

Engaging the Workforce of the 21st Century

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Cost of Attrition and Disengagement

According to Dr. Britt Andreatta's course *Organizational Learning and Development*.

- Disengaged employees cost an organization on average \$3,400 for every \$10,000 of salary (Gallup).
- The cost of replacing a lost employee is 50% - 250% of his/her annual salary and benefits.
- A recent Gallup survey suggests that 17.4% of the US workforce is considered disengaged.

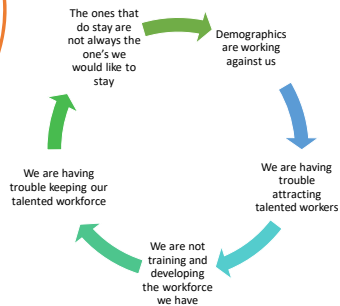
Attrition and disengagement are killing your bottom line.

- Consider an organization with 600 staff
- Median Salary of \$45,000
- $600 \text{ staff} \times .17 \times \$45,000/10,000 \times \$3,400$
= **\$1.5 Million/year**

Assume 10% turnover each year
 $60 \text{ losses} \times \$45,000 \times 50\%$
= **\$1.4 Million/year**

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What are the other challenges we are facing?



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The Demographic Problem

“Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.”
– George Orwell

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So how big is this problem?

Aging workforce

- We have been talking about this for over 20 years!

Scarcity of skilled replacement workforce

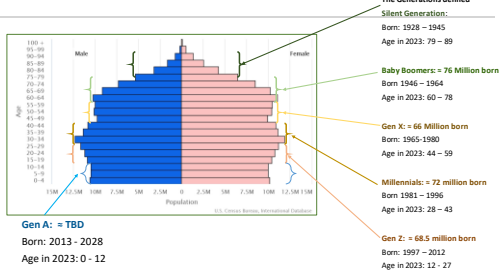
- Not enough candidates out there capable to replace the ones we are losing!
- Gen X is much smaller than Baby Boomers and they have bad attitudes!
- We made all the Millennials go to college?
- Gen Z? What do we even really know anything about this group?
- Who is next? Do we even know?

Some food for thought

- According to PeopleReady.com (2018), “Over the next ten years, one-third of skilled trades pros will retire faster than younger workers enter the field to replace them, leaving more than 3 million skilled trade jobs unfilled by 2028.”

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Population Pyramid for the United States (2023)



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Where do we find the workers?

"I hire people brighter than me and then I get out of their way."
- Lee Iacocca, American automobile executive

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What should we be doing to find the workforce of the 21st Century?

They are out there, sort of

- Be flexible and nimble
- Look for the diamonds in the rough
- Seek the person, not the skill

Start looking in places you may not have considered before

- High School/Technical College Career Days
- Local Job Placement Programs
- NGOs (Veteran, immigrant, 2nd chance programs)
- Workforce referrals (No one will refer someone they don't want to work with)

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There are new generations in the workplace

Lazyyyyyy
@em_Lacey

What is the biggest lesson that employment has taught you?

Pretty Little Fears
@cognac_eyes

1. HR is not there to protect you. They are there to protect the company.
2. Document EVERYTHING.
3. Food is not a reward for hard work.
4. Do the bare minimum, or you'll get rewarded MORE work.
5. Use them sick/vacation time.
6. Everyone is replaceable.
7. Keep them emails.

Quotes from *Hello, Gen Z: Engaging the Generation of Post-Millennials*, Claire Madden

- "Living at home longer has given me the freedom to be able to travel, buy technology and have very regular brunches (who can turn down a smashed avocado!)" – Steph, b. 1989
- "Short attention span, the instant and overwhelming information era, high global awareness, distrust of political figures." – Joshua, b. 1996

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Who are the millennials?

- They value meaningful motivation.
- They tend to challenge hierarchical status quos.
- They place importance on relationships with superiors.
- They have an intuitive knowledge of technology.
- Open and adaptive to change.
- Place importance on tasks rather than time.
- Passion for learning.
- Receptive to feedback and recognition
- Free-thinking and creative
- Value teamwork and social interactions in the workplace

[Source: \(Indeed.com\) https://www.indeed.com/career-advice/interviewing/10-millennial-generation-characteristics](https://www.indeed.com/career-advice/interviewing/10-millennial-generation-characteristics)

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What can millennials tell us?

- A tale of two bosses
 - The first, very focused, driven, does not give a great deal of feedback, either positive or negative.
 - The second, also very focused and driven, but constantly provides verbal affirmation, and gratitude for the efforts by the staff.
- A young millennial has worked for each for a year.
- When asked by a perspective employee about the work climate, and what to expect, which one do you think got the better feedback?
- Which one do you think the new candidate would choose to work for?
- How much did it cost the second boss to create a better work environment?

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What about Gen Z?

- Gen Z expects to work with modern technology.
- Gen Z prefers in-person interactions.
- Gen Z is entrepreneurial.
- Gen Z is less tolerant of authoritarian environments.
- Gen Z embraces change.
- Gen Z values flexibility.
- Gen Z is competitive.

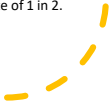
Source: (Indeed.com) <https://www.indeed.com/career-advice/finding-a-job/generation-z>

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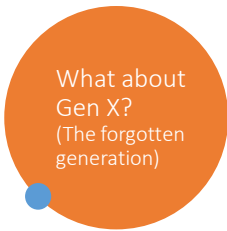


Food for thought

- Gen Z will likely be the most formally educated generation in history.
- 1 in 10 Boomers had college degrees
- 1 in 4 Gen X
- 1 in 3 Millennials
- It is expected GEN Z will have a rate of 1 in 2.



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What about Gen X?
(The forgotten generation)

- Instant nostalgia
- Cynical bunch
- Have the whole work-life balance down pat
- Tech savvy but not tech dependent
- Fiercely independent
- Prefer a casual workplace
- Like to learn new skills




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Looking forward not back




Generation Alpha (2012-2027)
– Children of the Millennials



According to Bureau of Labor and Statistics, “by 2025 only 1 and 10 workers will be Baby Boomers, in 2015 they were 1 in 5.”



By the end of this decade Millennials and Gen Z will make up 3/5ths of the workforce?



Is your workplace prepared to adjust to attract a new generation of workers with different work-life values, new engagement styles, collaborative approaches to leadership and management as well as a more global outlook and tighter integration with technology?

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How to adapt your workplace culture

- Consider partnering at the university level to adopt top female talent to attract more women candidates for tech roles.
- Create latticed career paths and multiple work formats.
- Set up internal marketplaces to match projects with needed skill sets.
- Leverage the expertise of Gen X, Gen Y, and Boomers to help mentor Gen Z into strong leaders.
- Consider the attractiveness of the industry you are in and the reputation of your company and plan accordingly.

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Define your needs

- About 10 million fewer Gen Xers than there were Baby Boomers
- What about Millennials?
- Who is going to fix my Pneumatic Control System that I have not upgraded to DDC?
- Who is going to remember where that buried cutoff valve is located?
- Does anyone even know how to operate a riding lawn mower? Or repair one?

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What factors are likely to impact the workforce of the 21st Century?

Technology

- How many of you have buildings that are more than 50 years old?
- How many of you have buildings built in the last 5 years or that are under construction?
- Do you have anyone that is able to work successfully in both?

Change

- New systems to recaptialize aging infrastructure
- AI, Smart Building Systems, IoT
- New energy and sustainability requirements?

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What does the workforce of 2030 look like?



2030 is only 6 years away!



What are our needs?
AI, Smart Buildings, Digital Controls and Highly integrated BAS.

No ready-made solutions for grounds and building services



What mix of skills does our work force require?

The Physical Plant isn't changing that much?



Where do we find them?

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What does the recruiting process look like?

- Have a vacancy (Technical vs. White Collar?)
- Review and post job description
- Obtain resumes, review and set up interviews
- Select best qualified candidate
- Hope you can afford their salary requirements
- On board or promote
- Then what?

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What could go wrong?



WHAT IF YOU DON'T GET ANY APPLICANTS?



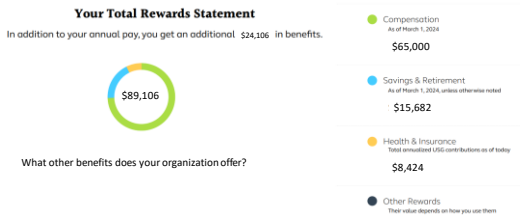
WHAT IF NONE ARE QUALIFIED?



WHAT IF THEY WANT TOO MUCH MONEY?

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Are you telling the whole story?



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Are we telling the right story?

THINK ABOUT THE FOLKS WE ARE SEEKING OUT?

WHAT MOTIVATES THEM?

WHAT MAKES HIGHER EDUCATION MORE APPEALING THAN OTHER INDUSTRIES?

WHAT DO WE HAVE TO OFFER TO MAKE UP FOR THE FACT THAT WE MAY NOT BE ABLE TO PAY AS MUCH?

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Not a labor shortage, a labor skills shortage?

You may already have a pool of great workers; they just don't have the skill set you need?

The pool of outside candidates might not have the skills you need.

Those that do, may not be willing to work for what you are willing to pay.

How do you take the team you have and turn them into the team you need?

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- The future of work will call for a return of the Renaissance figure: a person with many talents, interests, and areas of knowledge. It will require a fusion of four key work skills:
- Digital tools and technology skills
- Comfort with analytics and data
- Business management skills
- Design and creative skills

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- Develop and prepare my people so that they are the most qualified and sought after candidates in the industry.
- Career Ladders based on skill, trade, or profession
 - Personalized professional development plans
 - To perfect existing skills
 - To learn new skills
 - To develop new leaders
- Make it so they never want to leave!
- Compensation is important.
 - Engagement and demonstrating that you value your employees is just as critical.

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Now that you have them on the team, how do you keep them?

"Train people well enough so they can leave. Treat them well enough so they don't have [want] to."
 - Richard Branson

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Why do good employees leave?

1. Compensation that's not competitive
2. Lack of engagement
3. No or unclear expectations
4. No sense of impact
5. Little or no top-level support
6. Not enough flexibility
7. Management mishaps
8. No opportunities to grow
9. No cutting-edge tech or opportunities
10. No regular check-ins
11. Workplace loneliness
12. Burnout

- Deloitte

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What are you doing to keep your people?

Professional Development	Career Ladders	Off/On Ramps
Cross Training/Career Group changes	Incentives and Bonuses	Education and Certification Opportunities

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Promoting Pathways

- Attract: with your story
- Engage: with your culture
- Retain: with your development pathways



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Attract

- Purpose
 - What is the core purpose of why we exist?
- Vision
 - What do we want to become?
- Mission
 - What are we here to do? What are the unique points that define us?
- Values
 - What are the behaviors of our organization, informed by our values that shape our culture

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Engage

- Culture eats strategy for breakfast!
- Leaders have the power to create, enforce, and maintain culture.
 - A great example and read: *Turn the Ship Around*, L. David Marquet
 - Leader-Leader model vs. Leader-Follower
- Changing a culture requires systematic and planned changes.
 - Language, behavior, symbols, and systems
 - Alignment with organizational strategy
 - Its like a garden, if you nurture it, it can flourish, if you don't you wind up with weeds

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Retain

- What development pathways does your organization provide?
 - Are you encouraging engagement and lifelong learning?
- People tend to remain where they have an opportunity to grow and develop
- In a report by PwC on "Millennials at work" two of the top three factors that make an organization attractive employer were 'opportunities for career progression' and 'excellent training/development programs.'

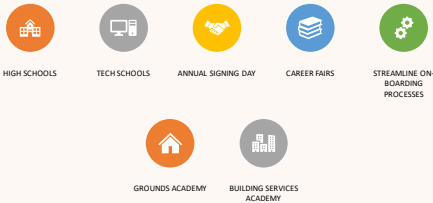
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What we are doing at UGA FMD

- New recruiting strategies
- Career Ladders and Career Mobility
- Leadership and Professional Development

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Recruiting Pilots



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UGA Career Ladders Program

- Streamlined Career Progression
- Based on objective skill criteria, training completion, and experience
- No limits or quotas



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Career Ladders - Areas Of Opportunity

Operations & Maintenance

Central Steam Plant

O&M Pathway- Mechanical Skilled Trades Worker

- Electrical
- Lineman
- HVACR
- Plumbing
- Sheetmetal
- Welding
- Pipefitting
- Maintenance

O&M Pathway- Structural Skilled Trades Worker

- Carpentry
- Floor Mechanic
- Locksmith
- Mason
- Painting
- Roofing

O&M PATHWAY – ZONE SHOP

- Entry Mechanic
- Zone Mechanic I
- Zone Mechanic II
- Zone Mechanic III

CENTRAL STEAM PLANT – OPERATIONS CENTER

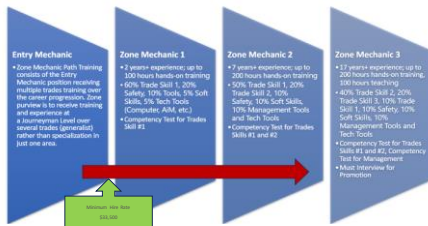
- Stationary Eng Trainee I
- Stationary Eng Trainee II
- Boiler Operator I
- Boiler Operator II
- Stationary Eng I-III

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Shop Pathway – Entry Mechanic



Zone Path – Specialized Career Guideline and Training Requirements



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- 0.5% of annual salary budget set aside for training and development programs for FMD staff.
 - Group training
 - Individual Training
 - Technical Training and Advancement
 - Certifications
- FMD Scholarship fund

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Ideas from other organizations

- Career swaps/rotational leadership opportunities
 - 2 or 3 assistant director positions that are filled by up and comers on an annual basis
- High School Student Interns
 - Allows students to experience various trades while still in high school
- Apprenticeship programs
- Refugee organizations
 - People from all over the world with technical skills coming here every day
 - Permitted to work in US
- Referral participation program
 - Stays on-board for certain period
 - \$150-\$500

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- We need to understand how to engage the workforce of the 21st century.
- An engaged workforce is productive, easier to retain, and stronger.
- Being an engaged leader can arguably be less expensive than not.
- Don't be afraid of trying new strategies.

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BACK UP

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Who is Gen Z?

- Estimated that average Gen Z will have 17 jobs across 9 different career fields in their lifetime, working in many jobs that don't even exist
- Given its experience growing up in the aftermath of the Great Recession, you might think Gen Z has emerged as a pragmatic, risk-averse, non-entrepreneurial group motivated by job security. Instead, a more nuanced picture emerged as we explored their career aspirations, career development, working styles, core values, behavior and character, education, and stance on diversity.
- While salary is the most important factor in deciding on a job, Generation Z values salary less than every other generation: If given the choice of accepting a better-paying but boring job versus work that was more interesting but didn't pay as well, Gen Z was fairly evenly split over the choice.



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Considerations regarding Generation Z

- Gen Z will likely have the ability to demand greater personalization in how they move along their career journey. For organizations to attract and retain the best and brightest of the generation, it will require a different mindset.
- Employers must be ready to adopt a speed of evolution that matches the external environment. That means developing robust training and leadership programs, with a real and tangible focus on diversity.
- Develop the profile of a great employee, establish internal apprenticeship programs, or hire smart, talented people and then match them with a role once inside the organization.
