

The background of the slide is a collage of industrial images. On the left, there are blue industrial motors. In the center, a worker in a red safety jacket, yellow high-visibility vest, and white hard hat is looking at a laptop. On the right, there are large industrial gears. The entire image is overlaid with a white geometric grid pattern.

FLUKE[®]

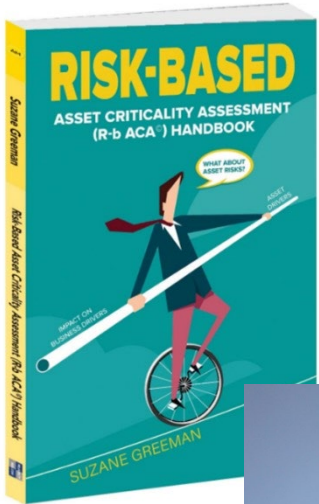
Reliability

Future-proofing Asset Dependent Firms against Talent Flight

Suzane Greeman, ASQ-CMQ/OE, CAMA, CAMP, CMRP
June 16, 2021

Best Practices Webinar Series

Meet the Speakers



Principal Asset Management Advisor
Greeman Asset Management Solutions Inc.

Qualifications

- BEng & MBA
- Diploma-IAM, ASQ-CMQ/OE, CAMA, CAMP, CMRP

Experience

- 23 years of multi-disciplinary, multi-sector experience
- OpEx P&L responsibility - \$22M U.S.
- CapEx P&L - \$6M U.S.
- Project Manager - \$400M U.S.
- Asset Management Systems
- Asset Information Management Systems

Volunteer Work & Interests

- Author of Risk-based Asset Criticality Assessment Handbook
- Member of MC/ISO/TC 251 & ISO AHG3
- Active blogger & keynote speaker

Greeman Asset Management Solutions



April 2021

Sustainable Asset Management

FOCUS

A QUARTERLY NEWSLETTER BY
Greeman
 Asset Management Solutions

10 Asset Management Guidelines for Executives & Boards

By Suzane Greeman ASO-CMOIE, CIMA, CAMF, CMRP

Introduction
 Asset management may well be the last line of defense against the compounding erosion of return on assets (ROA) and other stakeholder value in asset dependent firms. Leadership and culture are two of the main enablers of stakeholder value. Top management carries a greater responsibility for asset performance, risk, and life cycle cost management, particularly to external stakeholders.

Who is Top Management?
 The top management level of organizations is the combination of the Board of Directors and the Executives or equivalent (Figure 1.0). Top management is also known as senior management and although organizational configurations and titles may vary, we can identify top management through responsibilities for governance, management oversight, strategy-making and execution, and business management.

6 Contemporary Asset Management Drivers for Top Management
 There are several emerging asset management drivers for Boards and Executives of asset-intensive firms. They include:

1. Traditionally, top-down mandated budget cuts have not proven to be effective as they inevitably contribute to the mounting deferred maintenance and capital injection, the results of which are unprecedented levels of machinery and infrastructure in poor condition.
2. The cultural transformation is the most significant element of implementing an asset management approach. In many organizations structural changes may be required to even start the process. This makes top management the most influential change agent as the organization's ultimate decision-maker.
3. Unable to show the significant consequences of powerful external risks, as lenders, investors, governments and governments impose requirements, asset management solutions by term investment solutions, management planning, and risk monitoring.

Top management carries a greater responsibility for asset performance, risk, and life cycle cost management, particularly to external stakeholders.

Board Level (Governance & Strategy)

- Board of Directors (Corporations with Shareholders)
- Elected Municipalities
- Regents (Colleges)
- Trustees (Universities/Colleges, Societies, Regulatory Agencies)

Executive Level (Strategy Execution & Business Management)

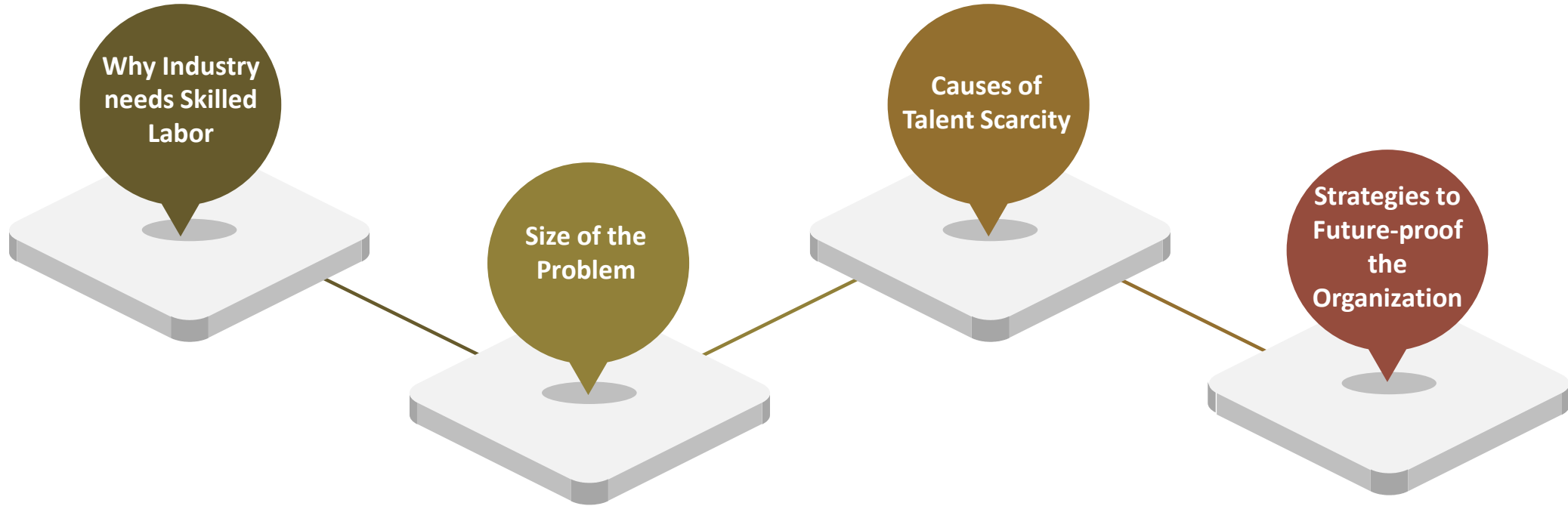
- Chief Executive Officer (CEO)/Chief Administrative Officer (CAO)
- Chief Financial Officer (CFO)
- Chief Operating Officer (COO) or other chief technical roles eg. Plant Manager
- Chief HR Officer

Examples of Top Management Roles

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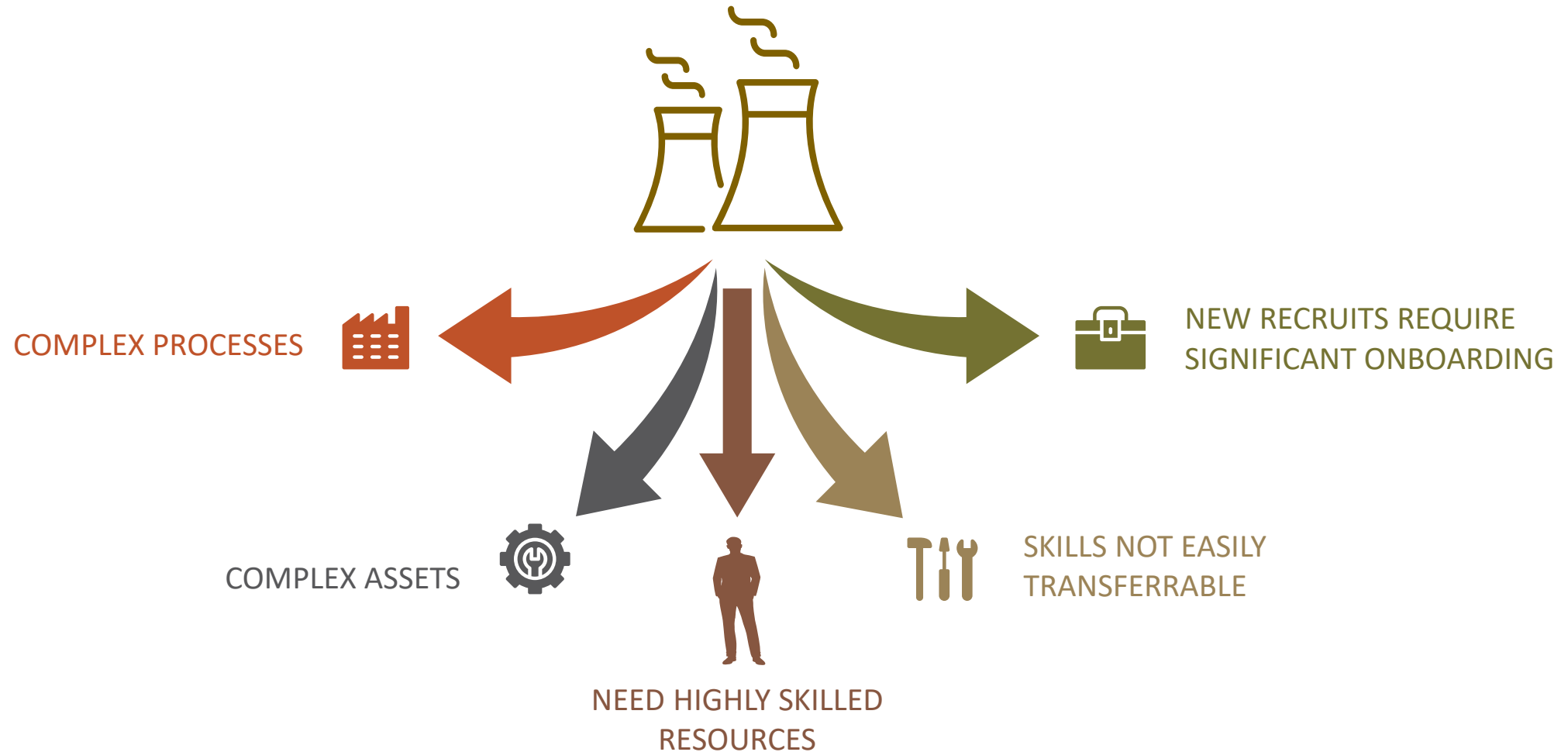
Greeman Asset Management Solutions ©2021

Agenda



Why is skilled labor important to asset dependent firms?

Asset Dependent Firms & Talent



How big is this talent crunch problem?

Skills Shortage is Expanding



40% of Manufacturers face labour shortages - Now
60% of Manufacturers expect to face labour shortages - 5 Years

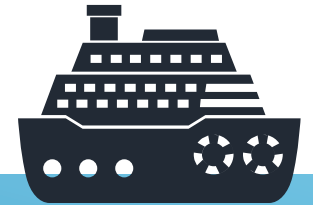
36% of those let go from oil & gas have permanently left the industry



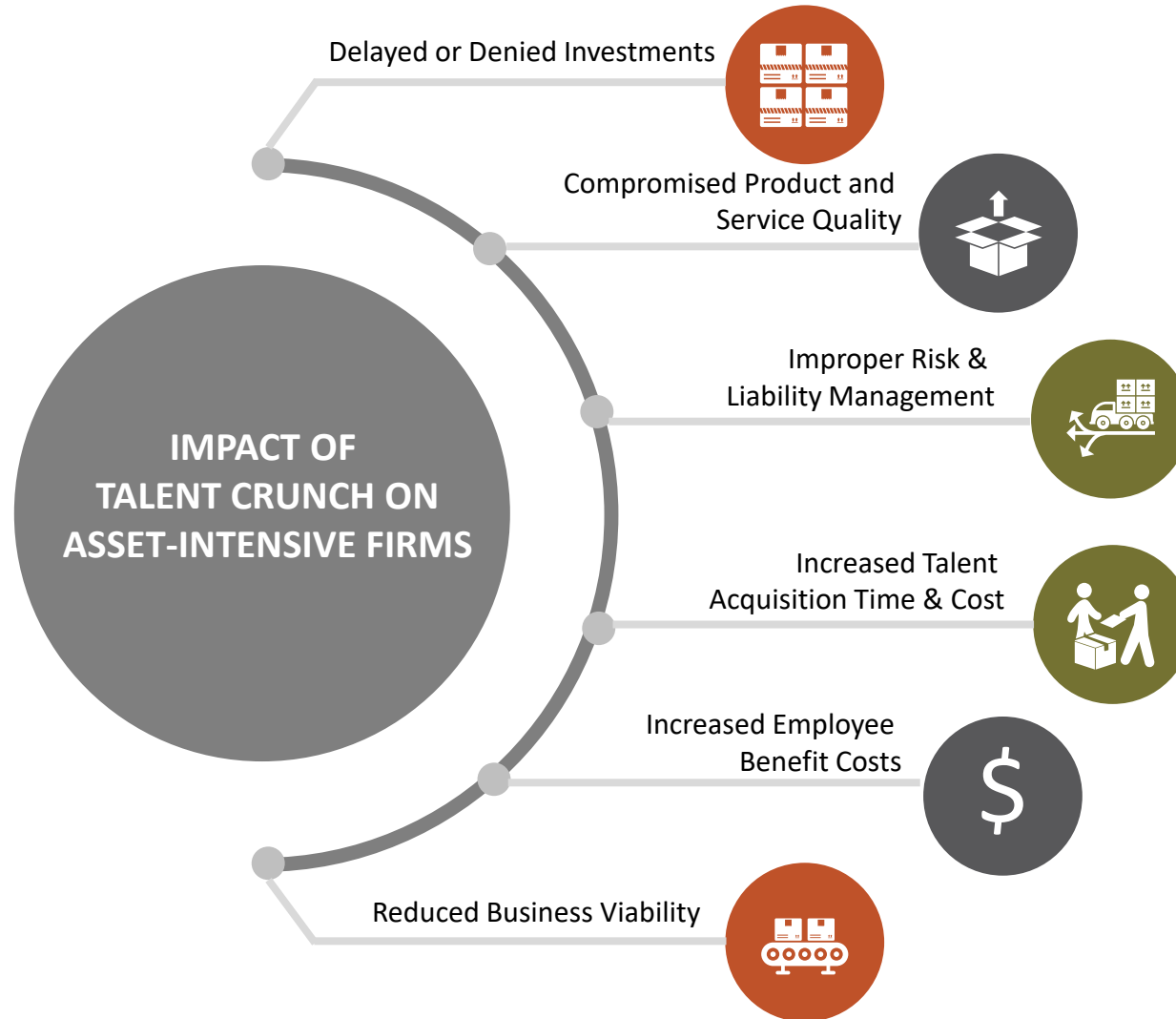
2.1M Unfilled Manufacturing Jobs
\$1T Economic Impact

42% of respondents actively considering shift to renewables

Industrial Firms



Impact of Talent Crunch



POLL QUESTION No. 1



How long did it take your company to fill its last skilled role? 1st posting – 1st day. **(Click only one answer)**

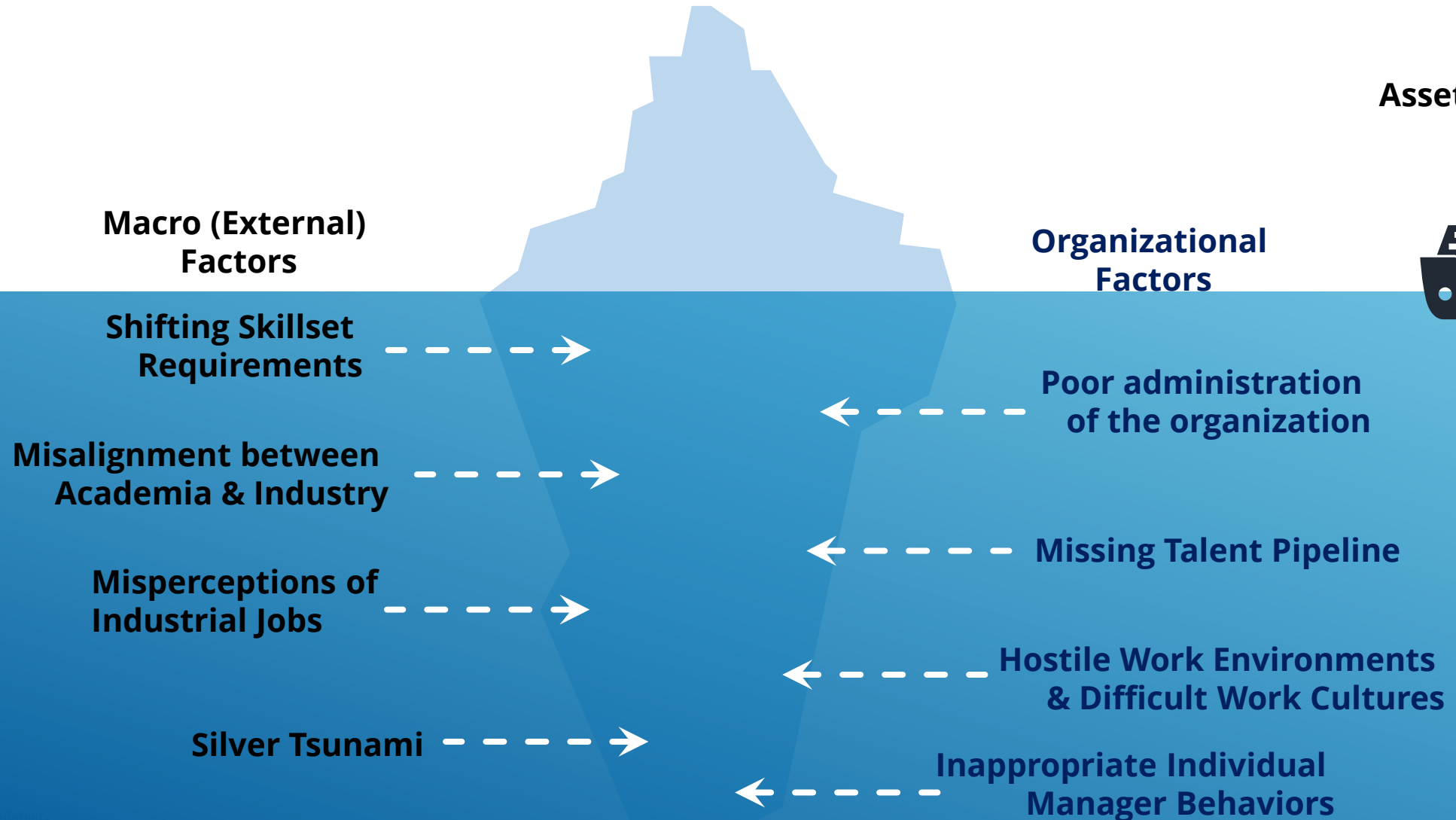
- 1 – 3 Months
- 3 - 6 Months
- 6 - 12 Months
- Been a year and still no joy

Increased Talent Acquisition Time and Costs

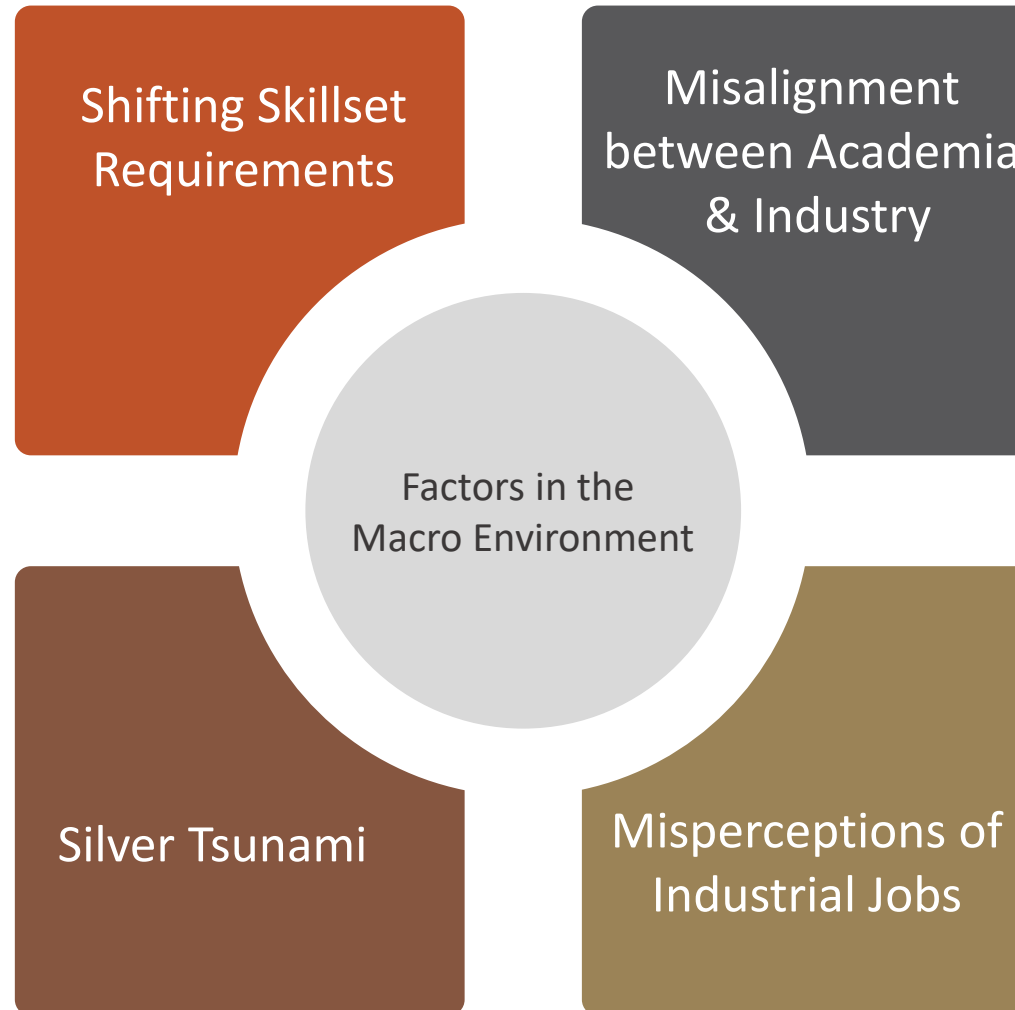


Why is Talent Fleeing?

Triggers for Chronic Skills Shortage



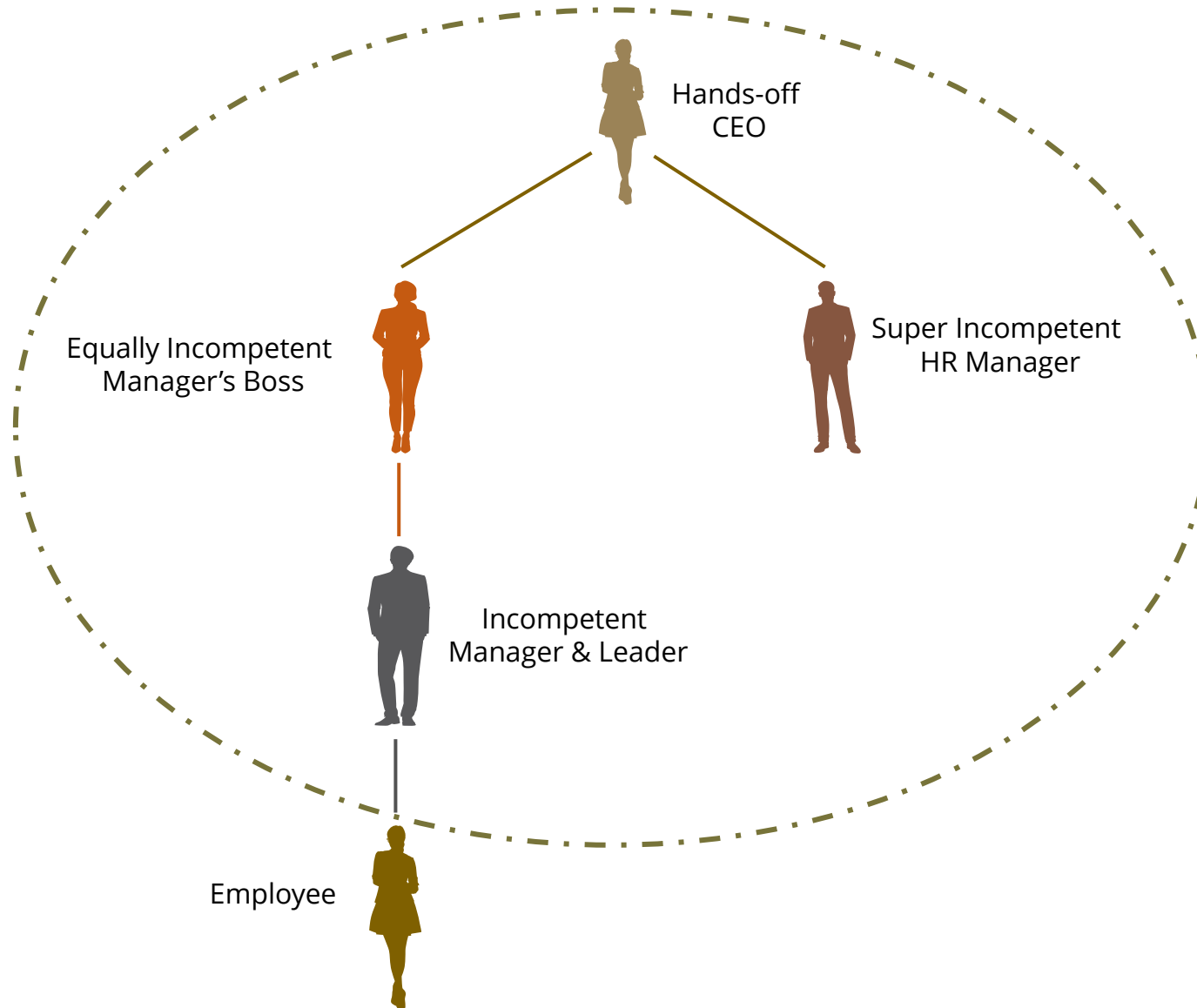
Factors in the Macro Environment



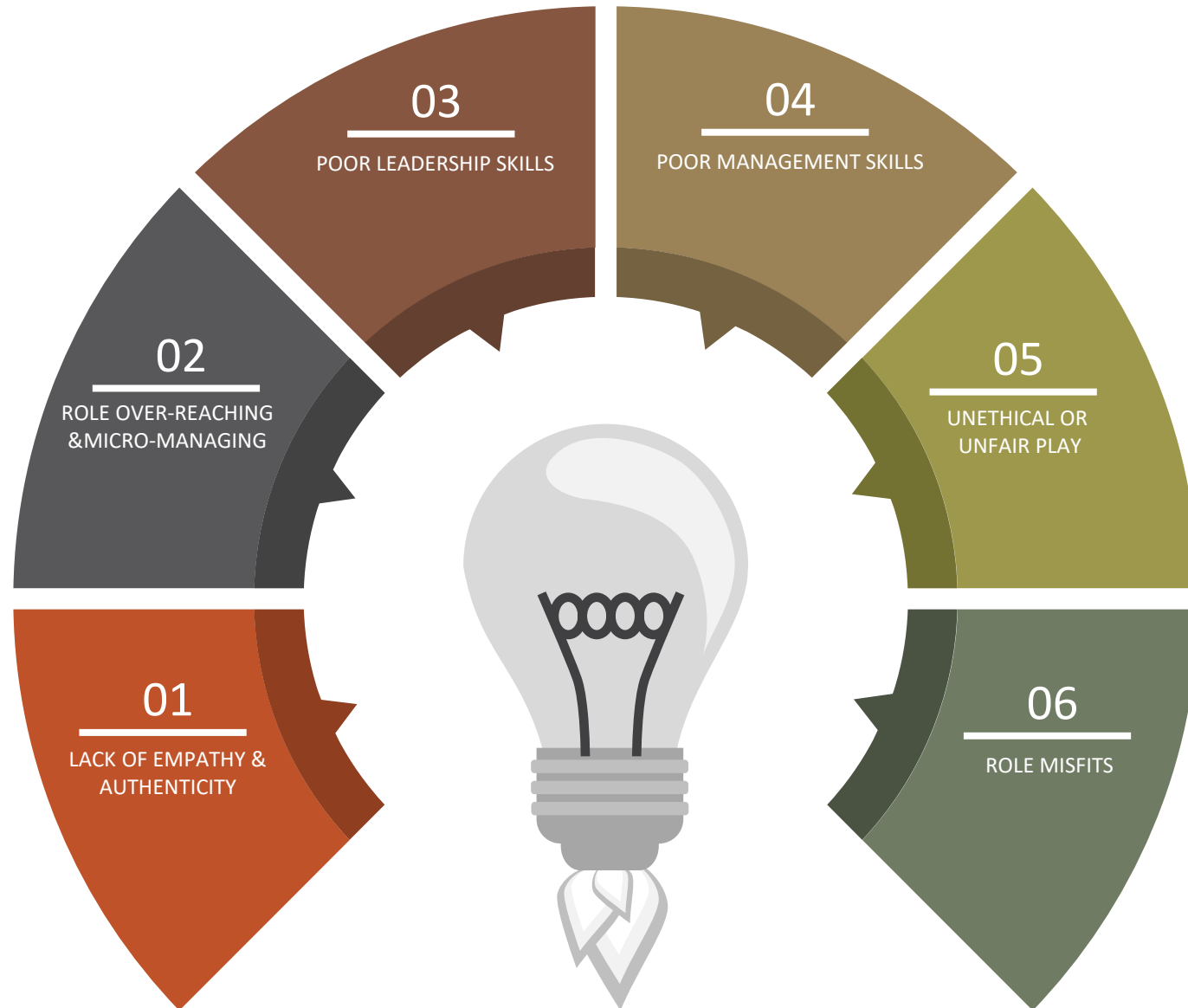
Talent Flight from Organizations



The Complexity of the Bad Manager



Talent Flight from Individual Managers



How can we future-proof the organization?

POLL QUESTION No. 2

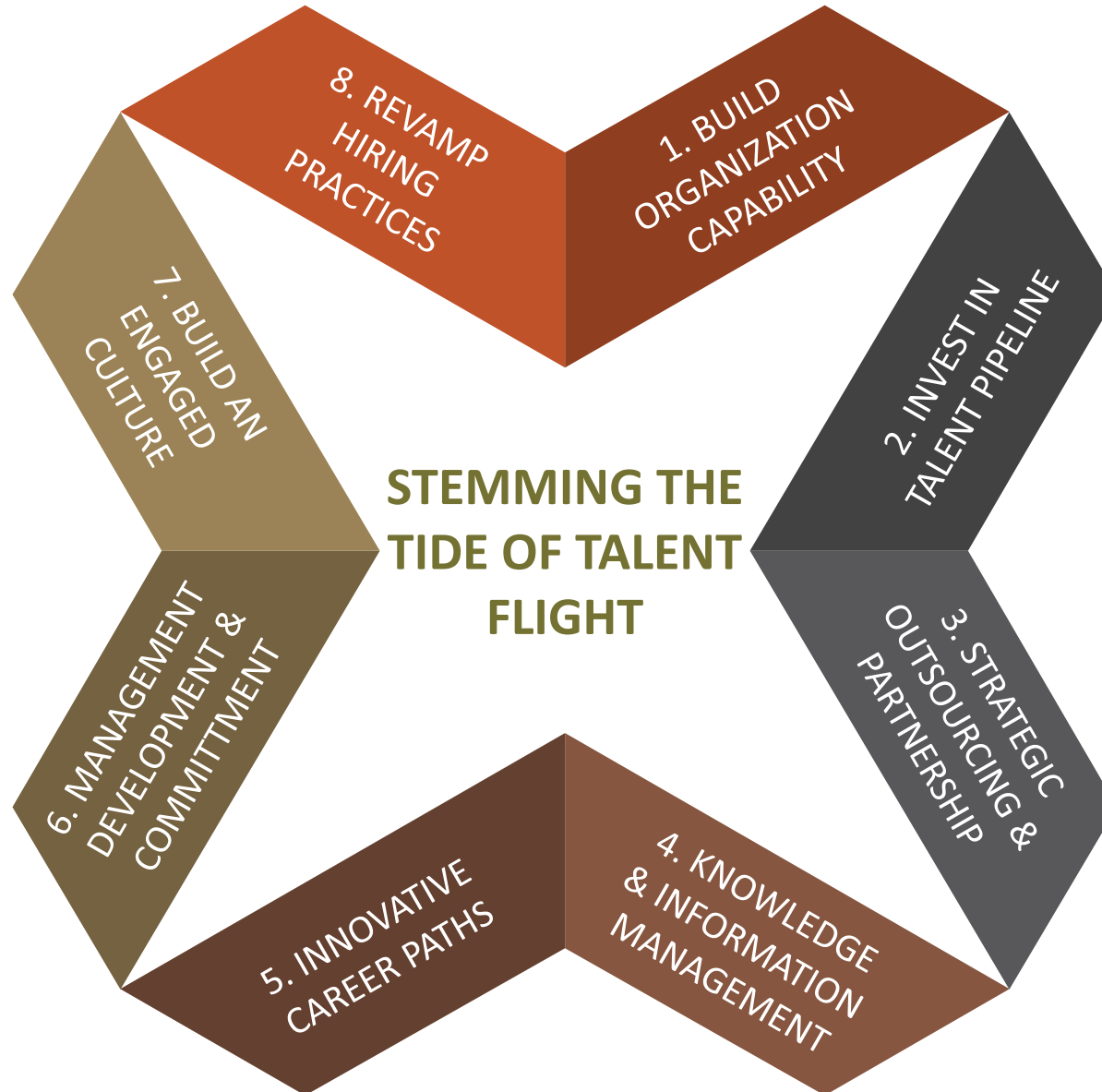


Is your company actively mitigating talent risks?

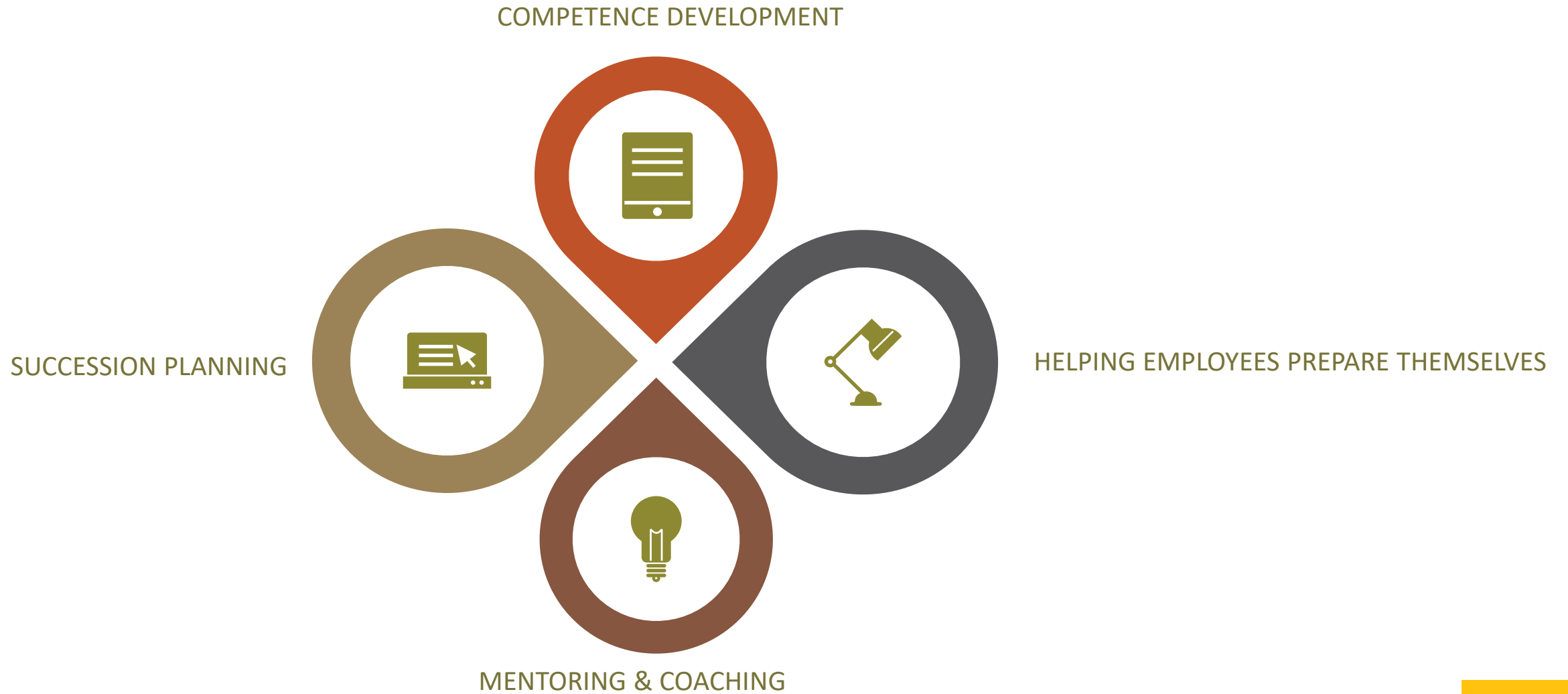
(Click only one answer)

- No, not yet
- Not sure
- It has come up
- Absolutely yes

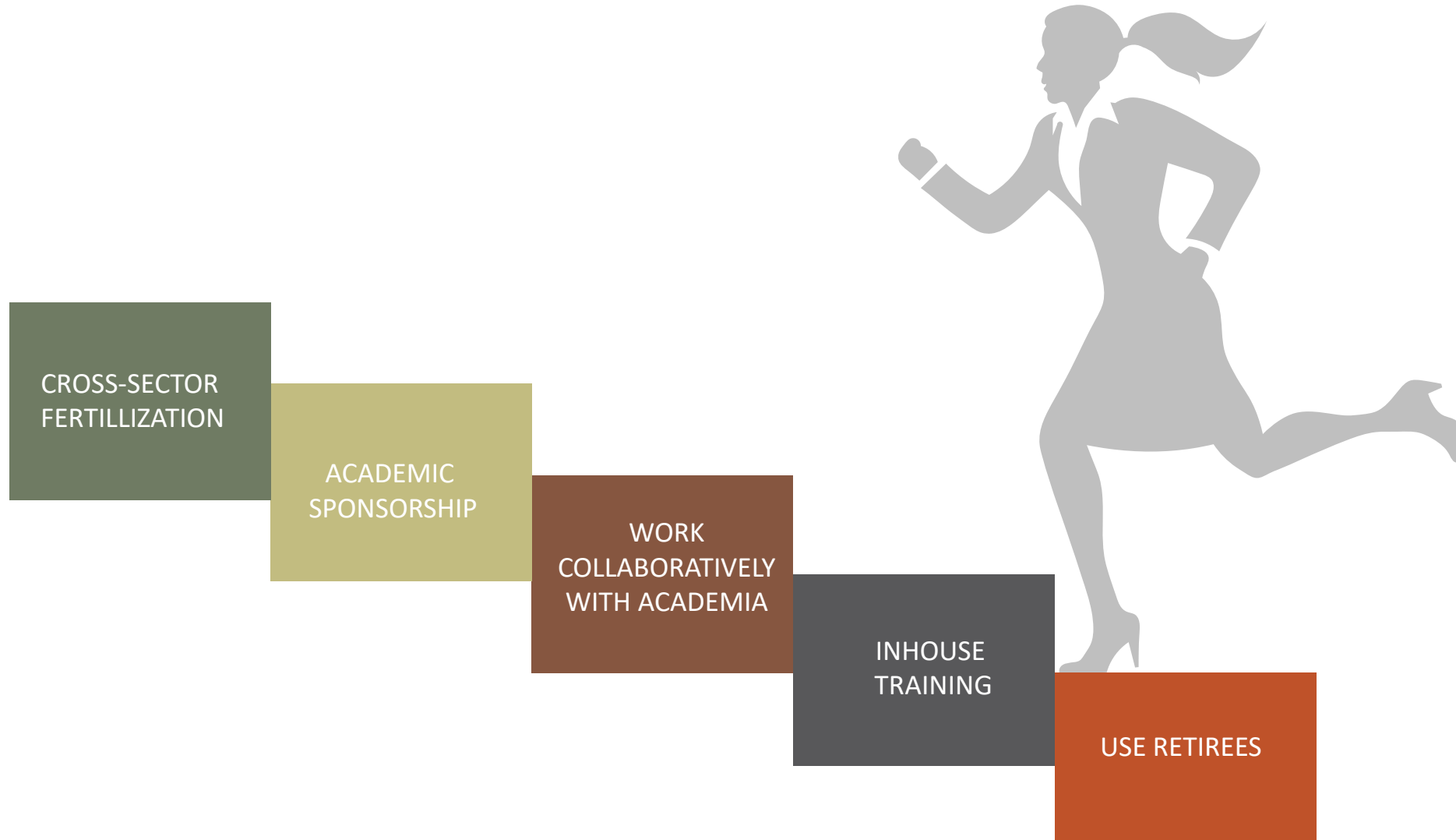
Future-proofing Against Talent Flight – Organizational Strategies



1. Future-proofing by **BUILDING ORGANIZATIONAL CAPABILITY**



2. Future-proofing by **INVESTING IN TALENT PIPELINE**



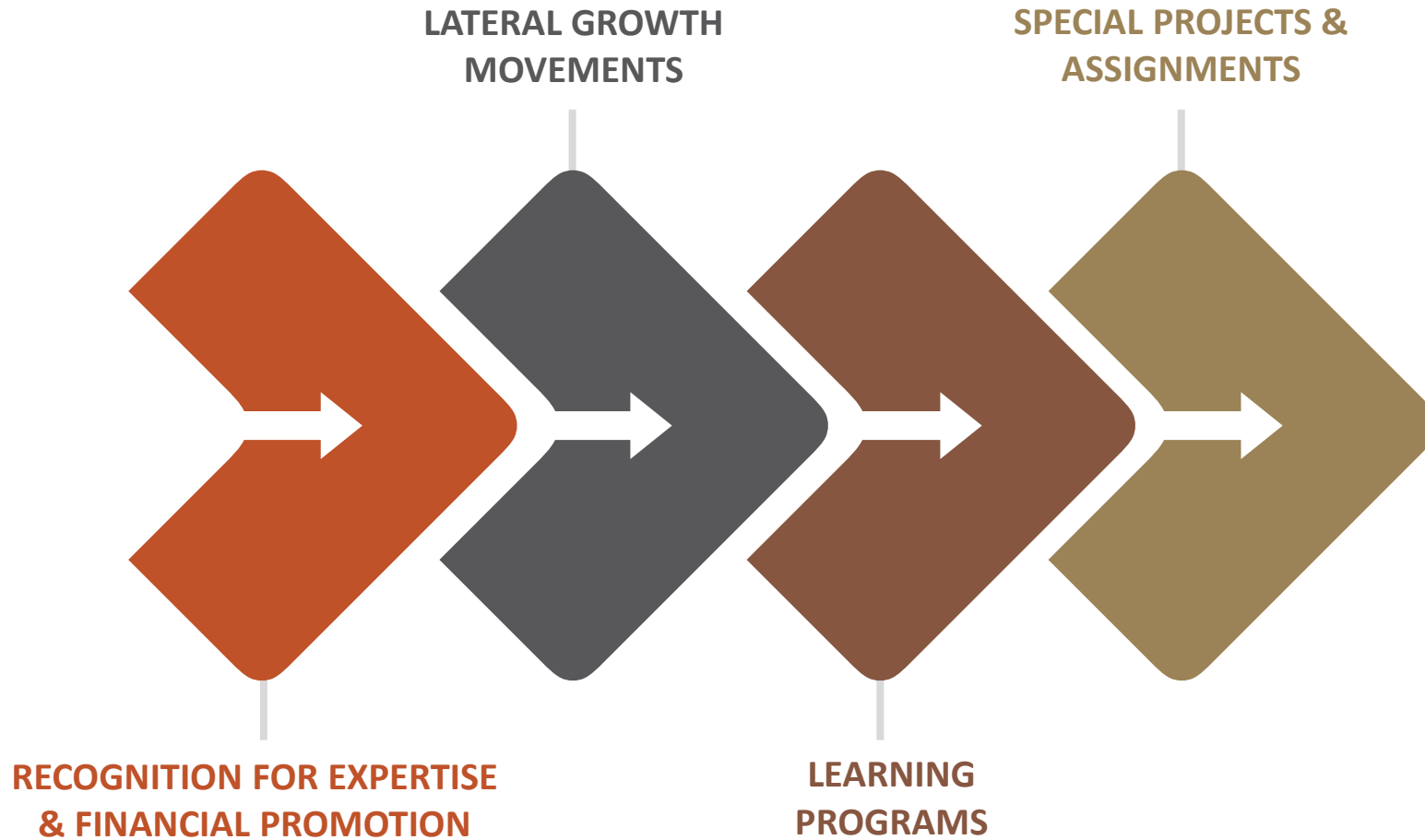
3. Future-proofing by **STRATEGIC OUTSOURCING & PARTNERSHIP**



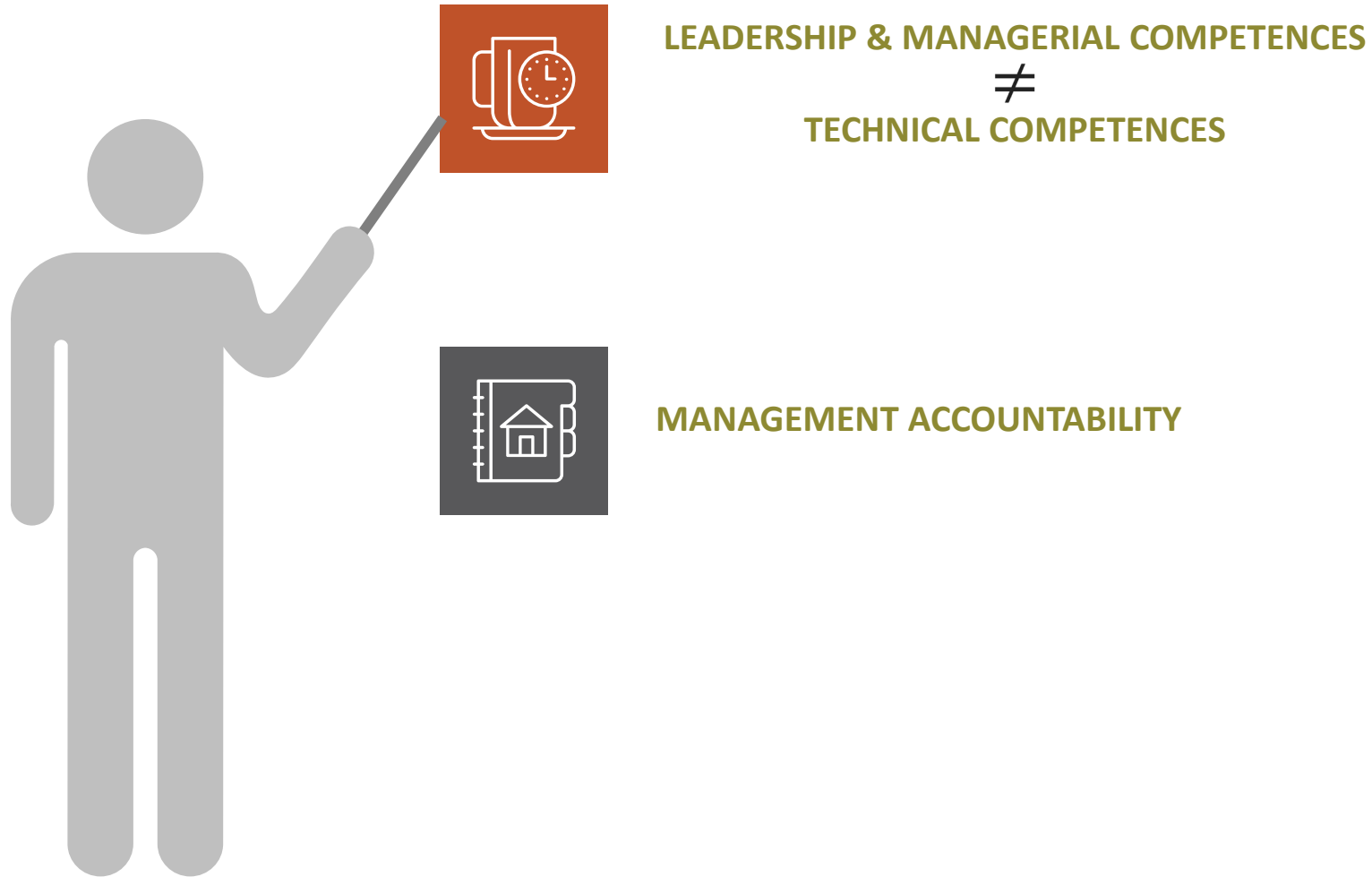
4. Future-proofing through **KNOWLEDGE AND INFORMATION MANAGEMENT**



5. Future-proofing through **INNOVATIVE CAREER PATHS**



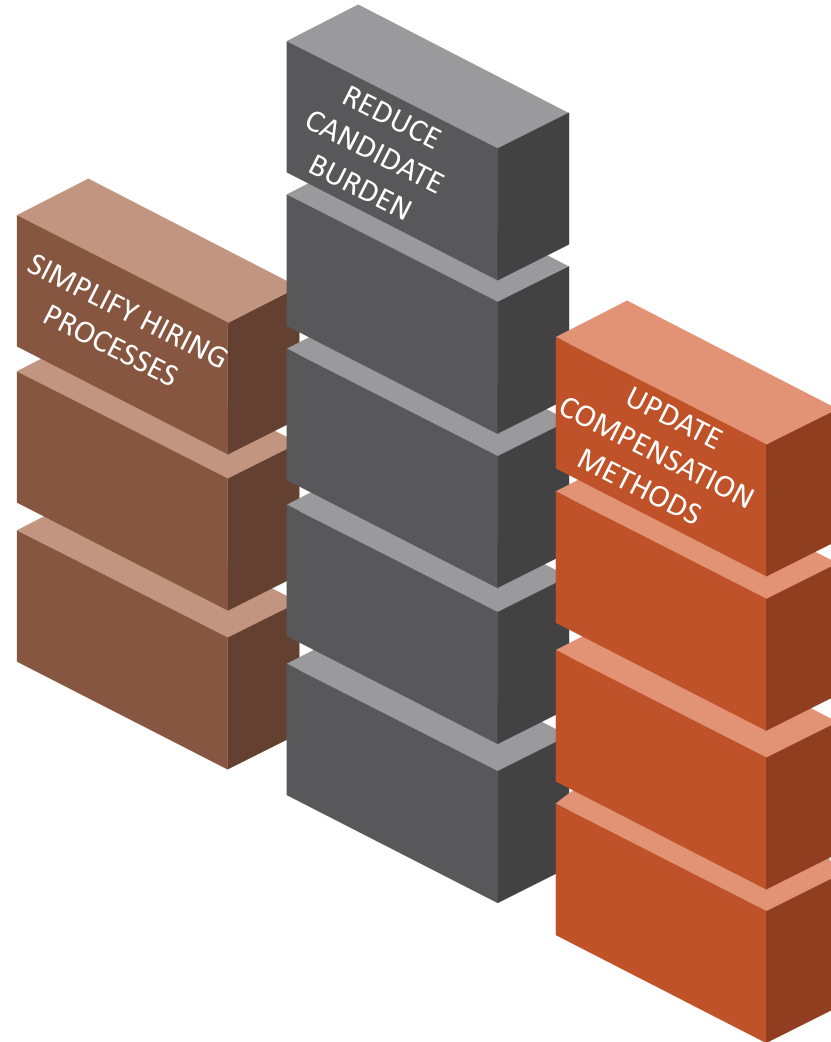
6. Future-proofing through **MANAGEMENT DEVELOPMENT AND COMMITMENT**



7. Future-proofing by **BUILDING A CULTURE OF ENGAGEMENT**



8. Future-proofing by **REVAMPING HIRING PRACTICES**



Future-proofing Against Talent Flight – Individual Leaders Strategies

ACTIVELY ENGAGE YOUR TEAMS



HIRE FOR ATTITUDE & COMPETENCE



PEOPLE LEADERSHIP IS NOT FOR EVERYONE



DEMONSTRATE POSITIVE VALUES



COACH AND MENTOR EMPLOYEES



UNDERSTAND YOUR ROLE

QUESTIONS?



In Gratitude for your kind Attention!

Suzane Greeman, ASQ-CMQ/OE, CAMA, CAMP, CMRP

Principal Asset Management Advisor



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Next webinar July 7: Visualizing reliability maintenance data



Nicole Rochelle

Using business intelligence tools to achieve reliability maintenance goals: Practical advice on how to get started

BEST PRACTICE WEBINAR | Wednesday, July 7, 11 a.m. ET

Sometimes the RCA experts need to do an RCA on themselves. There are many reasons why maintenance and reliability teams can feel stuck in place and getting a big picture view of what's (really) going on can be one way to identify root cause. Business intelligence tools such as Power BI and Tableau can assemble data points from a variety of operations information sources to illustrate what's working and what's not.

In this webinar, Nicole Rochelle, BI Developer at Monogram Foods, demonstrates results from using Power BI for reliability maintenance, defuses the challenges, and offers practical advice for getting started.

To learn more about **Fluke Reliability** and our **Webinar Series**



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DEMO

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Reliability

THANK YOU!

