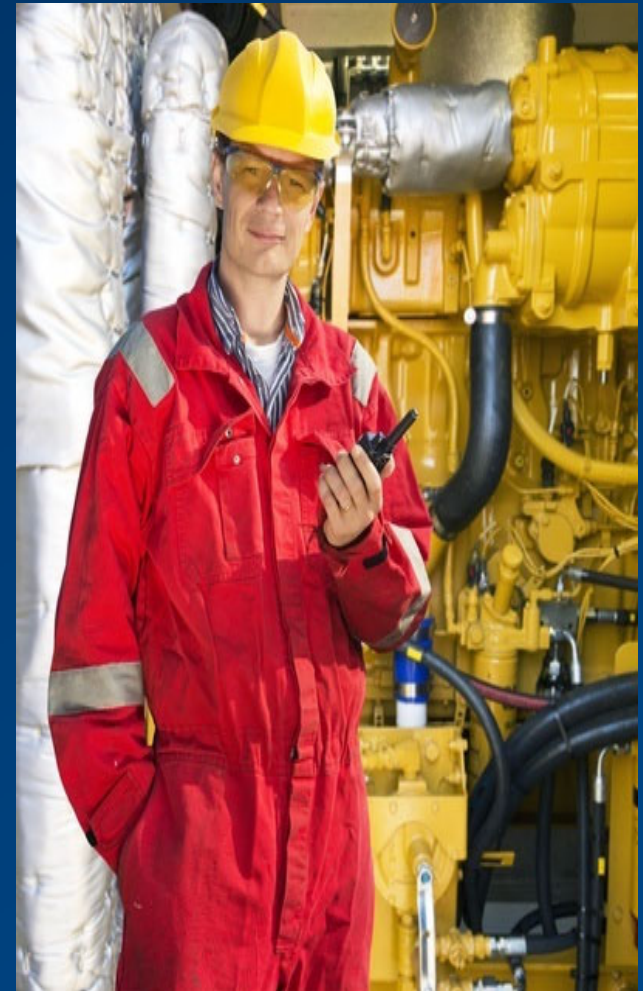
How Get Parts?

- 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...



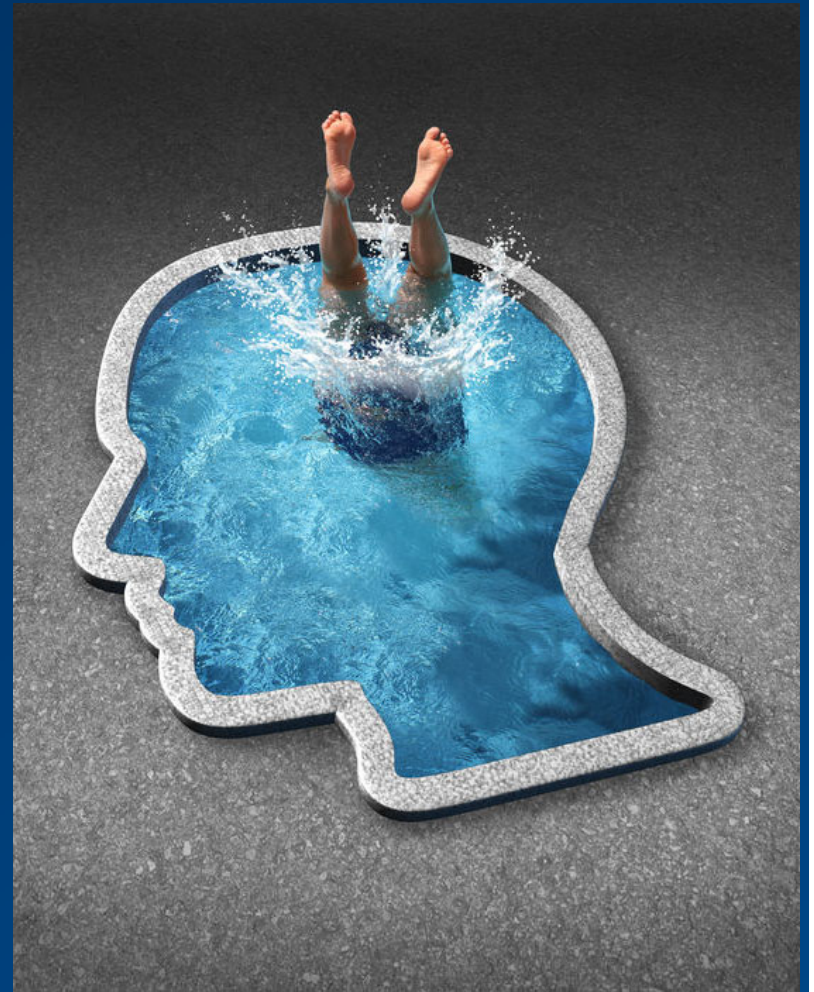
Predictive Maintenance

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



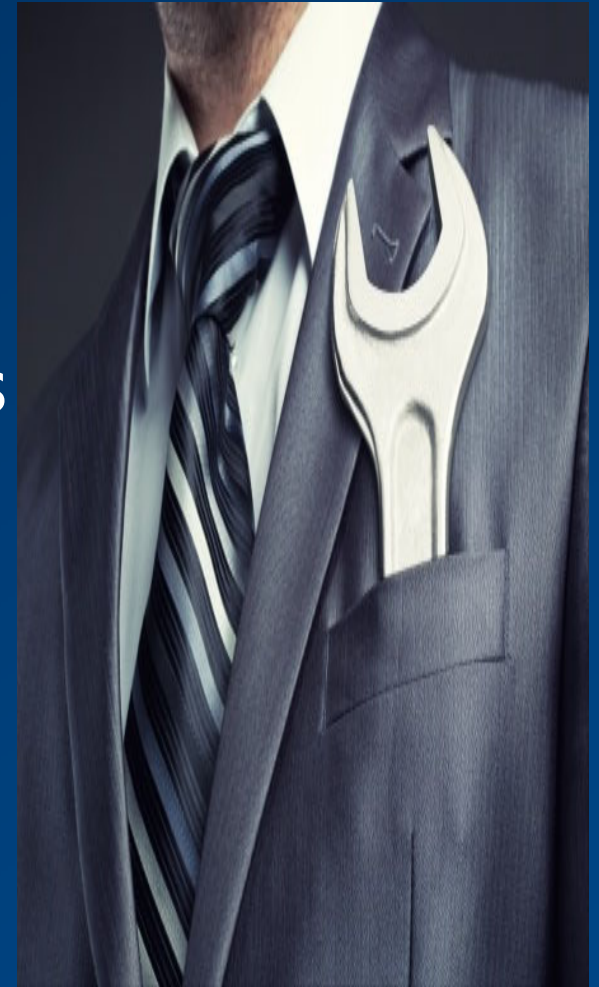
Restocking the Pool...

- 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



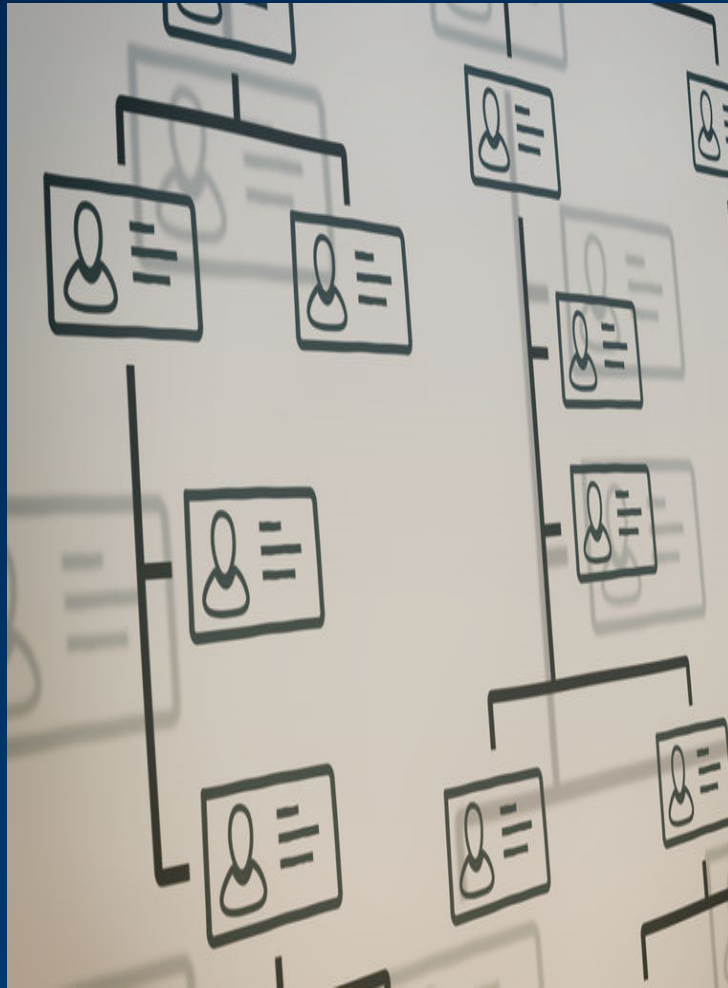
Show Of Hands...

When Techs Retire, Hire Like-for-Like?

- Yes
- No



Necessity of Restructuring



FM Org Structure

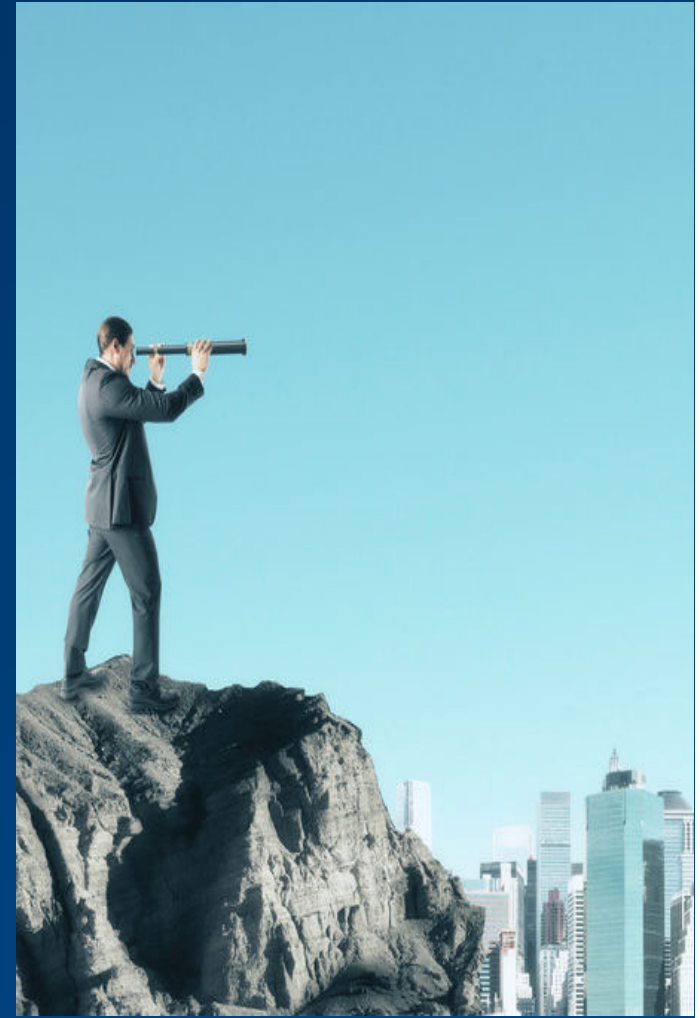
- In-House vs. Outsource
- Predominant Model
 - General Skills In-House
 - Specialties Out-Sourced
 - Technology Driven



Necessity of Restructuring

FM Org Structure

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



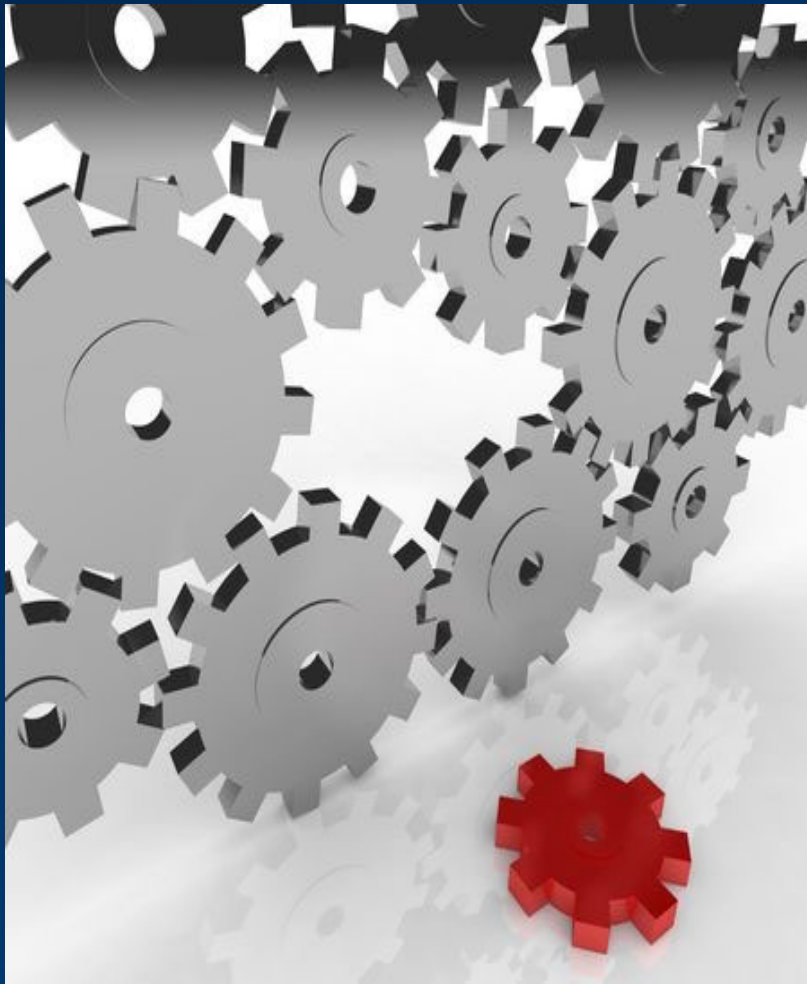
Necessity of Restructuring

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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