

MAINTENANCE PARTNER™

THE MAGAZINE FOR
MULTIFAMILY MAINTENANCE LEADERS

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SOLVING THE MULTIFAMILY MAINTENANCE STAFFING SHORTAGE

THE CAPACITY GAP • PAGE 7

See the demand. Stabilize the system.
Add the right capacity. Lock in what works.

KEEP THE PROPERTY MOVING

PUBLISHED BY CAREER SOLUTIONS



Built for the people who keep properties moving.

Maintenance Partner™ is an independent editorial publication of Career Solutions for multifamily maintenance and property operations leaders. Every issue turns workforce and operating pressure into practical questions, tools, and decisions teams can use.

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Solving the Multifamily Maintenance Staffing Shortage

THE CAPACITY GAP · 7-12 — A field guide for recognizing when workload has moved beyond the team's sustainable capacity—and for deciding what to stabilize, add, and protect.

OPERATOR PLAYBOOK · 13-14 — The Maintenance Capacity Scorecard: a one-page weekly diagnostic for demand, flow, people, and risk.

TURN READINESS · 15-16 — A faster turn is a planned turn. Use a six-stage path from notice to verified release.

RECRUITING PIPELINE · 17-18 — Build a repeatable path from approved opening to accepted offer.

RETENTION SYSTEM · 19-20 — Retention begins before day one and becomes visible in the first 30 days.

SAFETY UNDER PRESSURE · 21-22 — Keep heat, fatigue, and rushed-work controls in place when staffing is thin.

PREVENTIVE MAINTENANCE · 23-24 — Protect high-consequence preventive work and classify the rest deliberately.

FLEXIBLE STAFFING · 25-26 — Prepare the worksite so temporary or supplemental talent can contribute safely on the first shift.

LEADERSHIP · 27-28 — Set priorities, run a ten-minute huddle, and close the loop on handoffs.

TOOLS · 29-33 — Staffing Capacity Worksheet, First 30 Days guide, and Resource Desk.

NEXT ISSUE + SOURCES · 34-35 — Building the Maintenance Talent Pipeline; methodology and references.

FIELD NOTE

Start with the issue map.



PAGE 4

The Work Behind Better-Run Properties



Maintenance teams do work residents notice immediately and work they may never see: restoring a home between move-outs, responding to an urgent leak, protecting equipment through preventive care, and keeping a community safe and presentable every day.

The staffing shortage makes that work harder. An open position rarely stays contained inside one job description. It changes the on-call rotation, delays planned work, increases the number of handoffs, and forces leaders to make tradeoffs with incomplete information.

Maintenance Partner was created to make those decisions more manageable. This first issue is not a collection of slogans or a promise that one tactic will solve every staffing problem. It is a practical operating guide: how to recognize a capacity gap, organize the work, strengthen recruiting and onboarding, protect safety, and use flexible staffing responsibly when the workload requires it.

Our purpose is simple: respect the people doing the work and give property leaders tools they can use on Monday morning. We hope you mark up these pages, copy the worksheets, and bring the questions into your next team meeting.

Thank you for the work you do for residents, teams, and communities. — Jackie Collins, Publisher, Maintenance Partner | Career Solutions

FIELD NOTE

Built for the people who keep properties moving.

PAGE 5

The shortage is a capacity problem—not only a hiring problem



A vacant role is visible. The less visible effects are the work orders that age, the turns that lose sequence, the preventive tasks that slide, the supervisor time absorbed by emergency coordination, and the experienced technicians who carry a larger on-call load.

National context: the U.S. Bureau of Labor Statistics reports 1,629,700 general maintenance and repair worker jobs in 2024, projects 4% employment growth from 2024 to 2034, and estimates about 159,800 openings each year over the decade. The occupation explicitly includes work in apartment complexes. These figures describe a broad national labor market—not Utah multifamily alone—but they help explain why reliable maintenance talent is contested across industries.

This issue moves from diagnosis to action. First, see demand and constraints. Then stabilize flow. Add capacity only where the evidence points. Finally, lock in the practices that prevent the same gap from reopening.

FIELD NOTE

A capacity gap may be less visible than a vacancy.

Six signs the system needs attention

1. **WORK-ORDER AGE IS RISING.** Total count can stay flat while older requests accumulate. Review age bands and resident-impacting categories.
2. **TURNS MISS READY DATES.** Track where sequence breaks: scope, parts, vendor, access, quality check, or release.
3. **PREVENTIVE WORK IS REPEATEDLY DEFERRED.** A deliberate one-time deferral is different from a pattern with no recovery date.
4. **ON-CALL LOAD IS CONCENTRATED.** A smaller rotation increases fatigue exposure and reduces recovery time.
5. **SUPERVISORS ARE PERMANENTLY IN THE TOOLS.** Leaders may need to help, but chronic substitution removes planning, coaching, and quality control.
6. **CALLBACKS AND REWORK INCREASE.** Speed without verification can create more demand than it resolves.

One signal is a prompt to look closer. Several moving together are evidence of a system-level capacity gap.



FIELD NOTE

Watch the system before service slips.

When the work no longer fits the available system



A maintenance capacity gap exists when required work exceeds the team's safe, reliable ability to complete it within the needed time. Headcount matters, but capacity is also shaped by skill mix, parts availability, access, work sequencing, travel, tools, information, supervision, and the amount of rework the system creates.

This definition changes the first question. Instead of asking only, 'How many people are we short?' ask, 'What work is not moving, why is it not moving, and what capacity would change that?' The answer may be another technician. It may also be a clearer turn board, pre-staged parts, fewer approval delays, a protected preventive-maintenance block, or better first-day preparation for supplemental labor.

The goal is not maximum utilization. A team scheduled at its theoretical limit has no room for emergencies, resident access changes, vendor delays, training, or safe recovery. Sustainable capacity includes a small operating margin.

FIELD NOTE

**Capacity is a system,
not a headcount.**

PAGE 8

Start with the demand map

Separate work into demand streams before deciding what to add: emergency response; resident service; vacant-unit turns; preventive maintenance; inspections and compliance; grounds and common-area care; projects and capital support; and administrative or coordination work.

For each stream, record volume, required completion time, skill level, predictable peaks, and failure consequence. A leak and a cabinet adjustment are both work orders, but they do not carry the same risk or timing. A turn scheduled for Friday and a preventive inspection due this month also require different control methods.

Use four weeks of actual work where possible. If records are incomplete, begin with a manager-and-technician estimate and label it as an estimate. Improve the map as better data arrives. The purpose is operational visibility, not false precision.



FIELD NOTE

Map demand before adding labor.

PAGE 9

Flow can hide or create labor demand

A technician waiting for a key, approval, part, resident response, vendor, or final scope is available on paper but unavailable to the work. Before treating every delay as a recruiting problem, identify where jobs stop.

Review ten delayed work orders and five delayed turns. Mark the first point where each stopped moving. Group the causes: unclear priority, incomplete diagnosis, missing material, access, assignment, skill mismatch, external vendor, or quality rework. The most common stop is the first improvement target.

Small flow improvements compound. A complete turn scope created at notice, a standard make-ready kit, or a defined approval threshold can return usable hours without asking the team to work faster.



FIELD NOTE

Fix the queue before blaming the crew.

PAGE 10

Skill mix determines usable capacity

Five people do not equal five interchangeable units of capacity. A property may need diagnostic depth, appliance skill, HVAC credentials, grounds coverage, turn labor, resident communication, vendor coordination, or on-call availability at different times.

Build a basic skill matrix with team members as rows and critical work types as columns. Use four honest levels: observe only; perform with help; perform independently; teach or verify. Then compare the matrix with the demand map.

The matrix is not a ranking of human value. It is a planning tool. It shows where pairing, cross-training, vendor support, or a targeted hire will reduce risk. Share the purpose before collecting ratings and validate self-ratings with observed work.



FIELD NOTE

Usable capacity depends on skill mix.

PAGE 11

See. Stabilize. Add. Lock.

SEE — Make demand, age, deadlines, constraints, skill needs, and safety exposure visible. Do not begin with a preferred solution.

STABILIZE — Triage urgent work, clarify priorities, remove blockers, stage material, rebalance the on-call plan, and set realistic resident communication.

ADD — Choose the capacity that matches the gap: overtime within safe limits, cross-property support, qualified vendors, flexible staffing, or a direct hire. Define scope, duration, supervision, and stop conditions.

LOCK — Convert what worked into a standard: updated staffing trigger, turn checklist, parts minimum, onboarding step, weekly review, or cross-training plan.

The framework is a cycle, not a one-time rescue. New move-outs, weather, equipment failures, and turnover change the demand picture. Return to SEE whenever the facts change.

FIELD NOTE

See. Stabilize. Add. Lock.



PAGE 12

A 30-minute weekly capacity review

MINUTES 0–5: Safety and resident-impacting work. What cannot wait? What requires a qualified person or escalation?

MINUTES 5–12: Demand. Review new work, age bands, scheduled turns, preventive commitments, and known absences.

MINUTES 12–20: Constraints. Identify parts, access, approvals, vendors, skill gaps, and assignments stopping flow.

MINUTES 20–27: Capacity decisions. Re-sequence, reassign, add support, or reset a promise with a clear owner.

MINUTES 27–30: Confirm. Read back owners, deadlines, resident communication, and the next check point.



Close with three questions: What are we protecting? What are we intentionally deferring? What would cause us to escalate before the next review?

FIELD NOTE

Review capacity before the week controls you.

PAGE 13

Maintenance Capacity Scorecard

Use this scorecard once a week at the same time. Rate each dimension GREEN, WATCH, or ACTION. The score is not a performance grade; it is an early-warning system.

DEMAND — Are emergency, service, turn, and preventive volumes within the planned range? FLOW — Are age, blocked work, turn milestones, and callbacks stable? PEOPLE — Is the needed skill mix present, and are on-call and absence loads sustainable? RISK — Are safety, compliance, resident, asset, or revenue consequences increasing?

GREEN means the system is stable and recovery margin exists. WATCH means one or more indicators are moving in the wrong direction. ACTION means a deadline, safety control, resident commitment, or essential asset outcome is likely to fail without intervention.



FIELD NOTE

Use one scorecard across the team.

PAGE 14

Weekly Maintenance Capacity Scorecard

WEEK OF: _____ PROPERTY/PORTFOLIO: _____ REVIEW OWNER:

DEMAND ☐ Green ☐ Watch ☐ Action | New work: ____ | Turns due: ____ | PM due:
____ | Notes: _____

FLOW ☐ Green ☐ Watch ☐ Action | Oldest resident work order: ____ days |
Blocked turns: ____ | Callbacks: ____ | Notes: _____

PEOPLE ☐ Green ☐ Watch ☐ Action | Available qualified hours: ____ | On-call
coverage: Yes / No | Known gaps: _____

RISK ☐ Green ☐ Watch ☐ Action | Safety/compliance concern: Yes / No | Resident
promise at risk: Yes / No | Notes: _____

THIS WEEK WE WILL PROTECT: _____ INTENTIONALLY DEFER:
_____ ADD/CHANGE: _____

OWNER: _____ DUE: _____ ESCALATE IF: _____ NEXT
REVIEW: _____

FIELD NOTE

**Measure demand, flow,
risk, and capacity.**



PAGE 15

A faster turn is a planned turn



Turn speed is often discussed as labor speed. In practice, the clock is shaped by notice quality, access, scope accuracy, material readiness, vendor timing, assignment, inspection, and release. Adding labor to an unready turn can increase waiting and rework.

Begin at notice. Create a provisional scope from history and known condition, reserve likely material, identify vendor work, and place a target-ready date on one shared board. At possession, confirm the scope quickly and release only the changed work—not the entire plan.

Measure milestone reliability in addition to total days: notice received, possession, scope confirmed, material ready, work complete, quality verified, and unit released. The first missed milestone is usually more actionable than the final late date.

FIELD NOTE

A faster turn is a planned turn.

PAGE 16

Notice → Scope → Ready → Execute → Verify → Release

NOTICE: capture target date, known damage, resident charges process, keys, utilities, and access assumptions. SCOPE: define work by trade, sequence, owner, and standard. READY: stage parts, paint, appliances, PPE, keys, and vendor confirmations. EXECUTE: assign work in sequence and surface blockers immediately. VERIFY: inspect function, finish, cleanliness, safety, and documentation. RELEASE: confirm the home is truly available and close outstanding records.

Daily turn huddle: Which unit is closest to release? What is the next missing condition? Who owns it? When will it be checked? Keep the conversation about the constraint, not about activity volume.

Use a 'ready-to-work' gate before assigning extra labor: access confirmed, scope current, materials present, safe work conditions, and supervisor identified.



FIELD NOTE

Release work only when it is ready.

PAGE 17

Recruiting is an operating process

A maintenance opening loses candidates when ownership is unclear or response time is slow. Define the pipeline before the next vacancy: approved need, role brief, sourcing, first contact, screen, technical validation, interview, decision, offer, pre-start, and first day.

For each stage, name one owner and one service level. Example: first contact within one business day; interview feedback the same day; approved offer released within 24 hours. Choose targets your organization can actually keep.

Write the role brief around the real property: primary work, on-call expectation, schedule, required credentials, tools, physical environment, resident interaction, supervisor, pay range where required, and what support is available. Accuracy improves fit and protects trust.



FIELD NOTE

Recruiting is an operating process.

PAGE 18

Screen for evidence, not familiarity

Ask every candidate the same core questions and score against job-related criteria. Useful prompts: Walk me through how you would diagnose a reported no-cool call. Tell me about a time a repair required a second visit—what did you change? How do you communicate when a resident's requested completion time cannot be met? What work must be escalated to a licensed or qualified person?

Use a simple scorecard: safety judgment; diagnostic process; applicable technical skill; quality and verification; resident communication; reliability; learning readiness. Record evidence from the answer, not a personality label.

Confirm credentials, driving requirements, background process, and tool expectations consistently and lawfully. Have HR or counsel review screening practices for the jurisdictions where you operate.



FIELD NOTE

Screen for evidence, not familiarity.

PAGE 19

Retention begins before the first shift

The period between accepted offer and first day can either reduce uncertainty or create it. Send a clear welcome message, reporting location, start time, parking instructions, dress and PPE expectations, required documents, supervisor contact, first-week schedule, and what the new hire should not bring.

Prepare the basics before arrival: system access, keys, identification, tools policy, uniform process, payroll steps, emergency contacts, and an assigned guide. A skilled hire who spends the first morning waiting for access receives an unintended message about how work is organized.

Ask one pre-start question: 'What would help you arrive ready on day one?' Resolve practical barriers where policy allows and document any agreed accommodation through the proper process.



FIELD NOTE

Retention begins before the first shift.

PAGE 20

Make the first 30 days observable

Retention is easier to manage when early expectations are visible. Week 1: safety, property orientation, standards, systems, resident communication, and accompanied work. Week 2: repeatable core tasks with verification. Week 3: broader work mix and defined independent tasks. Week 4: review evidence, close gaps, and agree on the next development target.

Managers should hold short check-ins on days 1, 3, 7, 14, and 30. Ask: What is clear? What is still uncertain? What is slowing you down? What task do you need to see again? What support would make next week more successful?

Do not confuse speed with readiness. Independent assignment should follow demonstrated safe performance and any required license, certification, or company authorization.



FIELD NOTE

Make the first 30 days observable.

Pressure does not suspend the controls



Short staffing can create rushed diagnosis, skipped breaks, lone work, fatigue, and assignment beyond demonstrated competence. Leaders should treat these as operating conditions to control—not personal toughness tests.

At the daily huddle, identify high-risk work, qualified-person requirements, heat exposure, lone-work conditions, after-hours load, and any task that should stop if the scope changes. Confirm who can authorize escalation.

A simple rule: stop and escalate when the hazard, energy source, required credential, equipment condition, or work environment is outside the worker's training and authorization. Emergency resident impact does not make unsafe work acceptable.

FIELD NOTE

Pressure does not suspend the controls.

Extreme heat: plan water, rest, shade, and acclimatization

OSHA emphasizes water, rest, and shade as core heat protections. NIOSH recommends engineering and administrative controls, training, hydration, appropriate rest, and a heat acclimatization plan for new and returning workers. Protective clothing and equipment can add heat burden and must be considered in the plan.

Before the shift: review forecast and work location; identify indoor and outdoor hot zones; schedule heavier work for cooler periods where feasible; confirm drinking water and recovery space; adjust for PPE; and identify new or returning workers who are not acclimatized.

During the shift: use a buddy or check-in process; watch for symptoms; encourage prompt reporting; and treat confusion, loss of consciousness, or other signs of heat stroke as an emergency. Follow the site emergency plan and call emergency services when indicated.

Use the OSHA-NIOSH Heat Safety Tool as one input, not a substitute for site-specific assessment.



FIELD NOTE

Heat controls belong in the work plan.

PAGE 23

Protect the work that prevents larger failures

When reactive demand rises, preventive maintenance often becomes the silent source of borrowed capacity. Some deferral may be necessary, but indefinite deferral transfers risk to equipment, residents, compliance, and future workload.

Classify preventive tasks by consequence rather than convenience: life safety or legal; critical asset protection; resident health and habitability; reliability and efficiency; appearance or optimization. Then confirm required frequency from law, code, manufacturer guidance, warranty, inspection program, and company policy.

Protect the highest-consequence work on the schedule. If it must move, record who approved the change, the new date, interim control, and escalation point. A hidden overdue list is not a plan.



FIELD NOTE

Protect the work that prevents larger failures.

PAGE 24

A deliberate backlog has categories and dates

Use four backlog classes: A—cannot defer without immediate safety, legal, or critical-service concern; B—short deferral only with an interim control; C—can be rescheduled inside a defined window; D—improvement work that can wait without material consequence.

For every deferred item record asset or location, required skill, reason, consequence, interim control, owner, recovery date, and evidence of completion. Review A and B items at least weekly; choose a cadence for C and D that matches risk.

Recovery capacity must be planned. When staffing improves, do not assume the backlog disappears alongside daily demand. Estimate the hours and skills required to restore the preventive schedule, then protect that capacity until the debt is cleared.



FIELD NOTE

Every backlog item needs a category and date.

PAGE 25

Use supplemental capacity with a defined job to do

Flexible staffing is most effective when it is connected to a visible gap: turn volume, grounds coverage, porter support, work-order backlog, a temporary vacancy, seasonal demand, or support while a direct hire is completed.

Before requesting help, define work type, location, dates, shift, supervisor, required skills or credentials, tools, PPE, physical requirements, resident-contact expectations, access process, and success measure. Separate must-have qualifications from skills that can be taught on site.

Set a review point and an exit condition. Examples: backlog restored to target age; scheduled turns released; permanent hire starts; seasonal demand ends. Flexible staffing should create control, not become an unexamined default.



FIELD NOTE

Supplemental capacity needs a defined job.

PAGE 26

The first-shift readiness brief

PROPERTY: ___ DATE/SHIFT: ___ SITE LEAD: ___ CHECK-IN
LOCATION: ___

WORK: top three assignments; definition of done; priority order; prohibited or escalation-only tasks. SAFETY: site orientation; PPE; emergency process; heat or weather plan; chemical and energy controls. ACCESS: keys, units, occupied-home protocol, system access, parking, and break location. SUPPORT: who answers questions, who verifies work, how to report a blocker, and when the first check-in occurs.

Close the shift with completed work, incomplete work and reason, materials used or needed, resident follow-up, safety concerns, and tomorrow's priority. A ten-minute closeout prevents the next shift from starting blind.



FIELD NOTE

Readiness begins before arrival.

PAGE 27

Make priorities explicit



When everything is called urgent, the team is forced to invent the priority system job by job. Leaders should publish a simple order that reflects resident safety, legal and company requirements, essential services, scheduled move-ins, resident-impacting service, preventive commitments, and improvement work.

Run a ten-minute daily huddle: safety and staffing; work completed; today's top outcomes; blockers and material; resident or office coordination; on-call handoff. Keep a visible parking lot for issues that need a separate conversation.

End with a read-back: who owns what, by when, and what requires escalation. The huddle is complete when the team can state the same plan—not when the manager has finished talking.

FIELD NOTE

Make priorities explicit.

PAGE 28

A handoff is complete when the next person can act

Use six fields: condition found; action completed; current status; remaining risk; next action and owner; promised communication or deadline. Add a photo or record reference where policy permits.

Weak handoff: 'Still waiting on part.' Actionable handoff: 'Bathroom exhaust fan diagnosed; motor failed. Correct motor ordered under PO 4172, expected Tuesday. Switch is off and resident was told Wednesday completion. Jordan owns receipt and install.'

For urgent work, require closed-loop confirmation: the receiver repeats the next action and deadline. For shift changes, review open emergencies, occupied-unit access, disabled equipment, ordered parts, vendor arrivals, and resident promises.



FIELD NOTE

A handoff ends when the next person can act.

PAGE 29

Staffing Capacity Worksheet — Demand

PERIOD: ____ PROPERTY/PORTFOLIO: ____ PREPARED BY: ____

List each work stream: emergency response; resident service; turns; preventive maintenance; inspections/compliance; grounds/common areas; projects; coordination. For each record weekly volume, average labor time, required skill, deadline, peak factor, and consequence if late.

BASE HOURS: volume × average labor time. PEAK HOURS: base hours × peak factor. Add known one-time work separately. Label estimates and identify the source period.

Do not combine unlike work simply to make the math easier. The worksheet is useful because it preserves timing and skill differences.

FIELD NOTE

Measure demand before choosing capacity.



PAGE 30

Staffing Capacity Worksheet — Capacity and action

AVAILABLE CAPACITY: list each role or support source, scheduled hours, predictable unavailable time, usable hours, skill limits, and dates available. Include supervisor planning time rather than assuming it is fully productive field labor.

GAP BY WORK STREAM: peak demand hours minus usable qualified hours. Then test constraints that hours alone do not capture: access, material, approvals, vendor, tools, systems, supervision, and safe on-call coverage.

ACTION PLAN: remove a constraint; re-sequence; cross-train; shift work across properties; use qualified vendors; request flexible staffing; recruit a direct hire. For every action name owner, start date, review date, measure, and stop or escalation condition.

DECISION: What must improve this week? ____ What will we protect? ____ What will we defer with approval? ____

FIELD NOTE

Match capacity to skill, time, and risk.



PAGE 31

First 30 Days for a New Maintenance Hire

BEFORE DAY 1: schedule, supervisor, parking, documents, uniform/PPE, access, tools policy, welcome contact. DAY 1: emergency plan, safety orientation, property tour, standards, systems, team introductions, resident interaction, check-in. DAYS 2–7: accompanied core tasks, work-order documentation, parts process, escalation rules, daily feedback.

DAYS 8–14: repeatable assignments, verified closeout, vendor and office coordination, targeted skill coaching. DAYS 15–21: broader work mix, defined independent work where authorized, quality review. DAYS 22–30: evidence-based review, remaining gaps, 60-day development target, employee feedback.

Record trainer, completion date, evidence, and follow-up for every item. A checked box should mean the person can explain or demonstrate the standard—not merely that the topic was mentioned.

FIELD NOTE

A checked box should represent demonstrated ability.



PAGE 32

Five conversations that support a strong start

DAY 1 — ‘What is clear, and what feels uncertain?’ DAY 3 — ‘What has slowed your work or made it harder to learn?’ DAY 7 — ‘Which standard should we demonstrate again?’ DAY 14 — ‘Where are you ready for more independence, and what evidence supports that?’ DAY 30 — ‘What should we preserve, change, or teach next?’

Manager observation prompts: follows safety and escalation rules; diagnoses before replacing; stages work; communicates respectfully; documents condition and completion; verifies function; asks for help at the right time; receives feedback and applies it.

Close every conversation with one employee action, one manager action, and a date to revisit. If performance or conduct is at issue, follow company policy and involve the appropriate HR leader.



FIELD NOTE

Strong teams make expectations discussable.

PAGE 33

Use these tools with qualified local review

WORKFORCE DATA — U.S. Bureau of Labor Statistics Occupational Outlook Handbook: General Maintenance and Repair Workers. Use for national occupational context; do not treat national data as a Utah multifamily forecast.

HEAT SAFETY — OSHA Heat Exposure resources; NIOSH Heat Stress recommendations, acclimatization guidance, PPE considerations, and the OSHA-NIOSH Heat Safety Tool.

ON-SITE REFERENCES — Current law and code; manufacturer instructions; equipment manuals; safety data sheets; company emergency plans; lockout/tagout and electrical policies; licensing requirements; warranty terms; property-specific inspection schedules.

EDITORIAL USE — Date every downloaded resource, preserve the original link, and record the person who reviewed any technical or safety interpretation before publication or implementation.

FIELD NOTE

Use tools with qualified local review.



PAGE 34

September 2026: Building the Maintenance Talent Pipeline



The next issue follows the path from awareness to first-year development: how to describe maintenance careers honestly, build local recruiting relationships, screen for learning ability, create entry points, structure skill progression, and show employees what growth can look like.

We are especially interested in the operating questions readers want the magazine to address: Where does your hiring process stall? Which skills are hardest to develop? What makes a new employee's first month work—or fail? What practical tool would help your team?

Send questions or topic suggestions through careersolutionsut.com. Submission does not guarantee publication; do not include resident information, confidential company data, or personally identifying employee details. Maintenance Partner will verify claims and obtain permission before identifying any organization or person.

COMING SEPTEMBER 2026 — Practical recruiting, entry pathways, onboarding, training, and progression.

FIELD NOTE

Build the maintenance talent pipeline.

PAGE 35

How this issue was built

This issue combines public occupational and safety sources with clearly labeled editorial operating guidance. National labor-market figures are context, not a Utah-specific vacancy count. Frameworks, checklists, sample service levels, and worksheets are practical editorial tools and should be adapted to property conditions, policy, law, workforce agreements, credentials, and risk.

PRIMARY SOURCES — U.S. Bureau of Labor Statistics, 'General Maintenance and Repair Workers,' Occupational Outlook Handbook, current page accessed August 17, 2026: <https://www.bls.gov/ooh/installation-maintenance-and-repair/general-maintenance-and-repair-workers.htm>. Occupational Safety and Health Administration, 'Water. Rest. Shade.': <https://www.osha.gov/heat-exposure/water-rest-shade> and 'Heat-related Illnesses and First Aid': <https://www.osha.gov/heat-exposure/illness-first-aid>. National Institute for Occupational Safety and Health, 'Workplace Recommendations': <https://www.cdc.gov/niosh/heat-stress/recommendations/>; 'Acclimatization': <https://www.cdc.gov/niosh/heat-stress/recommendations/acclimatization.html>; 'PPE and Heat Burden': <https://www.cdc.gov/niosh/heat-stress/recommendations/ppe.html>; OSHA-NIOSH Heat Safety Tool: <https://www.cdc.gov/niosh/heat-stress/communication-resources/app.html>.

SAFETY NOTE — The magazine does not replace training, supervision, professional judgment, emergency response, manufacturer instructions, or legal and regulatory requirements. Technical and safety pages require qualified review before final release.

CLOSING — Better staffing decisions begin with clearer work. See the demand. Stabilize the system. Add the capacity that matches the gap. Lock in what works.



FIELD NOTE

Clearer work supports better staffing decisions.

Maintenance Staffing Just Got Easier.

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