

Measuring What Matters: How to Identify & Communicate Success

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January 18, 2018

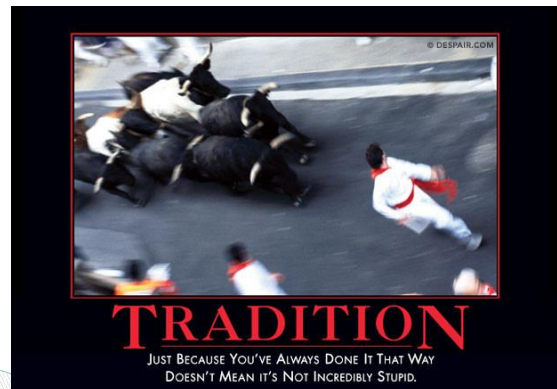
What are some things that you are tracking in your district?

Turn and talk to someone at your table....what is one
thing in buildings & grounds that is worth sharing and
you are tracking or could track??

Share out?

FM is Changing!

Collect the Right Data to
Reflect: Insights from high-
performing operations
leaders





Why?

- ▶ Selling our programs
- ▶ Creating buy in from all stakeholders
- ▶ Quieting the critics
- ▶ Speaking the language of colleagues
- ▶ Substantiating your staff and budget
- ▶ Telling your story
- ▶ Continuous improvement

The Principles of Evidence-Based Leadership

1. Commit to excellence
2. Measure the important things
3. Build a culture around service
4. Create & develop leaders
5. Focus on employee satisfaction
6. Build individual accountability
7. Align behaviors with goals and values
8. Communicate at all levels
9. Recognize & reward success

Getting Off The Ground or Re-focusing

- ▶ Meet with/interview everyone involved in your area
- ▶ Stakeholder feedback
- ▶ Employee buy-in
- ▶ Get “The Scoop”
- ▶ Support District Mission & Strategic Plan
- ▶ Builds trust & culture



Changing Perception & Culture

- ▶ Always, Always stay with the POSITIVE Reasons (Be a Cheerleader)
- ▶ If possible, take the time to educate your audience on the “How's and Why's”



Measuring What Matters

- ▶ Where to start?
- ▶ Operationalizing - helping people - students & staff
- ▶ Answer specific question related to a specific concept you are interested in
- ▶ Trying to provide a minimum of 3 data points
- ▶ Display data in an understandable format
- ▶ Get in front of the BOE at least once a year on improvements

Benchmarking/Evaluation Tools

- ▶ Identify standards
- ▶ Compare to both your baseline data & performance from others
- ▶ How do you utilize data?
 - Is it quantifiable data or qualitative?
 - Performance based compensation model
- ▶ Inspections
- ▶ Audits
- ▶ Learning walks

WALK-THRU			
CUSTOMER WALK-THRU			
Location	Bus Lane Middle		
Grade	5th		
Area	Classroom		
Staff Name	Caroline		
Start	12/14/17 10:30AM		
	Close		
DISTRICT GOALS	PERCENT	NOT PRESENT	NOT APPLICABLE
1. Door locks & fire exits closed	0	0	0
2. No hand out signs	0	0	0
3. Corridor walls with a door line	0	0	0
4. Floor clean and free of floor debris	0	0	0
5. Ceiling tiles clean and damaged free, no water marks	0	0	0
6. Chalk lines and wall/desk lines	0	0	0
7. Walkways free of removable mats	0	0	0
8. Staircases clean and hand floor mats	0	0	0
9. Walkways secure, clean and free of dust and debris	0	0	0

Tiered Metrics

Tier One

- Work orders – routine & scheduled
- Energy Management
- Budget
- Employee Engagement
- Safety/Security

Tier Two

- [B & G web page](#)
- Studer
- Annual or district satisfaction Surveys
- Visitor Management
- Facilities Scheduling
- Transportation

Here are tiered metrics any Buildings & Grounds Department should be able to track & evaluate

Tier Three

- Indicators of Emergency Preparedness
- Bus riders and timelines
- Parent satisfaction surveys
- Perceptions of safety
- % of Occupied Space
- School usage
- Traffic safety
- Customize to your district needs

Stakeholder Satisfaction

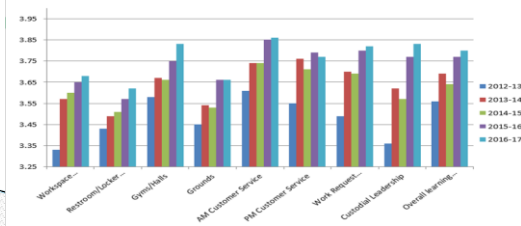
- > Studer
- > Annual or district satisfaction surveys
- > Work orders - routine & scheduled
- > Safety & cleanliness questions
- > Do you track & follow results?

All Staff Satisfaction Survey

Indicator of Health	17-18 Goal	17 F	17 S	17 W	16 F	16 S	16 W	15 F	15 S	15 W	14 F	14 S
Studer Engagement Results Avg	>4.4	4.4	4.3	4.48	4.36	4.40	4.50	4.22	4.46	4.6	4.58	
Accessibility	>4.4	4.4	4.3	4.5	4.5	4.6	4.7	4.3	4.5	4.6	4.7	
Accuracy	>4.4	4.3	4.4	4.5	4.3	4.5	4.7	4.5	4.6	4.6	4.6	
Attitude	>4.4	4.6	4.4	4.7	4.5	4.4	4.5	4.3	4.4	4.5	4.5	
Operations	>4.4	4.4	4.4	4.4	4.4	4.3	4.3	4.1	4.4	4.7	4.7	
Timeliness	>4.4	4.3	4.1	4.3	4.1	4.2	4.3	4.0	4.4	4.6	4.4	
Parent Engagement-Cleaning	>95		99.2			99.3			98.9			98.7
Student Engagement-Cleaning	>95					93.2			94.6			93.9
Parent Engagement-Safety	>95		98.2			95.4			98.4			99.4
Student Engagement-Safety	>95		94.6			95.2			96.2			95.9
Teacher Engagement-Safety	>95					97.9			96.3			97.9
W/O Completed				2140			2325			3152		3374

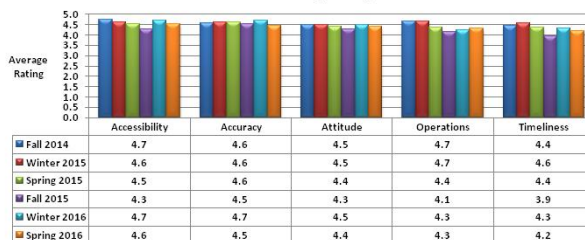
All Staff Satisfaction Survey

	2012-13	2013-14	2014-15	2015-16	2016-17
Workspace Satisfaction	3.53	3.57	3.6	3.65	3.68
Restroom/Locker room	3.43	3.49	3.51	3.57	3.62
Gyms/Halls	3.58	3.67	3.66	3.75	3.83
Grounds	3.45	3.54	3.53	3.66	3.66
AM Customer Service	3.61	3.74	3.74	3.85	3.86
PM Customer Service	3.55	3.76	3.71	3.79	3.77
Work Request Response	3.49	3.7	3.69	3.8	3.82
Custodial Leadership	3.36	3.62	3.57	3.77	3.83
Overall Learning Environment	3.56	3.69	3.64	3.77	3.8
	87%	91%	90%	93%	94%



District Services Satisfaction Survey

District Services Survey with Secretaries: Buildings & Grounds
Average Rating

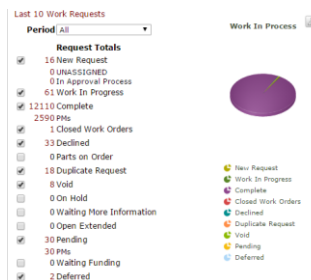


Employee Engagement

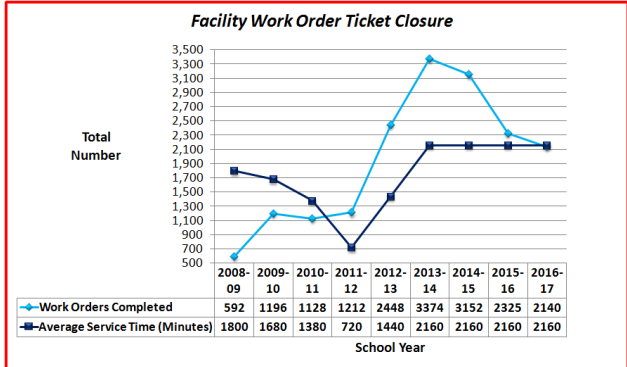
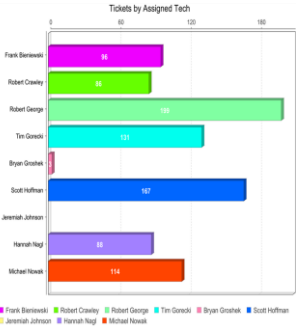
My admin. team provides me good processes and resources to do my job	4.29	4.39
My admin. team provides feedback on my strengths as an employee	3.93	4.22
My admin. team led staff meetings make efficient use of time and are productive	3.86	4.33
My admin. team recognizes good performance	4.07	4.33
My admin. team demonstrates a genuine concern for my welfare	4	4.5
My admin. team makes the best use of available funds	4.07	4.39
My admin. team consults me on decisions that affect my job	3.86	4.28
The expectations for judging my job are clear	4	4.11
My admin. team provides the support needed to accomplish my work objectives	4.07	4.28
My admin team provides feedback concerning areas for improving my performance	4.07	4.17

Work Order Management

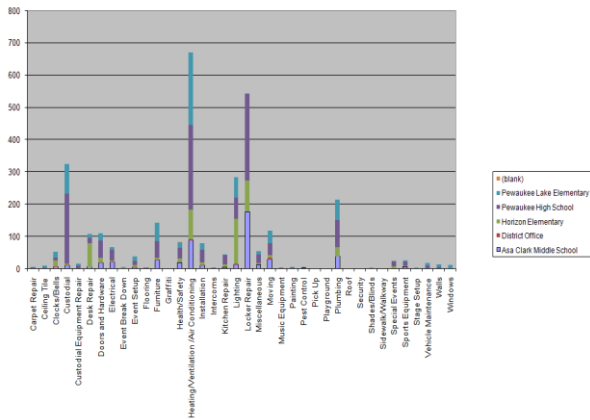
- > Work order completions
- > By craft
- > By employees
- > Service time
- > Highlight the positives
- > Dude data/executive summary



Monday Morning Email

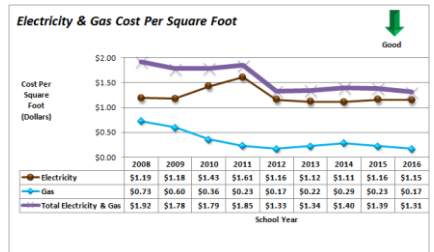


Work Orders By Craft 14-15



Energy Management

Cost Per Sq ft
Usage by building
kWh
Avoidance
Energy Star
Ratings
Energy Star
award
Green Ribbon

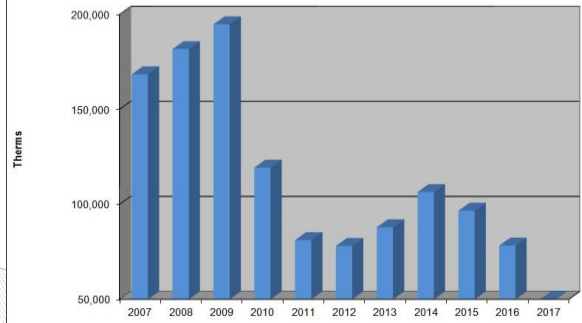


Energy Management (LED)



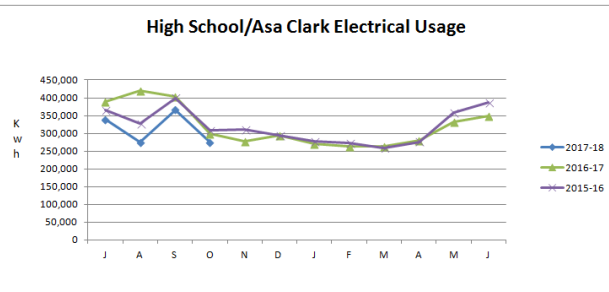
Energy Management

Pewaukee High School and Middle School Gas Usage - 2007 thru 2017

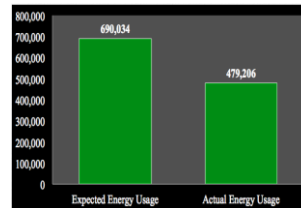


Energy Management

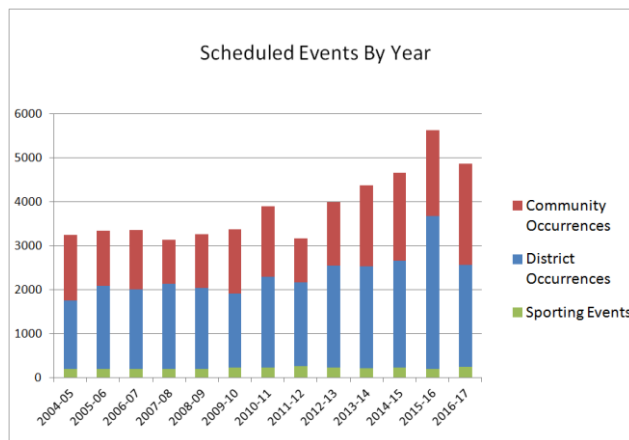
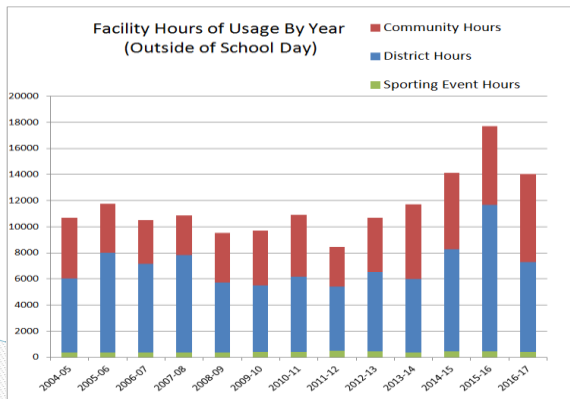
High School/Asa Clark Electrical Usage



Energy Reports & Shared Goal Setting



Facilities Scheduling



Safety Program

2011-Present Workplace Injury Data					
Number of documented injuries (Not Lost Time)					
Month	2011	2012	2013	2014	2015
January	3	16	8	8	5
February	10	12	3	7	0
March	7	3	4	3	7
April	9	4	1	3	3
May	6	5	4	2	1
June	3	1	5	0	2
July	0	1	0	0	2
August	4	4	1	1	2
September	3	7	10	1	
October	8	5	5	1	
November	4	9	4	2	
December	4	4	0	2	
Total	61	74	45	30	22

Lost Time Injuries (3+ days of work missed)					
Year	2011	2012	2013	2014	2015
Total	4	3	2	4	1

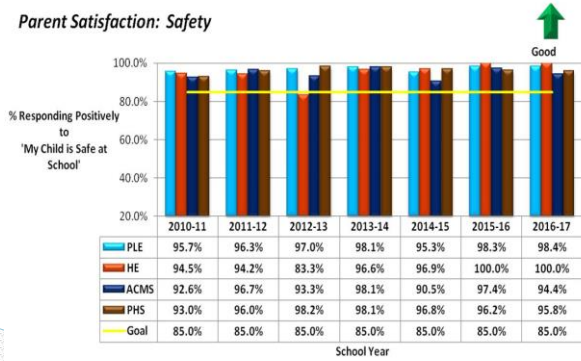
(18 months)

Safety & Security

- Access controls
- Cameras - determining locations
- Safety Committee
- Mod factor
- Claims
- Preventative measures

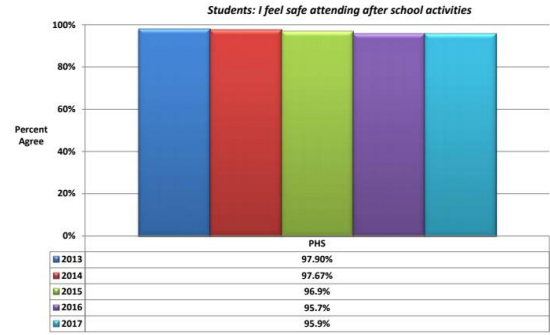
Safety & Security

Parent Satisfaction: Safety

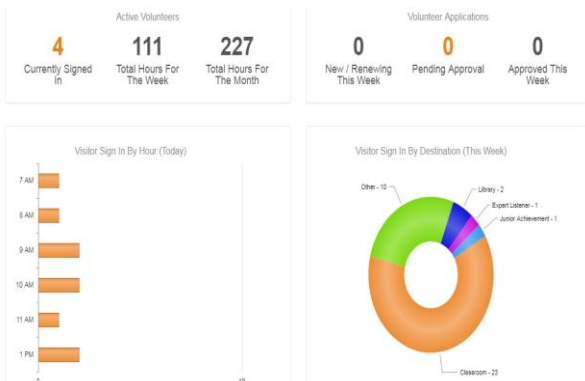


Safety & Security

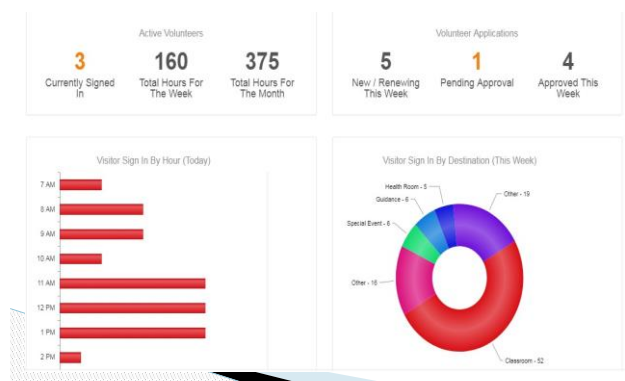
After School Safety

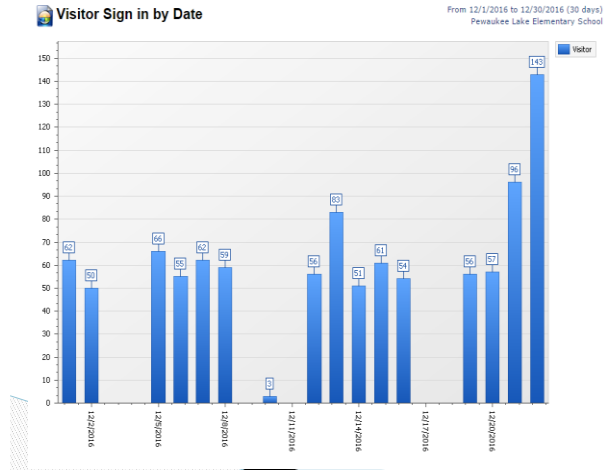
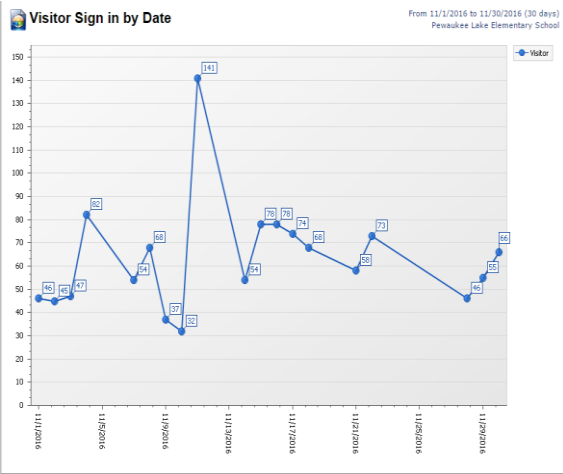


Visitor Management



Visitor Management





Best Practices—Cleaning



Staffing levels

Time study – cleanable sq ft
Data driven approaches vs. saying short staffed

Custodian Name	Primary Responsibility	Primary Shift	Sq. Ft. of Cleaning Area	Assigned Hours	Sq. Ft. Per Hour
Mary Patzke	E wing and Customer service during the day	1st	20,000	7.5	2,666
Pat Downs	A wing and Library	2nd	36,805	7.5	4,907
Bob Armas	Athletics and Ennore Wing	2nd	36,087	7.5	4,811
Forrest Broadhead	B wing and Main Office	2nd	32,283	7.5	4,302
				30	
Total Sq Ft			132,000		
Total Custodial FTE			3.75		
Hours of Facility Use			6419		
Hours of Facility Use Per FTE			1711		
Work Requests per Custodian			250		

Dashboard/Scorecard

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How to share/leverage

- > Engage staff
 - > Make them part of the process
 - > Build Ownership
- > Engage Leadership team
- > Engage School Board/Community



Get Your Message Out!

- > School Board
- > Parents
- > Teachers
- > Building staffs (secretaries, paraprofessionals)
- > PTO/PTA
- > Administration and Principals
- > Recreation Department
- > Local Government
- > Citizens without children in the District
- > Senior Citizens
- > Chamber of Commerce / Business Leaders

Customize your list to your District.

Recognizing Success

I'VE LEARNED THAT
PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID, BUT
PEOPLE WILL NEVER
FORGET HOW YOU
MADE THEM FEEL.

-Maya Angelou



Recognizing Success

- Before and after pictures
- Animotos
- Building tours
- Document savings
- Kudos from public
- Praise previous projects
- Identify benefits of projects – appearance, savings, comfort, improve safety, etc.
- Recognition from Media

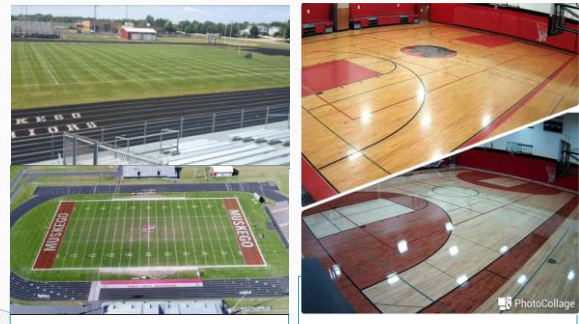
Before and After Pictures



Before and After Pictures



ROI



Recognition




Recognition

Pewaukee
Daily update - July 18, 2014

NEWS

[Randy Kernats, Pewaukee School District, Wins Safety Challenge](#)
Sussex Sun
Randy Kernats of the **Pewaukee School District** won the individual prize in the Wisconsin Association of School Business Officials (WASBO) Safety ...

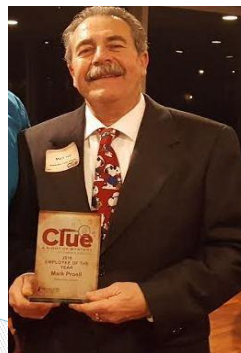
 [Sussex Sun](#)

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Facility Team Of the Year



Employee of the Year/Recognition



 **Jeremiah Johnson SHRM-CP**
Director of Operations & Human Resources...
3mo

Thanks **Mark McGinnis** for training the Muskego-Norway staff on being "Weather Ready". Excellent training!



Recognition

John Stangler @PSDBGSafety · Sep 14
 The finished Makerspace at Pewaukee Lake Elementary @PewaukeeSD
 #PSDpride



IN YOUR ROLE, WHAT DATA DO YOU GATHER IN MAY AND JUNE TO REFLECT ON THE SUCCESSES AND CHALLENGES OF THE YEAR?

All three leaders noted the importance of collecting data, including the following finance, facilities and safety measures:

- Stude Education District Services Survey Results & Employee Engagement Survey Results
- Stude Parent and Student Engagement (As it relates to Safety & Cleanliness)
- Work Orders Completed
- Work Order Completion Time
- Facility Use Hours
- Custodial Overtime
- Budget to Actual Spending Comparisons
- Electric Use Per Sq Ft
- Gas Use Per Sq Ft
- Energy Efficiency Per School
- Monthly Safety Drills Completed
- Cleaning Evaluation Scores

CONTACT INFORMATION

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