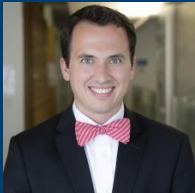


Three Opportunities to Improve the Effectiveness of Frontline Supervisors

Tackling the Facilities Talent Crunch, Part III



Michael Fischer
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Audio Options



Using Your Telephone

If you select the “Phone Call” option, please dial in with the phone number and access code provided.

Choose ONE of the audio conference options

Phone Call Computer Audio - Connected Call Me

Dial: +1 669 900 6833
+1 646 876 9923

Meeting ID: 222 255 629

Participant ID: 24

Done

Using Your Microphone and Speakers

If you select the “Computer Audio” option, please be sure that your speakers or headphones are connected.

Choose ONE of the audio conference options

Phone Call Computer Audio Call Me

Join Audio Conference by Computer

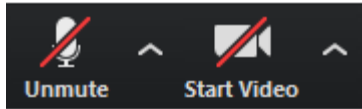
[Test Computer Mic & Speakers](#)

☐ Automatically join audio by computer when joining a meeting

Using Zoom

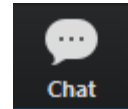
Mic and Video Controls

Click the mic and camera pictures until they have a red line indicating they are both off.



Asking a Question

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



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



**Frontline
Supervisors**



**Skilled
Tradespeople**



**Frontline
Service Staff**

3 Improving the Effectiveness of Frontline Supervisor Ranks

The Steep Price of Poor Frontline Supervisors

Productivity and Retention Suffer Under Ineffective Managers

National Supervisor Performance Data Reinforces Common SFO¹ Concerns

“

I have a few shops that just aren't getting the results I want. I don't think it's from lack of staff skills. I think they're frustrated with their supervisors, and it's affecting performance.”



80%

of employees dissatisfied with supervisors are disengaged at work

“

We've got one shop in particular with a retention problem. I'm pretty confident that one supervisor is the common denominator.”



50%

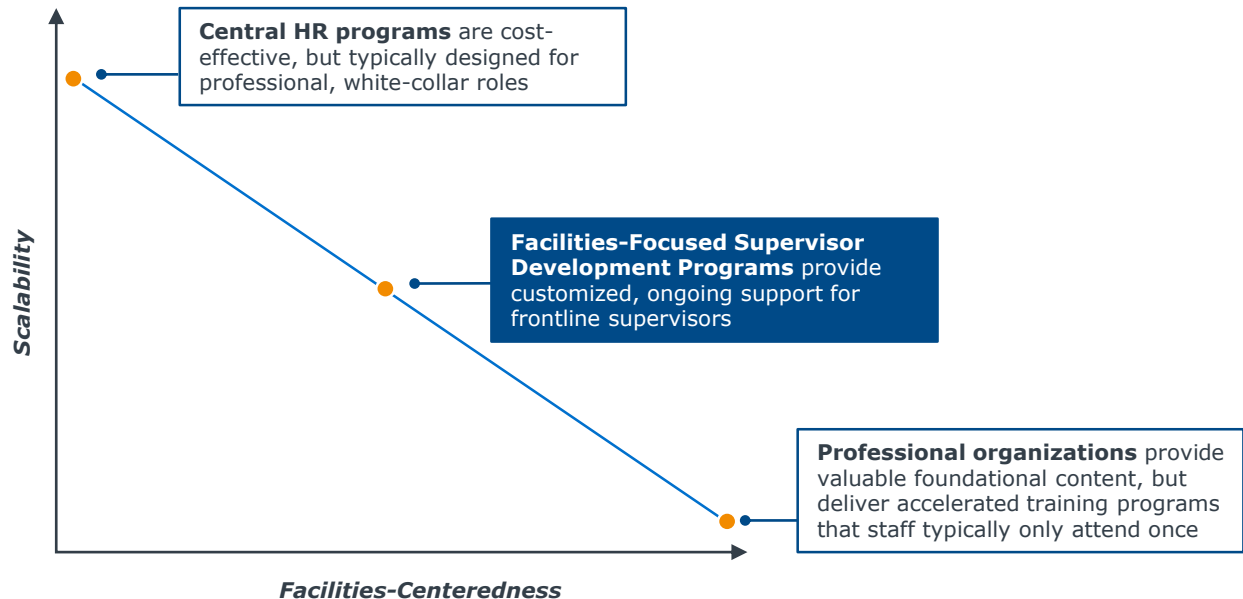
of employees who don't feel valued by supervisor plan to look for new job in next year

1) Senior Facilities Officer.

Recognizing Facilities-Specific Training Needs

Supervisors Require Additional Support to Supplement Existing Resources

Scalability and Specificity of Commonly Used Supervisor Training Programs



Building a Strong LEADership Foundation

UGA's Two-Pronged Approach to Develop Current and Future Supervisors

UNIVERSITY OF GEORGIA Facilities Management Lead Series Training Programs

	 LEAD	 Basic Lead
Target Audience	Current supervisors	Aspiring supervisors
Goal	Equip participants to successfully navigate complex workforce issues	Expose participants to skills required to effectively manage teams
Structure	<ul style="list-style-type: none"> • Seven course sections • 58 contact hours across 16 weeks 	<ul style="list-style-type: none"> • Eight course sections • 58 contact hours across 12 weeks
Instructor	Internal Facilities HR director and staff	Internal Facilities HR director and staff
Sample Courses	<ul style="list-style-type: none"> • <i>Constructive Feedback</i> • <i>Communicating for Results</i> • <i>Promoting Productivity</i> 	<ul style="list-style-type: none"> • <i>Delegating</i> • <i>Clear, Effective Writing</i> • <i>Time Management</i>

Structuring Facilities-Focused Training Programs



LEAD and Basic Lead Course Overview

University of Georgia LEAD Curriculum



UNIVERSITY OF
GEORGIA
Facilities Management Division

FACILITIES MANAGEMENT LEAD SERIES TRAINING PROGRAM

LEAD 102 – BASIC MANAGEMENT PRINCIPLES

(4 credit/8 contact hours)

Focus on skills and behaviors necessary for successful supervision of people and job responsibilities. Emphasis will be placed on real life concepts, personal skill development, applied knowledge, and self inspection. Course content is intended to help leaders deal with a changing workplace being affected by technology, a more competitive and global market place, and the attitudes about the nature of work and the workforce. Topics include:

- Introduction to Management
- The Essence and Influence of Leadership (SLP Slide Presentation)
- Understanding the Leader's Job and Work Environment
- Building an Effective Work Culture
- Leading, Directing, and the Application of Authority
- Effective Communication

(Includes excerpts of Pearson Education on Basic Management Principles)

LEAD 104 – INTERPERSONAL/EMPLOYEE RELATIONS

(4 credit/8 contact hours)

Provides a general knowledge of the human relations aspects in the workplace. Topics include:

- Listening Skills
- Legal and Ethical Aspects of Leadership
- Leadership techniques to develop employee morale
- Interviewing/Selection Techniques
- Interpersonal communications
- Managing employee conflict

(Excerpts from Supervisor Resource Manual pg 24-27; and ethics presentation)

LEAD 106 – LEADERSHIP & DECISION MAKING

(4 credit/8 contact hours)

University of Georgia Basic Lead Curriculum



UNIVERSITY OF
GEORGIA

Basic Lead – Section 1 Communication (1-5)

Communicating for Results
Listing for Skills
Handling Conflict
Clear Effective Writing
Interviewing Skills

Basic Lead – Section 2 Employee Performance (1-6)

Performance Management
Documenting Performance
Conducting the Performance Appraisal Meeting
Performance Appraisal Follow-Up
Giving Constructive Feedback
Focusing Employee Performance

Basic Lead – Section 3 Employee Conduct (1-5)

Employee Conduct in the Workplace
Substance Abuse
Attendance and Absences
Lateness
Encouraging Employee Input

Basic Lead – Section 4 Teamwork (1-4)

Building More Effective Work Teams

Click to download the full curricula for the [Basic Lead](#) and [LEAD](#) programs.

UGA's Results Go Deeper Than Promotions

Teams See Increased Morale as More Staff Complete Programs

Early Results of Lead Series Training Programs



LEAD Program

103

participants across
eight cohorts

53%

of participants
received promotions



Decline in number of staff
complaints about supervisors



Basic Lead Program

143

participants across
eight cohorts

34%

of participants
received promotions



Increased teamwork and
engagement in units

Training Not a One-Time Event

Smithsonian Reinforces Supervisory Skills Through Monthly Meetings

Components of Smithsonian Institution's Monthly Supervisor Training Sessions



Unit-Wide Presentations

- Facilities leaders host mandatory monthly training sessions on management topics for all frontline supervisors
- Previous topics include responding to conduct concerns, managing absences, and FMLA compliance
- Facilitators webcast and archive sessions to ensure accessibility and boost participation



Small Group Discussions

- After mandatory training sessions, small groups of supervisors meet to reflect on presentations
- Groups composed of approximately 10 staff from different units across institution
- Small groups provide a safe space to discuss content, ask questions, and share advice

Monthly Trainings Yield Promising Results

5-10

Point increase in supervisor scores on staff satisfaction surveys



Observed increase in staff engagement and collaboration



Some Staff Pursue Supervisor Roles Solely for Pay



Meanwhile, Many Promising Candidates Lack Information and Experience

Two Undesirable Outcomes of Current Supervisor Promotion Structures



Technician 1

- Possesses foundational management competencies
- Lacks confidence in ability to manage colleagues
- Does not meet minimum qualifications to apply to supervisor roles



Current Outcome:

Does not apply to supervisor role due to lack of understanding of position and confidence in competencies



**Practice 9:
Pre-Supervisor
Immersion Programs**



Technician 2

- Enjoys role and likes working at the institution
- Not interested in managing people
- Motivated by compensation, seeks increased pay



Current Outcome:

Successfully pursues supervisor position, but performs poorly due to lack of interest in the role



**Practice 10:
Non-Supervisory
Career Ladders**

Testing the Supervisor Waters

CU Boulder Gives Select Frontline Staff Trial Management Responsibilities



University of Colorado
Boulder

Trades Supervisor Trainee Program



Tradesperson assumes interim, one-year supervisor role to “test run” management



Trainee receives 10% raise and relief from trades responsibilities while in role



Trainees not guaranteed promotions, but encouraged to apply to future supervisor openings

Select Trainee Responsibilities

- Plan workload and delegate tasks
- Train and coach staff on technical assignments
- Monitor staff time cards
- Not responsible for staff discipline

Benefits of Interim Supervisor Role

- ✓ Trainees better understand scope of responsibilities (both good and bad) before pursuing supervisor roles
- ✓ Participants gain prerequisite experience to apply to management positions in future
- ✓ Existing supervisors gain additional capacity for higher-order work

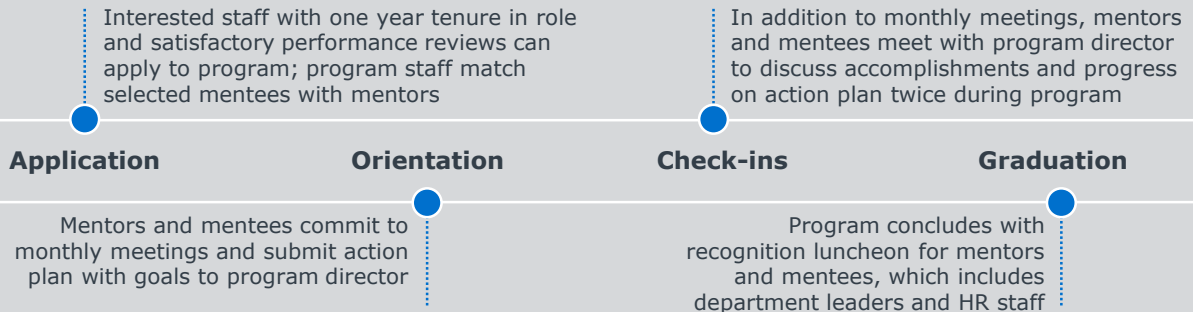
A More Scalable Preview of Supervisor Roles

CU Boulder's Formal Mentorships Help Staff Make Informed Career Decisions



University of Colorado
Boulder

Facilities Management Mentor Program Key Milestones



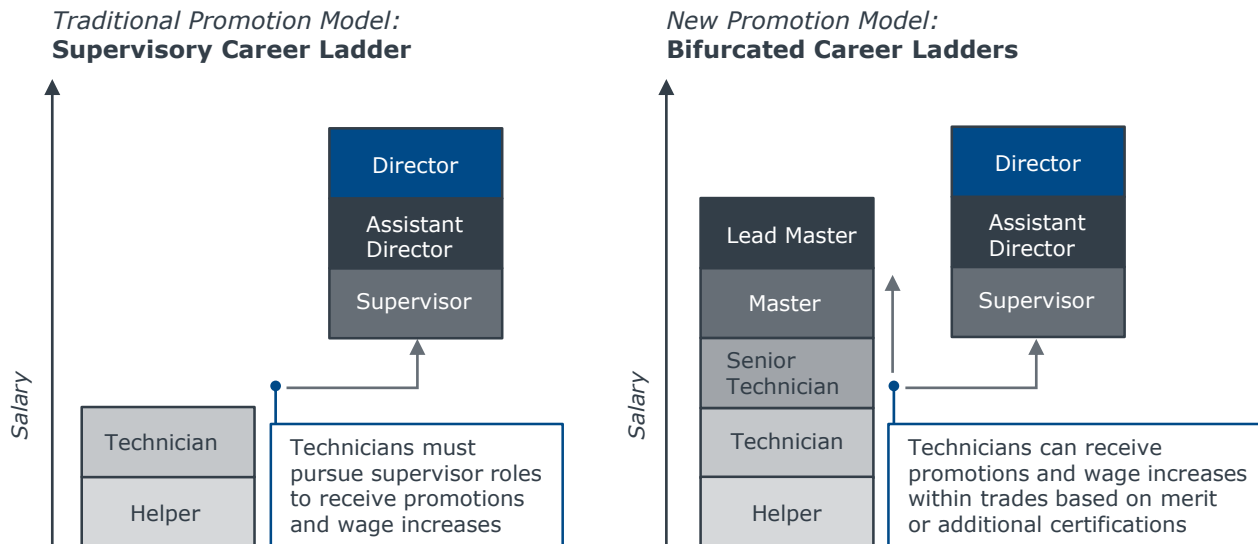
Mentors Help Staff Understand True Supervisor Interest

- Some mentees join program with interest in supervisor roles, but decide to remain in technical roles after learning what supervisor roles entail
- Mentees save time and money by changing career direction before pursuing management roles
- Unit improves quality of supervisor pool as fewer staff without genuine management interest seek supervisor roles




Creating Alternative Pathways for Promotion

Non-Supervisory Career Ladders Retain and Reward High-Performing Staff



Benefits of Non-Supervisory Career Ladders Outweigh Costs

- 
- Implementation may require additional recurring funds for new upper-level technical roles
 - Facilities units with bifurcated career ladders see fewer ineffective supervisors and increased staff retention and morale

Higher Ed Career Ladders in Practice

Texas A&M Creates Upward Mobility Within Trades Shops



Utility & Energy Services Career Ladders



4-5 technical levels per ladder in each of eight shops



Clearly defined advancement criteria based on training, technical proficiency, and experience



~20% pay increase between levels

Sample Career Ladder: Mechanical Maintenance

Level 1: Utilities Maintenance Technician Assistant

Level 2: Utilities Maintenance Technician

Level 3: Senior Utilities Maintenance Technician

Level 4: Master Utilities Maintenance Technician

Level 5: Supervisor Utilities Maintenance Technician

Promotion Criteria



Completion of self-paced online training curriculum



Requisite years in seat (typically two years at each level)



Supervisor sign-off on mastery of technical tasks

24%

of unit FTEs have earned promotions through career ladders

Click to download the mechanical maintenance ladder [position descriptions](#) and a sample hands-on [training checklist](#).

Any Questions?



Contact Information



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Evaluating Today's Session



Please take a minute to provide your thoughts on today's presentation.

Upcoming Webinars

How to Launch an In-House Facilities Talent Development Program

(Tackling the Facilities Talent Crunch, Part IV)

Tuesday, February 12, 2019 | 1:00 PM ET - 2:00 PM ET

Register for all future webinars at eab.com.

Facilities Forum

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