

# **10 Tips to Build a Better Maintenance Team**

**Michael B. Cowley, CPMM**  
**President**  
**CE Maintenance Solutions, Inc.**

# 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?

Visit Us in Booth

**#1447**

**Mike Cowley**

**Cell 434-738-8484**

**[Mike@cemaintenancesolutions.com](mailto:Mike@cemaintenancesolutions.com)**

**[www.cemaintenancesolutions.com](http://www.cemaintenancesolutions.com)**

