

We will be starting momentarily:
thanks for joining!

Starting thinking now to share later:

What's one tactic or investment you've seen successfully improve recruitment or retention of frontline workers on your campus?



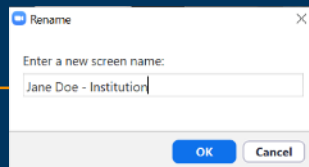
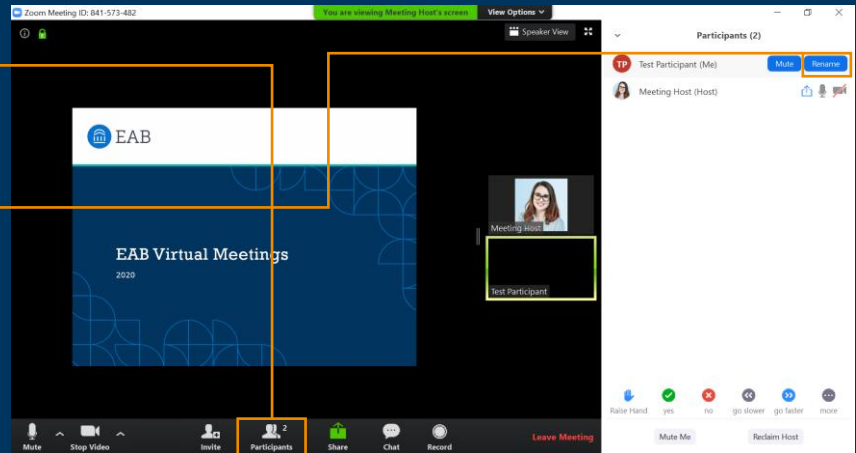
Recruit and Retain **Frontline** **Workers**

Bridge the Talent Gap: 4 Conversations to Recruit,
Retain, and Re-skill Facilities Employees

Zoom Features and Settings

Update Your Name

- Click **Participants** in your menu bar.
- On the right side of the screen, you can hover over your name and click **Rename**.
- Add a dash and your institution name.



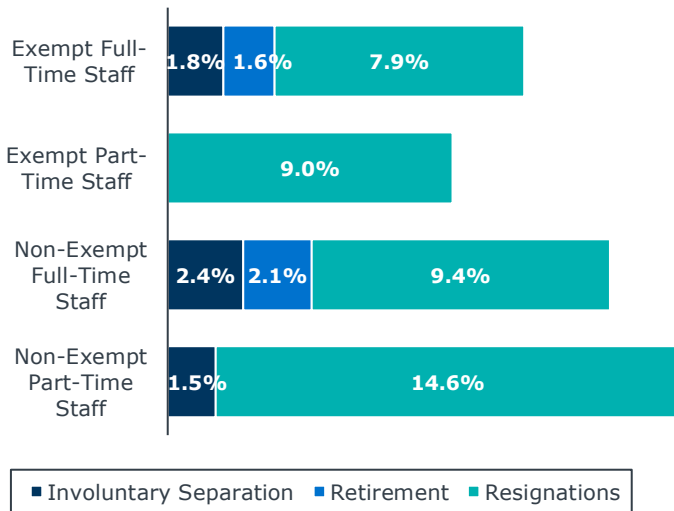


The Labor Shortage Hits Higher Ed Hard

Resignations, Not Layoffs, Drive Talent Crunch in Core Campus Functions

Surge in Higher Ed Staff Turnover Over Last Year Largely Voluntary

Rate of and Reasons for Staff Turnover (2020-2021)



Job Loss Concentrated in Areas with Low Pay

Change in staff area size (2019 to 2022)

-6.0%

Service and maintenance staff

-5.8%

Office and admin support staff

+3.1%

Information technology staff

Median Growth in Wages (7/20 – 6/21)

+0.75%

Higher Ed

7%

CPI Inflation

1) Exempt: entitled to overtime pay.
2) Not exempt: not entitled to overtime pay.
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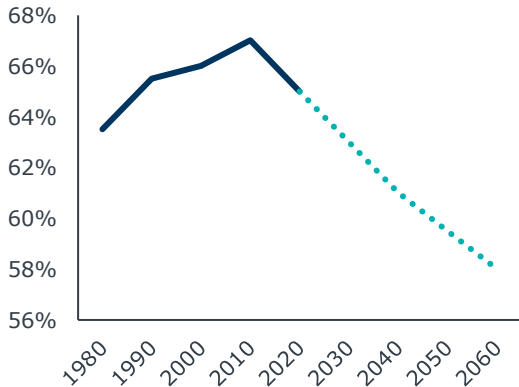
Source: EAB Analysis of 2021 **CUPA-HR data**. "A Brutal Tally Higher Ed Lost 650,000 Jobs Last Year," *The Chronicle of Higher Education*. EAB analysis of Emsi Burning Glass labor statistics data.

Talent Troubles Here for the Long Haul

Even If COVID Labor Market Stabilizes, Challenges Will Persist, Worsen

The Other Demographic Cliff

Percent of U.S. Population Aged 15-64 Years Old



— Observed Median Prediction



6M

estimated worker deficit by 2028

Three Factors Amplifying Talent Challenges

Higher Ed Workforce Disproportionately Older



- **29% over 65** vs 23% in other industries
- ~50% increase in **baby boomer retirements**

Perpetual Workforce Participation Suppression



- **3M fewer workers in the labor force** v. February 2020
- **Missing groups:** immigrants, early retirees, adults opting out of labor market

Globalization of Talent Market



- Remote work **removing geographic boundaries** on work and recruitment
- Competing with new, different competitors

From Great Renegotiation to Org Transformation

How EAB Can Help Institutions Achieve Their Strategic Talent Management Goals



Winning the Great Renegotiation

- ✓ Implement high-impact tactics with proven ROI in the current labor market
- ✓ Customize compensation packages based on employee value and preference analyses

Sansdemir-Era Playbook for **Staff Recruitment and Retention** (*forthcoming*)



Becoming a Top Talent Destination

- ✓ Develop a data-informed understanding of competitive position as a local, regional, and global employer
- ✓ Use strategic employer branding to gain a competitive advantage

Employer Brand Diagnostic and Associated Toolkit (*forthcoming*)



Maximizing Organizational Learning and Effectiveness

- ✓ Identify top barriers to continuous improvement and peak performance
- ✓ Redesign structures, roles, and processes to realize long-term goals (e.g., increased operational efficiency)

Proactive **Succession Planning** Guide and Interactive Workshop (*forthcoming*)

URGENT



Summer 2022

IMPORTANT



Fall-Winter 2022

TRANSFORMATIONAL



2023 and Beyond

The Most Evergreen of Issues

Facilities Concerns about Talent Stretch Back Decades

1980s



"Every year now until the mid-90's there will be 200,000 fewer workers than there were the year before."

-*The New York Times* (1987)

1990s



"In important occupations – from skilled blue-collar jobs to poorly paid professional positions – employers seem unable to recruit and retain good workers."

-*Economic Policy Institute* (1999)

2000s



"Unions, construction contractors and other businesses are trying to figure out how to attract more young people to those fields."

-*The Wall Street Journal* (2008)

2010s



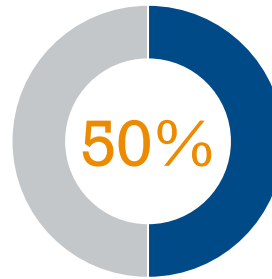
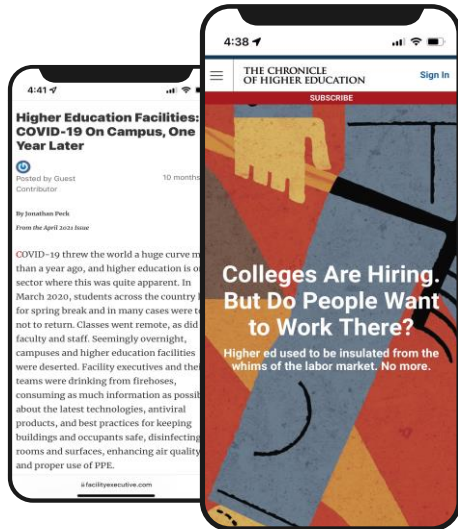
"Facility management is facing a critical shortage of professionals and urgently needs to attract new talent."

-*Control Solutions Inc.* (2017)

Source: "[Did Lack of Respect Lead to a Growing Labor Shortage?](#)," *Economic Policy Institute*; "[How Facilities Management Can Learn to Attract Top Talent](#)," *Control Solutions Inc.*; "[Labor Shortage is Seen](#)," *The New York Times*; "[Skilled Trades Seek Workers](#)," *The Wall Street Journal*; EAB interviews and analysis.

“The Great Resignation” Comes for Facilities

Pandemic Exacerbating Existing Recruitment and Retention Challenges



50% or more of Facilities leaders reported an increase in vacancies compared to 2019

“We had to create radio ads to advertise for open cleaner positions. I never thought that would be necessary.”

Senior Estates Officer, Large Public

Quick Poll

Compared to prior to the pandemic (2019), recruiting, engaging, and retaining Facilities talent right now is:

- a) Much harder
- b) Somewhat harder
- c) About the same
- d) Somewhat easier
- e) Much easier

A Multi-Layered Problem



Different Segments of Facilities Workforce Pose Distinct Challenges

Staff Segment



Frontline Supervisors

Bridge the Talent Gap Session

Session 4: Prepare and Cultivate
New Managers and Supervisors
June 28, 2022



Designers and Project Managers

Session 3: Develop and Deploy
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Frontline Service Staff

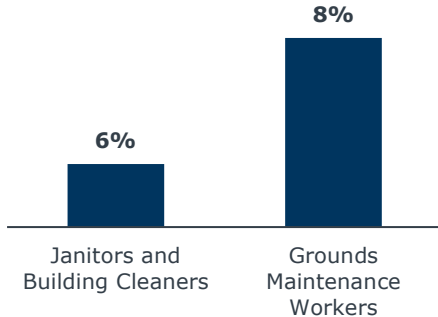
**Session 1: Recruit and Retain
Frontline Workers**
May 10, 2022

A Job Seeker's Market for Frontline Service Staff

Usual Churn Increasing as Private Sector Wages and Opportunities Grow

Frontline Service Roles Projecting Higher-Than-Average Job Growth

Anticipated Job Growth, 2020-2030



Select Firms Increasing Minimum Wage



Select Firms Giving One-Time Bonuses



“I’m the highest paying custodial job you could get anywhere with the best benefits.”

*AVP of Facilities Management,
Large Public University*

“For the lower paying trades like janitorial and security officers, I set up 10 interviews in a day and I’m lucky if one shows up.”

*Assistant VP of Operations,
Small Private University*

Where Do Comp Dollars Have the Biggest ROI?



Pay Impacts Frontline Service Staff Retention, But Not a Panacea

High ROI from Increasing Frontline Salaries...

4% Increase in hourly wages at local fast food chain prompted mass custodial turnover at Doxie University¹

...But Raises Alone Will Not Solve Frontline Retention Challenges



Where Pay Makes a Difference

“They cost the same on paper, but I’ll tell you that we found raising a hundred custodians’ hourly wage by fifty cents had a much greater impact on retention than increasing ten skilled tradesmen’s annual pay by ten thousand dollars.”

*AVP of Facilities Management
Public Flagship University*

Industries with Highest Voluntary Staff Departure Rates²

#1	Accommodation and Food Services
#2	Leisure and Hospitality

Primary Competitors for Frontline Service Staff

1) Pseudonym.
2) US average, 2011.

Source: “There Are Significant Business Costs to Replacing Employees,” Center for American Progress, <https://www.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>; “Turnover,” Cleanlink, <http://www.cleanlink.com/cp/article/Turnover--6327>; EAB interviews and analysis.

Question from Your Colleagues

Write in the chat or come off mute!

Is anyone reducing the percent time a part-time employee must work to get benefits to attract new talent? For example, an employee now get full benefits at 50% vs 80%?



Disengagement Common Among Frontline Staff



14

Lack of Mechanisms for Feedback, Growth Drive Absenteeism and Turnover

Unit-Level Impact of Disengaged Staff

▶ **87%**

Increase in likelihood of **departure** among disengaged employees

▶ **37%**

Increase in **absenteeism** among disengaged employees

Common Drivers of Frontline Service Staff Disengagement

- ✘ Inability to provide feedback → *"No one cares about what I think."*
- ✘ Lack of growth opportunities → *"I don't want to do this forever. I want to make more money and try new things."*
- ✘ Isolation and disconnect from mission → *"My job isn't important. I just empty the trash."*

Winning Hearts and Minds



Engagement Linked to Increased Productivity, Quality

Highly Engaged Employees Exhibit a...

57% ↑

increase in effort put into their work compared to disengaged employees

44% ↑

increase in happiness at work compared to disengaged employees

Businesses in the Top Quartile of Engagement...

17% more productive

70% fewer safety incidents

10% better customer service ratings

...than Businesses in the Bottom Quartile of Engagement

Quick Poll

For frontline workers (e.g., custodians, grounds, security guards, etc), the most difficulty talent management challenge is:

- a) Recruitment
- b) Training
- c) Engagement
- d) Retention
- e) Upskilling

Empowering Staff to Raise and Solve Problems



Wake Forest Engagement Council Collaborates with Leaders to Drive Change

“Facilities Focus” Staff Engagement Council



Cross-unit, staff-elected council membership

Facilities staff across levels elect 12 representatives to engagement council. 15:1 ratio of total unit staff to representatives



Quarterly working sessions with leadership

Representatives bring feedback from colleagues to quarterly working sessions, facilitated by SFO and unit HR director



Collaborative response plans

Representatives and leaders work together to develop solutions for surfaced problems and establish timetables for resolution

Sample Issue: Uniforms

- Facilities staff shared discontent with uniform fit and design with council members
- Council identified more professional and comfortable uniforms within budget; leaders agreed to purchase
- Overall Facilities staff complaints declined after distributing new uniforms



“Employees now have a concrete example that showcases leadership’s commitment to listening to them and helping them fix concerns.”

*John Shenette
AVP for Facilities and Campus Services
Wake Forest University*

Taking the Pulse of Frontline Service Staff

CU Boulder Surveys Employees to Identify Pain Points

1 Senior leaders convene task force in response to above average turnover among frontline service staff

2 Task force creates customized staff survey in English, Spanish, and Laotian to collect feedback on staff's most pressing issues

3 312 frontline staff complete survey, including 177 from Housing & Dining Services and 121 from Facilities Management

4 Task force disseminates results and charges four subcommittees with developing action plans to address top concerns



University of Colorado
Boulder

Select Questions from CU Boulder's Frontline Service Employee Survey

- What are your long-term career plans?
- What types of professional development and educational programs are you most likely to participate in?
- What is the greatest barrier to your professional development?
- What has held you back from pursuing any certification or vocational training?
- How do you get to work?
- Would you be interested in reduced parking fees and/or shuttle service?

Download a copy of CU Boulder's engagement survey [here](#).

Publicly Acting on Feedback



CU Boulder Develops and Communicates Action Plan for Survey Findings

Issues Identified by Survey

- 1 Hourly Wages Below Market Rates
- 2 Lack of Professional Development Opportunities
- 3 High Commuting Costs
- 4 Lack of Tuition Assistance



Actions Recommended by Task Force

- Increase frontline staff minimum wage from \$10.20 to \$12.10/hour, with additional raises for select tenured staff to avoid salary compression
- Expand apprenticeship program and create advisor position to support interested staff
- Subsidize rideshare program
- Offer ESL and digital literacy courses during work hours at no cost



Communicating the Implementation of the Action Plan



Plan communicated via press release, detailed memorandum, and town halls



Extensive messaging gives Facilities credit for listening, working toward solutions

Question from Your Colleagues

Write in the chat or come off mute!

Is anyone offering hybrid work, flex time or flex schedule for hourly staff to try and align to the (perceived) perk that salaried staff are getting with hybrid work?



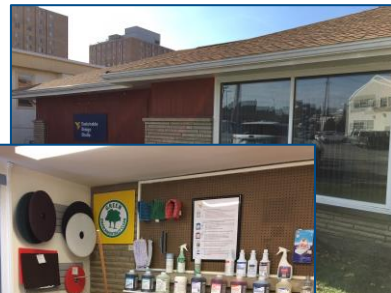
Giving Staff a Dedicated Space to Enhance Skills

WVU's Custodial Lab Fosters Confidence in New and Existing Employees



Custodial Training Lab

- Leaders invest \$10K to transform vacant campus house into dedicated custodial training facility
- House contains equipment and surfaces found throughout campus
- Custodians use house to practice effective cleaning techniques and test new products
- Leaders observe increased confidence and quality from staff using training house



Next-Generation Dedicated Training Spaces

- **University of Central Florida** planning 2,500 GSF Facilities Support Building
- Dedicated training facility will have staging areas, classrooms, and lounge
- Leaders expect initial \$1M investment to pay for itself over time through increased productivity, engagement, and quality



Enabling Staff to Explore New Interests

Initiatives Expand Facilities Knowledge and Skills Beyond Current Roles

Internal Programs



Train-the-Trainer Program

- Facilities staff across levels and functions run training sessions for colleagues on topics of personal expertise
- Topics include wiring, mulching, ADA compliance
- All Facilities staff required to take at least one class per month
- Program has improved staff morale and broken down unit silos

External Programs



Technical Tuition Assistance Program

- Facilities unit provides tuition vouchers for staff to enroll in courses at community and technical colleges
- Courses must have relevance to Facilities division, but may expand beyond current role
- 10% of staff currently utilizing program, including frontline service staff pursuing trades skills



Continuing Education Partnership

- Facilities leaders established training agreement with local technical school to offer courses for interested staff
- Staff have used partnership to broaden skillset and launch trades careers
- Leaders have observed increased employee engagement from educational investment

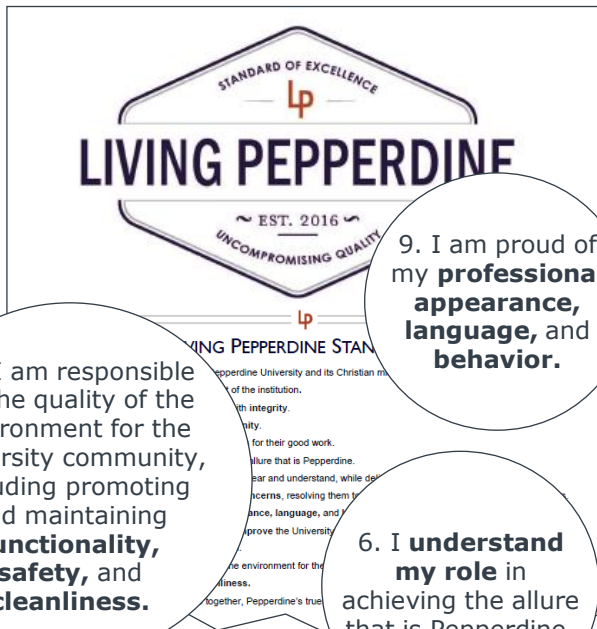
Connecting the Dots Between Mission and Work

Pepperdine's Engagement Campaign Establishes 12 Core Values for FM¹

PEPPERDINE

"Living Pepperdine" Engagement Campaign

- Initiated in response to concerns that staff lacked connection to institution's mission
- Employee focus groups developed 12 core values that connect Facilities responsibilities to institutional mission
- All staff received copies of core values, which provides concrete mantras that staff commit to uphold throughout everyday work



9. I am proud of my **professional appearance, language, and behavior.**

11. I am responsible for the quality of the environment for the University community, including promoting **functionality, safety, and cleanliness.**

6. I understand **my role** in achieving the allure that is Pepperdine.

1) Facilities Management.

Pepperdine's Three-Pronged Approach to Continually Reinforcing Values

Recruiting and Onboarding



- Job postings and hiring interviews highlight core values
- New hire orientation sessions introduce values and connect work to mission

Performance Reviews



- Supervisors assess employees' embodiment of core values during 90-day check-ins and annual performance reviews

Daily Lineups



- Supervisors lead 5- to 10-minute, mission-focused team meetings at start of every shift
- Employees read daily "Living Pepperdine" newsletter aloud at each Daily Lineup
- Newsletters discuss how staff demonstrate core values through their work

Pepperdine's Promising Early Results

Leaders See Increased Engagement, Comradery from Frontline Staff

Living Pepperdine Year One Staff Survey Results

86%

affirmed value of daily meetings



"It is a **good positive way to start the day**. It helps create the mood for the entire day."

88%

have more respectful team interactions than in the past



"I am happy because it's made a huge difference. The **negativity has dissipated** since we have started Living Pepperdine."

82%

felt more comfortable expressing concerns



"It makes a big difference. Before the program **people felt like their words didn't matter**. This program changed that."

92%

affirmed increased affinity to the institution



"Living Pepperdine **puts things into perspective**. It really means something when it's relatable to us. I can live out these standards because I see my co-workers doing it as well."

Share Out:

Please briefly introduce yourself and share an answer to the following question:

What's one tactic or investment you've seen successfully improve recruitment or retention of frontline workers on your campus?



Known Engagement Playbook from Private Sector

Private Sector Best Practices Applicable in Higher Ed Facilities

Tactic	Higher Education Facilities Case Studies
Award Ceremonies	The University of Cincinnati holds quarterly employee recognition luncheons that reward excellent employees with a framed certificate.
Team Celebrations	St. Francis College hosts a thank you dinner after campus open houses for all custodians and grounds staff.
Comment Boxes	The University of Georgia maintains an online comment box where Facilities staff can submit feedback anonymously.
Public Recognition	Simon Fraser University sends “flash reports” to the entire Facilities department calling attention to individual performance on major efforts.
Spot Rewards	Tulane University gives gift cards to staff who demonstrate exceptional service.
Town Halls	Emory University hosts biannual meetings and small group discussion sessions between senior leadership and frontline service staff.
Listening Tours	Virginia Commonwealth University ’s SFO conducts listening tours with Facilities employees to gather feedback and increase visibility of senior leaders.
Stay Interviews	Axel College ¹ uses stay interviews to surface potential employee frustrations and areas for continued investment in engagement.
Executive Interaction	The University of Kentucky hosts “Mulch Mondays,” where senior leaders help the grounds crew mulch a portion of campus.

1) Pseudonym.

Next Steps:

Take 3 minutes to reflect and write

What's the one tactic or investment discussed during this working session that I am going to take back to campus to try to improve recruiting and retaining frontline workers?



We Hope to See You Next Time!

Contact mfischer@eab.com with any questions or thoughts

Staff Segment



Frontline Supervisors

Bridge the Talent Gap Session

Session 4: Prepare and Cultivate New Managers and Supervisors
June 28, 2022



Designers and Project Managers

Session 3: Develop and Deploy Planning and Design Staff
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Skilled Tradespeople

Session 2: Attract and Grow Skilled Trades Employees
May 17, 2022



Frontline Service Staff

Session 1: Recruit and Retain Frontline Workers
May 10, 2022

Join us IN PERSON this Summer!

2022 Roundtable for Senior Facilities Officers

Which upcoming IN-PERSON roundtable session would you like to register for?

- A) July 13-14, 2022 | EAB's Washington, DC Office
- B) August 2-3, 2022 | EAB's Washington, DC Office
- C) I am interested in attending, but I will need to check my calendar first.

**Event is best suited for the senior most Facilities officer at your institution*

➔ Agenda in Brief:

- **EAB's 2022 State of the Sector**
- **Strategic Sustainability: Three Questions Facilities Leaders Must Answer to Achieve Ambitious Green Goals**
- **Campus 2030: Making Smart Investments in Tomorrow's Multi-Modal Campus**





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