

# What mobilization of work in the facility management ?

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Photo: CRDIA , Irisso.

**Researchers and professionals of the sector met on 15 January last at the Université Paris Dauphine in Paris at a symposium organized by the CRDIA . A day full of exchanges and reflections on the issue of labour mobilization.**

Everything from an observation. The facility management sector comprises about 30 trades and represents about 1,250,000 of non-relocatable and low-automatable jobs, for activities of approximately 185 billion annual turnovers. However, it remains unattractive, due to its invisibility and unfavourable working and employment conditions: isolation, fragmented schedules, periodic penalty payments, low prospects for evolution and recognition... In this sector dominated by subcontracting and purchasing mechanics organizing fierce competition, the people working are, year after year, a little more abused by the pressures to reduce costs at each contract renegotiation. The mobilization of work and the work of these people working therefore appears to be a central issue for the development of this sector.

At the heart of the discussions at the last symposium of the CRDIA , held on January 15th at Paris Dauphine University. An event that helped to organize the meeting of professionals of the sector, clients and providers, with the knowledge and recent approaches of the social sciences on these topics. All the disciplines of the Labour Sciences were convened (law, ergonomics, sociology, economics and management) in order to share diagnoses, feedback and feed on research and experiments. The participants were first able to hear a legal intervention on social law and the mobilization of work in services, presented by Jean-Yves Kerbourc'h, professor of law at the University of Nantes. It was followed by a European comparison proposed by Christophe Teissier, project manager in the Association of labour, employment, Europe, Society (ASTREES).

## The turn-over, a hindrance to the development

Two workshops were then organized around the mobilization of work. On the one hand, a debate on the theme "Mobilization of itinerant and shared work, from current tools to platforms?" led by Sophia Galiere, PhD student in Management sciences at the University of Nantes and Nicolas Klein, post-doctoral student in sociology at The Université Paris-Est Marne la Vallée. On the other, the testimony of Corinne Colson Lafon, president of the Steam'O group, which particularly reverted to the difficulties of recruiting and retaining employees whose three-quarters are non-executives. *In 2018, out of 100 people hired, 80 left the company including a majority of non-executives. The turn-over is a real challenge for the development of the activity. We had to accept that the CDI is no longer necessarily the grail especially for young people Workers. This implies adapting our offers and our job paths to very different realities and expectations: people looking for mobility, openly playing the CCD card up to the shortage of trades like technicians who are clearly in Position in front of employers,* explains the leader.



## Mobilizing in a context of disengagement

Like all sectors of activity, the world of FM is confronted with the transformation of the worker himself. *"ON today finds a disengagement of workers with regard to professional work. The company no longer appears, especially for the younger generations, as a place of major life or even as a place of work. It is a relationship to work that becomes much less dependent on the one who gives it,* explains Pierre Yves Gomez, professor of management at the EM Lyon Business School. *We will all have to manage tomorrow a population of workers who may be as fluid as the economy we are building.* However, the new reports at work are not the only ones involved. The socio-economic conditions of FM are also far from facilitating the retention of employees. *companies in the sector are often seen as interchangeable. The employees have understood that if the conditions of remuneration and work may differ from one company to another, they will mainly vary according to the behaviour of the final customer,* said Antoine Rouillard-Pérain, PhD student in sociology at Science Po Paris.

## Operational Excellence

The day continued with two more workshops on mobilization at work this time. Éric Noleau, general manager Ile de France at GSF, initiated a discussion about operational excellence in cleanliness. He has also returned to the experimentation carried out in partnership with L'Oréal since 2014. *" quickly, the observation was made with the client that it was necessary to professionalize the piloting, that is to rationalize the exchanges, the actions and to enter into a logic of plan of progress whose first vocation was not the productivity but well the Quality as well as the appropriation by the teams of a continuous improvement approach , explained in particular the head of GSF. Setting up of an architecture of meetings with the client, daily point with the team, creation of sheets of good practices fuelled by the expertise of the agents...: The experience uses traditional tools, but rarely implemented with the staff people working. " The result was an increase in the quality index, but we also and above all improved the sense of recognition and belonging of the team. On arrival, the service attitude was profoundly altered, says Éric Noleau.*

A final round table was attended by Joël Larousse, Deputy secretary general of the Arseg, Gilles Allard, president of the ADI, Christophe Ploux, president of the Sypemi, Nicolas Cugier, DET de Thales, Fernanda Arreola, professor and member of the Leonard de Vinci cluster and Christophe Sadok, director of engineering and pedagogical innovation at the AFPA. Together, they tried to answer a question: How do FM players mobilize? Several ways have been discussed as contractual innovation to strive towards the conditions of labour mobilization or the creation of a working community between the collaborators, but also between the company, the building and the Provider. Finally, at the end of the symposium, Laurent Duclos, economist and sociologist of Labour, PhD in sociology of Sciences Po Paris intervened for a brief synthesis of the day.