

OKLAHOMA STATE UNIVERSITY

FACILITIES MANAGEMENT

THE NEXT LEVEL PROJECT

A Model for Effective Change

APPA: Effective and Innovative Practices Award Application
2017



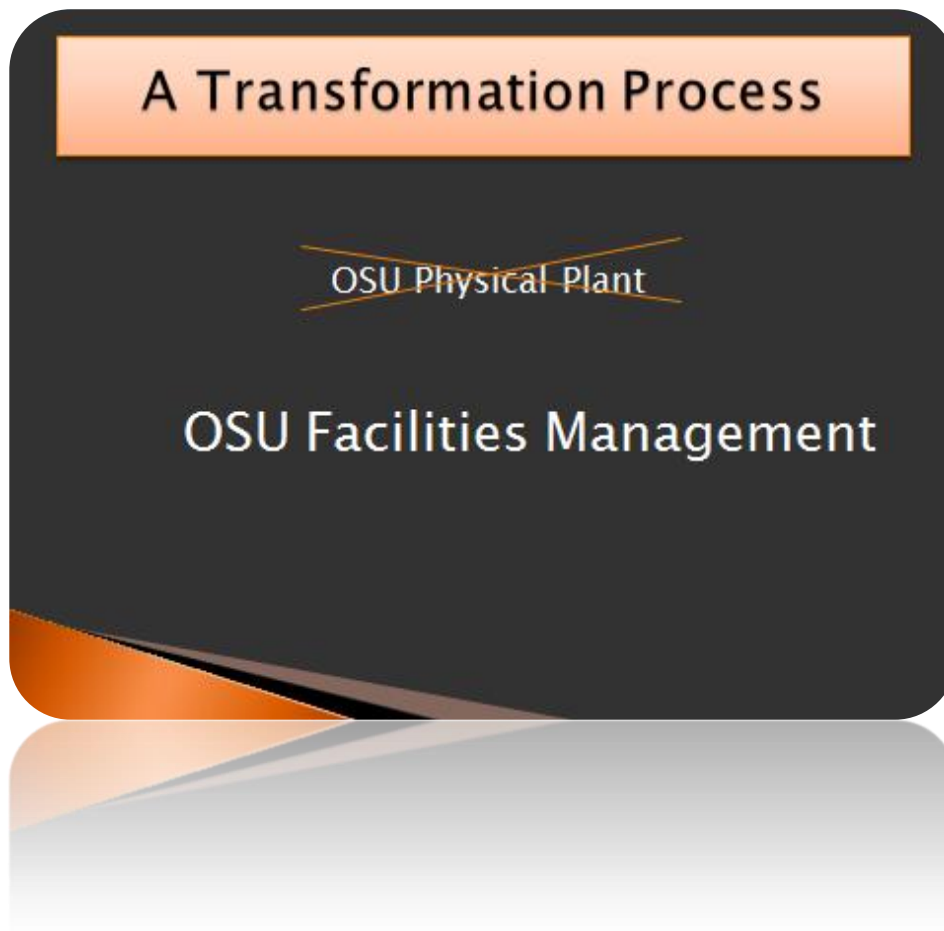
*"We will not be doing things tomorrow
the way we do them today"*

Statement of Program

Transforming Oklahoma State University's (OSU) Physical Plant, which had been operating the same way for more than 30 years, required nothing short of a *Herculean* effort at all levels of the Physical Plant organization. Titled the "Next Level" initiative, the adopted theme became, "*We will not be doing things tomorrow the way we do them today.*"

Armed with a detailed evaluation of our current state and a set of future state recommendations (*Appendix 1*) from an outside consulting firm, the Next Level initiative began in August 2013. After an immense, eighteen month journey, Oklahoma State University successfully implemented over 18 recommendations, and rebranded the Physical Plant into Facilities Management (FM) in February 2015.

How we successfully navigated through the culture shift and the stress of organizational change during the Next Level initiative is the basis of our application for the APPA Effective and Innovative Practices Award.



Institutional Benefit

OSU achieved great success with the smooth transition of Next Level processes and systems for both customers and employees by using a multifaceted change management strategy. The initial step was recognition and acknowledgment of existing culture from baseline employee and customer surveys. From these, the Next level team identified change management strategies to establish a new environment where the future organization could thrive. The strategies energized employees and customers and took advantage of deep institutional knowledge. Benefits resulted in increased employee and customer acceptance and understanding of the need for change, their active engagement and participation on Next Level team workgroups, a smooth transition into the new FM organization, and establishment of an environment for sustainable growth into the future.

❖ Other institution benefits from the successful implementation of the Next Level initiative

- New zone maintenance structure focused on preventive and planned maintenance
- Streamlined capital work management processes and implementation of a capital planning & project management (CPPM) system
- Productivity gains from adoption of technology devices, re-implementation of the computerized maintenance management system (CMMS) and streamlining of work management processes
- Creation of key performance indicators(KPIs) and metric reports that provide senior leadership with accurate measurements of organizational and operating performance

❖ Customer satisfaction improvement of 6.8% overall (2015 Post Next Level Survey)

- An 11% increase in the ease of doing business with FM as a result of a new customer portal for submission & review of work order details, increased transparency of work order costs and new email notifications of work order creation and closure (*Appendix 2*)
- Improvement of customer relationships through single point of contact with their Zone Manager, opportunity to provide feedback regarding satisfaction with work performed, and active participation in determining priority of work performed in their buildings
- An improvement of 16% in customer understanding of FM services through development of Service Level Agreements and FM Guide to Services

❖ Employee satisfaction improvement of 5.7% overall (2015 Post Next Level Survey)

- Increased employee job satisfaction through working in cross-functional zone teams where there is accountability, inclusion, and ownership of work from start to finish
- Empowerment through “see-it fix-it” program where employees create work orders for issues found
- Opportunities for career movement between zone teams and ability to work with members of other trade specialties to gain experience and knowledge
- Improved work performance from increased institutional knowledge of buildings within their zones
- An improvement of the FM overall culture in areas of recognition, fairness, reward for creativity and innovation, and making new-comers feel welcome

Innovation, Creativity, and Originality

OSU used the following change management strategies to successfully implement the Next Level initiatives:

Extensive senior management support throughout the initiative

The Next Level team was structured with the support and sponsorship from senior leadership of both OSU Administration and FM throughout the initiative. The strong understanding by the leadership team of how to implement change on the OSU campus was a critical success factor. The active engagement of senior leadership empowered team decisions, broke down barriers, provided funding for support of the future state organization design and provided resources to ensure success. (*Appendix 3*)

Robust communications strategy

The communication strategy included development of the Next Level website for campus and FM employees to view information regarding Next Level recommendations, videos of employee meetings, progress updates, and confidential Q&A section, and baseline survey results. (*Appendix 4*) Also utilized were “All Hands” meetings where the Next Level team, including the Sr. Vice President Finance and Administration, gave updates and invited questions. Additionally, smaller informal “shop talks” were held throughout FM to keep the message alive and promote further understanding of the change. The Next Level team demonstrated the new system and processes to campus departments to communicate the future changes and request feedback.

The inclusion of all stakeholders

Stakeholders from inside FM and across campus departments were used throughout the process to utilize deep institutional knowledge, ensure buy-in, carry the message, and remove barriers to change early in the project. Many stakeholders were permanent members on workgroups and some “as needed” for subject matter experts. Additionally, focus groups were used to gather employee and customer recommendations to improve the levels of satisfaction within the FM organization and enhance the services provided to customers.

The new organization required the shift from traditional maintenance trade shops to maintenance zones. To design the new zone structure, the Next Level team used the following:

- APPA Operational Guidelines and Facilities Performance Indicators to determine zone setup, such as number of zones based on total maintenance square feet and number of employees per zone based on average square feet per worker etc.
- Outreach to other peer universities in our area who utilized maintenance zones
- Best practice recommendations from a third party consulting firm
- FM leveraged employee knowledge by including trade shop managers in a “mock draft” exercise to assign trade shop employees into newly formed zones. The exercise was demanding, but allowed the managers opportunity to have ownership of their zone structures. As expressed by FM Zone 2 Manager, Steve Ledbetter, *“We knew the people best, and it allowed us to have input about which employees would be a good fit for each zone. While we did not always agree, we all came together in the end.”*

The managers also defined the type of work to be performed by each zone, division of tools, equipment and vehicles. By using FM employees heavily in the zone design, there was greater acceptance and adoption of the change. To ease the transition to zones, each zone team worked together for several weeks prior to the actual implementation of the zone concept.

Extensive end user training program

The new organizational structure required FM employees to use new software, mobile devices, and work processes. To ease the stress of change, an extensive training plan with a multi-step approach was developed. First, employees were trained in a large setting for a broad overview. Then small groups of no more than eight employees were trained using a personal “hands on” approach. Following that, each employee rated their level of understanding, and was scheduled for additional hands on training if needed. Allowing the employees an ownership of how much training they received based on their perception of their preparedness proved to be very successful in alleviating stress and anxiety.

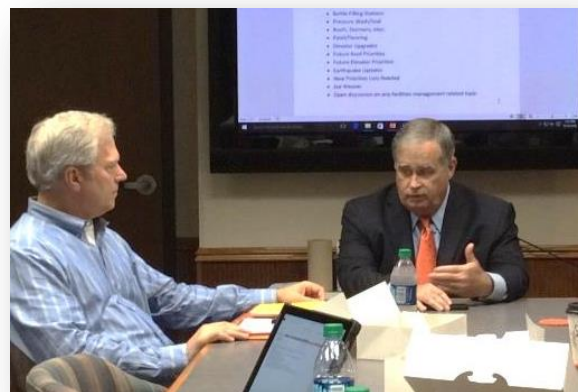
To convey how services were changing in the future for campus customers, FM created Service Level Agreements, Guide to Services and conducted training sessions where the new systems and processes were demonstrated. In addition, Zone Managers met with college department leaders to personally introduce themselves and to educate on the Next Level changes.

Portability and Sustainability

This model for effective change has been shared with other Big 12 institutions, Oklahoma Universities, and numerous organizations across the OSU Campus. The Next Level initiative was shared with other universities at the 2015 Big 12, and Friends Facilities Conference hosted by Texas Christian University where the initiative was featured. Many of the conference participants sought out the presenters to ask additional questions where OSU gladly shared details. The initiative has also been shared across the OSU campus at functions such as the OSU Fiscal Officers, Faculty Council, and Staff Advisory Board meetings. Mr. Joseph B. Weaver Jr., OSU Sr. Vice President Administration and Finance (VPAF), and Next Level champion, used the success of the FM Next Level model to engage initiatives in other VPAF departments.

Facilities Management will sustain the new organization by:

- Continued support from OSU Senior Leadership. **Pictured:** VP Weaver shows continued support of FM by speaking in the quarterly Dean’s Representatives meeting where key metrics and service levels are planned and discussed.
- Development of strategic plans and goals
- Key Performance Indicators
- Benchmarking against APPA FPI’s



Management Involvement and Employee Commitment

VP Weaver’s strong vocal and visible advocacy for Next Level was consistent throughout the initiative all across campus. He conveyed both the business and emotional case for the change to engage FM employees to feel a part of something extremely important to OSU. VP Weaver stated to the FM employees *“This initiative is about fixing bad processes that are keeping the good people at Facilities Management from accomplishing great work!”*

Next Level Workgroups were comprised of numerous frontline and midlevel FM employees and other department representatives across campus. VP Weaver was very adamant about the use of cross-functional knowledge in the initiative. He was determined that the future design would not be the result of a “silo” effort, but a collaboration of all stakeholders to ensure an organization that would meet the needs of OSU today and in the future.

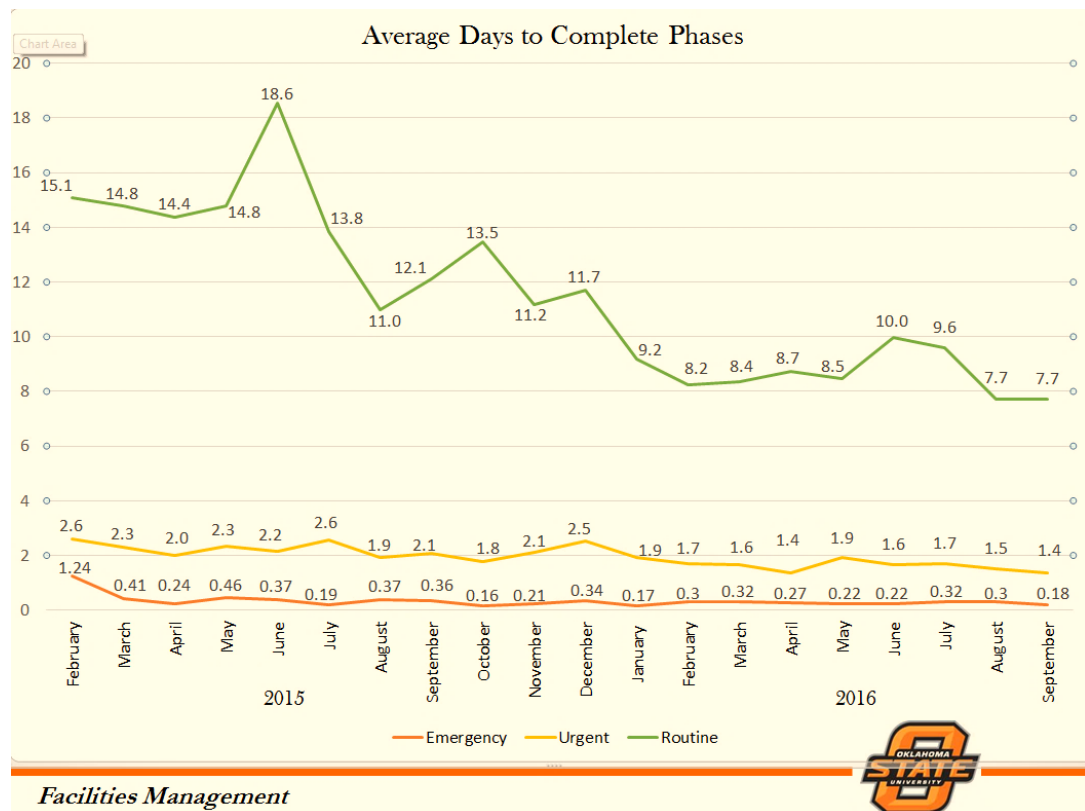
FM has received many positive comments from both employees and the campus community for the changes in the organization. (Appendix 5 & 6) As stated by VP Weaver “We wish we would have made these changes years ago.” The new FM organization is directly aligned with the FM Mission to serve faculty, staff, students and community by creating and maintaining an inspiring campus environment to support essential research, education and outreach. By doing this, we help our organization achieve prominence as a first class Land Grant Education institution and drive our organizations financial and resource model through sustainable and cost-effective growth.

Documentation, Analysis, Customer Input, and Benchmarking

To sustain the Next Level initiative, FM is using key performance indicators (KPIs), benchmarking performance against APPA FPI’s and peer universities, development of standard operating procedures, on-going training of staff to provide consistency among departments, employee/customer surveys, and continuous improvement of processes and customer services.

Below are ways FM continues to sustain and thrive into the future.

Monthly metrics on KPIs are shared in supervisors meetings to evaluate past performance and set goals for future performance. Metrics include trends, completion rates, priority percentages, and average days to complete work. All metrics are benchmarked against the previous year to show improvement. *Example: (Pictured)* Average time to complete work has been cut in half since implementation of the Next Level initiative.



Appendices

1. Next Level Recommendations
2. FM Customer Portal
3. Next Level Team structure and responsibilities
4. Next Level website
5. Facilities Management employee comments
6. Customer comments

1. Next Level Recommendations

The Next Level Team was given the below set of recommendations to implement. Given the magnitude of changes to both FM and OSU Campus Departments, it was critical that an effective change management model was used in order to successfully implement all of the below changes simultaneously.

- Invest in mobile technology
- Manage using Key Performance Indicators (KPIs)
- Use customer surveys to obtain feedback regarding work completed
- Create a Guide to Services
- Develop Service Level Agreements (SLAs)
- Encourage a culture of flexibility and transparency to enhance customer relationships
- Implement a multi-trade zone maintenance structure
- Establish separate maintenance and construction units
- Institute a preventative maintenance focused organization
- Conduct an employee climate survey and hold employee focus groups
- Provide Physical Plant staff with formal recognition and opportunities for involvement
- Create and promote a web-based service desk for online work order submission and tracking
- Streamline work order process
- Streamline estimation and project execution process
- Develop a project management manual
- Review requirements for time tracking
- Document all Physical Plant procedures for staff positions
- Implement AIM computerized maintenance management system
- Implement AIM computerized project management system

2. FM Customer Portal

Below is the FM customer portal created by the FM Information Technology department for submission of maintenance, renovation, capital or custodial requests. Customers can view details of their requests regarding cost, status, work performed, account information and previous requests from the Customer Lookup feature.

Facilities Management Customer Portal

Customer Lookup **Work Request** Logout

Customer Work Request

Please fill out the following form to submit a work request to the Facilities Management Work Control. For Emergencies, please call (405) 744-7154.

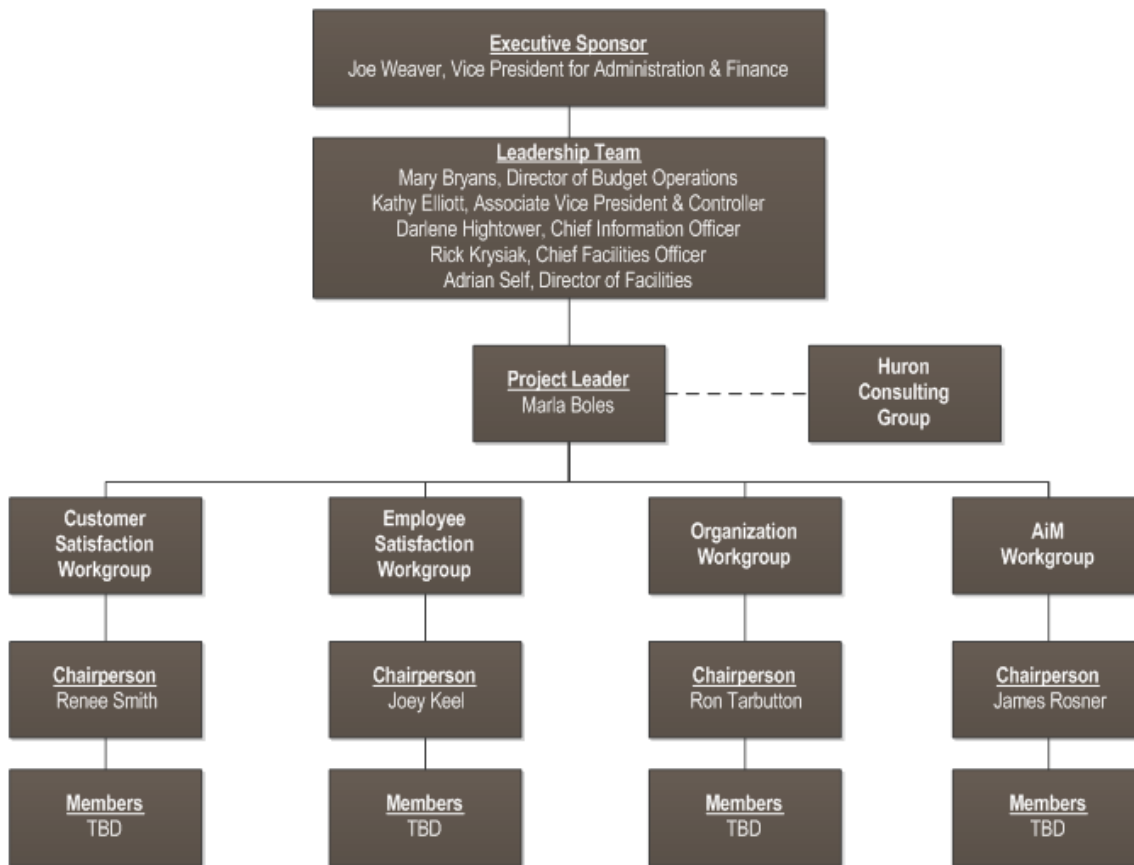
Contact Information	Location Information
Contact Name * Jeff Sweeden	Select Region * OSU-STILLWATER
Contact Phone * 405-744-0330	Select Area * CENTRAL CAMPUS
Contact Email * jeff.sweeden@okstate.edu	Select Building * FACILITIES MANAGEMENT SERVICES
Division * 10 - GENERAL UNIVERSITY	Select Floor -- Select Floor --
Organization * 100180 - FSS-MOVES/SPEC	Select Room

Request Information	Request Description
Select Problem Start Typing Keyword	Please provide a very detailed description of your request...
Desired Date yyyy-mm-dd	
Do you have alternate funding? No	
Alternate Funding <small>Select this option if you are requesting a billable service and it will be funded with a different account than Facilities</small>	

Previous Work Requests

#	Request	Entry Date	Request Status	WO Status	Description
1	71837	10/14/2016	WC APPROVED	CLOSED	PLEASE MAKE ENGRAVED 1 X 12 INSERT TO READ "DUSTY STOABS" AND BRING TO J...
2	70348	10/03/2016	WC APPROVED	CLOSED	NEED NAME PLATE TITLE INSERT FOR STEVE TANNER READING MANAGER SPECIAL...
3	70347	10/03/2016	WC APPROVED	CLOSED	NEED NAME PLATE TITLE INSERT CHANGED TO INTERIM DIRECTOR OPERATIONS AN...
4	70343	10/03/2016	WC APPROVED	CLOSED	KEYS- ADA INSIDE DOOR (NE CORNER OF BUILDING) IS OPENING VERY SLOWING IN...
5	69677	09/26/2016	WC APPROVED	OPEN	NEED FM IT TO REPLACE TONERS AS NEEDED FOR PRINTER LOCATED IN FSS MOVE...
6	69079	09/21/2016	WC APPROVED	CLOSED	0079FMS - SET TRAPS IN OR AROUND TRAILER GENERATOR LOCATED IN THE YARD...
7	68090	09/14/2016	WC APPROVED	CLOSED	0079FMS - SMELLS LIKE DEAD ANIMAL IN HALLWAY PLEASE INVESTIGATE
8	67893	09/13/2016	WC APPROVED	CLOSED	PLEASE CORRECT MAPS (2) ON COWBOY WALKING TRAILS SIGNS ON LEGACY WALK
9	65582	08/25/2016	WC APPROVED	CLOSED	0006G - PLEASE INSTALL FM PARKING ONLY SIGN ON DUMPSTER ENCLOSURE BETW...
10	64841	08/19/2016	WC APPROVED	CLOSED	0079FMS - PLEASE OPEN MEP-ELECTRICAL/PLUMBING TO WELD HANDLE ON CART....
11	64840	08/19/2016	WC APPROVED	CLOSED	DRUM 411 - PLEASE TREAT ROOM FOR BED BUGS ON SATURDAY 8/20/2016
12	64057	08/15/2016	WC APPROVED	CLOSED	PLEASE OPEN SHOP SUPPORT SERVICES TO FIX SKID STEER AT THE RECYCLING C...
13	63421	08/12/2016	WC APPROVED	CLOSED	PURCHASE OF 8' ALUMINUM TABLES FOR FSS MOVES

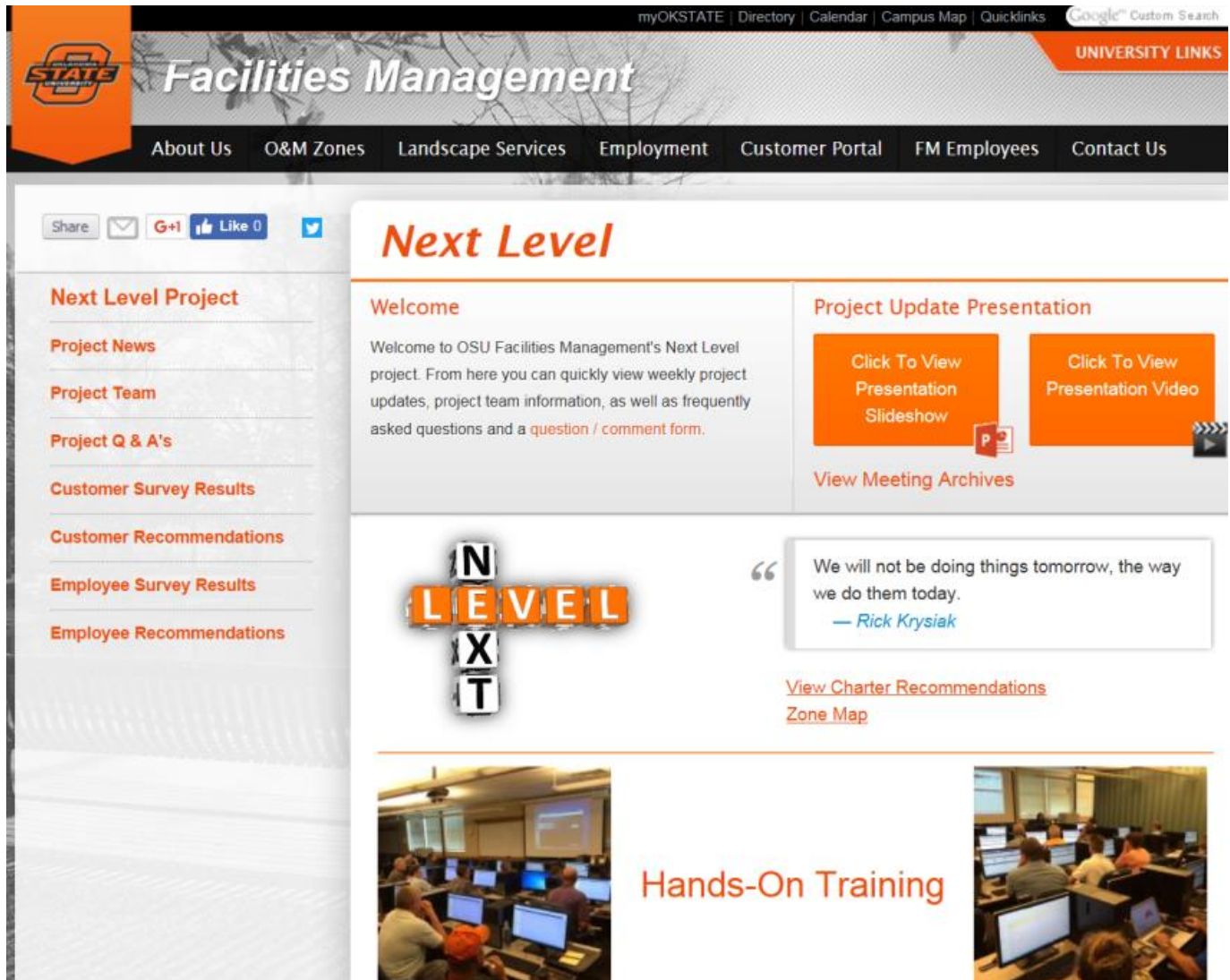
3. Next Level Team Structure and Responsibilities



Position	Primary Roles & Responsibilities
Executive Sponsor	<ul style="list-style-type: none"> Secures spending authority and resources for the project Acts as a vocal and visible champion, legitimizes the project's goals and objectives, keeps abreast of major project activities, and is the ultimate decision-maker for the project Provides support and authority to the project leader and project team and has final approval of all scope changes Provides approval to proceed to each succeeding project phase
Leadership Team	<ul style="list-style-type: none"> Acts individually and collectively as a vocal and visible project champion throughout their representative organizations Approves project deliverables, collectively resolves issues and policy decisions, approves scope changes, and provides direction and guidance to the project Supports and legitimizes the project manager; assists with major issues, problems, and policy conflicts; removes obstacles; is active in planning the scope; approves scope changes; signs off on major deliverables; and signs off on approvals to proceed to each succeeding project phase
Project Leader	<ul style="list-style-type: none"> Ensures that the project team successfully delivers the end-state system Develops the Project Plan with the team and manages the team's performance of project tasks Secures acceptance and approval of deliverables from the project leadership team Delivers status reports to the project leadership and executive sponsor; reports on project risks and budget; escalates issues that cannot be resolved by the project team or project leadership, or items that require approval from the executive steering committee
Workgroup Chairpersons	<ul style="list-style-type: none"> Execute tasks and deliverables as outlined in the project plan and as directed by the project leader Identifying and communicating risks, issues, and actions with the project leader Develop the Project Plan with the teams and manage the team's performance of project tasks Deliver status reports to the project leader; reports on project risks and budget; escalates issues that cannot be resolved by the project team or items that require approval from the executive steering committee
Workgroup Members	<ul style="list-style-type: none"> Execute tasks and deliverables as outlined in the project plan and as directed by the project leader and chairpersons Serve as vocal champions of the initiative Attend project meetings as requested by the workgroup chair and project leader, delivers requested data or information from their units to the project team, executes tasks as directed by the project leader and workgroup chair, and provides subject matter expertise to the project team

4. Next Level Website

Below is the dedicated website that was developed for FM and OSU employees to view progress on the Next Level initiative. It provided detailed information regarding the objective of the project, progress news, team structure, a place to submit Q&A, the results of a 2013 baseline surveys, videos of past employee meetings, and other information. <http://fm.okstate.edu/NextLevel>



5. Facilities Management Employee Comments About the Next Level Initiative

The APPA training that I have received ties well into the Next Level in many different ways. The employee management, different strategies and team building skills is just a few points that are a strong backbone to our zone. In the Next Level you don't have just one trade; you have many trades that are working together, just focusing on taking care of one area of campus. And that trades can work together on jobs to finish with in a shorter time frame than in a normal shop of just one specific trade. You know who you will get every team you need a carpenter, electrician, plumber painter, or PM tech and there work standards that they work at. With APPA training, it helps me get the schematic of how the shop should perform for customers, between employees and even from a supervisor's position to achieve the same goal of keeping the customer happy and getting the job done efficiently and effectively on a day to day basis. The training is with others like me from all over the country which gives opportunity to everyone to share ideas on what works and what does not. With the Next Level, just like anything there are "growing pains" but it was for the best striving to be the best university and I think we have processes to do it.

Brian Sanders
Building Maintenance Mech II

I feel like the Physical Plant changing its name to Facilities Management and going to zone type maintenance has helped the campus as a whole. It has helped by giving our customers on campus one person to contact if needed instead of several. The Next Level changes of going paperless on our work orders and the technicians in the field working off of the iPod touches has made the Facilities Departments more efficient in completing work assigned to them. It allows me as a supervisor to assign work in an order of desired completion, give each job scheduled time for completion, and allows me to check and see how busy other shops are in case I need their help on completing a job. All of those features are very helpful when scheduling jobs with customers and trying to efficiently fit it into their time frames. With the Next Level changes, I have also been able to go to some conferences and APPA training, which was very beneficial for me to learn more and become a better employee for Facilities Management and the University.

Chad Tucker
Assistant Supervisor
Recycling and Pest Control

I have seen many advantages of Facilities Management versus the old Physical Plant processes:

- Customers have a single point of communication with their zones and they are more satisfied with the work being done.
- With People having designated buildings to work on the day-to-day basis, they're taking more pride in their ownership of the buildings.
- I receive more request for training from my employees than I saw in the old organization. There's a renewed interest or spark from the employees.
- I am seeing more employees willing to step out of their comfort zone and assist others. They're working more as a team than a single unit.
- There are several of us, including myself, that have already seen some of the career opportunities available now and going into the future!

Mike Voss
Assistant Supervisor
Central Mechanical Trades

6. Facilities Management Customer Comments About the Next Level Initiative

The Department of Housing and Residential Life has enjoyed a partnership with OSU Facilities Management (nee Physical Plant) for many years. The transition to Next Level has provided Facilities Management staff, from the Zone leaders to the technicians in the field, a more efficient and effective way to manage their day to day operations. This has resulted in stronger communication, shorter response times, and increased customer satisfaction for our residents. Next Level has strengthened our relationship, and ensures that we continue to provide a safe and secure home for all of our residents.

Shannon Baughman
Associate Director of Operations
OSU Housing and Residential Life

As a customer representative, what a great improvement with the changes from the old Physical Plant to the Facility Management systems! First, with AIM, I can put in work orders anytime of the day. Not dependent on calling a work order desk and waiting to talk to someone. Also the ability to track and check work order status a great feature. In the past I had to call and sometimes go thru several persons to find out work status/schedule. Secondly, Zone management is working out pretty good. I just have to contact one person usually, the Zone 4 Manager if I need more information or help with a repair. Third, the Construction Management/OCCM system is working out great also. Having one or two assigned project managers is very helpful. They are learning my needs, buildings, and expectations. We have unique needs including security, hospital/lab operations, research and animal regulations. Having a few dedicated to our project and know our requirements really cut down on confusion and gets projects addressed quickly. Forth, I really like the service level agreement. It helps all parties understand expectations.

Jim Hargrave
Facility Manager
OSU Center for Veterinary Health Sciences

I have been the facilities manager in the College of Human Sciences for 26+ years, and in that capacity have worked directly with the Facilities Management team. I have developed many extremely positive working relationships with the various departments, and have a great deal of respect for the huge job it is to keep up with campus facilities under extremely tight budgets.

Although over the years there have been some procedures that have worked well, the structure that now exists under the direction of Ron Tarbutton has been working extremely well from the facilities management perspective. He has initiated quarterly meetings to allow individuals in my role to share ideas and ask questions, and has tried to reorganize so that there is a direct link between the facilities manager and the people, who need to manage, coordinate and implement the work. I have appreciated having my own Zone Manager that I know and work well with, and also knowing that when I ask for help it isn't always going to be about funding. Ron has tried to keep the colleges priorities in mind as he has the ability to assist.

Another thing that has definitely been appreciated is the expectation that facilities management employees are encouraged to make suggestions and to ask questions to understand the project. As an example, I recently had a facilities management employee come to me when he noticed a project taking place which would allow the opportunity to get in and fix a recurring problem at a time that would not disrupt anyone (there was a window needing attention, and the interruption that had already occurred related to the project would allow the repair with no extra interruption to staff). I definitely appreciate the proactive approach.

Jacque Lochmiller
Director, Administrative Support Services
OSU Human Sciences