ORGANIZATION ASSESSMENT
FACILITIES AND OPERATIONS

UNIVERSITY OF MINNESOTA
CROOKSTON CAMPUS

DRAFT REPORT V.1

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EXECUTIVE SUMMARY

A. SCOPE OF REVIEW

In May, 2011 a team from the University of Minnesota (UMN) Twin Cities Facilities Management and a representative from The Friday Group (TFG) spent four days on the UMN Crookston Campus to conduct an assessment of the Facilities and Operations (F&O) Department. The position of Director of F&O is vacant and the Chancellor was interested in determining what knowledge, skills and abilities (KSA) he should be seeking in an individual to fill the position.

In addition to guidance on the KSA for the new facilities Director, the organization assessment was designed to:

- Assess the organization culture from an employee perspective;
- Identify issues, challenges and concerns from an employee perspective;
- Address how well the organization is performing from the perspective of key customer groups;
- Provide feedback on observations of staff skill sets related to understanding of work flows, problem solving, and work prioritization and planning to help F&O determine what skills gaps may need to be filled in order to meet future campus requirements for facilities management services;
- Determine if the current management structure is appropriate for future facilities management (FM) service delivery; and
- Identify opportunities for improvement from both the assessment team and the F&O staff perspective.

B. METHODOLOGY

To gain an understanding of how F&O service delivery is perceived by the Crookston Campus community, the team conducted interviews with department heads, faculty and staff. The team also interviewed each O&F staff member to obtain their observations about the organization and how well they think it performs. Copies of the interview guides used to facilitate the conversations are included as Exhibit A of this report.

C. FINDINGS AND ANALYSIS

In this report, our team identified what Facilities and Operations is doing well, in addition to the issues confronting the organization in managing and maintaining the Crookston Campus portfolio. By the very nature of an optimization assessment, however, our focus was more on issues and challenges, rather than on...
documentation of areas that require little or no attention. A summary of the F&O strengths and challenges appears below. A more detailed discussion of strengths and challenges appears in Section One.

**STRENGTHS**

- **Quick Response to Last Minute Requests and Knowledgeable Staff** - Positive feedback about F&O’s ability to respond quickly to last minute requests for assistance. Compliments about operating engineers, trades, building and grounds staff, and operations and maintenance staff regarding historical knowledge of Campus buildings and infrastructure.

**CHALLENGES**

- **Clarification of Roles, Responsibilities and Priorities for F&O Staff** - F&O staff are confused about roles and blurring of lines between staff and supervisors. Priorities for work have not been established such that individuals create their own priorities. No clear direction about work performance.
- **Strategic Focus and Proactive FM Service Delivery** - Little evidence that preventive maintenance is being performed and organization responds in “fire-fighting” and “crisis management” mode most of the time. Project work lacks accountability and need for standard practices and procedures.
- **Organization Culture** - Relatively unhealthy environment. Low staff morale and tendency to use “finger pointing and blame” towards fellow staff. Favoritism plays role in work scheduling, leave permission and performance assessment. Majority of staff adverse to change. Lack of cohesiveness is obvious to customer population.
- **Consistency of Service Delivery** - No consistent process for service request processing and follow-through. Quality of work performance dependent on skill set of individuals rather than consistent process for accomplishment. Little or no follow-up to evaluate individual performance.
- **Communication and Marketing** - Senior management has not been sufficiently visible with key customer organizations and the organization as a whole needs to strengthen customer relationships. Customer communication and feedback on service quality needs to be strengthened. There is a need for F&O to be more proactive with customer organizations with respect to information sharing and feedback collection.
- **Organization Configuration** - Too much supervisory structure and inappropriate placement of functions. Need a broader management team and organization positions that allow all individuals to participate in work, rather
than supervise alone. Current administrative position has functional responsibilities that transcend administrative requirements and position should not be on organizational parity with supervisors. Limited staff depth in major functions such that institutional knowledge needs to be captured for future. Limited attention to project management function should be adjusted.

- **Use of Computerized Maintenance Management System (CMMS): COMPASS** - Need for better financial forecasting, as well as the use of metrics for decision making. F&O needs to gather better data, perform more sophisticated analysis and provide standard reports. Need to strengthen utilization of COMPASS.

- **Teamsters Union** - Often used as excuse for inaction with respect to poor staff performance. Union agreement stipulation regarding grievance filing for performing “negotiated work” causes serious problems for staff and customers.

- **Event Planning** - Recurring issue with customers and staff. SURE system is cumbersome and ineffective. Need for coordinated event planning capability to serve entire Campus.

### D. Recommendations and Implementation Schedule

There are a number of recommendations the team made with respect to creating a Facilities and Operations organization that is strategically positioned, adequately staffed, appropriately structured, driven by metrics and has a healthy organization culture. The team also believes that several specific recommendations have potential application to components outside F&O, which would strengthen the overall Crookston Campus environment.

As a guide for F&O, we have provided a prioritized Recommendations Strategy Matrix that identifies a phasing plan for each of our recommendations. Detailed information regarding the assessment team recommendations and the Strategy Matrix can be found in *Section Two*.

#### 1. Overarching Recommendations

- **Customer Relationship Management and Communications** - Strengthen customer relationships by building stronger bridges with key customer organizations.
  - Establish regular one-on-one meetings between new F&O Director and key faculty, department heads and staff to discuss service, trends and changes in business mission, issues and concerns.
• Create F&O Advisory Committee of customer representatives to act as contact points for F&O and serve as sounding board for F&O changes and improvements.
• Develop an F&O annual report for distribution to faculty, department heads, staff and other customer groups.
• Develop comprehensive Service Level Agreements (SLA) with key customer organizations to help set standards and manage customer expectations. SLA to be populated with customer-specific data and reports generated by COMPASS.

- Benchmarking, Metrics and Reporting – Use COMPASS as tool to strengthen benchmarking and tracking process. Establish COMPASS as primary vehicle for service and routine work. Create standard management reports with defined purpose and frequency for review and evaluation.
- Organization Culture and Communication – Difficult task for new Director alone to lead culture change, but critical aspect of role. Other steps to create a more productive and healthy organization climate include:
  • Team building sessions;
  • Policy requiring operations and maintenance staff to be involved in project planning;
  • Opportunities for formal/informal staff interaction (brown bag lunch and learning sessions);
  • Internal F&O charter team to address problem areas and present recommendations to new Director as business-case solutions;
  • Annual F&O staff climate survey;
  • Institutionalized regular meeting with Director and proposed management team;
  • Institutionalized monthly meetings with Director and all staff;
  • Monthly “door open” days for staff and new Director;
  • Institutionalized regular six-month performance monitoring sessions for staff; and
  • Quarterly F&O “get-together” to foster collegial atmosphere and information sharing.
- Event Planning - New approach by establishing dedicated event planning position within Dining Services as one-stop-shopping center for event planning. Re-evaluate and re-tool SURE system.

2. ORGANIZATION STRUCTURE RECOMMENDATIONS

The assessment team examined industry best practices with respect to service delivery structures for F&O that would work within the Crookston Campus
community culture. The team made the following recommendations regarding a reconfigured F&O organization:

- **Creation of Assistant Director for Operations and Maintenance Position** – Provides day-to-day oversight and management of all major functions. Also provides primary management oversight for projects. Position support allows new Director to focus on change management and customer relationship building.

- **Elimination of Supervisory Positions and Creation of Leads** – Leads will serve as working members of functional teams for Building Engineers, Operations and Maintenance staff, and Building and Grounds staff. Maximizes small F&O staff complement by allowing all employees to perform work.

- **Elimination of Executive Office and Administrative Specialist and Creation of Administrative Assistant** – Establishes administrative support organization overall. Eliminates confusion about role and responsibilities associated with current position.

- **Creation of Help Desk Assistant** – Central intake for work requests and distribution of work for Operations and Maintenance function. Position responsible for COMPASS data input and report generation.

### 3. Facilities and Operations Director Position Recommendations

Our team believes that hiring a new Director alone will not be sufficient to transform the F&O organization. Careful attention also must be placed on resolving other issues identified in this report. The team has provided an example of a position description that adds other knowledge, skills and abilities (KSA) we feel potential candidates need to possess. Customers and staff also provided KSA to us during our interviews.

- Outstanding communication skills;
- Outstanding marketing skills;
- Experience “changing” an FM organization;
- Excellent marketing skills;
- Experience with FM unions and getting them to work collaboratively with the organization;
- Ability to establish performance parameters and hold supervisory personnel accountable;
- Demonstrated experience with standardized project management processes;
- Solid financial management background; and
- Personable, straight shooter, integrity, honesty and team builder.
SECTION ONE: FINDINGS AND ANALYSIS

A. SCOPE OF REVIEW

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In addition to guidance on the KSA for the new facilities Director, the organization assessment was designed to:

- Assess the organization culture from an employee perspective;
- Identify issues, challenges and concerns from an employee perspective;
- Address how well the organization is performing from the perspective of key customer groups;
- Provide feedback on observations of staff skill sets related to understanding of work flows, problem solving, and work prioritization and planning to help F&O determine what skills gaps may need to be filled in order to meet future campus requirements for facilities management services;
- Determine if the current management structure is appropriate for future facilities management (FM) service delivery; and
- Identify opportunities for improvement from both the assessment team and the F&O staff perspective.

B. METHODOLOGY

To gain an understanding of how F&O service delivery is perceived by the Crookston Campus community, the team conducted interviews with customer groups. The team also interviewed each O&F staff member to obtain their observations about the organization and how well they think it performs. Copies of the interview guides used to facilitate the conversations are included as Exhibit A of this report.

The team conducted the following interviews:

- Chancellor;
- Department Heads;
- Athletics;
The team also reviewed documents provided by F&O staff, however, our observations and recommendations are based largely on information garnered through interviews and a limited documentation review. For this study we did not shadow F&O staff as they worked, study processes or procedures in detail or conduct a physical assessment of the facilities to determine their existing condition.

C. FACILITIES AND OPERATIONS STRENGTHS

In an organization assessment that focuses on opportunities to address issues and challenges, it also is important to highlight areas where the team received positive feedback.

1. QUICK RESPONSE TO LAST MINUTE REQUESTS AND KNOWLEDGEABLE STAFF

The assessment team received positive feedback about the F&O staff with respect to their ability to respond quickly to requests for assistance, especially with respect to last-minute requests. Throughout our discussions, the assessment team found faculty, staff, department heads and other customers generally agree that F&O provides the Crookston Campus community with responsive service in an environment where many needs are determined and communicated to staff on extremely short notice. Customers indicated that the responsiveness is particularly evident on the part of custodial staff, when there is a special request or need for immediate assistance. We heard one customer state, “they have never let me down when I make a last-minute request.”

The team also learned that many F&O staff are extremely knowledgeable about the buildings and infrastructure systems throughout the Campus. We heard compliments about the knowledge and dedication of many operating engineers, trades staff, buildings and grounds staff and operations and maintenance staff. Customers appreciate the extent of their knowledge and
would like the entire organization to have the same level of commitment to service quality.

D. FACILITIES AND OPERATIONS CHALLENGES

Our assessment revealed several challenges we believe the Office of Facilities and Operations needs to address.

1. CLARIFICATION OF ROLES, RESPONSIBILITIES AND PRIORITIES FOR F&O STAFF

Essential to our recommendations for an FM service structure for Facilities and Operations is an evaluation of the organization’s core functions and the need to clarify roles and responsibilities for each individual. The team learned from staff and customers that staff within F&O are confused about their roles and there is a blurring of lines between staff and supervisors. We heard numerous comments from customers and staff that “there is little understanding of who is supposed to be performing what function,” which makes it difficult for staff to perform their jobs in a routine and consistent manner.

Staff indicated that many of them have developed their own routine because there is little guidance from supervisors about how work should be performed. Priorities for work have not been established such that individuals create their own priorities, which are not necessarily those of the customer population or F&O overall. There was a general sense that supervisors are not clear about priorities or how to define job duties. Customers stated that “FM staff do not appear to receive clear direction from their own organization with respect to daily work.”

2. STRATEGIC FOCUS AND PROACTIVE FM SERVICE DELIVERY

The team learned that the F&O organization needs to become more strategically focused and proactive in dealing with customer groups. We found little evidence that preventive maintenance is being performed on a regular basis and that the organization largely functions in a reactive mode. Customers indicated that they view the organization as responding in a “fire-fighting” environment most of the time and that it is often unclear if they understand the long-term goals and objectives of the organizations they serve.

Many staff mentioned the term “crisis management” to illustrate how work is performed. Boiler operators, as an example, are the only employees on campus over the weekend and often are asked to perform work that is not work-order driven, simply because it had not been planned. Other staff said that the lack of
planning often necessitates being pulled away from one job to handle the “crisis of the moment.”

We received consistent feedback that projects sometimes pose difficult problems for F&O customers. Customers indicated that ownership and accountability, consistency of project management, feedback on status and assessment of project success or “lessons learned” are areas that could use more focused attention by F&O management and staff. Some customers reported that is never quite clear who is the ultimate “owner” of a project, and often it appears that F&O staff do not have full control over the total budget and aren’t in a position to make firm financial commitments for the total cost of a project. Customers also mentioned the need to provide definitions about what costs are being borne by customers through charge-back and what costs are absorbed by F&O.

We also heard from customers that a more holistic approach to project management with respect to overarching standard practices and procedures would be appreciated. The team identified a need for a comprehensive project management process to include involvement of partner organizations such as IT and a formal method for project estimating and budgeting, and the process needs to be communicated to customers at the beginning of a project. Customers also reported they frequently have to initiate status meetings in order to understand the sequencing of events and that F&O needs to have a more systematic approach to project management. They also mentioned the need for project closeout meetings to review the success of the project and enumerate lessons learned for future projects.

3. ORGANIZATION CULTURE

The F&O organization culture provoked some of the most animated discussions our team had with customers and staff. We found an environment that is relatively unhealthy. We heard both from customers and from staff directly that morale is low, staff are unhappy and there is an unsettling tendency to “point fingers and blame” individuals within the organization for lack of performance and the inability to work well together.

Many staff cited a past environment where individuals wanted to work “as a team” and the culture was more “family-like” than it is now. There were many references to the recent Director’s tendency to “pit individuals against each other” and his unwillingness to resolve personnel disputes. Staff indicated there is a
sense of “friction” among supervisors and administrative personnel, which interferes with the organization’s ability to work productively as staff are constantly “looking over their shoulder” because they are concerned that a fellow staff member will “report” them for assisting another worker. Staff used strong terms like “turmoil and backstabbing” to describe the overall organization work environment. They would like to eliminate “confrontational management” and replace it with an environment built on “trust and respect.”

We found the majority of staff to be adverse to change. The assessment team found evidence that staff are entrenched in their way of performing work and exhibit a reluctance to change. We frequently heard staff talk about “we have always done it this way” when discussions turned to opportunities for working smarter and more effectively. Some staff indicated they saw no reason to change the way they conduct business. In order for F&O to respond to changes and challenges on the campus that impact FM service delivery, the organization needs to embrace a more progressive change management philosophy.

Staff also indicated that favoritism plays a big role in scheduling work assignments, receiving permission for leave, assessment of performance and recognition for outstanding work. Almost every staff person had a story to relate regarding the negative impact favoritism has had on them personally and they consistency stated they hoped the new Director could create a working environment that was based on equity and fairness. Staff said they believed the “not my job” behavior in F&O would go away, if individuals were treated fairly and equitably.

Unfortunately the lack of cohesiveness within the organization is manifested in the perception of the organization culture by customers. Customer groups repeated almost verbatim the same information about the culture we heard from internal staff. As one customer relayed, “we see and hear everything so there are no secrets within F&O we don’t know.”

4. CONSISTENCY OF SERVICE DELIVERY

An issue raised by customers and F&O staff was the lack of consistency in service delivery. Customers indicated that they often are not certain that a request for service has been received and then they are not away of when the work will be performed. Some F&O staff are extremely conscientious about establishing immediate contact with a customer and maintaining a dialogue
until the work has been accomplished, while others “show up” unannounced and do not inform the customer when the work has been completed.

Since formal standards for service are not in place, it appears that quality of work performance is dependent on the skill sets of individuals rather than a consistent process for work accomplishment. Staff presented a similar problem in that they believe service delivery is “uneven” because F&O staff create their own processes and methodologies for performing work. They establish their own direction and some staff are better at it than others. They also mentioned that there is little or no follow-up on the part of supervisors to evaluate individual performance.

5. COMMUNICATION AND MARKETING

Perhaps one of the most critical attributes mentioned for a new F&O director was the ability to communicate with staff and customers. F&O has suffered significantly from the lack of internal and external communications.

Staff reported that starting with the top of the organization, there has been little or no communication about policies, procedures, priorities, personnel issues or general campus information disseminated to staff in a long time. For such a small FM organization, there are few formal or informal meetings for all staff and there is no solid management team that has regular meetings to discuss status and priorities for the overall organization. The lack of communication is pronounced between supervisors and staff as there does not appear to be adequate interaction between the two to provide sufficient guidance and direction.

As previously stated, we found that F&O as a whole is functioning more in a reactive rather than proactive role with respect to customers and the lack of visibility and regular face-to-face meetings has had an adverse impact on customer perception of the organization. In an academic environment it is extremely important for the F&O senior management to be highly visible with key customer organizations.

Proactive communication and feedback to customers is an issue we believe F&O needs to strengthen. We heard from almost every individual we interviewed that there is limited feedback on services provided by F&O to customer organizations and there is no structured forum to discuss issues and other business requirements that have implications for FM service delivery. Often, customers indicated, they had to initiate meetings or discussions on a
topic or problem and their perception is that F&O is not a solution-based organization. While they appreciate the fact that F&O cannot always meet their needs, they want to have the opportunity to communicate with senior management to help them understand their requirements and issues, as well as find feasible solutions.

6. ORGANIZATION CONFIGURATION

The assessment team examined industry best practices with respect to service delivery structures for F&O that would work within the Crookston Campus culture, and also referred to The Friday Group research on the key factors that drive the design and structure of an FM organization. The most compelling of these factors helped us determine which service delivery structure options would be the most appropriate for F&O. We believe these factors include:

- F&O organization culture;
- Customer perspective on role, responsibilities and core services of FM;
- F&O future direction; and
- Stability in F&O leadership.

The current organization configuration for Facilities and Operations is depicted in Figure 1-1. It is a free-standing entity headed by a Director who reports directly to the Chancellor. Presently there is a General Maintenance Supervisor, a Maintenance Operations Supervisor and an Executive Office and Administrative Specialist who report directly to the Director. The position of Director is vacant, although at the time of our on-site visit, the organization had a part-time, acting Director who was slated to leave the position in August. At the time of our visit the organization had an FTE total of 24 staff.
**FORMAL STRUCTURE AND MANAGEMENT TEAM**

The assessment team is a strong proponent of FM organizations that are lean and flat to the fullest extent possible. In addition, The Friday Group work with other academic FM organizations to reposition and reconfigure functions, as well as overall FM industry trends, supports an FM organization that is trim and nimble. At the same time the assessment team believes there should be sufficient structure and hierarchy within an FM organization to provide adequate management and oversight of critical core functions and to allow the organization as a whole to have a strategic management team.

In the case of F&O, since the organization is relatively small, there appears to be too much structure and inappropriate placement of functions under supervisory positions. We are concerned about the existing organization configuration in that there is no well-defined management team to support the Director and provide strategic oversight of FM functions. Because the last Director had a management style that was insular and isolated, we believe there is a need to create a structure that provides broader governance and oversight for F&O. At the present time, there is no leadership group to support the Director in governance, management and oversight of critical FM functions. When the new Director comes on-board it will be important for the individual to take the lead with respect to managing senior customer relationships, which
means the Director will need to relay on others within the organization for daily operational activities.

At the present time the Building and Grounds (B&G) staff are split between a supervisor for day shift and a supervisor for evening shift, which we believe contributes to the inconsistency of work and the lack of prioritization. Even though the supervisors overlap in work schedule, there is a disconnect between the two such that the evening staff are never certain if there are outstanding issues from the day that need to be completed during the evening. Some custodial staff work in pairs, while others work independently so it is often confusing about what cleaning has been accomplished. The evening workers were organized around the supervisor’s schedule, rather than a well-organized cleaning plan. Similarly, workers during the day do not always receive work orders so they use their own “judgment” about what they should accomplish during their shift.

The assessment team believes the position of Executive Office and Administrative Specialist should be strictly administrative in terms of duties and should function as an assistant to the Director, rather than on an organizational parity with supervisory positions. The current position has responsibility for incoming service calls and generating work orders, but that role and responsibility is not being adequately addressed. We feel a “help desk” function should reside outside this position and become an integral component of the operations and maintenance activity.

The assessment team is concerned that the expertise in building maintenance and operations, as well as custodial support is only one person deep and many individuals within the organization are either slated or candidates for retirement. As such, the wealth of historical knowledge about Crookston’s buildings and infrastructure is largely un-documented and only a handful of individuals are the repository of that information. It is important to capture and document this information for new entrants into the F&O workforce in the future.

Our team is concerned about the lack of a dedicated individual to oversee the multitude of projects handled by OFM. Previous directors have served in this role and presently the Executive Office and Administrative Specialist provides oversight for some projects, but the assessment team believes F&O needs to have dedicated professional capacity for project management.
7. **USE OF COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) – COMPASS**

We identified a need for better financial forecasting, as well as the use of metrics for decision making. Customers in particular echoed our feelings and indicated that F&O needs to gather better data, perform more sophisticated analysis and provide standard reports on F&O activities in all its service areas.

F&O currently uses COMPASS as the CMMS system and we heard mixed reviews on F&O’s ability to utilize the system to its full advantage. Customers indicated that COMPASS appears to be a good system and should be able to hold staff accountable for performance, but the system isn’t utilized in this manner. Staff indicated the system is cumbersome and that they do not always receive work orders as the basis for work activity. We learned that F&O customers have difficulty initiating work order requests because their calls to F&O often go unanswered and they find it is easier to talk with F&O staff when they are on-site, rather than calling the dedicated number. Work orders are supposed to be generated in the office and then distributed to the supervisors, but this does not always occur.

Reporting typically is the weakest link in a facilities organization and we found F&O to be no exception. Staff indicated there aren’t many examples of how routine data is collected and reported or how those reports are used in consultation with customers, evaluating building or system performance, or making business decisions.

8. **TEAMSTERS UNION**

Another topic that presented significant discussion was the Teamsters Union in F&O. Comments ranged from “the union is used as an excuse for not having control of staff” to “the union has outlived its purpose and usefulness and needs to go away.” From what we heard, it appears that the Union often is used as the reason why there is inaction with respect to poor performance on the part of staff within F&O. In addition there are stipulations in the Union agreement that prohibit supervisors from “performing work,” which allows staff to use the Union as a means to file grievances against fellow employees. We heard customer complaints about this same Union agreement stipulation, which also allows F&O staff to file grievances against faculty and staff outside the FM organization, if they believe an individual has violated the provisions against performing “negotiated work.”
9. EVENT PLANNING

A recurring issue with both customers and F&O staff was the lack of coordinated event planning on campus. We heard continuous comments about the need for repeated phone calls to schedule parking, space, food, unlocking of doors, set-ups and tear-downs and general assistance with events. There is a system in place (SURE), but those we interviewed found it to be cumbersome and ineffective.

The assessment team heard reports that the campus would be better served if there were a one-stop-shopping arrangement for event planning and management.
SECTION TWO: RECOMMENDATIONS AND IMPLEMENTATION SCHEDULE

A. OVERVIEW

There are a number of recommendations the assessment team believes would make the F&O organization better positioned, more appropriately structured, more customer-focused and metrics-driven, and provide a healthier organization culture in the future. The team also believes that several specific recommendations have potential application to components outside F&O, which would strengthen the overall Crookston Campus environment.

B. OVERARCHING RECOMMENDATIONS

1. CUSTOMER RELATIONSHIP MANAGEMENT AND COMMUNICATIONS

Throughout the FM industry, customer relationship management and communications typically is one of the weakest links in FM organizations. Most FM organizations do not have standard communication protocols and practices for managing customer expectations and providing on-going communication.

Customer relationship management is not something that happens without management attention. Building bridges with faculty, staff and department heads requires regularly scheduled meetings to listen and learn about customer requirements, as well as promote FM service capability. Marketing is what FM staff should be doing every day when they interact with customers, but senior FM executives, in particular, need to have an institutionalized methodology for interacting with significant customer groups.

Becoming more of a partner with customer organizations is critical to the success of F&O and we recommend the following:

- Establishment of regular, one-on-one meetings between the new Director of F&O and key faculty, department heads and staff. These meetings should have structured agendas that provide opportunities for the Director to showcase what F&O is doing for the customer organization, provide valuable feedback on costs associated with efforts in conjunction with customer groups, obtain input on business mission changes and trends, and discuss issues, challenges and concerns.

- Creation of an F&O Advisory Committee consisting of representatives from key customer groups to act as points of contact for F&O,
brainstorm ideas and potential changes to F&O policies and procedures, and serve as information distribution points to ensure that consistent communication reaches all building occupants. This committee also could provide input on proposed project priorities within their buildings so that the impact of pending projects will be understood and communicated to building occupants.

- Development of an F&O annual report to highlight accomplishments of the organization overall, identify specific achievements targeted to customer groups and organizations, discuss plan versus actual financial expenditures and provide forecasting information about FM to assist faculty, staff and department heads with their planning efforts.

**Utilization of Comprehensive Service Level Agreements (SLA)**

We understand that some tenant groups leasing space on the campus have Service Level Agreements, but the assessment team feels F&O should have SLA with all key customer organizations. Most customer groups indicated they are not aware of the level of custodial and maintenance service they should expect to receive from F&O and a published list of service levels for maintenance and cleaning would be a good start towards the establishment of service level agreements with key customer organizations. Some customer groups indicated they would be interested in a higher level of service they would pay for directly, which would be spelled out in an SLA.

Comprehensive SLAs would help set and manage customer expectations. The SLA should outline the roles and responsibilities of both F&O and the customer organization, as well as articulate the level of service F&O will provide to the customer organization through standard service and customized service designed for the customer. F&O would meet every six months to review and update these documents. The SLA provides an excellent vehicle for the Director to meet with key customer organizations to exchange feedback on service levels and address issues and changes associated with the SLA. Data from COMPASS can be used to populate reports tied to SLAs such that feedback on service requests, project management and associated costs can be provided to customers.

**2. Benchmarking, Metrics and Forecasting**

The assessment team feels strongly that a CMMS system should be used as the central technology tool for generating, completing, reporting and appraising
work for facility management organizations. With some refinement of COMPASS, we believe the system would serve F&O’s needs.

WORK ORDERS

Work orders are an important component of F&O’s work assignment, tracking and reporting process and presently the work order system is not working well. The assessment team believes that F&O should have customer organizations initiate all service work through work orders that are either emailed or called in to the office and that all work should be planned and scheduled through the system.

**Process:** Standardizing the process of initiating a work order through COMPASS will establish a tracking mechanism for both demand and routine FM work. For customers who request service, the request should be followed by an auto-generated email response from F&O to the customer that the request has been received and a work order number has been assigned. Customers also need a way to check on the status of work orders that would not require them to retrieve their old e-mails and conduct a manual query to ascertain the status of each work order they have submitted. This process works well in most FM organizations.

While we would not advocate emailing status updates for every work order, customers expect on-going feedback. COMPASS allows queries on work order status by various levels of hierarchy and security access. A building or department contact should be able to query based on their individual requests or on all work orders that are generated by various methods for their department. Ensuring customers have access to this information will improve customer relations.

Consistently generating work orders for F&O staff also is a benefit of the COMPASS system. These work orders provide historical information on work performed on systems and infrastructure equipment, track staff time allocated to routine maintenance and highlight problem areas requiring repeated service.

**Reporting:** The assessment team believes the power of reporting is to provide F&O staff and customers with accurate data in order to influence business process and decision-making. Using data in this manner engages customers, and reinforces to internal staff the necessity of maintaining high-quality and consistent data.
**Appraisal:** Developing structures COMPASS and reporting capabilities allows for a more proactive approach to future facilities planning by utilizing and analyzing data from past activities. The assessment team believes that all preventive maintenance work should be tracked and monitored through a CMMS system.

Customers in some buildings have repetitive activities or events. These activities or events can be set up with master work orders that link all associated work orders. This will enable F&O staff to schedule a meeting with the customer prior to the activity or periodically through the year to review and plan based on past experience and data versus addressing each as a new task. The appraisal process would be an effective approach to demonstrating a more proactive approach to customers.

F&O staff will need to have a shared understanding of the overall purpose of the work order system. Staff must understand the purpose of the COMPASS data and how it is used in decision-making in order to buy into entering the data consistently, and at an appropriate level of detail.

### 3. ORGANIZATION CULTURE AND COMMUNICATION

The culture of an organization sets the tone for how the organization will function and typical organizations fall into one of two categories. In organizations with *inclusive cultures* staff believe they are fully informed, able to comment and critique freely, have their opinions respected, and operate in a participatory and collegial atmosphere. In organizations demonstrating characteristics of *exclusive cultures*, staff experience little or no avenue for participation and feedback, their opinions are not taken seriously, and teamwork is not intrinsic to the overall operations. The assessment team feels the current F&O culture approximates the characteristics of an exclusive culture.

It will be a tall order for the new F&O Director to restore an organization climate that is team-based, collegial, and customer-focused, but it an important element of the organization’s success in the future. We believe there are several steps F&O will need to take in order to create an organization climate that is healthy and productive:

- Initiate team building sessions with all staff involved;
- Institutionalize a policy requiring operations and maintenance staff to be involved in all project planning sessions;
- Create opportunities for formal/informal staff interaction such as brown bag lunch and learning sessions;
- Create an internal charter team to address problem areas and present recommendations to the Director as business-case solutions; and
- Conduct an annual F&O staff climate and culture perception survey and share results with staff.

We also believe the F&O needs to establish formal and informal communications channels. We would encourage F&O to:

- Institutionalize regularly scheduled meetings with the Director and a management team;
- Institutionalize monthly meetings with the Director and all F&O staff;
- Initiate monthly days for a “door open” session between staff and the new Director;
- Institutionalize regular, six-month performance monitoring sessions between staff and leads/supervisors; and
- Establish a quarterly F&O “get-together” to foster a collegial atmosphere and informal information sharing.

4. EVENT PLANNING

The assessment team suggests a new approach to event planning for the Crookston Campus. We believe it is important to create a one-stop-shopping venue that allows customers to make a request for all components involved in an event (space, set-up, food, security, A/V, clean-up, etc.) and recommend the venue be located in Dining Services. We would encourage the Crookston Campus to establish a dedicated event planning position within Dining Services, re-evaluate and re-tool the SURE reservations system, and create an advisory group consisting of administrative assistants (or others) who represent the primary users of event services.

C. FACILITIES AND OPERATIONS ORGANIZATION STRUCTURE RECOMMENDATIONS

OFM has a demanding customer culture and population that makes it essential to create a facilities management organization structure that maximizes opportunities for consistent service delivery among the various customer entities. F&O needs to accomplish this through concentration on high performance functions, creation of service standards and service level agreements (SLAs), expert customer interface through single points of contact for work order requests, and a CMMS system that governs work orders,
benchmarking and best practice application, metrics and forecasting, and reporting. In addition, it is critical for F&O to become more strategic in its approach to maintaining and protecting the University’s physical assets through routine preventive maintenance.

How the organization is configured and defines roles and responsibilities for functions within the organization also is a critical aspect of moving F&O forward. The assessment team believes there is a need to reconfigure the organization to work more effectively and efficiently, create needed management and oversight in key functions and establish a more team-like atmosphere.

**PROPOSED ORGANIZATION MODEL**

While there are numerous approaches to aligning facilities management functions in order to strengthen the organization’s ability to delivery consistent, quality service, the assessment team recommends an organization configuration for F&O similar to the one shown in *Figure 2-1*. The organization structure aligns functions into industry-recognized organizational entities that provide a business-like approach to FM service delivery. It also streamlines the managerial levels, but provides a broader management team structure to provide oversight and day-to-day governance of F&O functions and personnel.

In this organization we have changed unit names and position titles to reflect industry standards and provide greater clarity with respect to functional and individual roles and responsibilities.
Our restructured organization eliminates the two supervisory positions, which we believe are not adding value in terms of guidance and oversight of the functions. In addition, having non-working supervisors essentially eliminates needed FTE to perform the work in an organization that already is marginally staffed. Instead of supervisors, we recommend F&O create the position of Assistant Director for Operations and Maintenance with overall responsibility for the operations and maintenance functions performed by F&O.

To create a more collegial working environment and allow all available FTE to participate in the performance of work assignments, we have replaced supervisors with teams of staff who have a working lead to provide work assignments and day-to-day oversight of work accomplishment. We have established four lead positions to cover Operating Engineers, Day and Evening Buildings and Grounds staff, and Operations and Maintenance staff. The Leads, in addition to the Assistant Director and the Director, form the backbone of the organization as a management team.

We also believe the current position of Executive Office and Administrative Specialist should be changed to an Administrative Assistant position. This
position would function as a true Administrative Assistant to the Director and would be removed from day-to-day operations and involvement with the work order system and service calls.

Because we believe a solid work order management component is critical to the success of F&O, the assessment team created a position of Help Desk Assistant. This individual would be responsible for work reception and distribution, CMMS data input and reporting and customer feedback on F&O performance. The position would report directly to the Assistant Director and become an integral part of the operations and maintenance function.

In this organization functions performed by each of the organization units are shown in Figure 2-2.

![Proposed Facilities and Operations Organization Functions](image)

**D. FACILITIES AND OPERATIONS DIRECTOR POSITION RECOMMENDATIONS**

The impetus for the F&O assessment was to define the characteristics needed for the position of F&O Director. Although the assessment team believes that hiring a new Director alone will not be sufficient to transform the F&O organization and that careful attention must be placed on resolving the other issues we have highlighted in this report, we do have suggestions and
recommendations regarding the Director position. In Exhibit B we have provided an example of a position description we believe provides additional knowledge, skills and abilities (KSA) potential candidates need to possess in order to lead a transformation effort and restore F&O to a healthy and productive organization.

Customers and F&O staff provided some of these KSA for us during our interviews and while they are incorporated in the proposed position description, we wanted to highlight the most often-mentioned ones here:

- Outstanding communication skills;
- Outstanding marketing skills;
- Experience “changing” an FM organization;
- Excellent marketing skills;
- Experience with FM unions and getting them to work collaboratively with the organization;
- Ability to establish performance parameters and hold supervisory personnel accountable;
- Solid financial management background; and
- Personable, straight shooter, integrity, honesty and team builder.

E. IMPLEMENTATION STRATEGY

The assessment team created a recommendations implementation strategy that prioritizes our recommendations and addresses action steps necessary to accomplish each. We also developed a short and long-term phasing plan for the action steps. In our opinion, in order for Facilities and Operations to transition into an organization that is productive, customer-focused and culturally healthy, high priority recommendations and their accompanying action steps need to be implemented on a near-term basis. The underlying assumption for all our recommendations is that the Chancellor and new Director will provide guidance and assistance to allow Facilities and Operations to take ownership of the recommendations. Moving the organization forward means there will be a significant commitment of staff resources to establish a more business-oriented and industry standard organization configuration, design marketing and communications methodologies to strengthen and manage customer relationships, create customer and staff advisory councils, implement a well-developed work order management system, recruit and hire key staff, and establish policies and procedures to govern the organization.