

Three Tactics to Better Recruit Skilled Trades Talent

Tackling the Facilities Talent Crunch, Part I



Michael Fischer
Senior Analyst
mfischer@eab.com

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Phone Call Computer Audio - Connected Call Me

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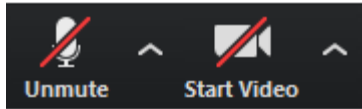
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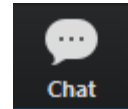
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Asking a Question

To ask the presenter a question, type it into the Chat panel and press send.



Where's the Love?

Differing Opinions Among Senior Leaders About Their Staff

“We’re trying to run a 21st-century university—but half of our staff are operating as if they’re working in the 20th century, and the other half as if they’re in the 19th century.”

*Chief Business Officer
Public Flagship University*



“Here’s the most important thing people have to understand about higher ed. The university is a factory, and the thing it’s designed to produce is free time for faculty.”

*Provost
Private Research University*



“Higher ed Facilities is a family affair. I’ve worked with some of these people for over 30 years. It’s a tight knit community, and everyone knows everyone else has their backs.”

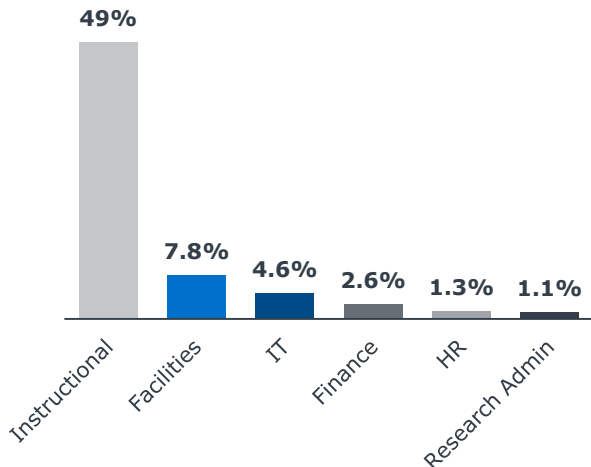
*Senior Facilities Officer
Public Regional Institution*



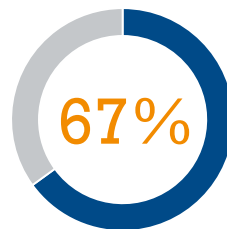
“The Lifeblood of the Institution”

Facilities Workforce Among Largest and Most Critical on Campus

Average Breakdown of Higher Education Staff by Functional Area



Majority of FM¹ Staff Working in Frontline Roles



of University of Colorado Boulder's FM FTEs² in three functions:

- Frontline Service Staff
- Skilled Tradespersons
- Frontline Supervisors

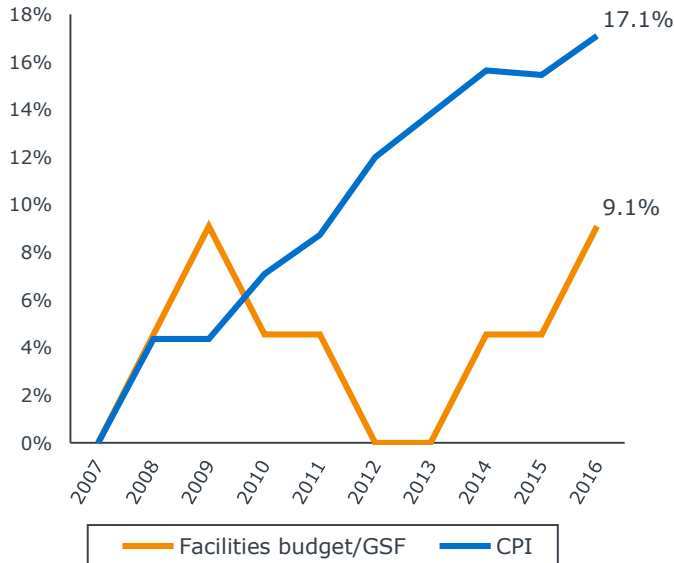
1) Facilities Management.

2) Full-Time Equivalents.

Staffing Resources Not Keeping Pace With Needs

FM¹ Budgets Continue to Tighten as Private Sector Adds Opportunities

Percent Increase in Facilities Budget per GSF¹ Compared to CPI² 2007-2016



Meanwhile, Overall Economic Growth Strong

2M

Number of jobs added to the
US economy in 2017

4.1%

Current 17-year low
unemployment rate

1) Gross square footage.
2) Consumer Price Index, a measure of inflation.

Source: "The State of Facilities in Higher Education 2017," *Sightlines*; "U.S. Economy Added Two Million Jobs in 2017," *CNN Money*, <http://money.cnn.com/2018/01/05/news/economy/december-2017-jobs-report/index.html>; Facilities Forum interviews and analysis.

A Multi-Layered Problem

Different Segments of Facilities Workforce Pose Distinct Challenges

Staff Segment



Frontline Supervisors

Key Staffing Challenge

Improve effectiveness at managing people and processes



Skilled Tradespeople

Recruit and develop to fill critical vacancies



Frontline Service Staff

Retain and engage to minimize turnover costs and improve productivity

Tackling the Facilities Talent Crunch

Best Practices for Addressing Diverse Staffing Needs

I

Recruiting Skilled Trades Talent from a Shrinking Labor Pool

Practice 1
Benefits Value
Sell Document

Practice 2
Recruitment
Pain Point Audit

Practice 3
Trades Student
Internship Program

II

Engaging and Retaining Frontline Service Staff

Practice 4
Service Staff
Feedback Channels

Practice 5
Staff Enrichment
and Development
Programs

Practice 6
Mission-Connected
Engagement Campaign

Practice 7
Behavioral
Fit Assessments

III

Improving the Effectiveness of Frontline Supervisor Ranks

Practice 8
Facilities-Focused
Leadership
Development Programs

Practice 9
Pre-Supervisor
Immersion Programs

Practice 10
Non-Supervisory
Career Ladders

IV

Growing Your Own Talent to Meet Demand for Skilled Labor

Practice 11
Scalable Trades
Apprenticeship
Programs

Practice 12
Formalized Trades
Upskilling Programs

Practice 13
Targeted Pre-
Apprenticeship
Programs

Some Restrictions May Apply...

...But Ample Opportunities Regardless of Union or System Limitations

✗ **Tactics Potentially Limited by Unions**

- Using student or trainee labor to complete work done by members
- Providing differential wages to staff in training programs
- Updating job descriptions or hiring qualifications

✗ **Tactics Potentially Limited by States or Provinces**

- Training select current staff for future promotions
- Changing wage scales or benefits for current or future roles
- Updating job descriptions or hiring qualifications

✓ **Tactics Traditionally Within Scope of SFO Control**

- Developing recruiting strategy for vacant roles
- Adding supplemental programs and benefits to engage and retain staff
- Providing equitable training programs that allow all eligible staff to advance within organization
- Training supervisors on effective management skills and practices

Members are reminded that the Facilities Forum should not be relied upon for legal advice. Terms of collective bargaining agreements and state employment statutes vary significantly. Institutions are encouraged to seek review by legal counsel for any staffing considerations.





**Frontline
Supervisors**



**Skilled
Tradespeople**



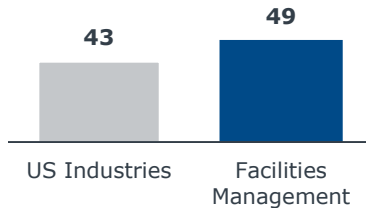
**Frontline
Service Staff**

1 Recruiting Skilled Trades Talent from a Shrinking Labor Pool

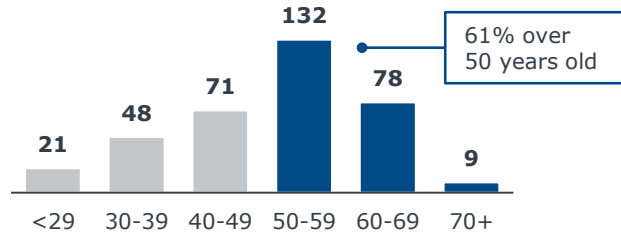
The Graying of the Trades

Large Swaths of Skilled Tradespersons Nearing Retirement

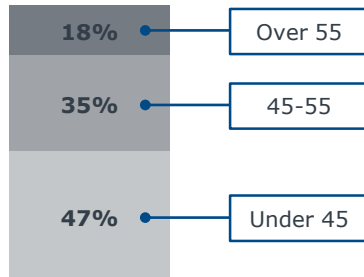
Average Age of US Labor Force



Age Distribution of Caltech FM¹ Employees



Age Distribution of Facilities Workers, US Average



of Texas Tech's
Facilities division
over 50 years old



of North Carolina State
University's Facilities staff
eligible for retirement in
next five years

1) Facilities Management.

Source: "America's Skilled Trades Dilemma," *Forbes*; Are millennials the future of facilities management?" *JLL*; Caltech, Pasadena, CA; "The Graying of the Campus-Facilities Work Force," *Chronicle*; Texas Tech University, Lubbock, TX; Facilities Forum interviews and analysis.

A Destination Job No More

New Generations Entering Trades Insufficient to Replace Retirees

66%

of Generation Z has little to no interest in construction careers

44%

of parents think construction careers will negatively impact their child's financial goals

14%

decrease in vocational education credits taken by high school graduates between 2000 and 2009

1:5

One new tradesperson entering industry for every five retiring

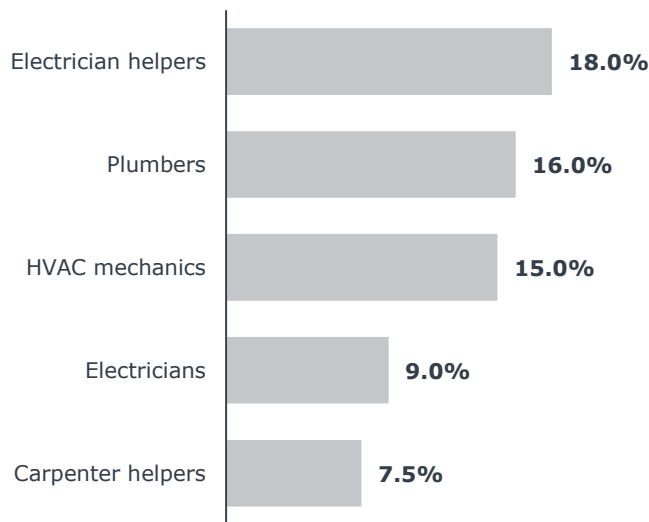
Source: Go Build Alabama, <http://gobuildalabama.com/>; "Reality Check: The U.S. Job Market and Students' Academic and Career Paths Necessitate Enhanced Vocational Education in High Schools," NEA, http://www.nea.org/assets/docs/Vocational_Education_final.pdf; "Shortage of Skilled Workers Creating a Crisis in Construction Industry," *Memphis Daily News*, <https://www.memphisdailynews.com/news/2017/mar/11/shortage-of-skilled-workers-creating-a-crisis-in-construction-industry/>; Facilities Forum interviews and analysis.

Spreading the Talent Even Thinner

Private Sector Needs Exacerbate Supply-Demand Mismatch

Construction Trades Predicted to Have Fastest Employment Growth in US Economy

Select Projected Job Growth Rates, 2016-2024



#1

Skilled trades positions hardest roles to fill in US and Canada

62%

of private sector firms struggling to fill skilled trades jobs

Source: Bureau of Labor Statistics; "Skilled Trade Demand Growing Through 2024," *Tradesmen International*, <https://www.tradesmeninternational.com/news-events/job-outlook-skilled-trade-demand-growing-through-2024/>; "Talent Shortage Survey," *Manpower Group*, <https://www.manpowergroup.us/campaigns/talent-shortage/>; "Vocational skills – skilled trades are in demand as boomers retire," *Adecco*, <https://www.adeccousa.com/employers/resources/skilled-trades-in-demand/>; Facilities Forum interviews and analysis.

Higher Ed Faces Steeper Climb

Resource Limitations and Unique Plant Needs Intensify Hiring Challenges



Salary Limitations

Lean budgets and funding model prevent higher ed institutions from offering pay competitive with private sector



Diverse Building Systems

Higher ed institutions possess both legacy and state-of-the-art systems that require different skillsets to maintain



Varied Space Needs

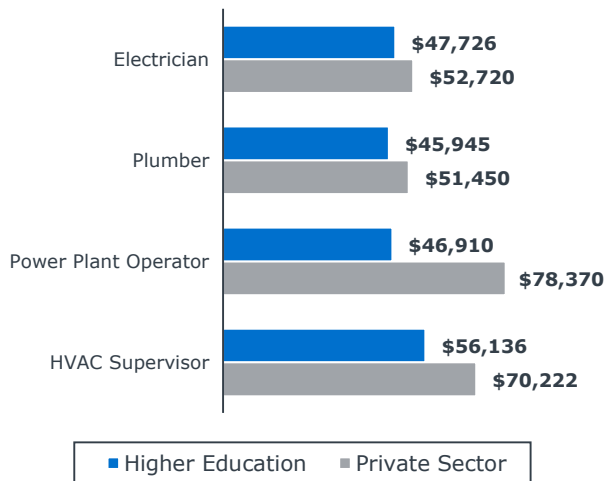
Higher ed institutions have diverse physical plants and spaces (e.g., research labs, residence halls, athletic facilities) with distinct maintenance needs

Keeping Up with the (Private Sector) Joneses

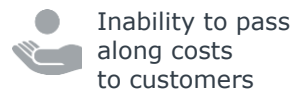
Higher Ed Unable to Sustainably Compete for Trades Talent on Pay

Private Sector Wage Premium Exists Across Trades

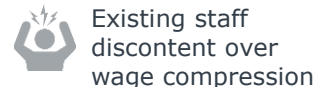
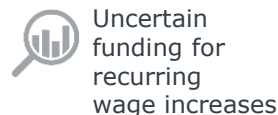
US Median Salary for Higher Education and Private Sector Positions, 2016



Higher Ed Funding Structure Limits Ability to Raise Wages...



...and Wage Increases Fraught with Ongoing Concerns



“Even after increasing salaries, people can still make more money outside of higher ed. It’s hard for us to compete.”

*Mike Johnson, AVC of Facilities
University of Arkansas*

What Job Seekers Want (Beyond Pay)

Higher Ed Offers Compelling Benefits and Perks That Candidates Value

Candidates Place Premium on Benefits Packages in Employment Decisions...

57%

rank benefits and perks as
a top consideration for
accepting job offer

76%

at least somewhat likely
to accept a more robust
benefits package for
lower compensation

79%

prefer new or
additional benefits over
a pay increase

...Particularly Benefits that Higher Ed Offers (and Private Sector Might Not)

% of employees valuing select benefits more than pay raises, 2015

37%

**Vacation and
paid time off**

31%

**Retirement plan
and/or pensions**

30%

**Flexible
schedule**

Quantifying Non-Monetary Benefits

CU Anschutz's Compensation Snapshot Showcases Total Value of Job Package

Your 2017 Total Compensation Snapshot¹

Name _____

EID: _____


ILLUSTRATION

University Paid Compensation

(as of July 31, 2017 payroll)

Cash Compensation	
Base Salary/Cash Compensation	\$115,419.00
Health Benefits	
Medical Insurance	\$11,454.00
Dental Insurance	\$318.00
Annual Total	\$11,772.00
Additional University Paid Benefits	
Basic Term Life Insurance, Accidental Death & Dismemberment, and Disability Coverage	\$291.60
Fringe/Additional Benefits (workers comp, unemployment, medicaid, social security tax as applicable, etc)	\$237.76
Annual Total	\$529.36
Retirement Benefits (Mandatory Programs - PBA or 401(a))	
Annual Total of Retirement Contributions	\$22,861.68
Paid Leave	
Paid Sick Leave	\$6,658.79
Paid Vacation Leave	\$9,768.44
Paid Holidays	\$4,883.11
Annual Total	\$21,310.34
Total of Cash Compensation	\$115,419.00
Total of University Paid Non-Cash Benefits	\$56,235.62
Total of Compensation from University	\$171,654.62

TOTAL COMPENSATION



In addition to the compensation and benefits already outlined, the University also provides access to the following benefits:

- Immediate accrual of Paid Leave
- Eligibility for Health Benefits within 30 days
- Optional Employee and Dependent Term Life Insurance and Accidental Death & Dismemberment coverage*
- Voluntary Vision coverage*
- Voluntary Short Term/Long Term Disability*
- Health Savings Account sponsorship with pre-tax contributions**
- Dependent Care and Health Care Flexible Spending Accounts with pre-tax contributions*
- Employee and Dependent Tuition Waiver Benefit
- Voluntary Retirement Savings Plans
- Be Colorado Move program
- Discounted RTD Eco Pass
- State of Colorado Employee Discounts
- And much more...

*Benefit must be elected in annual open enrollment process
**Employee is eligible only if enrolled in a qualifying medical plan

Every effort was made to ensure the accuracy and clarity of these statements, however you are encouraged to review your information closely and direct any questions, concerns or discrepancies to Facilities Management HR.



Highlights Annual Salary

Presentation of annual salary reflects wage stability, and allows for more competitive comparison to private sector offerings

Easy-to-Understand Visuals

Pie chart compares value of benefits to salary

Quantified Individual and Total Benefits

Table spells out monetary value of individual benefits, total non-cash benefits, and overall compensation

Download CU Anschutz's snapshot [here](#).

1) Figures not representative of all employees.

Getting the Numbers Right

CU Boulder Calculator Shows Applicants Personalized Benefits Value

Excerpt of Total Compensation Calculator

Gross Annual Salary		\$50,000.00
Gross Monthly Pay:		
Base Monthly Salary:		\$4,166.67
Hourly Equivalent:		\$24.04
Health Benefits:		
Contribution to Health Premium:	Family	\$1,435.00
Contribution to Dental Premium:	Family	\$37.00
Total Annual Employer Benefit Contributions:		\$17,664.00
Retirement:		
Employer contribution to retirement annually:		10%
Annual Employer Retirement Contribution:		\$5,000.00
Leave Benefits:		
Days of Annual Leave earned per year	23	\$4,230.77
Days of Sick Leave earned per year	15	\$2,884.62
Days Holiday Leave:	10	\$1,923.08
Total Annual Value of Leave Benefit Amounts:		\$9,038.46



University of Colorado
Boulder

Beige cells prepopulated with benefits rates and calculation formulas

Applicants enter individual-specific salary and benefits information in gray cells

Tool quantifies value of leave time, in addition to more commonly quantified health and retirement benefits

Download CU Boulder's calculator [here](#).

Bringing Facilities-Focused Benefits to Life

OU Script Helps Interviewers Sell Most Relevant Perks to Candidates

Common Benefits Often Needing Clarification



Pensions



Paid holidays



Paid sick leave



Employee assistance

Unique Higher Ed Benefits to Emphasize to Trades Candidates



Tuition remission



Stable schedules



Sports tickets



Seasonal leave



The UNIVERSITY of OKLAHOMA

Recruiting Employees for FM

(Information from Naviga and OU HR)

HOW TO SELL YOUR OPEN POSITIONS TO TOP CANDIDATES

An interview is not only about the candidate selling their abilities to the employer, but also about the employer selling the opportunity to the candidate. Too many companies focus on evaluating the candidate and don't spend enough time talking about potential growth opportunities, perks, and benefits of working for their company.

According to the data from the MHNNetwork Recruiter Sentiment Study, one of the main reasons companies continue to lose out on great candidates is because of their inability to sell open roles and career advancement opportunities.

There are four strategies that will help you sell your open position and avoid losing out on top candidates.

Start with an Appealing Job Description

Many companies scare job candidates away by having too long of a job description. The best way to enhance a job description is to incorporate exciting information about the company. For example, include the company's history and forecasted growth, culture, solutions offered, etc. Make sure to add key selling points about your company that will entice candidates to continue reading and apply for the opportunity.

OU's Facilities Benefits Sell Document

- Five-page document provides scripting points and guidance for interviewers explaining benefits to candidates
- Resource addresses commonly misunderstood or underappreciated benefits, including value of retirement benefits, tuition discount, and process to obtain discounted sporting tickets

Download OU's sell document [here](#).

Interested Candidates Out There...

...But Pain Points in Recruitment Process Get in the Way

Prospective Staff Gravitate to Higher Education's Culture and Benefits...



"I hear this is a great place to work."



"I want to be able to put my son through college."



"I want steady work where I don't have to be away from my family."

...But Three Pain Points Deter Candidates Across Application Process

Pre-Awareness

Pain Point 1:

Catch-all advertisement strategies do not reach target audiences

Decision to Apply

Pain Point 2:

Outdated or unappealing position descriptions undermine interest

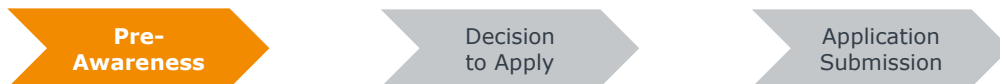
Application Submission

Pain Point 3:

Onerous submission processes discourage interested candidates

Broad Marketing Misses Potential Candidates

Targeted Advertising Attracts More Passive Job Hunters, Expands Talent Pool



Outdated Approach:



Catch-All Position Advertising

- Leaders expect prospective candidates to discover openings through institutional website or personal network
- HR or Facilities leaders advertise all open positions across same set of broad platforms (e.g., newspaper, radio, external websites)

Proven Best Practice:

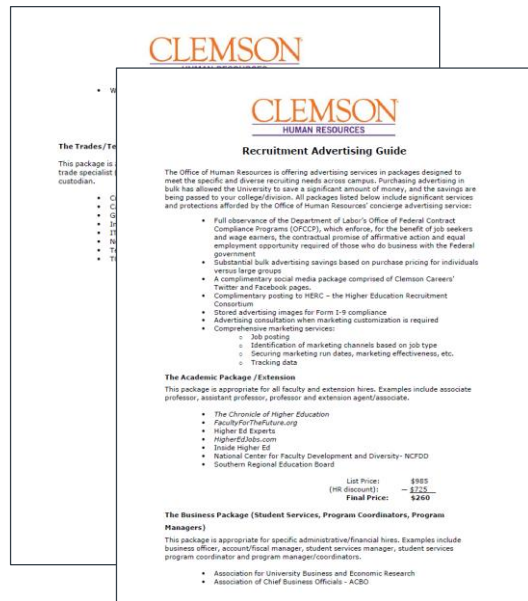


Targeted Marketing Channels

- HR or Facilities leaders select position-specific marketing channels to advertise different openings
- Leaders analyze data on past applicant pipelines to optimize future marketing strategy

A Trades-Specific Marketing Strategy

Clemson Creates Tailored Advertising Package to Better Attract Talent



Clemson University's Trades Advertisement Package

- Central HR prepares marketing and advertising guides for eight different types of positions
- Trades/Technical package includes eight trades-focused advertising channels, including local technical colleges, trades listservs, and Craigslist
- Central HR consults on customized advertising strategies for specific roles as needed
- Bundling channels makes advertisement packages significantly cheaper than purchasing ads on different platforms individually

Download Clemson's Trades Advertising Package [here](#).

Updating Yesterday's PDs¹ for Today's Jobs

Outdated Titles and Descriptions Drive Away Potential Applicants



Outdated Approach:



Legacy Job Postings

- Institutions use historical job titles and position descriptions to advertise openings when vacancies occur
- Position descriptions only detail job requirements and duties

Proven Best Practice:



Dynamic Position Descriptions

- Leaders review position names and descriptions whenever vacancies occur to ensure they reflect new responsibilities and technology
- Position descriptions actively encourage candidates to apply for roles by promoting growth opportunities, training, and unique benefits

1) Position descriptions.

Quick Language Fixes

Three Low-Effort Updates Generate Greater Applicant Interest

1 Reflect Current Market Standards

- Update legacy titles to reflect current responsibilities and technologies that mirror private sector equivalents
- Updates may be limited by union relations or state restrictions

2 Incorporate Candidate-Friendly Language

- Emphasize soft qualifications like “willingness to learn” and “experience fixing things” in position descriptions
- Focus on non-technical qualifications and on-the-job training encourages candidates with transferrable skillsets to apply

3 Showcase Career Progression

- Highlight advancement opportunities to attract younger candidates
- 88% of younger workers desire clearly-defined career paths and progression opportunities, less common in private sector jobs



is negotiating the creation of “building automation control technician” roles to augment their building engineer ranks with modernized titles and upgraded job descriptions



updated language in boiler operator position descriptions to encourage candidates with transferable skills (e.g., auto mechanic) to apply; drove 400% increase in applications

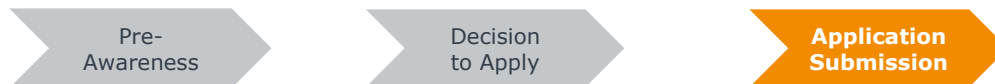


enhanced position descriptions for lock shop and building controls openings by adding information about promotion and additional certification opportunities

Source: “Are Millennials the Future of Facilities Management,” JLL, <http://www.us.jll.com/united-states/en-us/services/corporates/facility-management/millennial-talent>; Southern Oregon University, Ashland, OR; University of California Los Angeles, Los Angeles, CA; University of Massachusetts Amherst, Amherst, MA; Facilities Forum interviews and analysis.

Is Your Application Process a Pipe or a Colander?

Burdensome Requirements Frustrate Potential Candidates

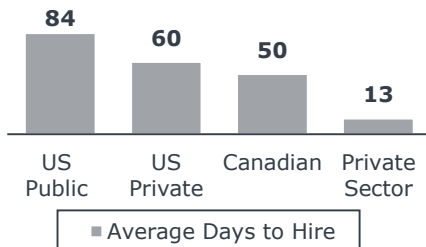


Outdated Approach:



Onerous Application Processes

- Online applications are long and cumbersome compared to private-sector equivalents
- After submission, candidates receive no feedback on status until invited for interview



Proven Best Practice:



Frictionless Application Systems

- Units host dynamic online applications that allow candidates to easily navigate between sections and adjust information as needed
- Candidates receive regular notifications and updates on application status

Patching the Leaky Candidate Pipeline

Addressing Common Roadblocks to Completing Applications

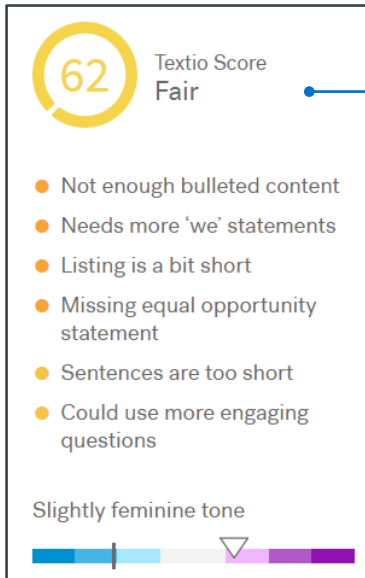
Select Institutions' Solutions to Common Application Problems

	 UNIVERSITY OF MARYLAND	 Tulane University	UMASS AMHERST
Problem	Application Length	Institutional Response Time	Lack of Feedback
Description	Facilities candidates abandoning applications before submitting due to multi-page length and requirement to input resume by hand	Onerous application review processes delay action on applications, candidates accept competing offers while applications reviewed	Millennial candidates take private sector jobs before receiving higher ed offers due to opaque application review processes and timelines
Solution	Working group recommends new electronic application that streamlines submission process, expediting completion	Task force implements application management system that allows keyword filters of resumes to speed evaluation process	Institution invests in online application system that automatically sends submission confirmation and timeline of next steps to candidates

Report from the Recruiting Frontier

Two Lessons Learned from CIOs¹ Revamped Hiring Efforts

1. Machine-Learning Position Description Reviews



Reported Benefits of Textio Software Implementation²

25-30%

Increase in overall number of qualified applicants

17%

Decrease in time to fill

23%

Increase in number of female applicants

2. Candidate Log-Books

- Unit leaders maintain databases of candidates who unsuccessfully applied for roles, or were referred but never applied
- Creates follow-up pipeline for institution should needs change, new roles open

Typical Info Tracked

- Name
- Contact info
- Current position
- Source
- Potential good-fit roles
- Status of application
- Resume link
- Contact history
- Comments and notes

1) Chief Information Officers.

2) As observed in IT position descriptions.

Two Types of Trades Candidates

Newly Certified Workers' Wants and Needs Differ From Experienced Hires



Experienced Hires



Newly Certified Technicians

Capabilities

- | | |
|--|---|
| <ul style="list-style-type: none"> • Self-reliant • Familiar with various systems and equipment • Require onboarding to institutional culture but not technical tasks | <ul style="list-style-type: none"> • Eager to demonstrate skills • Require some hands-on support to achieve technical proficiency • Adapt quickly to new systems and work cultures |
|--|---|

Impact on Culture

Reinforce institutional habits and traditional work methods	Bring fresh perspectives on technology and processes
---	--

Compensation Considerations

Weigh benefits alongside salary when choosing job	Primarily consider wages in employment decisions
---	--

Employment Approach

Consider new work opportunities while maintaining current roles	Frequently accept first job offer extended
---	--

Emphasis on wages and speed in employment decisions make attracting this group to higher ed difficult

Getting an Edge in Recruiting New Trades Talent

Internships Effectively Attract Millennial Workers to Employers

An Advantageous First Step in the Recruitment Process



Internships expose candidates to employment opportunities **before** they actively begin job searching

Internships Driving New Workers' Career Decisions

76%

of Millennials say internships helped them choose employers

#1

Millennials cite internships as top reason for selecting their employers



Creating a Student-to-Employee Pathway

CU Anschutz Attracts Students with Pay, Hooks Them on Culture

Key Components of Student Trades Internship Program



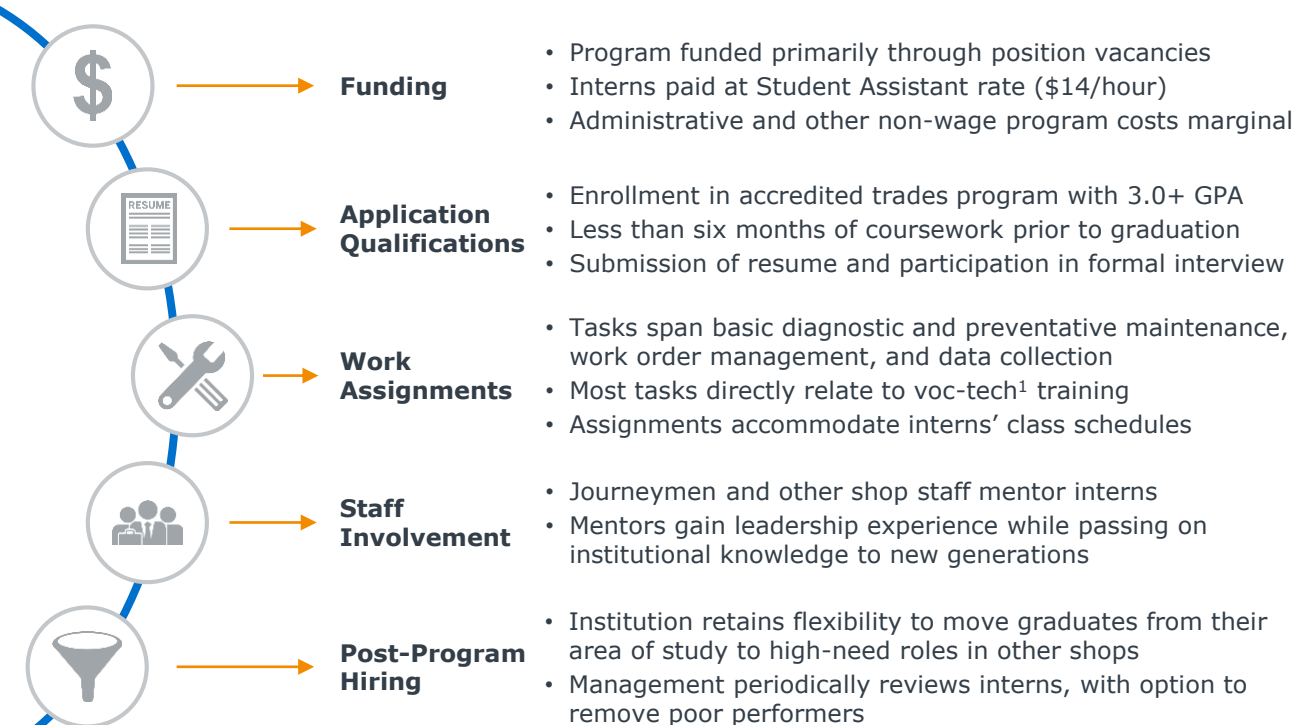
1) Preventive maintenance.

2) Vocational and technical.

Structuring the Trades Student Internship Program



Additional Internship Implementation Guidance from CU Anschutz



1) Vocational and technical.

Interns a Win-Win for Facilities and Students

Program Fills Urgent Positions, Reduces Hiring Costs, Increases Age Diversity



Trades Intern Benefits

- Paid, hands-on work experience
- Improved understanding of trades careers in practice
- Opportunity to network and establish professional contacts



Institutional Benefits

- Steady pipeline of committed, high-quality employees
- Cost-effective entry-level labor
- Reduction in hiring costs
- Increased diversity in trades shops

Impact of CU Anschutz's Student Trades Internship Program

28 Program participants since 2008

18 Full-time roles filled by graduates

61% Retention of hired intern graduates

Internship Resources from CU Anschutz



Intern Position Description



University of Colorado
Denver | Anschutz Medical Campus

University of Colorado Denver Facilities Management Internship Program

Description

The UCD Facilities Management Department internship program is a partnership with local vocational schools and two-year colleges. Facilities Management will provide a few intern positions for adult students who are 6 months away from graduating in a formalized industrial trades program.

Purpose

The Internship Program is intended to provide a working environment for students who are enrolled in a formalized industrial trades program, and are close to graduation. The intern will work full or part-time as student-worker for Facilities Management in areas directly or indirectly related to the subject matter he / she is enrolled in. They will gain additional knowledge through the process of the on-the-job training, and will be expected to perform as if the student were working in a Pipe Mechanical Trades / position.

Benefits

Students will be exposed to an actual work environment.

The vocational school or college is able to enhance their program by having the opportunity to place students in a work-study setting.

The university has the opportunity to mold potential new employees, utilizing the student's abilities in the interim.

Minimum qualifications for interns

The student would need the following to be eligible for an internship in Facilities Management:

- The university requires that a student will need to be enrolled in an accredited program at an approved vocational school or two year college, and must remain a student in good standing until graduation to continue as an intern in the program; and maintain a 3.0 grade point average.
- It is recommended that students have at least 20 weeks of the Heating Ventilation Air Conditioning and Refrigeration or have experience in an equivalent pre approved program.
- Students would have to submit a resume and go through a formal interview / selection process with the university Facilities Management staff.
- A valid and current Drivers License is required.
- Provide an up-to-date disclosure through an accredited program at an approved vocational school or two year college, pass a UC background check and drug testing.
- Environmental Protection Agency certification is preferred, but not required.

The University of Colorado Denver Facilities Department will be selecting three interns from local trade schools or community colleges. Qualified interns will be hired at the level of Student Assistant Level IV at a rate of \$13.50 per hour.

Upon completion of the program

Upon graduation from the school, the intern will be allowed to finish their internship with the University, but they no longer be eligible to participate in the continuation of the internship program unless they continue their education and retain student status.

The University of Colorado will have the following "options" regarding employment of the interns.

- #1 The University has the option to create a temporary position to retain the student until other employment is secured either internal or external to the university. The term of the temporary position shall not exceed 9 months.
- #2 The University has the option of creating a "training position" to retain the intern. The training position will be a classified entry-level position that is geared to train the intern for a PT-1 (Pipe Mechanical Trades – 1) position. The Trainee Position will last no longer than one year, and the intern will be expected to complete a specific set of competencies.
- #3 If at the end of the internship program, the intern meets the minimal requirements for a PT-1 classified position, the intern will have the opportunity to compete for a FMT-1 (Pipe Mechanical Trades – 1) position, should there be an opening available.
- #4 The University has the option to discontinue the employment relationship with the intern at any time.

Intern Course Schedule

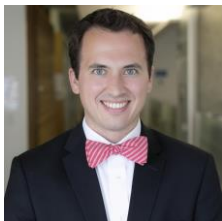
2017 INTERN SCHEDULE						
WEEK 1						
DAY 1	7:30	136- walk and introduction Assign Lockers from (ED 5) Personal Information Worksheet Key Request Form				
	8:30	Pick up phones and shirts from CSC				
	10:30	Key Watcher with Dan Winslow				
	12:30	Meet Robyn- Start Badge Process				
	1:00	Schedule with Badging Office				
	2:00	Start Policy Review				
		Cellular Phones				
		Kronos Time System				
		Substance Abuse Policy				
		Electronic Mail				
		Personal Protective Equipment				
		Controlled Energy - Lock Out /Tag Out				
DAY 2	7:30	Fresh Policy Review				
		Electrical Safety				
		Confined Space				
		Electric Cart				
		Waste Identification and Disposal				
	12:00	Campus Tour				
DAY 3	7:30	Start Lockout				
NUMBER	COURSE	DESCRIPTION	FREQ	TRAINING	COMPLETION	DATE
SAHS403	Asbestos Awareness	REQ		SKILLSOFT		
SAHS406	Bloodborne Pathogens	REQ		SKILLSOFT		
U00068	Chem-Waste Management	REQ		SKILLSOFT		
SAHS414	Confined Space	REQ		SKILLSOFT		
SAHS492	Fall Protection	REQ		SKILLSOFT		
SAHS427	Fire Prevention	REQ		SKILLSOFT		
SAHS433	Hazard Communication- RTN	REQ		SKILLSOFT		

Click to download CU Anschutz's [intern position description](#) and [course schedule](#).

Any Questions?



Contact Information



Michael Fischer
Senior Analyst
mfischer@eab.com

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(Tackling the Facilities Talent Crunch, Part III)

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(Tackling the Facilities Talent Crunch, Part IV)

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Facilities Forum

Project Director

Kaitlyn Maloney, M.S.Ed., CPA

Contributing Consultants

Michael Fischer

Rebecca Stefaniak, M.S.Ed.

Design Consultant

Sarah Ostrander

Practice Manager

Ann Forman Lippens

Managing Director

John Workman, PhD

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