

FM Industry Roundtable: Recruiting Discussion

CHALLENGES DISCUSSED

Geography challenges

- Small FM candidate pools in some areas; i.e. rural areas, resort towns.
- Areas where overall job markets are tight.

Salary

- Commercial industry pays higher salary in short term, though others have better benefits and retirement.
- Intense competition for skilled workers in some areas.
- Pay standards are lower in: rural locations, education and non-profit.
- Concerns of top talent being poached. Need to be a little more competitive on salary to retain talent.

Generational differences

- Huge generational gaps in this industry.
- Younger generations don't often want to "get their hands dirty".
- Recent college graduates have the book smarts but not the hands-on experience.
- Varying work ethics across generations.

Government-specific challenges

- Federal government not authorizing replacement positions ahead of time.
- Federal Government hiring practices are hard to get around for timing and transitioning.

HR

- HR understanding of the FM need and actively hiring, i.e. took 2 years for some roles.
- Education Institution reported that HR doesn't understand the value that FM brings to the organization. They needed a plumber and it took 3 years – HR wouldn't advertise outside the area.
- Taking 2+ years to fill roles at some companies.

Skills Shortage

- Large Pharmaceutical reported 87% of their tech services employees are set to retire in the next 3-5 years & they have a very small pipeline.
- Struggle to find candidates that are the right fit / have the right skills.
- Healthcare sector: difficult to find FM talent with a medical background.
- Two failed attempts recently to hire an electrical engineer. They can't find someone with the right talent, and if they do, they can't pay them a competitive salary.
- Seeing more entry level/underqualified people to fill the FM roles.

SOLUTIONS DISCUSSED

Internships/Apprenticeship/Mentorships

- They're doing internships with local tech colleges to get some good P.R. to put on social media (LinkedIn, Facebook). It's been working very well so far.
- Target colleges and offer a paid internship; may want to target engineers
- A good solution: internships and apprenticeships from high school, colleges, and military.
- One individual came from an apprenticeship program and sees the value. Would like to implement this soon with a tiered approach.
- Mentorship programs in the education sector for FMs.

High School Students

- One organization brings high school students into the tech programs. They give them some experience in an active construction program.
- Build technical skills in the high schools and begin introducing FM as a profession.
- Another organization has had success going to the students in high schools and those in vocational programs. Often times, though, those in the vocational programs get job offers in the commercial market.

Tying the role to the impact

- Recent success with recruiting through reaching out to their networks. They describe their role and the passion they have for the industry.
- Market the FM role by connecting it to the amount of influence their jobs make to their company.
- Market the exciting things you can be a part of through FM – i.e. without the facilities the science/breakthroughs/endeavors wouldn't happen.

Engineers

- Hired engineers and tried to teach them the financial aspects and outsourced the FM services.
- For the technical jobs they recruit new engineering grads; for management positions, they hire people with soft skills and business degrees. If you know exactly what you want to do, you can hire an entry level person and help them grow.

FM Industry Roundtable: Military Discussion

CHALLENGES DISCUSSED

Intentional Strategy

- Good experience with transitioned military employees but they happened upon them by accident.

HR

- Everyone felt there should be some type of FM/HR recruiting effort to help transitioning military fill positions.
- Look for military that don't want a long career in military.
- Also look for people who are young retirees – after 25 years they retire fairly young: in their 50s.
- There is a lot of opportunity in recruiting veterans, though you have to be careful about what military roles they had and how they tie into FM.

Upskilling

- They've skilled them up and funded some of their training, and now they're seeing poaching.
- One of the education institutions said that they see a lot of military resumes though they have not had the technical skillset for the roles they are filling.
- A challenge has been that they come from an environment where they are constantly given direction on what to do. In FM you have a small team and need people that will use their own initiative and make decisions, so this difference can take them a while to adjust.
- One of the difficulties is language & terminology, and it takes them longer to adjust to private sector.

SOLUTIONS DISCUSSED

Apprenticeship

- Apprenticeship – find an employer partner who is working with military. Give military some practical hands on experience to learn the ropes. Get paid – work into a job.
- One education institution is trying to build a program to transition military. They have 3 installations identified. Provide them with training and a paid apprenticeship for a year to build skills. Would build knowledge based on the ProFM Body of Knowledge. FMs would come out of the program with the ProFM credential. Hoping to offer college credit for the training/credential and apprenticeship. Have a funding mechanism. Need to find right employer partners. Open it up to military spouses.

Military Alignment with FM

- No experience with hiring military but could see that they would be good employees.
- There are people in the military already doing the FM job, just need to match up the skills with the open positions in the market.
- There are resources like TAP to transition active duty military to civilian life and help match up to a career.
- If you can pick the right people from the right branch you can't get anyone better.
- Has had some people with military experience. Most ex-military have great skill sets and behaviors.

Government

- A member of the ProFMI Commission designed a program for the government of MA that helped Vietnam vets.

Location

- Home town for military base so they came to find jobs locally.
- Geographically located to companies – near military facility then you get employees.

Recruiting

- They're beginning to pursue military recruits versus waiting for them to come to their organization. Networking via LinkedIn.

FM Industry Roundtable: Training Discussion

CHALLENGES DISCUSSED

Investment

- Getting management to invest in training is difficult, but asks them “what is the cost if they aren’t trained and stay?” Investing in training helps improve the employee’s self-worth and value to the company. Though for some, may not be enough to tell them they’ve topped out on their paygrade and suggest training to open new opportunities and income potential.
- Need buy-in from the top down.

Individual Motivation

- Some people aren’t interested in expanding their skillset. They’re ok at their level and pay, so mentoring and coaching may help.

Time

- Don’t have the time to train. How do we parlay training and transitioning?

SOLUTIONS DISCUSSED

Apprenticeships

- Implementing apprenticeships to help with training.

On-the-job

- On-the-job training is common. Have a training budget for the year. It is a push for more education for everyone.
- Have an orientation; mostly on-the-job training. Partner people up as mentors. Have training budgets – first come, first served. Managers/mentors drive the training expectations of their mentees. Slight decline in budgets.
- One organization found that the onboarding videos provided to new employees set them up for noticeable success so they are now offering to existing staff.

Mindset

- One company offers quarterly training for all supervisors and foreman. If all in it together then don’t feel foolish for pursuing training. They promote professional development and certification and bring up their expertise level. Need to get people engaged so they feel comfortable seeking training. They try to take something that seems complex and break it down to make it easier to learn.

Assessing Levels

- Do a profile of where your organization’s skills are as people retire etc. and know what kind of training you will need to provide and to whom.
- Succession management is important. Managers are tasked with identifying the “next person in line” if they were to be promoted.

In-house Training

- One organization uses in-house developed training. He teaches those – formulates the training specific to data centers. They are small and need data center operations expertise that is specific to their operation.