Communication

I. FM Ops improvement committee
i. Took idea from past “we-care” committee
ii. It is similar to input meeting
iii. Senior leadership present
iv. Identify action items for improvement
v. Monthly meeting
vi. Those involved need to be committed

b. How are the members of the committee going to be selected?
   i. AFSCME has people voted in to be representatives, suggest that non-bargaining units also vote in representatives. Each group gets to decide who would represent them. Support staff would come together and determine who would represent them.
   ii. SLT would need to have representation at the meetings as well.
   iii. If your rep is not present multiple times, you need to choose another rep
   iv. There should be alternates developed

c. Are you limiting the number of members?
   i. Determined by size of division. Larger units would have more representatives.
   ii. There would need to be a limit on members to make sure it is productive

d. Does this include all of FM or just the Ops divisions?
   i. This includes all FM, not the “operations” division

e. Over the years, groups like this have fizzled out because they lose the priority focus. It would need to be mandatory for committee members to attend and stay for the full duration of each meeting.

f. Is there a set of topics or agenda for the meeting?
   i. It would be open to any challenges that are day to day issues
   ii. There is an understanding that some issues will need to take time to receive answers and will have to come back to the committee
   iii. We should start with the issues brought to light through this process

g. There needs to be accountability that the issues get addressed.

h. Will there be a structure to the meeting? 5 minutes to present the problem, 15 minutes to discuss, move on. There will need to be a facilitator
   i. There will be a standard meeting format. Ground rules developed.
   ii. Determine agenda items prior to the meeting

i. We already have a huge problem with labor shortage. We have to be conscious of the time committed for people who still need to accomplish their primary duties

j. There should be an ongoing input/comment box for issues that should be addressed

k. Concern that issues will be brought up that may make people defensive if the meeting is transcribed
II. Professional Development Committee
   i. Brings people together to discuss capital projects and major renovations so that all stakeholders can provide input – frontline staff
      1. Timely and specific
      2. Prior to approval of plans
      3. End of schematic design
   b. Support of this idea. It worked with tree sub-committee
   c. How do we make a connection between the needs of the front line staff and the end users (deans, students) – mesh between what the customer wants and needs with the wants and needs of those that work on them
      i. Town hall meetings are held and you can attend those to provide your input
      ii. Need to keep long term budget in mind

III. FM newsletter
   i. Quarterly digital newsletter, emailed to all employees
      1. Calendar of upcoming events
      2. Praise and recognition
      3. Report from FM ops improvement committee
      4. Representatives from each division responsible to collect information and send to an email so it can be included
   b. Not everyone has electronic access to receive the newsletter.
      i. We should provide training and find a way to get them access to view
Collaboration

I. Facilities management calendar – group meeting established
   i. Shows input meeting
   ii. Timely follow up
   iii. SLT needs to be accountable for this
   b. We create an environment of collaboration between front line staff and their leadership. No one knows how to do the job better than the guy that does it every day. There is input available that can be utilized. Create consistency and efficiency.
   c. Purpose of this is to give everyone prior knowledge of what is coming up. A way to express concerns, ideas, desires.
   d. We need to hold each other accountable, not in a finger pointing way but in an uplifting way for the betterment of the university. Hold yourself accountable too.
      i. Don’t throw a rock at someone else for not doing something when you’re not willing to do it yourself.
   e. This should be updated by all divisions – everyone can add.
   f. By creating a global calendar, it makes it so people from other units can get involved when they need to.

II. LEAN training across all disciplines
   i. Develop database of skills and abilities
   ii. Who has it, who needs it, who provides it
   iii. Standardize equipment and materials used
   b. Skill sets across all disciplines.
      i. Gather lists of problems, comes up with solutions, test, analyze, etc. then fully implement a new improvement
   c. This is a model that is used successfully everywhere. We have examples of it across many of our current processes but we could adopt this set of practices fully.
   d. It involves cross training each other on things that we are experts in to share the knowledge and ability

III. Establish family meeting to improve culture – entire FM family
   i. Positive meeting to show gratitude and share overall goals for department
   b. People are desperate for connection, that is why the answer is always more meetings. Staff is desperate to be lead, I’ve been here for three years and never been told what is expected of me.
c. The concept of “stay in your lane” is destroying us. It is creating divides. We are in our own divisions but we are all supposed to be part of FM, all part of the University. We need to all be on the same team. If there is a problem with one division, then it’s a problem for the whole FM department because we are a team!

d. Learning about the day-to-day of others promotes more teamwork and will lead to improvements. We need to continue building those connections.

e. I want to know why I do what I do, push the WMU brand, share our mission and goals. We want to know why we are here.

f. How to not lose momentum with these ideas? Who starts it, who maintains it?
   i. When things are prioritized, they happen quickly.
   ii. This isn’t a “hey do this for me”. This group is committed to taking ownership and be the ones to make it happen, and keep it happening. If given the opportunity to volunteer, we will. We want to be here and we want to see improvements. Self-accountability.
   iii. The survey asked, “what is WMU like to work for?” The president asking what will make this university a better place to work. Ultimately the final decision will fall on our leadership, they have the authority to make these decisions.
**Fairness**

I. Accountability

i. Evaluations need to happen consistently and need to have an impact, not just pass/fail.

ii. Three-tier meeting on some sort of schedule

   1. Manager, supervisor and employee have one-on-one meeting to have discussions.

b. How do you get past things that are contractual?

   i. Just because one person has more physical capabilities than another, why should that person be responsible to do more?

c. Having clear expectations defined will allow for positions to be filled with those that are capable of completing those tasks. Reduces the gap created between varied workload based on abilities.

II. Transparency

i. There is an issue with job descriptions, expectations, lack of training

   1. Create clear, concise job descriptions using employee input – let the person doing the job write the job description

ii. Job titles, descriptions, pay rates – need to have consistency with what is available as public knowledge

iii. If people can advance in their job based on their work performance as opposed to just longevity, you will have increased work ethic and morale.

b. There were a lot of concerns about “good workers” picking up the slack for those that are not as driven

c. By surveying the people to create their job descriptions, it brings a personal awareness of what you are doing.

d. Progression model is just adding job duties instead of refining duties to things that are specific to that new position/grade.

   i. People end up short changing themselves by trying to accomplish too much.

e. How about developing a mentor program that will help bring the low performers up to standard by providing them with direct training and leadership

f. Liked that you want to develop a progressive reward/discipline program

g. We need to look at training provided – our employees who have been here for a long time only know what we have trained them on where as we hire a new person who comes in with the latest/greatest knowledge

   i. Develop a standardized training program for all employees who have a specific job description so they all have the same knowledge and ability
Professional Development

I. Leadership needs to open up the books to let everyone know what our financial status is – how much do we have to allocate towards professional development?
   i. Collective decision – go on record about decisions made
   b. Transparency with budget – where is the money being spent so we understand why requests are being turned down
   c. Look into collaborating with KVCC or others to allow WMU benefits to be used through their apprenticeship programs
      i. WMU can’t get accredited for licensed trades

II. Identify skills, identify needs – match skills with needs
    i. Inventory skill sets
    b. Training new employees with current employees to allow for transfer of information
       i. Minimum of 3-6 months for information transfer
       ii. Let experienced employees develop training programs to help train and advance others in their trade – train current employees so that transition through retirements will be smoother
    c. Create structured training program for new employees
    d. Identify the specific needs of the positions that we have and create this inventory to build training program for new employees so they can learn the skills they need in their position.
    e. This is the LEAN process that was identified by the collaboration group earlier

III. Professional development is important enough to have a representative on the president’s cabinet dedicated to this
    a. Why are you requesting a representative on the president’s cabinet focused on training? Are you saying they should be professionally development for university or specific to FM?
       i. We want someone higher up to hold the feet to the fire and make sure that these things go through.
Feedback from Sarah Ely

Pete could not have overstated the thanks for your work, as the entire day was a smooth operation that reflected your team. At the end of the day, we did not have enough steam to fully debrief. And I so I wanted to offer these observations looking back and also, most importantly, forward.

1. A couple handfuls of robust recommendations were reviewed in Fishbowl. There are healthy overlaps. And some distinctive, practical stand-alones.
2. For those of you continuing on to the Senior Leadership Team tomorrow, I hope you have a chance to hear "what stood out" (about yesterday) before digging into recommendations.
   - "Lowest hanging fruit" is great to snap up and maybe they will want to do this for practical reasons. That said, there are some excellent recommendations to improve the business and employee experience. These likely tie, in some way, to existing organizational vision and strategy (even if these are not written down or branded yet). I hope your leaders will want to connect to the bigger ideas and put them in their teeth. I encourage you to not yield to the temptation of only low fruit for now. I don't think you will and I don't think Pete will allow that either. Low hanging fruit is good as part of a formula, but only part.
   - If there is any pressure at tomorrow's meeting about specificity, let's be mindful that leaders had the opportunity of Fishbowl and to join for clarification or questions from the owners themselves. There is enough specificity to take the steps required of leaders on every single idea going forward in each groups "top 3". We don't know about the index cards and specificity. But there is enough on the charts to make leadership decisions and delegations.
3. As a Core Committee, you will likely organize more forums. I purposefully used a couple group techniques yesterday that you can quickly study and adopt in your work ahead. The full descriptions and instructions are available, free, on the web. Over the weekend, I will add these to the Shared Google Drive for your future resources, as you see fit.
4. In retrospect, I want to add a couple things that I would do differently if I could. Perhaps they will help any one of you in your work ahead with teams and forums (such as the Family Meeting).
   - I would have equipped your team with better notes for your Senior Leaders about the afternoon agenda. I would have suggested that each of them strongly consider participating, or at least sitting in, any one segment of a Fishbowl. I regret most stayed on the perimeter. I would like to have fixed that in advance if I could.
   - I would have "dealt with" the young new talent (2 men) who seemed to dominate the 'Fairness' work group charting experience. In the end, job descriptions and work balancing are highly important tools that can yield other gains and insights (accountability, training needs, in-house expertise, useful performance review metrics and metrics in general). And so the team offers something very useful for consideration. But I could have helped them more. In fact, one of the men literally pushed my arm away when I pointed to an area on the flip chart and told me to go away. I should not have left it there.
   - Why? Making decisions and taking actions for the "good of the group" (and not the good of an individual) is very important in working with groups. Looking forward in your
own continued work with groups, trust your instinct on "the good of the group" and fix problems as elegantly as you can.

- If that Fairness team goes forward together, it would be a great opportunity to help make sure that there is more balanced participation in the group. I also understand that some "new" people attended yesterday and all of them joined this group. My gut tells me that this group needs some attention to grow its work in the future, if it continues 'as is'.

5. Last but not least, I mentioned to Steve yesterday that there are campuses who are actively working or who have achieved some of the milestones suggested in yesterday's recommendations. At any time, I would be happy to try to connect you to others who have walked a similar road and could have useful tools or insights for your acceleration.

Best regards and please excuse any typos... first draft, heartfelt reflection!
COMMUNICATION RECOMMENDATIONS

1. Daily Operations Committee (FM Operations Improvement Committee)
   - We Care - Input Mtgs. Monthly - Timely & Specific
   - Senior Leadership - All FM depts. represented
   - Identify action items that improve operations b/n depts.
   - Each group determines their representative
   - Min. quarterly meeting, possibly monthly
   - High priority mtg = accountability

2. Future Project Committee/Project Development
   - Capital Projects - Routine Communication
   - Major renovations - Timely & Specific
   - Involve all areas affected
   - Prior to approval of plans
   - Go through schematic designs
   - Identity issues

3. FM Newsletter
   - Sections:
     * Current events/what's going on
     * Calendar (large campus events, training, retirement)
     * Praise + Recognition
     * Job opportunities
     * Report from FM Operations Improvement Committee
   - Quarterly
   - Representative(s) from each division provide info to FM-communication email
   - Digital
PROFESSIONAL DEVELOPMENT RECOMMENDATIONS

ACTION REQUEST
FOR PROFESSIONAL DEVELOPMENT
#1 LEADERSHIP OPEN THE BOOKS, ACTIVELY SHARE ALL FINANCIAL INFORMATION TO MAKE A COLLECTIVE DECISION. GO ON RECORD TO RECOGNIZE THE DEFICIENCIES IN LABOR & EDUCATION & TRAINING OF FM LABOR. MAKE THE COMMITMENT.

ACTION REQUEST FOR PROFESSIONAL DEVELOPMENT
#2 * IDENTIFY SPECIFIC SKILLS
IDENTIFY SPECIFIC NEEDS
MATCH SKILLS TO NEEDS
* COLLABORATIVELY

ACTION REQUEST FOR PROFESSIONAL DEVELOPMENT
#3 PROFESSIONAL DEVELOPMENT IS SO IMPORTANT TO US, IT NEEDS REPRESENTATION IN THE PRESIDENTIAL CABINET.
COLLABORATION RECOMMENDATIONS

University Collaboration

1. We would like an FM Calendar sent out to input meetings where we can brainstorm under basic structure guidelines. We would like the follow-up to be timely and would like for the FM senior leadership to be accountable for this to obtain our shared vision of WMU.

2. Lean training across all disciplines - Take a basic skill set inventory (who has it, who needs it, who provides it). Standardize the equipment and materials used.

3. Family Meeting - Establish a family meeting to create culture of the "WMU Brand". This would be an encouragement meeting to understand why we are here and have gratitude.
FAIRNESS RECOMMENDATIONS

FAIRNESS

- Hold regular evaluation with peer established metrics
- Create progressive reward/discipline program (CHP program or 3 strikes)
- Hold Three-tier input meetings w/ mgmt. & employees to exchange ideas and communicate concerns

Transparency
- Create clear & concise job descriptions w/ emp. input
- Job descrip. do not flex to fit candidate
- Payrates based on dept. funding? Access for JCT
- Collaborate w/ mgmt. to define clear path for advancement and optimal potential
- Pay