

We will be starting momentarily:
thanks for joining!

Starting thinking now to share later:

What's one tactic or investment you've seen successfully improve the effectiveness or impact of your supervisors and managers?





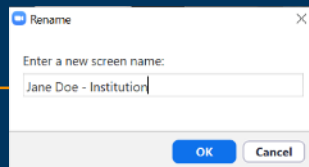
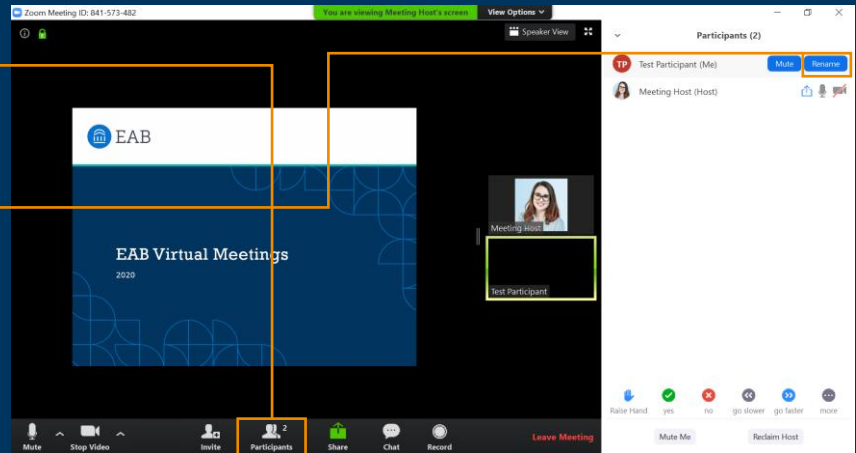
Prepare and Cultivate New Managers and Supervisors

Bridge the Talent Gap: 4 Conversations to Recruit,
Retain, and Re-skill Facilities Employees

Zoom Features and Settings

Update Your Name

- Click **Participants** in your menu bar.
- On the right side of the screen, you can hover over your name and click **Rename**.
- Add a dash and your institution name.



Let's See Where Everyone's At

Come off mute for brief introductions

Please share:

- Your name and role on campus
- Your institution
- What management-related talent concern keeps you up at night/what interested you about this working group

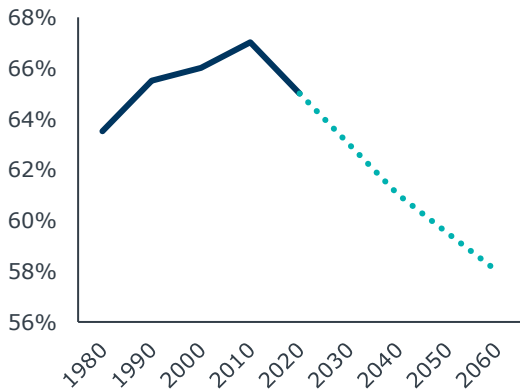


Talent Troubles Here for the Long Haul

Even If COVID Labor Market Stabilizes, Challenges Will Persist, Worsen

The Other Demographic Cliff

Percent of U.S. Population Aged 15-64 Years Old



— Observed Median Prediction



6M

estimated worker deficit by 2028

Three Factors Amplifying Talent Challenges

Higher Ed Workforce Disproportionately Older



- **29% over 65** vs 23% in other industries
- ~50% increase in **baby boomer retirements**

Perpetual Workforce Participation Suppression



- **3M fewer workers in the labor force** v. February 2020
- **Missing groups:** immigrants, early retirees, adults opting out of labor market

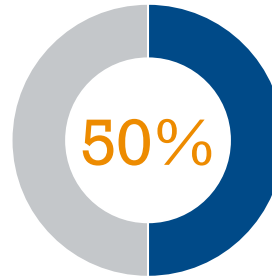
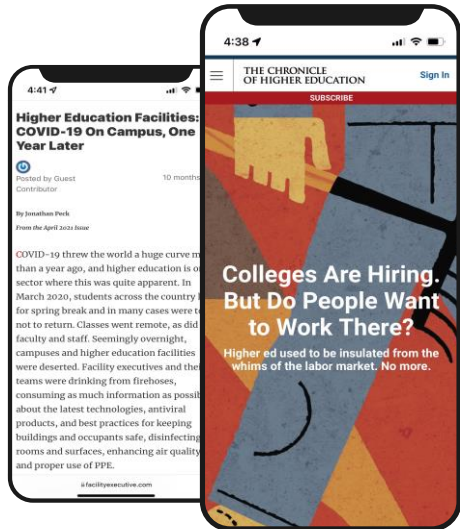
Globalization of Talent Market



- Remote work **removing geographic boundaries** on work and recruitment
- Competing with new, different competitors

“The Great Resignation” Comes for Facilities

Pandemic Exacerbating Existing Recruitment and Retention Challenges



or more of Facilities leaders reported an increase in vacancies compared to 2019

“We had to create radio ads to advertise for open cleaner positions. I never thought that would be necessary.”

Senior Estates Officer, Large Public

A Multi-Layered Problem

Different Segments of Facilities Workforce Pose Distinct Challenges

Staff Segment



Frontline Supervisors

Bridge the Talent Gap Session

Session 4: Prepare and Cultivate New Managers and Supervisors
June 28, 2022



Designers and Project Managers

Session 3: Develop and Deploy Planning and Design Staff
June 21, 2022



Skilled Tradespeople

Session 2: Attract and Grow Skilled Trades Employees
May 17, 2022



Frontline Service Staff

Session 1: Recruit and Retain Frontline Workers
May 10, 2022

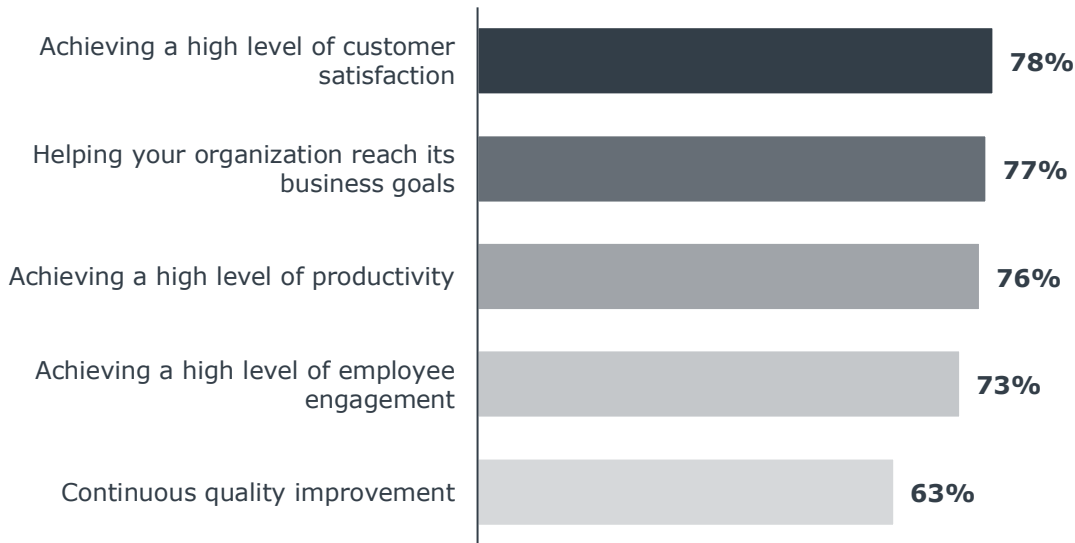
Frontline Supervisors a Lynchpin Role



Vital to Financial, Productivity, and Service Goals

Frontline Supervisors Essential to Meeting Organizational Goals

Percent of respondents agreeing that frontline managers are extremely important to achieving listed business priorities



Many Supervisors Not Getting the Job Done



Most Common Supervisor Deficiencies Identified by Facilities Leaders

- ✘ Poor stress management
- ✘ Lack of customer service orientation
- ✘ Ineffective time management
- ✘ Resistance to change
- ✘ Disrespect for staff time and differences
- ✘ Difficulty giving staff feedback

What Got You Here...

“Just because someone is a good electrician doesn’t mean they’ll be a good manager.”

*Facilities Leader,
Public Flagship University*



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

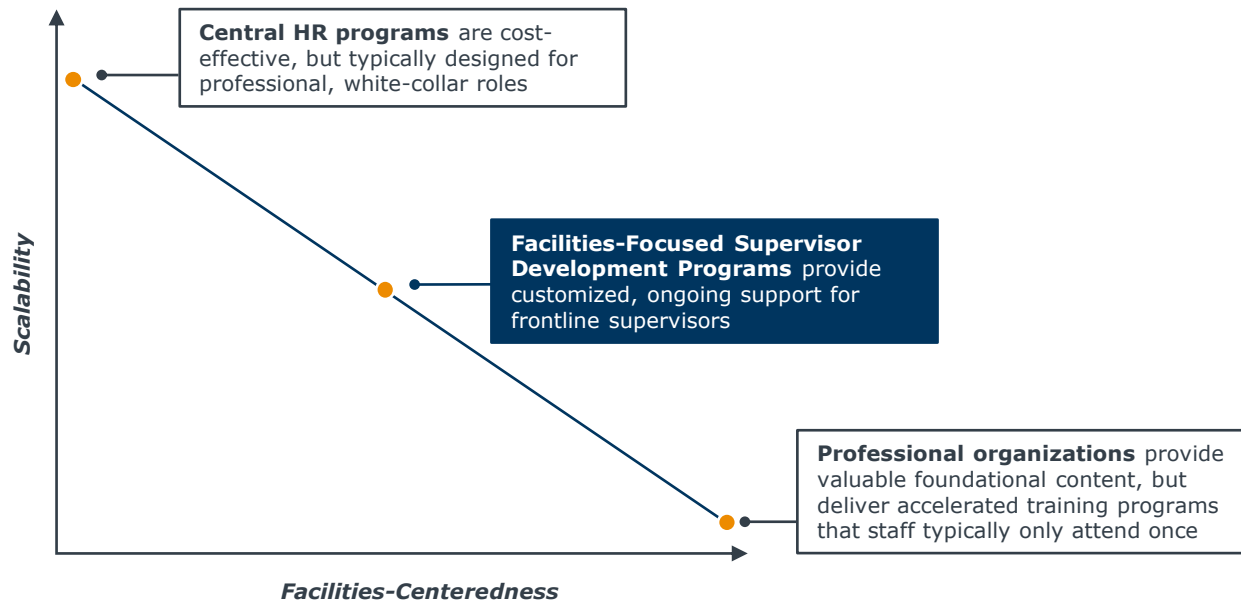
Source: "Eight Unsettling Facts About Bad Bosses," Huffington Post, https://www.huffingtonpost.com/jeffermin/8-unsettling-facts-about-b_b_6219958.html; "Employee Engagement," Dale Carnegie Training Institute, <http://www.focusgroupevents.com/infographic-zone/infographic-the-importance-of-employee-engagement-by-dalecarnegie-com>; EAB interviews and analysis.



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 from 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

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

Open Conversation

Write in the chat or come off mute!

How effective is your onboarding and ongoing training for managers and supervisors? What are its strengths and weaknesses?

What are the Facilities-focused managerial skillsets missing from existing training modules at your institution?



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



**Idea 2:
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



**Idea 3:
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

Interested staff with one year tenure in role and satisfactory performance reviews can apply to program; program staff match selected mentees with mentors

Application

Mentors and mentees commit to monthly meetings and submit action plan with goals to program director

Orientation

In addition to monthly meetings, mentors and mentees meet with program director to discuss accomplishments and progress on action plan twice during program

Check-ins

Program concludes with recognition luncheon for mentors and mentees, which includes department leaders and HR staff

Graduation

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



Open Conversation

Write in the chat or come off mute!

What obstacles or barriers have you seen prevent possible quality employees from becoming managers or supervisors?

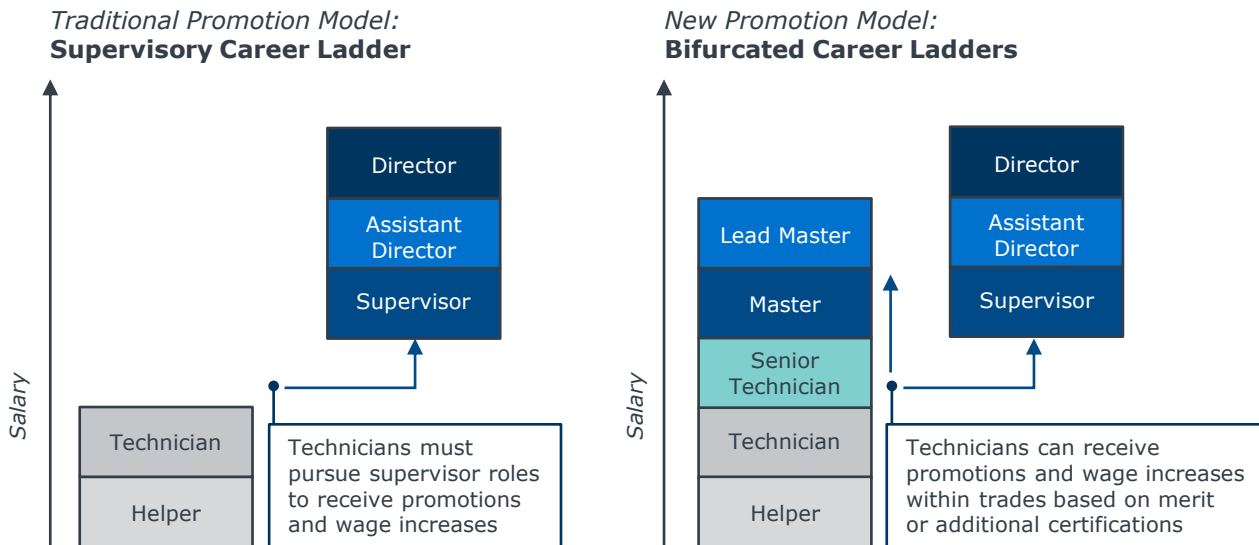
Is anyone had success running a shadow or internship management program? What were the results?





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

Open Conversation

Write in the chat or come off mute!

Has anyone on the line tried creating alternative career ladders within their shops or units? How well (or poorly) did they go?

What other tactics have people used to improve the training and effectiveness of managers and supervisors?



Next Steps:

Take 3 minutes to reflect and write

What's the one tactic or investment discussed during this working session that I am going to take back to campus to try to improve my frontline managers and supervisors?



From Great Renegotiation to Org Transformation

How EAB Can Help Institutions Achieve Their Strategic Talent Management Goals



Winning the Great Renegotiation

- ✓ Implement high-impact tactics with proven ROI in the current labor market
- ✓ Customize compensation packages based on employee value and preference analyses

Sansdemir-Era Playbook for **Staff Recruitment and Retention** (*forthcoming*)



Becoming a Top Talent Destination

- ✓ Develop a data-informed understanding of competitive position as a local, regional, and global employer
- ✓ Use strategic employer branding to gain a competitive advantage

Employer Brand Diagnostic and Associated Toolkit (*forthcoming*)



Maximizing Organizational Learning and Effectiveness

- ✓ Identify top barriers to continuous improvement and peak performance
- ✓ Redesign structures, roles, and processes to realize long-term goals (e.g., increased operational efficiency)

Proactive **Succession Planning** Guide and Interactive Workshop (*forthcoming*)

URGENT



Summer 2022

IMPORTANT



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