



Welcome everyone. Thank you for taking time out of your schedules to join us today and contribute to our dialogue. As a team, we are entering an extremely busy time of the year. We hope that today's Town Hall will present you with an opportunity to reflect and connect with your colleagues.

At today's meeting, we want to review with you our plans to embark upon an important initiative for Building Services - one that will carry our professional team forward and build on our strengths and successes.



Team Strengths

- Pride of Ownership
- Building & Residence Ambassadors
- Commitment to the Western Community
- Knowledge of physical space
- Ability to work independently as well as collaboratively

Western 

Facilities Management
Building Services

We talk about building on success because our team has been successful in many ways, including:

- Pride of Ownership
- Building & Residence Ambassadors
- Our absolute commitment to the Western community – the many ways we connect with the students, staff, visitors and other clients on a daily basis
- We have tremendous knowledge of our physical space – our buildings, classrooms, labs, common areas and student residences
- Our ability to work independently to achieve shared goals as well as in collaborative teams



We've been listening

- Equity in your workload
- Recruitment, onboarding and training
- Staffing resources
- Ability to meet customer expectations
- Standardizing the procedures and policies across all units
- Improved distribution of leadership resources
- Safety and wellness

Western 

Facilities Management
Building Services

Having said that, we also know there is room for improvement. We've been listening to you and here is a sample of what we have heard:

- You have asked for us to look at workload equity
- You are looking for improved processes relating to recruitment, onboarding and training
- You are concerned about levels and placement of staffing resources
- You have pride of ownership, yet, at times, experience challenges outside of your control when striving to meet customer expectations
- You want consistent application of policies, procedures and standards
- You want increased access to your leaders, particularly team members on the night shift
- Employee wellness is important

We need to work together to address these issues and that is why we are here today. We need to further the discussion and share information. We know we can advance our culture of excellence and pride of ownership – this can be done through engagement and recognition.

We invite you to contribute to our discussions, today and in the coming months, as we set out on an information gathering exercise that will ultimately enhance our understanding of our environment – a caretaking study.



Throughout our presentation we will use the word “SHAPE” uniquely. It is an acronym developed to convey the scope of and rationale behind this initiative.

The acronym also highlights the objectives of the information gathering exercise – as a team, we want to:

- **S**trengthen our knowledge
- Focus on the **H**ealth and wellness of our staff
- **A**dvance operational sustainability
- Support our **P**ride of ownership
- Advance our culture of **E**xcellence

Let's take a closer look at each of these elements.



Strengthen our knowledge

H • build on our expertise; breadth and depth of knowledge
A • access industry best-practices
P
E

Western 

Facilities Management
Building Services

The first element, “Strengthen our Knowledge,” refers to our desire to:

- Build on our expertise; in terms of both breadth and depth of knowledge
- In addition, we aspire to know more about our external environment – to do so, we need to access industry best-practices



S
H Health and wellness of our staff

A • Focus on health & safety and employee wellness
P • Improve processes for recruitment, orientation and training
E

Western 

Facilities Management
Building Services

Next, an emphasis on “Health and Wellness” – this refers to our desire to:

- Focus more closely on health & safety and employee wellness; as well as our intent to
- Improve processes relating to recruitment, orientation and training



S
H
A Advance operational sustainability
P • Require data and evidence-based knowledge
E • Update technology, equipment, processes, systems & software

Western 

Facilities Management
Building Services

The “A” references our need to “Advance operational sustainability.” Specifically, we highlight the need to:

- Examine and update our technology, equipment, processes, systems and software; and
- We need enhanced data and facts



The next point comes directly from one of your caretaking colleagues – it is a reference we have embraced. Our professional team has “Pride of Ownership.” This is our core strength.

It is crucial that we continue to:

- recognize individual and team successes; and
- Invest in our people and strengthen internal capacity



Lastly, a reference to FM's commitment to building a culture of excellence.

The mission of our unit is to be recognized as the leader in facilities management among research-intensive universities worldwide. Specifically, our Building Services team aims to promote a culture of excellence and provide exemplary caretaking services across the campus community. These objectives are in line with Western's mission to support research, the student experience as well as international objectives.

A culture of excellence, in this context, refers to the need to:

- Encourage creativity and innovation; and, ultimately, to
- Deliver best-value client service



SHAPE then, is about the Building Services team working together to shape our future.

We know that our team has **over 2,000 years** of caretaking expertise. There is an enormous body of knowledge in this room today and we both want and need to access that knowledge for this initiative to be successful.

Other recent initiatives to engage the Facilities Management team have been tremendously successful – including our new Performance Dialogue process and the recent WeSpeak survey – thank you for your input.

This caretaking study will present you with a third and distinct opportunity to be heard. This time, however, we will focus specifically on Building Services operations. Your input will enable us to keep our momentum. Later in the presentation we will outline our timeline and let you how to contribute.

There is another piece to the study – an external consultant. In addition to our existing internal knowledge base, we know that we also need to access industry best-practices and standards.

Shape our Future

Best practices relating to:

- Cleanliness processes and standards
- Staffing levels and scheduling
- Health & Safety and work wellness
- Employee orientation and training
- Organizational structure
- Financial sustainability
- Environmental sustainability



Facilities Management
Building Services

An external consultant can provide evidence-based knowledge, data and systems. We are looking for best practice information across our operations, most notably in the following areas:

- Cleanliness processes and standards
- Staffing levels and scheduling
- Health & Safety and work wellness
- Employee orientation and training
- Organizational structure
- Financial sustainability
- Environmental sustainability



Outcomes:

- Identify successes and maximize our strengths
- Identify and work through areas of challenge
- Support budgetary processes and requests
- Invest in our people – strengthen internal capacity

Western 

Facilities Management
Building Services

This will be a collaboration. The information our caretaking team provides will be combined with the material the consultant provides and that detail will be used to respond to the concerns/opportunities we noted at the beginning of our presentation (such as: equity in workload, improved training processes); it will also be used to inform our annual budget processes.

We need to support our budgetary requests with data and foundational knowledge. Otherwise, our operations may not be defensible or sustainable. With our current financial environment, there is increased scrutiny and pressure – this is the reality for post-secondary educational institutions today. As a result, we need facts to support our operations and we cannot formulate a solid response or defend our framework and processes without data and evidence-based knowledge.

We want to pause here to emphasize that this is an information gathering exercise we are about to embark on – it is not an exercise in outsourcing. This is about strengthening internal capacity – this is about investing in our people.

The leadership team is extremely proud that, to date, we have maintained our current workforce. There have been no layoffs of regular full-time team

members within Building Services. Your leadership team has demonstrated strong financial and resource management; we are, however, continuously challenged to do more with less. That means we need to identify and maximize our strengths and it also means we need to identify and work through areas of challenge.

This initiative is about every member of the team – Building Services staff and leaders alike – coming together to SHAPE our future.



We are moving forward with our search for a consultant. We are currently working with Western's Procurement Services team to finalize a Request for Proposal that will go out later this month. We will then evaluate responses and interview consultants.

The selected consultant will:

- Review building service levels in comparison to North American university standards (APPA) – understand and document the scope and state of our operations, provide information relative to industry standards
- Meet with members of our leadership team and a cross-section of our caretaking staff – they will need to understand the nuances and challenges of our current environment

Our timelines are uncertain at this point as the consulting group will provide more detail regarding their processes. We plan to have the consulting group onboard by the end of the summer. We anticipate they will be conducting their review over the course of several months.



So back to your role in the caretaking study. We highlighted that this study is a collaborative effort – we need both internal and external input.

Later this summer and into the fall, we will be seeking your engagement and will provide multiple way in which you can share your expertise in a way that is the most comfortable for you.

The information you already contributed through the Performance Dialogue Future Focus questions (relative to how we can improve our operations and the support you require) will be gathered and shared in a summary form with the entire Building Services Team. That process was a great first step.

Let's keep our momentum. We want you to continue to think about team strengths and opportunities, as well as ideas for process improvement. Are there things we do exceptionally well? Are there things we could be doing better? Be open and honest with the consultant group and our leadership team. As noted earlier, there is a tremendous amount of caretaking expertise in this room today. We both want and need your input for this initiative to be successful. This is a group effort.



Benefits include

- Improved individual and team performance and wellness
- Determination of appropriate cleanliness standards
- An opportunity to address employee and leader concerns
- Support for resource allocation

Western 

Facilities Management
Building Services

The benefits of this caretaking study are numerous and include:

- Improved individual and team performance and wellness
- Determination of appropriate cleanliness standards
- Addressing employee and leader concerns (we have been listening)
- Support resource allocation

FM Caretaking Study Team

- **Lynn Logan**, Executive Sponsor
- **Carmen Bertone**, Executive Sponsor
- **Chris Yeo**, Project Manager (Operations)
- **Kelly Seguin**, Project Manager (People)
- **Jeff Bruyea**, Building Manager
- **Joanne Smith**, Building Manager
- **Steve Pepper**, CUPE 2361 President
- **Jason Defraga**, CUPE 2361 Chief Steward
- **Brandon Watson**, Communications Officer
- **Sabrina Tingle**, Project Coordinator
- **Janet Biondi**, Shared Resource

The project is supported by all levels of leadership within Building Services – our Building Managers, Directors, our AVP, the FM HR Team. Your Union Executive also had input in this initiative. We are all available to respond to any questions you have today or in the coming weeks and months.



We commit to ongoing two-way communication and transparency.

1. We will continue the dialogue during our face-to-face bi-monthly meetings
2. We have also set up a communication page on the FM Intranet website
 - This is a screen shot of our page dedicated to Shaping our Future
 - FM employees can click on the “Employee Tools” tab and select “Shaping our Future” from the drop-down menu
 - Your browser will prompt you to enter your “western user id” and “password” in order to gain access to the site
3. This Intranet website will contain information and communications relating to this study and will be continually updated. For starters, today’s presentation as well as the summary handout we will provide upon your exist have already been added.
4. In addition, once the consultant group is on site, they will establish a mechanism for confidential participation for all members of the Building Services team



We will now open the floor to questions.

If your questions aren't answered today – or you have further questions or comments regarding the study, please connect with whomever you feel most comfortable – that may be your building manager or another member of the leadership team, your union executive or lead hand. Or perhaps you'd rather pass it along as an email to fm-shape@uwo.ca and a member of the study team will follow up.

Remember, we will be providing you with regular updates and you can visit our FM employee webpage for details as we move forward.