

# SAFE SIMPLE SUSTAINABLE EFFICIENT



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**Building Operations**



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# Why are we here?

## Agenda:

- Introductions
- A tactical view of communications
- A strategic view of communications
- Applying strategic communication in an operational setting
- One year in... what do we look like now?



# Who are we?



## KARYN MAGNUSSON

*Managing Director, Building Operations*

Karyn leads the operations and maintenance of the core academic campus of UBC Vancouver.



# Who are we?



## CHRIS FREEK

*Sr. Manager, Communications & Engagement*

Representing Communications & Engagement, Chris ensures Building Operations maintains a well-considered and well-aligned presence at UBC Vancouver.



# UBC Building Operations at a glance

UBC Building Operations employs approximately 700 staff including trades, custodians, labourers, professional engineers, architects and management staff.

Building Operations operates and maintains:

- 225 core University owned buildings ( 9M meter<sup>2</sup> of floor area)
- 113 hectares of landscaped grounds
- 44 hectares of hard surfaced areas such as plazas and pathways



# What we do for UBC

Building Operations provides services from core maintenance to custom-built designs and minor construction.



## Building services

Campus-wide cleaning, day-to-day support and maintenance of electrical, gas, and water, storm, potable and sewage utilities, and facilities management



## Municipal services

Municipal Services offers the campus community a full complement of waste management and recycling information and services.



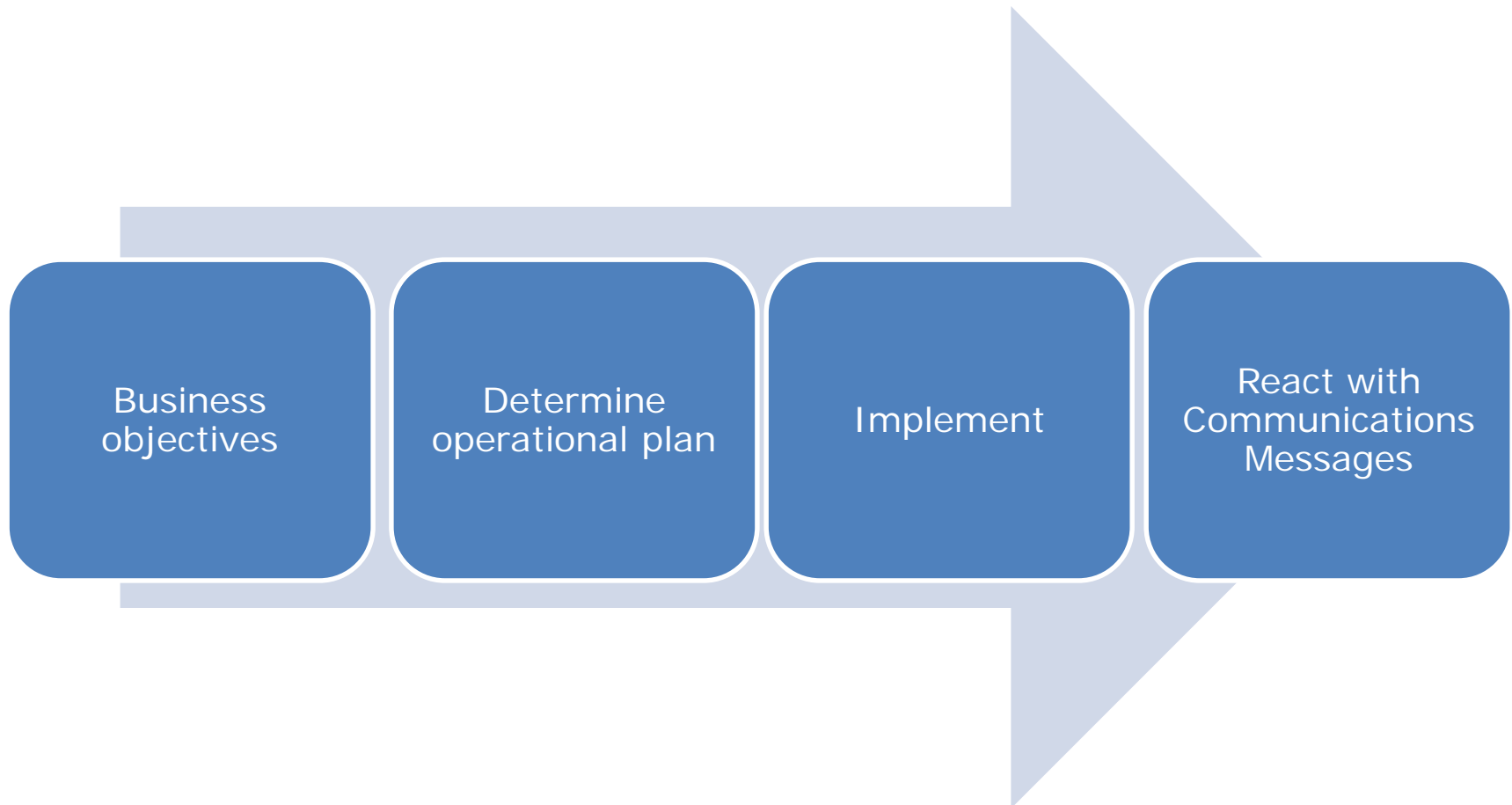
## Specialized services

This team manages service contracts for special equipment and offers fleet procurement, management and maintenance.

# A tactical view of communications



# What does tactical Communications look like?





# And Dad knows best!



# Our awesome project...



# Let's add some pizzazz!



# A strategic view of communications



# What does strategic communications look like?



# What does strategic communications look like?



# What does strategic communications look like?



Audiences are considered as part of the decision-making process

# What does strategic communications look like?

- Prioritization
- Better, not more
- Communications staff have a seat at the table
- Communications are included early in the planning process
- Communications plans with communications objectives, not operational objectives
- Communications plans have realistic budgets





# What can strategic communications do for me?

- Enhance reputation and transparency
- Build relationships and manage change
- Get people to do something
- Improve my plans or services
- Identify problems and challenges; help manage crisis, issues and outrage



# Why does this matter?



# Applying strategic communication in an operational setting



# Our challenge

Leadership requires two things:

A vision of the world that does not yet exist  
and the ability to communicate it.

- Simon Sinek



# Our communications principals

- Communications consists of accurate, consistent, and timely information shared by the people closest to the content
- The closer we are to the front line, the more effective our communications will be
- Good communication is always two-way communication
- Internal communications never stops
- Communication should help inform decision making



# How do we do this?

- Develop a strategic approach
  - Goals
  - Type of engagement
  - Audiences
  - Choose appropriate tactics
- Consistent and compelling messages
- Consistent and compelling visuals
- Well executed tactics
- Evaluate results – learn for next time!

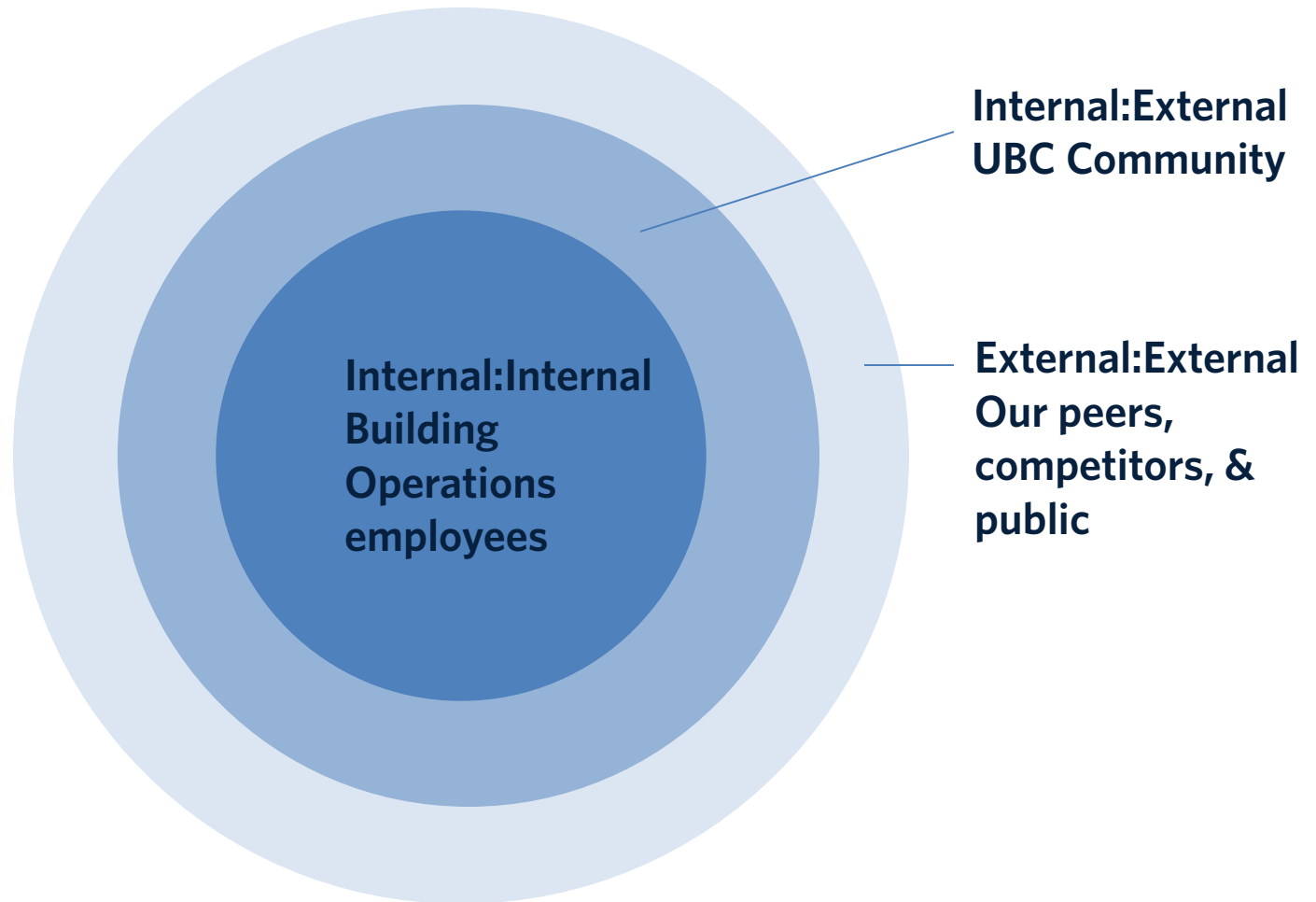


# Step 1: Find out who we're talking with

- Building Operations was a greenfield opportunity for communications support
- Our first step: assess the current state and gauge the needs of the team



# Our audiences





# Audiences: when we first looked

Aging workforce ➕ difficulty attracting new hires

Low engagement ➔ less productive employees

Injury time loss increasing ➔ less time on the job





# Our internal audience: trades



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# Our internal audience: municipal



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# Our internal audience: custodial



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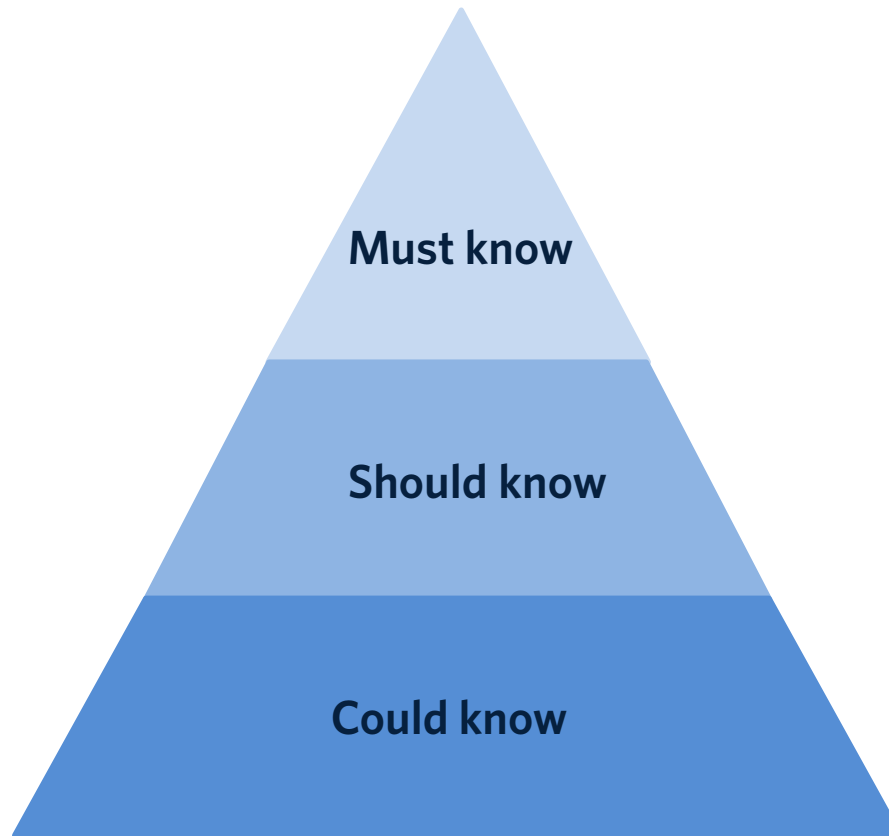
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## Step 2: find out what do they want

- There are literally millions of great ways to move information around... but which ones will work for us in this specific case?



# The pyramid of knowledge



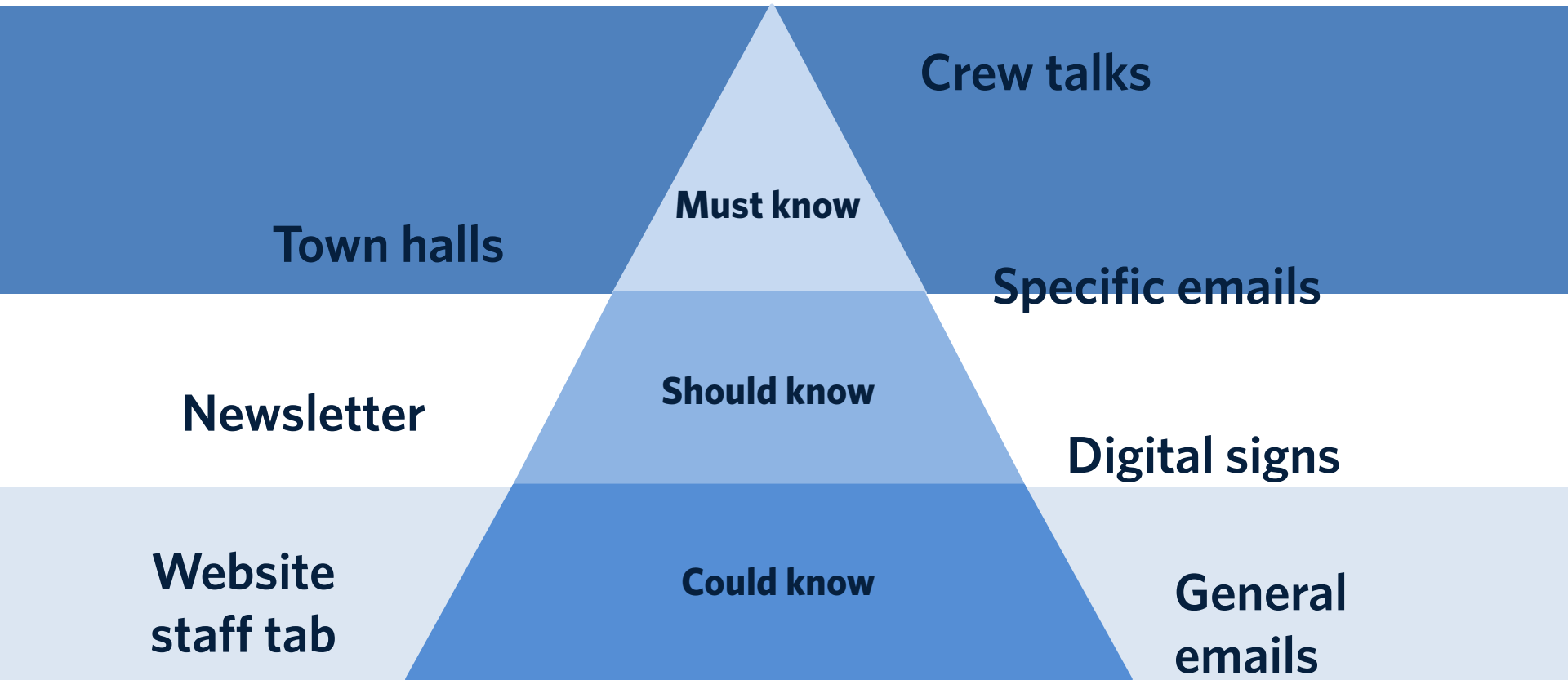
# Communications snapshot results

Our front line asked for:

- More factual information
- More crew talks (face-to-face)
- Ways to get more connected to the other shops across building operations
- More transparency
- More input



# Channels we built with staff





# Some highlights...



# Communications engine

An integrated communication system for creating and distributing content:

- [All staff electronic newsletter](#)
- [Digital signage by audience](#)
- [Web content by audience](#)

We're sharing this model across UBC



# Support for supervisors

“Increasing the power of your front line supervisors increases both the satisfaction and performance amongst front line staff.”

- Donald Pelz, 1952



# Support for supervisors

- [Major initiative toolkits](#)
- [Communications reference resources](#)



# Staff tab on our website

- [buildingoperations.ubc.ca/staff](https://buildingoperations.ubc.ca/staff)
- Is fully public and highly transparent
- Taking an evolutionary approach rather than a content management approach



# Crew talks

- Scheduled and predictable crew talks in all areas
- Content support
- Improving feedback channels



The start of bigger things?

BR  GHT  
I D E A S



**One year in...  
what do we look like now?**

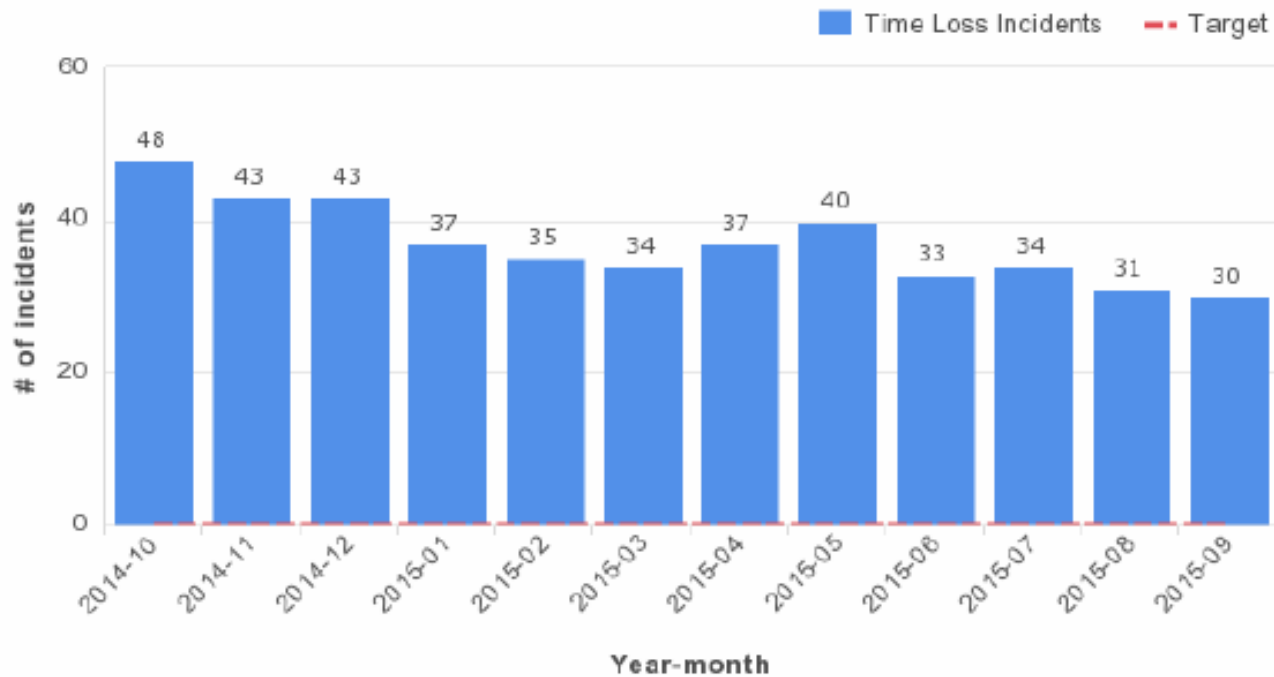




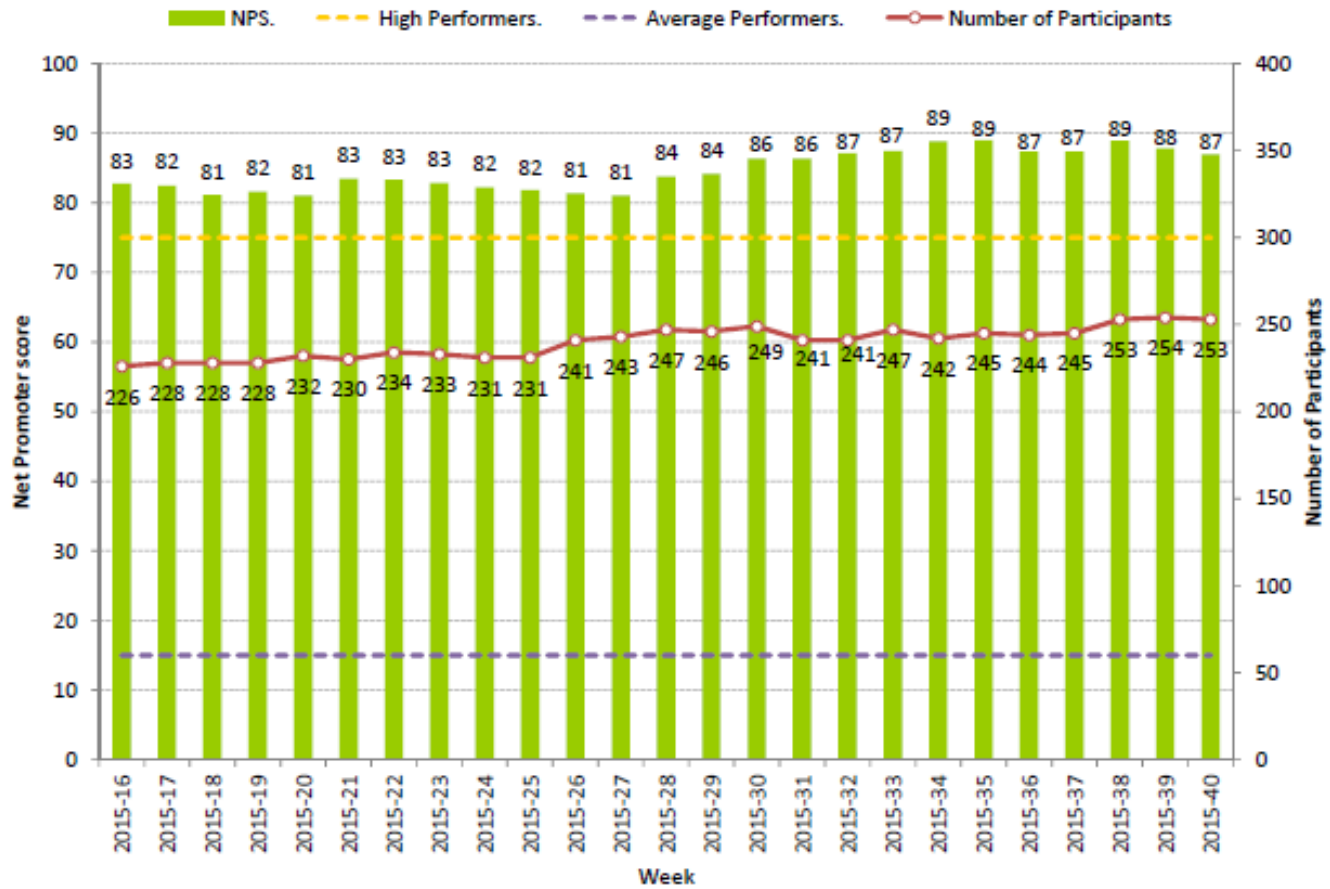
# Results: improved time loss

## Decrease in time loss incidents

Time Loss Incidents 12-month rolling totals per month



# Results: improved customer service



# Results: improved labour relations

## Decrease of labour relations efforts

1. Decreased noise - due to transparency
2. Decreased discipline - down 75%
3. Decreased grievances - down 90%



# Results: Employee engagement campaign

## Improved engagement

- 266 staff participated in 2014 vs 40 in 2011
- Scores in 2014 were much lower than 2011
- Easy to focus on what to improve



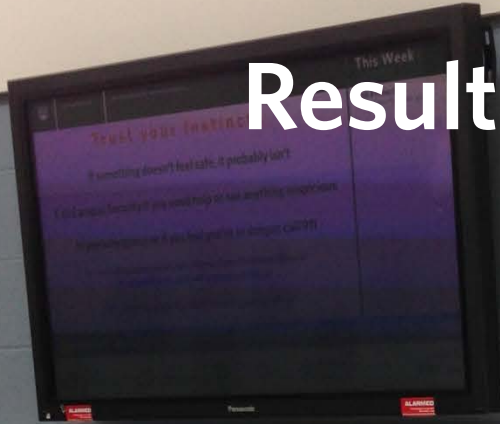
# Results: improved participation

## Improved morale

- 370 attended Christmas lunch vs 135 last year
- Improved staff participation in projects:
  - EAOS
  - New Employee Orientation (NEO)
- Front line are sending in their Bright Ideas



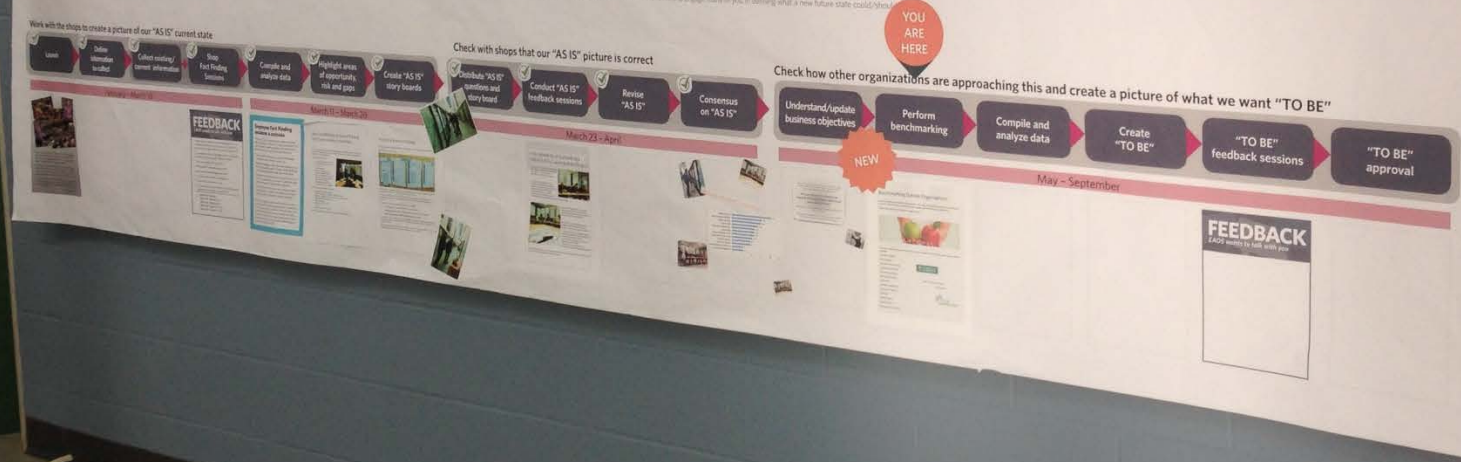
# Results: EAOS campaign



## EAOS: OUR PATH FOR PHASE 1

THE ENHANCED ASSETS, OPERATIONS AND SERVICES (EAOS) PROGRAM

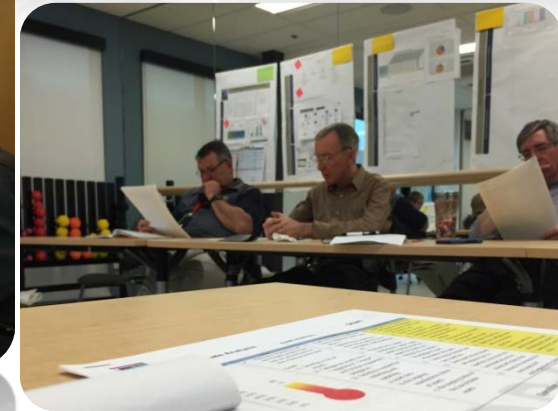
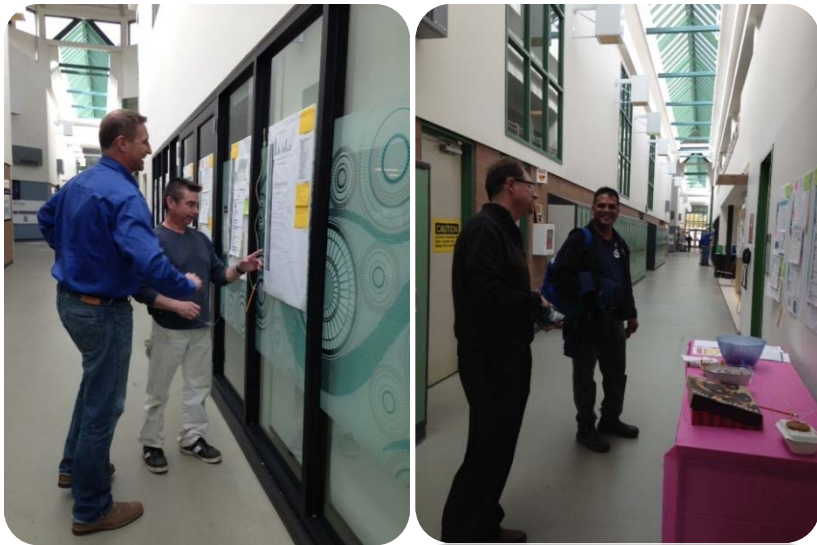
The program EAOS (Energy) will get a clear picture of our current state of our assets, operations and services—then in realistic steps will provide maintenance—plus have you on where this is working for us and what's not. The work will look at the leading organizations across BC to identify best practices in asset maintenance and engage many of you in defining what a new future state could look like.



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## Taking time to reach consensus



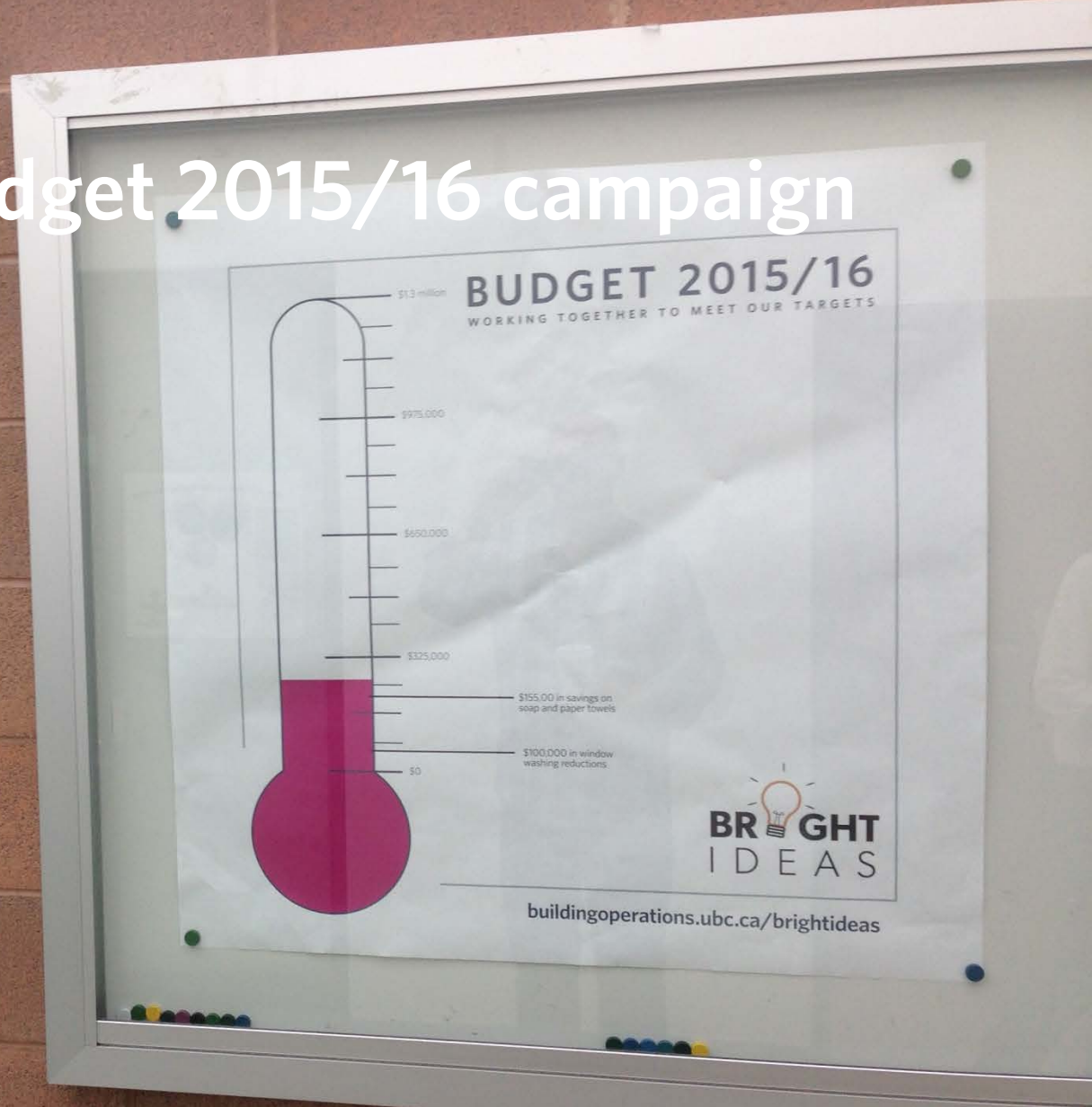
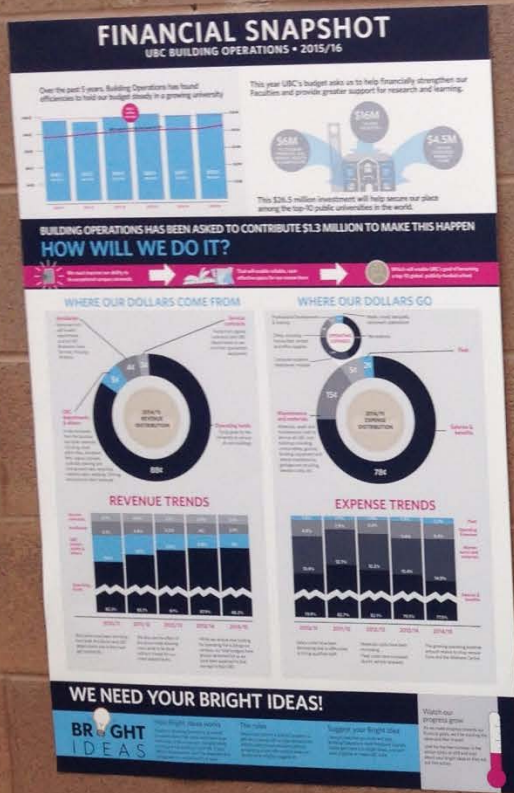
Providing opportunities to gather feedback



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# Results: budget 2015/16 campaign



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# Let's recap



# What did we learn?

- Don't be Dad (decide and defend)
- Make muffins not cupcakes
- Know your pyramid of knowledge
  - Could Know, Should know, Must know
- Empower your frontline supervisors with information first
- Then build channels directly to the front lines, don't trickle down through the middle
- Be transparent, supportive and open the channels in both directions.



**For resources and examples from this  
presentation, please visit:  
[buildingoperations.ubc.ca/pcappa](https://buildingoperations.ubc.ca/pcappa)**



# Questions?





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