



# J.C. Hart Apartment Communities



## Key Successes

- › 82% of workers completed one course or more, and one employee completed 76 courses!
- › Promoted Groundskeepers to Tech roles in less than a year, compared to 1+ years before Interplay
- › Created an annual review process with Interplay points as a KPI
  - 107,370 total points earned, an average of 1,376 points/user
  - 746 courses completed, an average of 9.6 courses/user
- › Delivered remote access to on-demand training
- › Created a personalized learning plan for each associate
- › Remediated recurring performance issues

Communities	26
Units	5,600
Maintenance Associates Using Interplay	60
LMS Provider	SkillMill Whitelabel
Top Reasons for Investing in Interplay	Remote training personalized to each associate's skill level and property needs

## About J.C. Hart Apartment Communities

Since 1976, J.C. Hart has been the leader in developing, constructing, and managing luxury apartment communities in Indiana and the Midwest. J.C. Hart believes in investing and developing their associates, offering extensive learning and development opportunities. From a structured onboarding program to committee opportunities, virtual-reality learning, and more, there are several opportunities for associates to learn and develop personally and professionally.





## Your Associates' Voices Matter

Upon administering an associate survey, J.C. Hart learned their maintenance employees were looking for more value from their training. Tracie Kraft, J.C. Hart's Training Program Manager, explains,

*"The feedback we got from our associates was two sides of the same coin. We had some people that have been here forever saying they weren't learning anything new, so it didn't hold value for them. On the flip side, our new hires were green to the industry and thought the training content was over their heads."*

Additionally, associates that worked at properties further away from the corporate head office expressed frustration over the inaccessibility of in-person workshops and vendor training. Long commutes took them off essential jobs, and some could not attend sessions when emergencies arose.

J.C. Hart understood that listening to their associate's needs was crucial for improving their training program and operations. With this information, they partnered with Interplay to resolve the issues of aligning targeted training to their associates' current skill levels and offered remote access to technical courses.

## Rolling Out Interplay

When it came to socializing Interplay, J.C. Hart hosted orientation sessions over three days. Tracie shares,

*"We split our portfolio into three groups. While one group attended the training as an entire team, the other groups could cover each other's properties. During orientation, we rented out a computer lab, and each associate had a computer to use while learning the platform. Interplay worked with us to create welcome video content to support our training team, and everyone walked through the platform in a setting where they could ask questions in real-time and get a good handle on how to use everything."*

Most importantly, they gave their associates the context of why they were doing this—because of their valuable feedback.

## Skills Assessments and Personalized Learning Plans

Post-roll-out, Maintenance Supervisors were responsible for developing a learning plan for their teams and giving it to the Director of Maintenance. Training expectations differed by property, as different properties have different demands. Older assets have twice as many weekly work orders, so supervisors determine realistic training goals for their teams. Supervisors then created a personalized learning plan for each associate based on the team plan.

During onboarding, the new hires get oriented to Interplay's platform and take their welcome skills assessment. Assessments are used to determine the best starting point for their associate's training and to match recommended courses to their current skill level. Associates are then expected to enroll in all of the recommended courses.

Chris Williams, J.C. Hart's Maintenance Training Manager, oversees training adherence and uses Interplay to bridge learning gaps.

*"If we're noticing higher callbacks or performance issues in a specific area, I will work with associates to identify knowledge gaps that can be addressed using Interplay. This supplemental training method has enabled our associates to remediate problem areas quickly."*

Further, the skills assessments have been an excellent tool for hiring inexperienced associates and getting them up to speed from day one. Delivering the right training in the right order has enhanced their employee's confidence and given them the skills to take on entry-level job duties much faster. Tracie Kraft reports that J.C. Hart can now promote a Groundskeeper to a Tech role in less than a year, compared to 1+ years before Interplay.



## Interplay as a Key Performance Indicator (KPI)

In 2021, J.C. Hart rolled out an annual review process with Interplay as a KPI for maintenance workers. The number of in-app points accrued over the year from using Interplay determines their annual pay increase percentage.

<b>0-100 points</b>	<b>1%</b>
<b>101-200 points</b>	<b>2%</b>
<b>201-300 points</b>	<b>3%</b>
<b>301-1,199 points</b>	<b>4%</b>
<b>1,200+ points</b>	<b>5%</b>

The new review process has given J.C. Hart greater visibility into their A-players and which associates should be rewarded with pay increases and promotions.

- **82% of employees have completed one course or more**
- **27% have completed 10+ courses**
- **One associate completed 76 courses!**
- **All time points: 107,370 points, an average of 1,376 points/user**
- **All time courses: 746 courses completed, an average of 9.6 courses/user**

Tracie shares, *“We had one Groundskeeper, Joey O’Neil, that came in without experience, and he achieved the highest usage of all our associates with 11,835 points in one year! He’s now been promoted to a Grounds Tech position. Another stand-out associate was promoted from Maintenance Tech to Maintenance Supervisor. He accumulated impressive points while filling in for his supervisor alongside his own job. Overall, our associates love the training, are very engaged, and many have asked us if they can use it to train in their personal time.”*

Here’s what they had to say about Interplay:

*“Interplay Learning is great for beginners like me and even seasoned technicians to brush up on skills. The videos that they offer are high-quality and very detailed. It helped me learn the names of each component of a furnace and A/C unit and helped me understand the refrigeration cycle in a simple way. Interplay has taught me electrical, such as wiring a 3-way switch, and the dangers of anything you do that involves electricity. All of the videos I have under my belt from Interplay have given me confidence in my everyday work life. - Joey O’Neil*

*“I would say that Interplay does a great job developing classes for all different skill types, whether you’re entry-level or advanced; there’s a class and something to learn for everyone. The simulations are also a very neat addition as it gives you an opportunity to get as close as you can to hands-on practice without touching the equipment.” - anon associate*

By listening to their associates’ training pains and frustrations, J.C. Hart delivered targeted, accessible courses at their employees’ current skill levels. Realistic training expectations tied to professional development and achievable incentives supported adoption while accelerating upskilling. In partnership with Interplay, J.C Hart continues to expand their in-house skill sets at all levels of their maintenance organization and promote their hard-working associates internally based on training efforts.