



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

Information Kit

Enhanced Assets,
Operations and Services
program (EAOS)

January, 2015



INSTRUCTIONS – PLEASE READ

This document is used to support managers and supervisors in sharing important information with employees and creating an environment that encourages a two-way dialogue.

USING THIS TOOLKIT

- *Communicating important information is a crucial part of your role and is an essential step when it comes to successfully implementing change.*
- *Use the **Information Points** below to support conversations with employees, in person, where possible.*
- *Learn the messages and use your own language and local context to create two-way conversations with employees.*
- *Allow time for questions. It's okay if you can't answer a question; collect feedback and email it to eaos.buildingoperations@ubcc.ca.*

In this toolkit you'll find:

- Key dates
- Information points
- Questions & Answers

CHECKLIST

- Read this toolkit and become familiar with the information.
- Do you need to set up a meeting with your team to answer questions and provide an overview of what's changing?
- Ensure that your team is aware of this information and upcoming events.



OUR INTENTION: To be successful we need to serve our mandate to be the asset stewards of UBC. That means we need to own the operation of the engineering systems across their lifecycle—from planning through to decommissioning. When we do this well, we will dramatically change our perception within the university and our own job satisfaction.

How we're communicating with staff in Phase 1...

DATE	ITEM	ACTION
January 12	EAOS program announced	Karyn Magnusson sent an email to all staff outlining the high-level vision of EAOS
January 23	Town Hall	Karyn Magnusson and the EAOS team will host an interactive presentation on EAOS and our future.
Session 1 and 2 in February and Session 3 in March	Face-to-face meetings for current state analysis	The EAOS team will be meeting with staff to gather a 360° look at how we currently address asset maintenance.
April	Share results of current state analysis	The EAOS team will digest their findings into multiple formats for easy communication to all staff.

Speaking points

- Our goal as a department is to
 - Keep the campus running:
 - support the core mission as an academic institution
 - ensure research and teaching is unaffected
 - support the student experience
 - operate the campus
 - At the lowest total cost:
 - ensure best value
 - delay expensive capital replacement and renewal
 - provide our expertise to help others make good decisions
 - While mitigating risk



- ensure true regulatory obligations are met
 - protect the university's reputation
 - limit financial exposure to unexpected costs
- Our goal as a university is to become one of the top 10 publically funded universities in the world.
- Studies show reactive organizations are 25-35% productive. Proactive organizations have 60% or greater productivity ratings.
- EAOS will be the project that moves us from reactive to proactive and helps us meet department and university goals.



Questions & Answers

1. What is EAOS?

The goal of the Enhanced Assets, Operations and Services (EAOS) program is to help us find a better balance between the proactive and reactive maintenance needs on the Point Grey campus. We want to be regulatory compliant, meet contractual obligations, and reduce asset ownership cost and failures. This program will assist us to make the right decision when assessing competing priorities between regular maintenance and as needed repairs.

2. When is this going to start and how long will it last?

The program will be completed in two phases. Phase 1 is now underway and should take between 8-10 months. In Phase 2 we will implement what we found in Phase 1; therefore we do not have a timeline for this at this stage. We will keep you updated as we progress through Phase 1.

3. What will happen in Phase 1?

The first activity in EAOS is to document what we are doing now through a current state analysis. We will get consensus from everyone in Building Operations on all the items we need to fix.

We will then document best practices out in the wider world and analyze the gaps between what we are doing and best practice, and how big the gaps are. This will help find solutions to what needs to be fixed, but will also identify what works well in Building Operations.

Finally, a recommendation will be defined, discussed, approved, and implemented.

4. What will happen in Phase 2?

In Phase 2 we will implement the agreed processes, procedures, systems, and structures that will help us meet our maintenance goals of running the campus, while getting better return on our investment and mitigating risk.

5. How will this impact my job?

This program has the potential to impact everyone in some way, and that is why we want your help to develop how we operate in the future.

6. How will staff levels be impacted?

We don't know exactly, but what we do know is that our budget is finite and we need to be smart about how we work so we're spending the right effort in the places for the best result.

7. Will this change my job description or the structure of Building Operations?

Right now we really don't know what changes we will come up with collectively as a group in Phase 1; therefore we simply do not know, and cannot guess, what impacts might come. We will keep you informed and involved throughout Phase 1.

8. If we do more for less, will my workload increase?

Again, we just don't know until Phase 1 is complete, but working smarter and doing more for less means finding ways to work more efficiently, not simply doing more of the same.



9. Haven't we done this before? How is this different?

Parts of this type of project have been attempted before—but never using this kind of strategic approach or with this level of managerial commitment. EAOS has a far greater strategy foundation than past attempts. This will be a comprehensive review of every aspect of our business that will help us work smarter, whereas in the past the approach has been to focus on point solutions rather than the big picture.

One aim of the program is for it to help make us sustainable as a unit. EAOS will involve every level of Building Operations, whereas in the past, management has predominantly driven initiatives of this type.

10. How can I participate?

For this to be a successful process, we need your input and feedback. There are a number of ways you can participate:

- Email: eaos.buildingops@ubc.ca
- Suggestion box at Reception
- Visit the EAOS page on the Building Operations website
<http://www.buildingoperations.ubc.ca/staff/projects-programs/eaos/>

11. Do I have to participate?

No, you do not have to participate but we strongly encourage you to, as each person will have their own perspective on what's working well and what isn't. To build the most comprehensive picture, we need help from every part of our operations.

12. How are partners like unions and customers involved?

Unions and customers are key stakeholders and will be involved in Phase 1 as we document our current state and what needs to be fixed.

13. Has this program come out of the university's budget savings measures?

UBC as a whole is addressing our cost structure and strategic alignment to our academic mission. Although this program will help to right size our efforts, the real drive was from discussions with you to improve the way we work. Of course, all of the work performed in EAOS will be in compliance with current spending controls, like travel restrictions, and our results will be aligned with the UBC's mission.

14. Who can I contact for more information?

For this to be a successful process, we want to keep you informed. The best way to contact the team is by email: eaos.buildingops@ubc.ca. You can also visit the EAOS page on the Building Operations website
<http://www.buildingoperations.ubc.ca/staff/projects-programs/eaos/> and follow the contact information there.

15. How will I be kept informed about what's happening?

EAOS will make good use of our existing communications channels—such as the new newsletter, the building operations website, and established team and crew meetings. We will also be developing some channels just for EAOS so you can see the project at a glance, all in one place.