THE OFFICE OF FACILITIES
A CONTINUATION OF ORGANIZATIONAL IMPROVEMENT

THE MAIN CAMPUS OPERATIONS AND MAINTENANCE DEPARTMENTAL REORGANIZATION PROPOSAL

Joe Martin, P.E., E.F.P.
Director – O&M
January 26, 2010
Current O&M Daily Challenges -
Today everyone is constantly pulled in many directions

Meetings
Training
Recurring Maintenance
Deferred Maintenance
Operations Response
Project Support
Unplanned Maintenance
Reactive Maintenance
Emergency Maintenance
Preventive Maintenance
Corrective Maintenance
Planned Maintenance
Total O&M
• Currently, the organization is centralized and trade-oriented, the workload is unmanageable and titles are inconsistent with assigned duties.
Changing from a centralized trade-oriented organizational structure to an organization of both centralized and zonal functions is recommended to:

- Increase Organizational Strength and Productivity
- Improve Customer Service
- Provide Sustainable Results
- Enhance Employee Self-Image and Morale
- Apply available current best practices and align all available resources to achieve Tier 1 Status such as:
  - University of Texas at Austin
  - Texas Tech University
  - Texas A&M University
Proposed Organizational Improvement Objectives
1 of 4

- Improve Integration of Essential Functions
  - Bring Grounds into a unified O&M department
    - Convert the existing vacant Grounds Superintendent Position to an O&M Assistant Director Position
  - Fully Integrate Operations into the organization
    - Convert the existing Operations Superintendent Position to an Operations Manager Position
Proposed Organizational Improvement Objectives

2 of 4

- Improve Supervisory Span of Control
  - Eliminate Gaps and Duplication of Responsibilities
  - Provide Consistency in Titles and Responsibilities via New Career Ladders
  - Eliminate Geographic Separation and enhance Communication, Teamwork, Efficiencies and Productivity through a Change in existing Space Allocations and Remodeling
Proposed Organizational Improvement Objectives
3 of 4

- Enhance Delegation of Authority
  - Career Ladders provide for Upward Mobility
  - Formalized Supervisory Alternates allow for Succession Planning and Business Continuity
  - Streamline Decision Making
  - Improve Accountability
  - Expedite Response Times
  - Increase Customer Satisfaction
Increase Functional Grouping

- Create a strategic Centralized and Zonal Management Structure to build customer focused teams and properly align technical skills to increase total organizational strength
- Create focused organizational elements on the primary mission essential areas of our responsibility, i.e., – Preventive Maintenance; Corrective Maintenance; Deferred Maintenance, Special Projects and Fleet Management
- Bring Synergy to the Total Organization
Proposed O&M Reorganization

O&M Leadership

Central Functions
- Preventive Maintenance Team
- Material Resources Team
- Corrective Maintenance Team
- Operations Team
- Work Mgmt Team
- Deferred Maint, Special Projects and Fleet Mgmt Team

Zonal Functions
- Research Zone Team
- Aux Services Zone Team
- E & G Zone Team
- Roads & Grounds Team 1 Zone 1-7
- Roads & Grounds Team 2 Zone 8-14
An estimated initial investment of $10,000 is required to implement this proposal and is available within Facilities Unallocated Funds.

- Reclassify existing vacant Grounds Superintendent to an O&M Assistant Director Position responsible for Corrective Maintenance Zones
  - Zero Cost
- Reclassify existing incumbent Operations Superintendent to an Operations Manager Position responsible for all utilities, building controls and life safety systems
  - $4,000 Salary Increase Recommended
- Reclassify existing incumbent Maintenance Worker III to a Preventive Maintenance Team Supervisor
  - $3,000 Salary Increase Recommended
- Future Zonal Leadership to be determined with HR assistance, but is not expected to exceed $3,000 in total requirements
The Next Steps

1. Gain AVPF and VPBA Approval of Main Campus O&M Reorganization Proposal.
2. Coordinate with HR regarding best practices for pursuing internal postings, reclassifications, and/or administrative realignments required by this proposal.
3. Meet with all O&M Staff to explain upcoming changes.
4. Pursue necessary personnel actions.
5. Implement on June 1, 2010.