

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 skilled trades employees on your campus?





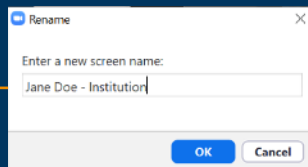
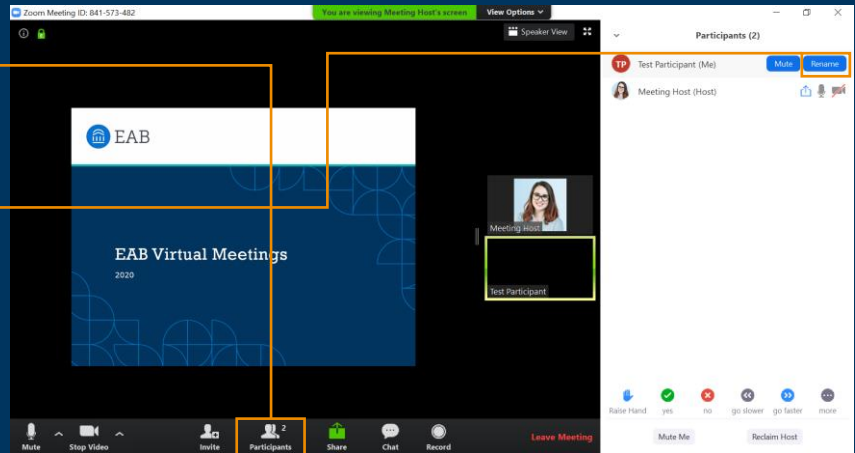
Attract and Grow Skilled Trades Employees

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.



Let's See Where Everyone's At

Come off mute for brief introductions

Please share:

- Your name and role on campus
- Your institution
- What skilled trades talent concerns keeps you up at night/what interested you about this working group

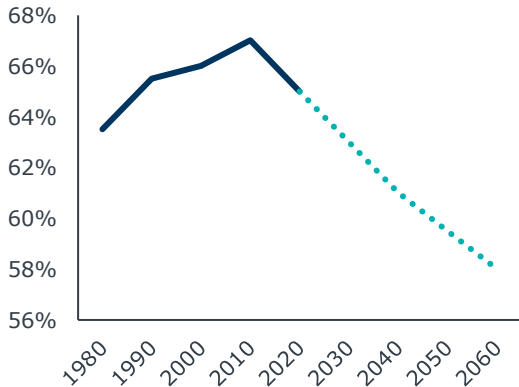


Talent Troubles Here for the Long Haul

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

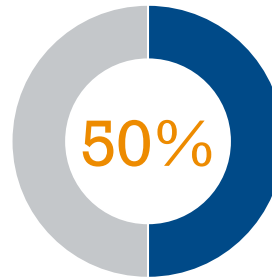
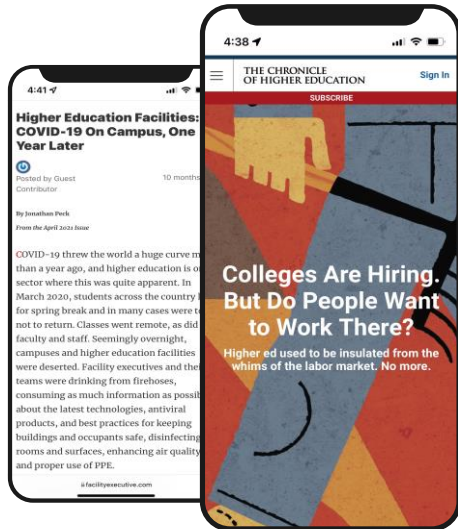
Globalization of Talent Market



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

“The Great Resignation” Comes for Facilities

Pandemic Exacerbating Existing Recruitment and Retention Challenges



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

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
Planning and Design Staff
June 21, 2022



Skilled Tradespeople

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



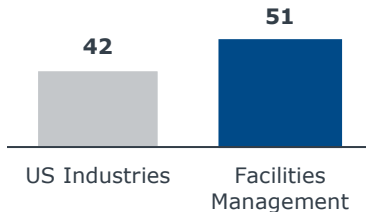
Frontline Service Staff

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

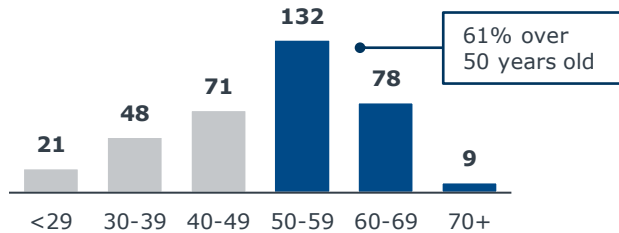
The Graying of the Trades

Large Swaths of Skilled Tradespersons Nearing Retirement

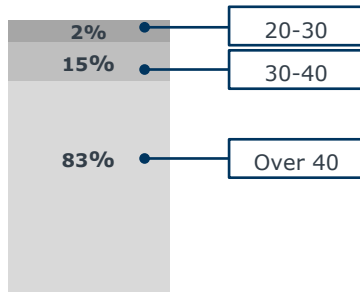
Average Age of US Labor Force



Age Distribution of Caltech FM¹ Employees



Age Distribution of Facilities Managers, US Average



51%

of Texas Tech's
Facilities division
over 50 years old

35%

of North Carolina State
University's Facilities staff
eligible for retirement in
next five years

1) Facilities Management.



A Destination Job No More

New Generations Entering Trades Insufficient to Replace Retirees

66%

of Generation Z has little to no interest in construction careers

44%

of parents think construction careers will negatively impact their child's financial goals

14%

decrease in vocational education credits taken by high school graduates between 2000 and 2009

1:5

One new tradesperson entering industry for every five retiring

Source: Go Build Alabama, <http://gobuildalabama.com/>; "Reality Check: The U.S. Job Market and Students' Academic and Career Paths Necessitate Enhanced Vocational Education in High Schools," *NEA*, http://www.nea.org/assets/docs/Vocational_Education_final.pdf; "Shortage of Skilled Workers Creating a Crisis in Construction Industry," *Memphis Daily News*, <https://www.memphisdailynews.com/news/2017/mar/11/shortage-of-skilled-workers-creating-a-crisis-in-construction-industry/>; EAB interviews and analysis.

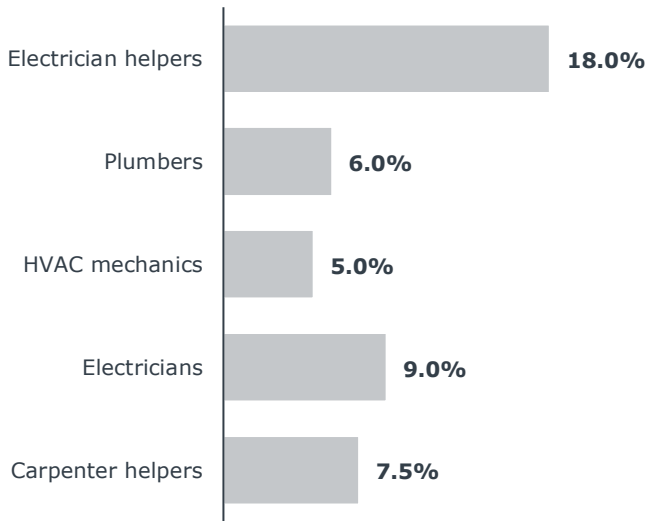
Spreading the Talent Even Thinner



Private Sector Needs Exacerbate Supply-Demand Mismatch

Construction Trades Predicted to Have Fastest Employment Growth in US Economy

Select Projected Job Growth Rates, 2020-2030



#1

Skilled trades positions hardest roles to fill in US and Canada

62%

of private sector firms struggling to fill skilled trades jobs

Source: Bureau of Labor Statistics; "Skilled Trade Demand Growing Through 2024," *Tradesmen International*, <https://www.tradesmeninternational.com/news-events/job-outlook-skilled-trade-demand-growing-through-2024/>; "Talent Shortage Survey," *Manpower Group*, <https://www.manpowergroup.us/campaigns/talent-shortage/>; "Vocational skills - skilled trades are in demand as boomers retire," *Adecco*, <https://www.adeccousa.com/employers/resources/skilled-trades-in-demand/>; EAB interviews and analysis.

Quick Poll

For skilled trades workers (e.g., mechanics, technicians, plumbers, etc), the most difficulty talent management challenge is:

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

Showing the Value of Non-Cash Compensation



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Total Compensation Calculator for
University Staff and 12-Month Faculty-
401(a)

- Cash Compensation

Gross Annual Income (Required)

\$55000

- Employer Paid Non-Cash
Compensation

Employer Paid Medical

\$11454

- Total Compensation

\$76897

← **+\$22K**

Provide job candidates with a clear list of non-cash compensation that is:

1

Easy-to-locate from job posting (or included in post itself) and **accessible in language, design.**

2

Factors in full range of benefits beyond just healthcare, including more **unique benefits** like tuition assistance or loan forgiveness.

3

Shows the **value of commonly misunderstood, underappreciated benefits** like pensions, paid sick leave, and pre-tax benefits.

Explore the CU Calculator [Here](#)

Selling Your Institution to Job Candidates

The Worker-Centric Labor Market Requires New Recruitment Mindset

Reframing the Interview



“If the candidate applied, that means they want it. It’s on them to sell their experience to us.”



“We need to sell the job as much as the candidate needs to sell their skills and experience.”

Take the first or last 10 minutes of every interview to sell the university as a workplace.



The UNIVERSITY of OKLAHOMA

Recruiting Employees for FM

(Information from Naviga and OU HR)

HOW TO SELL YOUR OPEN POSITIONS TO TOP CANDIDATES

An interview is not only about the candidate selling their abilities to the employer, but also about the employer selling the opportunity to the candidate. Too many companies focus on evaluating the candidate and don't spend enough time talking about potential growth opportunities, perks, and benefits of working for their company.

According to the data from the MRNetwork Recruiter Sentiment Study, one of the main reasons companies continue to lose out on great candidates is because of their inability to sell open roles and career advancement opportunities.

There are four strategies that will help you sell your open position and avoid losing out on top candidates.

Start with an Appealing Job Description

Many companies scare job candidates away by having too long of a job description. The best way to enhance a job description is to incorporate exciting information about the company. For example, include the company's history and forecasted growth, culture, solutions offered, etc. Make sure to add key selling points about your company that will entice candidates to continue reading and apply for the opportunity.

OU's Benefits Sell Document

- Five-page document provides scripting points and **guidance for interviewers explaining benefits** to candidates
- Addresses **commonly misunderstood or underappreciated benefits**, like value of retirement benefits, tuition discount, and process to obtain discounted sporting tickets

Question from Your Colleagues

Write in the chat or come off mute!




How are universities thinking about PTO vs more traditional sick and vacation time? Has anyone changed their standard/formula for how much time off a person gets? Anyone going as far as unlimited PTO for certain staff?



Patching the Leaky Candidate Pipeline

Addressing Common Roadblocks to Completing Applications

Select Institutions' Solutions to Common Application Problems

	 UNIVERSITY OF MARYLAND	 Tulane University	 UMASS AMHERST
Problem	Application Length	Institutional Response Time	Lack of Feedback
Description	Facilities candidates abandoning applications before submitting due to multi-page length and requirement to input resume by hand	Onerous application review processes delay action on applications, candidates accept competing offers while applications reviewed	Millennial candidates take private sector jobs before receiving higher ed offers due to opaque application review processes and timelines
Solution	Working group recommends new electronic application that streamlines submission process, expediting completion	Task force implements application management system that allows keyword filters of resumes to speed evaluation process	Institution invests in online application system that automatically sends submission confirmation and timeline of next steps to candidates

Creating a Student-to-Employee Pathway

CU Anschutz Attracts Students with Pay, Hooks Them on Culture

Key Components of Student Trades Internship Program



University of Colorado
Anschutz Medical Campus



1) Preventive maintenance.

2) Vocational and technical.

Interns a Win-Win for Facilities and Students



Program Fills Urgent Positions, Reduces Hiring Costs, Increases Age Diversity



Trades Intern Benefits

- Paid, hands-on work experience
- Improved understanding of trades careers in practice
- Opportunity to network and establish professional contacts



Institutional Benefits

- Steady pipeline of committed, high-quality employees
- Cost-effective entry-level labor
- Reduction in hiring costs
- Increased diversity in trades shops

► Impact of CU Anschutz's Student Trades Internship Program

35 Program participants since 2008

21 Full-time roles filled by graduates

61% Retention of hired intern graduates

Open Conversation

Write in the chat or come off mute!

What are the biggest obstacles to skilled trades recruitment for your campus?

What have you done that's had success in improving the pipeline for skilled trades?





Separating Apprenticeship Facts From Fiction

Common Myths and Realities of Apprenticeship Programs in Higher Education

Myth	Reality	Example
#1: <i>"The process for starting apprenticeship programs is too bureaucratic and complicated."</i>	The Department of Labor can provide hands-on support to expedite program development.	The University of Georgia launched program in six months with support of DoL. ¹
#2: <i>"We can't afford to start an apprenticeship program."</i>	Apprenticeships are cost-effective workforce solutions for most institutions. Apprentices earn lower-than-market wages, and non-salary costs are marginal.	The University of Massachusetts Amherst estimates that their non-salary program costs are about \$5k-\$15k per apprentice per year.
#3: <i>"Apprentices will leave for higher-paying jobs after obtaining their credentials."</i>	Apprentices typically have high retention rates and demonstrate strong institutional loyalty.	75% of the University of Virginia's apprenticeship graduates still employed at institution, or remained through retirement.
#4: <i>"We don't have local unions or community colleges to provide required related instruction."</i>	In addition to unions and voc-tech ² schools, online and non-traditional partners can provide related instruction.	The University of Georgia uses online training modules for carpentry instruction in lieu of available face-to-face programs.
#5: <i>"Our shops are too small to host programs."</i>	Institutions can launch apprenticeship programs with as few as one participant.	The College of William and Mary launched a program in one shop with only one apprentice.
#6: <i>"Apprenticeship programs are only run by unions."</i>	Higher education institutions have sponsored programs for decades.	The University of Arkansas has run an apprenticeship program since the early 1970s.

1) Department of Labor.

2) Vocational and Technical.

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Source: College of William and Mary, Williamsburg, VA; University of Arkansas, Fayetteville, AR; University of Georgia, Athens, GA; University of Massachusetts Amherst, Amherst, MA; University of Virginia, Charlottesville, VA; EAB interviews and analysis.

Programs Provide Quantity and Quality



Graduates Demonstrate High-Caliber Work and Future Leadership Potential

Select Higher Education Apprenticeship Program Results

54%

of the **University of Arkansas's** current skilled trades workforce started as apprentices

75%

of the **University of Virginia's** apprenticeship graduates are still employed at the institution, or remained at institution through retirement

33%

of the **University of Virginia's** apprenticeship graduates have been promoted to manager roles

“

“Our apprentices are some of our best employees. They understand our unique systems and processes, and they're loyal because we helped them further their careers and earn certifications. With external candidates, there's a longer learning curve to gain as much campus familiarity.”

Doug Grode

Assistant Director of Facilities

UNIVERSITY OF CALIFORNIA, LOS ANGELES

”

Building an Internal Pipeline

CU Boulder's Custom Program Upskills Entry-Level Talent



University of Colorado
Boulder

Labor Trades and Crafts Trainee Program

- Developed in response to increased turnover in Level I pipe mechanic and structural trades roles
- Recruits internal staff from custodial, recycling, and grounds
- Structured as two-year, on-the-job training and mentoring program
- Trainees earn 20% less than Level I technicians, but wages higher than earned in prior frontline service roles

Program's Three-Pronged Training Approach

- 1 Training workbooks:** Trainees complete guides with hundreds of fill-in-the-blank questions that provide fundamental knowledge of role
- 2 Watch stations:** Participants perform all required job duties in front of a qualified technician
- 3 Practical exams:** Shop supervisors conduct oral exams that test trainee's overall knowledge of shop and duties

Developing Talent Pays Off for CU Boulder

Early Successes and Cost Savings Drive Internal Demand for Expansion

Labor Trades and Crafts Trainee Program by the Numbers

5

Graduates filling
Level 1 trades roles

12

New positions created
over four years to
expand program

\$50K

Approximate cost
savings to date from
employing trainees



Position Number: 740100
LTC Trainee VII
Department: Facilities Management
Percent of Time: 100%

Posting

Pipes/Mechanical Trades Intern - Preventative Maintenance

The Preventive Maintenance (PM) Shop in Facilities Management is looking to hire and train current Facilities and HDS employees for Pipes/Mechanical Trades I positions. As this is an "intern to target" opportunity, no experience is necessary.


The goal of this program is to provide FM and HDS employees with the best training opportunities available so that after the training period, employees will meet the State of Colorado minimum requirements for a Pipes/Mechanical Trades I position. This comprehensive program focuses on core competencies that the PM shop works with every day.

The program will entail up to a two-year training period in the intern position. The purpose of the training period is to ensure that the employee has a full understanding of what is expected of the position, and that the job is a good fit for both the employee and the team. The employee will be evaluated and coached on a quarterly basis throughout the duration of the program. If the employee successfully completes the program, the employee will be promoted into a Pipes/Mechanical Trades I position in the PM shop.

Higher Ed Pre-Apprenticeships in Practice

Programs at Northwestern and VCU Expose Participants to Trades Work

Select Pre-Apprenticeship Program Details

Program	Northwestern Evanston Skilled Trades Training Program	 Quick Start Construction Training
Target Population	Underrepresented youth in local community	Formerly homeless, addicted, or incarcerated individuals
Length	1 year	1 month
Training	Basic equipment, safety, professional skills	Basic equipment, OSHA ¹ compliance, communication
Results	Hired 10 of first 12 graduates into entry-level trades roles	100% of initial cohort successfully placed in private-sector apprenticeship programs

1) Occupational Safety and Health Administration.

Open Conversation

Write in the chat or come off mute!

Anyone had success with an apprenticeship, informal upskilling, or pre-apprenticeship program? What's one thing that made it work so well?

What other tactics have people used to improve skilled trades growth or engagement?



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 attracting and growing skilled trades 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**
June 21, 2022



**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

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

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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