

Maintenance GAPS: Building a plan for the future talent shortage

Rowdy Brixey
President/CEO
Brixey Engineering, Inc.
www.brixey-eng.com
Ph. 844-4-Brixey



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Current State

- Increasingly difficult to hire talent – at any price...
- Recruiting Time:
 - Mean time to fill 120 days
- Demographics:
 - Average age 51.0 years
 - Average tenure 12.0 years
- Inconsistent development of talent
- Inconsistent skill levels of those hired
- Written tests will not confirm high mechanical aptitude and problem solving skills



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Raise your hand if you were born between 1946 and 1964?

If so, you are a Baby Boomer and make up the largest workforce we have ever seen.

We mostly started as blue collar workers and many of us mastered skills that gave us the opportunity to advance into white collar positions. We have a powerful work ethic, many learned at home from our parents, and we became a very productive workforce.

Have we allowed the decline of the very values and programs that gave us our skills, our knowledge, and our enthusiasm for working with our hands and our ingenuity?

YES – There’s almost no Power Mechanics, Drafting, Machine Shop, Welding, Wood Shop and Auto Mechanics in our High Schools today.



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There is a critical need for us to retain aging Baby Boomers that are supporting maintenance and manufacturing.

Many of the earliest born boomers are not yet ready to retire.

They like to work, they like their jobs, they need the income and/or they need the healthcare benefits.

Note to employers-in-need: Don't underestimate the value of the "older workers," retain them, and encourage their mentoring.

Mentoring programs are the key and may require incentives to make them sustainable.



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Mentorship a must when hiring Millennials in baking industry

Companies must provide “a lot of coaching” and mentorship when hiring Millennials in the baking industry to nurture young talent, according to Dave Krishock, Bakers National Education Foundation professor at Kansas State University



2015 Process Expo session, “Where have all the Bakers gone?”
<http://bakeryandsnacks.com>



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Because of the 'Tipping Point', it has become extremely challenging to recruit skilled and knowledgeable maintenance workers.

They're not out there any more! So, the war for talent must include an employer-led internal quest for talent...talent you will need to nurture and develop.

The old recruiting methods are just not sustainable.

We need to fish in new waters and with a different bait.

Knowledge transfer, mentoring, coaching, and formal training are just a few of the preparations that employers must put in place...the time is now!



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Wrigley Gum

Over a five year period one plant began hiring machine operators using a mechanical testing device to test for mechanical aptitude. High potentials move directly to maintenance or into a skills GAP accelerated program.

They currently source all their maintenance talent from operators using a incentive based learning program designed to produce future bench.



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A better way to vet

We have a maintenance gap that exists on two fronts:

1. How we hire/vet Maintenance Mechanic applicants
2. Evaluating Skill set of Existing Mechanics

The objective is to identify and measure pre-existing mechanical troubleshooting skills, known as “mechanical aptitude” and that of applicants.

This baseline can be used to close GAPS with incumbents, or help fill operator positions, plus provide targeted data for training comprehension.



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Newer Concepts

- Add Interim Program Coordinator to drive focus/responsibility
- Registered Programs
 - Industry accredited
 - Grants / Government funding
 - Military recruitment
- Create curriculum
 - Well communicated career tracks
 - Curriculum (class coursework, classroom options, field coursework, mentoring, sponsorship, e-Learning)
 - Assessment process – for incoming baseline, skill enhancement and apprentices
- Design programs that focus on local High Schools and Technical Colleges
- Retention incentives and referral incentives



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Summer Internships or Co-Ops

- Recruit, develop and promote qualified individuals who have demonstrated intellect, leadership and personal characteristics you are looking for
- Design a well-structured and closely managed program
- Provide rotational development assignments in areas such as:
 - Maintenance/Engineering
 - Production
 - Quality Focus
 - Productivity
 - Setup Charts / Standards
- Focus on “high-potential” candidates
- Can produce outstanding results while simultaneously increasing your hiring presence in the targeted schools....referral/job fairs



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Talent Retention: Multi-faceted Approach



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Finding/Keeping The Millennial Workforce

- Evaluate where you are posting jobs: Google, Yahoo, Snagajob
- Make it easy to apply online
- Change how we source: social, mobile, Cloud technology
- Consider one way video interviews
- Gamification for on-boarding, learning, and development
- Keep'em connected: use Smartphone's for communication whenever possible.
- Mentorship and coaching a must



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Learning Tools

- Individual learning - eLearning modules, videos
 - Computer kiosks in learning lab or Plant floor
 - Tablets, smart phones
 - One point lessons
 - Employee captured videos 30sec
- Classroom and Workshop:
 - Instructor led (internal/external)
 - Leverage vendor community – purchasing agreements
 - Facilitator led using training media with audio
 - RF keypad technology to check-for-knowledge and testing



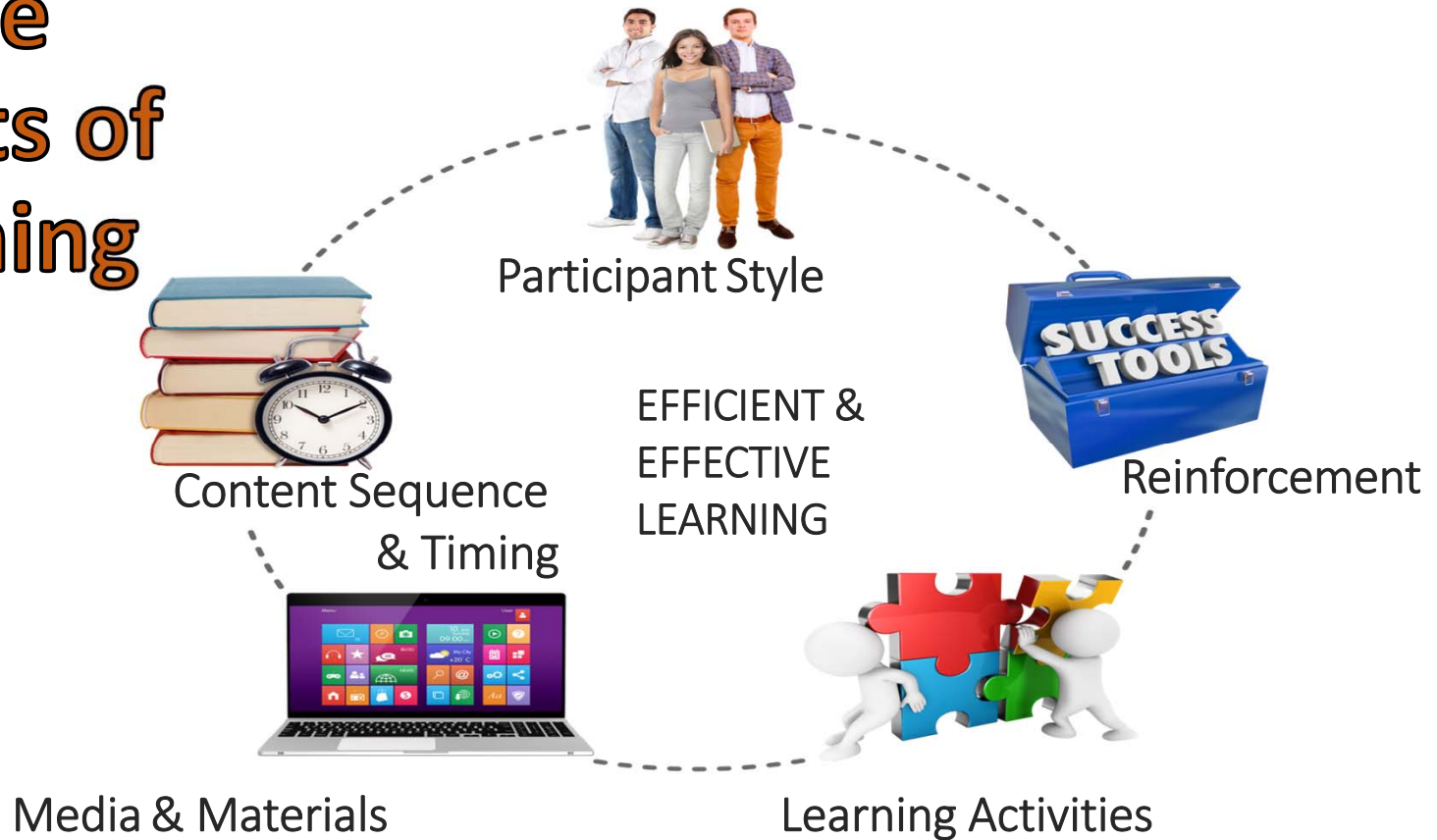
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What Are The Five Elements of a Great Training Experience?



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Summary

- This is a War...The importance cannot be overstated
- You must change...like Dr. Phil says...’How’s that working for you?’
- Adopt a working model and tweak to match your business needs
- Make it sustainable by building a model that improves and adapts as you use it
- Gamification is an under used technology
- Use “Gaming” symbols to indicate how to operate machinery
- Don’t make training “Homework”, because it don’t work
- Leaders must put skin in the game & their money where there mouth is
- Mentorship and coaching a must
- Hire **BEST** to assist you and share their experience and knowledge



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