CUSTOMER OPPORTUNITIES

SUCCESES:

Building Services

1. Monthly or bi-monthly meetings with customers to discuss customized services and establishing partnership agreements are now on-going.

2. Have conducted training to educate users of Web-FMS during June 2002. Also have appointed representative to attend regular meetings.

3. Will continue to provide phone wipes during flu season as we have during the last three years.

4. Have produced personal introduction cards for custodians to use in building professional relationships with customers.

5. Have blended Building Services with the Plant Exchange.

6. Pest Management has given presentations on West Nile virus and obtained local and state training on topic.

7. Have met with clients to discuss and establish appropriate service level agreements. The initial round of visits was completed in June 2002 but continuous client contact is an on-going effort.


9. Added many new facilities and areas to our customer service base
Construction Services

1. Continued improvements in relationships with our internal and external customers—external towards Total Customer Satisfaction. Goals are to have scheduled projects from start to finish; to have projects completed on time; and to have projects completed on budget.

2. Continued improvements in relationships with our internal and external customers—internal in response time; in response time by other internal departments to our needs; and in response time by Construction Services to meet the needs of the internal departments.

Facilities Maintenance

1. All staff are encouraged to communicate more with customers as to job status, start & completion times, shutdowns for elevator maintenance, status of roof repairs. Hang tags are in the design stage for roofers to leave with customers informing them of repair status. Roofing surveys were completed in May 2003. All respondents were contacted for follow up. Elevator Shop is showing safe riding practices tape in Housing.

2. John Gruden’s crew is working to improve communications with customers. The purpose is to enhance communications with internal customers (Construction Management, Plant Engineering, and the BAS). Good working relationships have developed. Monthly meetings are now scheduled with John’s crew and BAS. These meetings work on resolving common problems. John works closely with Plant Engineering on Energy Star and other projects related to HVA/C control systems.

3. Mechanics are providing Crystal Reports to customer showing status of all their work requests. They are also helping managers’ track work that has gone to other shops as well as helping to prioritize projects.

4. A Special Events Team was setup with a dedicated manager to create spreadsheets showing all events and who works on them. The goal is to avoid redundancy and improve efficiency in how Plant Operations as a whole serves special venues.
5. In an effort to identify and inform our customers of Plants General Fund, standard service levels and limitations, an outline was written and posted on the web. SLA’s using this information indicate the services that contractors as well as Plant would provide.

6. All shops are communicating with customers to provide more detail as to who is responsible for work (when shop specific) and what our limitations are. The Elevators and Roofing Shops are developing standard service level documentation for customer information. These SLA’s includes preventive maintenance and FCA modules for better departmental planning and current customer expectations. The Sheet Metal Shop is following suit with gas-fired heater preventive maintenance and unit replacement. Millwright EWOC’s are doing the same for window air conditioners.

7. A process improvement plan was facilitated by Plant Academy for the Elevator Shop. The resultant practicum showed opportunities for improved efficiencies and the elimination of redundancies.

8. Updated the Athletics and MHRI SLA’s for BAS monitoring and service and added new SLA’s as needed.

**Grounds and Waste Management**

1. Completed the construction of new pole barn storage facilities on North Campus (NCTF) for Grounds Services as well as the Maintenance and Utilities departments.

2. Updated the Grounds Services work plan and published service levels for our customers. Expanded the plan to include the Housing Complexes on North Campus. Completed training for staff on service levels and work tracking.

3. Participated in the FUN meetings. Introduced the Facilities managers to the work plan, our horticulturists in each of their zones, and our service levels.

4. Expanded services to include street sweeping for construction sites. Purchased a second street sweeper for this program.
Health and Safety

1. A variety of wellness programs were held regularly throughout the year including Heart Health Screenings, Fitness Challenges, Move, Lose, & Maintain, Influenza shots, and others with significant participation from throughout F & O.

Plant Administrative Services

1. Created new or modified existing reports to meet customer needs and established a standard set of reports produced monthly.

Utilities and Plant Engineering


2. On going participation on Outdoor Lighting Task Force Team to develop new and revise existing standards. Team ensures the design meets expectations based on lighting model being developed. Developed priority area list for new lighting based on focus team recommendations.

3. Initiated on going model involving trades staff in the development of fixed price estimates with U&PE and outside consultant engineers.

4. Meet regularly with Architecture, Engineering and Construction Group (formerly FP&D) to update Design Guidelines and Standards. Utilize standards to help provide facilities that best serve the customer’s mission.

5. Successfully advocated that Design Guidelines and Standards are easily accessible on the Web by all users.

6. Encourage regular feedback during all conversations with shop personnel.

7. Hold regular meetings (monthly, quarterly, etc.) with most Facility Managers / building contacts to obtain feedback on facility issues and also to provide information (projects being done, etc.)
8. Solicited a survey to all internal and external stakeholders that provided information to UPE, such as what the stakeholders believe our services are, what we do and don’t provide, etc. complete.

9. Served as Liaison/Communications Hub between Facilities Stakeholders.

10. Used system developed by UPE practicum group to poll customers on satisfaction.

11. Provided flexible reporting tools in order to better meet our customers need for timely information.

12. Redesigned the service request form to make it more useful and easier to understand for our customers.

Work Control

1. Installed Web FM and have begun educating users, which should result in a reduction in inquiries to Work Control; increased feedback from the web site; and an increase in the number of hits on the web site.

2. Work Control has sought to enhance communications between staff and customers through a plethora of means including, FUN meetings, staff meetings, customer service training, notifying customers of emergencies, monitoring phone stats with new software, and other means.

3. Developed and distributed intensive and comprehensive service guides of our standard service levels to our customers. This has helped to provide a clearer set of standards customers can expect from Plant Operations.

4. Work Control provided reports and other information to report status information to Schools, Colleges, and Auxiliary Units. Information is provided to individual campus units, FUN meetings, and ACUB.

5. Improvements to the Work Control Shutdown Notification Procedure have been done and appear to be working well. Continually working to improve communication and reach additional improvements could be made but would require an additional FTE.
6. Expanded the use of card readers where possible.

7. Information dissemination

8. Work Control is seeking to identify potential news and information items and passing them forward to Diane Brown for follow-up to that highlight Plant Operations people in an effort to enhance our public image.
FINANCIAL OPPORTUNITIES

SUCCESSES:

Building Services

1. In April 2003, completed the development of a clear departmental monthly report system.
2. Established regular meetings with F & O and Fin Ops staff.
3. Developed and piloted training for staff to better equip them to understand budgets and financial tracking systems
4. Piloted Best Practices with Medical School and College of Engineering and Public Health in July 2003
5. Introduced Riding Scrubber, Horizontal Cleaning and Task Team Cleaning approaches to pilot customers with much success
6. Initiated client meetings to discuss service needs and determine new service level agreements and review revised cleaning standards including reduced cleaning frequencies.

Construction Services

1. Increased speed and accuracy of billing and cost recovery and have investigated a new arrangement for fixed-price billing.

Facilities Maintenance

1. To improve fiscal responsibility, supervisors are evaluated on the performance appraisals on their budgetary abilities. Management has made this issue a primary concern by providing training on budget management and holding supervisors accountable. Steps are also taken regularly to help staff understand budget implications by discussing selected issues with them in staff meetings.
Plant Operations Strategic Planning 2003-2004
Departmental Successes by Focus

Grounds and Waste Management

1. We met our budget reduction goals for FY 03.

2. Produced and published a quarterly report using the new EAP software. This report is being used as a model for financial reporting by the other Plant Operations Departments.

3. Completed a management zone report to track expenses, tasks, and time. This is part of the zero based budgeting initiative.

Health and Safety

1. Control time costs to departments for non-billable compliance, safety, health, and environmental management related activities.
   a. Quantified expectations by job classification
   b. Quantified expectations by shop assignment
   c. Quantified collective expectations (e.g., committees, safety talks, etc.)

2. Have reviewed activities involved with each program and listed safety, health, environmental management, and compliance requirements for each program as they relate to new hires.

Plant Administrative Services

1. Developed with each department a set of reports (financial and otherwise) they need to manage their resources and created a standard set of reports that was agreed upon with departments.
Utilities and Plant Engineering

1. A cash flow model in the amount of $2M annually for General fund chiller replacements was obtained and a process was developed to manage it.

2. A financial model for a reserves account for major repairs and replacements was designed and defended. Mark Mau has become UPE’s champion and clearly and concisely represents the department’s position.

3. Secured supplemental contract engineering/drafting staff to assist UM engineers with workload.

4. Improved the monitoring and reporting of the General Fund Energy Management Budget Report using the new program categories created last year to make better use of budget information in managing activities.

5. Established lamp contract with McNaughton McCay Electric for group re-lamping of area and building exterior mounted lighting. The same process is being tested in the Utility tunnels system.

6. Initiated the sale of rental equipment not being used effectively because of reduction in new lighting construction projects.

7. Prepared contract for ISES annual update (20% of campus annually)

8. Construction and Commissioning goals were met including projects meeting budgets, projects completed on time, and projects commissioned.

9. Have partially initiated a fixed price work orders for all projects.

10. Using outside contractors to do jobs faster and meet budget when appropriate.

11. Have documented comparison costs internally in terms of dollars per square foot, per boiler, per BTU, per man or any other parameter but have been unable to find a model that allows comparison costs to similar organizations outside of UM.
12. Seeking to develop tools to better track and monitor project costs and maintenance expenses, a formalized program was implemented for tracking contractor activities with new daily time sheets, and a system for placing additional controls over activities. Also improved method for monitoring of the budget through improved business processes and a new contractor consulting report.

13. In FY ’03, new tools for tracking project schedules commitments were introduced.

**Work Control**

1. Sought to manage overhead expenses and unbillable time (training, functions, sick time, f-care, etc.) by implementing a sick time policy and establishing unbillable time targets for fiscal year (training, functions, etc.).

2. Work Control assists in the analysis of warranty work by providing reports of work requests reopened, actual vs. estimated costs, etc. in an effort to minimize / reduce Plant rework. Currently working with shops to assist them with accurate estimating and ensuring they remain consistent with their budgets.
**INTERNAL BUSINESS PROCESSES OPPORTUNITIES**

SUCCESES:

**Building Services**

1. Established Supervisor Communication Team meetings in October 2002. Attendance has been marginal but leadership is working on improving it.
2. Established Employee Communication Team meetings in Summer 2003.
4. Negotiated AFSCME agreement that allows for extended temporary status for E.W.O.C participants allowing the department to keep a temporary staff person in their position for longer period of time.
5. Working closer with union leadership on decision-making such as the recent shift changes on North Campus.
6. Evaluated supplies and equipment to ensure that they all met environmental standards.
7. Held training for staff to ensure that all chemicals are disposed of properly.
8. Initiated new recycling and disposal pilot in Wolverine Tower and Fleming Building.
9. Trained and actively encourage electrical conservation and “lights out” policies.
10. Actively participate in Eyes and Ears program.
13. Increased bulk purchases for cost savings by ordering in 3-month increments.
15. Trained facilitators in problem-solving techniques.

**Construction Services**

1. Designed a process to identify accountable and current information using FMS data including vendor recharge in labor cost at actual billing rate. PPAPO is currently doing best practices on this.

2. Analyzed the Denison results and created an information dissemination process through weekly and monthly staff meetings. Also are continuing to refine Denison results with programs like “Walk a Mile in My Shoes”.

3. Projected retirement for temporary employment status reports, days remaining and rehire eligibility dates. Also now tracking undesirable temps and contract labor (include supervisor comments).

4. Developed a historical database of labor usage by month so that we can apply some trend analysis and forecast future labor demands.

5. Have created fixed price data worksheet to conduct job cost analysis.

**Facilities Maintenance**

1. Created Performance Indicator reports for specific areas to foster a functional, user-friendly and regular reports that are disseminated in a timely manner.

2. Completed Phase II of the Alarm Management Project, which was designed to reduce the frequency of repeated false alarms.


4. Completed Phase I of the Trend Optimization Project to reduce the number of trends being stored by the server.

5. Completed Refrigerant Management Compliance Training and an annual inventory process to keep abreast of needs.
6. Implemented new staff deployment strategy to cross-train staff and rotate task families to build de-emphasize specialized areas. This will enable the department to cover requests better because more staff will be capable of responding to the task at hand.

7. Have selectively facilitated shop strategic plans through Plant Academy. The Roofing and Elevator Shops have completed plans; other shops will follow in FY04.

8. Relocated Call Center to hospital and established a communication pattern between the Call Center, Customer and Maintenance.

9. Altered expediter position to secure cost effective installations from field electricians. Reclassified open electrician position to create new position. New Materials Project Coordinator position is currently advertised and candidates are being screened. Expediting is one of many responsibilities this position will assume.

10. Plumbing shop has purchased new crimping equipment to expedite joining copper pipes. Technology is under scrutiny for the next few years to determine its long-term benefits.

11. A vibration analysis was conducted on chillers to get updated vibration charts. Vibration buttons were installed on 8 chillers.

**Grounds and Waste Management**

1. Exceeded 40% winter salt use reduction for FY 03 in spite of record numbers of snow events. Increased alternative deicing fleet and added a liquid storage facility at North Campus.

2. Our recycling program was given the top award for comprehensive institutional programs by the National Recycling Coalition.

3. Completed construction of a new$2.6 million North Campus GWM facility.
Plant Operations Strategic Planning 2003-2004

Departmental Successes by Focus

4. Completed the clean up of the grounds bulk material yard. Converted 5 PLUS years of accumulated yard waste into 600 cubic yards of mulch and 500 cubic yards of compost for the campus as a cost avoidance initiative.

5. Reduced fleet and amount of “G” equipment.

6. Continue to develop uniform policies with GWM including travel budgets, temporary pay scale, and tuition reimbursements.

Health and Safety

1. Determined the capabilities of the current data collections, recording, and reporting systems and capabilities.

2. Major progress has been made in collecting data and evaluating procedures. This data still has to be integrated into FCA

3. Statistical Data Analysis reports are generated quarterly in conjunction with OSEH, Risk Management, and Work Connections.

Plant Administrative Services

1. Oracle 8.0.6 was tested and installed successfully.

2. Tested current FMS 3.2 on Oracle 8 and it was moved to production.

3. Installed Web-FM on test system and was successfully installed.

4. Tested FMS 3.8.5 on test system and for small user group and installed for production at conclusion of successful small group testing.

5. Partnered with CSI Maximus to install web server and Web-FM.
Plant Operations Strategic Planning 2003-2004
Departmental Successes by Focus

6. Provide Training if/when applicable. We will meet with anyone or everyone from the Unit to explain the process flow and the duties and responsibilities that result from the document. All employees do their part of the process. On-going, at this time the Goal is done, but needs to be maintained.

7. Created an Interface with hospital for reporting time with hospital staff so that all parties understand the importance of timely and accurate Pay/Time data.

8. Disaster recovery plan – HP

9. Labor vendor billing

10. Windows 2000

11. Outlook

Utilities and Plant Engineering

1. Electric supply and distribution study was completed. The preliminary design phase is functioning. The final budget has been accepted, a construction project established, funding lined up, and engineering is being hired.

2. A Chilled Water supply and distribution study has been completed. Preliminary regional designs are underway. Engineering has been hired for Hatcher, LSA-SAB, and North Campus RCPs.

3. Designs are underway for NIB and medical loop. NIB line design is complete and out for bids.

4. Written outage procedures for all utilities are being documented in a UPE manual with sections on Tunnel distribution and HV distribution drafts complete.

5. Central Power Plant conducted an independent safety study in FY02 and several items were identified as needing addressing. A response team created to respond to issues.
6. A model has been developed for the life cycle analysis of future chilled water capacity. It has been presented and defended on several occasions.

7. Improved administrative office efficiency by reorganizing central office, cross-training office staff, relocating CPP upper management staff and administrative staff to UPE headquarters.

8. Review and update present PM database.

9. Convert in house PM database to FMS database.

10. Implemented an automated plant logging system by collecting system and equipment operating data from the DCS Aspen Historian and exporting to a excel file mimicking previous hand written log sheets previously used by the operating engineers.

11. Implemented an Outage and Unit Trip Investigation Committee by writing and initiating a management procedure, which authorizes the formation of each committee and provides directives and guidelines empowering each to organize and investigate a defined incident.

12. Implemented a Safety and Accident Incident Investigation Committee by training each committee in practices and methodology of finding root causes of a problem/incident.

13. Initiated a permanent committee to develop, implement and maintain a Procedure Management System.

14. Organized and scheduled monthly senior shift engineers meetings to improve communications within the department by providing a platform to further communications between management and operators.

15. Implemented a formal safety training program with annual and monthly high voltage safety training schedules; CPR certifications for all plant operational personnel; and Annual Hazardous Materials First Response re-certifications.

16. A spreadsheet has been established and is currently in use for one type of electrical project (high voltage).
17. An Outdoor Lighting spreadsheet has been established to keep track of projects performed by the Outdoor Lighting electricians.

18. Future electrical work for the UM Hospital has a spreadsheet created to keep track of projects. These measures will also be applied to UM Hospital Electrical Engineering work.

19. Developed and promoted an action plan for continuing energy management services beyond the scheduled completion of Energy Star in June 2003 resulting in the reduction of building energy use around campus.


21. Continuing the initiatives begun last year to better integrate the trades into Energy Star, and to better communicate between trades and engineering, by emphasizing building start-up and close-out meetings, tune-up documentation, and scheduling of ECM’s since 6/02

22. Began using cost data from past ECM’s to improve the cost estimating for future ECM’s.

23. Electric Shop Lead Team developed SOP (Electric Shop Hiring Practices) to follow for new / existing positions, which includes shop trades staff.

24. Involved Foreman and staff in the development of the U&PE Electric Shop Business Plan.

25. Participated on team to revise UofM Design Guidelines to be posted on Web.

26. PM basics document is now complete, waiting to work with Work Control to incorporate into FMS.

27. Have onsite tailgate meetings to discuss operational, scheduling and safety issues.

29. Bar coding system has been purchased and pole labeling is ready for implementation.

30. Participated on team to develop U&PE initiative for record dwg development and maintenance. This will be submitted to the Director of Plant Ops for evaluation with Assoc Vice President for F & O.

31. Reduced on-call hours for High Voltage Electricians. Expanded 4/10 hr day work schedules for a 5-day work coverage that allows the reduction of on-call schedule by two hours a day. Review of the call in report run by BAS, allows this time to be reduced an additional two hours or a total of 4 hours.

32. Reviewed pre-bid construction drawings for compliance with Design Guidelines and Standards.

33. In 2000, standards/guidelines for tech improvements to water treatment was produced.

34. Update Control specification, which was completed in 6/03.

35. The energy impact statement and design guideline draft was submitted in 2003.

36. Provided background on business plans and programs (FCA, PM, capital replacement strategies, etc.) to shop foremen or general foremen on a monthly basis.

37. Holding regular meetings (monthly, quarterly, etc.) with most Central and Zone shops to obtain feedback and also to provide information (projects being done, etc.)

38. Participated in WC/PM instruction sessions to shops and gave survey to shops to assess other needs.

39. Work Control’s background work on WR types codes etc is complete.

40. Established procedures and expectations for FCA team review, including review of general building summaries, individual project scopes, budgets and prioritization.
41. Increased front line shops’ awareness of Plant Engineering’s and FCA’s function – as a resource for identifying and resolving facility problems.

42. Established and implemented uniform guidelines for prioritizing projects. Major criteria was developed by resource team to decide which projects to potentially are or are not funded.

43. Explored methods to eventually use and possibly link PM Inventory and History data to FCA.

44. Established procedures for capturing projects that are retired as part of a large capital improvement project.

45. Established procedures for capturing capital projects greater than $5,000. (UMS Shops, UMS Construction Group, etc.)

46. Established procedures for capturing capital energy conservation projects.

47. Established procedures for capturing elevator projects.

48. Created a team of diversified personal that has the ability to manage all types of assignments and task including determining future staffing needs and when work is to be done by outside engineering firms in a support role to the design team.

49. Identified all internal and possible external clients for the team to work with. (i.e. Shops, Colleges, Construction Services, Hospital, Athletics, Housing, etc.)

50. Staffed & trained engineer and coordinated staff to design and manage completion of designated projects

51. Completed Infrastructure project list with backload reduced to 25% during FY02.

52. Improved communication during planning and design phases of long range projects to allow more input from employees by working closer with Vin Manion of Plant Extension

53. Arranged more increased involvement of OBS crewmembers during design phase.
54. This year we have implemented a formalized cathodic protection maintenance program, sump and hatch drain maintenance program, and a PRV testing program.

55. Survey the entire tunnel system for structural repair needs.

56. Develop a maintenance contract with a waterproofing and masonry repair firm to began making repairs. Some repairs to be made with in house staff. The contract is in place and we are making very good progress in making repairs.

57. Have all PRV stations tested and functional and tested. This year nearly every PRV station has been tested and made operational. We now have a formalized PM program in place.

58. Study the condensate return system to identify pressure problems and engineer solutions to those problems. We have entered into a contract with SFT Engineering and study is currently underway.

59. New in FY’03 were the design and project kickoff of a new and larger steam service to 300 NIB and the award of a contract for the design for a new 24” LPS line, which will run from the CPP –POR 108. Both of these new services will greatly increase system capacity.

60. Conducted a comprehensive damage assessment survey of the asbestos insulation on all piping.

61. Developed a program to systematically encapsulate all exposed asbestos.

62. A Contract is now in place to systematically encapsulate asbestos with in the tunnel. These type of repairs began in FY03.

63. A complete tunnel security system survey conducted in FY03.

64. A project was initiated and all doors have either been repaired or a work request has been initiated for securing access.

65. A formalized testing program was been implemented to ensure that all existing motion detectors work.

66. New sidewalk hatches were installed in sites that did not secure properly.
67. Implemented a cross training program so that every person within UBS has a working understanding of one another’s job so that there is redundancy at every position. With the development and implementation of the new billing system, each person within UBS will have input and a role for making sure each process is understood. Everyone has input on the new UBS system and has taken place in decision making. By building this system from scratch each employee should completely understand each process.

68. Have established consistent accounting methods that are easier to track.

69. Implemented standardized accounting practices as appropriate.

70. The department’s utilities purchasing and customer billing process and controls were audited by internal auditors and by Price Waterhouse Coopers. Both auditors were satisfied with our process.

**Work Control**

1. Created an updating system that allows system managers to have current information through a variety of methods including regularly generated reports, Work Control Coordinators, emails, customer reviews, etc.

2. Reformatted codes, statuses and priorities in FMS for planned implementation of Web FM to provide a clearer understanding of a project’s status. This process included training sessions for FMS users. The results are that Work Requests spend less time in a “New Work” Status; the time from work complete (time card) to 80-COMPLETE status on the work request is reduced; and customers have a clearer picture of work request status when using Web FM.

3. Work Control has implemented an on-line maintenance request line that gets 50-60 estimate requests per day.

4. Work Control formed a cross-functional PIT to review the processes for handling service calls to Plant Operations. The result was a restructuring opportunity for increased cross-collaboration with other departments, such as Building Services and Grounds. The goal was to create one-stop shopping for our customer base through the development of a 24/7 call center.
5. Work Control analyzes processes and procedures through the use of the PIT teams and to implement recommendations.

6. Work Control is involved in reviewing internal benchmarks for potential best practices to increase efficiencies and decrease complaints.

7. Have made changes regarding the scope and timeliness of Estimating that has resulted in a significant increase with no increase in staff.

8. Developed standard acronyms, uniforms, and instituted the use of problem codes. A Problem Code report is available and the PDCA is making some changes.

9. Work Control and the PM Task Force are meeting monthly to identify additional areas for preventive maintenance planning involvement. Other areas that could utilize this function within FMS are Building Services, Grounds, customers, etc. Results from this process include reduced corrective repairs and increased planned & scheduled works.

10. PM Planning has a goal to completely re-inventory building equipment in the next 2.5 years. This effort is in progress.

11. Hired two WC Coordinators to help with the additional work in the department.

12. Continued development of the M-Keys database to allow better retrieval of information and improved methods of providing keying information to customers is complete.

13. Revised existing key request forms to streamline the request process and create the opportunity for “paper-less” processes.

14. Work Control has started the process of pulling information together about risk management and begun to train employees to do this work. This should continue to be a WC initiative but the shops need to begin implementing similar processes for it to work optimally.

15. Work Control recently implement new work codes in FMS to aid the flow of information to FCA for updating purposes. Still need to develop feedback process for capital replacement and capital upgrades.
SUCCESSES:

Building Services

1. Developed and implemented a Team Basic Curriculum and Team Effectiveness Series in June 2003.

2. Expanded the supervisor leadership program to potential leaders and completed Four Roles of Leadership with a 98% attendance rate.

3. Completed all training and conducted refresher course for all teams, June 2003

4. Surveyed employees to identify training needs and responded with DACUMs for all positions and new technical training course.

5. Actively participate with B & F Diversity Committee and with the Building Services committee as well as other programs

6. Initiated new employee recognition programs in addition to the current programs

7. Started 12 new teams in FY 03

8. Held focus groups to determine informational needs resulting in a new standing committee that meets monthly to share information

9. Placed white communication boards in each supervisor’s area and in all Team Communication centers

10. Implemented new technical training for new staff.

   Held blood, toy, coat, and food drives to meet community service needs for last two years.
Construction Services

1. DACUMS have been developed for all classifications. DACUMs have also been created for Construction Services trades people, Material Expediters, Project Assistant I’s, and Project Assistant II’s

2. Apprenticeships/Internships  Continue to support current apprenticeship and internship program
   Develop a systematic process for determining when an apprenticeship position should be posted

3. Training—We have no knowledge of the current state of our training. We do not know what training is required and on what schedule.
   All of the required training is being budgeted and performed.
   Construction Services is performing additional training to improve the skill levels of our employees

Facilities Maintenance

1. New equipment was purchased for boiler electrical controls installation and trouble-shooting. Training was conducted by sales personnel for select staff. This equipment will help with power quality monitoring.

2. Facilities Maintenance Department wide safety meetings are held each month with Jim Almashy facilitating. Special topics are reviewed, safety concerns handled, and safety supplies are ordered. OSEH is involved in these meetings.

3. Diversity in the workforce is addressed by on-going meetings that discuss topics such as “hostile work environments”, unacceptable comments and jokes, and controversial actions towards peer.

4. Efforts are made to keep staff updated with new technology by trade-specific training, i.e., inspection certification in Elevator Shop, Microsoft Certified Systems Engineer, and certifications for welders.

5. Supervisors are held more accountable through the performance planning and appraisal process that is conducted annually with all salaried personnel.
6. DACUMs have been reviewed and revision efforts are underway to implement benefits of process through training and career paths.

7. Created a Flow Diagram of the Apprentice Selection Process and implemented changes to assure continued fairness during selection of candidates.

8. Redesigned staff uniforms to create consistency with Plant Operations image.

9. Completed safety training for staff during generator tests.

10. Revamped the Apprentice Selection Process resulting in a significant reduction in committee meeting time. New process was put into effect and interviews were completed in 5/03. This will be an annual effort now.

11. Monthly shop meetings are held with attendance sheets and agendas.

12. Seek to add Sick Time Usage Policy into union contract. Policy requires counseling for all staff that use excessive sick time. The policy is intended to reduce lost time on the job.

13. Shops have evaluated staffing levels for current workload based on new requirements due to technology, increased workloads and other factors. The process included combining some classifications, hiring or reduction of certain classifications, consolidating roles, and balancing staff to supervisors. Some changes will require union approval before they can be formalized.

**Grounds and Waste Management**

1. Completed DACUMS for all classifications.

2. Created an internal training and licensing program for equipment operation.

3. Completed a separate strategic planning initiative in the Heavy Equipment Garage.
Plant Operations Strategic Planning 2003-2004
Departmental Successes by Focus

4. Established quarterly all staff meetings. Increased communication to the staff through various team meetings and events.

Health and Safety

1. Safety Committee Program

Plant Administrative Services

Utilities and Plant Engineering

1. Employees have filed no grievances in the department since early FY02.

2. Performance planning and appraisals have helped to create budget ownership in UPELT. This is leading to accountability of all areas of responsibility.

3. CPP staff participated in an in-depth Root Cause Analysis Process to learn how to handle issues to address accidents effectively.

4. Start a periodic CPP Newsletter that has been integrated into The Plant Exchange.

5. Integrated the Dept’s new energy management engineer into Energy Start to assume duties previously performed by other employees.

6. Provided training classes to meet both skill level and regulatory requirements. (Miss Dig cable/fault locating, High Ranger Operator, Electrical Safety for low voltage circuit breakers, High Voltage Electrical Safety, Cathodic Protection system, Proper Cadwelding for grounding systems, VOM safety, Meggering & Ground resistance testing.)

7. U&PE Electric Shop safety meetings held once a month. Representatives from each shop trade involved also participated in U&PE dept and Central Safety Committee meetings.
8. Write article on the U of M “Miss Dig” system for the Plant exchange newsletter to give customers a better understanding of the law and how it applies to Plant Operations. Article was published in the Winter 2003 Plant Exchange.

9. Established and maintaining a library of operation and maintenance manuals and record dwgs for new equipment installed in buildings that allows ready access to staff, in order to maximize accuracy of shutdowns, minimize disruption of service during scheduled maintenance or emergencies.

10. Given presentation to an external stakeholders meeting on examples of what we do, such as the ‘Roof Safety’ program and the ‘Facility Condition Assessment’ program.

11. Hired staff with experience in project management and commissioning.

12. Improved communication by making POLT and UPELT meeting minutes and other information of interest available to employees with intentions of increasing a feeling of involvement by staff.

13. Improved communications of department news and goals to increase feeling of involvement in overall department.

14. Expand personal monitoring. Great effort has been taken to make sure there is a reduction for any potential accidental exposure of asbestos. In ’03, air monitoring equipment was set up on two occasions to monitor the tunnel system for loose asbestos fibers and have periodically placed PMD on workers to check exposure levels while they work.

15. Eliminated all chained or padlocked egress points to ensure quick exit from tunnels in case of emergencies.

16. Issued CPR training or refreshers to all workers and heat awareness sessions.
Plant Operations Strategic Planning 2003-2004
Departmental Successes by Focus

Work Control

1. Work Control holds monthly meetings with staff and continues to seek out additional communication strategies.

2. DACUMS have been completed for all classifications including the Apprenticeships/EWOC program. Next step is to develop training programs to implement DACUM standards.

3. Developed POOP, Plant Operations Orientation Program for all new staff, which allows them to have a better understanding of Plant Ops and F&O; puts less of a burden on supervisor; provides a consistent message to our staff; and less time is wasted finding places, people, services, materials, etc.