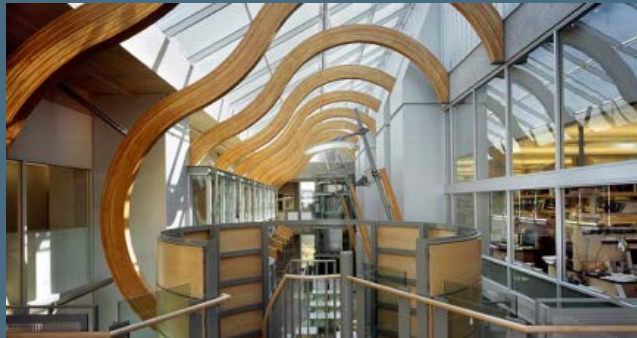


Following a path to become more effective Asset Stewards



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

Presentation Purpose

1. Making the case
2. Our Road Map
3. Lessons Learned



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

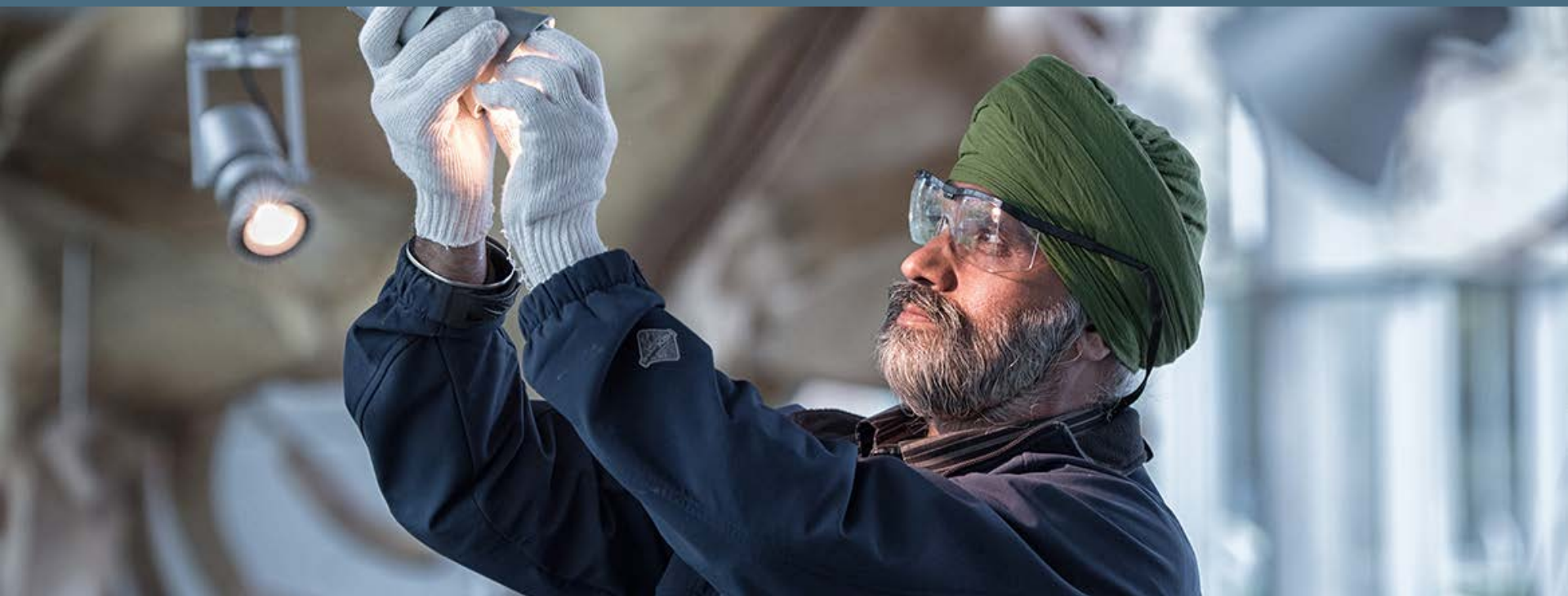


UBC Context

- 200 buildings on campus
- Campus square footage is 15million square ft
- Building Ops maintains 9million square ft
- Unionized workforce (CUPE116 and IUOE882)
- Organized into the following departments Asset Stewardship, Trades, Municipal, Custodial and Customer Service



What is needed ...



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

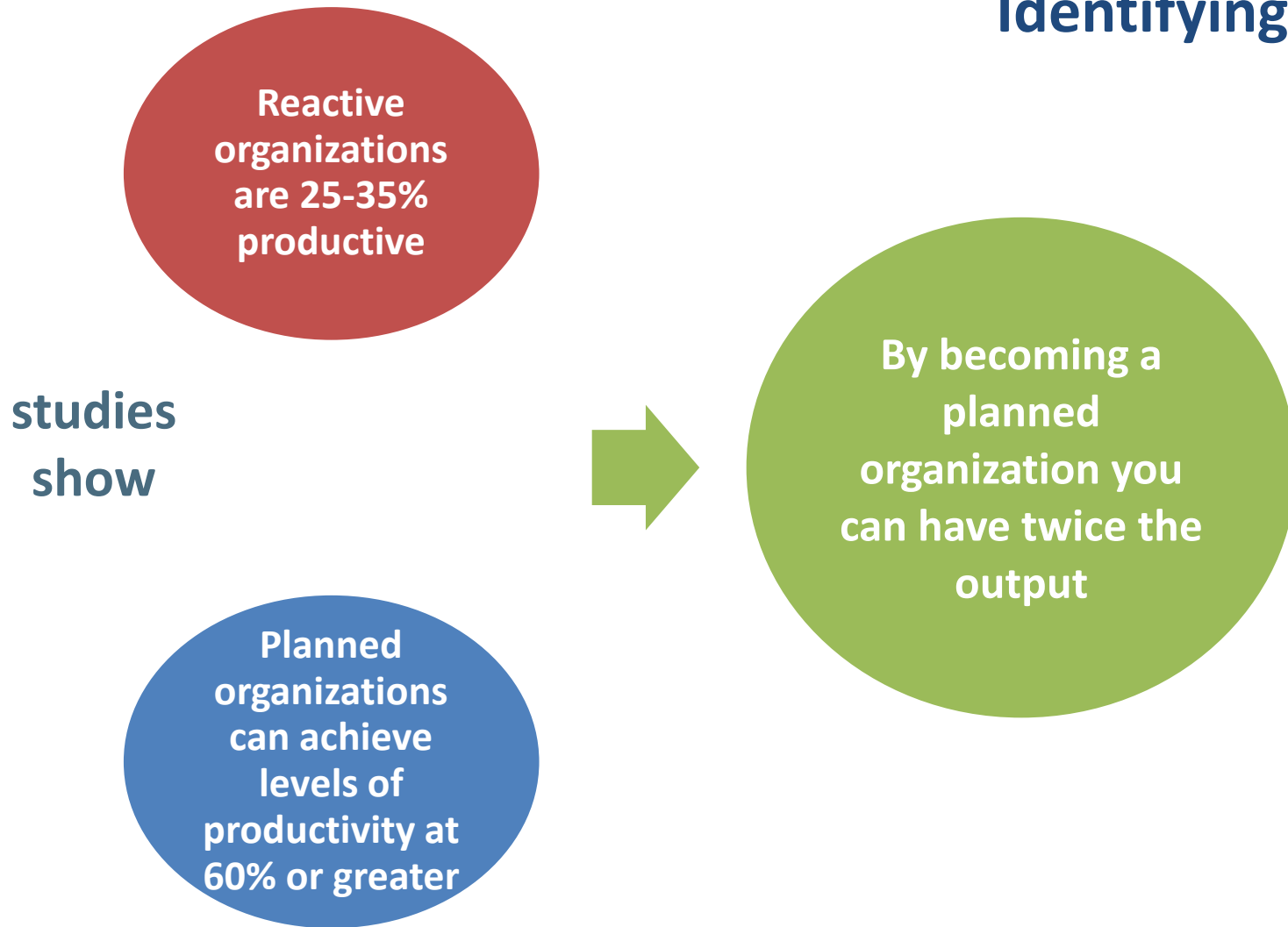
A common reality

Q: how do we respond to a growing inventory of aging and increasingly complex assets?

Without drastic increases to budget?



Identifying issues



A common reality

Q: how do we respond to a growing inventory of aging and increasingly complex assets?
Without drastic increases to budget?

A: we do the right maintenance at the right time with the right effort.

We become a **planned organization**.



doing the right maintenance

Identifying Failure Point
(indication of when equipment is starting to fail)

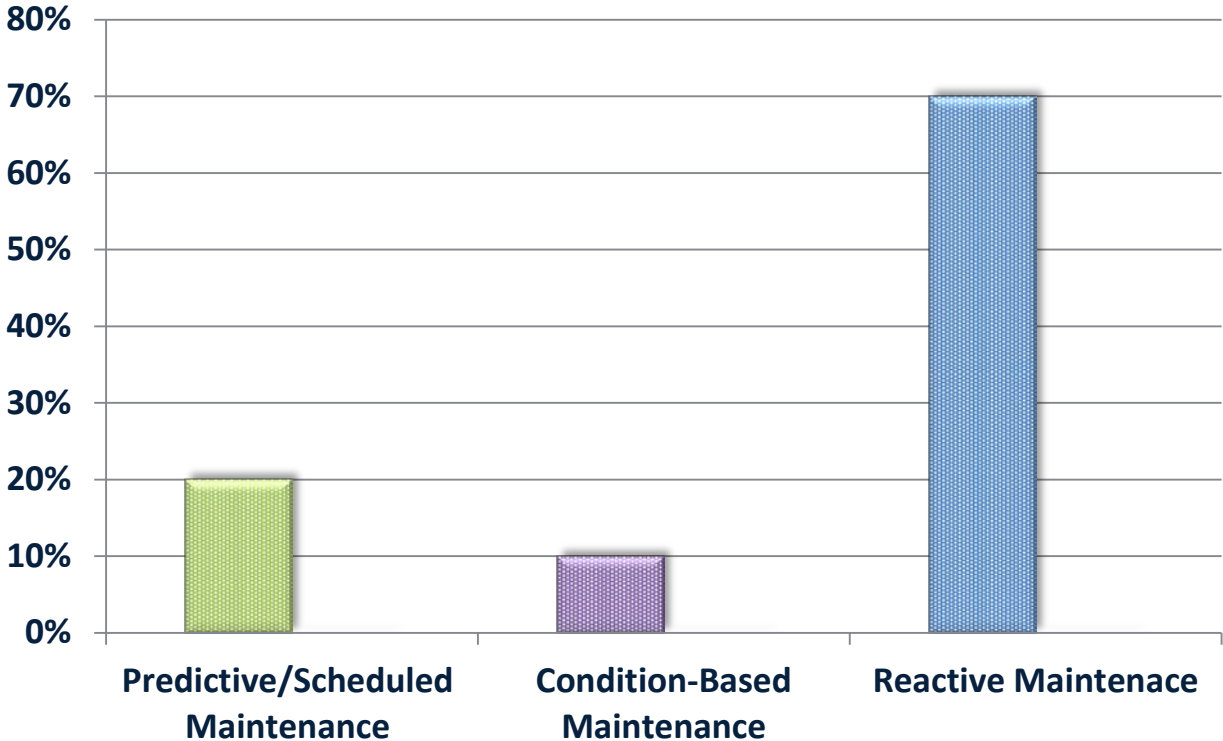
Breaking Point and beyond
(Equipment is in operable)

	Preventative Maintenance			
Maintenance Types	Predictive/Scheduled Maintenance	Condition-Based Maintenance	Reactive Maintenance	Run-to-Failure Maintenance
Examples of Activities	Measure Performance	Expert Inspection	Repair	Repair
	Mandatory Regulations	Paint to Protect	Rebuild	Replace
	Exercise Equipment	Clean for Reliability	Replace	Abandon
Car Examples	Load test battery	Tire wear	Flat tire	Lights
	Regular oil change	Brakes	Broken windshield	Seat covering



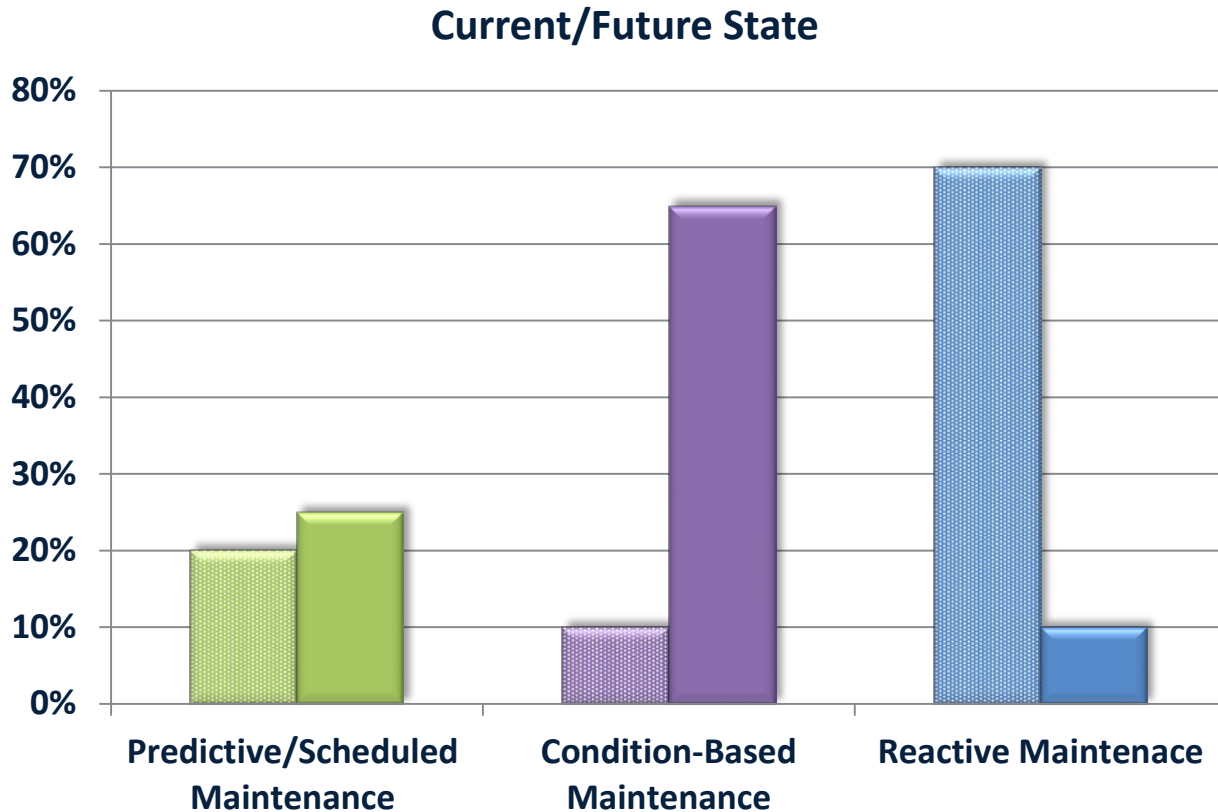
best analysis of current effort

Current State



	Preventative Maintenance			
Maintenance Types	Predictive/Scheduled Maintenance	Condition-Based Maintenance	Reactive Maintenance	Run-to-Failure Maintenance

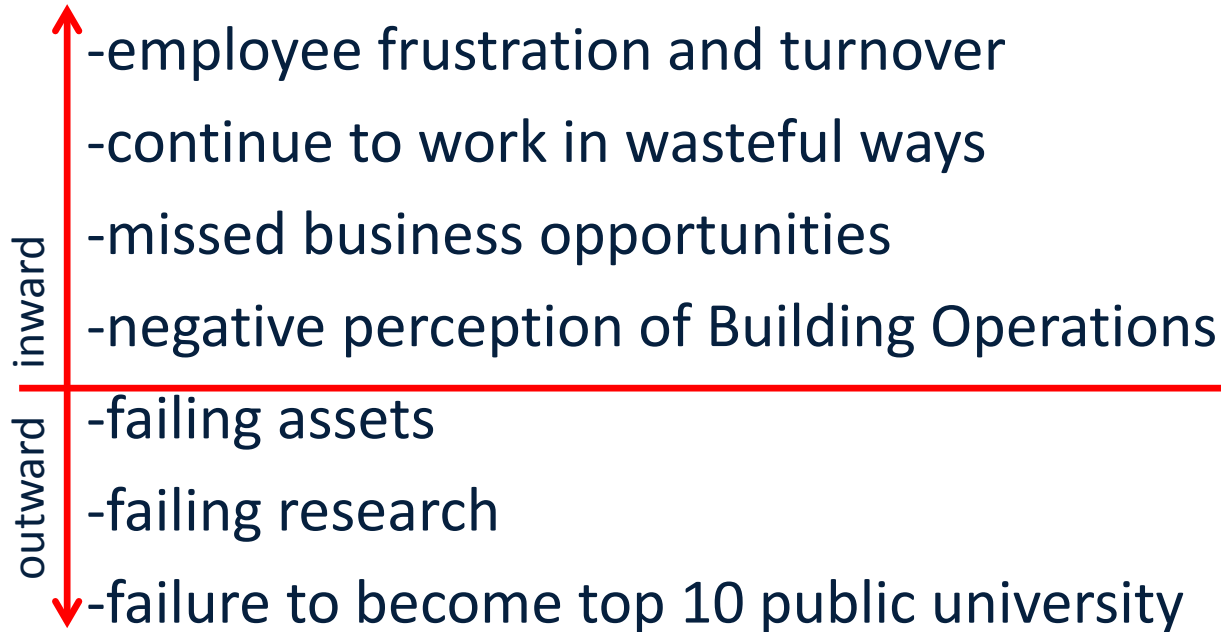
comparing our current and desired future state



	Preventative Maintenance			
Maintenance Types	Predictive/Scheduled Maintenance	Condition-Based Maintenance	Reactive Maintenance	Run-to-Failure Maintenance

what if we don't change?

what if we don't adjust?



a deliberate strategic decision

- Implementing a Preventive Maintenance program was not going to address all issues
- We needed to change the way we operate from the ground up
- A project team was set up to discover gaps and undertake this transformation
- A recognition that this will take time and resources to be effective



- Enhanced Assets Operations and Services



Become extraordinary Campus Stewards



keep the
campus running

we are here to:

- support the core mission = academic institution
- ensure research and teaching is unaffected
- support the student experience
- operate the campus

EAOS - Mission

keep the
campus running

at the lowest
total cost

we are here to:

- ensure best value
- delay expensive capital replacement and renewal
- provide our expertise to help others make good decisions



EAOS- Mission

keep the
campus running

at the lowest
total cost

while
mitigating risk

we are here to:

- ensure true regulatory obligations are met
- protect the university's reputation
- limit financial exposure to unexpected costs



Summary on what was needed

- Identify the issue
- Gather data to confirm the issue is real
- Mobilize a team to address the issue



Roadmap



Our journey



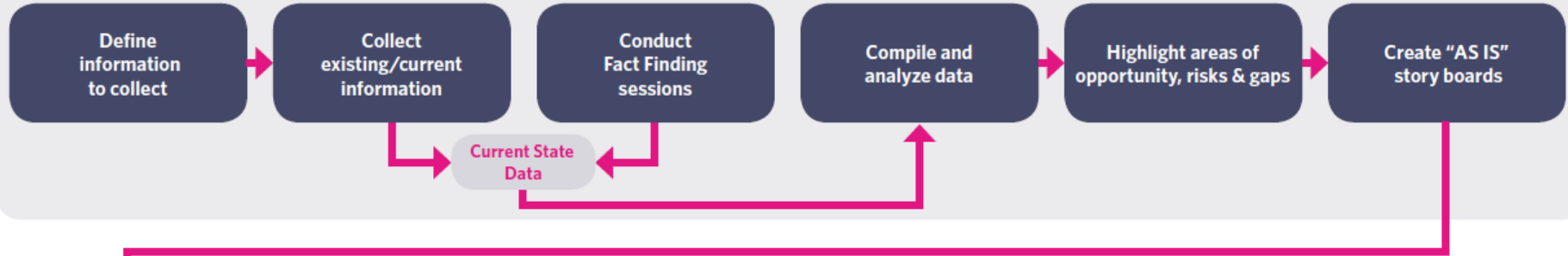
a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

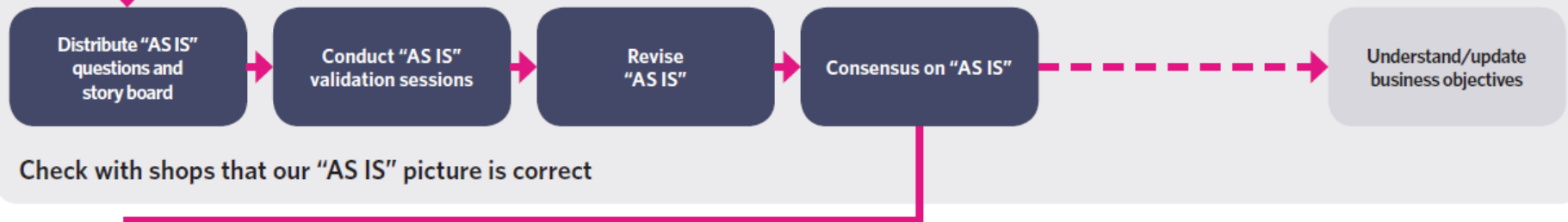
EAOS: OUR PATH FOR PHASE 1

THE ENHANCED ASSETS, OPERATIONS AND SERVICES (EAOS) PROGRAM

Work with the shops to create a picture of our "AS IS" current state



Check with shops that our "AS IS" picture is correct



Check how other organizations are approaching this and create a picture of what we want "TO BE"



look what we did together

1



Worked with Managers to develop program goals

Met with heads and some crew members prior to the development of Story Boards to get their insights on what this should look like

2



3



Conducted Fact finding sessions where 108 staff + customers participated

4



Gathered information on current state and created Storyboards

5



Encouraged feedback in a transparent, inclusive way



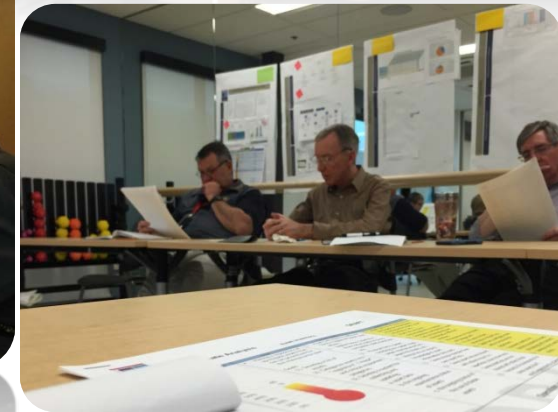
look what we did together



Providing opportunities to gather feedback



Taking time to reach consensus



EAOS- Program Launch Town hall
23 Jan 2015.
350 staff attended



EAOS: OUR PATH FOR PHASE 1

THE ENHANCED ASSETS, OPERATIONS AND SERVICES (EAOS) PROGRAM



Work with the shops to create a picture of our "AS IS" current state

Define information to collect
8 staff participated

Collect existing/current information
19 staff participated

Conduct Fact Finding sessions
108 staff +customers

Compile and analyze data

Highlight areas of opportunity, risks & gaps
77 staff participated

Create "AS IS" story boards



Current State Data



Distribute "AS IS" questions and story board

Conduct "AS IS" validation sessions
71 staff participated

Revise "AS IS"

Consensus on "AS IS"

Check with shops that our "AS IS" picture is correct

Phase 1 of the EAOS program was divided into 15 major steps. (blue boxes).

The first major milestone was to reach a consensus on the current state analysis for Building Operations.

We have reached this milestone by engaging 633 staff, through 6 major touch points, over 14 weeks. Stakeholders include all departments at building operations and some customers

This foundation will assist with prioritizing and finding solutions to improve operations and add value to the campus.

Perform Benchmark

Compile & Analyze Data

Create "TO BE"

"TO BE" validation sessions

"TO BE" Approval

Implementation Phase

Check how other organizations are approaching this and create a picture of what we want "TO BE"

EAOS™: OUR PATH FOR PHASE 2

THE ENHANCED ASSETS, OPERATIONS AND SERVICES (EAOS) PROGRAM

2015-2016: design/build

2016 and beyond: continuous improvement

Asset inventory: gather and categorize a catalogue of all of the assets we are responsible on campus

Roles & responsibilities: clarify who does what, when for each type of asset

Regulatory compliance: document our regulatory requirements and our plan to meet them

Operations & maintenance plan: associate assets with a maintenance plan

Planning and scheduling: coordinate maintenance and ad-hoc requests

Contractual obligations: develop a list of standard services and rates

Customer expectations: develop customer communication channels

Software needs: build the business requirements for our software

EAOS™
ENGINE

Staff experience: continually improving the work-life of our teams

Customer experience: continually improving our the work-life of campus users

Key performance indicators: continuous measurement of system performance

Resource optimization: deliver lowest total cost of ownership for UBC

Organizational structure: the right people, doing the right work, at the right time



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

Lessons learned

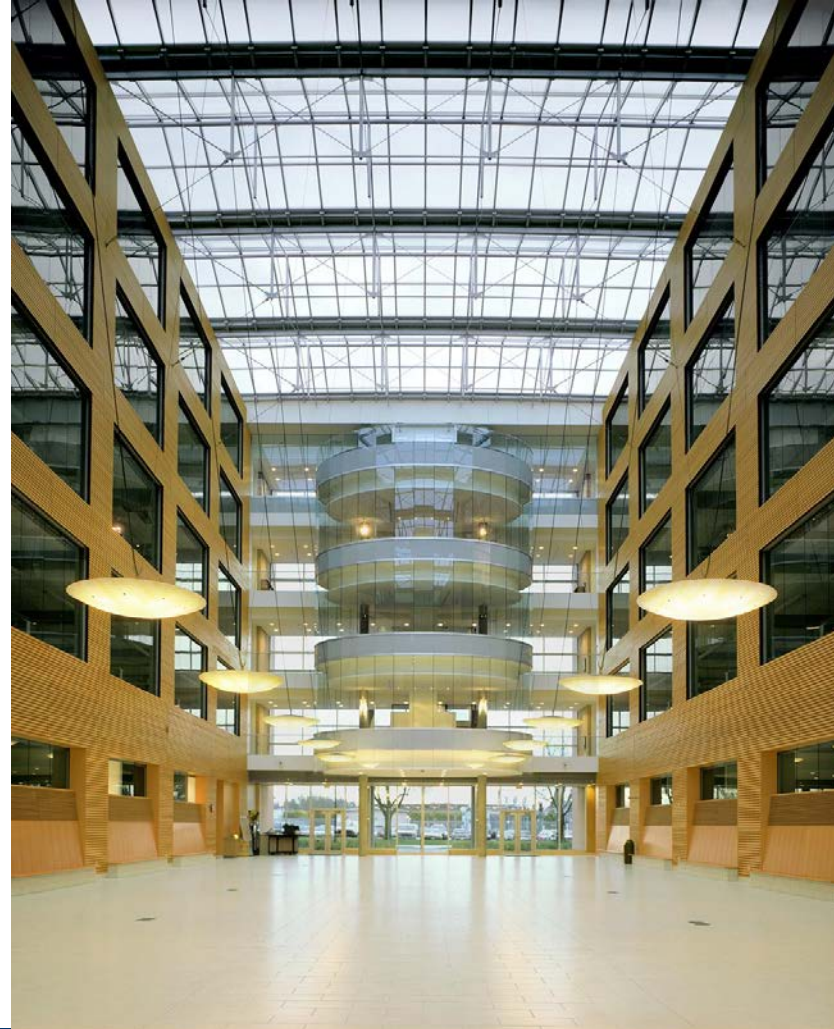


a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

Lessons learned so far...

- Strategic goal of organizational transformation
- Project team to represent all levels of the organization
- Engage voices from the front line
- Developing an iterative implementation plan



Thank you

Karyn Magnusson

Karyn.Magnusson@ubc.ca

Janice Weigel

Janice.weigel@ubc.ca



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA