

Workforce Demographic Is Not Going To Change: You Have To!

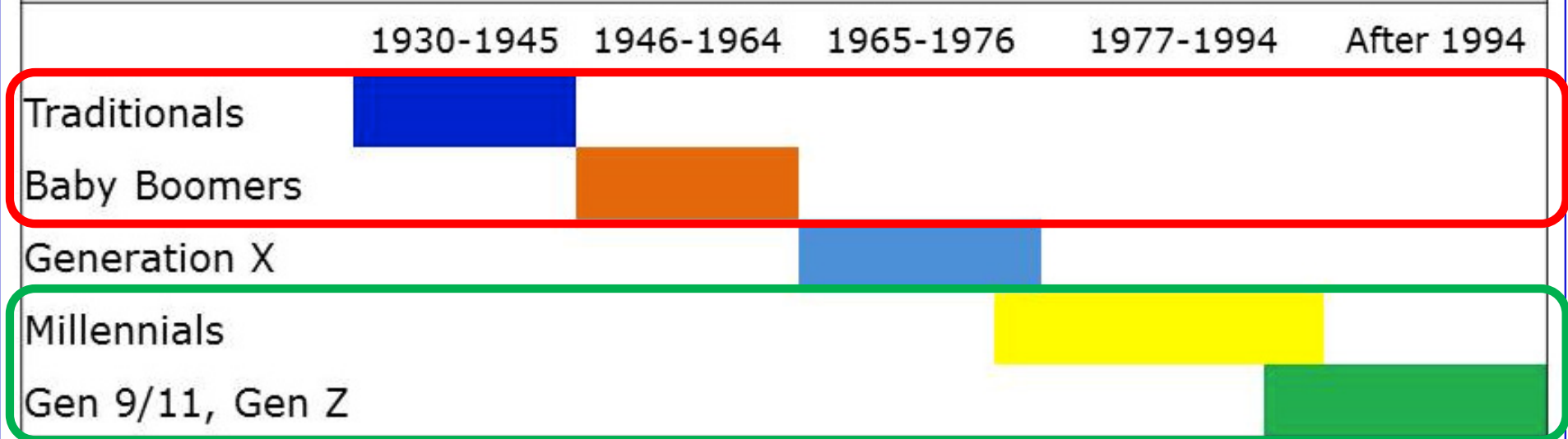
Dhaval Gajjar, PhD, FMP, SFP
Nieri Family Department of Construction Science and Management
Clemson University



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Framework for Workplace Generations

From the book, Forgotten Respect, 2015, Dennis E. Gilbert



* Experts positions vary slightly, especially in the definition of Millennials and Generation 9/11 (Gen Z)



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Generational Shift



2006 - 2008



Industry Evolution

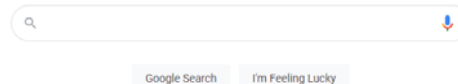
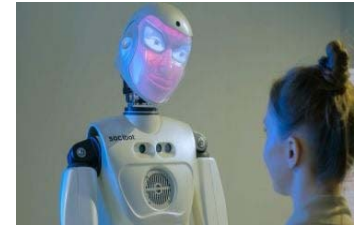
Prior to 1990

1990

2000

2010

2020



Target Generation

- Millennials [27 to 44] – Career Change
 - Other construction sectors
 - Other industries
 - Military
 - Etc...
- Gen Z [27 and Younger] – First Career
 - High School
 - Vo/Tech School
 - Two-year/Four-year Colleges



Millennial Characteristics

- Loyalty-lite
 - Expect to have 4 or more employers in their career
- Prefer to communicate electronically
- Desire global work experience
- Value mentorship
- Look for personal development
- Responsibilities



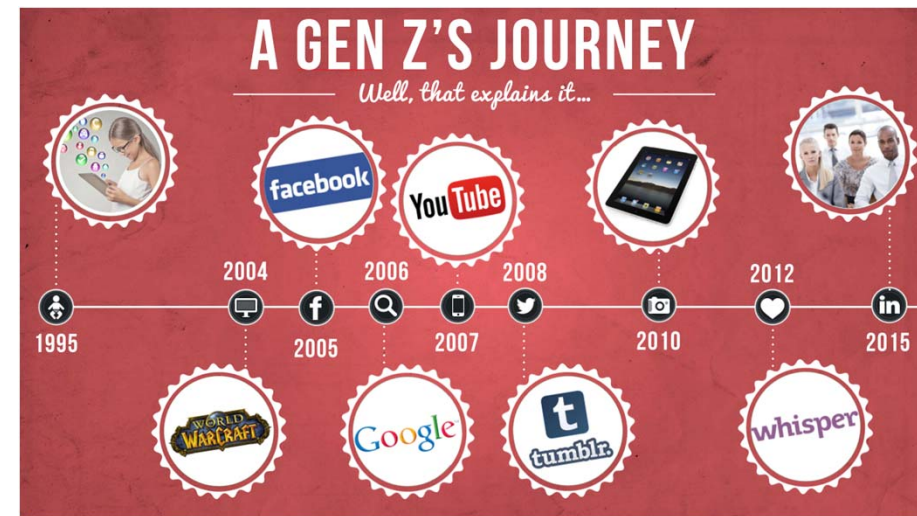
Millennial Characteristics

- Work/life balance more important than financial reward
- Career progression a top priority
- Good benefits packages
- Flexible work arrangements
- Training/development programs
- Competitive wages
- Good organization reputation important



Gen Z Characteristics

- Open-minded
- Responsible
- Security, safety, privacy
- Entrepreneur drive
- Online Presence
- In-person communication
- Active engagement [with leaders]
- Opportunity to present their views
- Community Involvement



Gen Z Characteristics

- Technology integration
- Credentialing vs. four-year school
- Money conscious
 - Minimalist
 - Debt-free
- Benefits
- Work-life balance
- Visual Career Path
- Mobile
 - Experiencing new places / new things



Does This Sound Like Your Employees?



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Does Your Company Practices Align To Their Characteristics?



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What's Working?

[Millennials / Gen Z]

- In-person communication [Gen Z]
- Active engagement [with leaders]
- Credentialing vs. four-year school [Gen Z]
 - Money conscious
- Benefits????
- Training / Development Programs
- Global Experience



Common Challenges to Attract / Retain [Millennials / Gen Z]

- Not many education programs within FM
- Facilities Management as an Occupation is Misunderstood [Industry Perception]
- Work-life Balance [Flexibility]
- Visual Career Path / Promotion
- Job Requirements
- Competition



Education Programs

- Average FM Age
- 50% of FM's will retire
- Higher Education Programs
 - 11 Bachelor's
 - 7 Master's
 - 2,000 students on average
- Not enough!
- 140,000 total
- How often is FM talked about in CM curriculum?
- How often is FM talked about in HS/MS?



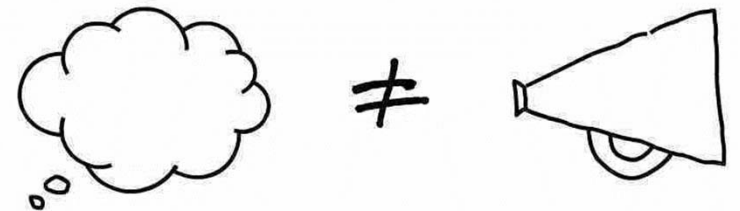
Industry Perception

- BLS: “Administrative Services and Facility Managers”
- BLS Definition: Plan, direct, and coordinate activities
- Manager vs. Leader
- Unprofessional
- Construction
 - Unprofessional
 - Dirty



Work-life Balance












- Work flexibility
- Unpredictable schedule
- Long work hours
- Inconsistent



Job Requirements

- What does an FM do?
- Training / Education
- Certifications (Skilled / Technical)
- Experience
- Multilingual



	Communication	Manage/oversee the development and use of the facility communications plan plus prepare and deliver messages that achieve the intended result.
	Emergency preparedness and business continuity	Plan, manage/oversee and support the entire organization's emergency preparedness program as well as plan, manage/oversee and support the entire organization's business continuity program.
	Environmental stewardship and sustainability	Manage/oversee and support the entire organization's commitment to protecting the environment as well as manage/oversee the entire organization's commitment to the sustainability of the built and natural environments.
	Finance and business	Manage/oversee the financial management of the facility organization, administer and manage/oversee the finances associated with contracts, and administer procurement and chargeback procedures.
	Human factors	Develop and implement practices that support the performance and goals of the entire organization as well as the performance of the facility organization.
	Leadership and strategy	Lead the facility organization, provide leadership to the entire organization, and plan strategically.
	Operations and maintenance	Assess the condition of the facility, manage/oversee facility operations and maintenance activities, manage/oversee occupant services (parking, janitorial services, food services, concierge, facility helpdesk, security and safety), manage/oversee the maintenance contracting process and develop, recommend and manage/oversee the facility's operational planning requirements (temperature control, lighting, equipment replacement and so forth).
	Project management	Plan projects and manage/oversee projects
	Quality	Develop and manage/oversee the creation and application of standards for the facility organization, measure the quality of services provided, manage/oversee the improvement of work processes, and ensure and monitor compliance with codes, regulations, policies and standards.
	Real estate and property management	Develop and implement the real estate master plan and manage/oversee real estate assets.
	Technology	Plan, direct and manage/oversee facility management business and operational technologies

Competition

- Salary / Benefits
- Other Companies
- Other Construction Sectors
- Other Industries



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Is Facility Management The Only One Struggling With These Challenges?



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Let's Take A Look.....



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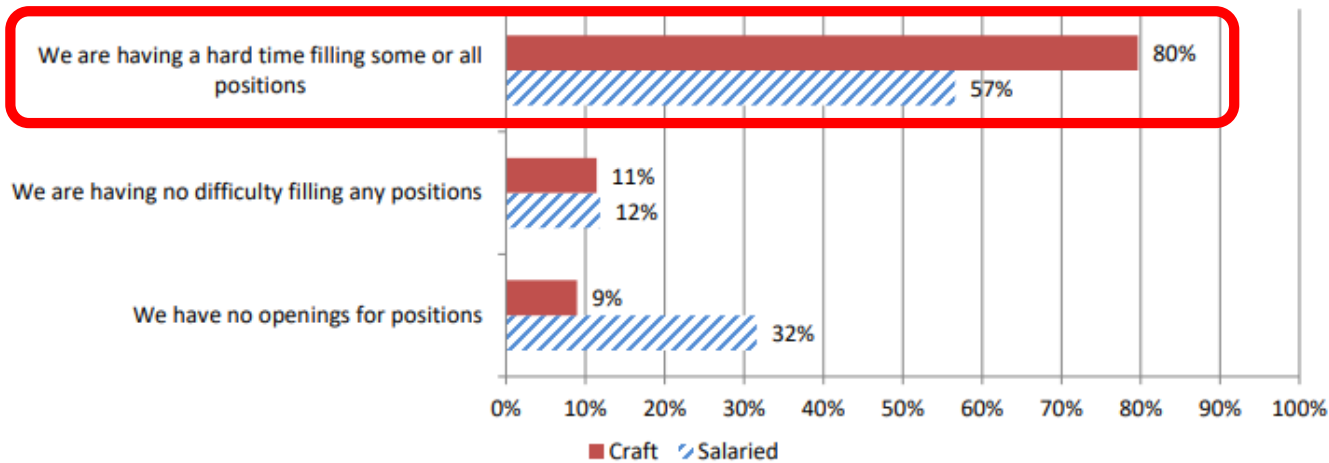
Associated General Contractor 2019 Workforce Survey



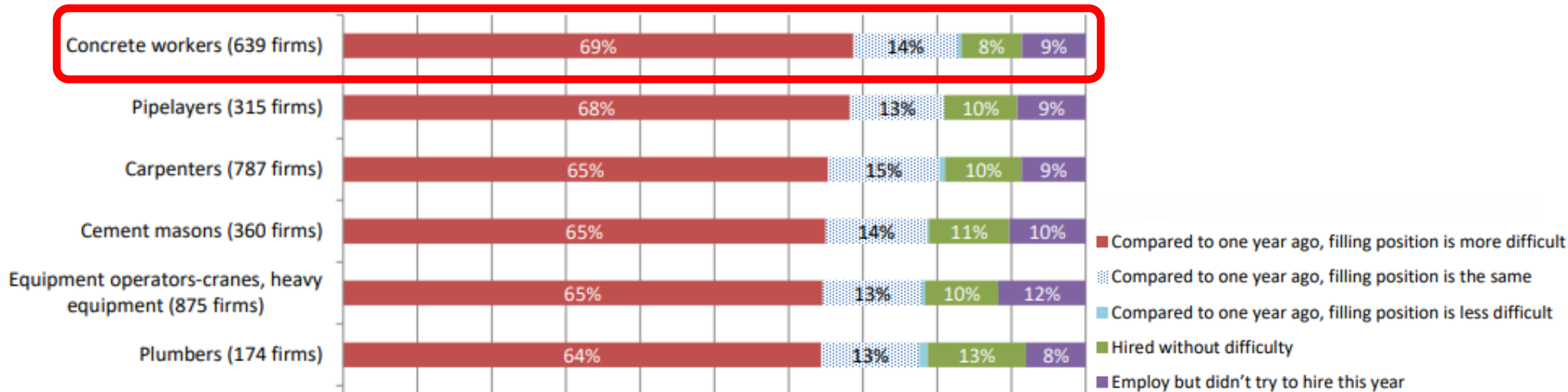
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AGC Workforce Survey

2. How would you describe your current situation in filling salaried and hourly craft positions?

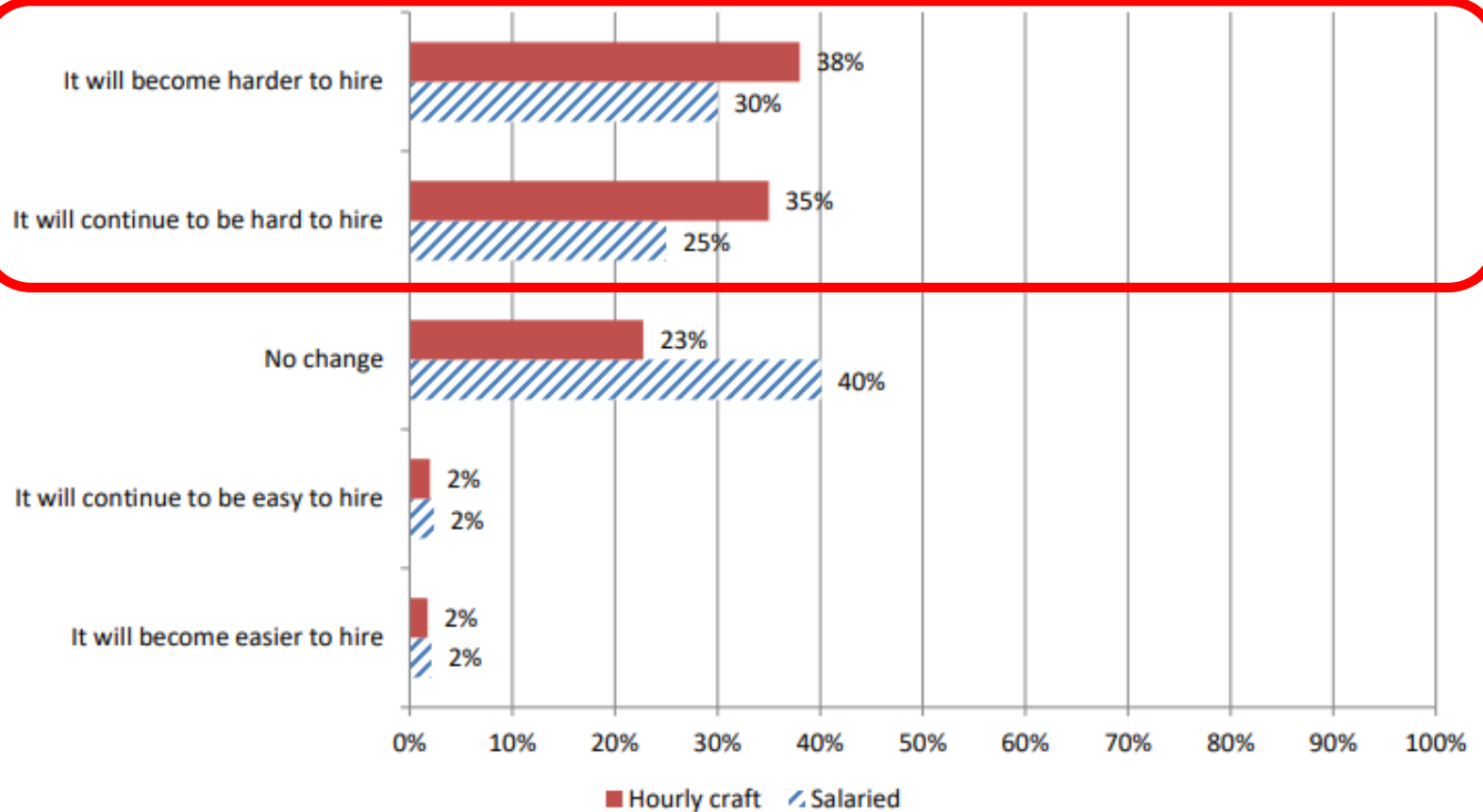


4. What has been your firm's experience this year in filling the following types of hourly craft positions?



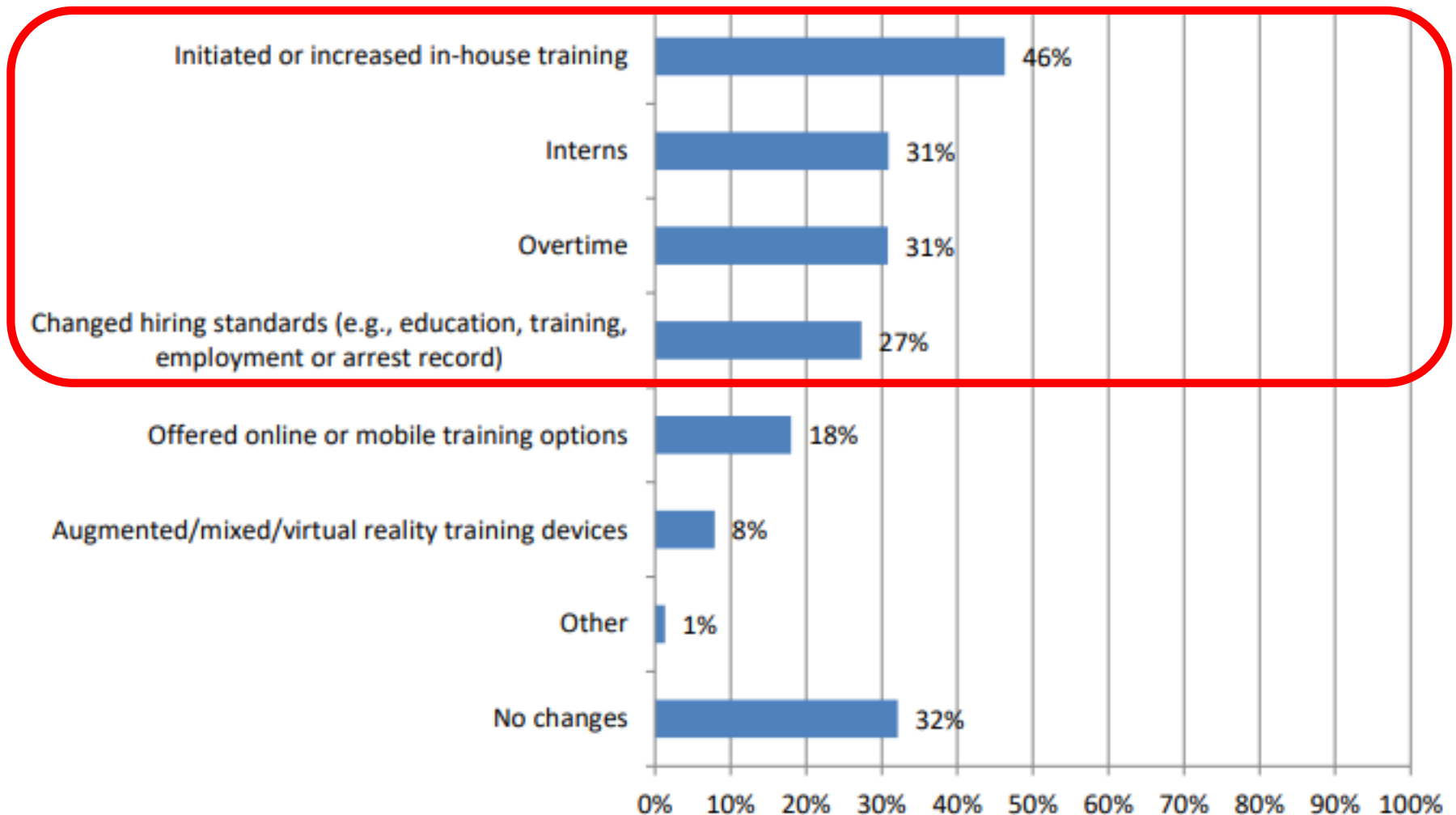
AGC Workforce Survey

5. Do you expect any changes in the availability of hourly craft or salaried personnel over the coming 12 months?



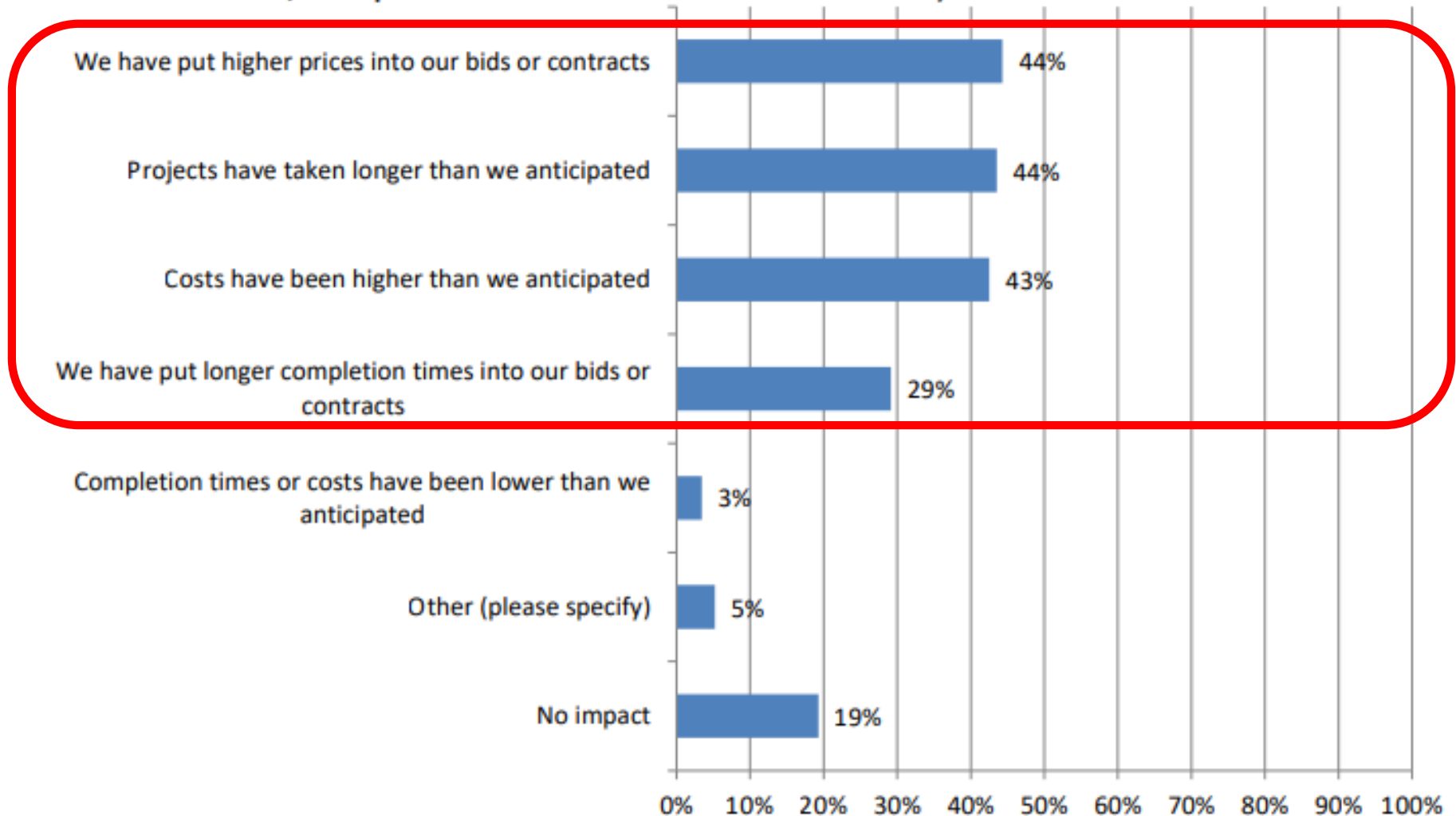
AGC Workforce Survey

10. Has your firm made changes in hiring, training or scheduling to address worker or skill shortages in the past year?
(Totals may add to more than 100%, as respondents could mark more than one answer.)



AGC Workforce Survey

12. If your firm is experiencing staffing challenges, how would you describe the impact on your projects? (Totals may add to more than 100%, as respondents could mark more than one answer.)



Southeast Region Study



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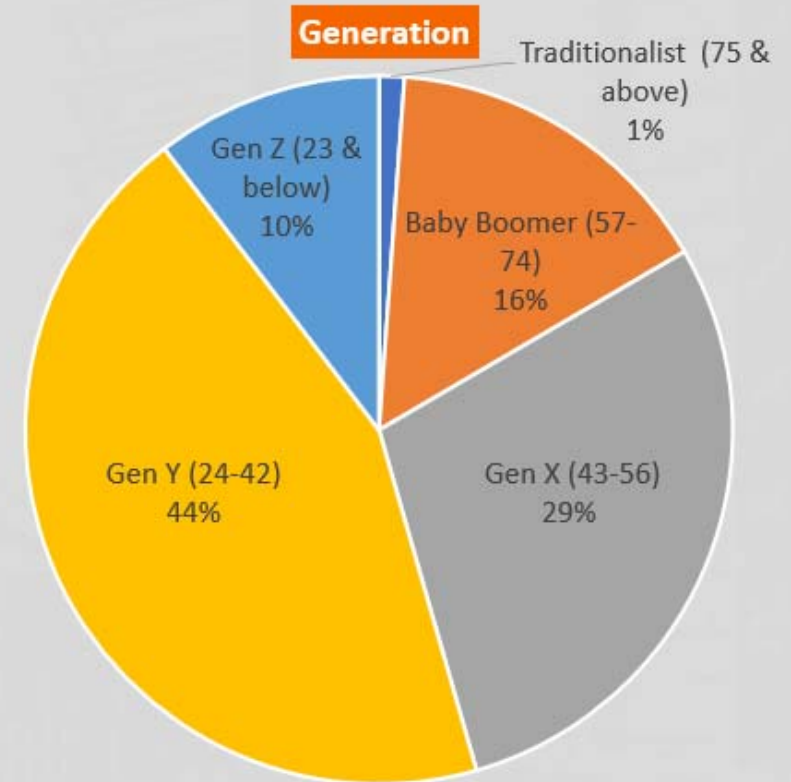
Business Case

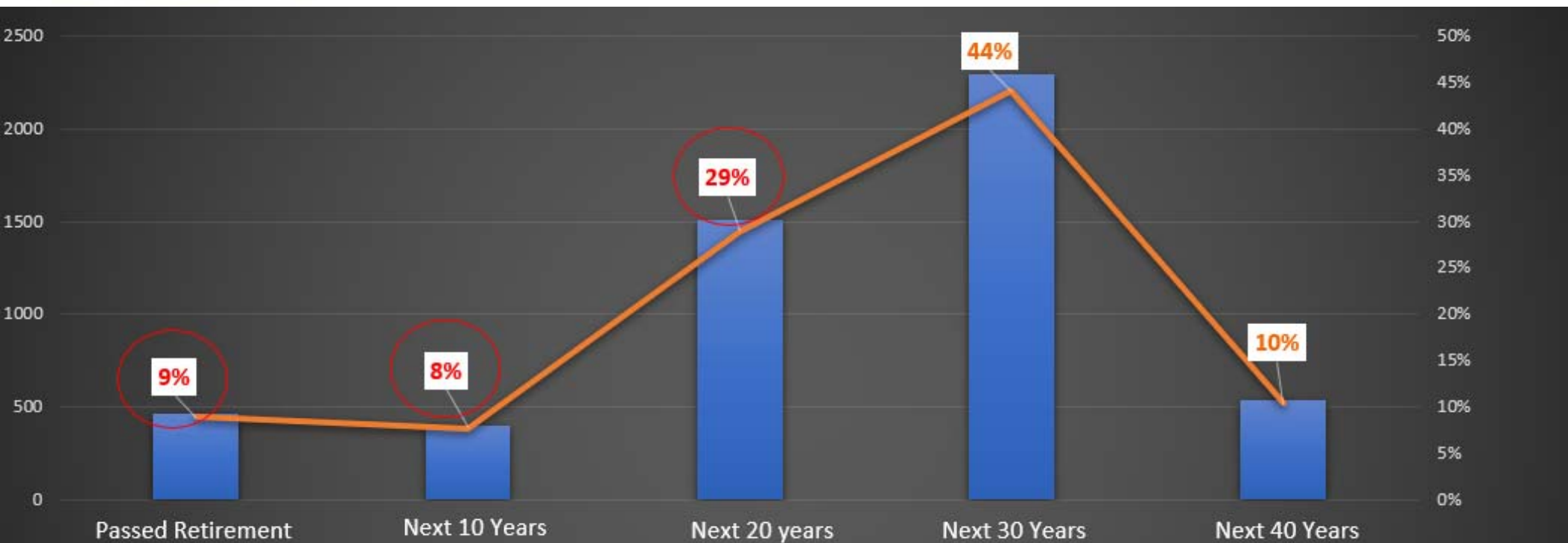
- Close-out / Warranty
- Workforce Demographics
- Safety Performance
- Other?



Distribution of Generations

Overall	#	%
Traditionalist (75 & above)	60	1
Baby Boomer (57-74)	804	15
Gen X (43-56)	1,507	29
Millennials / Gen Y (24-42)	2,294	45
Gen Z (23 & below)	540	10
Total	5,205	100





By 2036 (in next 15 years)– 31% workforce will retire!



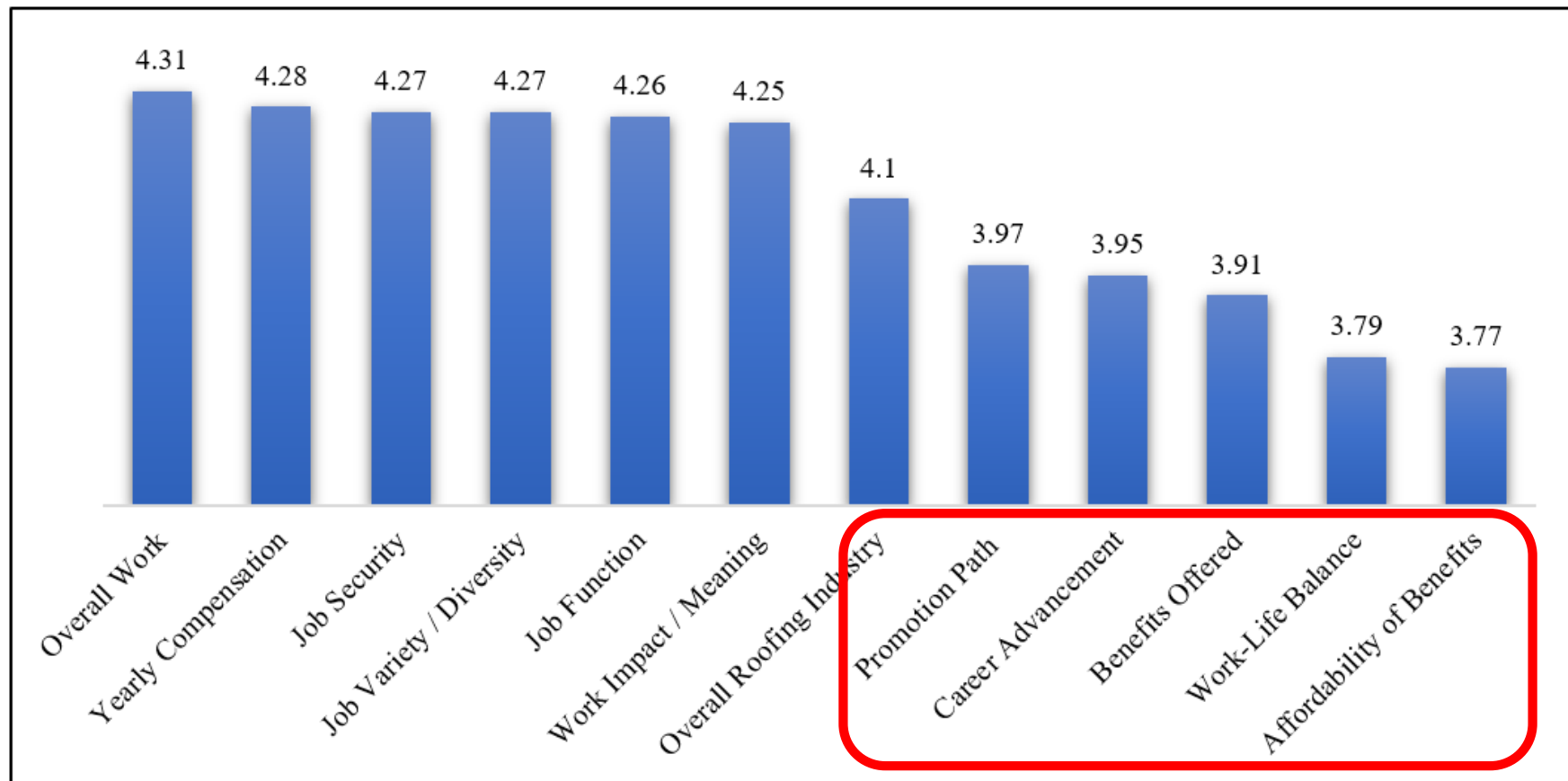
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Roofing Sector

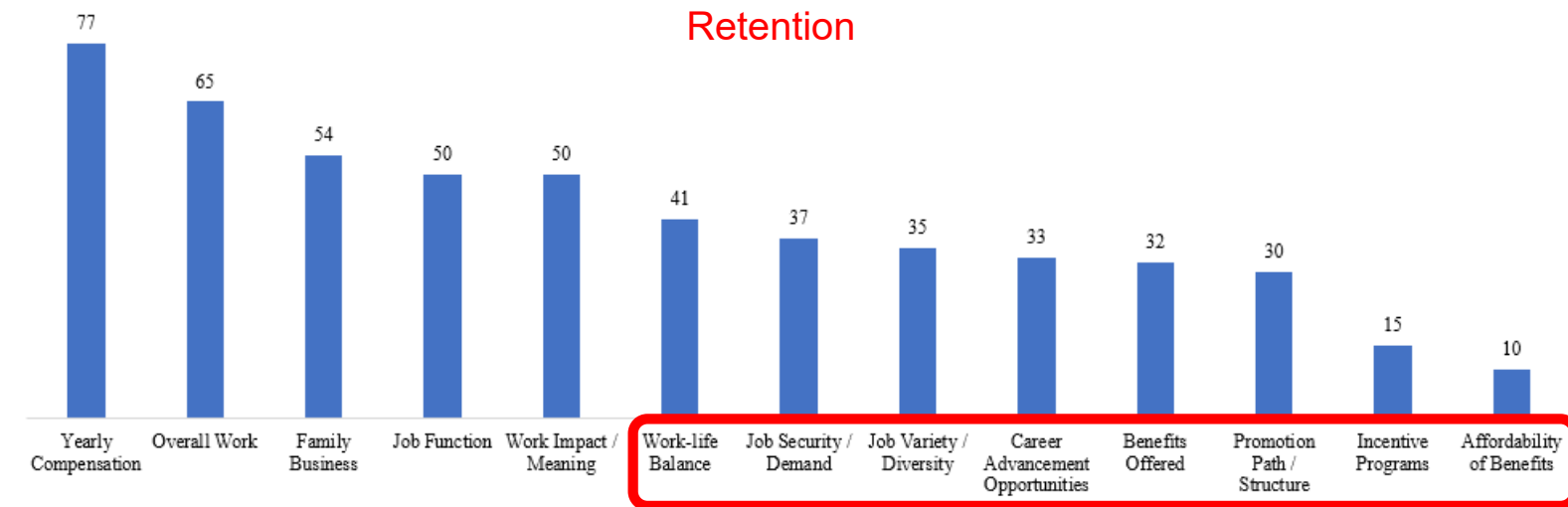
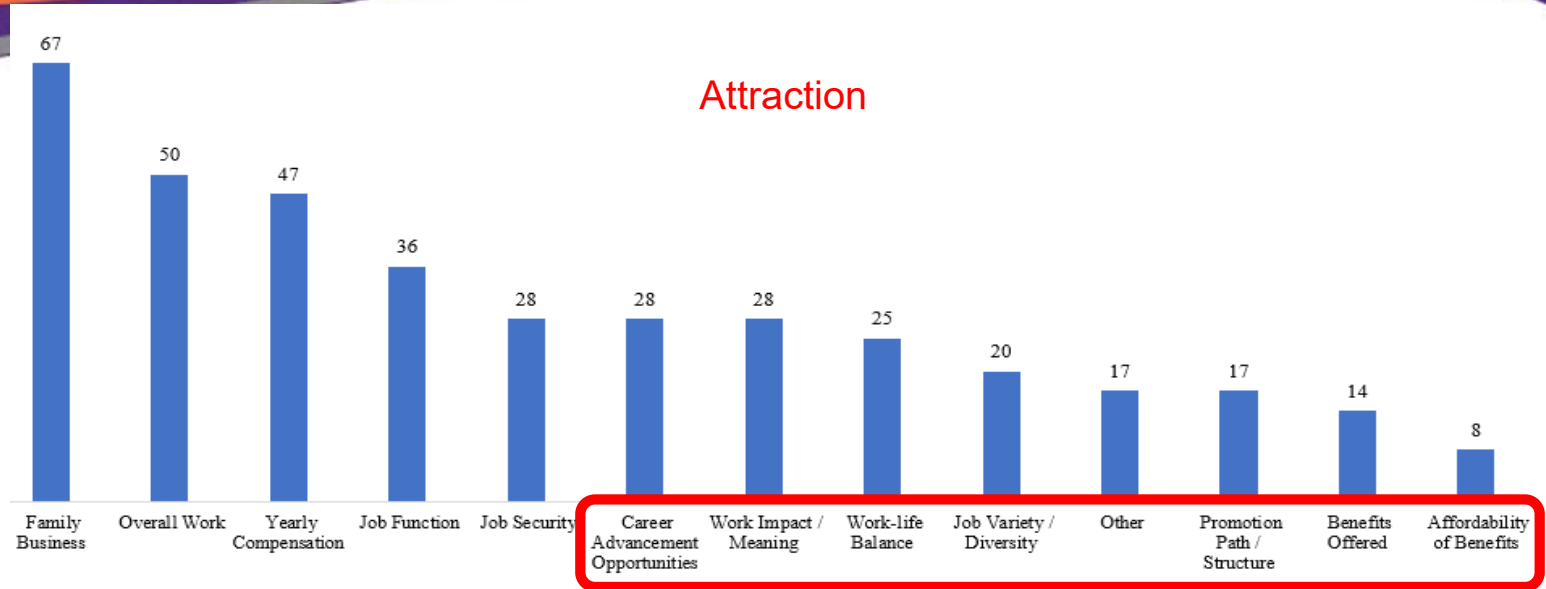


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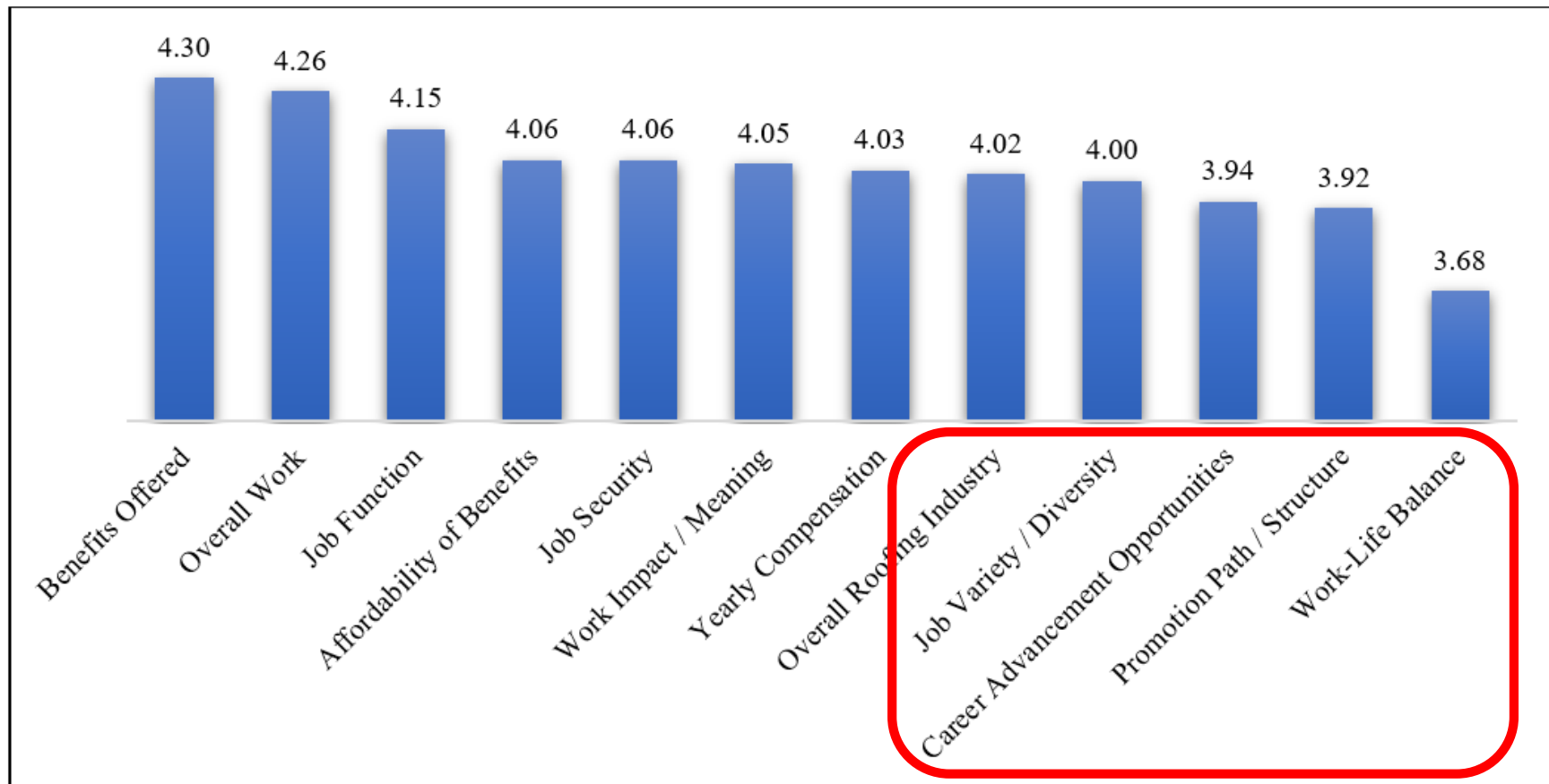
Overall Satisfaction - Contractor



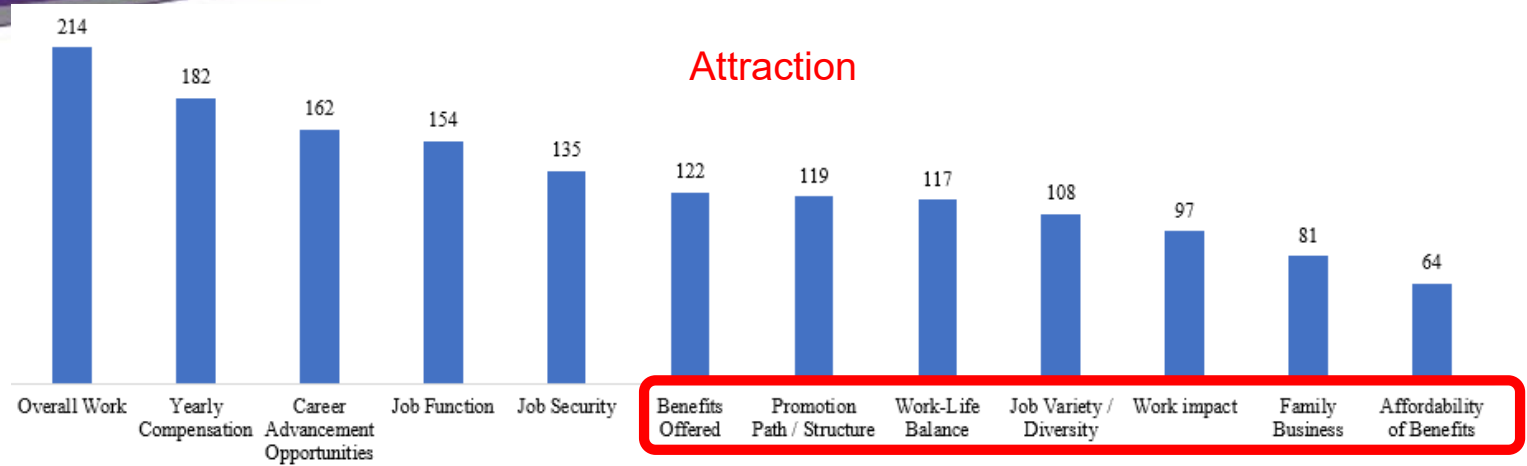
Attraction & Retention Factors



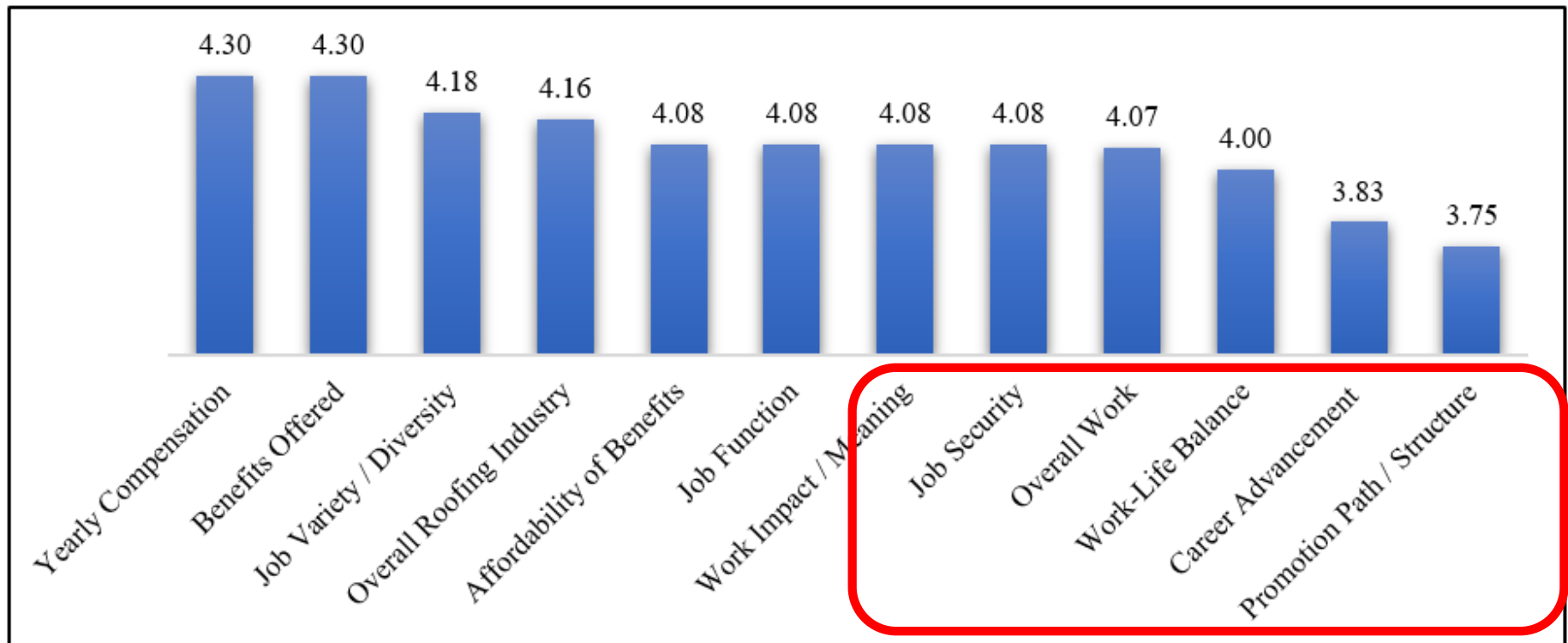
Overall Satisfaction - Distributor



Attraction & Retention Factors



Overall Satisfaction - Manufacturer



Electrical Sector

Bigelow, B. F., Perrenoud, A. J., Rahman, M., & Saseendran, A. (2019). An exploration of age ON attraction and retention of MANAGERIAL workforce in the Electrical construction industry in the United States. *International Journal of Construction Education and Research*, 17(1), 3–17. <https://doi.org/10.1080/15578771.2019.1611678>



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Influence Factors - Attract

Table 6. Influence of specific factors in attracting to electrical construction.

Factor	Influence	<30	31-40	41-50
Career advising	Positive	35	35	22
	None	65	63	74
	Negative	0	2	4
Family influence	Positive	65	54	68
	None	38	44	30
	Negative	2	2	3
Salary/wages	Positive	87	83	85
	None	14	11	13
	Negative	0	5	1
Industry image	Positive	65	42	43
	None	22	52	46
	Negative	14	6	11
No other opportunities	Positive	22	19	18
	None	49	71	75
	Negative	30	11	8
Career opportunities	Positive	84	69	64
	None	16	29	34
	Negative	0	2	1
Available training	Positive	65	54	61
	None	32	41	39
	Negative	0	4	1



Influence Factors - Retain

Table 8. Influence of specific factors in retaining in electrical construction.

Factor	Influence	<30	31–40	41–50
Salary/wages	Positive	89	93	92
	None	8	6	7
	Negative	3	1	1
Performance bonus	Positive	89	92	87
	None	8	5	10
	Negative	3	3	3
Non-monetary rewards	Positive	64	69	62
	None	31	28	31
	Negative	6	4	7
Reception of feedback	Positive	78	76	59
	None	22	23	31
	Negative	0	2	3
Manager relationships	Positive	92	87	85
	None	6	9	12
	Negative	3	4	3
Coworker relationships	Positive	86	86	91
	None	11	12	7
	Negative	3	3	1
Development opportunities	Positive	92	81	73
	None	8	16	25
	Negative	0	3	2
Company provided training	Positive	86	71	73
	None	14	24	26
	Negative	0	6	1

Attraction Factors

Table 7. Self-reported attraction factors.

Factor	<30	31-40	41-50	51-60
<i>Career/Job Opportunity</i>	17	11	13	12
Family Business or Family in the Business	17	17	21	22
Interesting/liked it	10	11	5	10
<i>Steady Job/Job Security</i>	10	3	3	2
<i>Good Pay</i>	7	13	21	17
<i>Requires Planning/Thinking/Problem Solving</i>	7	4	5	2
Technology/systems/controls	5	3	1	3
Relationships (friends)	5	2	4	3
<i>Training Provided/Apprenticeship</i>	5	1	1	3
<i>Needed a Job/Job Available</i>	2	11	9	7
Benefits	2	7	7	5
See Work Progress Daily/Build Things	2	7	5	5
The Company	2	4	2	1
Variety of Challenges/Locations/Projects	2	4	4	7
Good Respectable Work/Physical Work	2	3	2	1
Industry Size & Reputation	2	3	2	1
Degree/School/Training For It	2	2	3	2
Working Outdoors, Not a Desk Job	2	1	1	2
Skilled Trade	2	0	4	5
Autonomy/Flexibility/Freedom	2	0	1	0
<i>Working With My Hands</i>	0	10	7	8



What Else?

Workforce Demographics

- Baby Boomers
- Gen X

Retiring Workforce

- Next 10 years
- Next 15 years

Does
Knowledge
Retire?



Takeaways

- We can do better
- We have to take action - evolve
- We need to be proactive to get ahead of the problem

Be willing to meet them halfway to retain:

- Gauge internal workforce satisfaction
- Balance internal processes to workforce preferences
- Continuously measure for improvement
- Succession Planning



What can we do?

- Get involved! Local educational institution
- Career Path...let them grow and evolve
- Continuous Learning Opportunities
- Technology Integration
- Work-life Balance
- Meaningful Work / Social Responsibility
- Market our FM profession better



QUESTIONS



Dhaval Gajjar, PhD, FMP, SFP
(480) 332-6674

dgajjar@clemson.edu



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