

Addressing loss in knowledge and intellectual capital due to aging workforce issues

Problem

A company that owns 3 million square feet leased or owned property globally had their facilities managed by internal staff. The facilities engineering work force faced a situation where 50% of their staff was eligible for retirement in two years. This could potentially result in a substantial resource challenge, work stoppage and loss in intellectual knowledge within the company.

Approach

A holistic approach was taken. The initial assessment included (a) assessing how this department “**learns**”, (b) evaluating the efficiency of key **work processes** and (c) assessing the replacement talent pool and hiring process. The opportunities were carefully measured. Based on this assessment the following solutions were implemented:

- A **Knowledge Management** system was introduced to capture the knowledge of existing workforce
- **Process improvement** projects were launched to capture the efficiency gains. Based on these gains, jobs were redesigned
- A mentoring program was established
- “Incentive hire” programs were initiated for those areas that were assessed to have a very competitive talent pool

Results

- Avoided costs in millions (dollars) due to work stoppage
- Improved morale related to retirement
- All new hires were transitioned to their new jobs with mentoring and knowledge management and were fully productive by productivity measures within two weeks of start of job
- Eliminated 25% of jobs via attrition due to efficiency gains as jobs/procedures were not required with redesigned processes