

Group 7

▶ Participants:

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 - ▶ John Ferlito
 - ▶ Keith Fetterly
 - ▶ Steve Frasier
 - ▶ Dave Goewey
 - ▶ Brit Hallenback
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- Pat McMahon
- Derek Richards
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- Jeff Seymour
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Group 7 - Idea

The current lack of planning, transparency, and communication in our organization leads to a “smoke and mirror” or “back burner” approach to every day maintenance and major projects.

Our idea is to:

- First: streamline maintenance operations by creating a list of common items that staff is familiar with and trained to use and repair. This keeps stock levels low and down time to a minimum.
- Second: is to establish effective communication between management and labor for smoother operations and less confusion, building trust over time.

Current State

- ▶ Spec list is outdated and not followed.
- ▶ Trades are not included early enough in pre-design phase. Past input is perceived to be ignored because it was introduced too late to effectively impact or change plans.
- ▶ Contractors leave jobs unfinished.
- ▶ Accountability seems to fall on maintenance staff on top of everyday routines/budgets.
- ▶ Lack of communication and transparency between management and labor causing distrust/tension.
- ▶ Students suffer from lack of resources/services. Causes morale problems within staff.

Future State

- ▶ People will be held accountable for decisions and for following established process.
- ▶ SUNY Oswego interests come first, contractors second.
- ▶ Realistic deadlines will be established and managed appropriately.
- ▶ There will be better communication and therefore better order within project timelines.
- ▶ Spec list will be adhered to and project managers and maintenance staff will act as sentinels to report on compliance.
- ▶ Creative and constructive ideas will be discussed between management and labor, creating a stronger maintenance team and trust within the organization.

Solution: Short Term

- ▶ Establish areas to be focused on within spec list such as: lighting controls, control actuators, speed drives, valves, plumbing hardware/fixtures, etc.
- ▶ Consider vendors whom we might talk to for input.
- ▶ Develop, recommend and gain approval on spec list.
- ▶ Develop communication process in which ideas/concerns can be discussed honestly and openly between management and staff.

Solution: Long Term

- ▶ During construction projects check on adherence to spec list and communicate findings and discuss solutions.
- ▶ Explore pre-design on all projects early enough to affect change.
- ▶ Explore debrief discussions at various intervals after a project has been started in order to avoid repeating problems again and again.
- ▶ Bring back structured productive staff meetings. Solution oriented discussion on real time problems, safety issues, upcoming events and projects. Not a firing squad. Smaller, more focused meetings with 3 or 4 subjects already discussed by various shops. Bring constructive ideas to table for open, honest conversation so that the best decisions can be made and all staff is informed. No smoke, no mirrors. Expectations are known and strived for, resulting in better service for our customers.

Time Line

- ▶ Late June/Early July: Initial group meeting focused on updating the Spec List, establishing our “go forward” process and areas of our initial focus. The process will include how the Spec List and pre-design communications will be baked into planning for upcoming projects
- ▶ July/August: Additional group meetings to address the specific Specifications and to plan and execute group meetings with Major Projects
- ▶ Dec 2017: Progress report on Solutions, Measures of Success and next steps for 2018
- ▶ May 2018: Report out to management group on one year summary