

# *Millennial Interest in Facilities Management*



## **The Key to Closing the Growing Talent Gap**

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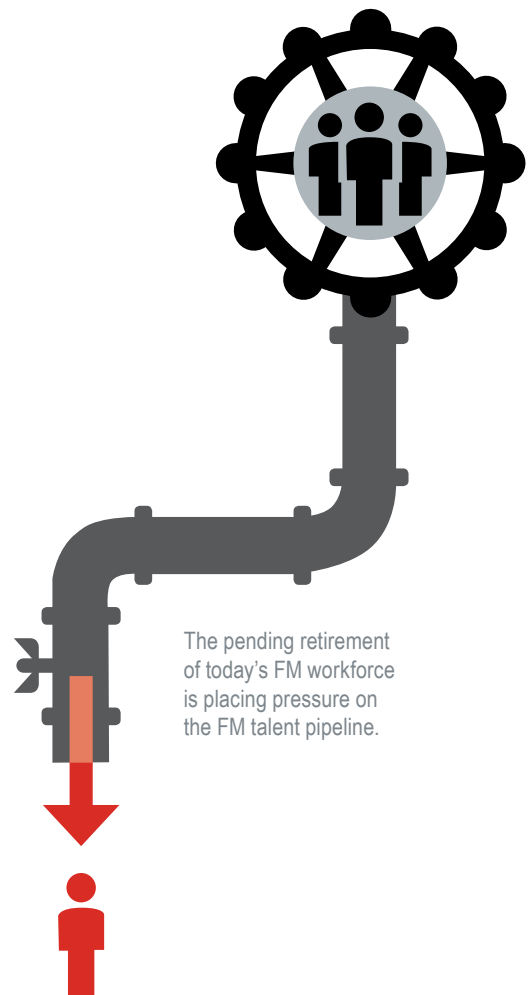
Today's aging facilities management workforce is pressuring the Facilities Management (FM) talent pipeline. For companies facing a baby boom retirement of FM professionals, a pronounced talent gap is taking shape. The demand for these types of jobs far exceeds supply.

### **Escalating Cost Factors**

Companies that self-provide FM functions and services are at risk, starting with the escalating costs of recruiting talent, onboarding and training. In 2012 alone, the latest data available, U.S. companies spent \$162.2 billion on employee learning, and since 2009 the total exceeded \$461 billion, according to the American Society of Training and Development.

The investment by companies in developing their people is substantial: one Fortune 50 multi-sector conglomerate spends \$1 billion annually on training and education programs for its employees. A global technology leader enrolled more than one-third of its 33,000 employees in training programs in 2011.

Beyond cost, there are other risks facing FM self-providers.

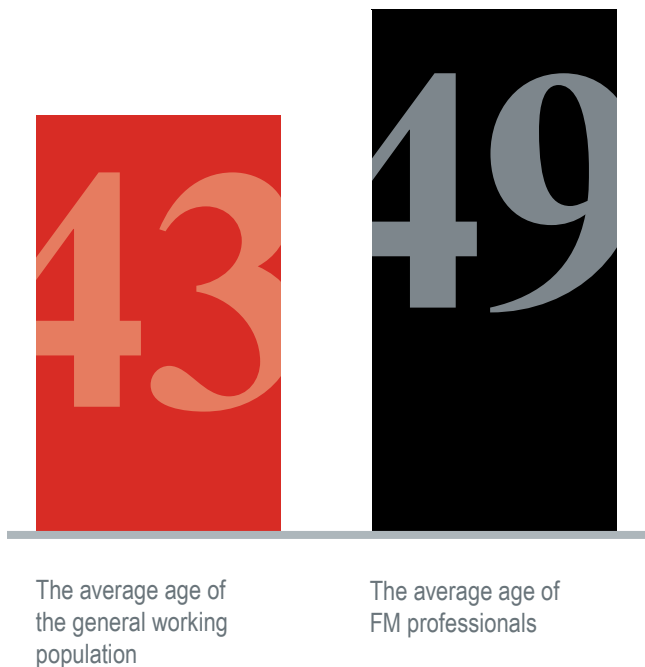


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## Quantifying the Challenge

The average age of FM professionals is 49, far more skewed than the general working population average of 43. That six-year difference is placing pressure on the FM talent pipeline, according to a new independent study commissioned by JLL. The firm is currently sourcing 750 FM positions for corporate clients.

As Forbes Magazine cautioned, “The heavy proportion of older workers puts into focus more than just the pending retirement for baby boomers. [There is] an oft-cited but rarely quantified gap between the skills that employers need and available workers possess.”



## The Case for Outsourcing and Career Advancement

Just as demographic shifts are causing an FM talent gap, the economies of scale associated with FM self-providers are also getting more challenging. With at least \$1-trillion spent on facilities management each year, according to The Economist, it's become increasingly vital for self-providers of FM to find alternatives to the escalating pressures of:

- Capital funding and cost management
- Continuity and resiliency
- Value creation vs. asset protection
- Staffing sources and cost of talent development
- The increased emphasis on the employee experience
- Advancing technology, mobility and virtual collaboration
- Data analytics and decision support
- Addressing delivery of non-core functions and competencies
- Leveraging economies of scale attainable via outsourced partners
- Connecting FM services delivery to organizational performance

Because of these pressure points, service provider readiness to adapt to the CRE global service delivery model with their corporate clients now hinges on a series of interlocking specialties. They range from flexible workplace design and location strategies to energy conservation and data analytics. These and other change drivers are putting the 'i' into FM, making it an Integrated Facilities Management value proposition.

From a corporate occupier perspective, it is as much a risk management exercise.

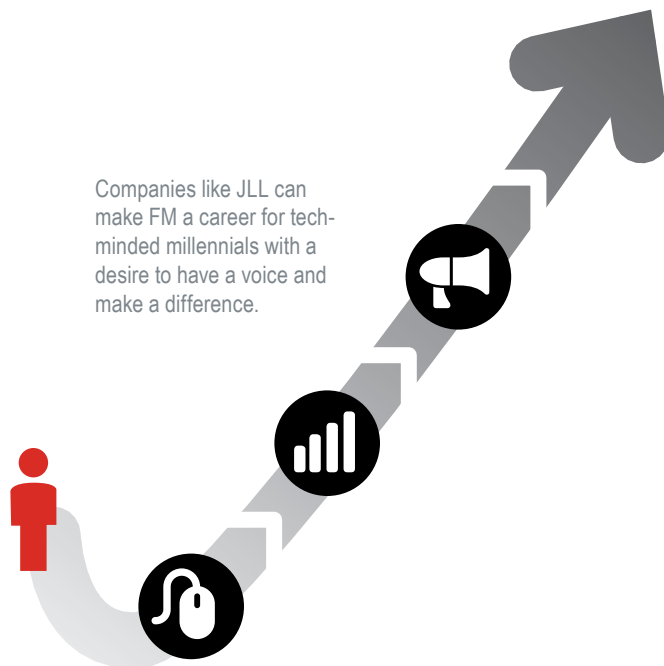
“Looking at the situation from the end-user perspective,” observes Chris Pesek, Managing Director of Integrated Facilities Management at JLL, “your recruiting team is focused on bringing in top talent for your core business. When we can provide the expertise to show our employees how to master the role they are in while advancing their career, then we can build a partnership promise between the employee and the company. Through this partnership, we can attract, retain, develop and reward the best of the best.”

In fact, a recent CoreNet Global occupiers study ranked FM

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among the top three outsourced services that corporate end users rely on.

As the recently retired Corporate Facility Executive of ADP's south and western regions, Keith Holland, validates: "At ADP, we focus on core competencies, and facilities management is not one of them, which is why we engage with outsourcing. Why develop standards, policies, procedures and a litany of best practices to maintain your own buildings when our outsourced facilities management strategic partners have already invested the time, talent and money in those skills?"



### Millennial Talent Isn't Aware of FM Careers

JLL commissioned an independent study in March, 2014, probing the views of more than 200 millennials who hold professional jobs or who are still in college.

The study shows there are positive impressions of FM careers when those working were exposed to several different job titles like Energy Manager, Sourcing Manager, Performance Manager, or roles like relationship management and data and analytics.

Key findings include:

- 1) There is low awareness of FM, especially among college students**
- 2) But there is a positive attitude about the type of work that is done in the FM field**
- 3) The desire for career growth and a career path that FM outsourcing firms such as JLL offer, along with their focus on recruiting, training and retaining will enable an FM outsourcing firm to attract a steady stream of top talent.**

Against an otherwise challenged job market, it's widely known that some fields, like those surrounding Science, Technology, Engineering and Math (STEM), are rich with career opportunities.

The recent JLL findings show how STEM skill sets also support an FM field that is rapidly evolving into innovative technology and data-driven roles, as well as energy and workplace experiences.

"The ability to develop and deliver the next generation of FM professionals maps directly to the millennial generation desire to have a voice and to inform, influence, collaborate, innovate and ultimately make a difference," adds JLL's Pesek.

"As a technology leader in our industry with advances like cloud-based building management and machine-to-machine communications, companies like JLL can make FM a career for tech-minded and sustainability-attuned millennials."

### Organizations of Choice for FM Careers

The JLL study also shows how FM outsourcing firms can attract millennials because they meet this young generation's desire to make a difference in the world. The results affirm how millennials seek sustainability, meaning, purpose, and having a voice that defines an important characteristic of

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diversity of thought, opinion and expression in today's workplace.

The study also sheds light on the ways millennials want to grow their careers through job rotations across multiple client accounts and upward mobility both geographically and up the career ladder.

Companies that recognize millennials for innovation and ideas also have an advantage. "Anyone, at any place in their JLL career, can participate in unique programs like iStream and Da Vinci," Pesek notes.

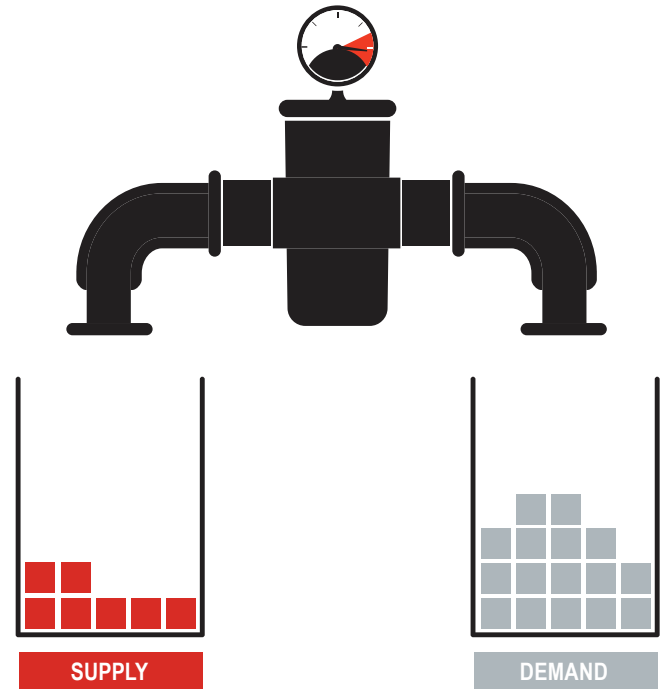
Showing the warmth and care of teams and leaders is also especially appealing to millennial career-seekers. Recognizing individual talent, connecting, mentoring and communicating face-to-face across different generations in the workplace is vital.

## CONCLUSION

For companies facing a retirement wave of FM professionals, a serious talent gap is taking shape. The demand for these types of jobs far exceeds supply.

Outsourcing is becoming a more compelling option not only due to the escalating costs of finding and keeping talent, but because of the more complex linkage of FM to organizational performance.

For corporate clients, JLL's embedded culture of knowledge sharing is a major plus. In a directly related way, JLL can attract millennials because of its dedicated resources and global scale. For students and young professionals seeking viable, long-term career opportunities, the JLL FM career gateway is wide open. For FM self-providers, JLL is ready for a timely, outsourced solution to the talent gap.



The demand for FM professionals far exceeds supply, causing FM self-providers to face escalating pressure.

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## Refuting Some Millennial Conventions

The online, independent survey commissioned by JLL in March, 2014, reached more than 200 employees and students in North America. In some respects, it cuts against the grain of commonly-held perceptions of the millennial generation, born between 1980 and 1998.

For half of the survey sample, those who are working today:

- Respondents with jobs work for a surprisingly large proportion of multi-national (20%) and national (32%) corporations, refuting the widely-reported perception of millennial distrust for institutions and large organizations
- A substantial number of those working already hold jobs that relate to FM skill sets, including science, technology, engineering and math (STEM), as well as project management and architecture
- The study also points to FM as a good career fit for highly talented technical and vocational candidates with associate degrees in HVAC and other building systems
- 71% are open to a range of different careers although they demonstrate a sense of direction and urgency in planning and securing their job or career track selections

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