



Empowerment and Self-Direction in Facilities Maintenance

presented by

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Facilities

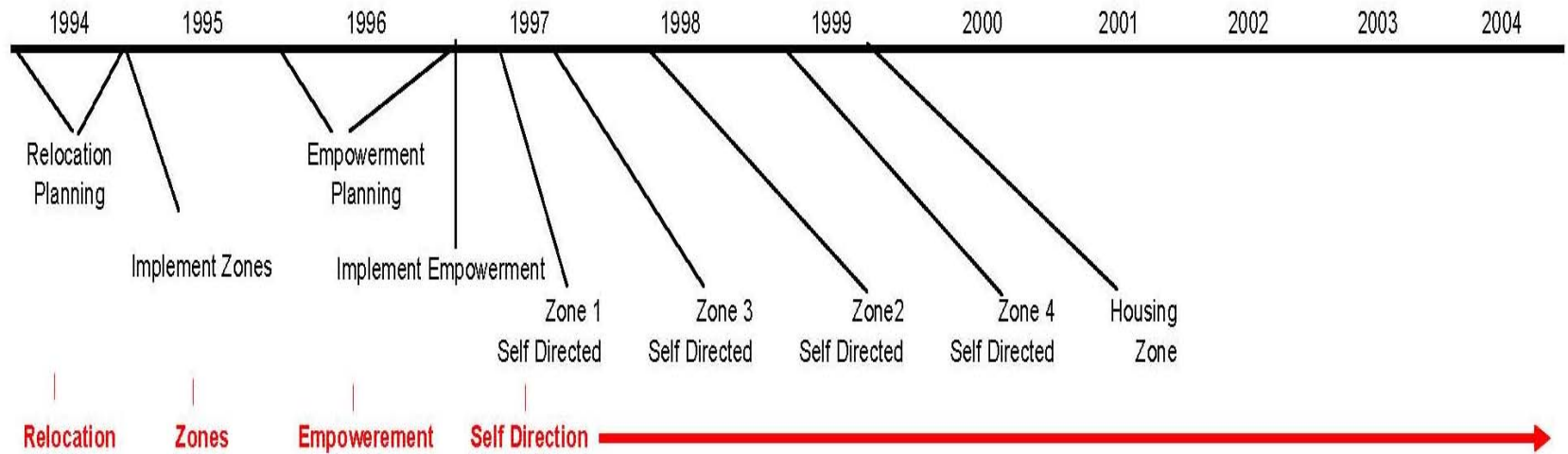
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History & Development

- **Transition of Organizational Structure from Centralized Trade Shops to Decentralized, Empowered, Self Directed Zone Shops in 4 phases:**
 - **Relocation**
 - **Supervised Zones**
 - **Empowerment**
 - **Self Direction**

Timeline (not a deadline)



Relocation

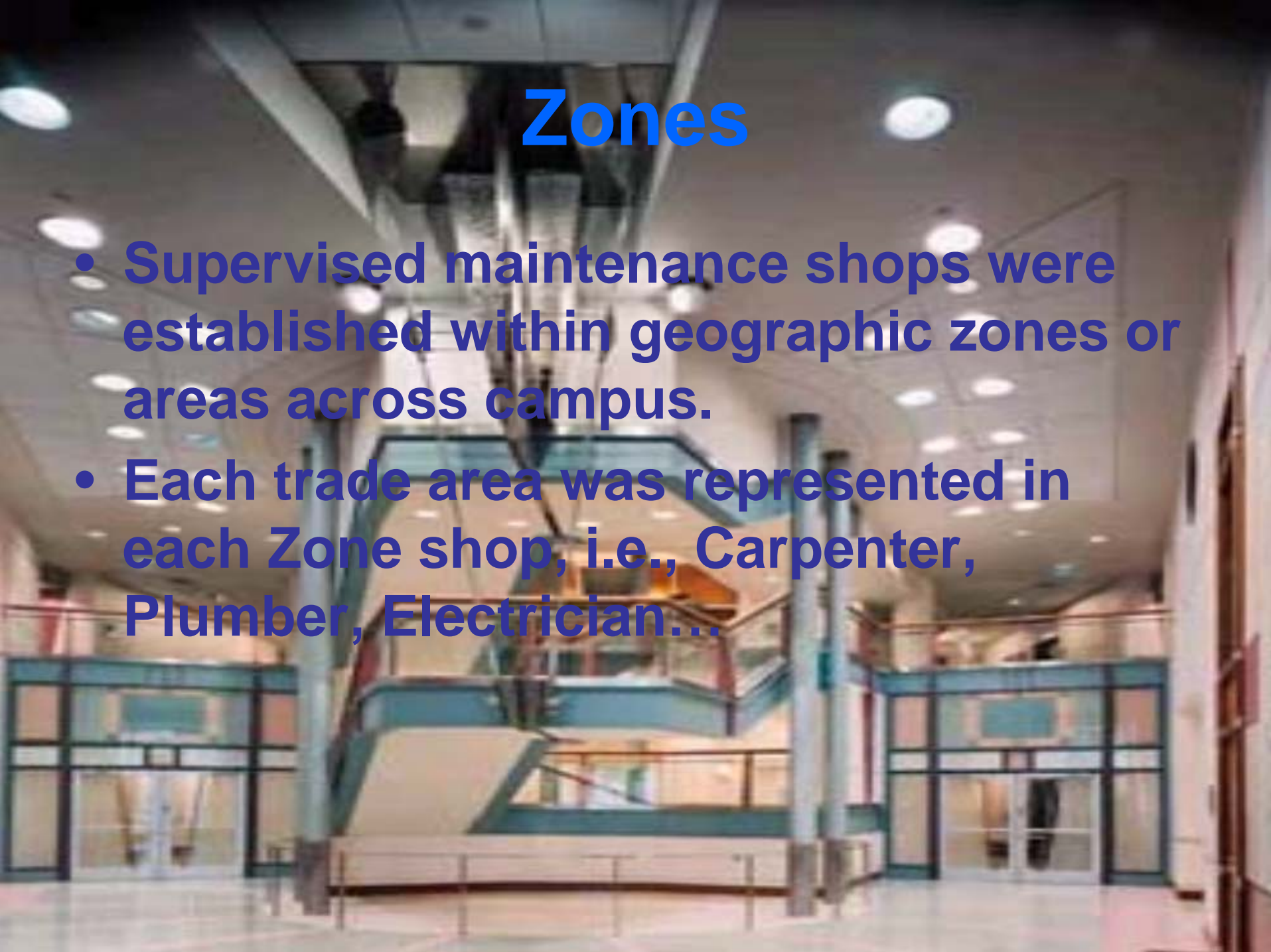
- Existing maintenance facility was being razed to make way for a new athletic facility in 1995.
- Plant Administrative offices, Stockroom, Landscape, and 2nd/3rd Shift, moved to purchased facility off campus in 1994.

Relocation

- **Challenge was: “How do we maintain the total campus from an off campus facility?”**
 - **Response Time**
 - **Procurement**
 - **Reduction of Customer Service**

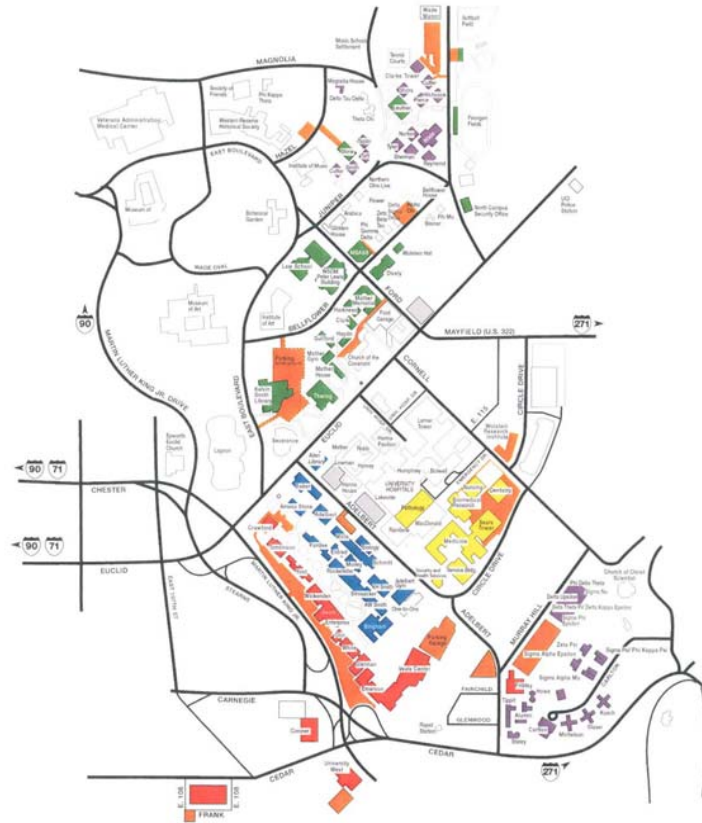
Zones

- Supervised maintenance shops were established within geographic zones or areas across campus.
- Each trade area was represented in each Zone shop, i.e., Carpenter, Plumber, Electrician...



Campus Zone Map

Case Western Reserve University



	PHONE	FAX
ZONE I	3990	1286
ZONE II	0316	1299
ZONE III	0318	1340
ZONE IV	0317	1270

	PHONE	FAX
HOUSING	3444	3138
GROUNDS	5271	4651
2nd/3rd SHIFT	6536	4651

Planning for Empowerment

- The new VP for Finance & Administration initiated the Empowerment philosophy throughout the F&A Division in January 1996.
- Planned for implementation to occur in Plant Services in January 1997.



Empowering Your Staff

- Staff involvement in development
- Meetings-Meetings-Meetings
- Be prepared to deal with negative attitudes

Changing Roles & Responsibilities

A photograph of a construction site featuring large, curved metal structures, possibly part of a water treatment plant or industrial facility. The structures are made of shiny, reflective metal and are set against a clear blue sky. The ground is dirt and there are some construction materials and equipment visible in the background.

– Director

- Must be a strong advocate of employees assuming more responsibility
- Must establish an environment of trust and respect

– Supervisor

- Must be willing to share control
- Must develop a collaborative approach to accomplishing work

– Employee

- Must be willing to accept more responsibility and accountability
- Must put customer service as the top priority.

Developing a Plan

- **Look for volunteers from each department of the division, to develop the plan**
- **Set up weekly meetings with core group and department staff to define and develop the empowered environment**

Agenda for Core Meeting

- Split up in diverse groups
- Have an agenda of tasks to accomplish at each meeting.
- Share information



Empowerment definition



- Providing an environment that encourages people to take the initiative to act upon their knowledge and expertise responsibly and effectively within their circle of influence.
- Giving employees the **authority** and **responsibility** to respond quickly to customers requests.

Results

- **Gives employees the feeling of ownership and value of their job.**
- **Develops a team concept among employees at all levels, promoting shared accountability.**
- **Allows employees to make informed decisions without penalty, and views mistakes as learning opportunities.**

What it is / What it isn't

- Most important to define what it isn't

EMPOWERMENT

Providing an environment that encourages people to take the initiative to act upon their knowledge and expertise responsibly and effectively within their circle of influence.

WHAT IT IS

A chance to be independent and self directed within a team framework

A well-informed work staff through shared information

A chance to make changes that you feel will make your job more efficient and more beneficial to the university

Allows you to make immediate decisions, take action with follow-up communication within the boundaries of your job

Develops team concept among employees at all levels

Shared accountability, support from supervisor

WHAT IT ISN'T

An opportunity to do whatever you want with no limits

Keeping secrets and key information from employees

A chance to totally restructure the universities policies to fit just you

Allow you to take inexplicable actions or make unreasonable decisions

Maintain traditional hierarchical environment and authoritarian leadership

Scapegoat for management to blame staff

WHAT IT DOES

Gives you the feeling of ownership and importance in the university by eliminating barriers

Builds a trust and bond throughout the department

Gives you input and assurance in your job and abilities

Gives you a sense of freedom and a chance to learn from your mistakes without ridicule

Replaces the old hierarchy with self-directed teams

Allows you to make informed decisions without penalty, view mistakes as a learning opportunity

EMPOWERMENT COMMITTEE

WHAT IT'S FOR

To create a plan and set of guidelines to start the implementation of empowerment by Jan. 1, 1997

To collect concerns and needs of coworkers to help set guidelines

WHAT IT'S NOT

A restructuring of the policy manual or review and pay processes

A cut-in-stone manual

WHAT IT WILL DO

Initiate an empowered environment

Help everyone feel empowered and create the foundation for future change of university policies



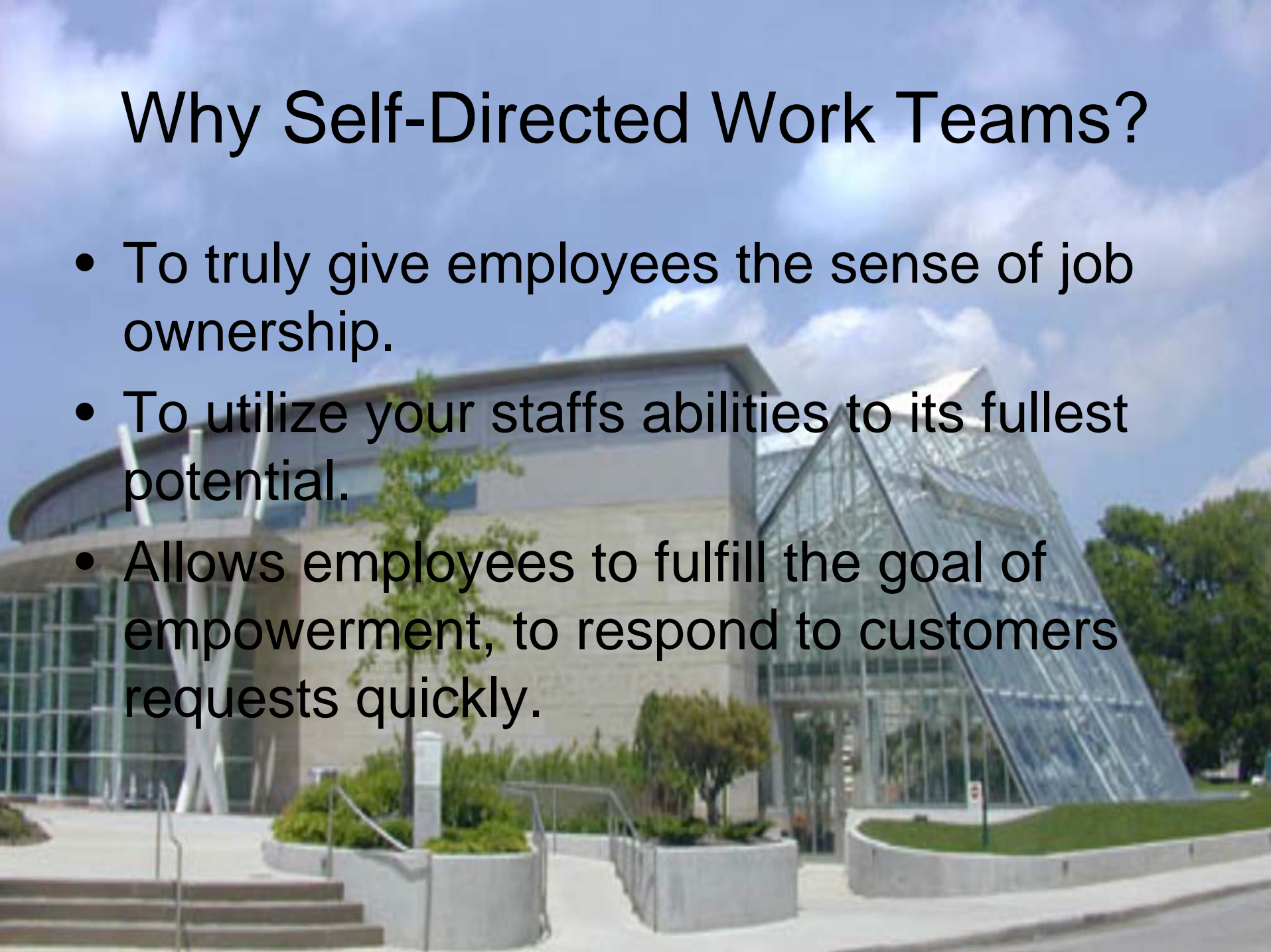
The Next Phase

- Self directed work teams



Why Self-Directed Work Teams?

- To truly give employees the sense of job ownership.
- To utilize your staffs abilities to its fullest potential.
- Allows employees to fulfill the goal of empowerment, to respond to customers requests quickly.



Self Direction

- Each Zone was addressed individually
 - Phasing took from April 1997 through January 1999
 - Precipitated by the retirement of Zone 1 supervisor
 - Zone 1 was a pilot project
 - Zone 3 Supervisor elected to return to his trade in the zone environment
 - Management initiated conversion of remaining Zones



Employees

Self Directed Teams

- **Zone shops. Unsupervised**
- **Tradesmen assist other trades.**
- **The individual trades person is responsible for all aspects of the job.**
 - prioritization of work
 - material procurement
 - schedule the work and or shutdowns
 - more effective use of contractor support
 - Tradespersons can hire contractors to assist them (within purchasing limits)
 - complete installation or repair.
 - responsible for customer contact, work order processing and all other administrative functions.

Coordinators

(New Roles for Supervisors)

- **Duties and responsibilities changed**
 - **Moved from direct supervision to support role**
 - **Managing workload instead of people**
 - **Procurement of resources (both material and labor) as requested by zones.**
 - **Manage capital renewal and renovation projects**
 - **Participate in Master Planning**

Coordinators

- Supports Construction Administration
 - Provides information related to maintenance and infrastructure for Capital Projects.



Where Are We Now?

- **There have been many successes and many challenges**



Successes

The background of the slide is a photograph of the Kelvin Smith Library building. The name "KELVIN SMITH LIBRARY" is visible on the facade. The image shows a modern architectural style with a balcony in the foreground and a glass entrance area.

- **The relationship between Administration and Zones**
 - More collaborative
 - “What do you need?” approach by management
- **Employees have taken ownership of facilities and work**
- **Employees are recognized as the first point of contact for the customers**
- **Management is more responsive to needs of Zones**
 - Tools, vehicles, blanket PO's
- **Implementation of Customer Service Center**
 - Critical communications link between customer and zones
 - Management of CMMS

Challenges

- **Stress levels are higher for employees due to expanded responsibilities and accountability**
 - **Computer literacy / CMMS**
 - **Assuming responsibility for traditional supervisory roles**
- **Budget monitoring and control is more difficult due to decentralization.**
- **Distribution of labor – campus wide vs. zone perspective.**

Where do we go from here



- **Metrics**
 - Productivity
 - Cost effectiveness
- **Employee involvement in evaluation process**
 - 360 degree ?
- **Staffing**
- **Mentoring**
 - Internal and external







Case Facts

- 105 Buildings
- 6,000,000 gsf
- 235 acres
- 42 Zone tradesperson
- 12 2nd & 3rd Shift
- 21 Landscaping/Groundskeepers
- 9 Management Staff
- 4 Support Staff

Questions?

- Thank you for attending.