

The Occupational Programs Weekly Wrap Up

UVA Facilities Management

07.07.2023

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WELLNESS

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PAY ATTENTION TO MOMENTS WHEN...

@POSITIVELYPRESENT

- ...YOU FEEL MOST LIKE YOURSELF
- ...YOU FORGET WHAT TIME IT IS
- ...YOU ARE NOT TRYING TO RUSH
- ...YOU WANT TO STAY WHERE YOU ARE
- ...YOU ARE LAUGHING AND SMILING
- ...YOU ALLOW YOURSELF TO RELAX
- ...YOU FEEL EXCITED AND ENGAGED
- ...YOU LOOK FORWARD TO NEXT TIME
- ...YOU ARE ACCEPTING OF YOURSELF

Source: <https://www.instagram.com/p/CteaZUOAdW/?hl=en>

Let Us Know: You can always email FM-OHS@virginia.edu if you have suggestions or story ideas. Now there's a new way to get in touch — ***Let us know*** by answering a few quick questions.

OCCUPATIONAL PROGRAMS NEWS

Where is OP?

UVA FM Occupational Programs staff is *temporarily* relocating to the areas below until renovation is complete in our new/refurbished home in the lower level of Skipwith Hall.

→ At FM Alderman:

- ◆ **Occupational Health & Safety** is in Lacy Hall, room 218. This includes:
 - ★ Shelomith Gonzalez, OHS Manager
 - ★ Jamie Watkins, OHS Technician
 - ★ Narges Sinaki, Health & Safety Compliance Specialist
 - ★ Sarah Reed, OHS Technician
 - ★ Keith Woodson, Quality Assurance Inspector will remain mobile and active with a drop-in workspace on the 3rd floor of Michie North (918 Emmet St N).
- ◆ **Apprenticeship Program Team** is in the FM OP Training Room (formerly the FM Lunchroom). This includes:
 - ★ Danny Davis, AP Manager
 - ★ Tom Castellanos, Lead Instructor
- ★ Emily Douglas, **Diversity, Equity & Inclusion Specialist** will occupy drop-in spaces.

→ On the 3rd floor of Michie North (918 Emmet St N):

- ★ Laura Duckworth, Director of **Occupational Programs**
- ◆ **Occupational Training Team**:
 - ★ Julie Thomas, OT Manager
 - ★ Bobby Putrino, OHS Trainer
 - ★ Mark Orr, Training & Development Specialist Senior
 - ★ Sarah Ditulli, Training & Development Specialist
- ◆ **OP Administrative Team**:
 - ★ Linda Resco, Administrative Manager
 - ★ Charlotte Endres, OP Coordinator
 - ★ Liz Burnett, OP Communications Generalist



Our phone numbers and email addresses are not changing, nor will our responsiveness to issues in all areas on UVA Grounds.

Do not hesitate to reach out to the **Occupational Programs team** for any needs you may have!

OCCUPATIONAL TRAINING

NEW EMPLOYEE ONBOARDING

UVA Facilities Management
Occupational Training

Check out FM's [enhanced onboarding process](#) for new employees.

We are continuing to evaluate and improve the process.

Feedback welcomed! If you have questions or a new employee starting, please email FM-Training@virginia.edu.

** If needed, accommodations may be available, contact fm-training@virginia.edu for additional information .*

Joining FM this week are the following new employees (listed from left to right):

- ★ Noah Branch, Custodial Services Supervisor reporting to Tracy Tinoco
- ★ Victoria Villers, Landscape & Grounds reporting to Travis Mawyer



OCCUPATIONAL TRAINING

Leadership Connection: Good Leadership Begins with Trust and Respect

Two central elements that are critical for any strong working relationship are respect and trust. This can be confusing though, as we've all heard the idioms like you must "earn" respect, or "Trust is earned." But while we are waiting for someone to earn our trust or respect, we have the chance to make an impression that might that can lose either the trust or respect of our team. It is hard to regain trust and respect if either is or lost or broken. In a recent article, titled "The Map on the Wall", author CDR Jack "Farva" Curtis, writes:

"I explained that the first step in pursuing our shared priorities and realizing our shared purpose is respect. Not only do we start with my respect, but we pair it with trust. I explain that from the moment we meet, I trust them. This strikes some of them as odd because we've been told for so long that trust is earned over time. That's true, but it's also true that sometimes you just start with the presumption of trust and go from there if you hope to have it reciprocated."



Mark Orr, FM
Occupational
Training and
Development
Specialist Senior
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Offering trust to your team members is one part of the equation, asking them to trust you is another. Author Abbey Lewis shares a few tips in *HBR's* "How Leaders Build Trust":

- **Be Transparent:**
 - ★ Share Information
 - ★ Provide Feedback
 - ★ Encourage Open Communication (and Psychological Safety)
- **Be Authentic:**
 - ★ Start with Self-Awareness (Understand Your Values)
 - ★ Show Vulnerability
 - ★ Embrace the Journey (Be Honest and Embrace the Ups and Downs)
- **Be Reliable:**
 - ★ Follow Through on Commitments
 - ★ Establish Expertise
 - ★ Demonstrate Integrity (Do What You Say You'll Do)

CDR Curtis shared the challenge that many have in the concept of earned trust: Trust is not an easy thing, but by starting with the assumption that your team deserves trust and respect from Day One, there's a better chance of it being reciprocated.

These are just a few ideas – To learn more, check out the Further Reading section on the [next page >>](#)

OCCUPATIONAL TRAINING

Further Reading: Good Leadership Begins with Trust and Respect

Continued from previous page.

Articles referenced:

- “How Leaders Build Trust” by Abbey Lewis | *Harvard Business Publishing*:
<https://at.virginia.edu/ZwflK0>
- “The Map on the Wall” from *the Green Notebook* by CDR Jack “Farva” Curtis:
<https://at.virginia.edu/19Zql9>

To learn more about trust and respect, check out the Workday sessions below:

- Building Trust | Learning - Workday: <https://at.virginia.edu/NesWnu>
- Why Trust Matters with Rachel Botsman | Learning - Workday:
<https://at.virginia.edu/IEv6zz>
- Humble Leadership: The Power of Relationships, Openness, and Trust | Learning -
Workday: <https://at.virginia.edu/Z8JXtR>

Apply for UVA FM Jobs

Current UVA Employees Search for and apply to jobs using your existing [Workday account](#):

See UVA HR’s How to Apply: for Internal Candidates: <https://at.virginia.edu/jgLuzS>

External Applicants (not currently employed by UVA) will be prompted to create a profile in Workday when applying: <https://uva.wd1.myworkdayjobs.com/UVAJobs>
Not all listings are available to external applicants.

Questions on job listings should be directed to AskHR@virginia.edu See FM jobs >>

PSA: OT Now Offering Team Training

Team training enhances the skills, knowledge, and performance of a group of individuals working together as a team. It improves collaboration, communication, problem-solving abilities, and team effectiveness.

If your team can benefit from skills development workshops, communication and collaboration training, team building activities, and/or behavioral and self-assessment tools, reach out to FM-Training@virginia.edu for topics available & to schedule your next session.

Regular reinforcement, practice and continuous learning opportunities contribute to long-term development, stronger team culture, and team success

OCCUPATIONAL TRAINING

At UVA FM: Specialty Vehicle Training



Here in FM, we provide equipment-specific training on many of the specialty tools and power equipment that we use, such as forklifts, powered pallet jacks, and skid steer loaders. This allows FM to maintain compliance, increase safety for the operators and those around them, as well as promote consistency in usage and techniques.

If you must operate a piece of equipment you have not operated before, or you have only operated or been trained on a similar

model, or if it has been a while since you operated the equipment, please communicate this to your supervisor.

FM also has a few pieces of equipment that may seem simple enough to operate if you have driven a car or other vehicle before, but we require all employees undergo training prior to use.

MUVs (motorized utility vehicles), like the orange Kubotas you see around FM, and the all-electric Nissan Leaf sedans, both require specialized training prior to use:

- For MUVs, FM employees must receive [Safe Operator Training](#) and complete an [Operation of a Motorized Utility Vehicle Acknowledgment form](#) or sign and return a copy of [UVA policy PRM-014: Use and Management of University Vehicles](#).
- Before operating the Nissan Leaf sedan, brief driver training is required due to several unique features of the electric vehicle, including its non-traditional drive-mode selector.

Please contact FM-Fleet@virginia.edu for additional information on these courses.



Bobby Putrino, FM Occupational Health & Safety Trainer
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OCCUPATIONAL HEALTH AND SAFETY

From UVA Emergency Management: UVA Alerts, Active Attacker Training & Supervisors' Training

Dan Shantler, systems control center manager, and UVA Emergency Management have prepared the documents below to update FM employees on emergency procedures.

- UVA FM-OHS is supporting the distribution of these documents and training by presenting these materials & training to **FM safety committees** who will then share with their shops. Sessions for custodial staff will also be scheduled.
- Translated materials and other accessible options can be made available.
- Procedures that can be shared with contractors and vendors that work with FM are also in development.

If you have questions or concerns, reach out to Dan to learn more: 434-953-0934 or des5nw@virginia.edu

Download the resource documents:

Active Attacker Response



- Facilities Management (FM) Active Attacker Response**
1. Familiarize yourself with FM's UVA Alert Response Procedures.
 2. Complete the [UVA Active Attacker Prevention and Response Training Video](#) in Workday.
 3. If the UVA Alert identifies that an active attacker threat is occurring, the message may indicate to "RUN, HIDE, FIGHT". Below are definitions for each action and the steps you should take.
 - Run – When an active attacker is in your vicinity:
 - Evacuate if a safe route is available.
 - Leave your belongings behind.
 - If it is safe for you to do so, help others run.
 - When it is safe for you to do so, call 911 to report the incident and

<https://at.virginia.edu/5yFksi>

UVA Alerts



- Facilities Management (FM) UVA Alert and/or Active Attacker Procedures for Supervisors**
1. As of May 27th, 2023, all UVA issued cell phones should be set to receive UVA Alert notifications.
 - Instructions for confirming a device and adding additional phone numbers and email addresses to your UVA alerts account can be found at the [UVA alerts website](#) under the "MANAGING YOUR UVA ALERTS ACCOUNT" heading.
 2. If appropriate/necessary, ensure your staff's phone locations are available on your work cell phone.
 - This helps you know if you have staff in the affected area.
 3. Ensure that your staff knows their designation status and what that requirement means for your specific area of responsibility.
 - Also verify that they are appropriately designated in Workday.

<https://at.virginia.edu/ZXIONG>

Active Attacker & UVA Alert Response for Supervisors



- Facilities Management (FM) UVA Alert and/or Active Attacker Procedures for Supervisors**
1. As of May 27th, 2023, all UVA issued cell phones should be set to receive UVA Alert notifications.
 - Instructions for confirming a device and adding additional phone numbers and email addresses to your UVA alerts account can be found at the [UVA alerts website](#) under the "MANAGING YOUR UVA ALERTS ACCOUNT" heading.
 2. If appropriate/necessary, ensure your staff's phone locations are available on your work cell phone.
 - This helps you know if you have staff in the affected area.
 3. Ensure that your staff knows their designation status and what that requirement means for your specific area of responsibility.
 - Also verify that they are appropriately designated in Workday.

<https://at.virginia.edu/KMFekQ>

OCCUPATIONAL HEALTH AND SAFETY

Tools for Your Toolbox: PTSD & Trauma

Post-traumatic stress disorder is an intense physical, cognitive, and/or emotional response that can manifest after experiencing any kind of traumatic event. PTSD symptoms usually start soon after the traumatic event, but they may not appear until months or years later. The symptoms of PTSD fall into three broad types:



- **Symptoms of re-living** include flashbacks, nightmares, and extreme emotional and physical reactions to reminders of the event.
- **Symptoms of avoidance** include staying away from activities, places, thoughts, or feelings related to the trauma or feeling detached or estranged from others.
- **Symptoms of increased arousal** include being overly alert or easily startled, difficulty sleeping, irritability or outbursts of anger, and lack of concentration.

UVA FEAP offers trauma-informed care to employees and their adult family members. Trauma-informed care is a way of seeing and responding to people who have been impacted by trauma by providing safety, trust, compassion, choice, collaboration, and mindfully avoiding re-traumatization.

Learn more & reach out to FEAP: <https://uvafeap.com/counseling-services/trauma-recovery>

Important Numbers During Mental Health Emergencies:

- **Suicide and Crisis Lifeline:** Call or text 988 (national number) OR call 434-230-9704 (regional crisis line)
- **Urgent, but not an emergency?** Same day appointments at FEAP are available by calling 434-243-2643
- **Text HOME to 741741 (Crisis Text Line)** from anywhere in the US about any type of crisis. A live, trained Crisis Counselor will receive the text and respond quickly.
- **Other Local Mental Health Resources:**
<https://helphappenshere.org/mentalhealthservices/>



OCCUPATIONAL HEALTH AND SAFETY

Did You Know? Vertical/Fixed Ladder Safety

OSHA's ladder standards are divided into four main components: general requirements for all ladders, portable ladders, mobile ladders, and fixed ladders.

Today, we'll review the general requirements for fixed ladders*:

- Fixed ladders above 24 feet must have a fall protection system.
 - ★ Additionally, in 2018, the organization stated under [1910.28\(b\)\(9\)](#) that cages were no longer considered a form of fall protection. Fixed ladders erected before November 19, 2018, will still use their existing cages. However, you must use a ladder safety system or personal fall arrest system for new or replaced ladders.
- Applications that exceed 50 feet or above must have landing platforms.
- Ladders must be made with non-corrosive material.
- Ladder rungs should have a minimum clear width of 16 inches.
- Ladders with no cages must have a clear width of at least 15 inches.
- For fixed through ladders, side rails must provide 24 to 30 inches of clearance.
- Grab bars should stick out 42 inches above the access level or landing platforms.
- Ladders and their nearest permanent object should have at least a 7-inch clear distance.



Vertical ladder safety training at the Chiller Plant on Thursday, June 22, was a success!

If you have ladders in your work area that need assessing or inspecting, please email FM-OHS@virginia.edu.

* Fixed ladder means a ladder, including individual rung ladders, permanently attached to a structure, building or piece of equipment. Source: OSHA, <https://at.virginia.edu/GPGhuP>

Fire Extinguisher Training Starts August 2023

Join us for this 1-hour optional training to learn how to respond to fire emergencies! Offered monthly. Supervisor permission required.

AUG. 8 | SEP. 12 | OCT. 10 | NOV. 14 | DEC. 12

SKIPWITH HALL, ROOM 010, 11 A.M.–NOON

Sign up required:



Questions? Email FM-OHS@virginia.edu

OCCUPATIONAL HEALTH AND SAFETY



BEAT THE HEAT

SEE SOMETHING. SAY SOMETHING.

Scan the QR code for
more information >>>



UNIVERSITY
of VIRGINIA

Facilities Management

Presented by the
**Project & Construction
Management Safety
Committee & FM-OHS.**

July 2023

DIVERSITY, EQUITY & INCLUSION



FM

Cellphone 

Rollout is

COMPLETE!

- **174 PHONES DISTRUBUTED** to employees who did not previously have an FM-issued cell phone in Southwest McCormick Zone Custodial, Central Zone Custodial, Newcomb Zone Custodial, Housing Custodial, North Grounds Zone Custodial, HSPP Custodial, and the Heat Plant.
- Thanks to these teams for noticing the inequity and helping us reach a solution together—
 - FM Inclusive Excellence Team
 - FM Diversity, Equity and Inclusion
 - FM Technology & Innovation Team
 - FM Occupational Training Team
- When we all have equitable access to the tools we need to communicate effectively, keep us safe, and perform our jobs well, we ALL succeed.



**Coming together is a beginning,
staying together is progress, and
working together is success.**



Translate, Traduire, Traducir
this page with the QR Code or click
this link:

<https://at.virginia.edu/c6QUZB>

-Henry Ford

Questions or comments about DEI updates? Email FM-DEI@virginia.edu

DIVERSITY, EQUITY & INCLUSION

FM SPEAKS!

- FM DEI is hosting an anonymous survey in partnership with the UVA Cornerstone Program to collect languages at FM.
- **WHY?** By learning the languages our employees speak (including English!) we can better serve you by communicating in inclusive and equitable ways and sourcing any resources needed - like language classes and interpretation and translation services.



One place
**MANY
LANGUAGES**

TAKE THE SURVEY

Complete the anonymous language survey

Click the blue box or this link to take the anonymous survey:

https://virginia.az1.qualtrics.com/jfe/form/SV_2gahjADjXet1bbE

We'd love your help!



- By taking our quick and easy language survey, you can help us better understand the linguistic landscape of our community to provide equitable and inclusive resources and communication.
- For example, if we know a particular language is spoken by a large number of employees, we can make sure that important safety information is translated into that language.
- Learn more by visiting this website: <https://www.fm.virginia.edu/employees/language-survey.html>



Translate, Traduire, Traducir

this page with the QR Code or click
this link:

<https://at.virginia.edu/i6B21S>

Questions or comments about DEI updates? Email FM-DEI@virginia.edu

DIVERSITY, EQUITY & INCLUSION

VIRGINIA THEATRE FESTIVAL

Jul. 7 – Aug. 6

FM Employees get 20% off with code 23VTFCULBRETH

Cabaret: Jul. 7–16

Dear Jack, Dear Louise: Jul. 21–30

An Evening with Yolanda Rabun: Aug. 3–6



**Buy
Tickets!**



<https://virginiateatrefestival.org/>

FM SPEAKS!

Take a few minutes to scan the QR code and share your language with us

Prenez quelques minutes pour scanner le code QR et partagez votre langue avec nous.

خذ بضع دقائق لمسح رمز الاستجابة السريعة ضوئيًا وشارك لغتك معنا

花几分钟扫描二维码并与我们分享您的语言

Nehmen Sie sich ein paar Minuten Zeit, um den QR-Code zu scannen und Ihre Sprache mit uns zu teilen



Facilities Management
Diversity, Equity, and Inclusion

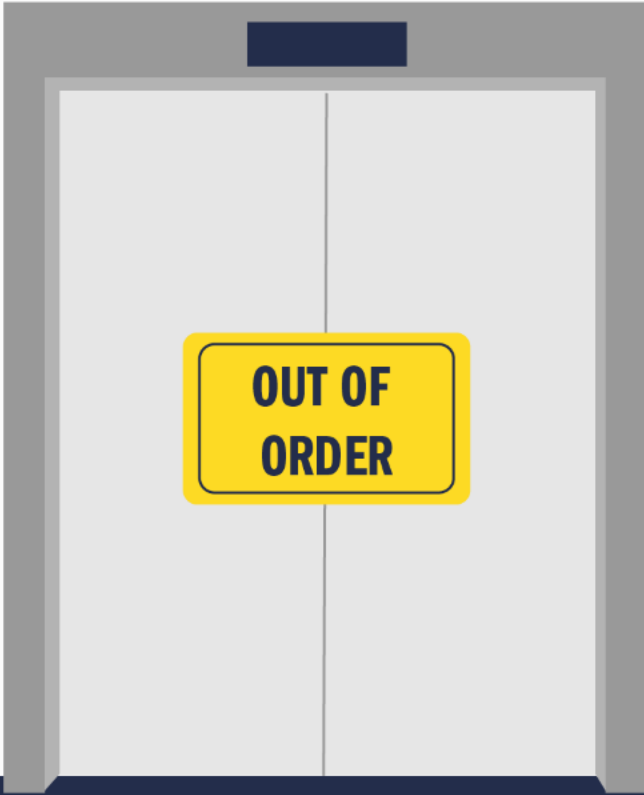
#FMSpeaks #LanguageMatters #DiversityEquityInclusion



Learn more about the survey: <https://www.fm.virginia.edu/employees/language-survey.html>

Questions or comments about DEI updates? Email FM-DEI@virginia.edu

DIVERSITY, EQUITY & INCLUSION



REPORT A BARRIER

Use the form to report physical infrastructure concerns such as



- Broken doors or elevators
- Unlit areas
- Unsafe walkways
- Fall hazards
- Missing handrails
- Non-operating lights

<https://reportabARRIER.virginia.edu/>

Report A Barrier

The University of Virginia is committed to equal access and the civil rights of people with disabilities. Barriers can include things like:

- an inaccessible website
- an inoperative elevator,
- a blocked access ramp,
- video without captions,
- or other lack of access to an event or program.

If you have encountered a barrier to access that is weather-related or involves maintenance in a University facility, please see additional reporting information found on the [More Information For Getting Help page](#) to assure the most timely response.

For all other barriers, complete the form at <https://reportabARRIER.virginia.edu/>. You may submit this form anonymously. *If so, you will not receive a confirmation of submission or subsequent follow-up information regarding the remediation efforts to remove the barrier.*

We will confirm receipt of your report, route the information provided to the appropriate department based on the type of barrier selected, and send remediation information to the email address you provide.

Submission of this form does not constitute a formal complaint, grievance, or request for academic or workplace accommodation. Its intent is to assist in identifying and addressing barriers to access. Thank you for helping in this endeavor.



let's celebrate!

Reasons to celebrate are all around us!

Here are some upcoming holidays this week, both fun and serious. Click on each to learn more.

July 7: National Macaroni Day

July 8: Ice Cream Sundae Day

July 9: Nunavut Day

July 10: National Kitten Day

July 11: Cow Appreciation Day

July 12: Paper Bag Day

July 13: Gruntled Workers Day

July 14: Non-binary People's Day

WELLNESS

Prepare for Back-to-School



Catch up on school-required immunizations.

Did you know that some students start school late because they haven't met the vaccine requirements to attend school in Virginia? Don't let your child be one of them. Avoid the back-to-school rush for immunizations – contact your doctor now to request updated health records and schedule vaccines for students entering kindergarten, 7th and 12th grades. With your help, your child can be 100% back-to-school ready.

Learn more at [vdh.virginia.gov/backtoschool/](https://www.vdh.virginia.gov/backtoschool/)



Source: <https://www.vdh.virginia.gov/backtoschool/>

Latest COVID-19 Vaccine Recommendations

- Adults ages 65 and older and immunocompromised people can **get an additional bivalent COVID-19 vaccine dose** as of April 19.
- Monovalent (original) COVID-19 mRNA vaccines will no longer be recommended for use in the United States due to the increased effectiveness of the bivalent vaccines.

What has not changed:

- CDC continues to recommend that everyone ages 6 years and older receive a bivalent mRNA COVID-19 vaccine. Individuals ages 6 years and older who have already received a bivalent mRNA vaccine do not need to take any action unless they are 65 years or older or immunocompromised.
- For young children, multiple doses continue to be recommended and will vary by age, vaccine, and which vaccines were previously received.

COVID-19 vaccines remain widely available at local healthcare providers, pharmacies, and clinics throughout the area. **Information on BRHD vaccination clinics can be found on their website.** Community members can also search for COVID-19 vaccine appointments throughout the state and country **using the national vaccine locator tool** or by calling 1-800-232-0233 (TTY 1-888-720-7489).

Source: <https://myemail.constantcontact.com/BRHD-Newsletter-4-21-2023.html?soid=1134059434350&aid=05KYE3i10cU>

OCCUPATIONAL TRAINING

FM JOB LISTINGS*

- R0045925 Custodial Services Supervisor, Evening Shift, North Grounds Zone
- R0046946 Custodial Services Workers, Multiple Shifts Available!
- R0050108 HVAC Mechanic or Senior Mechanic
- R0050106 Senior Trades Utility Worker
- R0050036 Custodial Services Worker - Evening Shift
- R0048983 Plumber
- R0048734 Facilities Services Representative
- R0049950 Plumber Senior Assistant
- R0049517 Heat Plant Maintenance Manager
- R0049910 Fabrication Lab Tech and Sawmilling Coordinator
- R0049906 Electrical Assistant
- R0046146 Licensed Tradespeople (HVAC, Electrical or Plumbing), Weeknight/Weekend Day Shift
- R0046336 HVAC Mechanic
- R0045100 Carpenter Assistant
- R0046919 Geospatial Space Technician
- R0049262 Pipefitter/Steamfitter
- R0048679 BAS Controls Assistant
- R0049672 Fire Suppression Systems Technician
- R0049741 Sign Shop Worker
- R0048812 Trades Assistant
- R0040954 Senior Welder for Utility Systems
- R0044588 Metering Technician
- R0041953 Drywall/Plasterer
- R0049400 Associate IT Systems Administrator
- R0047417 Mason - CC&R
- R0044377 Senior Electrician
- R0044371 Electrician
- R0049343 Associate Director of Automation Services
- R0046368 HVAC Mechanic or HVAC Senior Assistant
- R0048165 Compliance Coordinator
- R0049321 Geospatial Space Technician
- R0036614 Licensed Tradespeople (HVAC, Electrical or Plumbing)
- R0048526 Senior Pipefitter/Steamfitter
- R0049252 Trades Assistant
- R0049244 Welder
- R0044441 Senior Pipefitter/Steamfitter
- R0047826 Custodial Services Worker - Multiple shifts available!
- R0042542 Controls Engineering Technician/ Senior Controls Engineering Technician
- R0042051 Recycling Worker
- R0048313 Senior HVAC Mechanic, Night Shift, 6:00pm - 6:00am
- R0048892 IT Help Desk Specialist (Wage)
- R0048537 Senior Electrician
- R0046590 Utility Locator/Damage Prevention Technician
- R0048532 Instrumentation & Controls Technician
- R0048140 Fire Systems Assistant Technician
- R0047982 Student Assistant, Geospatial Engineering Services (Student Wage)
- R0047706 CC&R Project Manager
- R0047282 Construction Project Manager
- R0036157 Historic Mason - CC&R
- R0042657 Carpenter - Construction & Renovation Services
- R0032242 Licensed Tradespeople (HVAC, Electrical or Plumbing), Weekday Evening Shift Monday - Friday 3:30pm to 11:30pm
- R0041976 Computer Help Desk Tech (Student Wage)



* As of 7/5/2023

Find Your Voice



Build confidence for your next speech or presentation!

Toastmasters provides a fun, safe, and supportive environment for you to practice public speaking. Along the way, you'll build a better you!

Participating in Toastmasters will allow you to:

- Improve your public speaking and communication
- Gain confidence when speaking in front of others
- Sharpen your leadership skills
- Enjoy a competitive advantage in your workplace



Facilities Management

Take charge of your future and join our club today.

Hoos Speaking
Weekly meetings on Wednesdays, noon-1 p.m. in person and online.

Email Kristy Davis at

kad4t@virginia.edu to attend.

If you would like, please feel free to bring your lunch.

See the article in FM's *Employee News*:

<https://at.virginia.edu/uOFAHI>