It’s come to your attention that a project team is having issues that are affecting performance, overall effectiveness, and the cost of the project. It is very evident that this project has the potential of coming in over budget, over schedule, and not meeting the customer’s needs. You need to get this team on back on track immediately. What issues do you need to address, and with whom do you need to communicate? Individuals? The team? The customer?

Start with budgets
1. Review schedules, clarify internal process
2. Efficiency meetings- proactive
3. Manage scope
4. Change orders w/client
5. Start damage control with solutions

Job is going sideways in one aspect- how to rectify.
  a. Get team together to determine a solution
  b. Contact customer with correct information
  c. Keep accountants happy-track dollars in process.

How do you get the project back on track
1. Identify issues and missed deliverables, communicate
2. Analysis- what is causing the problem?
3. Identify then move forward
4. Drill down and be clear

Problem with a project
1. Find out what the problem is
2. Find out who is in charge
3. Clearly define roles and responsibilities
4. Pull the team together and discuss the issues and figure out where the problem is and how to resolve it.
5. Changes need to go through a filter.
Your budget has been cut this year. You know services will suffer if your budget is cut again next year. In the past, you have laid people off to balance the budget, but that presents an entirely different set of challenges. How should you prepare for next year’s budget cuts proactively?

Figure out why you are going over budget
1. Present solution options that cut out things or keep on schedule
2. Address project manager

What do you do and who do you talk to
1. All hands meeting
   a. What are we doing well and what are we not doing well
   b. Contain problems within the team
   c. Contact customer
2. Budget wise-what is the factor?
3. You see change orders, scope changes etc.
4. Talk to project team about those changes.

Look for creative ways to save
1. Example: a company that partners and gives free services.
2. Small savings add up- look for line items to do. Example- paper towel in motion dispenser. Result- Saves $10,000 per year.

Discretionary item- cut without
1. Quality of service; coffee and tea service
2. Layoffs as a last resort
3. One year budgeting is short sighted and can cost over the long run.

Keep metrics on what you do so you can show: negotiate with evidence in service costs, communicate your needs.

5 year look ahead budget based on previous years
1. Cross train employees so they can perform many abilities
2. Strategic facility plan to bring to managers so they know exactly what they committed to.
3. LEAN principals to become more efficient- helpful to do on both client and service sides.
5. Start documenting everything everyone is doing
6. Document the processes that people are doing, so everyone know how to do the task if there are cuts.
Facilities Management teams are often the unsung heroes of organizations. They do so much for the company to keep things going and staff healthy and happy, yet seldom are recognized for their efforts. What steps can you take to communicate to upper management, and the organization as a whole, about your department’s productivity, effectiveness and efficiency?

Monthly reports, quantify projects
1. Revenue impact report raised to CFO and report in individual performance measures
2. Send email with before and after photos
3. Weekly status reports; qualitative and quantitative
4. On the spot survey with vendors and annual survey

Implement and be consistent with reward programs
1. Recognize appropriately
   a. Example: email with cc for that employee if person or culture doesn’t work to be publicly rewarded.
2. Include the impact it had on the company.

Add spotlight and recognition announcements at key routine meetings.
1. Recognize from the bottom up.

Keep track of systems that were implemented and saved money
1. Relate the savings to labor
2. Make an award for your team that helps save the company money or time

Communicate what you do- like money saved
1. Communicate in a monthly newsletter what is occurring
2. Internal intranet site
3. Use special media and blogs
4. Post on company calendar
5. Staff appreciation

Bravo card/form- thank each other for a job well done.
1. Employee of the quarter
2. Idea/money talks weekly
3. Quarterly newsletters/ weekly reports
4. Survey to clients
5. Tracking metrics
6. Recognition
7. All employee vote
8. Instant recognition- a small recognition can go a long way.

FM’s are unsung heroes
1. Metric reports
2. Case studies of projects completed
3. Celebrate the success when projects are completed.
You’ve just received the results of an internal customer service survey that indicate your service does not meet your customers’ expectations. What actions do you take to ensure that service delivery is improved immediately? How do you engage your team and make them part of the solution? How will you know if you’ve been successful?

Contacting the complainer
1. Understand concern: team to understand their side
2. Refresh the customer service culture from the top
3. Speed is important: address the issue
4. Give resolution that really fits!

Survey reports: How to improve
1. Send internal survey to company divisions
2. Must have a process
3. Offer a prize for answering the survey
4. Set up teams within divisions

Try to get the individual and find out the problem
1. Check for opportunities to retrain
2. Set up systems for randomly receiving feedback
3. Track satisfaction over time

As a Facility Manager it’s critical that you keep current on the built environment laws, regulations, trends, best practices, products, etc. What are the resources you use to ensure you are up to date and prepared? List trade groups, media, industry periodicals, websites, networking, etc.

1. Attend IFMA events
2. IFMA website
3. Networking
4. USGBC
5. SDG&E seminars
6. OSHA
7. CA State website
8. FMJ
9. ASHRAE
10. IREM
11. CREW
12. BOMA
13. Facilities Net
14. Linked In
15. Consultants
16. Peer groups
17. Industry groups
You are in the midst of the implementation phase of a FM technology project (Integrated Work Management System). You realize that both operations and service may be impacted during the implementation of the new processes. What steps do you take to identify potential interruptions, and how will you proactively remediate?

1. Get feedback about timing and impact from all managers across the board
2. Begin from top executives to require people to accept
3. Minimize customizations
4. Fine tune as you go

Implement internal Facility Management
1. Tolls/system- how do you figure out the potential problems and try to fix them before they happen?
2. Announce early so that everyone is ready and communicate often
3. Beta test with certain individuals or a team.

Run parallel systems during implementation
1. Be prepared to implement a backup plan
2. Manager needs to monitor carefully.

Prepared planning ahead
1. Planning with different departments ahead of time

Integrating a new FM system
1. Figure out how much admin time it is going to take to implement
2. Create a core team to implement the system
3. Notify the customers there may be a delay in service during a certain duration
4. Interact with the provider of the application
5. Schedule during a time that the company is not in a bust season- year ends.
Your company is looking to relocate its corporate office within San Diego County. You have been tasked with analyzing both internal and external data and making a recommendation for the general area within the county to relocate. What information is important for you to consider in your analysis? What resources might you engage to assist you with this project?

Use employee Geographic’s for distance to work from home
1. Industry specific
2. Get absolute needs from internal stake holders
3. Enlist the expertise of real estate experts

Demographics
1. Accessibility
2. Public transit
3. Need an excellent broker who understands your needs
4. What are your neighbors doing?
5. Full due diligence
6. Food options for lunch
7. Like industries may attract good employees from neighbors

A building occupant has directed a complaint to the CEO about poor lighting and comfort issues. The CEO has asked you to respond directly to the occupant by the next day. One challenge you face is that you have made previous recommendations to improve both lighting and HVAC a number of times to the CFO and CEO, but no action has been taken, nor are you aware of any plans to remedy the situation. How will you respond and what mode of communication will you use?

You have to respond, how?
1. Document! Email is good for this
2. Try to get a face to face
3. Get more bids; document fiscal impact clearly
4. Lay numbers down
5. No, “I told you so” say, “Revising the previous analysis”

Have lighting/HVAC vendors come out to give options
1. Both tenant and CEO have choices
2. Can they give approval for a working solution
3. Can be an opportunity to upgrade to better, greener, and perhaps better lighting