Facilities Management Workforce Needs: Challenges and Opportunities

Sunday, June 8, 2014 • 10:45 am – Noon, Hidalgo

Presented by:
Kevin Doyle, Principal, Green Economy, Workforce Lead, NECEC Institute

Today’s facilities managers are performing in an environment of rapid and sweeping change. There has never been a greater need for a talented, committed, and well-educated workforce to ensure that FM leaders can manage customer demand for facilities that are comfortable, environmentally sound, energy efficient, technologically up-to-date, attractive, healthy, and financially affordable. Against this backdrop, facilities managers are confronted by a number of workforce development challenges, including: 1) Managing an aging workforce, with rising retirements; 2) Recruiting, hiring and training technologically-savvy employees; 3) Creating and managing a team that reflects true diversity; and 4) Ensuring that all employees have the skills needed to succeed. If these challenges sound familiar to you, join us for an interactive presentation/workshop with Kevin Doyle. Kevin is a Boston-based workforce development consultant helping employers identify their unique workforce needs and create effective strategies to meet them. In this session, we’ll discuss creative ways to turn workforce development challenges into opportunities for improved performance and higher customer satisfaction. You’ll leave with creative ideas that you can start using on your first day back at work.

ABOUT THE SPEAKER

KEVIN DOYLE is an independent Boston-based consultant serving employers and higher education institutions since 2007. He provides labor market research, strategic planning, employer engagement, facilitation and training. Kevin also leads workforce development programming for the member companies of the New England Clean Energy Council through the NECEC Institute (www.nececinstitute.org). As part of that work, he co-manages the online education directory at www.cleanenergyeducation.org, leads NECEC’s participation on the Massachusetts Clean Energy Industry Internship Program, co-authors the annual Massachusetts Clean Energy Industry Report, and manages labor market and workforce development projects for a wide range of clients, including the Accelerated Energy Program of the MA Division of Capital Asset Management and Maintenance (DCAMM). Kevin’s work has been noted by the New York Times, Boston Globe, Boston Globe Magazine, Newsweek, Forbes, E Magazine, Marketplace Money, Living on Earth, National Public Radio (NPR), Sierra, Outside, Chronicle Channel 5, Mass High Tech News, Boston Business Journal, Grist, and many more. Kevin is the co-author of four popular career guides for DC-based publisher Island Press, including The ECO Guide to Careers That Make a Difference: Environmental Work for a Sustainable World and The Complete Guide to Environmental Careers in the 21st Century. He is currently at work on contracts for two new e-books: The Complete Guide to Climate Change Careers and The Student’s Guide to Facilities Management Career Pathways. Before 2007, Kevin was the National Director of Program Development at the headquarters of Environmental Careers Organization (ECO), a former national nonprofit organization. In that role, he was a leader in designing and financing employer-supported, paid, work/learning programs at public and private employers that launched the careers of more than 11,000 undergraduate and graduate students from hundreds of colleges throughout the nation. Find out more at: www.linkedin.com/pub/kevin-doyle/20/a48/98a.
Workforce Issues and Trends at Facilities Management Employers

Results of a survey of members and other professionals associated with the National Association of State Facilities Administrators (NASFA)

Conducted by Kevin Doyle/Green Economy on behalf of the NECEC Institute

June 8, 2014
Above: Island Press career guides co-authored by Kevin Doyle
Who responded to the survey?
Where do the respondents work?
Where are the respondents from?
Rating a career in facilities management

Considering factors such as starting salary, upward mobility, interesting daily assignments, contribution to society and the environment, health care and retirement benefits, opportunities to learn new skills, and general work environment, how would rate a career in facilities management, overall?
Recruiting and hiring tradespeople

What level of difficulty, if any, does your agency/firm have in recruiting and hiring acceptable new employees in the trades (e.g. plumbers, electricians, HVAC technicians, carpenters, landscapers, etc.)?

- Extremely difficult: 48.3%
- Very difficult: 25.9%
- Difficult: 5.2%
- Not very difficult: 10.3%
- Not at all difficult: 10.3%
- Skip/Choose not to answer:
Recruiting and hiring professionals

What level of difficulty, if any, does your agency/firm have in recruiting and hiring acceptable new employees for job descriptions in professional positions (e.g. planners, engineers, architects, auditors, facility managers, etc.)?
Valued certifications and degrees

The question below is optional. If you wish to skip this question, simply proceed to the next one. Using the 0.4 scale below, please select the option that best reflects your opinion about the importance of that certification/degree for employees at your place of employment. 4 = Very Important 3 = Important 2 = Not Very Important 1 = Not at all Important 0 = Don’t know enough to judge

- Facility Management Professional (IFMA)
- Training certificate from internal facilities
- Training certificate from selected...
- 2-year college facilities management degree...
- Vocational-technical school facilities management...
- Certified Facility Manager (IFMA)
- 4-year college facilities management degree...
- Building Operator Certification (BOC)
- Vocational-technical school facilities management...
- 2-year college facilities management certificate...
- All Other Responses
IFMA Credentials are Popular in Private and Public Sectors
In efforts to manage facilities to be more energy efficient, generate less waste, recycle more, and be more "sustainable" overall, which statement below best reflects your primary human resources approach? Choose only one.

- Sustainability and environmental efforts are mainly the job of outsiders... 33.9%
- Sustainability and environmental efforts require us to hire new people... 8.5%
- Sustainability and environmental efforts require us to provide formal... 5.1%
- We can meet our sustainability and environmental efforts with existing... 6.8%
- Skip/Choose not to answer
Concern about immediate retirements

How concerned are you about your ability to find acceptable new employees for current workers who will be retiring in the next 1-3 years?

- Very concerned: 43.1%
- Concerned: 22.4%
- Not very concerned: 31.0%
- Not at all concerned: 3.4%
- Skip/Choose not to answer: 3.4%
Concern about less immediate retirements

How concerned are you about your ability to find acceptable new employees for current workers who will be retiring in the next 4-10 years?

- Very concerned: 30.5%
- Concerned: 37.3%
- Not very concerned: 28.8%
- Not at all concerned: 3.4%
- Skip/Choose not to answer: 0%
When are *you* planning to retire?

**When do you, personally, expect to retire from full-time work?**

- **This year**: 1.7%
- **1-3 years from now**: 18.6%
- **4-6 years from now**: 27.1%
- **7-10 years from now**: 27.1%
- **More than 10 years from now**: 25.4%
- **Skip/Choose not to answer**:
Preparation for retirements

In terms of planning and action to prepare for the consequences of retirements coming to your agency/firm, how would you rate your agency/firm?

- Very prepared: 48.3%
- Prepared: 41.4%
- Not very prepared: 8.5%
- Not at all prepared: 1.7%
- Skip/Choose not to answer: 0%
Encouraging students to seek FM careers
Role of internships and co-op education

As an employer, do you offer an internship or cooperative education program for students? Select all that apply.

- We offer a paid program: 39.0%
- We offer an unpaid program: 32.2%
- We take interns/co-ops informally, as circumstances arise: 15.3%
- We do not offer any forms on internships or co-op education: 5.1%
- Skip/Choose not to answer: 28.8%
Assistance to job training programs
Recruitment, hiring, retention of women

In terms of recruitment, hiring and retention of female employees, how would you rate your place of employment?

- Very good: 27.1%
- Good: 42.4%
- Average: 22.0%
- Poor: 5.1%
- Very poor: 3.4%
- Skip/Choose not the answer: 0%

(new england clean energy council)
Recruitment, hiring, retention of minorities

In terms of recruitment, hiring and retention of people from minority groups (African, Asian, Hispanic, and Native Americans), how would you rate your place of employment?

- Very good: 35.6%
- Good: 28.8%
- Average: 10.2%
- Poor: 25.4%
- Skip/Choose not to answer
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<th>Advice</th>
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<td>Learn the skill of making a business case for everything. Align yourself with IT as opportunity allows.</td>
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<td>Start at the ground level</td>
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<td>Make sure you obtain your credentials as early as possible and stay current in the profession.</td>
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<td>To specialize in an engineering field if at all possible.</td>
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<td>Security, not pay</td>
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<td>Take advantage and learn the technology associated with building systems as well as hands on experience with Mechanical systems</td>
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<tr>
<td>Become familiar with emerging facilities technologies and Information systems.</td>
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<td>Understand Technology and the technology around metrics and data.</td>
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<td>Most of what you will need to be successful in FM is acquired on the job. Get some higher education in a specialized field but then be prepared to not only contribute with that knowledge, but be very open to continuous learning about how the whole, very integrated field of FM works.</td>
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<td>I teach part time as an adjunct professor and I tell all my students that the best way to really understand what a facilities person does is to attend an engineering society meeting. I have been a past president and have held every office of the Association of Facilities engineering (<a href="http://www.afe.org/">http://www.afe.org/</a>) This organization and others like it are glad to have a student attend as a guest. This does two things for the student. First of all it lets them know what really goes on in the facilities positions. Second of all it connects them with people in the field that could give them insight on job openings.</td>
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<td>degree, certifications, environmental, safety emphasis - familiarity with architecture and engineering</td>
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<td>Do something, you will make mistakes</td>
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<td>Get as much technology training as possible.</td>
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<td>Stay out of the government sector</td>
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FM Career Advice

- Get a rounded education including some people management courses.
- Go for it if you want to be challenged and never bored.
- Learn as much as you can as early
- They will need a very diverse education and ability to be a problem solver. Must be able to work with people as well as working with equipment. Life experience is critical to their success. Don't be too serious about themselves.
- It doesn't appear to be interesting but it really is for the right person.
- Develop your technical skills, and your job-related “life skills” such as showing up on time, working hard, giving that extra bit of effort to do a good job, working well with others.
- Get as much exposure to the various trades (HVAC, carpentry, plumbing, etc., as possible so you can have knowledgeable discussions with workforce.
- Obtain all the certifications pertaining for Commercial Real Estate.
- Try to learn as many engineering disciplines as possible.
- To become familiar with a broad range of skills - mechanical, electrical, hvac, etc.
- Decide as soon as possible on a career field and work toward it.
- Get some on the job training
- Experience is a plus after a degree specific to one discipline.
- Continue education to ensure business strategies can be incorporated into facilities management functions.
- Obtain energy savings, security equipment and DDC training
- If interested in a career that is diverse, challenging, that includes both administrative and field work, this is a good choice.
- Understand your role and learn from the people already in the business. Also be open to new ideas at the time because things change always...
- Study engineering
- It is a good career and employment prospects for your entire life are very promising. It is a good path to follow.
- Diversification of skill sets is very important. Being a subject matter in one area is not only detrimental to the employer but to the employee.
- Try to work in the industry during high school to find out what interests you.
For more information

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Kevin Doyle is an independent environmental workforce consultant and career expert in Boston, the workforce lead for NECEC Institute, and manager of www.cleanenergyeducation.org.

Kevin serves government, business, academic and nonprofit clients with research, facilitation, training, and planning services that focus on connecting environmental employers and educational institutions for mutual advantage.

He is the project manager and co-author of three previous environmental career guides for Island Press, and speaks regularly to university and employer audiences about environmental employment trends.

For more information, go to: www.linkedin.com/pub/kevin-doyle/20/a48/98a