Zone Update and Facilities Management Recommendations
Initiative Status Update
November 2012
1. Implement the **governance** and **organizational structure** as proposed, including establishing a **zone organization structure** for the function.

2. Implement the **staffing model** for the facilities function, including recommended **staffing levels** for the **shops**, **custodial** and **unit-based facilities** activities.

3. Define and implement specific **structures, processes** and **measures** of accountability to ensure appropriate service **quality** and **cost objectives** are maintained on an ongoing basis, including, but not be limited to:
   a. **service agreements** with clearly defined standards, metrics, data access and reporting, and
   b. **accountability** between the zone maintenance units and the operating units being served.
Implementation Status

Where Are We Now?

1. Zone Management (including Unit Staffing)
   Implemented the proposed staffing model for the facilities function, including recommended staffing levels for the shops

2. Governance and Accountability
   Service Level Agreements were drafted and are circulating for signatures

3. Custodial Services
   Implemented the proposed staffing model

4. Project Management
   Implemented changes to the contracting process, including consolidation of project management centers

5. Job Order Contracting
   Implemented changes to the contracting process, including implementation of job order contracting
• The purpose of organization at the Zone level is to aggregate work such that it can be done by full time, professional facilities staff, and to dedicate staff to specific areas of campus to foster partnerships and improve familiarity with facilities.

• Zone Management is an organizational structure for Cornell’s facilities function that is based on zones rather than departments or technical function.

• Each Zone Trade Crew provides single point accountability for all shops working in the zone.

• Each Zone Building Care team provides single point accountability for all housekeeping in the zone.
Key Questions of Zone Implementation Team

1. Zone Management
   Is it effective? Who is accountable? Who makes decisions? Who is managing our accountability? Have we established partnerships?

2. Zone Staffing
   Do we have the right number of people in the Zones? Do we have the proper trades zoned? Is there consistency from one zone to the other?

3. Custodial Services
   Should Building Care (BC) be a part of the zones? Is there an advantage to having BC working side by side with the trades?

4. Facilities Management and PSG
   Are we operating as effectively as we can be? Are we operating in silos? Are we measuring our success? What is the role of Maintenance Management?

5. Grounds
   Should Grounds be part of the zones? Are they effective in their delivery model?
Facilities Services Mission Statement

Plan, design, build, operate and maintain a campus environment in a manner consistent with our values, in support of the University mission, and in collaboration with our partners.

Cornell University’s Mission

Cornell’s mission is to discover, preserve, disseminate knowledge; produce creative work; and promote a culture of broad inquiry throughout and beyond the Cornell community.
The Cornell University Mission and FM

We, Facilities Management, can and will strive toward making Cornell’s mission specific to our operation by breaking down the university mission as follows:

- **To Discover:** to search for new and innovative ways of providing services and performing maintenance with the resources we are allocated.
- **To Preserve:** we must work hard to preserve the value of university assets.
- **To Disseminate Knowledge:** to train our staff to have the best skills and to help them share their knowledge with others.
- **To Produce Creative Work:** every task that we perform takes place in or at a place on campus that is special, valued and lends to the education and research that takes place here. We too can be as creative as our students and faculty in how we approach and execute our jobs.
- **To Promote a Culture of Broad Inquiry Throughout and Beyond the Cornell Community:** our staff should be eager to learn and inquire about new ways of performing our work.
Facilities Services Vision

A valued partner in research, education, and outreach.
Setting Expectations

Working to achieve the University Mission while practicing our organizational values of truth, respect, excellence, teamwork and integrity.

**Service Level Agreements (SLA)** have been created to help define facilities practices, services provided, standardize our service and quality assurance, and partnering expectations.

- Zone Trade Crew, Central Shops & EMCS
- Grounds
- Building Care
- Maintenance Planning
- Project Management
Expectations Continued:

- Facilities Services and Unit Facilities Representatives will adhere to university policies and procedures at all times.
- The assigned a Campus Managers will continue to serve in a leadership role for facilities services within the assigned Zone.
- The Zone Facility Director and Zone Trades and Building Care crew superintendents work closely with the Unit Facilities staff to ensure efficient and timely delivery of facilities services.
- Facilities Management will track and benchmark maintenance operations.
- Invest in our people by providing training across the organization.
Refocusing

- We are providing great service across the institution.
- Based on feedback from our staff, campus partners, and leadership team, we found that we need to make modifications to the organization to become more strategic in our delivery.
- Understanding our mission, vision and expectations, will allow us to chart our course thoughtfully and plan for our future.
Staffing decision making principles

- There is a position for everyone in the new organization.

- The Zone Facilities Director positions are new to the organization and will be posted, and any regular employees currently working at Cornell will have the opportunity to apply. If the internal search is unsuccessful, the positions will be recruited for externally.
Types of impact to positions/employees:

- **No changes**: Same responsibilities, same supervisor, same department, same position level/salary

- **Lateral transfer**: Similar responsibilities, different supervisor, different department, same position level and salary

- **Reassignment option**: Current position is being eliminated or changing significantly resulting in different responsibilities, different supervisor, and different department
  
  The employees impacted will have a chance to express interest in the newly defined positions. Hiring decisions will be based on skills, experience, and a meeting with Maria and Jessica.
Zones (formerly 1, 2/3, 4)

Contract College Zone
Endowed Zone
SAS Zone
Facilities Projects

Senior Director
Facilities Management

Facilities Projects Director

Project Services Group
- Asbestos Program
  - JOC

Procurement Estimating
- Sheet Metal Fabrication
- Paint Shop
  - Carpenter Millwork Fabrication
  - Lock Safety

General Trades
- Sign Shop and Glass
- Moving and Special Events
  - Masons – TAs

Central Zone
- SWAT aka RFS
Grounds

Maria Cimilluca, Senior Director

Director Grounds

Landscape Services
Construction Services
Schedule
Recognizing these modes helps us to move through them and to assist others in doing the same. The end goal is “Navigator.”

We need to be aware of our personal response to change so that we won’t get stuck!
4 Key Actions

1. Know how you feel
2. Assess the impact
3. Talk with others
4. Take positive action
Questions