How a Proactive Approach Impacts a Facilities Management Organization
Has this happened to you
Understand where you are now perhaps in crisis management

- Where are we now
- Examine your most recent or memorable crisis. What did I learn from this horrifying experience, perhaps this will help you identify your nemesis.
- Perform a quick self evaluation
- How does your checkbook currently reveal how we are using our resources financial and staff
Where to start
Don't just stand there do something

• Begin with the end in mind
• Where do we want to be, crisis management, or In control
• Are the buildings in control of your operations and maintenance staff and budget
• Are we having fun yet
Don't just stand there do something

• Develop a step by step plan on how can we get there, here are some ideas to consider.
• Remember, Don't look at the whole elephant just chew the bite you have. we do not want you to get "analysis paralysis"
• A Building Survey/Assessment can be of great value.
• Get professional assistance from someone like WSU Plant Operations Consortium.
Don't just stand there do something

• You do not have to re-invent the wheel, Plant Ops has lots of experience in this area
• What comes to mind from last week
• What is biting us the hardest? Prioritize, go after your greatest adversary first
Don't just stand there do something

• Do we have a big red button that certainly needs to work every time we push it? Most of us do, and when it does not work it's not a good thing.

• What equipment and systems are most critical to the operation of each building

• Determine the condition of equipment
Don't just stand there do something

• Get the data on the most critical equipment first, major on the majors.

• What data do we need to gather? Equipment Type Fan Pump Compressor, Brand, Model HP Voltage Phase SN:

• Where can we store this data? 3 ring binder, Excel very portable into a Database

• We want the data to provide the most benefit to our organization.
Don't just stand there do something

• Do not gather data which is not critical now
  Get the big stuff first

• The equipment data needs to be readily available to your staff, it will save your organization lots of precious resources.

• Tenant Safety, Employee Safety Asset Protection, Building Envelope
Don't just stand there do something

- Do we have equipment which is mandated to be maintained?
- Fire Extinguishers, Fire alarm systems, Fire Suppression systems Wet or dry, Elevators, Backflow devices, just to name a few.
- Asset protection equipment Dewatering pumps, freeze protection, Flood Control
Don't just stand there do something

• Divide and conquer ask for and or Select some Participants
• Divide your staff and financial resources at first 20% Proactive/Planned 80% Reactive/Demand
• I know this sounds crazy however someone has to paint the back porch even if the front of the house is on fire!
• Be flexible and don't be too hard on yourself, make your best move and learn from it, we all make mistakes
Don't just stand there do something

• Doing nothing is the biggest mistake.
• Expect the unexpected, sometimes things happen even with all our efforts.
• Being Pro-Active is like having Murphy Repellent if you are prepared, Murphy and his brothers, Broken, Damaged, Smoking and Leaking will stay away.
What Impact is our current leadership saying to our Staff

• Do we have their best interest in mind
• Are we providing a place where our staff can be successful
• Are our expectations reasonable and attainable
• Are we creating an Unstable work Schedule not sure, when I will be home
Staff Impact

- Are we Interrupting their Family Time
- Causing stress related absenteeism
- Negative health impacts
- Low Morale. I can't be successful here
- Lack of confidence in leadership Where is this ship going?
Staff Impact

- Discouragement and despondent I can never get a handle on this, I give up!
- Lack of ownership
- Not proud of the job currently being done
- I do not want to be associated with this group
How do we change the culture of our organization

• No one likes change, we all drive to work the same way, We sit in the same seat at Church and often eat the same things for lunch

• Changing from Reactive to Proactive, even though we all know it will be for the good of all it is still change

• Everyone wants to be a hero, like a Fireman, we become adrenalin junkies, lots of excitement, kudos, awards

• Don't forget Overtime the cash cow, she will put a hole in your staff budget $$$
Culture Change

• Help your staff understand the results of Proactive or Reactive
• WIFM What's in it for me?
• Appeal to the staff where they live, who in this room wants to miss your son or daughter’s special event, birthday, Father/Son Camp-out or your daughter’s recital
• HEY! who's in charge here the buildings or us?
Culture Change

• Explain the alternative, let's put the buildings and their equipment on our schedule instead of the buildings and equipment putting us on its schedule

• Who can argue with that

• When you let the buildings or equipment set the schedule it will most likely be when it's most inconvenient and expensive to resolve

• Roof leaking when it's raining the hardest, chillers failing on the hottest days of the year, you have all been there
Culture Change

• Seek input, feedback, thoughts and ideas from your own experts on how to tame the Dragon
• No one knows the buildings and equipment better than they do
• Accept all ideas openly to develop buy-in
• All ideas are good. Do not judge them; we don’t want to shut down the brainstorming process
Culture Change

• Based on the ideas you receive develop the first steps of the plan
• Set reasonable and measurable expectations and goals
• Decrease our on-demand work requests by 5% in the first 6 months
• Increase our Planned Work Orders by 10%
What message are we sending to our clients

- We are telling our story without using words
- How is facilities management perceived by our clients
- Good or not so good
- Professional or not so professional
Message to Clients

- Great managers of resources or poor resource managers
- Proactive VS Reactive
- On top of the pulse or not in control
- Great planners anticipating our needs or poor planners
- What story do we want our clients to hear
How are our Clients impacted by our current leadership model

- Loss of productivity
- Closed restrooms
- Overheated or Cold Buildings
- Overheated computer rooms
- Water leaks, mold remediation
Negative Client Impact

• Client equipment damaged by water leaks
• Disruptive reactive maintenance being done in work areas during client work hours
• Maintenance or repairs in the wrong season chillers in summer boilers in winter
• Forced work-arounds because of breakdowns
• Loss of confidence in our facilities maintenance staff
Let's talk about money and how what we do impacts our or budget

- Does Anyone in this room have a maintenance budget that is too large
- Hiring expensive equipment experts when they are in the most demand will cost you dearly, financially and in time delays
What we do impacts our or budget

• Heroic procurement efforts while equipment is down and staff are delayed on the repair job

• Should we anticipate and purchase maintenance and repair parts ahead of time or wait until failure and give the parcel service companies premium pay for Next Day Air, you know that they love your money $$$
Revisit the changes we made and evaluate how to make improvements

- Measure the results of your first 6 months
- Meet and discuss with the staff what is working or not working
- Seek input on how to change it for the better; accept all ideas
Revisit and Improve

• Let's face it everyone likes a little excitement
• For your staff who need that rush, ask them to consider taking up Sky Diving, Rock Climbing, or Grizzly bear wrestling
• Let’s continue to move away from crisis management to being in control
• I can think of nothing better than a mostly uneventful day by your staff
Act on new information after evaluating the results

• Set new reasonable goals and expectations
• Encourage your staff at every opportunity as they embrace this new model and move through the process
• Train your staff to perform the required tasks
• Insure they have the information, tools, equipment and supplies required
Summary

• Make required changes to existing plan
• Set new goals
• Schedule and Acquire additional training
• Remember your staff is your most valuable tool you have
• Never give up! Murphy is a patient guy and will come back with reinforcements
Enjoy the success of all of your hard work