Plant Operations Restructuring Update

North Campus

June 28, 2010
Presentation Outline

• Reasons for Plant Ops restructuring changes
• Building Services: OS1 overview and North Campus schedule
• Facilities Maintenance restructuring: Work process and structure changes in North Campus pilot
  ▫ Schedule
  ▫ Impact on North Campus facilities staff
  ▫ Impact on facilities users
  ▫ Rollout and communication plans
• Question and Answer
What is driving restructuring?

Alignment of several factors

• Economic environment, general fund uncertainty, need for cost containment

• Campus space growth

• Increasing complexity of facilities systems

We are doing this from a position of relative strength, but...
Our current operating model is not sustainable in long term given these factors
Plant Building and Grounds Services
(OS1) Initiative
An Engineering Approach to Cleaning

1. Clean for health first, then appearance
2. Treat Cleaning workers as first class citizens
3. Simplify, simplify
4. Utilize the clean syndrome
5. Go beyond compliance on safety regulations
6. Minimize environmental harm
7. Exceed expectations

- Custodians work in teams as specialists vs. generalists
- Specific, structured approach to job assignments
  - Efficient, focused, duplicable
  - Improved quality control
- Improved, efficient, ergonomically safe equipment
- Increased efficiencies reduce costs while improving service
What to expect during transition

• Building profiled and work loaded
  ▫ Customer input on any unusual needs
  ▫ Custodial space needs identified

• Open house prior to roll out in new (OS1) facilities

• Drop in service as custodians relocated and/or shifts changed in zone areas

• Drop in service then gradual improvement over 90 days of “basic training”
  ▫ Feedback from building occupants critical
  ▫ job cards and staffing reviewed and adjusted

• Full 20% increase from zone service levels within first 6-9 months
• Staffing based on building needs
• Consistent quality cleaning standards
• Improved coverage
• Reduced injuries, absenteeism, and equipment abuse
• Lean supply and distribution systems
• Reduced chemical and equipment inventory
• Increased efficiencies = more for less $$

Expected end results
• Moving to a monthly roll out by supervisor

  ▫ May 2010
    • Marsha Soulliere
  ▫ August 2010
    • Jim Talley
  ▫ November 2010
    • Dennis Carr
  ▫ February 2011
    • JoAnn Currier

North Campus Schedule
Functional Management Phasing Plan
Team Description
• John Lawter – Assoc Director, Plant Building and Grounds Services
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http://managemen.com

UM contacts for (OS1)
Plant Building and Grounds Services

Questions?

Building Services (OS1) program
Facilities Maintenance
North Campus Pilot Region
What is the nature of the changes in Facilities Maintenance?

- **New work management processes** (emphasis on planning & scheduling)
- **New organizational structure for maintenance and repair services**
- **Shift from reactive to proactive maintenance**

These process changes and structure changes will be tested in the North Campus pilot “Region”
New Work Management Process

Based on best practices in maintenance mgt

• Emphasis on planning and scheduling work
• FM priority systems/coding will change
• Shift from hourly staff scheduling and coordinating their own work
• Intended to limit work order handoffs between shops – “what happens on North Campus, stays on North Campus”
New Organization Structure

Regional Maintenance Services

*Expanding the Zone Concept*

- Cross functional trades and maintenance mechanics
- Maximizing logistical efficiencies
- Asset/building focused supervision
NC Pilot Region Structure

Lead Manager
Jim Vibbart
(interim)

Asset Supervisor
Doug Good

Asset Supervisor
Joel Foos

Asset Supervisor
Eric Boeving

Admin Support

Planners

Schedulers

Work MGT
Kevin Fraley

30 – 31 Maintenance Trades and Mechanics

Construction Services
(ND Improvements)

Plant Engineering O&M Support
Reactive to Proactive Maintenance

Today, we often react to things as they break
65% of MGF work time was on corrective repairs.

Tomorrow,

- More focus on PM and PdM, with increased efficiency (preventing things from breaking, which can disrupt University activities)
- Focus on asset performance & analysis (hrs of operation, hrs to PM cycles, etc.)
- Data collection on building and systems maintenance work foundational (tying work activities & records directly to assets)
Why North Campus?

- Provides a large enough group of buildings to test the new operational model
- Supports the full diversity of FM labor classifications
- Provides best opportunity to realize logistical efficiencies
- Plant Ops space was available to locate a consolidated work group
What will the changes mean for North Campus?

Impact on faculty, staff and students...  *Short Term*

- Response to maintenance emergencies and urgent work the same...
- “Planned & Scheduled” may appear to be a slower response time as we work through new work mgt processes, however:
  - “Line cuts” and “free style” activities eliminated
  - “Messy” at first with focus on completing P & S’d tasking
- Schools & Colleges *improvements* (Customer Pay), will be done by Construction Services
- FM *improvements*, when worked, will support infrastructure/capital funded programs: PPI/IMF/Planet Blue
What will the changes mean for North Campus?

- It will mean a change in “customer” – FM interactions
  - It will mean far less ability for building occupants and facilities staff to get so-called “on the spot services”. To move us from reactive maintenance practices, employees will have pre-scheduled work to complete

- Real life examples of conceivable change:
  - (-) Light bulb changes – expect grouped activities
  - (+) Hot/Cold calls – staff now on site, greater ownership of “their” equipment...
What will the changes mean for North Campus?

**Long Term:**
- North Campus should experience improved asset reliability and performance (fewer things breaking, left hand – right hand alignment)
- Broader on-site supervision vested with “their” buildings
- Quality expectations high: Improved service and performance support of best value to U of M
- Asset performance metrics reported at CFO level
- Planning and Scheduling metric for accuracy/alignment
- Overall program/field satisfaction is expected to mirror asset reliability improvements.
## Pilot Change MGT and Communication

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<thead>
<tr>
<th>Timing</th>
<th>Communication Tactic</th>
<th>Key Message(s)</th>
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<tr>
<td>7/19</td>
<td>Email message from Provost’s office to North Campus facility occupants</td>
<td>• FM Restructuring overview&lt;br&gt;• Identify work order POC(s) by building&lt;br&gt;• Stress importance of change</td>
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<td>August</td>
<td>North Campus Facility Manager training</td>
<td>• Importance of new processes&lt;br&gt;• How the system has changed&lt;br&gt;• Impact on FMs and their customers&lt;br&gt;• Need for patience during the pilot</td>
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<tr>
<td>September</td>
<td>Email messages from North Campus Deans to facility occupants (assures reaching Faculty)</td>
<td>• FM Restructuring overview&lt;br&gt;• Identify work order POC(s) by building&lt;br&gt;• Stress importance of change</td>
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<td>October</td>
<td>Email message from R. Robben or L. Hanson on the results of pilot, Phase I</td>
<td>• Lessons learned (Good and bad)&lt;br&gt;• Process changes that will impact building occupants&lt;br&gt;• Next steps in the project</td>
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Pilot Change MGT and Communication

- We will engage facilities users to share our metric results and our pilot performance
- We will hold customer forums during pilot for feedback
- We will measure satisfaction levels with FM services during pilot.
Wrap-Up

- These are big changes, strategic to our future
- They are aimed at a long term shift in maintenance philosophy and practice at U-M
- It will require all of FM, and all maintenance stakeholders to change past practices

This deep structure change is crafted for the long term interests of many: the department, employees, buildings/assets and the future growth of the University of Michigan
Questions?