

Using APPA as a Transformational Tool

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THE UNIVERSITY OF
CHICAGO



Facilities
Services

A Question for You

What is the hardest part of executing a transformation in your organization?

Nearly all institutions are faced with the necessity of organizational change, yet we have not received formal training in the execution of change in the higher education environment. APPA has many tools that aid in the breakdown of the change process making what may seem monumental, achievable.

Difficulties

- Resources
- Communication
- Buy-in
- Managing Change Process



University of Chicago Facilities Services

- 303 FTE
- 10,134,007 GSF maintained, 26% over 50 years old, 35% 25-50 years old, 13% 10-25 years old, and 26% under 10 years old.
- Facilities Operating Expenditures are \$7/GSF
- 32% of maintenance hours spent on PM with a target of 40%
- Maintenance coverage level of 88,000 GSF per FTE
- Custodial coverage level of 1,000,000 GSF per FTE



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Desired Change at the University of Chicago

Become a preeminent facilities management organization that supports the University of Chicago mission. Be Essential.

Focus Areas

- Effective use of resources measured by KPIs
- Strategic Planning
- Continual process improvement (plan-do-check-act)
- Staff buy-in
- Two-way communication with customers and staff at all levels
- Customer service driven decision making
- Efficient technology utilization

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Guiding Principles

- Be Essential
- Empowerment
- Systems
- Outward Mindset
- Revolutionary Data Utilization



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The Process

- Balanced Scorecard
- Prioritization and Ownership
- Hoshin and Head-Heart-Hand
- KPI development
- Hyper Communication
- Partnering with APPA and beyond
- Self-Assessment
- FMEP
- APPA Award for Excellence



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What is a Balanced Score Card

APPA combined principles from the Malcolm Baldrige Criteria for Performance Excellence and the Balance Score Card approach to create the following 7 criteria for Excellence in Educational Facilities:

- Leadership
- Facilities Strategic and Operational Planning
- Customer Focus
- Assessment and Information Analysis
- Development and Management of Human Resources
- Core Processes
- Performance Measurement

An Excellent organization is balanced across all

How was the Balanced Score Card Used at University of Chicago

- A team of 4 subject matter experts conducted interviews, observations, and reviewed all process and procedure documentation developing over 150 recommendations that were categorized in the 7 balanced score categories.



Breaking Down and Prioritizing the Initiatives

- University of Chicago leadership declared their intention to achieve the APPA Award for Excellence within 3 years so the AFE criteria became the framework for change.
- Using the recommendations and the AFE criteria the team conducted an extensive gap analysis allowing for the breakdown and prioritization of the initiatives.
- Each initiative was assigned to a team leader who assumed responsibility for carrying out the change process.



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Using hoshin kanri “Hoshin”

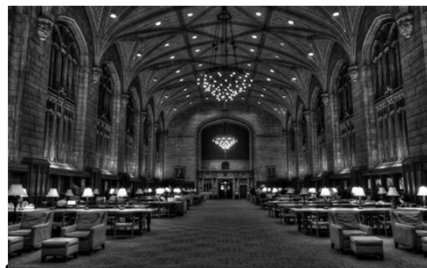
hoshin= a course, a policy, a plan, an aim

kanri= administration, management, control, charge of, care for

TQM/MBD system based on the principles of Deming and Juran.

Hoshin Worksheets

1. Planning Table
2. Project Plan
3. Periodic Review Table



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Plan-Do-Check-Act

Plan

- 1.1 Determine current state
- 1.2 Identify improvement areas
- 1.3 Establish performance measures and goals
- 1.4 Understand root cause of current state
- 1.5 Identify solutions
- 1.6 Select and schedule solutions

Do

- 4.1 Resolve immediate issues
- 4.2 Document gains
- 4.3 Conduct training on new processes
- 4.4 reflect on lessons learned
- 4.5 Go to step 1.1

Do

- 2.1 Conduct training on solution
- 2.2 Implement scheduled action

Check

- 3.1 Compare actual results to expected results
- 3.2 Understand root cause of deviations



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Developing Useful KPIs

1. You can graph it
2. Easy to understand
3. It provides insight into process performance
4. It drives desired behavior
5. Maintains focus on critical few



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What about the People?

Leading Change

1. Identify the stage person/group is in.
2. Determine obstacles
 - a. Head
 - b. Heart
 - c. Hands
 - d. All of the above
3. Use tools to move through obstacles.
4. Recognize and acknowledge steps forward.
5. Cycle back to step 1.



Understanding Stage

Questions	Stage
<ul style="list-style-type: none"> Does the staff see a need for change? Is the status quo comfortable? Do they have a sense of urgency about changing? 	1. Coming to grips with the problem
<ul style="list-style-type: none"> Are they struggling with making the change work? Are they looking for ways to make it work? 	2. Working through the change
<ul style="list-style-type: none"> Are they communicating with others involved in change to develop solutions? Are they looking for ways to leverage the change? 	3. Attaining and sustaining improvement

Leading Sustainable Change

	HEAD	HEART	HAND
1. Coming to grips with the problem	<ul style="list-style-type: none"> Utilize data to compare old way with new highlighting benefits. Address rumors, assumptions that block the big picture view and prevent participation in change. 	<ul style="list-style-type: none"> Increase dissatisfaction with old ways. Increase confidence in the proposed change. 	<ul style="list-style-type: none"> Form a team to lead the change. Have leadership talk about the need for change. Assess individual readiness to change. Identify specific behaviors to change.



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Leading Sustainable Change

	HEAD	HEART	HAND
2. Working through the change	<ul style="list-style-type: none"> Create and communicate a vision of the future. Help people see how their actions fit into the big picture. Communicate the purpose and benefits of the change. Connect the new plan with the issues they experience daily showing improvements. 	<ul style="list-style-type: none"> Allow time to work through threats, losses, and resistance. Work through the emotions and resistance of self (leader) first. Use individual gain/loss analysis as a tool. Be supportive of others. See people as people. 	<ul style="list-style-type: none"> Develop a new profile of success (KPIs). Empower employees through participation in building plans for change implementation. Reward successes and learn from mistakes. Drive individual behavior change.



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Leading Sustainable Change

	HEAD	HEART	HAND
3. Attaining and sustaining improvement	<ul style="list-style-type: none"> Continually communicate the big picture and vision for the future. Seek feedback Articulate the WHY? 	<ul style="list-style-type: none"> Celebrate success. Deal with those that refuse to change. Allow two-way communication. Empower people to increase buy-in. Continue to support people in managing stress. 	<ul style="list-style-type: none"> Continually review processes. Provide continued training. Coach, give feedback and encourage new behavior. Deal with those that will not change.



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Hyper Communication

Communications Objectives

- Provide summary of anticipated changes for each significant (meaning high-impact or visible to clients) work stream.
- Engage employees early and often on steps of the FS Optimization project.
- Set a tone of that the FS team are embracing this opportunity to rethink assumptions and be thoughtful and creative in devising more efficient ways to operate.
- Whenever possible use communication channels that invite and encourage engagement and feedback at all levels of the organization.
- Increase transparency and trust level.



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Hyper Communication

Plan Communication

Training Program Notification

Summary	FM2 will be providing a change management methodology and presenting utilization training to all work stream leads. This training will take time out of their already busy days. The intention of this training is to provide them with a tool that will make the initiation of change more efficient and effective ultimately saving them time. The importance of buy-in and utilization of the presented process is key in the implementation of all initiatives in the project.
Goal	Invite team leads to a change management training session.
Objective	Convey value and importance in participation in the training program and consistent utilization of the methodology.
Message	Buy-in and effective and consistent deployment of the methodology is key to implementation of all initiatives involved in the FS Optimization, therefore the invitation needs to come from FS leadership. The message should be rooted in the concept of utilization of a consistent and effective method, leading to time savings and an increased likelihood of concept buy-in by effected staff.
Channel	An invitation from FS leadership delivered in an envelope much like a party invitation. This out of the ordinary channel may draw more attention and consideration than a traditional email.

Partnering With APPA and Beyond

- Drive-In Workshops
- Supervisors Toolkit
- Academy on Campus
- CFaR projects
- Regional Meetings
- Chapter Meetings
- APPAU
- Vendor Lunch and Learns
- Facilities Manager Magazines Articles
- APPA Mentoring Program

Self Assessment

Utilizing the Balanced Score Card Approach perform an internal assessments. Having one department assess another increases employee engagement in continual process improvement and allow for a better understanding of where resources should be utilized.



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FMEP

A team of industry experts will be invited to perform an evaluation of the organization. This opportunity to evaluate the organization will allow for additional adjustments to be made as necessary.



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APPA Award for Excellence

The APPA Award for Excellence criteria is based on the Balanced Score Card and utilized by the FMEP review team, so at this point in the process the University of Chicago will be ready to submit an application and earn the Award for Excellence.



Becoming a Champion

- University of Chicago plans to select 1 or 2 cutting edge best practices and "own it"
- Develop experts within the staff
- Research and advance the knowledge
- Partner with APPA to provide training to institutions
- Provide intellectual content for APPA publications

APPA Tools

APPA Tools will be utilized to incentivize the change process.

- Innovative and Effective Practices Award
- Sustainability Award
- APPAU
- Facilities Manager Magazine
- CFaR projects
- Drive-in Workshops
- Regional Conferences
- APPA Mentorship Program

