A WORLD OF MANY HATS

• IT’S A MAD, MAD, MADHATTER’S DREAM
• August 5, 2015 from 2:15 pm-3:15 pm
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TAKING CARE OF BUSINESS - DAY TO DAY STUFF THAT DRIVES YOU CRAZY

A World of Many Hats:
• Professional Juggler

OR

• Facilities Magic in the World of Higher Education
LEARNING OUTCOMES

• How do we define what we do with clarity?
• How do we provide LEADERSHIP necessary to do it?
• How do we get a seat at the TABLE?
• How do we juggle the “World of Many Hats?”

WHAT DID I MISS?

• Once at the Table, What are you to do?
• What Table do you want to sit at?
• How big should the Table be?
• Who else really needs to be at it with YOU?
LET’S START WITH SOMETHING

• Educational campuses cannot function or succeed without facilities management
• Large or small, on site campuses require land and facilities
• That requires someone to keep them safe, operational and secure
• As such, we wear many Hats

WHAT IS YOUR FAVORITE HAT?

• Some Hats are favorites
• Some we wear only when we must
• Some have more Hats than others
• We still need to understand the differences between our Hats
• Sometimes we tend to wear our favorite Hat too much
HOW DO WE MATCH OUR HAT TO OUR AUDIENCE?

• Who is our audience?
  • Senior Administration
  • Board of Regents
  • Legislature
  • Peer Groups
  • Consultants
  • Contractors
  • Students
  • Faculty/Staff

• How much information do they REALLY NEED!!!
## WHAT IS OUR “LONG” HISTORY?

- Bright, shiny and new campuses
- Glorious images from the past
- Old and faded campus
- Just plain worn out
- Contiguous or remote

## WHO’S BEST INTEREST?

- Safeguard everyone
- Isolate dangerous areas
- Keep the doors and gates open, clear, clean and welcoming 24/7/365
- Move Thousands of Students, Faculty, Staff and Visitors to and through our campuses
- All Day...All Week....All Month.....All YEAR
- Never a down time....
COMPETITION

• We must actively seek funding for Staff, Utilities, Maintenance and Operations, Custodial, Lawn and Landscaping
• We must actively seek funding for Campus Planning and Design, procure construction for everything imaginable
• Someone must oversee and manage the myriad processes, create schedules, and MAINTAIN them

CONSTANT CHANGE

• Procurement Policies
• State Laws and Statutes
• Space Needs/Wants
• Scheduling/Time
• Funding limitations
• Energy concerns
• Site limitations
• Changing Campus Cultures
• Changing Administrative Climates
MAGICAL JACK OF ALL TRADES

• Unlike the Jack of all Trades, Master of none....
  • We must be Master of ALL

Product development from an IT failures perspective

WHAT ARE WE?
WHAT BACKGROUND?

• ENGINEERING
• ARCHITECTURE
• MILITARY
• CONSTRUCTION MANAGEMENT
• BUSINESS
• LEGAL
• FINANCE
• CONSTRUCTION
• ETC.....
FACILITIES PROFESSIONALS

• As Facilities Professionals we run the gamut of job descriptions
• We DIRECT, MANAGE, OVERSEE AND ADMINISTER THE LARGEST SINGLE DOLLAR INVESTMENTS THAT OUR INSTITUTIONS HAVE
• AND MOST OFTEN IN THE SHADOWS OF OUR MORE GLORIOUS FELLOW INSTITUTIONAL PEERS
• We have a “LOT” of POWER? MONEY?
• IS FACILITIES A NECESSARY EVIL TO BE ENDURED?

MAKE IT WORK

• We must make facilities that work, can be maintained (usually with no new budget) and that still provide:
  • INSTITUTIONAL PRIDE
  • EDUCATIONAL SUCCESS
  • EXCEPTIONAL TEACHING AND RESEARCH CAPABILITIES
  • MEET THE BUDGETS DEEMED ACCEPTABLE
  • MEET THE TIMELINE DEEMED NECESSARY
  • BY OUR ADMINISTRATION
  • BY OUR BOARDS/STATE REGENTS/LEGISLATURE
  • STUDENTS
TIME

• We balance time between:
  • DIRECTING THE CHALLENGES OF OPERATIONAL NEEDS
  • DEVELOPMENT OF PLANNING FOR GROWTH
  • DEVELOPMENT OF PROGRAMS/sustainability/energy/resources
  • DEVELOPMENT OF NEW “SPECIAL” NEEDS FOR TALENT
    • Internships/apprenticeships/trades/succession or not
  • INVESTMENT IN PROFESSIONAL GROWTH
    • OURSELVES
    • OUR STAFF

CHALLENGES

• Purchase and Delivery of ROUTINE SERVICES
• NON-ROUTINE EMERGENCIES
• SYSTEMS MAINTENANCE (Many decades old)
• Provide VISION AND CLARITY FOR FUTURE GROWTH
• Staffing/Growth/Replacement
• FUNDING JUSTIFICATIONS for those things no one notices:
  • Roofs that don’t leak
  • Heat and AC
  • Clean Facilities/Campus
  • Safety of All
THE MAD WORLD OF FACILITIES MANAGEMENT

- Must have those that specialize
- Must have those that understand them
- Must have those that can bring them together

We must grow our REPLACEMENTS

How do we find our STAFF?
How do we keep them INTERESTED?
HOW DO WE KEEP THEM INVESTED IN OUR PROFESSION?

LEARNING LESSON 1
CLARIFY OUR VALUE

- How do we make our presence known?
  - Are we the ones that:
    - Always ask for more MONEY
    - Always express concern about lack of staff
    - Get the trouble calls—Of course, this is one of our jobs!
    - Always act as the problem solvers
    - Always are first to provide rational information and solutions
    - Always are Positive about our abilities
  - Everyone tacitly agrees that they need the basic stuff
  - Physical Plant/Facilities folks will always “fix it” but….couldn’t we get it done faster by using.....
CLARIFY OUR VALUE-CONTINUED

• What happens in our absence?
  • Time is not on their side
  • When can a PO be in place
  • Who has keys/access/security controls
• Formal and Informal Agreements
  • What can be done and when....who “owns” it?
• When can it be scheduled?
  • Who will do it/are they familiar with the building/the campus/the rules
  • Who has the records/what work was done when and why

CLARIFY OUR VALUE- CONTINUED

• Can we be outsourced? Certainly but.....
• Institutional Memory
  • Our campuses and facilities are a complex web of interfacing utilities, streets, buildings, access and services
  • Fire and life safety interfaces
  • Emotional connections/Loyalties
  • Understandings and knowledge of systems/glue and mastic
  • Rules and Regulations
  • A Town without the Gown
    • A City unto Ourselves and sometimes within ourselves (separate campuses, remote facilities, etc.)
LEADERSHIP

• We are PROFESSIONALS in our Field
  • Someone once said that if you are standing alone in a field you are a professional……until someone else comes into the field and then you’re not so smart.
• We have UNIQUE skill sets not found in ordinary mortals….use them
• Are we really recognized as Professionals?
  • APPA and others are moving the boundaries further and further out to define that indeed, we are professionals

LEADERSHIP- CONTINUED

• We must be CONSISTENT
  • I am often told “your estimates are always accurate, but this cannot cost this much!”
  • Have the support DATA
• We must be CORRECT
  • A movie quote “the good thing about winning is it is a lot more rewarding than losing”
• Sometimes we are WRONG
  • From the same movie, “we all lose, just try to not to make a habit of it”
  • Yep. When wrong, fess up and move forward to resolve the issue
LEADERSHIP-CONTINUED

• We must be Truthful
  • They may not like it but most often respect it
• At least until the next time we’re right
  • It’s a defense mechanism. We cannot always be right.
  • Right?
• Don’t count on your ATTA BOYS
• We must provide Accurate Information
  • How often are you told you always delivery the “bad” news?
  • We must provide accurate information as basis for decisions
  • It’s not “bad” it’s just what it is

THE TABLE

How do you get a seat at the TABLE?

If you have one, HOW do you KEEP it?
   Best Question ever in the World of Facilities
   I wish I had the ultimate answer! But I don’t!!
THE TABLE-CONTINUED

• Who should you sit with?
  • Sometimes the kids table is more fun
• Be Cautious of what you ask for……
  • Don’t cherry pick the easy targets
  • Don’t be Obstinate…Don’t always have to be the right one
  • Don’t be the doom and gloom
• Be Progressive
  • Change is necessary and we must embrace change
  • Who else in the room understands that Change in Facilities is a given CONSTANT!!

  • CHANGE is not our middle name, it’s our FIRST name

THE TABLE-CONTINUED

• To keep our seat at the table, when asked…. 
  • We must provide the right information at the right time 
  • We are holders of vast knowledge about our campuses and facilities 
    • Our answers must be correct and timely 
    • Our answers must be CONSISE….short time span… 
  • Consistency 
    • Be right more times than not
    • If we’re wrong too many times then you probably shouldn’t be at the Table
  • We know the good, the bad and the ugly truths and yet often don’t share for fear of not being believed
    • Until it is too late
THE TABLE-CONTINUED

• We are problem solvers, risk takers and engines of change
• We find solutions to serious problems, resolve emergencies calmly
• We make facilities seem to operate seamlessly... however........
• We sometimes make it look to easy!
• We are SCARY and Complicate things?
• We usually don’t complain....too much?

THE TABLE-CONTINUED

• We don’t complain when......
• We go thru forced staff reductions and still make it work
  • Not the same as it was but it still works
• Clearly we had too many staff
• We make do with less
  • Some sacrifices but still we make do
• Clearly we had too much
• Pick a statement and the likely answer is
• Clearly we had too much
SHIFTING NEEDS

• We have to be accountants and economists
• We have to be able to forecast and think LONG TERM while others think NOW
• We must PLAN for those things that no one else seemingly does
• We have to be able to justify WHY we PLAN
• We have to understand our basic needs and be able to accept that we are part of the BIG TEAM
  • Especially when our little seedling is taken over by other champions
• And hopefully, we get along well and play fair

BACK TO HATS

• How do we juggle the World of Many Hats?

• Campus Plans Change
  • New administrators don’t like it, don’t understand it
  • How many of us actually try to explain to senior admin what the campus mission was supposed to accomplish?
  • We may still have slightly changed in direction but it is now based upon knowledge of the plans that can allow for decisions to support the "new"
  • But remember, it now be
BACK TO HATS-CONTINUED

• Institutional goals change
  • How do we follow our leaders?
    • Closely and as best we can

• Facilities always change….always

• The new shiny legacy of the admin lose their luster after a short while
• Account for new ideas, new design concepts, new energy options, new learning concepts and new teaching styles

• Remember, change is always just on the horizon

BACK TO HATS-CONTINUED

• IT Costs are always going to go up
• Play nice. We are not the singular focus of campus
• We become more valuable when we combine our efforts to prove we can play well with others
• We become more valuable when we can combine to solve problems other than our own
• Offer solutions not just problems
  • If you get asked you better have a plan
ALMOST ALL THE HATS

• We as Facilities Professionals wear many Hats
• Sometimes we get to wear the clean, shiny White Hat and be the “good guy”
• Most often, we get to wear our old, worn out Black Hat and be the “bad guy”

BUT NOT THE FALL GUY

• SOMETIMES THE BEST WE CAN DO IS WEAR OUR FAITHFUL, FADED GRAY HAT
• WHY, because most of what we do is neither Black nor White

HOPEFULLY REALLY ALL THE HATS

• Sometimes we get to wear the new Hard Hat
• Sometimes we watch while others do

In any case........
• Shovel in hand we proudly dig
• But Once the moment is over, we better be prepared for the real story.....when the dust has faded the journey is just beginning
NO MORE HATS!

- Learning Lessons
  - They’re always waiting for us to put one on
  - They challenge us to do our best
  - To make the process SIMPLE
  - TO KEEP EVERYONE IN THE LOOP
  - UP TO DATE
  - SHARE IN THE SUCCESS OF CREATING AND BIRTHING THE NEW BUILDING OR PERHAPS FROM BRINGING AN OLD GLORY BACK INTO THE SUN
- Either way, we must keep our Hats in hand and in my humble opinion, let others succeed in meeting their goals

THE FINAL HAT

- What are the students wearing?
  - Their success is our success and the most important Hat we can wear is to allow them to succeed

- If they don’t know we exist, we’ve succeeded!

- Now that we’ve succeeded, let’s put our TOP HAT on and go celebrate!!