10 Tips to Build a Better Maintenance Team

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Presentation Will Cover:

- Current State of Maintenance Staffing
- Hiring Hurdles
- Interview and Hiring Tips
- How to Identify Performance and Skill Gaps in Your Current Team
- Changing the Organization’s Behavior and Culture
Current State of Maintenance Staffing

- Management and Tradesman
  - Knowledge
  - Experience
  - Age
  - Physical ability
  - Desire to work
Hiring Hurdles

- Upward Mobility
- Money
- Environment
- Authority
- Experience
- Location
Hiring Hurdles

- Benefits
- Qualifications
- Education
- Job Satisfaction
- Unemployment Benefits
Interviewing and Hiring Tips

➢ Job Descriptions and Responsibilities
  ▪ Develop comprehensive duties and requirements prior to interviewing
  ▪ Have peers review and sign-off on

➢ Resume
  ▪ Review in detail
  ▪ Look for accuracy and quality
Interviewing and Hiring Tips

**Interviews**
- Extensive
- Take time to do it right!
- Include a tour-make sure they know what they are getting into
- Use peers to interview
- The more opinions the better

**References**
- Check closely
- Ensure accuracy
- Would past employers rehire them?
Interviewing and Hiring Tips

- Social Media
  - Search public social media sources

- Experience
  - Validate experience with good questions

- Vision for Future
  - What is their vision?
  - Where do they want to be in five years?
Interviewing and Hiring Tips

- **Outside Activities**
  - Looking for leadership
  - Going above the call of duty
  - Helping community

- **Work Voids**
  - Blanks in resume timeline
  - Where have they been?
  - What were they doing?

- **Attitude**
  - Positive or negative
  - Experiences in life
Interviewing and Hiring Tips

- **Quality of Interviewee Questions**
  - What kind of questions do they ask?
  - Are they meaningful?
  - Are they probing?

- **Skills/Knowledge Testing**
  - Aptitude testing
  - Craft- or skill-testing
  - Hands-on examples
Interviewing and Hiring Tips Summary

- **Be Prepared**
  - Job requirements and responsibilities

- **Take Time To Do it Right**
  - Treat interviewee with respect

- **Involve Others in the Interview Process**
  - Use managers and peers
Identifying Gaps in Your Current Department

Personal Performance Gaps

- Work audits
  - Random
  - After unexpected incidents
- Customer surveys
  - After each work event
  - Random schedule of target customers
Identifying Gaps in Your Current Department

- **Personal Performance Gaps**
  - Appraisals or performance reviews
    - Yearly
    - Prior to all promotions
    - After changes in performance – good or bad
    - Performance and potential – A-B-C rule
  - Peer reviews
    - Coincides with annual appraisals
Identifying Gaps in Your Current Department

- **Personal Performance Gaps**
  - **Safety performance**
    - Reviewed during appraisal process
  - **Attitudes**
    - Works well with others-can do attitude
  - **Teamwork**
    - Good team skills
    - Enlist peer opinions where appropriate
Identifying Gaps in Your Current Department

- Team or Organization Performance Gaps
  - Performance Measurements
    - ✓ Schedule compliance
    - ✓ Return calls and work
    - ✓ Team work
    - ✓ Attitude and cultures
    - ✓ Percent planned work
    - ✓ Work quality
    - ✓ Proactive vs. reactive work
    - ✓ Cleanliness and organization
    - ✓ Safety incidents
Identifying Gaps in Your Current Department

Team or Organization Performance Gaps

- Work audits
  - Inspect what you expect
- Customer surveys
  - Random schedules
  - After each work event
Identifying Gaps in Your Current Department Summary

You Cannot Manage...
What You Cannot Measure
Changing Behaviors in Your Current Team

Quality Leadership

- Set the example – be the example
- Go before; not with or behind
- Be confident
- Understand the process
- Set the vision
- Create the traditions
Changing Behaviors in Your Current Team

➢ Quality Leadership
  ▪ Challenge Your Abilities
    ✓ Stretch your comfort zone
    ✓ Take on the unknown
    ✓ Volunteer for the painful
    ✓ Give back to our profession
    ✓ Make a difference

➢ Be Part of the Solution...
  Not Part of the Problem
Changing Behaviors in Your Current Team

➢ Communicate the Vision and Cultures
  ▪ Post the vision and mission
  ▪ Communicate regularly
  ▪ Ensure all can see and understand it
  ▪ Live, eat, and breathe it!

➢ Set Goals
  ▪ Make them obtainable
  ▪ Change often as needed
  ▪ Consider raising the bar
Changing Behaviors in Your Current Team

- **Training**
  - Supply all the knowledge needed
  - Train continuously (5-10%)
  - Reward knowledge growth

- **Reward**
  - Expect a lot from your employees!
    - ✓ But when you get it......reward them
  - Praise in public
Changing Behaviors in Your Current Team

➢ Discipline
  ▪ Discipline swiftly
  ▪ Discipline in private
  ▪ Be fair

➢ Accountability
  ▪ #1 problem today in America
  ▪ Demand personal accountability
  ▪ Be accountable yourself
Final Thoughts!

- Take Command
- Lead by Example
- Listen Aggressively
- Communicate Purpose and Meaning
- Create a Climate of Trust
- Look for Results, Not Salutes

Captain D. Michael D. Abrashoff-former commander, USS Benfold
Judged the Best Damn Ship in the Navy
Author – “It’s Your Ship”
Final Thoughts!

- Take Calculated Risks
- Go Beyond Standard Procedure
- Build Up Your People
- Generate Unity
- Improve Your People’s Quality of Life

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Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

Stephen Covey
Questions?

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