




**High Performance Work Teams:
Great Customer Service**

Facilities Services
UNIVERSITY OF FLORIDA
WITH EVERY STEP

*A presentation for APFA Members
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About the University of Florida

- Located in Gainesville, FL
- Top 8 Public Research University
(US News - 2019 Best Colleges)
- 55,000+ Students
 - Undergraduate 35,400
- 2,000 Acres - Main Campus
- 1,033 Buildings
- 23,000,000 sq. ft
- 13,000,000 sq. ft. E&G space
- 825+ Diverse Facilities Staff



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Learning Outcomes

1. How to build an increased customer focused organization that leverages direct customer contact and relationships at the line level.
2. Develop business systems and processes that streamline and expedite access to facility management services.
3. Develop strategies to create high-performing teams.
4. Developing employees for career advancement. (Upward Mobility)
5. Lessons learned, what has worked and what can we improve on.

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Historical Facilities Management Model

- *Physical Plant Centric*
 - Processes center around trade shops
 - Limited access to customer/relationship building
- *Service Request Management*
 - Linear process
 - Inhibits accountability (e.g. Control of schedule, status, etc.)
 - Quasi - telephone based
- *Custodial Teams*
 - Most visible to customer
 - Fails to leverage relationship with customer

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High Performance Work Team Blueprint

- The intent of the High Performance Work Team (HPWT) is to strengthen our customer's perspective of service while fostering an entrenched level of accountability/ownership among the team members.
- Build an increased customer focused organization that leverages direct customer contact and relationships at line-level.
- Empower forward staff leadership to act on behalf of customer needs consistent with Facilities Services resources, means and programs.
- Develop business systems and processes which streamline and expedite access to facility services.

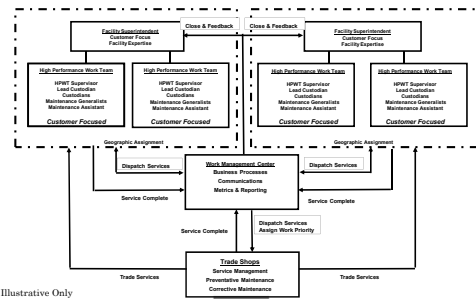
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HPWT Organization Strategy

- **Customer Focused** – Leverage direct customer contact and relationships at line level.
- **HPWT Supervisors** (Former Custodial Supervisors) knowledgeable in the needs and operations of areas assigned with the **ability to act**.
- **Empowerment (Ability to act):**
 - HPWT Supervisors (Can be former Custodial Supervisors)
 - Custodial Teams (New Team Leadership Program)
 - Maintenance Generalists
 - Provide access and support to Trade and Utility Services (Operations Maintenance, Grounds, Utilities, etc.)



Facilities Services HPWT Model



Illustrative Only



HPWT Responsibilities

- Responsible for basic maintenance, repairs, and custodial services for buildings assigned.
- Proactively perform maintenance and repairs before customer's request service.
- Team members serve as first point of contact for any services and beyond their job description and capabilities, assists Facilities Services trades staff with trade related calls such as HVAC, Plumbing, Electrical, Fire Alarms, etc.
- To strengthen our customer's perspective of service while fostering an entrenched level of accountability/ownership among the team members.

Creating a great customer service experience!!!



HPWT Requirements

All members of the team:

- Perform daily tasks consisting of custodial services and basic maintenance needs for offices, classrooms, restrooms, labs, general interior and exterior common areas, and other related space within the facility.
 - Tasks includes daily trash pickup, restroom cleaning, floor care, exterior trash pickup, minor preventative maintenance and repairs to the general building interiors, exteriors, mechanical, and electrical systems for the buildings in the particular HPWT Zone.



Trade Shops Servicing HPWT Zones

- Management internally focused – Culture of Metrics and Accountability
 - Work Completion:
 - Accountability/Accurate Feedback
 - 1st to respond, responsible for TOTAL job
 - Training and Certification – leverage our strength through:
 - High Quality Work
 - Cost Competitiveness
 - Timely Turn around
 - Business policies, practices, and procedures
- Service Contractor Model (Less visible to occupants)
 - Dispatched and Managed through AiM CMMS
 - Customer = HPWT Supervisor



HPWT History

- First teams were formed in October 2011
- Three different methodologies were piloted:
 - First Pilot – 379,764 GSF 352,611 NSF Academic Space - Classroom/Office
 - 1 - Maintenance Mechanic assigned as Supervisor
 - 1 - Custodial Lead Person
 - 7 - Custodians
 - 2 - General Maintenance Mechanics
 - Second Pilot – 534,446 GSF 453,656 NSF sq. ft. Research Space – Lab/Vivarium/Lab Support/Office
 - 1 - Maintenance Specialist – assigned as Supervisor
 - 1 - Custodial Lead Person
 - 6 - Custodians
 - 4 - Trade Mechanics (3 -HVAC/R & 1- Electrician)
 - Third Pilot – 51,710 GSF 48,727 NSF sq. ft. Business Incubator – Lab/Office/Conference
 - Centrally Supervised
 - 1 - Custodian
 - 1 - Trade Mechanic (HVAC/R)



Pilot Outcomes

- Pilot One
 - Great Customer Service
 - Cohesive Team
 - Supporting & Collaborative Supervisor
 - Worked outside of trade responsibilities
- Pilot Two
 - Good Customer Service
 - Custodial and trade staff not working as a team
 - Excessive custodial overtime for routine work
 - Supervisor was not developing team concept
- Pilot Three
 - Two person team
 - Worked very well together and accomplished work responsibilities
 - Team would strategically and proactively perform work to cover for PTO
 - Worked outside of trade responsibilities

• Implementation of new areas



Pilot Results

Before and After Square Foot Coverage by Employee

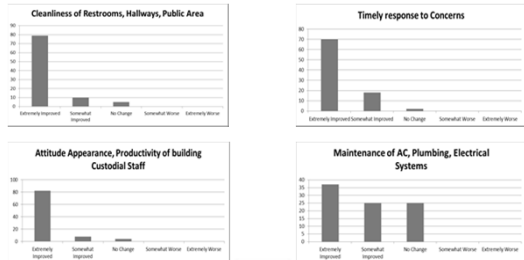
Research Center	ACTUAL FTE AVG	BUDDGETED FTE AVG
PROG TO PILOT	11.00	11.00
RESEARCH CENTER	100	100
BLDG FTE	100	100
TOTAL SQ FT BY TOTAL EMP (BLDG FTE)	10000	10000
OUTLINE PILOT	11.00	11.00
RESEARCH CENTER	100	100
BLDG FTE	100	100
TOTAL SQ FT BY TOTAL EMP (BLDG FTE)	10000	10000

Pilot Buildings GSF

Building Name	GSF
Bryant Hall	49,078.09
South Hall	54,916.16
Anderson Hall	47,827.77
Gerson Hall	41,736.49
Hough Hall	67,732.00
Heavener Hall	60,716.00
Murray Hall	53,458.00
Business Complex Total	373,764.51
Clinical & Translational Research	129,418.00
Cancer/Genetics Research	281,885.00
Pathogens	90,018.00
Aquatic Pathobiology	7,615.00
HSC Modular Building	10,514.00
Research Complex Total	522,451.00
Innovation Hub	51,710.00
Innovation Hub Total	51,710.00



Pilot HWPT Customer Satisfaction Survey Results (97/100 responses)

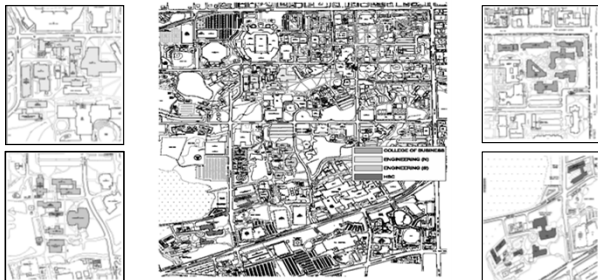


Current High Performance Work Teams

HPWT Name	GSF	Building Type	Number of Buildings	Supervisor	Custodial Team Lead	Custodians	Maintenance Generalists	Maintenance Assistants	Total Staff	Average sq. ft. per employee
Engineering North	612,142	Research Classroom	10	1	0	14	2	0	17	36,008
Health Science Center	534,446	Research Classroom	6	1	2	8	2	0	13	41,111
Engineering South	455,428	Research Classroom	11	1	0	9	2	0	12	37,952
College of Business	391,638	Classroom/Office	7	1	1	11	2	0	15	26,109
Innovation Hub	106,000	Business Incubator	2	1	0	2	1	0	4	26,500
Progress Park	69,172	Business Incubator	1	1	0	1	1	0	3	23,057
Total GSF	2,168,826									



Building Layouts for HPWT Zones



HPWT Development

- Staffing
 - 8% wage increase incentive to be on team
 - Rigid interview process
 - Individuals must be motivated and have solid references
 - Employees must have great attendance and no discipline
 - Transparent slotting process
 - Flexible Supervisor –needs to provide coverage and help as necessary
- Zone Size
 - Optimal 300,000 – 600,000 NSF square feet total
 - No more than 10-12 buildings
 - Average approximately 27,000 sq. ft. coverage per FTE
 - Usually two Maintenance Generalist
- Additional Information
 - Teams cover for themselves - except in cases of long-term absences
 - Basic building systems training is mandatory
 - Takes significant effort to build a team

• Implementation of new areas



HPWT Development

- Internal
 - Review team roles and expectations
 - Develop metrics & inspections
 - Make sure staff are comfortable asking for help
 - Address performance deficiencies immediately
 - Ensure HWPT stays within their boundaries
- Training
 - Safety
 - Building Systems
 - Customer Service
 - Teambuilding
- Meetings
 - Customers
 - Facilities Services – Trade shops, Utilities, Work Management
 - Other HPWT's to ensure consistent work processes
- Implementation of new areas



HWPT Supervisors

- Replaces Custodial Supervisor role and adds responsibility for maintenance oversight.
- Coordinates and manages all Facilities Services for geographic area assigned.
- Direct management responsibility for Custodial teams and Maintenance Generalists and Assistants.
- Indirect responsibility for trade shop and engineering services in area assigned. (Dispatches and leverages internal services)
- Provides expertise on behalf of occupants (understand ongoing customer operations) and communicates to Operations, Utilities, Resource Management, and contract personnel.
- Responsible for insuring maintenance programs and operating procedures are in place and current to meet all customer needs.
- Recommends process and facility improvements to ensure proper operations, and helps identify capital renewal.



Lessons Learned

- Straight talk with employees, ensure they understand what they are going to be doing.
- Keep the recruitment process transparent.
- Do not hire over qualified Maintenance Generalists, i.e. seasoned trade staff
- Create work order metrics early on to ensure trades workload is being reduced.
- Ensure building system training occurs before a catastrophe happens.
- Utilize internal trade staff for building acclimation and specific system trainings.
- Create processes for High Performance Work Teams early.
- Do not implement more than one or two teams at a time.
- Keep HPWT within their boundaries of responsibility until all teams are performing consistently.



Thank you!!!

Any Questions???



HPWT Maintenance Generalist Position Description

General Title:	HPWT Maintenance Generalist	Effective Date:	June 1, 2014
Job Family:	Facilities Services	Job Code / Job Grade:	11010
Job Summary:	The HPWT Maintenance Generalist takes ownership in the program, both financial and physical, for the building's physical and mechanical systems. The position is responsible for the day-to-day operation and maintenance of the building's physical and mechanical systems. The position is responsible for the day-to-day operation and maintenance of the building's physical and mechanical systems. The position is responsible for the day-to-day operation and maintenance of the building's physical and mechanical systems.		
Primary Responsibilities:	<ol style="list-style-type: none"> 1. Monitor building systems and work to ensure that all equipment is operating properly and that all equipment is maintained in a safe and sound condition. This includes monitoring of all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 2. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 3. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 4. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 5. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 6. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 7. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 8. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 9. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 10. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 11. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 		
Required Education and Experience:	High School Diploma or equivalent and one year of relevant experience.		
Required Licenses or Certifications:	None		



HPWT Custodial Worker II Position Description

General Title:	Custodial Worker II	Effective Date:	June 1, 2014
Job Family:	Facilities Services	Job Code / Job Grade:	11010
Job Summary:	The HPWT Custodial Worker II takes ownership in the program, both financial and physical, for the building's physical and mechanical systems. The position is responsible for the day-to-day operation and maintenance of the building's physical and mechanical systems. The position is responsible for the day-to-day operation and maintenance of the building's physical and mechanical systems.		
Primary Responsibilities:	<ol style="list-style-type: none"> 1. Clean and maintain on a daily basis all floors, walls, ceilings, windows, partitions, doors, stairs, elevators, restrooms, janitor's closets, and other areas of the building. This includes cleaning, mopping, waxing, buffing, and polishing of all hard surfaces. 2. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 3. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 4. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 5. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 6. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 7. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 8. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 9. Perform preventive maintenance on all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 10. Monitor and maintain all building systems and equipment, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 11. Respond to and resolve all equipment issues, including but not limited to: heating, ventilation, air conditioning, electrical, plumbing, fire alarm, and security systems. 		
Required Education and Experience:	High School Diploma or equivalent and one year of relevant experience.		
Required Licenses or Certifications:	None		

