

CIBO 2016 Annual Meeting Changing Work Force Panel

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Issues from Boiler Owner Perspective

- Structural
- Demographics
- Differing backgrounds
- Different learning methods
- Retention

Structural Issues

- Corporate mergers, acquisitions, divestitures
- Product and plant shutdowns
- New grassroots facilities vs modifications to existing facilities
- External drivers creating change
 - Environmental regulations
 - Higher levels of emissions controls, complexity, compliance requirements
 - Fuel/energy costs/availability

Demographics

- Aging workforce
 - Retirements past and future
- Limited availability of experienced personnel
 - Trade crafts, operations, maintenance, engineering, other
- Non-glamorous type work
 - Difficult, 24/7 operations, safety implications, regulatory implications, can be dirty

Differing Backgrounds/Learning Methods

- Younger people more dependent on technology
- Older people's level of technology expertise can vary greatly
- Level of education as well as scope of education can also vary
- Many more potential training/assistance tools available to reach all levels

Retention

- How can energy/boiler related jobs be managed to provide challenges and satisfaction to enable retention of educated/trained personnel
- Continual cycling of people through positions does not resolve long term needs

Panel Lead-in

- Hopefully the panel speakers will provide information that can address at least some of these issues
- Questions and open discussion invited