

C.A.S.H. 30TH ANNUAL CONFERENCE ON SCHOOL FACILITIES

30 YEARS OF SCHOOL FACILITIES LEADERSHIP ADVOCACY ♦ EDUCATION ♦ COLLABORATION

Wednesday, February 25, 2009
9:00 a.m. - 10:30 a.m.
Sacramento Convention Center
Room 308

Workshop # 22

Staff Development and Mentorship - Are You Ready to Make the Leap?

Moderator:

Paul Andersen

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Panelists:

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Conference Brochure

30 Years of School Facilities Leadership

Advocacy ♦ Education ♦ Collaboration



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C.A.S.H. 30th Annual Conference on School Facilities

February 23-26, 2009 • Sacramento Convention Center

**Staff Development and Mentorship:
“Are You Ready to Make the Leap?”
Wednesday, February 25th
9:00 – 10:30 a.m.**

Revised: January 30, 2009

Description: How do you go from “Good to Great in Maintenance?” Well, it definitely includes an effective staff development and mentoring program and you need a plan on how to do it! This workshop will explain how to build a complete team of grounds, custodial, office staff and trade personnel. In addition to the specialized training, the presenters will discuss generic training and address the benefits of developing a mentoring program through which you can identify and develop career-oriented talent.

1.0 Introduction: Dr. Paul Andersen, Director of Facilities Services, Riverside County Office of Education

- 1.1 Introduction of panelists
- 1.2 Introduction of presentation
 - 1.2.1 The Aim: Professionalism
 - 1.2.2 The Means: Staff Development & Mentoring
 - 1.2.3 The Outcome: Highly Satisfied Customers and Staff Retention & Performance

2.0 Custodial Operations: Tim Lopez, Director of Maintenance and Operations, Riverside County Office of Education

- 2.1 Introduction
 - 2.1.1 “Skilled Labor” (vs. “Unskilled Labor”?)
 - 2.1.2 High expectations & accountability
 - 2.1.3 *Chasing Dirt* by Suellen Hoy
- 2.2 Duties: Current Job Description
- 2.3 Supplies & Equipment
- 2.4 Skills and Abilities
 - 2.4.1 Professionalism ALWAYS requires effective communicators!
 - 2.4.2 Adaptive Skills (i.e., team player; willing to learn new things; receptive to direction; ability to work well without close supervision; willing to work overtime; sound judgment)
- 2.5 Required Training and Lifelong Learning
- 2.6 Concluding Comment: The professionalization of M&O; impacts custodians, too! We’re not there yet! Stand-up for your people and defend them when it is appropriate, or you’ll lose them!

3.0 Trades Personnel: Steve Turner, Director of Maintenance and Operations, Mendocino County Office of Education

4.0 Office Staff: Tim Lopez, Director of Maintenance and Operations, Riverside County Office of Education

- 4.1 Introduction: “She’s Not Ginny Any More”
- 4.2 Recognize that we live in a world of rapid change, more so than at any other time in human history.
- 4.3 Duties: Current Job Description
 - 4.3.1 Telephone; receptionist; scheduling and coordinating work; generating data/reports; initiating purchase requisitions; payroll; authorized processing of invoices;
 - 4.3.2 Regulatory Compliance: Universal Waste; Hazardous Communication Program; Fire/Life Safety; Boiler Permits; Elevator Permits; Integrated Pesticide Management; MSD Sheets; Illness & Injury Prevention Program; AHERA; NIMS/SIMS Emergency Response Training; Injury Reporting and Medical Care; and Williams Inspections.
 - 4.3.3 We must be willing to delegate and to balance employee abilities with the job description.
- 4.4 Supplies & Equipment: Computer, software (Excel, Word, PowerPoint, Novel or Outlook), printers
- 4.5 Skills and Abilities: Independent Judgment; Communication; Organization; Managing Multiple Priorities.
 - 4.5.1 Must be train-able
 - 4.5.2 Must be able to learn new things
 - 4.5.2.1 “What new things did you learn in your last position?”
 - 4.5.3 Must be organized and able to bring organization/systems into place
 - 4.5.4 Must be accurate
 - 4.5.5 Must be willing to admit and recognize mistakes, and learn from them
 - 4.5.6 Must have a positive attitude
 - 4.5.7 Must be trustworthy
- 4.6 Required Training (cross training): Work Order System; Spreadsheets; Customer Service; Communication Skills; Professional Image & Demeanor; Mission and Goals of M&O.
- 4.7 Include secretary/administrative assistant in leadership team; invite participation in department goals and objectives; share district goals and objectives: What’s the BIG picture? How do we fit? Focus on retention of good people. Build a “right hand” person.
- 4.8 Concluding Comment: Aim is to provide challenging work, build a trusting relationship, and to develop a committed and dedicated “right hand” assistant. A secretary has the power to make the director look good or bad, reflect positively or negatively on the department.

5.0 Grounds Operations: Ken Mueller, Director of Maintenance and Operations, Riverside Unified School District

- 5.1 Introduction
- 5.2 The Flywheel Concept
- 5.3 Current Job Descriptions
 - 5.3.1 Routine: mowing, edging, irrigation, cleanliness of grounds, athletic fields
 - 5.3.2 Seasonal: pruning, chemical application, planting
- 5.4 Skills & Abilities

5.5 Required Training

5.5.1 Licenses: Pest Control Applicator

5.5.2 Certificates: Arborists; Turf Management

5.5.3 Maintenance; Safety; Pesticides & Herbicides; Trees; Pruning; Turf Management; Weeds; Athletic Fields; Signage.

5.6 Concluding Comment

6.0 Concluding Comment: Dr. Paul Andersen

6.1 Work must be challenging and offer professional and personal growth.

6.2 People need to know they are appreciated.

Leading your Maintenance Department to be the BEST!

Presented by Steve Turner

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What trades are needed?

Roofing
HVAC
Plumbing
Boilers
Carpentry
Electrical
Haz Mat



Low Voltage signaling

Locks & doors
hardware
Flooring
Painting
Lighting
Others?

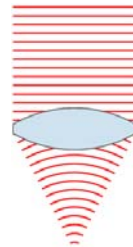
How do you staff? Specialists vs. Generalists

- Depends on size of district
 - Volume & cost/benefit
 - Contractors are specialists
- Age and condition of facilities
- District maintenance history/policy
- What are you or can you be “best” at?



What is your job as leader?

- Lead/inspire a “Service Culture”
- Hire the right people. Avoid, discourage or remove the rest, whenever possible.
- Build on staff strengths
- Model open communication, trust, collaboration
- Keep your department focused



As leader, you create the culture

- Demonstrate and expect “service values”:
“What’s best for the kids and the schools”
- Integrity + accountability = Trust
- Collaboration thru communication, mutual problem solving (respect) and inclusion
- Develop skills and potential
- Refocus as change occurs

Hire the right people to reinforce the culture

- Dependable
- Flexible
- Takes initiative
- Positive attitude
- Motivated to work, learn & be the BEST!
- Do you embody these traits?



Be the Best. They will come to you!

“Businesses with high-performance cultures are winners, and no person of substance would work anywhere else.”



Build on Strengths

Enhance existing skills through training

- Manufacturer's rep workshops
- Factory training
- Community Colleges
- ROP/CTE
- Trade schools
- Apprenticeship programs



Build team strengths

Develop interests to expand skill sets

- Expand team's trade skills
- Enhance individual's career path
- Reduce out-sourcing
- Build loyalty and capacity



Build team relationships & culture

Identify & develop leaders and mentors

- Desire to help others
- Share experience
- A learning attitude
- Demonstrated skills



Then provide time, energy and support to mentors & mentees

Mentoring supports personal growth

Improve productivity & worker satisfaction

- Positive role models
- Timely instruction
- Goal setting
- Model good technique
- Show support for success



Promotes pride in workmanship & quality

Open communication

“In more conversations, meetings and memoranda these days I find myself saying, "Say it. Say it out loud." Frankly, it doesn't matter what "it" is. What's important is that people at all levels stand up for their knowledge, experience and beliefs and say out loud what they know or think.

Before it's too late - because unless people start talking, it will be too late for one organization after another.”

Leslie L. Kossoff

Face change with communication

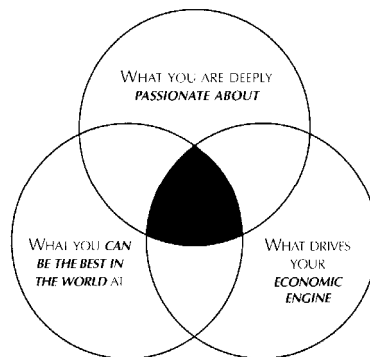
- Can the truth be told in your shop?
- Lead with questions, not answers
- Engage in dialog and debate, not coercion
- Conduct autopsies without blame



Celebrate and give credit for success and initiative!

Focus on the three circles

- What should your department be deeply passionate about?
- What drives your funding (makes you valued?)
- What *can* you be the best at (or not!)



Focus: What's your passion?

- Safety of students & staff
- Preserving facility investment
- Attractive learning environment
- Being GREEN ?
- ?



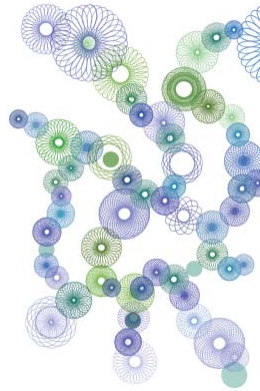
Focus: How can I make my department valuable...



- to teachers?
- to principals?
- to administration?
- to the community?
- to the state?

Focus on what you *can* be best at:

- Determine your strategies and tactics:
 - Staffing: Generalists vs. in-house specialists
 - Priorities express values
 - Service levels & delivery methods
 - Staff training & mentoring
 - What are you BEST at?
 - What should you NOT do?



So... Organize for BEST

Model “Service Culture”

Right people

Develop strengths

Mentoring

Open communications

Focus on the three circles

- Passion
- Value
- Being BEST!



Thanks for being the
BEST for us!