

Administrative Unit Review

Facilities Planning & Management ('Facilities')

November, 2017

Preamble

Administrative unit reviews are being undertaken over the next three years in order to flag possible organizational and efficiency issues affecting units reporting to the Vice-President (Finance & Administration) and to broadly assess alignment of stakeholder service expectations with unit responsibilities and performance.

The Facilities review was the first of the reviews to be undertaken for the reason that the incumbent director will be transitioning this year to a role with the Creative City Campus project enroute to retirement.

1. Facilities Unit Review Committee Membership and Mandate:

The Facilities Unit Review Committee members were:

Nicky Davis	Director, Human Resources
Nick Hooper	Director, Studio Facilities
Justine Scilipoti	Controller
Alan Simms	Vice-President (Finance & Administration)

The original scope of the review was stated ambitiously as encompassing assessment of such things as organizational structure of unit departments, the roles and responsibilities of the unit, unit workload under current resourcing levels, core processes, potential performance metrics and unit goals, and communication protocols to stakeholders.

This would have been a daunting and lengthy assignment for even a skilled management consultant. The committee therefore opted for a reduced scope early on in the review with the deliverable chiefly being a list of observations on the perceived organizational effectiveness and performance of the unit based on interviews with unit staff members and unit stakeholders. The intention is that these would provide a basis for addressing identified issues.

2. Unit Review Process and Interviews:

Further to this reduced scope, the committee met with:

- (i) the Facilities unit Director and each of the three Department Managers, as well as with unit staff members at an open staff meeting using a standardized question set;
- (ii) representatives from 8 stakeholder units or groups, including the student union, using a different although common set of questions;
- (iii) the AVP Facilities of a GTA-based university in order to compare how another university organized and delivered services under a similar mandate and to probe current issues and challenges within the unit's scope

3. Description of Unit:

a) OCAD U Web Page Description of the Unit

"Facilities Planning & Management is responsible for providing a clean, safe environment for students, faculty and administration. Maintenance and campus cleaning services cover approximately 385,870 square feet*. Utility consumption is managed through energy conservation practices, building retrofit programs and sustainable initiatives. We are committed to the support and improvements of the academic environment through local maintenance programs, major renovation projects and utility systems upgrades."

The above description alone doesn't represent the breadth of the unit's current mandate and activities, which include the following:

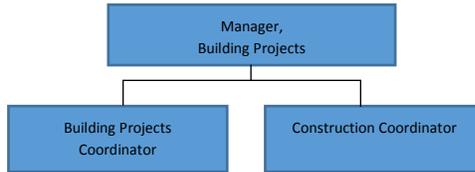
- Access: Card swipe system enabling card access; key access
- Locker Assignment
- Distribution/Mail/Campus Deliveries
- Hazardous Waste Collection
- Rental of Space to Third Parties
- Room Bookings
- Cleaning and custodial oversight
- Facilities maintenance
- Renovation, Retrofit and Construction Project Management and Planning
- Work Request System (maintenance, repair)

b) Organizational Structure

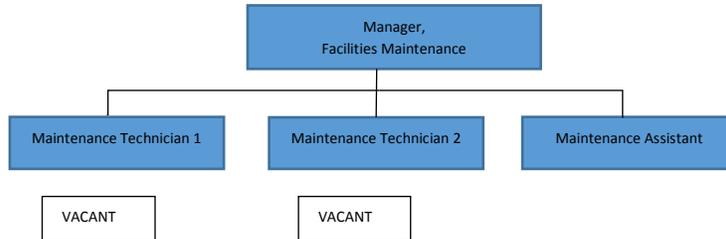
The unit currently has 16 staff under the leadership of the Director to whom three department managers report. The departments are Construction and Building Projects, Maintenance, and Campus Operations as depicted below and as provided by the Director.



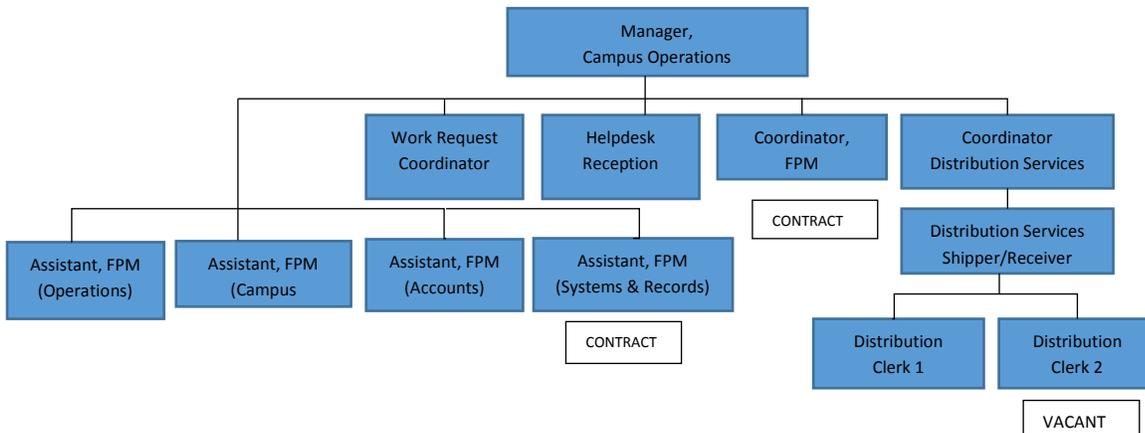
i) Construction/Renovation Projects Department



ii) Maintenance Department



iii) Operations



c) Unit Financial Information (000's)

Select financial information (actual/(\$000's)) for FY 16/17 is shown below and contrasted to FY 14/15. The university expanded by an additional 40,000 sq.ft in that period.

	16/17	14/15
Overall unit expenditure: (actual)	4,774	5,383
Compensation	1,429	1,322
Custodial Services Contract	767	742
Utilities/Condo Fees	1,937	2,214

Over the three year period represented here, compensation expenditures increased by 8%, but overall facilities operating expenditures decreased by 11%, while the university's total area grew by over 10% through the development of 230 Richmond St. W.

d) Processes

The core processes of the unit include:

Access and Cards:

This is the process by which access is provided for students, staff and faculty to gain entry to the facilities to use buildings, study areas, studios, offices, meeting rooms, storage and other secured areas. There are two streams of access: card access through software called C-Cure and key access. Requests for either are made by contacting Key Card Access Requests.

Access Requests September 2017: About 11,400

Room Bookings

This is the process by which space on campus can be booked for classes, meetings using a software package called Infosilem, which was purchased by the Registrar's Office to facilitate scheduling of classes and studios.

About 5,000 bookings annually.

Work Orders: Maintenance and Operations

This is the process by which information is submitted (via phone, email, or verbally) in order to effect housekeeping needs, moves, repairs, event set-ups, and temperature control. Preventive maintenance requirements are also organized through this process.

Work orders:

15/16: 2,226

16/17: 2,503

4. Unit Review Committee Observations:

The Committee respects the confidentiality of its interview process and is not itemizing the anecdotal experiences of stakeholders. Rather, it has grouped several observations under 3 broad categories of commentary: Resourcing, Culture and Performance; Organizational Structure, and; Processes.

a) Resourcing, Culture and Performance

There is a perception amongst Facilities staff and stakeholders alike that the unit's ability to fulfill its mandate may be compromised by insufficient financial and/or staff resources.

Resourcing, organizational culture and unit performance are inter-related and have co-dependencies. The Committee heard repeated testament to this and to the observation stated above, with a number of consequences. One is that stakeholder service expectations may not be met consistently and another may be that unit staff morale may suffer as it becomes difficult for them to meet reasonable performance expectations. Together, these can contribute to creation of a culture of complaint.

Further symptom of underfunding may be that (i) the unit is compelled to pass on certain costs by charging stakeholder units a fee plus mark-up for undertaking work seen by stakeholders to be within the unit's mandate, and (ii) technological innovations (software etc) have been difficult to effect.

Possible ways of responding to this observation include:

- i) create service level agreements and establish standards/metrics and clear performance goals that include customer service measures;
- ii) review the extent of services provided by the unit with a view to ensuring alignment of capacity and experience with expectations;
- iii) develop a service fee menu for charge-backs to ensure transparency for its stakeholder community, and;
- iv) undertake pro-active planning in order to achieve objectives and in an effort to mitigate the effects of an inherently reaction-based operating model.

b) Organizational Structure

- i) **There is potential for both external stakeholder and unit confusion and institutional inefficiency related to undertaking certain unit responsibilities that may also be within the purview of other units or individuals.**

Example 1: The room booking system for meeting rooms is controlled by Facilities yet access to a meeting room at the time of the meeting is not automatically facilitated and if required must be arranged through Security Services.

Example 2: Campus space planning and improvement/renovation as well as creation and collection of space/sustainability metrics are within the domain of both the unit and the Major Capital Project Lead within the Office of the Vice-President (Finance & Administration)

Example 3: Studio Management regularly undertakes maintenance to its facilities to ensure service coverage and tight response times.

Example 4: Marketing & Communication's responsibilities for institutional brand management naturally intersect with Facilities' involvement in way-finding and with communication regarding construction and renovation disruption/progress including major capital project developments.

Example 5: The subject scope of ODES's sustainability committee broadly overlays a variety of activities arguably within the domain of Facilities

including waste collection, renovation/construction, cleaning, and energy/utility consumption and GHG emission tracking.

- ii) **The current organizational structure of the Campus Operations department should be reviewed given that the department manager has upwards of 13 direct reports.**

In accordance with research undertaken by Human Resources, broad, flat organizational structures of this nature – *especially with inherently different functional responsibilities amongst direct reports* – may exacerbate communication and capacity issues perceived by some stakeholders.

c) Processes

Stakeholders reported varying degrees of satisfaction related to core processes and to services delivered by the unit.

A first step to addressing this is to map the core processes noted in Section 3 d as well as to develop Standard Operating Procedures, and to involve unit stakeholders in that exercise.

Communication protocols should form part of the process mapping in order to ensure attention to stakeholder needs and their expectations.

5. Summary

The intention is that this report will translate into an action plan for the unit. ‘Translate’ is a good word in this context because the observations need appropriate interpretation in order to be converted to something that can be implemented. We have heard that the unit’s stakeholders would be pleased to help in that process and they would be called to assist with certain suggestions related, for example, to process mapping.

Ultimately, working together with stakeholders could yield one of the greatest benefits of an exercise such as this; namely, recognition that the so-called administrative units of the University are not separate and silo-ed support services, but rather should be viewed as shared services. What this means essentially is that in the Committee’s view the university would benefit if we could move away from a ‘we/they’ or ‘us/them’ organizational culture with respect to the delivery of these services and the functioning of the unit.

A concluding observation is that the Facilities staff members and managers are a very dedicated crew who work hard within a demanding mandate to respond to the needs of the University community. The University is fortunate to have this core team, and the general observations set out in Section 4 of this Report are intended to further leverage their dedication and hard work.

Lastly, the Committee thanks all those who participated in this review for their insight and their time.