Goals of Positioning Study

• Ensure that work is effectively performed and distributed
• Determine if staffing issues exist
• Analyze whether technology is optimally utilized
• Maximize service and productivity
• Minimize reactive responses, complaints, gaps and bottlenecks
• Assess communications
• Assess efficiency, workflow and organizational structure
Facilities Management Organization Positioning Study

Overview – (continued)

Assessment Process

• Interview fourteen senior executives
• Conduct four customer focus groups
• Interview twenty-five FM managers and supervisors
• Conduct five internal FM focus groups with staff
• Hold an open door session for FM staff to further discuss issues/challenges
• Conduct a process mapping session with managers and staff
Customer Feedback Themes

Communication

• Need for more consistent feedback related to work requests during all stages of the work order process
• Need for greater communication back to customers with regard to planned maintenance activities, such as outages
• Belief that there is a greater need to increase internal communication within Facilities Management to enhance the staff’s ability to service work orders effectively
Facilities Management Organization Positioning Study

Customer Feedback Themes—(continued)

Organization Performance

• The ratios between building square footage and maintenance staff should be assessed to determine adequacy

• The Facilities Management processes should be simplified

• Facilities Management staff work hard and care about the facilities, but the backlog of deferred maintenance is so large that the needs of the people using the facilities cannot adequately be addressed

• There are delays in off-hour maintenance and service response
Customer Feedback Themes – (continued)

Work Order and Work Processes

• Software limitations, such as truncated work request descriptions
• Customers’ inability to modify the work request after it is entered into FAMIS
• Data issues, such as building modifications or renovations that have not been entered into FAMIS
• Confusion about what type of maintenance should be routinely performed, and what constitutes a work request
Customer Feedback Themes – (continued)

Work Order and Work Processes – (continued)

• Customers deliberately and strategically form relationships with Facilities Management staff that they perceive to be dependable and provide good customer service

• Customers can name a few “stars” that are capable of managing work done efficiently and communicating well with customers, and they tend to contact these individuals repeatedly
Facilities Management
Organization Positioning Study

Customer Feedback Themes – (continued)

Culture and Climate

• There is a limited preventive maintenance program at the University, and work priorities change hour to hour
• Customers need to be better informed about whether there are service standards for different types of work
• Customers need to know what their expectations should be in terms of responsiveness when submitting a work request
Culture and Climate - (continued)

• Deferred maintenance can create larger problems, such as additional damage that may cost more money to address in the future;
• There is a need for greater accountability, and conversely, a lack of reward and recognition within Facilities Management, that impacts the organization’s ability to service its customers
• Supervisors need to be better trained, in order to strengthen accountability
Staff Feedback Themes

Communication

• Facilities Management staff believe that communication is a key area requiring change within the organization
• Organization is overly-dependent on email at the expense of person to person interaction
• There are Information Technology access and training issues that impact communication as well
Facilities Management
Organization Positioning Study

Staff Feedback Themes—(continued)

Organization Performance

• Increase staff input when making changes to the organization or purchasing tools and equipment
• Increase ease in accessing tools and supplies (supplies are centrally located versus delivered directly to the work site)
• Parking and transportation issues
• Special project work should be handled separately from routine work
Staff Feedback Themes - (continued)

Work Order and Work Processes

• The “human element” is lost when relying solely on a computerized system
• FAMIS was put in place and the staff is required to work around it, rather than putting a system in place that accurately mirrors and responds to the way work is done in Facilities Management
• FAMIS needs to be well-supported from an information technology standpoint
Work Order and Work Processes - (continued)

- The building data in FAMIS needs to be updated
- Customer expectations are not realistic because customers believe that when they enter a work request, their problem will be immediately addressed, which may not be the case
- The University needs to make a greater investment in the modules necessary to make the system user-friendly
Culture and Climate

• A need for Facilities Management staff to believe that the current organization is one in which everyone is connected, fraternization is encouraged, and for people to understand what functions others are performing

• A need to reinforce the “people factor” that used to humanize the organization and make it a fun place to work
Facilities Management Organization Positioning Study

Staff Feedback Themes – (continued)

Culture and Climate – (continued)

• A need to reduce the tension felt between different levels within departments, and across departments
• A need to feel a stronger connection between Facilities Management executives located on the third floor (also referred to as “The Ivory Tower” by focus group participants) and the trades people located on the lower floors of the building
• A need for greater consistency among managers
The Friday Group
Overall Assessment

• Facilities Management organization is a good one

• Compared to other FM organizations it is relatively healthy

• Positioning findings serve as strategic roadmap for good to great movement

• Majority of issues are “soft”
  • People, process and performance
  • Can be remedied easily
The Friday Group

Overall Assessment – (continued)

• FAMIS is most significant “hard” issue to be addressed

• Current organization structure provides good foundation for future with fine tuning

• University perception of role and function for Facilities Management needs to be addressed

• Facilities Management could become focal point for all University real estate and FM issues in future
Facilities Management needs to focus outwardly with customers
  • Communication
  • Marketing
  • Service quality
  • Performance

Facilities Management needs to focus inwardly with staff
  • Communication of goals and expectations
  • Service delivery standards
  • Attention to rewards and sanctions for performance
Facility Management Function
• Confirm core functions for Facilities Management

Communication
• Create formal and informal communication channels within Facilities Management

Culture and Climate
• Build an organization climate that is team-based and customer-focused
Customer Relations and Marketing
• Create formal and informal communication channels with customers
• Create mechanisms to obtain customer feedback
• Establish single points of contact within Facilities Management and customer organizations
• Develop Facilities Management promotional materials

Leadership and Management
• Focus on leadership and management development
Performance and Accountability
• Develop goals and objectives for all Facilities Management staff
• Develop performance measures and rewards/sanctions
• Manage customer expectations

Career Development and Training
• Create career development paths tied to KSA
• Create formal training program
• Conduct annual workforce planning assessment
CMMS System
• Retool FAMIS

Information Technology (IT)
• Return IT functions to Central IT

Organization Structure
• Refine interim organization
• Move to long-term team-based structure
• Integrate strategic functions into Facilities Management
Policies, Procedures and Process
• Create consistent, accessible and user friendly PPPs
• Streamline customer business processes