

Facility Director's Blue Print for Success

*David J. Ferguson, PE, CPE
Director of Facilities & Physical Plant
University of Massachusetts - Dartmouth*

Responsibilities

- ▶ Building Maintenance
- ▶ Custodial/Environmental Services
- ▶ Grounds Manager
- ▶ Snow & Ice Control Expert
- ▶ Specification Writer
- ▶ Contract Manager
- ▶ Project Planner
- ▶ Project Manager
- ▶ Facilitator
- ▶ Negotiator

Responsibilities (cont.)

- ▶ Arbitrator
- ▶ Counselor
- ▶ Motivator
- ▶ Safety Manager
- ▶ Fire Prevention Officer
- ▶ Environmental Compliance Officer
- ▶ Innovator
- ▶ Procurement Officer
- ▶ Sustainability Specialist
- ▶ Energy Manager
- ▶ Incident Commander

Keys to Success

- ▶ Leadership
- ▶ Establishing Goals
- ▶ Give Staff a Voice
- ▶ Communicate
- ▶ Build Partnerships
- ▶ Change Agent
- ▶ Providing Tools
- ▶ Customer Service
- ▶ Know your Facility
- ▶ Staying Motivated

Leadership – What is it?

- ▶ Team Builder.
- ▶ Show Staff You Care About Them.
- ▶ Emphasize Safety.
- ▶ Be There Through Thick and Thin.
- ▶ Lead by example.
- ▶ “Catch People Doing Good Things”
- ▶ Never Stop Learning.
- ▶ Apply Lessons Learned.

Establishing Goals

- ▶ Personal Goals.
- ▶ Departmental Goals.
- ▶ Employee Goals.

"Give Staff A Voice"

- ▶ Hold open and participatory staff meetings.
- ▶ Talk with each of them one on one (get to know them)
- ▶ Meet them in their world.
- ▶ Act on their suggestions.
- ▶ Give them credit when you have acted on suggestions.
- ▶ Recognize Staff's accomplishments.
- ▶ Make new Staff feel Welcomed.

Communicate

- ▶ Be A Good Listener.
- ▶ Regular Supervisor Meetings as a team.
- ▶ One on one meetings with Supervisors as often as necessary.
- ▶ Be visible and accessible to all staff.
- ▶ Keep Administration informed.
- ▶ Use the phone or go in person for important issues.

Build Partnerships

- ▶ Within Campus Community.
- ▶ Regulatory and Enforcement Groups.
- ▶ Fire Department.
- ▶ Department of Public Works.
- ▶ Community Leaders.
- ▶ Administration.
- ▶ Labor Unions.

Change Agent

- ▶ Most Difficult Part of Job.
- ▶ Most people are afraid of change.
- ▶ Meaningful change takes 3 to 10 years.
- ▶ Moments of Truth. (Strike Points)
- ▶ Get staff involved.
- ▶ Keep Everyone Informed.

Providing Tools?

- ▶ What Kind of Tools?
- ▶ Are the tools you have safe to use?
- ▶ Training, Training, Training.
- ▶ Automatic Equipment.
- ▶ High Performance Equipment.
- ▶ The Right Tool for The Job.
- ▶ CMMS.

Customer Service

- ▶ Be responsive to customers needs.
- ▶ Show your customers you care personally.
- ▶ Pay personal attention to issues that could become high profile or are continuous.
- ▶ Keep everyone informed of progress on important issues.
- ▶ Track outstanding work orders.
- ▶ Tell them if you can't meet their needs.
- ▶ Deliver more than you promise.

Know Your Facility

- ▶ Explore the campus on foot.
- ▶ Get to Know Building Systems.
- ▶ Understand problematic equipment & systems.
- ▶ Determine what has had adequate PM and testing.
- ▶ Understand the condition of Mission Critical Equipment.
- ▶ Find where your vulnerabilities are?
- ▶ What are your contingency plans?

Know Your Facility (cont.)

- ▶ Do you have adequate depth in personnel?
- ▶ What do you do about it if you do not?
- ▶ What is your role in Emergency Management?
- ▶ Have you been adequately trained?
- ▶ Where are you vulnerable during severe weather conditions? Can you fix it or do you need a plan to manage it?

Staying Motivated

- ▶ Take care of yourself.
- ▶ Focus on successes not failures.
- ▶ Learn from failures. (History)
- ▶ Never stop learning.
- ▶ Find ways to relieve stress.
- ▶ Read Self Improvement Books.

Reading List

- ▶ *7 Habits of Highly Effective People* – Steven Covey
- ▶ *The 8th Habit* – Steven Covey
- ▶ *Winning* – Jack Welch
- ▶ *Leadership* – Rudy Giuliani
- ▶ *Get In the Game* – Cal Ripken Jr.
- ▶ *Never Give Up* – Tedy Bruschi
- ▶ *Crusade in Europe* – Dwight D. Eisenhower

Summary

- ▶ Multi-faceted Position.
- ▶ Conflicting Priorities on a Daily Basis.
- ▶ We Need To Have Passion.
- ▶ Persistence Will Get You There.
- ▶ Never Give Up.

Quote of the Day

“Many of life's failures are people who did not realize how close they were to success when they gave up.”

- Thomas A. Edison