



The Facility Maintenance Career Academy: Portfolio

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The Facility Maintenance Career Academy: An Overview

Mission

Our mission is to provide all park facility management employees with avenues for personal and professional growth opportunities. The Academy is dedicated to the retention of employees and providing the best-qualified personnel to carry out the missions of their units and the National Park Service.

Vision

Our vision is to provide long-term, sustainable training and workforce development for the employees of the National Park Service park facility management employees.

The Need

The maintenance career field accounts for over 27% of the National Park Service's total workforce. Currently there is not a clearly defined career path available to the 3,000+ permanent trade workers, which will significantly affect park operations overall, as over half of the maintenance field's facility managers are eligible for retirement in the next four years (*NPS Briefing Statement 9/11/2009 – S. Hastings*). In order to fill these positions internally, career development opportunities must be established and accessible to all maintenance employees.

Academy Goals

The overall goal of this project was to develop a conceptual framework for the Facility Maintenance Career Academy (FMCA) as well as a competency model framework website that allows for self-development. The FMCA will provide access to a career development process that can be used for all maintenance employees and will highlight pathways for promotion and career enrichment.

Audience

The Academy was designed with the following audiences in mind:

- National Park Service employees new to the maintenance field.
- Current National Park Service maintenance employees.
- National Park Service employees seeking a career field change to maintenance.

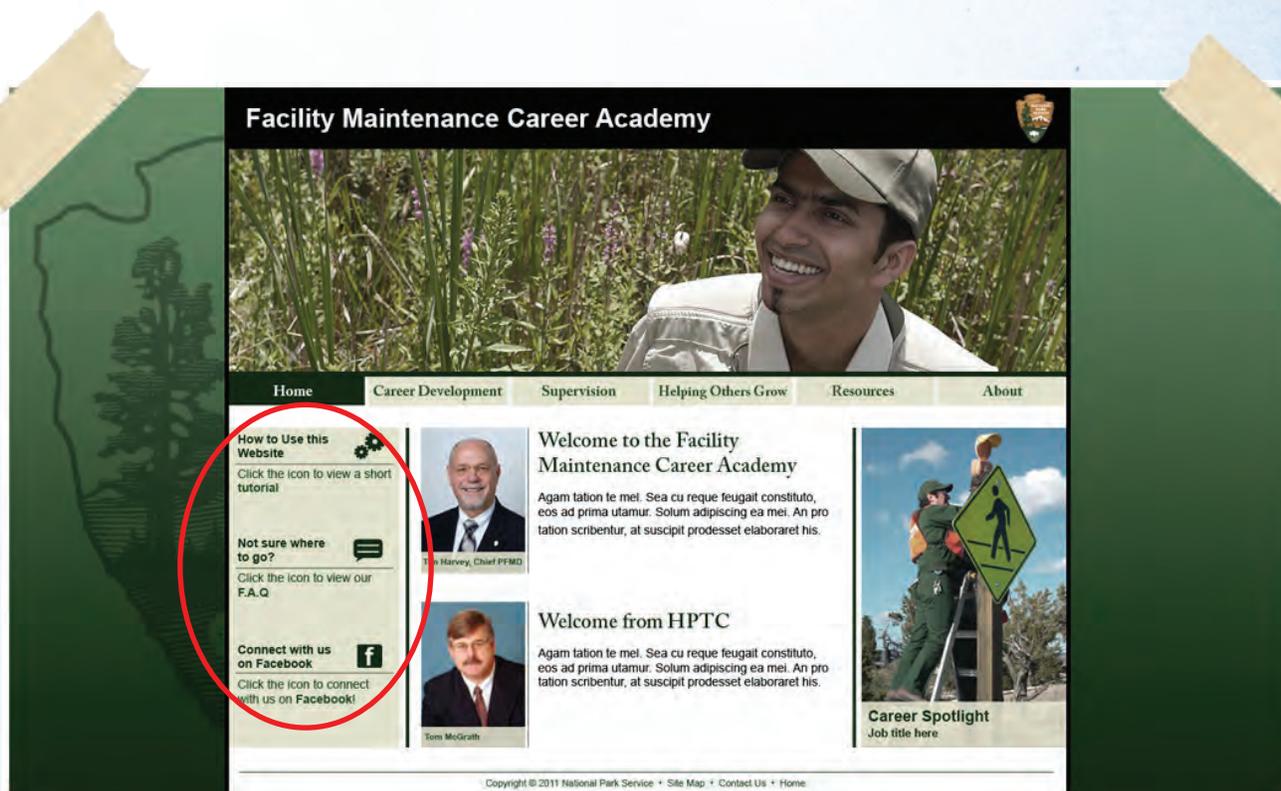
Each of these audiences has unique needs which are categorized below:

- Career advancement: Users wanting to advance their careers may want to learn about opportunities and training available to help them move forward in a career path. These users may be new to the NPS or may be unsatisfied with their current position.
- Career enhancement: Users seeking career enhancement may want to learn about how they can gain new skills and give back to the profession. These users are satisfied with their current position but are looking for opportunities for personal and professional fulfillment.
- General information: Users exploring the Academy for general information may have questions about the maintenance field but are not sure about a career plan. These users may include newer maintenance employees and non-maintenance employees looking for a career change.

Welcome to the Facility Maintenance Career Academy

The Academy uses a variety of media to share information. Users will have opportunities to view videos, hear audio clips, and use Facebook to connect with fellow maintenance employees. This structure is practical in the sense that content can be easily updated and rotated, creating interest for site users.

The FMCA design allows users either to follow the natural flow of the website or move from section to section based on their information needs. The FMCA is organized into five categories: *Career Development*, *Supervision*, *Helping Others Grow*, *Resources*, and *About*. Each category has a number of sub-pages that focus on several topics, from setting career goals to finding a mentor. The following renderings reflect a sample of the website.



Career Development

The *Career Development* section highlights the five steps of development:

- Exploring Careers in Maintenance
- Assessing Your Skills
- Creating Your Plan
- Executing Your Plan
- Sharing Your Skills

In each step, users retrieve information to help them create and execute a career plan. This career development process is versatile and can be used by both new and experienced employees, regardless of career area.

Facility Maintenance Career Academy

Home | **Career Development** | Supervision | Helping Others Grow | Resources | About

Steps of Development

- Step 1: Exploring Careers in Maintenance
- Step 2: Assessing Your Skills
- Step 3: Creating Your Plan
- Step 4: Executing Your Plan
- Step 5: Sharing Your Skills

Welcome to Career Development

- What is career development?
- Requires personal initiative
- Should have your SA and IDP ready (link to main portal)
- Broad overview of steps

Video
Why is career development important?

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To ensure that NPS maintenance employees have the skills necessary to meet the Service's mission, the *Career Development* section relies on competencies to guide the process. For example, in the first step, *Exploring Careers in Maintenance*, users will have a chance to explore maintenance career opportunities.

Facility Maintenance Career Academy

Home | **Career Development** | Supervision | Helping Others Grow | Resources | About

Steps of Development

- Step 1: Exploring Careers in Maintenance
 - Career Path Model
 - Jobs
- Step 2: Assessing Your Skills
- Step 3: Creating Your Plan
- Step 4: Executing Your Plan
- Step 5: Sharing Your Skills

Step 1: Exploring Careers in Maintenance

Explanation of Step 1

- Why is this step important?
- What's included in this step, Career Path
 - Job Descriptions
 - Competencies
- How to use this information.

Slide show of various maintenance occupations

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Users will have access to position descriptions as well as to competencies associated with the position. This gives users an accurate picture of what the position entails and sets them up to assess their own skills and to create a career plan.

MNT -- Engineering Equipment Operating Competencies

(revised 03-28-2009)

This Matrix is a one-stage snapshot of all the competencies associated with this Learning Category or Competency Group. To review the competency descriptions, jobs, and task statements associated with these competencies, use this [link](#).

		Advanced-Level Competencies	
		Full Level Competencies	NPS OPM
Intermediate Level Competencies	NPS	1 Instructs Others 2 Heavy Mobile Equipment Maintenance	→
	OPM	1 Decision Making 2 Planning and Evaluating	→
Entry Level Competencies	NPS	1 Schedules 2 Reporting/Record Keeping 3 Tool/Equipment, Operation & Maintenance 4 Blueprints/Schematics 5 Materials/Parts Related to Trade 6 Vehicle Maintenance	→
	OPM	1 Road Work and Pavement	→
Entry Level Competencies	NPS	1 Safety/Loss Control 2 Vocational Math Common to Trade 3 Engineering Equipment Operating 4 Vehicle Operating	→
	OPM	1 Depth Perception 2 Eye-Hand Coordination 3 Spatial Orientation 4 Peripheral Vision 5 Learning	→
NPS Universal Competencies 1 Mission Comprehension 3 NPS Operations 5 Resource Stewardship 7 Communication Skills 8 Individual Development & Planning 2 Agency Orientation 4 Fundamental Values 6 Problem-Solving Skills			
OPM Basic Competencies 1 Integrity/Honesty 3 Agility 5 Reading 7 Teamwork 2 Self-Management 4 Attention to Detail 6 Interpersonal Skills 8 Stamina 9 Technical Problem Solving			

STANDARD POSITION DESCRIPTION NATIONAL PARK SERVICE ENGINEERING EQUIPMENT OPERATOR WG-5716-08

LOCATION:

Position is located in a National Park Service Unit. The primary purpose of the position is to operate and maintain diesel-powered heavy equipment.

FUNCTIONS:

A variety of work that involves the operation of gasoline and diesel-powered heavy equipment such as the use of a five-yard dump truck, road grader and end loader. Operates and maintains road grader and end loader used to grade and ditch generally flat road and ditch surfaces where grading to stake is required. Operates end loader in the process of moving dirt and materials, plowing snow and filling truck.

As users progress through the career development process, they will gain a better understanding of the opportunities available and how to achieve their career goals.

Supervision

As previously mentioned, current maintenance employees were identified as a key audience. These users may be looking to enhance their career in a number of ways. They may want to take on a leadership role or may be looking to improve their supervision skills. The Supervision section is designed to help employees transition to the role of supervisor, as well as to help the current supervisor sharpen his or her skills.

Facility Maintenance Career Academy



Home Career Development **Supervision** Helping Others Grow Resources About

Supervision

Want to Be a Supervisor?
You're a Supervisor, Now What?

What is Supervision?

- Marriage of management and supervision of employees
- Responsibilities



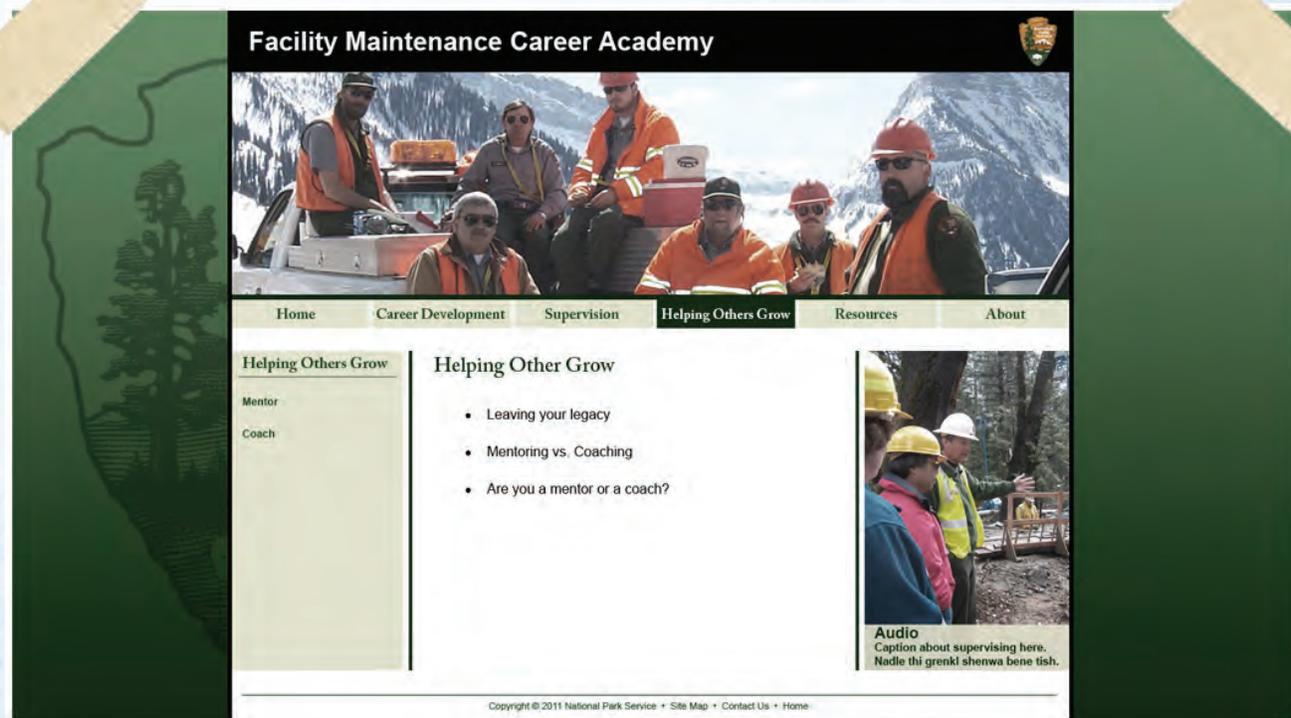
Caption about supervising here.
Nadle thi grenki shenwa bene tish.

Before taking on a new position, it is important to learn about duties and responsibilities associated with it. On the *You Want to Be a Supervisor* page, users will learn about the role of a supervisor, as well as the skills needed to become one. But most importantly it prompts users to think about whether they are suited for a supervisory position.

In addition to recruiting new supervisors, the *Supervision* section also provides resources for current supervisors. On the *You're a Supervisor, Now What?* page, current supervisors can find information on how to become more effective. Resources could include ways to enrich employees and coffee break trainings, as well as supervision, management, and leadership training opportunities for supervisors.

Helping Others Grow

Career and personal enrichment come in a variety of forms. For this reason, the *Helping Others Grow* section was established. This section provides experienced employees an opportunity to give back to the profession through coaching and mentoring. Interested parties can register through the Academy and will be paired with a Protégé. Coaches and mentors will be able to connect with each other via Facebook. This provides an outlet for coaches and mentors to reflect on their experiences and also to learn different coaching and mentoring techniques.

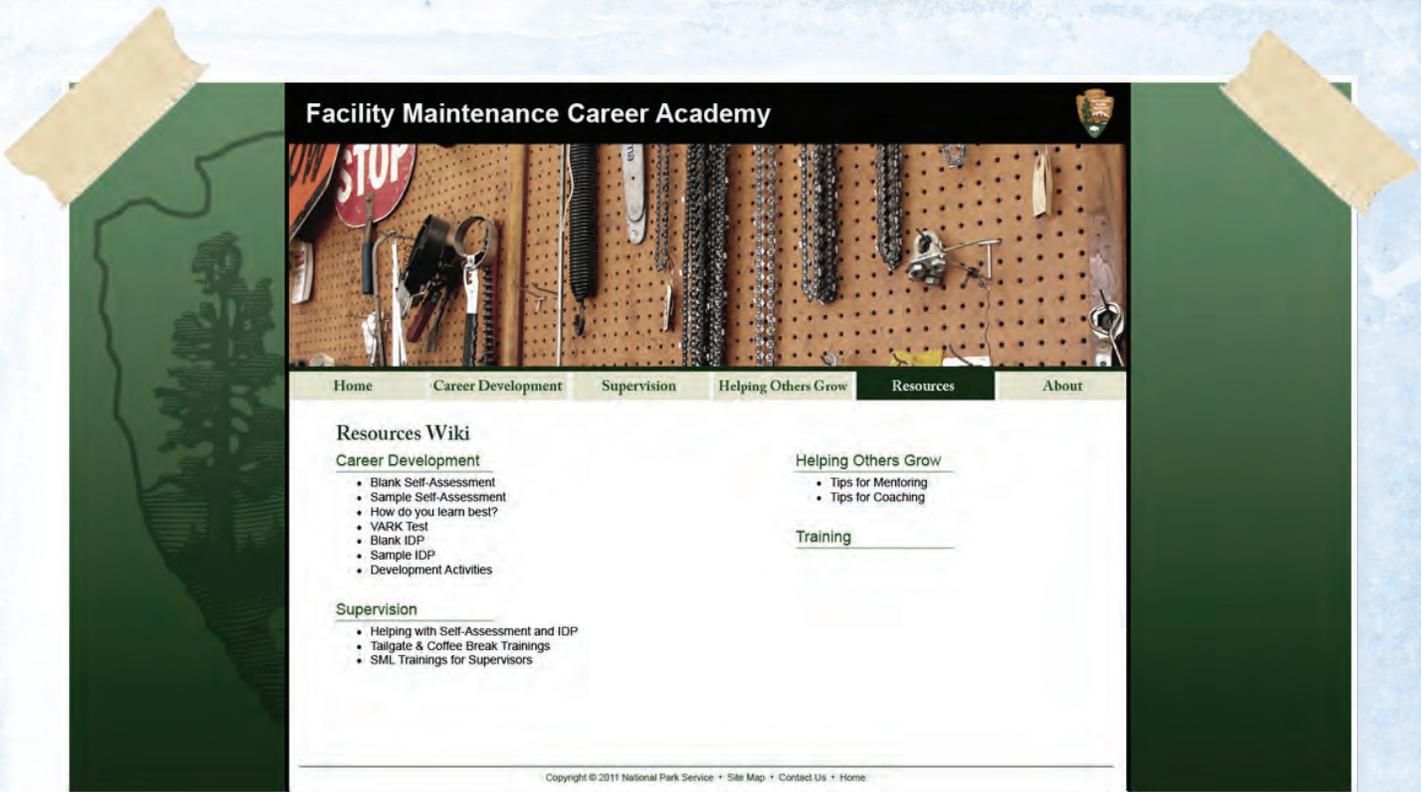


The screenshot displays the 'Facility Maintenance Career Academy' website. The main navigation bar includes 'Home', 'Career Development', 'Supervision', 'Helping Others Grow' (which is highlighted), 'Resources', and 'About'. Below the navigation bar, the 'Helping Others Grow' section is active, featuring a sidebar with 'Mentor' and 'Coach' options. The main content area lists three bullet points: 'Leaving your legacy', 'Mentoring vs. Coaching', and 'Are you a mentor or a coach?'. A small image of workers in safety gear is shown with an 'Audio' caption: 'Caption about supervising here. Nadle thi grenki shenwa bene tish.' The footer contains the text: 'Copyright © 2011 National Park Service • Site Map • Contact Us • Home'.

The coaching and mentoring programs have a number of benefits. Not only do they provide opportunities for professional networking, they also provide individual guidance that can prove invaluable in one's career.

Resources

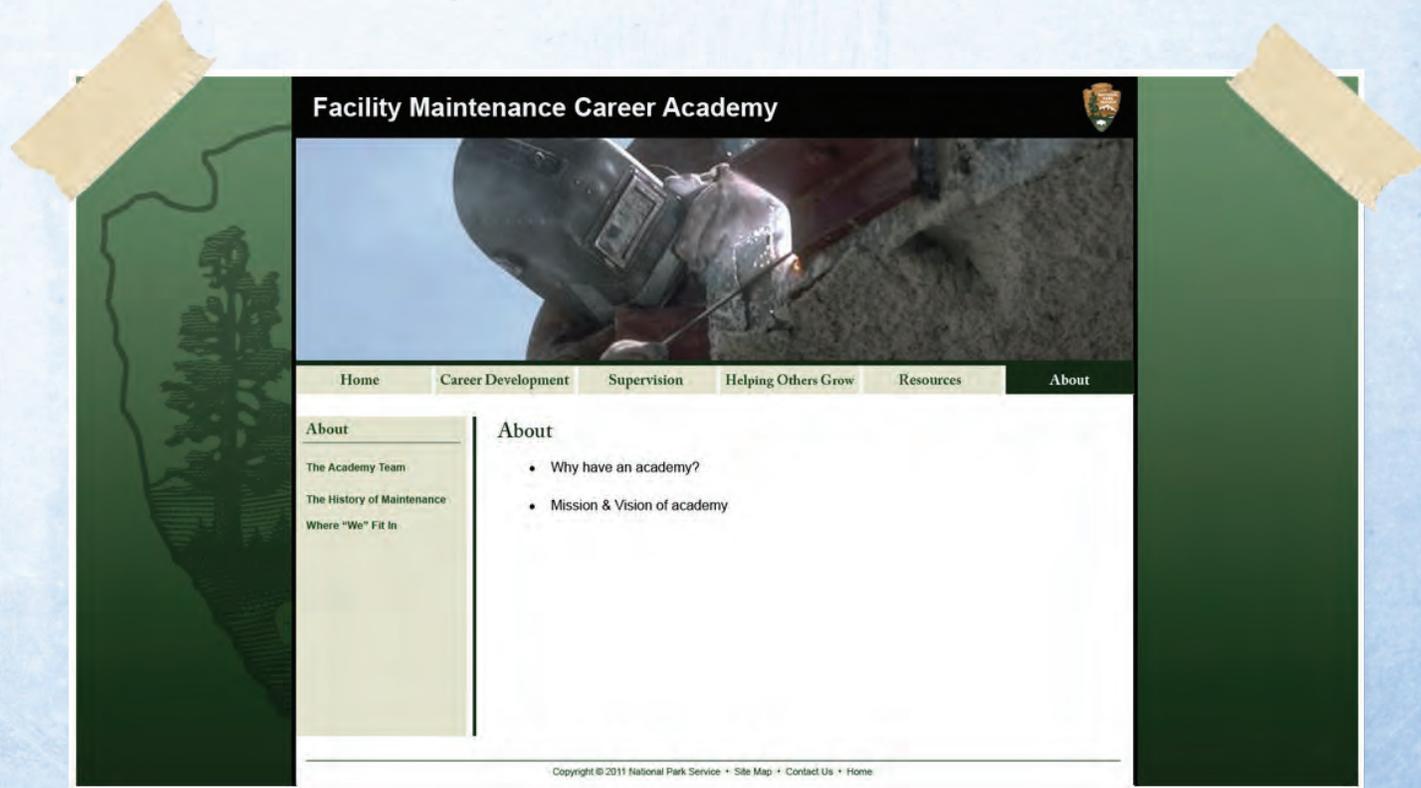
A number of resource links and documents are contained in the FMCA. While they can be accessed throughout the Academy, the *Resources* page is a central repository for all links and documents. Unlike the rest of the FMCA, the *Resources* section is a wiki, allowing for easy editing by the Learning and Development team.



Learning is a key component of the FMCA. As users progress through the Academy, they should have a list of the areas in which they need to improve. The *Resources* page houses a link to DOI Learn, where users can register for training, and the FMCA also encourages users to investigate additional training opportunities in nearby communities.

About

To learn more about the Academy and maintenance in the NPS, users can turn to the *About* section. In this section, users can read about the mission and vision of the Academy, as well as the place of the Park Facility Management Division in the National Park Service.



Concluding Remarks

The FMCA was designed to allow for growth, as needed by the field and as resources are available. For example, cursory content may be loaded onto the *Helping Others Grow* page, and additional content can be added as the need arises.

Additionally, the current website wireframe allows for easy manipulation before going to actual website development, which may require significant modification based on subject matter expert feedback. This portfolio should help to guide users through the review and comment process.