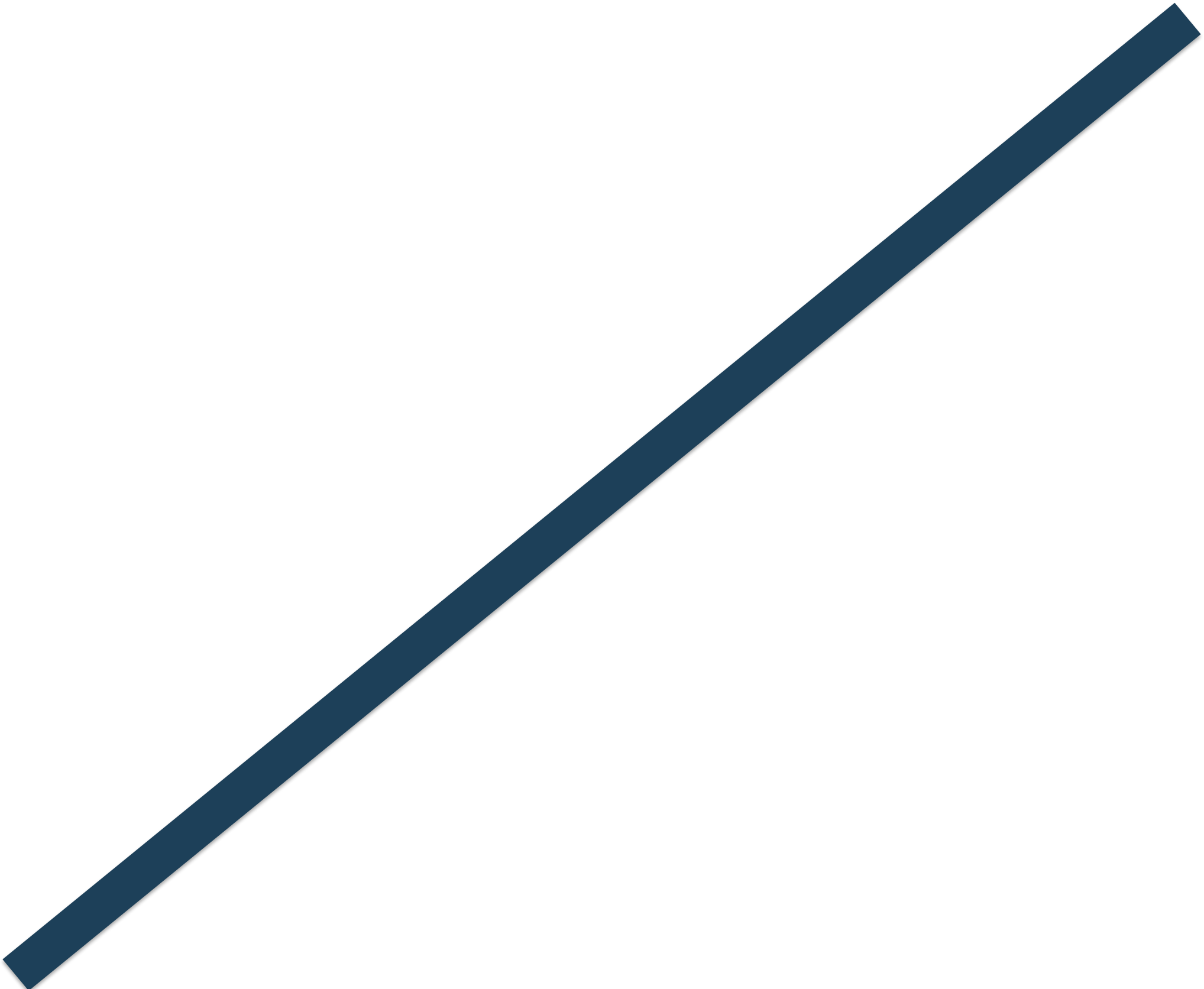




**The Maintenance Talent Pipeline
Creating Career Pathways That Work**

Presented by: Trevino Gresham & Tatiana Dwight

Speaker Disclaimer

- Information shared reflects our experience and practices and is intended for general educational purposes.
 - This does not replace, supersede, or modify company-specific policies, training, safety procedures, or best practices.
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The Maintenance Talent Challenge

- **Aging workforce**
- **Increased competition for skilled trades**
- **Limited awareness of multifamily maintenance careers**
- **Rising expectations from residents**
- **Background-check barriers**
- **High turnover in entry-level positions**

Why Are We Losing Maintenance Talent

- Higher pay by competitive management companies
- Inconsistent communication
- Employees do not always feel appreciated or included
- Leaving for HVAC companies
- On-call burnout

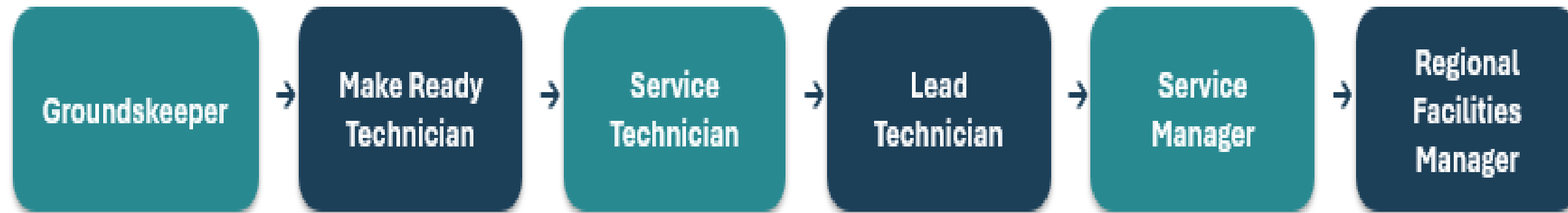
Rethinking The Pipeline

- **Stop asking: “Where do we find the perfect maintenance candidate?”**
- **Start asking: “How do we build the perfect maintenance candidate?”**
- **Develop technical, customer-service, computer, property-management and leadership skills over time.**

Questions Leaders Should Ask

- **What does success look like at 90 days?**
- **What skills are needed to advance?**
- **What certifications should they pursue?**
- **What must someone demonstrate before becoming a Lead?**
- **What leadership skills are required to become a Supervisor?**
- **How do we support highly skilled technicians who do not want to manage?**

The Maintenance Career Pathway



Career progression should be visible, achievable, and supported by training and mentoring.

Where Do We Find The Next Generation

- High schools, technical colleges and trade schools
 - Internship programs and job shadowing
 - Employee referrals
 - Military veterans and veterans career fairs
 - Career changers
 - Entryway Partnership and local technical programs
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Build Better Entry Points

- **Hire for attitude and aptitude**
- **Train for technical skills**
- **Use apprentice-style programs**
- **Create structured onboarding**
- **Great technicians are often developed, not discovered**

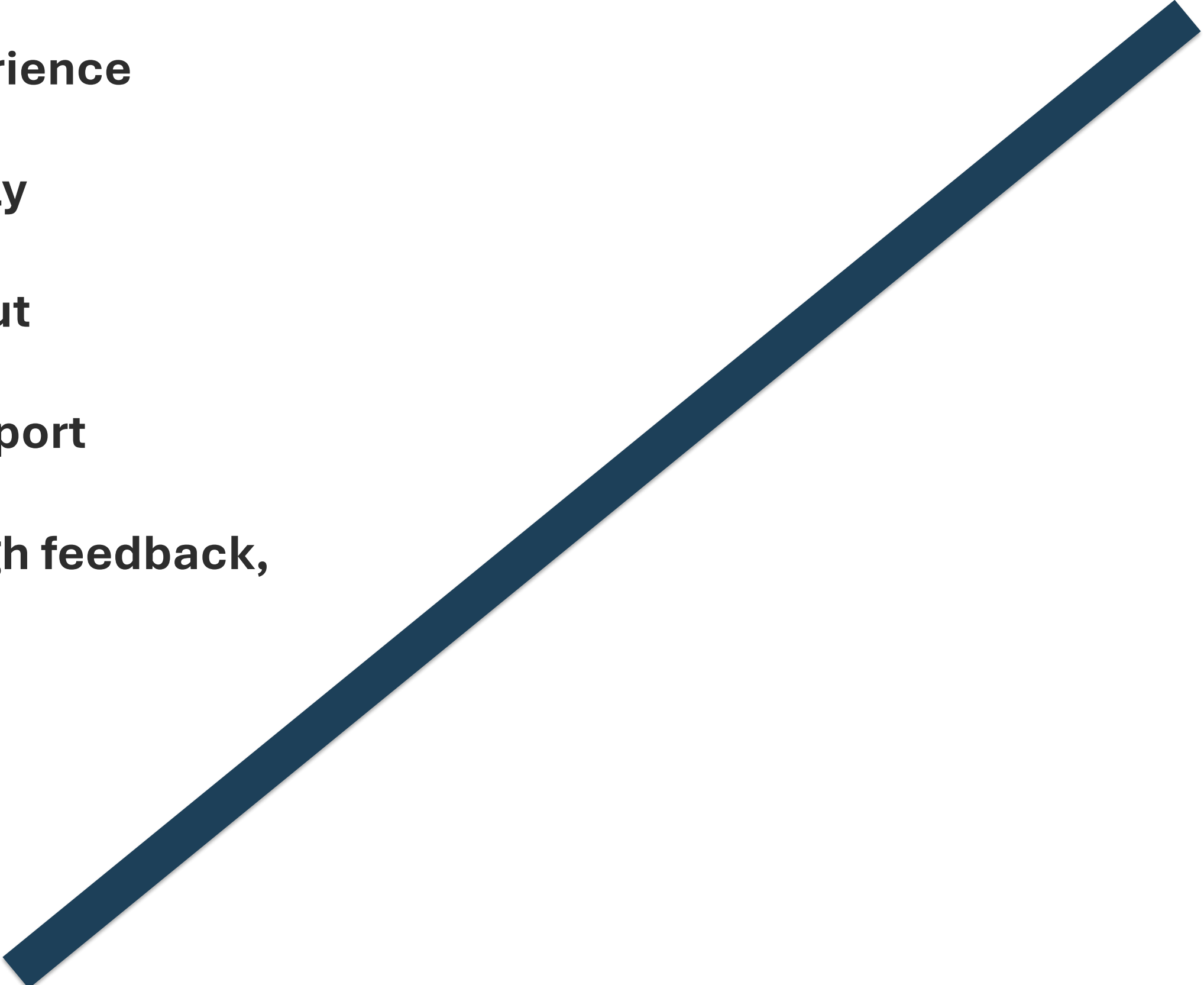
Develop The People You Already Have

- EPA and CPO certifications
- Safety and vendor-led product training
- Online learning programs
- Cross-training opportunities
- Pair new technicians with experienced mentors
- Establish 30-60-90-day development plans

Retention Is the Real Growth Strategy

- **Recognition**
- **Work-life integration**
- **Quality leadership**
- **Career advancement**
- **Fair workload**
- **Continuous learning**

What Retention Looks Like in Practice

- **Create a welcoming onboarding experience**
 - **Communicate clearly and consistently**
 - **Delegate work fairly to prevent burnout**
 - **Encourage teamwork and mutual support**
 - **Recognize strong performance through feedback,
appreciation and incentives**
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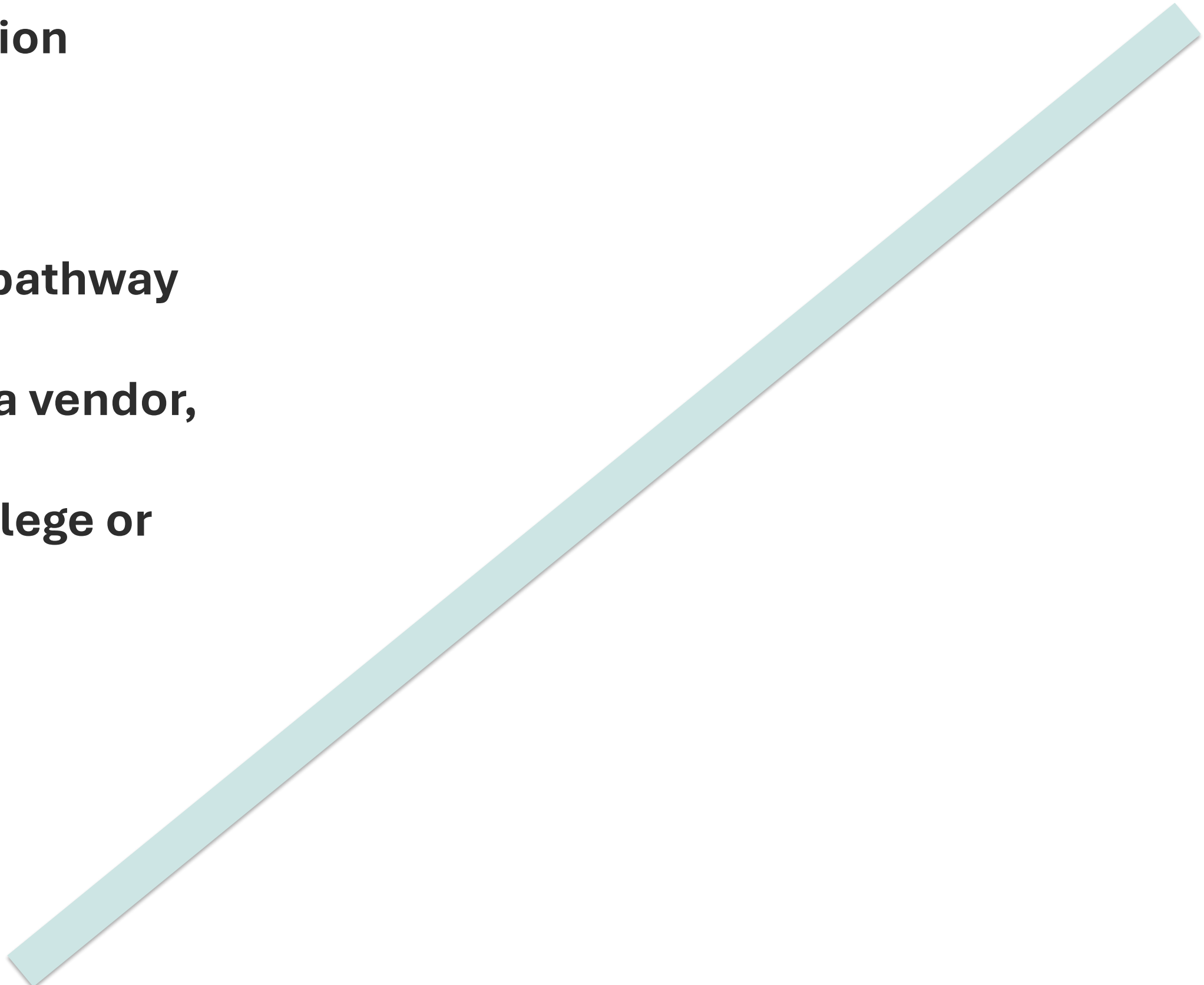
Vendors Can Help Build the Pipeline

- **Product training — HD Supply / Chadwell Supply**
- **Entryway Program**
- **Certification opportunities**
- **Technical demonstrations**
- **Industry exposure**
- **Networking**
- **Your local apartment association**

What Has Worked for Us

- **Challenge**
- **Action Taken**
- **Results Observed**
- **Lessons Learned**
- **Technician development and cross-training**
- **Internal promotion success stories and recruiting partnerships**

Three Actions You Can Take Tomorrow

- **Evaluate your onboarding & recognition programs**
 - **Build a written maintenance career pathway**
 - **Create one new talent pipeline with a vendor, school, trade program, technical college or workforce organization**
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Closing Message

The future of maintenance will not be solved by simply posting more jobs.

We have to build people, create visible career paths, invest in development, and give our teams a reason to stay.

Thank You!