



UNIVERSITY
of VIRGINIA

Facilities Management

OCCUPATIONAL PROGRAMS
ANNUAL
REPORT



FY 2025



Facilities Management

The Occupational Programs team is an integral part of Facilities Management at the University of Virginia. The team has responsibility for the administration of the Registered Apprenticeship Program, Engagement, Occupational Health and Safety, and Occupational Training.

Learn more at <https://www.fm.virginia.edu/depts/occupationalprograms>

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Message from the Director



Dear Stakeholders,

I am so proud to be a part of a team where dedication and spirit shape every aspect of our work. Whether welcoming new apprentices, sharing wisdom, or encouraging growth, our team's skills, generosity, and support transform challenges into opportunities and shared accomplishments. Safety and health are not just protocols; they are daily acts of care and vigilance, carried out by individuals who watch over both their colleagues and our community. Engagement, too, flourishes because of those who create connections, celebrate each other's successes, and extend a helping hand to those in need.

As you read this Annual Report, I hope it becomes clear that Occupational Programs has a significant impact on the well-being of our University community. As a team, we are committed to recruiting apprentices who will sustain our operations, planning and delivering training that empowers our workforce, and administering programs that protect, celebrate, and inspire our Facilities Management community.

Warm regards,
Laura Duckworth, Ed.D., SHRM-SCP
Occupational Programs Director



Members of the Occupational Programs Team

OCCUPATIONAL PROGRAMS



Meet Our Team ↗

www.fm.virginia.edu/depts/occupationalprograms



Tom Castellanos ↗
Apprenticeship Instructor



Danny Davis ↗
Apprenticeship Program Manager



Sarah Ditulli ↗
Training Development Specialist



Emily Douglas ↗
Engagement Programs Manager



Charlotte Endres ↗
Occupational Programs Coordinator



Mark Orr ↗
Training Development Specialist Senior



Bobby Putrino ↗
Occupational Health & Safety Trainer



Linda Resco ↗
Occupational Programs Administrative Manager



Sarah Simpkins ↗
Occupational Health & Safety Technician



Narges Sinaki ↗
Industrial Hygiene Specialist



Julie Thomas ↗
Assistant Director of Occupational Training



Jamie Watkins ↗
Occupational Health & Safety Supervisor

Making an

IMPACT

across UVA

The Occupational Programs (OP) team is an integral part of Facilities Management (FM) at the University of Virginia. The department has responsibility for the administration of the Registered Apprenticeship Program, Engagement, Occupational Health and Safety (OHS), and Occupational Training (OT).



Our Occupational Programs are designed to serve the FM community by building a skilled, safety-conscious workforce that meets our needs and strengthens the regional economy. OP focuses on the individual, but also makes a direct investment in the health, safety, and prosperity of our community as a whole.

Through active partnership with local businesses and community organizations, we work to keep our programs responsive to real-world challenges while creating pathways to employment and promoting a culture of lifelong learning.

The services provided by OP extend well beyond Facilities Management. Together, we are creating safe, healthy, and engaging environments for the UVA community.

General questions about Occupational Programs may be directed to our outstanding administrative team. They will help you directly or will redirect your question to the appropriate member of the OP team.



Linda Resco ↗
Occupational Programs
Administrative Manager



Charlotte Endres ↗
Occupational Programs
Coordinator

at a GLANCE

VISION: A workplace where all people feel welcomed, valued, and empowered

MISSION: We cultivate a collaborative, innovative environment that connects individuals and teams, promotes continuous improvement, and provides the resources needed for success.

VALUES: Trust and Making a Difference

WHAT ARE OTHERS SAYING ABOUT OCCUPATIONAL PROGRAMS?

Occupational Programs

"The Facilities Management Occupational Programs team plays a critical role in educating staff, improving workplace safety, and supporting overall employee well-being. The program ensures that all team members receive consistent training on hazard recognition, safe equipment use, emergency procedures, and OSHA compliance. They support employees by creating safer, healthier environments where employees feel protected, informed, and comfortable to speak up about any concerns. A strong safety culture is key for the workplace and therefore, should be accurately recognized and appreciated."

~ Robert Manz, Lead Plumber, Construction & Renovation Services

Registered Apprenticeship Program

"The Registered Apprenticeship Program at UVA has provided me with a clear path towards a stable career that I was searching for at a time when my future was uncertain. With the right attitude towards learning and personal development, any driven individual can succeed and thrive in this robust program. Besides the immense amount of technical and institutional knowledge acquired, I have also gained peace of mind that my future is secure and glowing with opportunities."

~ Marcus Klaton, Utilities Supervisor, Energy & Utilities

Occupational Health & Safety

"We really appreciate the support provided by OHS...Their expertise ensures our team has the proper procedures and equipment in place to work safely in a challenging environment."

~ Bryce Davis, HVAC Mechanic & Safety Committee Member, Zone 1 South, UVA Health Operations

Engagement

"The focus is on behavior and culture; the achievements are qualitative and long-range as they are a continual work in progress. The impact can be seen by comparing where we were to where we are, and the gain has truly been impressive."

~ Anonymously Submitted

Occupational Training

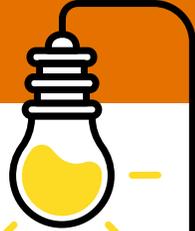
"I contacted Mark and the training team to help my team with their leadership role within C&RS. I felt like I had a few crew members not fully utilizing the team members they had working with them. After I went through the Supervisor Journey, I felt like there were things from class that my team could use that would help them become more productive and lead within the team instead of waiting to be led...I have seen a noticeable improvement within my team on their teamwork and leadership roles."

~ Christopher Morris, Licensed Trades Supervisor, Construction & Renovation Services

Facilities Management Registered Apprenticeship Program

Since 1982

Creating a sustainable pipeline of skilled trades workers



The Facilities Management Registered Apprenticeship Program was selected by the U.S. Department of Labor as an **APPRENTICESHIP AMBASSADOR**.



The Facilities Management Registered Apprenticeship Program is a hybrid competency-based apprenticeship program, meaning apprentices **MUST DEMONSTRATE COMPETENCY** to complete the program.



The Facilities Management Registered Apprenticeship Program **EXCEEDS STATE REQUIREMENTS** for apprenticeship programs.



The Facilities Management Registered Apprenticeship Program is a highly attractive program, with **184 QUALIFIED APPLICANTS** in the last hiring season.



The Facilities Management Registered Apprenticeship Program participates in **JOB FAIRS** hosted by organizations like UVA Pipelines and Pathways, Virginia Works, and local school districts. An internal job fair is also held every year.

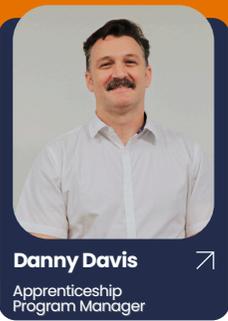


The Facilities Management Registered Apprenticeship Program hosted a panel discussion that included subject matter experts during **NATIONAL APPRENTICESHIP WEEK**.

The Facilities Management Registered Apprenticeship Program is a **COLLECTIVE SUCCESS**, made possible by FM's unified support. FM employees, along with on-the-job trainers, instructors, and leadership, actively promote and champion the program.

The Facilities Management Registered Apprenticeship Program creates a regenerative pipeline, filling gaps in the organization with skilled workers who learned the business and culture of FM along with their trade. This results in a strong, diverse workforce and a community of people who are truly invested in UVA for the long-term.

Learn more at apprenticeship.fm.virginia.edu



The Facilities Management Registered Apprenticeship Program

A program tailored to the needs of those enrolled and structured to set our apprentices up for success

“ I applied to be an apprentice because I was seeking a career shift and skills that would withstand our changing economy. What I gained from the program was much more profound. Developing my skills gave me a deep understanding of and appreciation for the infrastructure beneath our feet and in our buildings, which makes everyday life and activities safe, comfortable, and successful.
 ~ Ryan McCarthy, Student Affairs Facility Manager, Newcomb Hall (former apprentice)

Individually-Focused

Each apprentice benefits from an individualized education program, setting them up for individual success.

Competency and Time-Based Program

Our approach to training allows for flexibility so that apprentices are able to acquire the skills they need to successfully complete their learning.

Real-Life Learning

Field task verification forms are part of on-the-job training to assess field competencies and give our apprentices real-life application of learned skills.

Well-Resourced

The success of each apprentice is integral to our program. Therefore, the Facilities Management Registered Apprenticeship Program provides many resources beyond a salary. Apprentices have access to tutors, study sessions, language support, and other tools to help them along their way. Their combined classroom learning, coupled with on-the-job experience, helps them become skilled members of our workforce.

A Model for Other Programs

Our team collaborates and partners with other universities and organizations that are exploring the possibility of starting a Registered Apprenticeship Program. Organizations we've assisted and mentored include other institutions of higher education, K-12 schools, and state agencies.



Expert-Led, Results-Driven

Our instructors are experienced tradespeople in the field whose efforts are supported by those across all levels of leadership. Many instructors and on-the-job trainers are former apprentices themselves.

An Advisory Board comprised of Registered Apprenticeship Program team members and Zone Managers from across FM meet regularly to identify needs, provide perspective, and advance the program, making the Facilities Management Registered Apprenticeship Program the best it can be for our apprentices.



Building Support, Trust, and Empowerment

Supporting our employees and strengthening our community

At FM Occupational Programs, we believe that support, trust, and empowerment should be known and accessible to every FM employee. Since its launch in 2019, the FM Engagement Program has advocated these values through employee-led initiatives like Inclusive Excellence (2020-2024) and by fostering meaningful connections across FM, UVA, and communities throughout Virginia.

Our work is guided by FM's core values – Respect, Integrity, Stewardship, and Collaboration – and aligned with the mission and strategic plan of the University of Virginia. Together, we're building a culture where every employee feels valued and connected.

Empowering our team

The FM Language Program offers essential resources and support for interpretation, simultaneous interpretation, translation, and language learning. FM employees can easily request these services to enhance communication and connection in the workplace.



“Language courses have allowed me to communicate better, feel more empathy in my environment, and at the same time be more useful in my work. To anyone who feels the need for the English language, don't hesitate to learn it. It opens many doors.”

~ Jenny Nunez, Custodial Supervisor, Operations



“With this program, you understand quickly, and you don't feel shy to ask your teacher questions. You can also learn a lot in a short time.”

~ Mary Njogu, Custodian, Operations



Appreciating our team

Each fall, the FM Engagement Program – in partnership with our employee-led FM Event Team – proudly hosts the FM Appreciation Event. We believe every employee deserves opportunities to connect, collaborate, and feel genuinely appreciated. This annual gathering is a reflection of our commitment to fostering a supportive workplace culture.

Supporting mental health

Learn more about our engagement efforts or any of the programs mentioned.



Emily Douglas
Engagement Programs Manager



The FM Engagement Program, in collaboration with FM OHS and UVA's Faculty and Employee Assistance Program (FEAP), is committed to promoting mental health awareness across our workforce. From 2023-2024, the team delivered in-person presentations focused on mental health in the workplace - especially within the construction and trades industries.

Building on this foundation, the FM Engagement Program will continue supporting managers and supervisors through targeted initiatives into late 2025. We also proudly host Mental Health First Aid Training in partnership with Region 10. To date, over 120 FM employees have completed this nationally-recognized training, which remains valid for three years.

Extending into the community

In 2023, FM Occupational Programs was awarded a three-year Jefferson Trust Grant (2024-2027) to design and launch an innovative workforce development pipeline. This initiative begins with education and leads to successful job placements within the University and across local businesses and organizations.

So far, the FM Engagement Program has collaborated with FM employees and external partners – including Albemarle County Public Schools and the Boys & Girls Clubs of Central Virginia (Madison, Orange, Cherry, Albemarle, James River, and Southwood) – to introduce students to careers in the trades through hands-on experience both at FM and in their schools.

Each year, the FM Engagement Program also partners with Habitat for Humanity of Greater Charlottesville to host an annual Women Build event. Over the past three years, FM volunteers have contributed more than 800 hours to support the Southwood Habitat neighborhood.



Thank you so much for organizing today's Boys & Girls Club career chat at Facilities. We thought it was a resounding success and got great feedback from the kids.

~ Team Leader, Boys & Girls Clubs of Central Virginia



Thanks again for your tireless work to facilitate the in-person mental health awareness discussion for all of FM. You have done an excellent job with the presentation, and it feels so much more effective in person and with somewhat smaller groups. It would have been easy for you all to say you wanted to host one All-FM Zoom session, but you took the time and effort to do a lot of in-person sessions. The vulnerability shared by each of you sets a great tone for the rest of FM, and I appreciate that.

~ FM Employee



The FM Engagement Program collaborates with the Boys & Girls Clubs of Central Virginia (top and bottom right) and with Habitat for Humanity of Greater Charlottesville (bottom left).

Increasing the Overall Safety of Our Community



Bernie the Bee was created by the UVA Health Operations Safety Committee in February 2017 to help promote UVA FM-OHS safety.

The Occupational Health & Safety (OHS) team supports and facilitates a safe and healthful workplace for FM employees, contractors, and staff through an approach that emphasizes prevention through design, hazard recognition and control, training, collaboration, and outreach. Focused on safety, OHS is proactive in its approach to deliver training and higher education, comprehensive program development, and full employee engagement in the safety and health program.

Working Together on Safety



Jamie Watkins

Occupational Health & Safety Supervisor

Our goal is to make UVA Facilities Management the safest place to work in higher education. There's a place for everyone in that effort.

Electrical Safety Focus Group

OHS convened a team of electrical subject matter experts from all departments across FM to update the FM OHS written Electrical Safety Program (ESP) to reflect the current National Fire Protection Association's standard. Members of the team included front-line workers to assistant directors.

Safety Star Improvements

SysAid, an internal request platform, is now being used to submit Safety Star nominations, allowing FM employees easier access to recognize their peers.

Tracking Safety Concerns

SysAid is now being used to submit safety concerns. This allows for more timely notification and response by the OHS team. This system increases efficiency and the ability to track reports.

Collaborating and Communicating

- The UVA Health Operations Safety Committee increased engagement with both their zones and OHS and OT (Occupational Training).
- The Electrical Safety Focus Group addresses electrical safety across Grounds.
- The Roof Safety Focus Group trains employees on roof safety regulations, identifies high-hazard roofs, and conducts surveys to implement corrective actions.



I have been partnering with the OHS team on a regular basis for the past three years. The OHS team consistently provides prompt and value-added support to me on every occasion. As chairman of the FM safety committees, I count on them to support me and the entirety of the UVA FM staff. They are doing an outstanding job.

~ Mike Skrivan, CEFP
North Grounds Zone Maintenance Coordinator,
Operations

Impacting the Workplace for Everyone

TRAIN

OHS facilitated specialty training, helping various teams meet their unique training needs. **Examples:** scaffold training for McCormick Zone Maintenance team projects, vendor-specific training for UVA Health Operations on Spartan Sewer machine, ladder safety training for custodial supervisors.

REVIEW

OHS completed safety plan reviews for various departments. **Examples:** safety plan for cell tower removal, decommissioning concerns in labs, confined space entry.

INSPECT

OHS completed site/workplace inspections to identify and address safety concerns/issues. **Examples:** inspections and safe work access for FM's tradespeople working on the Hasley Hall renovations.

IMPROVE

OHS completed safety-related recommendations for various teams **Examples:** safe construction means & methods, appropriate safety equipment, corrective actions for unsafe conditions.

“Supervisors have come back from the individual trainings with their crews, saying that it was good for everyone to hear the same thing. Going through incident scenarios during the trainings seemed to have the biggest impact, so they could see how it's done step by step.”

~ Robert Kuykendall, Landscape Manager, Operations



Anticipating, recognizing, evaluating, and controlling workplace conditions.

A Focus on Industrial Hygiene

Regular sampling of the environment and the workers provides accurate data so that OHS can identify potential health hazard exposure to UVA FM employees. The team can then implement controls to limit or eliminate the hazard. For example:

- FM employees who are exposed to loud noise (85 dBA and above) become participants in the FM Hearing Conservation Program, with annual audiometric testing. There are 255 FM employees who are in FM Hearing Conservation Program.
- Precautionary measures are implemented for employees who may be exposed to heat stress. Heat stress sampling allows us to identify a need for these precautions.
- Air sampling identifies situations in which employees may potentially be exposed to airborne contaminants close to the OSHA permissible exposure limit. These 150 identified employees participate in the FM Respiratory Protection Program.



Jamie Watkins
Occupational Health & Safety Supervisor



Narges Sinaki
Industrial Hygiene Specialist



Sarah Simpkins
Occupational Health & Safety Technician

Members of the OHS Team are happy to answer questions you have about safety-related opportunities for staff.

Occupational Training Programs

Providing the training our FM team members need to be successful



From onboarding to professional development, the Occupational Training (OT) team consistently enhances employees' skills and knowledge by scaffolding learning through in-person and online opportunities. With a focus on the FM community, training is provided for individuals in all phases of their career journey.

LEARNING JOURNEY FOR SUPERVISORS

(Supervisor Journey) provides our leaders with the skills and competencies applicable in today's workplace. Three cohorts completed the Supervisor Journey in 2024, while one additional cohort began.

LUNCH & LEARN SESSIONS are available for frontline employees, managers, and individual contributors. Topics ranged from the use of Generative AI at UVA to career pathing and goal setting. By utilizing Microsoft Teams Live, synchronous sessions were available to employees across Grounds. In addition, each session was recorded and uploaded to the UVA FM YouTube channel for later access.

TEAM TRAINING focuses on a variety of subjects. Multiple workshops and smaller classes geared toward frontline users were offered that focused on the real-world challenges faced in the field.

ONLINE LEARNING MODULES are available in Workday, with new modules continually added. These online learning opportunities allow users to complete required training from their workspace, making training more convenient. Features like closed captioning and alt text ensure we are meeting industry standards and making content more accessible.

“ We were looking for tools to enhance communication skills within our group. The OT Team was instrumental in reviewing our needs and providing options to enhance the skills within the team. The presentation of the class was informative and well-received...In just a short time, the tools provided to the team have made a noticeable impact on the day-to-day operations.

~ Anonymously Submitted ”

Training Designed to Meet the Needs of Our Teams

From apprenticeship to leadership, our training programs are designed to teach skills-based competencies for every employee, providing them with the knowledge and application practice they need to be successful.



Evaluation is a continual part of improving our training programs. Here's what our employees said about the training provided to them:

Results reported are from evaluation surveys completed by employees at the end of training.

95%

Participants who rated training **Outstanding, Exceeds Expectations, or Meets Expectations.**

98%

Participants who would recommend training to a colleague.

▶ "Occupational Training makes learning feel **less like a chore and more like a conversation.**"

“

Joining the Supervisor Journey was a valuable experience that deepened my understanding of how our Facilities Management department operates as a whole...A highlight of the experience was connecting with other supervisors from across Facilities Management. I enjoyed sharing ideas, learning from each other, and building meaningful relationships that continue to support my team's work every day. It was a great opportunity to lead, grow, and connect.

~ Abby Tanner, Assistant Director for Project Management, Capital Construction & Renovations

Learning Journey for Supervisors (Supervisor Journey)

Training and development are not just for mid- or entry-level workers. Our Supervisor Journey Program engages leaders in professional development focused on the knowledge and confidence they need to succeed in their roles. Topics include:

- **Human Resources Overview:** introduces the resources provided by HR and looks at relevant policies.
- **Facilities Management Process Overview:** designed to give a broad understanding of the many processes in Facilities Management that may impact supervisors and their teams.
- **Digital Skills - Software and Apps:** designed to help supervisors maximize the tools available.
- **People Management:** designed to provide practical tips for successfully managing people.
- **Personal Development (SELF):** promotes self-awareness, instills trust, and manages ambiguity.
- **Results:** designed to help manage execution and a focus on performance.

”



Looking Ahead

As the Occupational Programs team looks ahead, we are committed to maintaining excellent standards in our work and to furthering our commitment to **support, engage, train, and collaborate** with our employees and our community.



ISO: A Decade of Progress, A Future of Excellence

Nearly 10 years ago, Occupational Programs applied the framework of the internationally recognized International Organization for Standardization (ISO) for quality management systems, consistently providing services that meet our customers' needs and regulatory requirements. ISO provides a framework for businesses to improve their performance, meet customer expectations, and demonstrate their commitment to quality and to a safe and healthy workplace.

As we look ahead, our efforts are focused on further improving our ability to serve our customers and create a workplace that is safe, engaging, and supportive for long-term success.

Registered Apprenticeship Program

Focus: Resource development for on-the-job trainers.

Engagement

Focus: Further increase mental health awareness among FM employees; enhance the FM appreciation event; continue to work with community organizations like the Boys & Girls Clubs of Central Virginia to help students explore trades careers with local contractors.

Occupational Training

Focus: Implement Phase Two of Supervisor Journey and deliver specialized/customized team trainings to FM teams.

Occupational Health & Safety

Focus: Enhance the work of our safety committees through specialized training for our committee chairs; host a "Safety Committee Symposium," an event for all safety committee members that celebrates their efforts and motivates members through engaging and motivational topics; develop a method/schedule to significantly increase industrial hygiene sampling across all departments across Grounds in 2026.

Team Achievements Support Future OP Success

- Occupational Health & Safety Trainer **Bobby Putrino** was certified by OSHA as an OSHA Outreach Instructor for General Industry.
- **Members of the OP team** completed Mental Health First Aid Training. Additionally, Engagement Programs Manager **Emily Douglas** completed the SHRM Mental Health Ally Certificate.
- OP Coordinator **Charlotte Endres** became a Certified Professional in Accessibility Core Competencies (CPACC).
- **Narges Sinaki** was promoted to Industrial Hygiene Specialist.
- **Jamie Watkins** was promoted to Occupational Health & Safety Supervisor and completed the UVA Edge Program.
- Occupational Health & Safety Technician **Sarah Simpkins** completed the OSHA Safety and Health Fundamentals for General Industry Certificate and the ISO 9001-2015 overview course.
- **Julie Thomas** was promoted to Assistant Director of Occupational Training.
- Director **Laura Duckworth** earned her Ed.D.



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