

FACILITIES MAINTENANCE & UPKEEP

Context

- The Lawrence campus is operating three different custodial and maintenance groups on campus resulting in additional labor costs compared to peer institutions.
- KU FO has an average staff to supervisory ratio of 4:1, significantly lower than best practice.
- FO front-line staff are disenfranchised and suffer from low morale, which also affects efficiency and productivity.
- Strong interest exists for saving utilities costs on campus; however, few behavioral changes initiatives have been launched.

Goals

- Consolidate the Lawrence campus' individual custodial and maintenance operations, and develop service level agreements among clients.
- Increase maintenance worker productivity.
- Improve FO's internal operations and procedures to provide better service to customers and increase work quality.
- Institute a comprehensive utility reduction plan and incentivize faculty and staff to decrease utility usage.
- Fully implement the Maximo facilities management system, and provide the adequate tools and training necessary to allow staff real-time access to work orders, preventative maintenance, and asset information.

Challenges

- Change management risk presents the most significant challenge to the implementation of changes with KU FO.
- To be effective in achieving cost savings, zone maintenance must be implemented with the fewest number of zones possible and reduce the number of supervisors; this will be a significant change to the way in which work is currently done on campus.
- Leadership of Housing and KU FO must be vested in the proposed changes to achieve results
 - FO leadership is implementing several efficiency solutions based on recommendations; however, there is skepticism that morale is a problem and concern that zone maintenance will reduce flexibility.
 - Housing leadership is skeptical that the proposed merger will continue to provide the current level of service at a reduced cost.
- There is a prevalent lack of trust and fear of change within KU FO and Housing; staff feel threatened by the change and fear job reductions.
- The combined KU FO and Housing maintenance and custodial operations must provide a work environment that is focuses on providing the resources and support employees needs to do their jobs efficiently and effectively; failing to do so is a risk to morale and retention.

Opportunities

- Annual savings goals can be met by addressing opportunities in three areas: Implementation of zone maintenance, consolidation of Facilities Operations (FO) and Housing maintenance and custodial staff, and more aggressive energy-saving behavior.
- Implementing contemporary zone maintenance will reduce management and layers, enabling cost savings through reduction of 12-14 directors and supervisors.
- Consolidating KU FO and KU Housing maintenance and custodial staff is an opportunity for achieving cost savings through reduced management needs and in-sourcing of contacts.
- There is strong interest in saving utilities on campus, but few behavioral change initiatives have been launched. Influencing energy-saving behavior through marketing and incentives is an untapped cost savings opportunity to reduce KU general utilities spending by 2-4%.