Asset Inventory

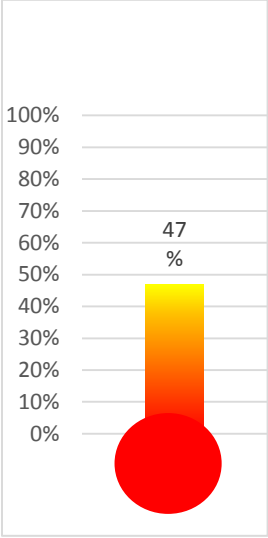| Goal Satisfaction Percent	Goal	Current State	Issue / Gaps

What is this?
 	
Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area.
 	
100%
90%
80%
70%
60% 46
50% %
40%
30%
20%
10%
0%
	• Having a repository of up to date assets that can be prioritized for the maintenance plan
	
	Goals
	1) Develop a list of assets
	2) Categorize assets into "regulatory", "major" and critical equipment categories
	3) Develop a system for collecting and updating:
	  a. asset data
	  b. the ongoing maintenance status of assets
	  c. the ongoing status of the use of these assets
		1. Asset Lists exists in different forms: Digital, Physical, and others.
		2. Digital forms: laserfiche, share drive, data on shop computers, BMS database, etc.
		3. Physical forms: paper building lists, paper maps, paper maintenance files, paper PM sheets, etc.
		4. Mental lists or implicit knowledge of asset information also used
		5. Some shops maintain their own asset lists
		6. Some asset lists are shared with other shops (i.e.: laserfiche, share drive lists)
		7. Some asset lists are not shared with other shops
		8. Records of maintenance for some assets don't exist/inconsistently collected
		9. Our Crew Members are Assets too
		10. The definition for "Asset" in Custodial/Utility Workers is different from the rest of the organization; a "Custodial Asset" is usually a piece of equipment or system owned by Building Ops and used by the crews to maintain UBC buildings/spaces
			1. No asset list categorization strategy, so there is no consensus on what asset information to collect, and what level of detail
			2. Asset Lists for all shops are not up-to-date or missing data, including entire assets, asset information, as-built specs from contractors, parts lists used by contractors, updates like space renovations and equipment upgrades, service level needs for assets, asset values & replacement values, square footage of beds, etc.
			3. No asset list prioritization strategy, so there is no consensus on what assets are more important than others
			4. Current Asset Lists are time-consuming/hard to maintain
			5. Sometimes-contradictory Asset Lists are being kept and maintained in different locations
			6. No asset list communication strategy, so lists don't get shared, are hard to find and use
			7. No binding specifications for trades/contractors to follow, so consistent quality of parts, standardization of use of parts manufacturers, consistent labelling of equipment, consistent reporting of as-built specs by contractors to Building Ops takes place, which gives us little recourse when this happens
			8. No "Asset Inventory Owner" or entity responsible for consistently collecting, maintaining, updating, sharing all Building Ops asset list information, and representing our asset list strategy to outside parties like Project Services
			9. Need to track condition of assets

Operations and Maintenance Plans

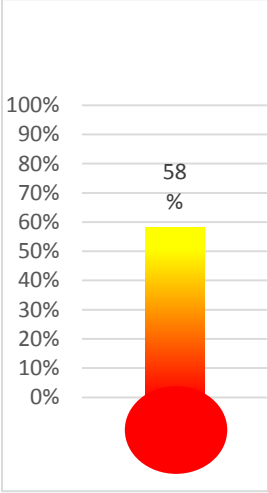| Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. 100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0% 32%	-A comprehensive list of operations, maintenance and preventive maintenance requirements -A system that effectively coordinates and monitors progress and performance of operations, maintenance, service contracts and ad-hoc service requests **Goals** 1) Identify equipment that need Operations and/or Maintenance and/or Preventive Maintenance 2) Associate assets with maintenance tasks and frequencies 3) Estimate resource requirements 4) Reconcile asset needs with available resources 5) Generate a maintenance work plan at least 3 months in advance of the fiscal year end 6) Implement Operations and Maintenance Plans where necessary	1. Operations & Maintenance (O&M) Plans exist for some of the assets that need them. 2. It's hard to find out who performed work on assets as there is no easy-to-use work log 3. Most shops who refer to O&M Plans are able to schedule the work in a variety of ways 4. O&M Work tends to be deferred when sudden reactive maintenance requests arise 5. O&M Work tends to be deferred when crews assigned identify that parts are not available 6. Completed O&M Work tends not to be reviewed 7. O&M Work tends not to be coordinated with other O&M Work or other Planned maintenance work like shutdowns 8. Some O&M Plans used to exist, but have lapsed; i.e.: painting of buildings used to be scheduled 9. Some shops have an informal plan for some equipment that is important to them. This plan is not shared 10. Asset Renewal plans are generally non-existent, though some exist for assets like vehicles 11. Important asset information like warranties are not always known or collected 12. The current purchasing process is hard to go through, so estimating parts/materials is challenging 13. Regarding reconciling resources, it's hard to see what's in stock in stores, so shadow stocks are still kept outside of Stores in storage units, mech rooms, etc. 14. Regarding reconciling resources, it's sometimes hard to use purchasing trends to estimate what items should be automatically ordered in, because of shadow stocks	1. Need clear definitions for "Operations" & "Maintenance" 2. Definitions need to be accepted by prospective shops 3. Need to have a log/history of who did what on an asset 4. Need to be able to identify equipment nearing the end of its life and ready for renewal in advance of failure 5. Need to make sure we adhere to O&M and Renewal Plans 6. Current O&M Plans aren't flexible enough to accommodate a sudden change in demand 7. Some trades want maintenance plans for certain assets but they don't exist (i.e.: Municipal catch basin maintenance, painting of animal rooms, core landscape maintenance) 8. Survey respondents say it's hard to do O&M Work with the current crew size 9. Need to prevent reactive maintenance from conflicting with the performance of scheduled O&M work 10. Current O&M Work Planning strategy isn't clear on if it always considers Customer Impact 11. Need clarity in who develops, supports the plan 12. Need Quality Control for O&M work done 13. Need Technical Support when performing work in O&M Plans, like Training on Planned Maintenance concepts & definitions for some workers (i.e.: custodial, new hires) and guidance on what work to perform and how 14. Need better support for purchasing parts for tasks; the purchasing process is not clear and hard to manage; it's hard to see what's in stock in Stores 15. Need stores inventory to be updated 16. Need to review and streamline Weber contract to support work execution (i.e.: Weber doesn't support after-purchase issues) 17. Need to know which equipment is due for renewal or replacement 18. Need to track warranties

Organizational Structure

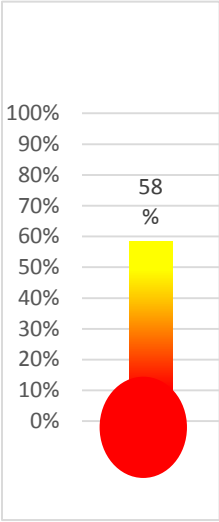| Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. 100% 90% 80% 70% 60% 47 50% % 40% 30% 20% 10% 0%	Having an organization that can: a. Balance proactive and reactive maintenance needs b. Improve asset performance Goal Develop and implement a Building Operations Organizational Structure designed to improve Workflow	1. Workforce is generally organized by shop 2. Some of the workforce is organized by zone in addition to shop 3. Different shops with different Roles & Responsibilities are sometimes under the same management 4. Rationale behind current org structure is not explicit 5. Some work flows through multiple shops to complete one "procedure" (Room temperature adjustments can flow through up to 7 shops) 6. Most survey respondents said vacant or insufficient co-worker positions prevents efficient workflow 7. Crews are not effectively organized to address proactive vs. reactive work 8. Some groups have "informal" PM task forces, like Architectural 9. Some Building Ops trades are housed in buildings outside of USB, like Lower Mall Header House 10. Staffing gaps due to illness/injury don't get backfilled all the time, or it takes a long time to backfill, creating backlogs in work	1. Need to review rationale behind current org structure (i.e.: Construction Office, FMs, Stores/Garage, etc) 2. Current Org Structure is missing a distinct "Operations" branch and distinct "Maintenance" branch 3. Need to review zone model 4. Need to organize crews to address reactive vs proactive work 5. Org Structure must be easy to access & clear to everyone so anyone can access and understand the reporting structure 6. Review communication gaps and have better communication between Building Ops and Customers (sometimes we provide conflicting info to customers), Properties Trust (sometimes they don't acknowledge our needs), contractors, SHHS, Athletics, outside utilities, UNA, RCMP, VFD, Project Services, other Building Ops Trades 7. Communicating with other Building Ops trades and efficient workflow between trades is hard for trades who don't have shops in USB (like Municipal) 8. Accountability: some shops lack of a single person/position for each specific building, system 9. Review communication gaps and have better communication between shops as well as management to shops and vice versa 10. There is no fast or responsive backfilling strategy

Roles and Responsibilities

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. 100% 90% 80% 58 70% % 60% 50% 40% 30% 20% 10% 0%	-Work that gets completed consistently -Work that is of appropriate quality Goals Develop documents that clearly define: a. Job Roles b. Job Responsibilities c. Workflows for all relevant business processes, including work quality control	1. Some shops share certain maintenance Roles & Responsibilities 2. Overlap in roles not always clear 3. It's hard to know how many people are required to satisfy certain Roles & Responsibilities due to lack of clarity around roles and overlap 4. Some work gets re-assigned multiple times due to lack of clarity on who's responsible or work is too narrowly-defined 5. Survey respondents said people who don't know or don't perform their responsibilities prevents efficient workflow 6. Not all business processes are documented, and are subject to change without notice 7. Specifically, quality control business processes don't exist/aren't documented, including processes for measuring and communicating on the quality of products/services, so delays can be caused (i.e.: work is not completed due to lags in purchasing process from vendors like Weber) 8. Some changes to business processes are not consistently supported with communication and training (i.e.: shop estimating process) 9. Work is not indicated as complete in PeopleSoft sometimes 10. Some roles may be missing, like "estimators", clerical support for trades, "system owners" who are trades identified to be ultimately accountable for certain assets, though other trades may perform work/operations on them 11. Roles & Responsibilities as stated in some job descriptions may be outdated	1. All stakeholders (i.e.: trades, FMs, shop stewards, , Housing Trades etc.) need more clarity around everyone's Roles & Responsibilities at Building Ops, including how they overlap 2. Specifically need clarity on the role of "Operating Engineers" 3. Need quality control processes, including product/service quality from Weber 4. Need to make clarity of roles & responsibilities and overlap easy for everyone to reference to reduce inefficiencies 5. Gaps include cleaning of fleet 6. Need training to do estimating and need clarity around who pays 7. Need to identify and confirm missing Roles (i.e.: are there missing support staff roles specializing in Safety LR HR, clerical staff for trades, "estimator" roles, purchasing roles, "system owners" 8. Need to identify and document missing or unclear workflows that are important, like the process of communicating with vendors like Weber on products/services rendered; troubleshooting checklists; when mech rooms should be cleaned and by whom; the estimating process and what estimating services are considered core and what part of the estimating process is customer-funded (like designs/drawings); who is responsible for communicating BOWs to other trades when working on a multi-trade job 9. Need to identify which job descriptions are outdated and update them to reflect current Roles & Responsibilities

Resource Optimization

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. 100% 90% 80% 58 70% % 60% 50% 40% 30% 20% 10% 0%	• A "right-sized" Workforce • A Workforce that operates efficiently • A workforce that is flexible • A Workforce that has enough oversight and support from managers and supervisors Goal Develop and Implement a strategy that balances Resources (FTEs, their skillsets) to Demand (including quantity, quality, and types of work)	1. Number of Resources (workforce) is known at a basic headcount level 2. Some FTEs are counted as full-time presence, but do not perform full-time duties and must be reconciled (i.e.: Return-to-Work or temporary light duties crew members) 3. Some demand is implicitly known through crew experience 4. Demand is hard to explicitly quantify when working in a reactive environment, so it may seem that trades may be underutilized 5. BOWs, timecards, Service Requests don't capture all data required to determine Demand and is hard to analyze 6. Average cost of requests for service is not consistent 7. No current documented or consistent strategy to balance resource and demand exists 8. Current balancing strategies include getting crew members from other shops/departments to assist	1. Need to do a better job of identifying types, qualities, and quantities of work and roles & responsibilities 2. Need a Resource reconciling strategy that accounts for different duty types, like light duties 3. Need a way to explicitly quantify Demand 4. Need a documented Resource/Demand balancing strategy that is transparent and flexible 5. Need a Demand prioritization strategy that is clear, transparent, and agreed to by all stakeholders 6. Need to have agreement on resources & Time required to service standard equipment (UBC specific) 7. Need to collect good, reliable data on time, resources, asset lists to understand Resources & Demand values

Expert Staff

Goal Satisfaction %	Goal	Current State	Issue / Gaps

What is this?
 	
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100%
90%
80%
70% 46
60% %
50%
40%
30%
20%
10%
0%
	-An Engaged Workforce
	
	-A Workforce that demonstrates high expertise
	
	-A Workforce that retains institutional knowledge
	
	Goals
	Develop and Implement:
	  a. A skills training strategy
	  b. An internal knowledge transfer strategy
	  c. A system for capturing and implementing suggestions for improvement (feedback system)
		1. Current internal feedback systems include suggestion boxes, shop talks, meetings with management, working committees & other meetings
		2. Some shops don't have an internal feedback system (i.e.: inconsistent shop meetings with management)
		3. Acknowledgement of feedback received is inconsistent
		4. It's hard to tell if and when internally-sourced feedback was implemented
		5. A lot of institutional knowledge is kept implicitly (mentally)
		6. When crew members leave, they take their knowledge with them
		7. No mentorship or peer review process exists to ensure consistency of institutional knowledge
		8. Due to complexity of new buildings/materials, updated technical training is lacking
		9. Some skills don't have training strategies associated with them (i.e.: vehicle use)
		10. Some training is not engaging
		11. Some work is not engaging. Working alone makes it worse
		12. Sometimes, some staff are disengaged (i.e.: "riding it out" to retirement)
		13. It's hard to know how to move up within the organization. Discussions around how to move up within Building Operations happen aren't usually formalized or part of a process
		14. Technology is moving faster than our capacity to change
		15. Some shops are perceived to experience relatively high turnover
			1. Need more on-going technical training that includes a plan for refresher courses for existing skills & technology
			2. Staff need input into design review, like through guidelines and specifications creation
			3. Need to identify what skills require an ongoing training strategy
			4. More engagement in training sessions (i.e.: lunch & learns with reps)
			5. Need to establish on-going internal feedback systems that are open to all and transparent
			6. Need to establish an internal knowledge transfer strategy that everyone can access, like a knowledgebase that includes reference material
			7. Consider mentorship process for sharing best practice between heads and crews, crew members and crew members, shops and shops
			8. Need to develop more ways to engage workforce throughout career, e.g. a career development plan that tracks job performance, training /accreditation received, if that training is pertinent to their role & expiry
			9. Need succession planning process
			10. Ensure backfilling takes place in such a way that implicit knowledge from the incumbent can be captured
			11. Current hiring & onboarding practices need to reflect our desired workplace culture to help hires from Construction /outside industries to adjust
			12. No on-going external feedback strategy to look for best practice

Customer Expectations

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. **Building Ops Survey Respondents** *64%* **Customer Survey Respondents** *30%*	-A documented Customer Agreement -A feedback mechanism whereby information on equipment and system performance is communicated to customers -Customer expectations /requirements are consistently met or exceeded -Total asset life-cycle cost is reduced -Assets are maintained in safe and working condition Goals 1) Implement systems and processes that manage customer expectations by reconciling available resources; customer priority within the Campus; quality/capacity of existing systems; provide a means of regular feedback to Customer by FM, Heads and Trades 2) Implement systems and processes that support Trades in executing their work such that it's completed with no or minimal disruption/interference to Customer operations, completed on time / budget; of appropriate quality	1. Customers surveyed said communication with Building Ops is lacking 2. New Customer Agreements are not made through a standardized list of services & service levels 3. Customer Agreements are generally renewed by copying previous agreements 4. Feedback mechanisms between Building Ops and Customers include NPS, person-to-person interactions including emails and meetings 5. 86% of Customers surveyed said NPS score is not a good gauge of Service Agreement performance 6. 66% of Customers surveyed said NPS is not a good gauge of Customer Expectations 7. Performance of customer-funded equipment is not consistently communicated to the customer 8. 70% of Customers surveyed said they want the above info quarterly 9. Customers surveyed said Billing of work is difficult to reconcile 10. Knowledge of jobs not always passed along from one staff member to the next 11. Capacity to take on more project work hampered by lack of system reconciling available resources 12. Service levels differ between buildings 13. Some work is prioritized by "customer politics", i.e.: the amount of influence the customer has on trades, FMs, etc. 14. A customer may receive conflicting information from FMs, Trades, and other stakeholders about a single job, which makes it hard for the customer to have consistent expectations 15. In some cases, customers and/or Building Ops trades don't understand the boundaries of where Building Ops' core maintenance responsibilities start and end on some systems/equipment 16. In some cases, customers and/or Building Ops trades don't understand the boundaries of a customer's financial responsibility for the maintenance of some systems/equipment 17. Sometimes, when a job goes wrong that's being worked on by other groups, Building Operations gets blamed for it 18. Some information coming from customers is missing when they create a Service Request, creating delays in service	1. Need system of setting and negotiating customer expectations and resolving conflicts for all types of work so customers know what we are responsible for, and what they are responsible for 2. Need to update billing process for both customers (internal and external) and crews to make invoicing easier to understand and perform 3. Need to accurately record costs to correct customer-funded BOWs 4. Need better reporting mechanisms to Customers by finding out what they want to know and how they want that delivered 5. Need quality control for work performed by Building Ops and contractors 6. Need to communicate customer needs to Trades working on Service Contracts 7. Need to make sure customers provide enough accurate information to perform work 8. Need to reduce conflicting information Building Ops gives the customer – make sure a consistent message is given to customers 9. The influence of the customer's perceived authority should not influence the performance of work 10. The influence levels of some groups on other should not impact the efficient performance of work

Contractual Obligations

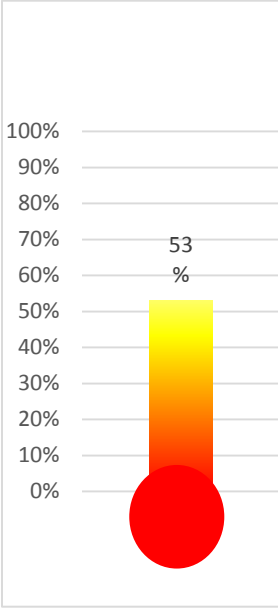| Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
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Scheduling

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps

What is this?
 	
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60% (thermometer graphic, 100%–0%)
	-Effective deployment of resources
	-The ability to drive accountability
	-Streamlined communication for all stakeholders
	
	Goals
	1) For work requiring scheduling, implement a resource scheduling system that:
	  a. assigns work at the trades person/shop-level
	  b. captures inspection details
	  c. records work estimates
	  d. records repair requirements
		1. Work can be scheduled by shop heads/sub-heads, Construction Office, crew members, managers and others
		2. Work priority is sometimes determined by who scheduled the work
		3. Scheduling tools and methods differ greatly between these groups
		4. Estimates, repair requirements, inspection details are generally included in scheduled work when assigned
		5. Information needed to schedule all work is stored in different places, like Shutdowns, Service Requests, Service Contracts, projects, and is sometimes hard to access, so they may not get included in schedule
		6. Sometimes we forget to consider materials part of the definition of "Resource", and they tend not to be scheduled for order
			1. Need consistent system to schedule work that is clear and accessible by all (including external groups like Film crews) to prevent conflicts
			2. Scheduling system needs to be easy-to-use
			3. All information pertinent to scheduling should be easy to access (shutdowns, UBC exam schedule, classroom schedules)
			4. It's not known why previous scheduling systems have failed (i.e.: the "Wheel", some scheduling meetings, etc.)
			5. Scheduling priorities must be created, and clear and understood by all so "bumping" is reduced
			6. Need better understanding of Resource vs. Demand balance in order to schedule
			7. Definition of "Resources" should include "materials availability"
			8. Scheduling system needs to be flexible enough to accommodate absent/light duties workers
			9. Scheduling system needs to be able to automatically communicate updates to schedule to all stakeholders, including crew members, impacted Customers, to prevent "surprises" (i.e.: shutdowns scheduled in advance shouldn't surprise clients)
			10. No Owner of the current scheduling process

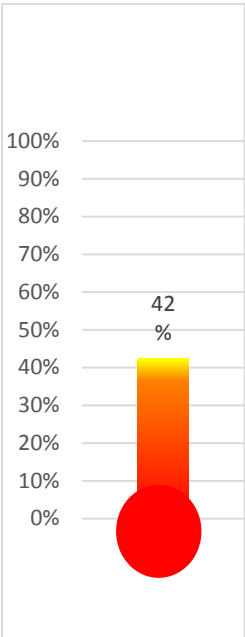| Goal Satisfaction Percent	Goal	Current State	Issue / Gaps

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100%
90%
80%
70% 53
60% %
50%
40%
30%
20%
10%
0%
	-A system that provides information on, employee, system performance and asset life-cycle costs
	
	-A system that assists with: identifying areas of improvement, value-add opportunities and reducing time spent on administrative tasks e.g. timecards, etc.
	
	Goals
	Implement a work tracking system that collects relevant information like:
	  a. check dates
	  b. the nature of work performed
	  c. further repair requirements
	  d. suggestions for improvement
	  e. task completion time
	  f. other information
	  a. Implement a system that will support new technologies and enable data collection and analysis with minimal effort
		1. Time tracked via timecards and BOWs
		2. Charging to BOWs is inconsistent and not always representative of all work (i.e.: charges to building numbers vs zone numbers)
		3. Much of the data collected from assets are generally not collected consistently enough so tracking of those values can take place
		4. Data is stored in different formats: electronically, on paper, and mental lists
		5. Some data is hard to collect/not collected (i.e.: Maintenance Cost/Repairs for Custodial Assets & Utility Workers Assets are not collected)
		6. Sometimes data is hard to analyze due to how they were collected (i.e.: infrequent collection, data collected on paper, inconsistent Service Request/Work Order updates & closing)
		7. Time data collected via timecards & BOWs is hard to extract
		8. Hard to extract data of value from timecards (i.e.: OT vs. regular time spent by building)
		9. The dollar values of some assets are not quantifiably established (i.e.: some buildings, systems, landscapes, etc.)
		10. Some buildings are so old they are "time losers" – potentially not worth the time to upkeep
		11. Time data is primarily collected through a Payroll-owned process: timecards
		12. Information critical to precise billing processes is collected through a payroll-owned process: timecards
			1. Need a better accounting of where work gets done
			2. Need to have agreement on what data should be collected and how detailed data should be
			3. Need to update Work Order Strategy to effectively capture work effort and asset tracking, and so it's easy to use by trades, and everyone follows it the same way
			4. Need method of collecting information in a way that makes it easy to analyze
			5. Need automatic system for collecting & analyzing time data
			6. Need to identify & track problem (or end-of-life) equipment to know where inefficiencies exist
			7. Need to separate the collection of Billing data from Payroll processes (i.e.: timecards)
			8. Need to create processes to ensure reliable data is collected with few errors so good decisions can be made with them

Software System

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
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Key Performance Indicators

Goal Satisfaction Percent	Goal	Current State	Issue / Gaps
What is this? Derived from the results of the EAOS As-Is Feedback Survey, this number represents crews' sense or "temperature" of how well current business practices are satisfying the EOAS Goals in this Business Area. 100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0% 42%	Metrics that assists with decision-making around; a. predictive maintenance b. developing mitigation plans c. Service Contract Improvements/Value-adds d. effectiveness of maintenance efforts Asset replacement/selection a. resource utilization b. training/development c. performance management d. improving employee usage of the program e. improving service quality f. enhancing customer relations g. improving workplace safety Having sets of metrics that serve as a mechanism to; a. categorize asset performance b. prioritize maintenance activities Goals 1) to implement methods/systems (processes) to measure; a. The performance of buildings, systems, and equipment b. Regulatory compliance c. Service contract performance d. effort on repairs e. asset lifecycle maintenance costs f. employee productivity g. employee engagement h. customer satisfaction i. employee injury rates j. the number of customer "re-contacts/call-backs"	1. We collect some data about employees, assets, and customers 2. Some data is available but not used to create metrics/KPIs (i.e.: Number of SRs closed/completed by day) 3. Examples of some of the data collected (i.e.: BMS values, building energy consumption, etc.), 4. Some KPIs currently in use include NPS, PM completion rates, Trending based on BMS values, etc.) 5. PM Scorecard: tracks a limited number of PM Inspection tasks completed 6. Data collected has historically been collected inconsistently, and is not a true reflection of the current state 7. Sometimes it's not clear what data gets collected and reported on from SRs/BOWs	8. Need to ensure data collected is reliable so metrics can be truly reflective of the current state 9. Need a KPI strategy that allows all stakeholders to agree on what to collect, what KPIs are relevant and to whom, how to collect the data, ensure data integrity, how to analyze them, and what to do with them, and who governs them 10. KPIs need to be accessible to everyone 11. Automated reporting from PeopleSoft data 12. PM Scorecard Measures against outdated asset lists 13. Need to track costs, performance, condition of assets 14. Need a full review of the NPS process, including its value, who it applies to, what data it needs to collect, etc.

EAOS Gap Solution Suggestions

1. Need to improve filtration on all HVAC systems
2. Need to improve water treatment on water systems
3. Roles & Responsibilities: consolidate /organize work around single shop/tradesperson responsible for an entire system
4. Scheduling: improve successful schedules as little as possible
5. Scheduling: Schedule only projects/large repairs
6. Review Fleet – zone painters share cars, which is inefficient
7. Review Weber – aggressive use of some vendors, and stock should renew for paints seasonally automatically
8. Perform more elevator & generator work in-house
9. Reduce the amount of money spent on shipping from Andrew Sherett
10. PMs could be done on down time (i.e.: weekends, early morning)
11. Have crews dedicated to PM work
12. Technical training manager as a position
13. Tile setter as a position
14. Shut down whole building to perform PM work
15. Assign SRs to RMS
16. Have an RMS person in the field "field guy" to assist with questions
17. Condenser coil cleaning to reduce energy consumption
18. Crew 27 zones should be smaller
19. Clean vehicles regularly to wash salt off, reduce wear/tear, mold inside
20. Regarding Org Structure Issue "Need to Review Zone Model", Org re-structure should take into account building complexity
21. Regarding Org Structure Issue "Need to review Org Structure rationale", org re-structure process should investigate different ways of organizing Building Operations, including being organized by asset function or relationship (i.e.: instead of "Carpentry Shop", consider "Building Envelope Shop", which would house people trained in carpentry, roofing, etc. It should also reflect our strategy for balancing our Demand vs. Resources
22. Regarding Expert Staff "Hiring for workplace culture", target more mechanically-skilled/knowledgeable, technically-aligned/inclined staff and place them throughout organization to create better communication between technical trades/non-technical trades
23. Regarding Software Systems, tie an inventory [list] to the asset, so you know what kinds of parts have been purchased historically for it
24. Regarding Expert Staff "Need on-going technical training", consider creating "Just-In-Time" training for refreshers on some of the smaller repetitive tasks, like using PeopleSoft. Consider using video format
25. Regarding Software Systems, "Some shops are lacking computers, smart devices" – need to make sure smart device strategy should include a standardization of devices
26. Scheduling: Bring back "The Wheel"
27. Digital screens in buildings to "push info" to customers on what Building Ops is up to for them
28. Why not implement SME's to assist with training on technology and technical trades training reinforcement
29. Attracting Expert Staff: Update compensation plans to make sure quality candidates
30. Regarding the lack of a standardization of fixtures/assets: write technical guidelines to narrow choices in manufacturers down going forward
31. Note history for work completed on assets should contribute to body of institutional knowledge
32. Need to track warranties (suggestion: could be easily dealt with through specifications, rather than guidelines, to commit contractors to transfer that knowledge)
33. Review communication gaps: keep communication as direct as possible (i.e.: no middlemen)
34. Need to reorganize purchasing roles: Vendor Support is lacking. Suggestion for purchasing processes: take purchasing off the plates of the heads. They would put the request in but have someone else manage price optimization, managing payment, shipping, etc.
35. Better Communication between Properties Trust, etc: use FMs as communicators to prevent customers from interfering with trades
36. Look at "Composite Crew" Structures as a means to optimize resources
37. Need to review rationale behind current org structure: (i.e.: Construction Office, FMs, Stores/Garage, etc, "Building Envelope Shop"; Brick layers, roofers in their own shop)
38. Need to have better communication between the trades on what each trade should do with each asset: Standard Operating Procedures would be good to use for clarity of roles
39. Need to establish an internal knowledge transfer strategy: note history for work completed on assets would contribute to body of knowledge – related to tracking, software, assets goals
40. Transition into a UBC-Specific environment from a construction environment is a huge barrier – need to look at how to integrate "fitting in" into the process as early as possible. Consider changing the onboarding/hiring process to accommodate this

Initiatives out of EAOS scope, but need to be addressed

1. Gap in recycling plastics, pallets and using RMS recycling website
2. Cell phones: how to update contacts
3. Allow shops to bid on work that is
4. Compensation inconsistencies between trades must be looked at
5. Define ways to increase the ReUse It Program
6. Mech Ops/Services (i.e.: 31, 31R) Shop space is too small for the number of crew members in it
7. 1801 & 1802 forms –Union Work Forms: review that process. It's inefficient and wasteful