



SMART BUILDINGS
ACADEMY

CREATING A TALENT STRATEGY WITH TRAINING



Abstract

This session will define the current problems and challenges facing organizations and leaders of technical workforces in the building management and construction industries. Currently the workforce in these spaces is aging, new entrants are minimal, and organizations struggle to effectively on-board and training talent.

We will review what actions organizations that are successfully addressing their workforce challenges take and define a process by which anyone can implement some or all of these strategies.



Learning Objectives

1. Define and understand the challenges facing the technical workforce in the building management and construction space
2. Self evaluate your organizational ability to deliver on key talent management activities, identify gaps and opportunities for improvement.
3. Define a process your organization can follow to build out a workforce strategy and tactical plan
4. Outline a first draft of a workforce development plan



Session Overview

- SBA Introduction
- The Talent Problem
- Why Talent Matters
- How To Address The Challenge
- Differentiating Your Company Through A Talent Strategy





SBA INTRODUCTION



Who We Are

Smart Buildings Academy

Smart Buildings Academy, LLC is the largest accredited provider of online training in the smart buildings space. We provide self-paced and instructor led online training that delivers measurable results for our students and their employers.

Our facilitated five-step process ensures a return on investment for our customers.

SKILLS
ASSESSMENT



01

02



PATH
SELECTION

MEASURE
PROGRESS



03

04



STUDENT
SUPPORT

VALIDATE
RESULTS



05



Where You Can Find Us

Everywhere!

Website – www.smartbuildingsacademy.com

Podcasts – podcast.smartbuildingsacademy.com

Or your favorite streaming service

Live Events

- Online custom training events
- Industry conferences
- Private events



Why We Exist

To Create Profitable Skilled Labor At Speed

Companies come to SBA looking for a way to rapidly develop new and existing staff who can execute key job tasks effectively.

Prior to SBA, the only option had been Trade Schools, limited OEM training, or field experience.

The cost in **lost profitability, unbillable labor, and managerial oversight** is a **burden for organizations** looking to drive consistent performance across projects and service work





THE TALENT PROBLEM





Framing The Problem Facing Us

Aging Workforce

+20% workers aged 55 and over

Declining number of new entrants into workforce

Lack Of Interest

Lack of exposure

Lifestyle Expectations

Technology

Hiring Practices

Negative Perception

Pay

Physical Demands

Danger

Prestige

Lack Of Apprenticeship Opportunities

Fewer paths in as a "green" new entrant

Companies hiring practices skew towards experience



Industry Opinions

"As the demand for building automation solutions continues to grow, so too does the need for skilled workers who can design, install, and maintain these systems. At Honeywell, we're committed to investing in our employees and providing them with the training and support they need to succeed."

Honeywell Building Solutions

"The shortage of skilled labor is the single biggest challenge facing our industry. There simply aren't enough trained and qualified technicians to meet the growing demand for building automation and control systems."

Schneider Electric Buildings

"The talent shortage in building automation is a real issue that we're seeing across the industry. We're constantly looking for ways to attract and retain the best talent, whether that's through training programs, competitive compensation packages, or other incentives."

Johnson Controls



Concerning Numbers

- 500K+ Shortage of workers in Construction Sector
- 13.8% Non-residential construction spend trending up, out pacing inflation
- 6,500 new jobs created by each \$1B invested in non-residential construction
- 4% annual increase in employment population needed through 2029
- 41.9 Years Old – Median age of US labor force (up from 39.6 in 2001)





WHY TALENT MATTERS





Talent Impacts Every Aspect Of Business

Ability To Secure Business

- Sales Productivity
- Credibility of Sales Team
- Missed Opportunities

Capacity To Execute

- Capacity Constraints Due to Labor
- Efficiency of Processes
- Quality of Output
- Reduced Innovation / Improvement
- Increased Burden on Experienced Employees / Management

Manage And Maintain Existing Customer Relationships

- Effectiveness of Customer Service/Support
- Organizational Credibility
- Risk to recurring revenue streams

Growth

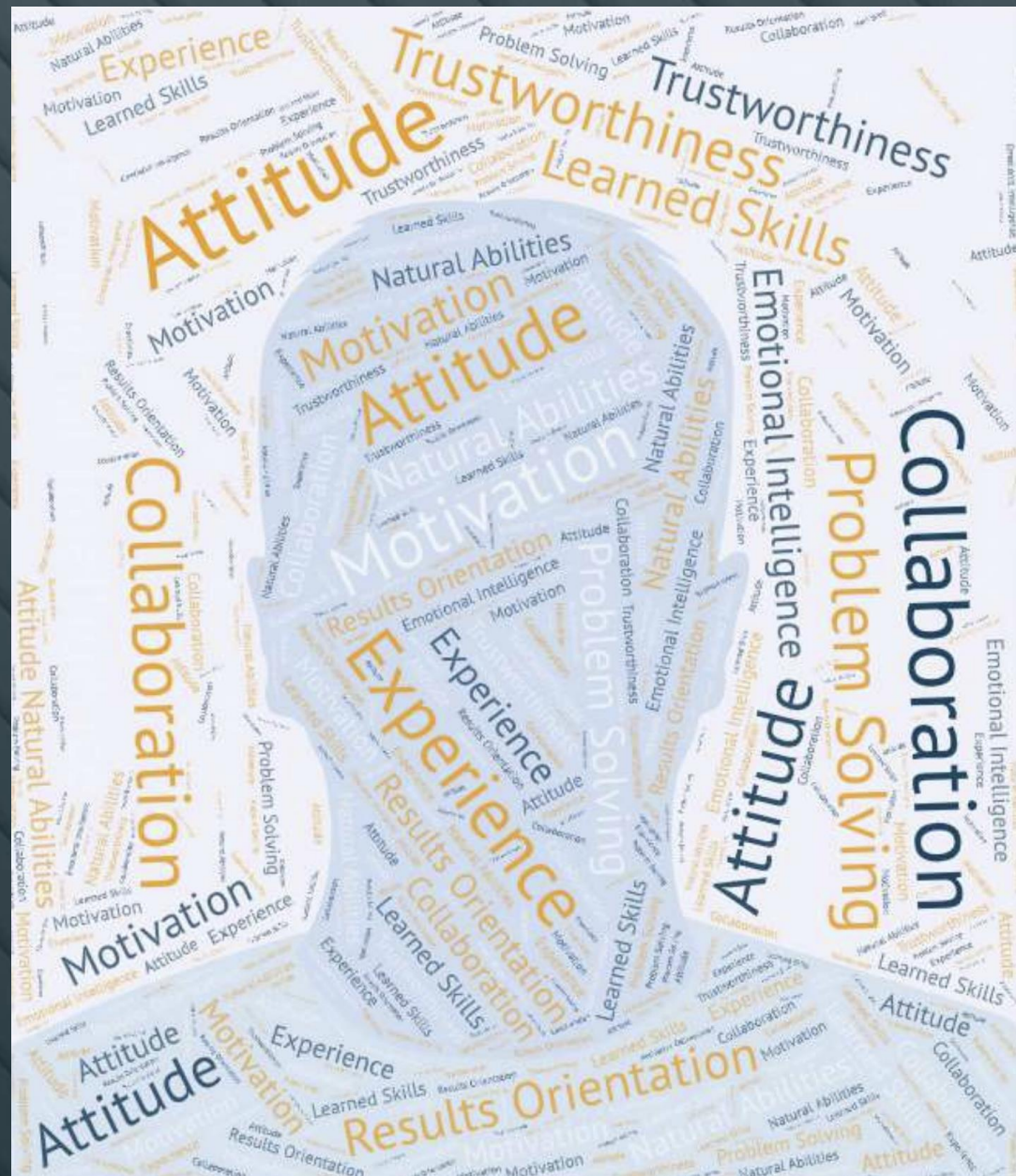
- Increased Competition
- Higher Costs

Business Continuity and Sustainability

- Shorter "bench" than ever before
- Management Teams Need More Support
- More Turnover



Defining Talent



- How do you define “Talent”
 - Is it the resume and experience?
 - Is it innate ability?
 - Is it learned skills and certifications?
 - All of the above?



Align Your Leadership Team

- **Around the following:**
 - How you define “talent”?
 - How important is talent management? (priority)
 - What will be impacted negatively if the team does not align and achieve talent goals?
 - What role does each member play in the “talent management” process?
 - Commitment to setting goals and objectives for talent



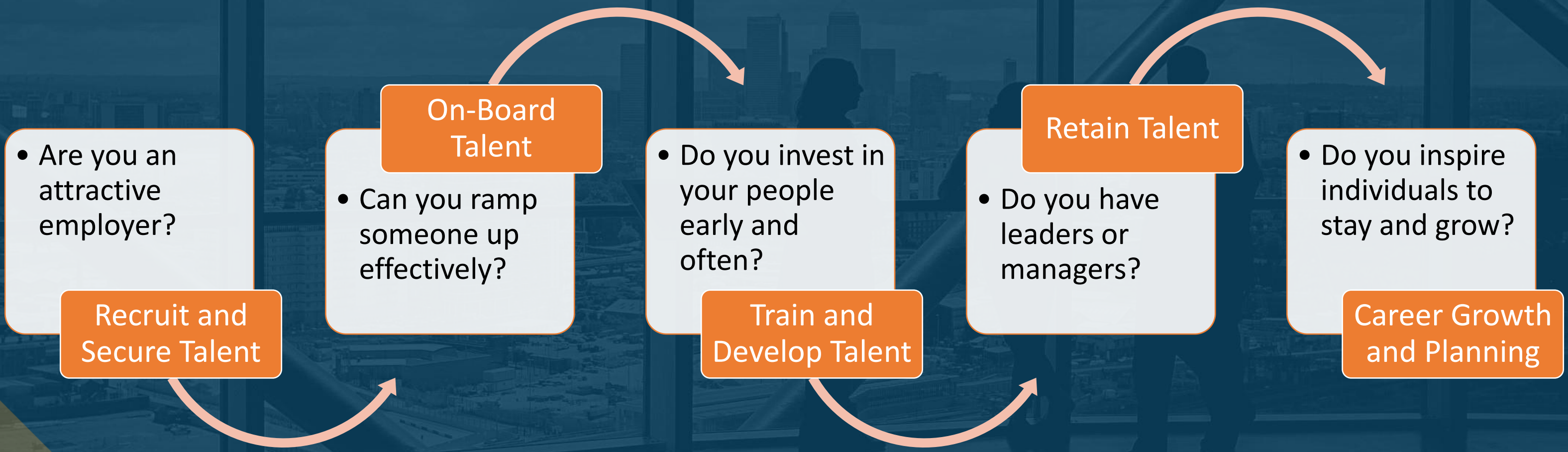


HOW TO ADDRESS THE CHALLENGE





Define Your Organizational Talent Process





The "Process" Of Managing Talent

Recruit and Secure Talent

- Are you known in your markets in and out of the industry?
- What is your reputation? Word of mouth? Online?
- Have you looked at your compensation and benefits versus competitors? Alternative industries?
- Do you know where to look for talent? Early career? Transitioning? Experienced?

On-Board Talent

- Do you have a well defined on-boarding plan by role?
- Is on-boarding a process that takes 1-3 weeks or is it 1-3 months + ?
- Do new hires have engaged managers AND a mentor?
- Is there a follow up process where you check on them over a period of time?
- Do you solicit feedback regarding the on-boarding process?

Train and Develop Talent

- How frequently do you assess employee skills and make plans to close gaps?
- Do you create employee development plans? Are they reviewed quarterly or annually?
- Are you making investments in employee development?
- Are you leveraging behavioral and communication tools? (DISC etc...)

Retain Talent

- Are you communicating the investments you make in your people?
- Are you keeping up with the market in terms of compensation and benefits?
- Do you have leaders people WANT to work for? Are they known?
- Are you investing in the development of your leaders? (old dogs, new tricks)

Career Growth / Planning

- Are there defined career paths in your org?
- Do employees know what the "art of the possible" is for their careers with you?
- Do you share success stories of tenured employees?
- Would employees say their leaders help guide and nurture their careers?



Review Your Process

- **Have a talent process defined**
- **Find opportunities to improve the current process**
- **Validate execution across your entire organization**
- **Establish key metrics and report on them regularly and by office, department, leader**





DIFFERENTIATING YOUR COMPANY THROUGH A TALENT STRATEGY





Set Your Organization Apart At Each Step





Recruit and Secure Talent

- Compelling job descriptions and job postings
- Highlight the positives, not the war stories
- Be seen and heard in your community
 - High school programs
 - Strategic non-profit partnerships
 - Advocate for the industry
- Use your marketing resources and talent to attract talent in addition to customers
- Identify fruitful recruiting grounds outside of our industry
- Know how to assess non-industry talent and pick the best fit for your organization



On-Board Talent

- Have a defined on-boarding plan for each role that spans the first 30-90 days, detailed by day
- Provide new hires supportive mentors
- Facilitate the internal networking for them, including multiple leaders
- Be intentional as a leadership team about follow up and checking in
- Get feedback at different time intervals from each hire and leverage that feedback to improve



Train and Develop Talent

- Job skill analysis by role, define the skills necessary to succeed and master the role
- Assess employees based on the job skill analysis and identify gaps that need to be closed
- Invest in training and development activity to close the gaps
- Regularly review employees' skills versus job role (Quarterly+)
- Understand and develop employee communication and leadership skills required at each role and level of your organization



Retain Talent

- Nurture your company culture
 - Biggest impact on the sustainability of your business. It is who you are as a team
- Assess and invest in your managers and top leaders.
 - People leave bad leaders more than they leave companies
- Promote / Share your investments with the team regularly
 - They need to know you make the efforts
- Stay competitive in the market with compensation
 - Identify industries and employers that could target your talent





Career Growth and Planning

- Layout flexible career paths
 - Give your talent a vision of what is possible at your organization and in your industry
- Highlight and celebrate employees
 - Regularly recognize employees for their contributions and tenure (short and long)
- Measure leaders on the impact they have on talent
 - It is just as important as other business metrics.





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THANK YOU!