NAVIGATING THE CHANGING WORKFORCE

Lead your operations through today's labor challenges

Dude Solutions™

The world of work has changed. Your workforce has changed. And these things will continue to change.

Instead of thinking about your daily operations tasks, you might instead be thinking about:

› How you will find your next well-qualified technician or engineer

› How your team will learn new technologies and not be left behind

› How you will replace your retiring or soon-to-retire employees

› How you will learn the skills you need to grow your career

These are the concerns that many modern workers are carrying because of the skills gap, labor shortage and change in the workforce.

STATE OF TODAY'S WORKFORCE

7.6 MILLION

unfilled jobs with only 6.5 million looking to work[1]

50%

of facility managers are expected to retire in the next 10 years[3]

Blue-collar positions are harder to fill than professional positions[1]

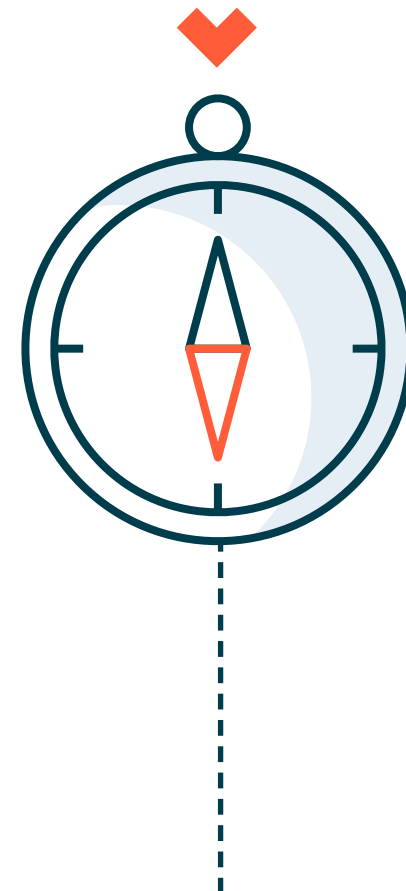By 2030, 1 in 5 Americans will be 65 years or older[2]

But in the midst of change, there is opportunity.

During this time of change, you have the opportunity to better harness the common threads you share with your workforce to turn uncertainty into motivation for growth.

Let's come together as we navigate:

Let's get to work

STATE OF THE LABOR MARKET

What we know

There is a shortage of qualified workers today. And many of our most experienced workers are retiring. Not to mention that we have five generations in the workforce, a first in our history. (We'll learn more about that in **Section 4**).

When it comes to the maintenance, facilities and operations field specifically, the issue is magnified. There is a tremendous amount of historic knowledge housed in workers who are exiting the work world or hopping jobs. In addition, the investment in the trades has dropped, leaving teams without many options for specialty skills for tasks like HVAC repair. This has also led to an increase in contract work for many, which can come with a hefty price tag.
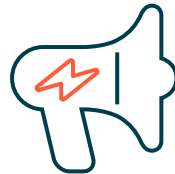
Listen to our podcast for tips on surviving the trades shortage

TODAY'S LABOR MARKET

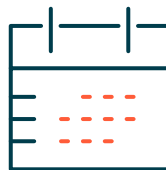**50%**

of facilities personnel are set to retire in the next 10 years[3]

10 Million

shortfall of workers in the next six years[4]

93

the average number of days to fill a position for a skilled production worker (up from 70 in 2015)[5]

NEXT STEPS
Tools to do more with less

While you can't change your labor market or retirement rate, you can focus on giving your team the tools they need to excel in the current market.

TRAIN YOUR TEAM

No matter the age or background of your team, they will need training – whether that's on technology, equipment fixes or soft skills like communication. Use whatever resources you have to seek out training opportunities and reward those who participate however you can.

"It's hard to get that extra person on staff, and [Dude Solutions] helps us do more with the workforce we have."

- Fedd Walker, Utilities Superintendent, City of Sanford, NC

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TRAINING IDEAS FOR YOUR TEAM

❯ Take advantage of internal learning courses already offered to you

❯ Look for apprenticeship/mentorship opportunities

❯ Partner with local trade or technical schools for educational opportunities

❯ See if your insurance provider will help with training (ex. for drivers)

❯ Seek out free or inexpensive online technical training (ex. YouTube tutorials)

❯ Reward extra training with recognition or other benefits

Learn how CMMS software can help make documentation easy

DOCUMENT YOUR WORK

As work changes from hand to hand in this limited labor market, documentation is critical. Digital documentation around work orders, equipment and asset conditions, safety manuals, utility use, set-up and tear-down tasks for events at your facility, and even your team's overall daily tasks is a must. Having this information on-hand can help save time getting contractors up to speed, too.

TRACK & ANALYZE

You need to not only know what work is being completed every day, but also what's not getting completed. With tools like a mobile CMMS (computerized maintenance management system) to track work and staff productivity, you can predict what resources you will need, and when. With proof points and data, you will know when to hire and what skill set to look for (or contract out) — and save time and guessing in the process.

Technology is your compass, your true north, as you face the challenges that come with the labor market. With easy-to-use but robust software and a trusted vendor by your side, you essentially gain an extra member to your team that maximizes your work and efficiency.
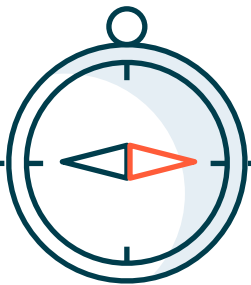
# STATE OF SKILL SETS

What we know

The skills needed for today's operations professional have changed, and many of those required skills are in shortage. Rate of retirement, lack of trade skills, rise in the need for technology-based skills and a reduced labor market are combining to create a perfect storm.

Those who succeed in bridging the current skills gap will be those who can find ways to develop their and their team's skills. And agility is at the top of the list to help you remain flexible, open and positive about what comes next.

TODAY'S SKILL SETS

80%

of Americans agree there is a skills gap[6]

40%
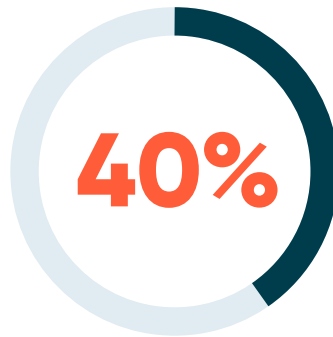
say changing skills requirements will have the biggest impact on their job over the next five years[6]

108 Million

workers hold jobs that require moderate or high digital knowledge[7]

10,000

Baby boomers reach retirement age every day, leaving behind jobs that need technical expertise[7]

NEXT STEPS

Tools to grow your tools

TECHNICAL SKILLS

Technical skills are of critical importance in the world of operations, but we know there is a lack. **That is where seeking out creative training opportunities can pay off.**
Learn More

SOFT SKILLS

Soft skills are things like **communication, collaboration, listening and critical thinking** – and we can all get better at those. This is a great place to start with improvements that can better your career, team and organization.

"Something that is so intuitive and efficient, when it all comes together, you don't even have to think about it. It just works well and helps you report and go about your day as quickly and efficiently as you can."

- Michael Megan, Custom MMIC Design Services

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Do you have these 4 additional skills?

DIGITAL SKILLS

Use of a computer, smartphone, tablet or other devices may be a requirement at your job (or it may be soon), so **now is the time to grow your and your team's tech skills as much as possible**. Today's technology is generally easy to use and made for any age and skill level, so jumping in is the best way to get acclimated. (Software vendors can also help you with virtual trainings and more!)

According to a Deloitte study, these are some of the key skills you need to succeed in today's workforce:[7]

❯ Technology and computer skills

❯ Digital skills

❯ Working with tools and techniques

❯ Critical thinking

Technology opens the door for easy, accessible skills training, whether that's in the form of an online course, a mobile app with communication training or a software system to log your daily work.

STATE OF TECHNOLOGY

What we know

While it may not be the most welcomed fact by everyone, the future of operations is technology, and it's happening whether or not you and your team get on board. One of the biggest changes to today's workforce that isn't going away any time soon, if ever, is the daily use of technology.

While many organizations are embracing technology for its immense benefits, the fear of implementing and adapting to new technology still holds many other teams back from true operational efficiency and success. **Leveraging technology is a huge competitive advantage for organizations**, aiding some in getting ahead while others run the risk of falling behind.
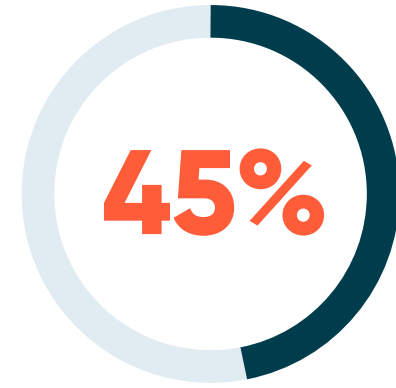
TODAY'S TECHNOLOGY

95%

of organizations agree a digital work-place is important[8]

73%
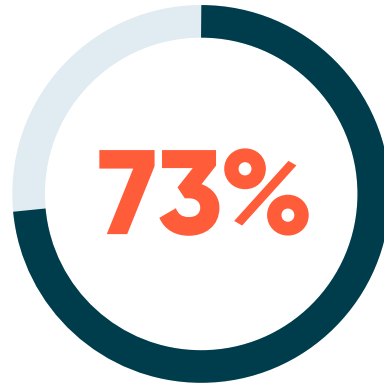
of organizations say 80%+ of their apps will be Software as a Service (or SaaS) by 2020[9]

45%

of organizations report improved customer satisfaction as a result of a digital workplace[10]

As with anything, there's an inevitable learning curve when it comes to introducing technology to your team. However, the financial and time investment you make into utilizing technology to improve the way you work sees great return. For instance, we know that using a CMMS can save maintenance teams as much as an hour per work order. Say a team of six technicians averages a total of 5,000 work orders in a year. **If even just 15 minutes is saved per work order, that's 1,250 hours saved in a year.** If time is money as they say, think of what you're saving.

Teams that use a CMMS or other automated software see benefits such as:

❯ Time savings and increased productivity

❯ More strategic capital planning and cost savings

❯ Detailed reporting and data-driven business cases

❯ Organized workflows and improved customer service

❯ Decreased manual entry, errors and loss of information

Plus, a big advantage with many modern software solutions is that they're cloud-based and mobile. That means you and your team can work anywhere in the field from your smart device, like a phone or tablet, as long as you have an internet connection. It also means less time and money spent traveling to and from the office to collect work orders or record work performed. Employees can see their tasks, complete work orders and include notes straight from the worksite.

With more ease and more productivity, mobility is a win-win. Think a mobile CMMS would be too difficult to learn? Rest assured that if you regularly use your smartphone (and you likely do), you can quickly learn to navigate a CMMS.

NEXT STEPS

Tips to embrace new technology

Every skill you have now began with your willingness to try something new for the first time. Adapting to technology is no different. For timid teams, here are three tips to help you and your department embrace technology.

HIGHLIGHT THE BENEFITS

Identify limitations or problems in the current process, and help your team understand the decision to bring technology on board. **Help them see how technology will solve these problems and make their jobs easier and allow them to be more productive.** Also help your department to see how getting involved earlier on means they get to be part of the solution and paving the way for future success.

FIND YOUR CHAMPIONS

Your champions are team members who welcome technology. They can help encourage and train reluctant employees. Some may not be convinced using technology is a positive change until they see other team members happily using and benefiting from it.

PROVIDE ONGOING TRAINING

You must ensure team members of all technology comfort levels have the access they need to learn at their own speed and knowledge level. Questions should be welcomed and **ongoing support should be provided until everyone is up and running**.

If you base your team's readiness on how your most championed team member is using technology, you've failed your employee with the least comfort and skill, likely leaving him or her behind. Training should come from both external sources (the software manufacturer, for instance) and internal, such as your group of champions who are available to assist others.

"Technicians can access the information they want a lot faster than they have ever been able to in the past. I've had guys who have been with the company 40 years and have never used a computer. If they can embrace a system, anybody can."

- Casey Jones, Corporate Director for Environmental Services, Plant Assets & Risk

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Ready to take the next step but not sure how your organization's decision makers will react?

Learn 4 tips for getting buy-in for new technology

Technology is a primary way you future-proof your operations. With the right software, you're able to gather historical data that will help you not repeat the mistakes of the past and give you the visibility to see where and how you can make improvements. Plus, that data you collect through your software can help your team work more predictively, avoiding problems before they happen.

It's also a hugely beneficial safety net for when turnover or retirement occurs within your department and team members takes years of knowledge out the door with them. Bottom line, technology is how everyone will work in the future, and for good reason. Organizations that don't get started with technology now will find themselves wishing they had before long.

With reliable technology, **you're sure to always be a step ahead**.
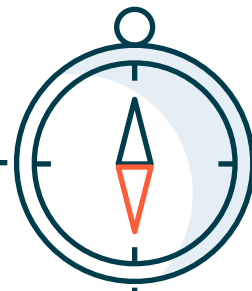
STATE OF TEAMS

What we know

Today, for the first time in history, five generations are working alongside one another. Why? More graduates making the decision to forgo post-secondary education and enter the workforce is a factor. However, the leading cause is what's being coined the "ageless generation," those who are retiring later and later.

Five generations working together is bound to cause some friction in the workplace, as you'd expect with any kind of community in which different backgrounds and perspectives are merging.

> Different communication styles

> Different levels of career experience

> Different tenure with the employer

> Different comfort levels with technology

All of this can quickly lead to resentment and dismissal of opposing generations. It's easy for generations at both ends of the spectrum to throw up their hands when working cross-generationally, but **the key is seeing how these generations are actually more alike than different**.

TODAY'S TEAMS

25%

By 2022, Gen Z will make up nearly 25% of the global workforce[11]

86%
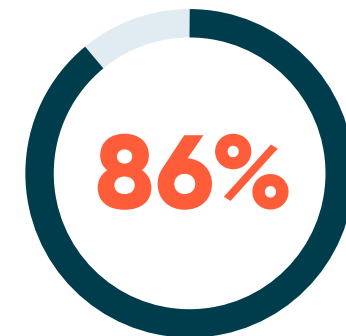
of employees cite poor collaboration and communication for workplace failure[12]

Mentorship

most appeals to those 21–25 and 50+[13]

NEXT STEPS

How to work well cross-generationally

FIND COMMON GROUND

Focus on what aligns the generations. If you're working in the same department for the same organization, it's likely you share an interest in the field. You also likely have common goals for improving operational efficiency and team morale and want to provide good customer service. Everyone wants to be useful and do good work. Start there.

SEE OPPORTUNITIES TO LEARN

No matter the age, everyone's a student and a teacher. **Each generation having a different perspective or approach can actually work for you** and lead to great accomplishments. Everyone has knowledge to offer, and everyone has a gap in their education. See where the strengths are on your team and take turns leading and learning.

"Research is telling us that the more we put people together who are different and let them learn from each other, the easier it becomes. Employers are learning this can be the best of both worlds. Pairing employees who have institutional knowledge with employees who see things differently can be very powerful."

- Mary Beth Ormiston, Strategy Consultant

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EMBRACE MENTORSHIP

Be on the same team. **When people feel understood and valued, morale improves and the doorway for communication opens.** Look for where you can listen to better understand your team members and help them instead of dismissing them. Work with, not against, other generations to get everyone's skills up to par rather than create more divide. (See more specifics on training in **Section 1**)

One of the biggest similarities for any employee is the desire to be successful and part of a winning team. This is important to remember if you're feeling sensitivity around the changing of the guards within your department. Your work is important to you, and the legacy you leave behind at your organization is one you've been dedicated to for years.

It's understandable to feel protective of your work and the way you've always done things. However, the only way to ensure the legacy you leave when you retire isn't compromised is to **set the generations following you up for success by leveraging what they do have and providing what they don't.**

5 GENERATIONS OF TODAY'S WORKPLACE[14]

› Traditionalists (born 1928-1945)

› Baby Boomers (born 1946-1964)

› Generation X (born 1965-1980)

› Generation Y, or Millennials (born 1981-1996)

› Generation Z (born 1997-2012)

Get more insight by listening to our podcast on Working Across Generations

CONCLUSION

Many fields are in a state of change, and operations management is no different. The choices operations leaders make today affect how these professions are able to operate and be perceived in the future. **There's a responsibility for those in these positions to embrace the changing workforce and work with it, not against it if these fields are to succeed.**

❯ To increase jobs, you have to be able to prove your impact and performance.

❯ To continue interest in these careers from younger generations, you have to embrace technology.

❯ To ensure future leaders have the necessary skill sets and expertise, retiring generations have to be mentors.

❯ To uphold the integrity and efficiency of your operations, you have to future-proof your work so it can not only withstand, but rise to the occasion, of what's coming.

This is how you leave a successful legacy. This is how you have the power to shape the place you work, the places that keep our society running. The workforce is changing, and you can be part of the change in a way that is positive.

Rise to meet the challenge with the right training, tools and technology to meet changes head-on and prepare you and your team for operational excellence now and in the future.

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ABOUT
DUDE SOLUTIONS

Dude Solutions is a leading software-as-a-service (SaaS) provider of operations management solutions to education, government, healthcare, senior living, manufacturing and membership-based organizations. For nearly two decades, Dude Solutions has inspired clients to create better work and better lives. We combine innovative, user-friendly technology with the world's smartest operations engine, empowering operations leaders to transform the most important places in our lives. Today, more than 12,000 organizations use our award-winning software to manage maintenance, assets, energy, IT, events and more. For more information, visit **dudesolutions.com**.

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