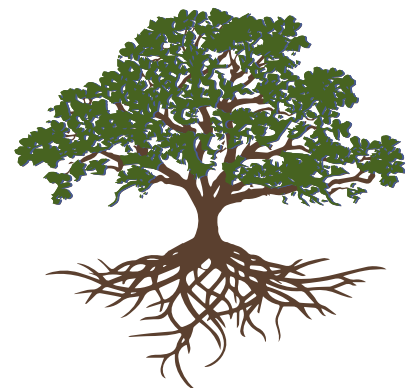


# Occupational Programs ANNUAL REPORT FISCAL YEAR 2022



Facilities Management  
Occupational Programs



# From the Director



Laura Duckworth, Director  
UVA Facilities Management  
Occupational Programs

Fiscal Year 2022 was a year of rebounding and repositioning for many groups at the University, including the Facilities Management Occupational Programs team. Our team exists at Facilities Management to support our colleagues' achievement of their workplace goals and to establish processes that benefit our colleagues and the wider community. The COVID-19 pandemic has changed the way we work, the way we meet, and how we approach our jobs, and the team has continued to pivot to provide support to FM as we all return to a semblance of normalcy.

This year has been about growth, both personal and professional, and embracing our values of trust and making a difference. The FM OP team has spent the last 12 months focusing on enhancing the people, culture, and community at UVA FM, even as we

experienced staff turnover, welcomed new staff, and improved our processes. There is much to be proud of!

- The Occupational Training and Diversity, Equity & Inclusion teams collaborated with employees from across FM to refresh the FM mission statement so that it more fully reflected FM's labor and intention to the University community.
- The Occupational Health and Safety team increased their level of on-site contact with employees, which has led to a number of safety improvements across Grounds and within jobs.
- The Diversity, Equity & Inclusion team has been putting the Facilities Management Inclusive Excellence Plan into action, utilizing the skills and connections of FM employees to be successful at a meaningful level.
- The Apprenticeship Program is celebrating 40 years of apprenticeship at UVA FM, as well as crafting a new learning path for apprentices via the 2+2 Program.

There's not enough space to celebrate the year OP has had! We look forward to continuing to improve and continuing to offer relevant resources and safe spaces in which FM employees can grow and contribute.

# Occupational Programs

## Collaborations

Facilities Management Occupational Programs was fortunate to have many collaborators that served FM's people, culture, and community in a variety of ways. The OP team and our collaborators lean in to OP's organizational values of **trust** and **making a difference**. OP identifies itself as a safe space for FM employees to feel supported as they embrace their vulnerabilities and make strides toward improving their own wellbeing and their place of work. OP's services and resources would not be available at their current level without the continued partnership of these and other organizations, both locally and nationally.

In addition, Facilities Management was represented by Occupational Programs on the following workforce development boards and councils to share career opportunities with our wider community: **Virginia Apprenticeship Council** (September 2018-June 2022); **Virginia Career Works Board, Piedmont District** (June 2018-present); **Central Virginia Apprenticeship Council** (January 2018-present); and the **Associated General Contractors of Virginia Workforce Board** (January 2019-present).

## People



## Culture



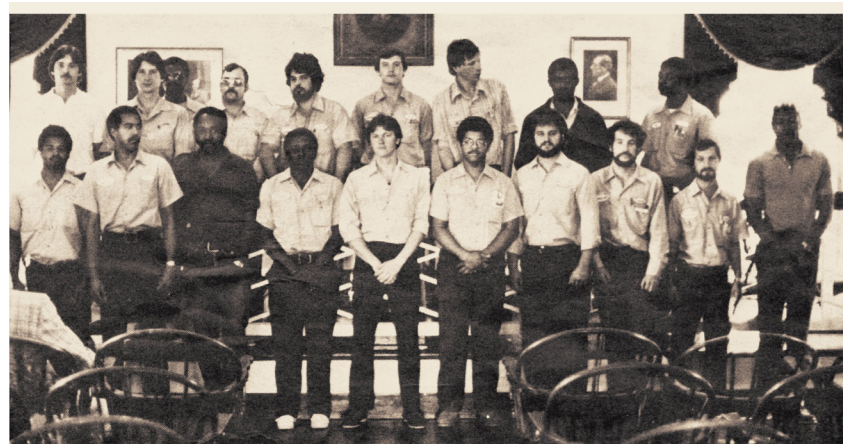
## Community



# 40 Years of Apprentices

***UVA Facilities Management's Apprenticeship Program celebrates 40 years of creating workforce opportunities for individuals interested in a career in the skilled trades.***

Founded in 1982 with a class of 22, UVA Apprenticeship was the first program of its kind at a state agency. Apprenticeship is a four-year learning model recognized around the world in which individuals learn a trade – carpentry, masonry, HVAC, plumbing, or electrical – while on the job and earning a paycheck as a full-time employee. Over the last 40 years, the UVA Apprenticeship Program has graduated more than 200 apprentices who have gone on to earn, learn, and advance in their careers at UVA and elsewhere.



*Members of the first class in the University's four-year apprenticeship program, organized by the physical plant and personnel administration departments, are pictured above. On successfully completing the program, participants will receive journeymen mechanics certificates.*

*Nineteen of the 22-member class are included in the photograph. Bottom row, from left: Ricky O Morris, Clarence E. Wells, Gordon Jones, Clifton J. Poindexter, Joseph G. Williams, Michael A. Flowers, Dennis D. Fortune, David W. Gentry, Jeffrey B. Gibson and Leno V. Green. Middle row, from left: William J.B. Mayo III, Michael C. Sutphin, Steven E. Bunch, Theodore S. Buck, William F. Farish, Paul J. Firer, James R. Copeland and Joseph L. Jefferson. Top row: Joseph R. Jackson.*

The Apprenticeship Program was initially managed from within UVA FM's Human Resources & Training department, which had a staff presence in FM for program support. Apprentices would train on the job at UVA FM and take classes after hours at a local technical school – usually Charlottesville-Albemarle Technical Education Center, Piedmont Virginia Community College, or Valley Career & Technical Education Center. During the 2017 UVA Human Resources' UFirst transformation, the FM Apprenticeship Program was passed from the FM Human Resources & Training team to the Occupational Programs team. Since then, the program has grown to have a dedicated staff and the expectation for increased apprentice involvement in community outreach, partnering with local schools, and program recruitment, which increases the diversity of the applicant pool.

In 2020, the program staff took advantage of the pandemic-driven UVA hiring freeze and used staff hours and resources to seek National Center for Construction Education and Research accreditation. This accreditation, achieved in 2021, and the hiring of instructors, brings the classroom portion of the program in-house. This set the stage for the development of the 2+2 Program for the incoming class of apprentices.

The 2+2 Program allows an inexperienced new hire to spend the first two years of their apprenticeship learning generally about the skilled trades and jobsite safety and their final two years in a specialized trades track, which may include licensure, if applicable. The 2+2 Program functions in tandem with the traditional four-year apprentice track. The apprentice team works with apprentices all four years to determine and maintain an individual development plan to jumpstart their careers.

In 2022, we are celebrating the 40th anniversary of the Apprenticeship Program and the second year of piloting the 2+2 Program, as well as continuing to celebrate this innovative way to bring skills and jobs to our community and support the University.

# Team Highlights

## Mission Workshops

In fall 2021, Occupational Training, driven by the Diversity, Equity & Inclusion team worked with a consultant to lead a team of 14 FM employees from across Grounds with diverse roles, to create an organizational mission statement that reflected the daily work and purpose of FM employees at all levels. Through several workshop sessions, more than 60 statements were created, evaluated, and synthesized for a single, inclusive mission statement that was presented to FM leadership in spring 2022. The mission team expanded to include FM representatives from all areas, and they worked with their leadership team to understand how their work supported the new FM mission. In the coming year, they will take that work back to their teams to begin Practice and Unification. Over the next year, teams will work to create consistency and ownership of the mission and use the FM mission as a strategy to help the organization scale.



## Increased Engagement

In 2022, the Occupational Health and Safety team devoted itself to meeting FM employees “where they are” – on the jobsite, at toolbox talks, and in training classes. The increased presence of employee contact with OHS staff has led to successful collaborations with FM subject matter experts on topics including lockout/tagout and related software, the FM Roof Asset Management Plan, and a UVA-specific attic and crawlspace training, which focuses on the unique spaces and historical structures present on Grounds. An overall plan has been created to make these previously uncatalogued spaces safer and more accessible. Each space will be assessed and amended while maintaining the historic nature of the properties on Grounds. The OHS team has begun collaborating at the design phase to encourage the team to think proactively and implement engineering controls to create safe conditions for future maintenance workers.

## Equity & Inclusion

Facilities Management is rich with diversity, and we recognize that each employee has a separate identity and lived experience. The FM Diversity, Equity & Inclusion team has guided several initiatives to increase the equity and inclusion felt among many individuals and groups. This includes offering more inclusive clothing options, connecting interpretation resources for employees, and working with FM Technology & Innovation to supply FM staff with cell phones so that they can more efficiently perform their job. Cell phone access is vital to our employees as we live in the digital age and communicate primarily via cell, social media and email. Cell phone rollout will be ongoing over an 18-month period and will continue as needed for new hires.

# Our Community

Facilities Management prides itself on working together as a family. FM employees look out for one another and provide care and improvements to the Grounds at the University of Virginia. Their work both at UVA and outside of UVA provides for our community and local families.

FM Occupational Programs supports these efforts through various outreach programs involving members of the larger UVA community, as well as the greater Charlottesville/Albemarle community.

## Apprenticeship

The UVA FM Apprenticeship Program team and UVA apprentices visit local schools and job fairs year-round to educate our community about opportunities within the skilled trades. The program seeks applicants with a good attitude and work ethic who may or may not have previous trades experience. Graduates of the program have the chance to make a career at UVA and pursue leadership opportunities within FM and the larger community.

In Fiscal Year 2022, UVA apprentices and FM Occupational Health & Safety staff visited the Madison-Orange branch of the Boys and Girls Club of Central Virginia to educate with interactive displays that allowed attendees to try out electrical, plumbing, and HVAC skilled trades scenarios. Jobsite safety was also featured. These visits will become more routine as we continue to build our community presence.



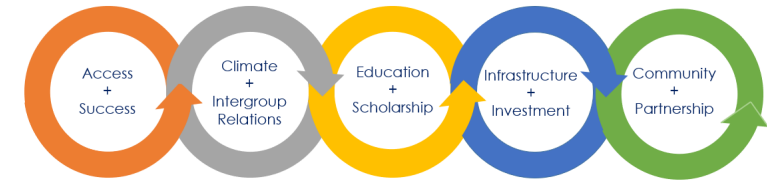
FM Apprentice Nazeer Bahauddeen at an Albemarle High School career day in 2022.



Health & Safety Compliance Specialist Narges Sinaki, demonstrates how to don and doff personal protective equipment at the Madison Boys and Girls Club.

## Diversity, Equity & Inclusion

UVA FM DEI supports UVA and the broader community by putting people first and facilitating access to initiatives on Grounds and in the Charlottesville/Albemarle area that will improve employees' wellbeing and community connection. In Fiscal Year 2022, FM DEI supported employees who participated in English learner classes with UVA VISAS, a part of the UVA Center for American English Language & Culture; sought out more inclusive workwear options; and worked with active Inclusive Excellence teams to attract and retain a diverse workforce.



The Thursday English Learners Group at their completion celebration on April 29, 2022.

On April 29, 2022, FM celebrated 23 employees who participated in English classes with the UVA VISAS program this year. Three employees who participated spoke at the event to share their experiences of the program and to express gratitude to the FM managers who make time for professional development. Graduates were celebrated with their supervisors and VISAS colleagues with a luncheon following the event.

Historically, Facilities Management employees have worn uniforms to distinguish themselves from other individuals on UVA Grounds. Due to the majority male makeup of the FM workforce, uniform options for women have always been limited, which created challenges related to fit and movement and affected workplace safety. During Women in Construction Week 2022, UVA FM debuted new uniform offerings to include workpants designed specifically for women. UVA FM DEI and the FM Uniform Committee connected a group of Facilities Management tradeswomen with a woman-owned company producing workpants. Eight tradeswomen participated in a trial run “wear test” of the clothing options from January-October 2021 to provide feedback and select styles based on their utility.

UVA FM seeks to address disparities in equity among its employees and continues to help the organization be both great and good by taking care of our people, serving our community, and enhancing our culture through the FM Inclusive Excellence Plan.

# Our Support

FM Occupational Programs provides support to many groups within FM to help improve their work and increase their overall health and safety, as well as improve access to existing resources.

## Inclusive Excellence

UVA FM Diversity, Equity & Inclusion is focused on supporting the implementation of the UVA FM Inclusive Excellence plan. Created in 2021, a team was brought together for each aspect of the Inclusive Excellence Framework: Access + Success; Climate + Intergroup Relations; Education + Scholarship; Infrastructure + Investment; and Community + Partnership.

In Fiscal Year 2022, three of these teams were active:

- **Access + Success Team** has begun to plan the steps in building a promotion “toolkit” with Senior Vice President for Operations, UVA FM’s HR business partners, and a working group of stakeholders that will benefit FM and the SVPO area. The goal of the “toolkit” is to promote equity, inclusivity, transparency, and consistency across the two processes.
- **Climate + Intergroup Team** is working with the **FM Event Planning Team**, a special team assembled to handle event logistics, to plan for a fall FM-wide event as well as to create a format and procedure for future FM employee appreciation events.
- **Infrastructure + Investment Team** is the latest IE group to start implementing their action plan based on survey responses. The group is working to identify priorities and a timeline for their tasks to improve organization communication and promote FM’s shared purpose.

UVA FM DEI is committed to supporting these teams of FM employees to accomplish the FM Inclusive Excellence Plan over the next five years.

## Apprenticeship 2+2 Instructors

Fiscal Year 2021 saw the advent of the new Apprenticeship 2+2 Program in which UVA FM achieved National Center for Construction Education and Research accreditation to teach apprenticeship courses in-house. In Fiscal Year 2022, the Apprenticeship team sought to add instructors to their roster from within FM ranks. Instructors, with the support of their leadership, add classroom instruction to their job duties as FM tradespeople, instructing the next generation in their craft. Two talented candidates were selected from within the ranks of Facilities Management to serve as lead instructors:



Tom Castellanos,  
Apprenticeship Lead Instructor



Shawn Ragland, Newcomb  
Zone Maintenance Manager

- **Tom Castellanos**, Plumbing Supervisor with UVA FM Construction and Renovation Services – Tom is an enthusiastic instructor and is eager to pass on his knowledge to the newest skilled trades employees at UVA FM. Tom has been with UVA FM for 11 years and has taught classes at local technical schools, as well as serving as an on-the-job-trainer for many years. Tom has earned the Master Trainer certification from NCCER. Starting in Fiscal Year 2023, Tom will be working fulltime for the Apprenticeship Program as Lead Instructor.
- **Shawn Ragland**, Newcomb Zone Maintenance Manager – Shawn has been with UVA FM for 15 years, moving from HVAC supervisor into the Zone Maintenance Manager position. Shawn’s experience managing a variety of personnel helps him mentor apprentices who may at first have little knowledge of what a professional jobsite entails. His technological and safety knowledge, including a background in lockout/tagout procedures and UVA-specific equipment, make him a valued source of knowledge for these up-and-coming tradespeople.

Tom and Shawn head up a team of NCCER-certified trades instructors working at UVA FM. NCCER accreditation and instructor certification standardizes the subjects covered during apprenticeship and helps apprentices achieve a well-rounded education in their chosen trade tracks, as well as allowing instructors to increase their training skills and add to their list of accomplishments.



# Our Team

None of UVA FM Occupational Programs' success over the last few years could have been accomplished without our talented team that works tirelessly to care for FM employees. Here we celebrate accomplishments that will benefit us all: Occupational Programs can only be as good as "our people" and investing in the development of our team increases the level of and types of service we are able to provide to our FM coworkers.

## Development: Occupational Programs Team

- **Keith Woodson**, Quality Assurance Inspector, was celebrated by UVA this year for having completed **45 years of employment at UVA Facilities Management**.
- **Bobby Putrino**, Occupational Health and Safety Trainer, completed his **Masters of Science in Occupational and Technical Studies from Old Dominion University**, expanding his abilities to effectively develop training programs to benefit FM employees.
- **Narges Sinaki**, Health and Safety Compliance Specialist completed her **ISO Lead Auditor training and received her certification**. With this credential she continues to facilitate our continual improvement and document management processes with excellence. She has also worked as part of an audit team at another organization, honing her skills.
- **Laura Duckworth** represented UVA Facilities Management by serving on the **UVA Chapter of the Virginia Network**, a sub-committee of the UVA Women's Leadership Council; on **UVA's Enterprise Risk Management Team**; and on **UVA Health's Safety & Security Subcommittee**. The representation of Facilities Management in these areas will help secure consideration for FM employees' needs and duties as the University moves forward and creates a plan for the future. Laura also served as the as the chair of the **Associated General Contractors of Virginia Safety Taskforce** helping to shape construction safety standards at the state level and as a **mentor in UVA's Cornerstone Program**, helping to advise and develop future leaders at UVA.
- **Julie Thomas**, Occupational Training Manager completed a **Project Management certificate course** via the UVA School of Continuing and Professional Studies. This helps equip her with the tools to implement Manager and Supervisor Training in the upcoming months. Julie also **audited the Fiscal Year 2022 Leadership Essentials** course offered by UVA HR. She graduated the program previously and was invited back to audit the revamped course and provide feedback. Additionally, Julie completed the **2021-2022 Cornerstone Program** which focuses on inclusive leadership theory, tools and application; mentoring; and completion of a team project. Julie is also active in the **American Council on Education's Women's Network Virginia**.
- **Emily Douglas**, Diversity, Equity & Inclusion Specialist **secured grant funding from the UVA Office of Equal Opportunity and Civil Rights** to implement training at UVA FM on **implicit bias**, or "unintentional bias that affects judgments, decisions, and behaviors". Recognizing and naming implicit bias is essential to the work being done by the DEI and Inclusive Excellence teams. Emily also completed a **certificate in Diversity and Inclusion for HR** from the Cornell Industrial and Labor Relations School and serves on the board of directors of **AHIP**, a local home improvement nonprofit and the **Ixtatán Foundation**, an education nonprofit based in Charlottesville and serving the people of San Mateo Ixtatán, Guatemala.

## Development: Occupational Programs Team continued

- **Shelomith Gonzalez**, Occupational Health & Safety Manager, completed **UVA's Leadership Essentials Program**, which has been revamped to better equip new leaders within UVA for success. She is also serving on the board for the **Central Virginia Chapter of the American Red Cross**.
- **Liz Burnett**, Communications Generalist, completed an Introduction to **Data Analytics certificate course** offered through Virginia Tech. This will allow her to better steward and promote the data collected by the Occupational Programs team.
- **Sarah Ditulli**, Occupational Training Specialist, has been instrumental in the **rollout of the Apprenticeship 2+2 Program**, from understanding the NCCER accreditation requirements to helping equip our instructors for the incoming class and maintaining compliance with Virginia Department of Labor and Industry requirements. Sarah also became proficient in moderating **UVACollab**, UVA's online collaboration and learning environment (CLE) used by the Apprenticeship Program.
- **Jamie Watkins**, Occupational Safety Technician this year completed several vital trainings related to occupational health and safety, including **OSHA 3015 - Excavation, Trenching and Soil Mechanics**; **OSHA 2264 - Permit Required Confined Space Entry**; and **OSHA 2055 - Cranes in Construction**. He is applying his knowledge in the field and on-site with project teams to help make UVA FM one of the safest employers in higher education.

### The Entire Team:

- Piloted the **Principles Assessment** guided by UVA Human Resources and UVA Talent Development. The team experienced how personalities make up and can affect our teammates at work and how we can use our differences to get things done together.
- Participated in a **Human-Centered Design (HCD) workshop** that highlights an empathetic, solutions-based approach to thinking and working.
- The FM Apprenticeship Program achieved **NCCER accreditation**, which allows the classroom portion of the apprenticeship training to move in-house and be conducted by FM employees familiar with UVA's structures and systems.

## UVA FM Apprenticeship Celebrates 40 Years!

The UVA FM Apprenticeship Program was established in 1982 with 22 apprentices joining FM. Today, we celebrate the program's longevity and its contribution to the wellbeing of its graduates.

**220**  
total program graduates

**2** graduates with 40+ years  
of service

**80%**  
are still employed by UVA

**31**  
currently in program





Facilities Management

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