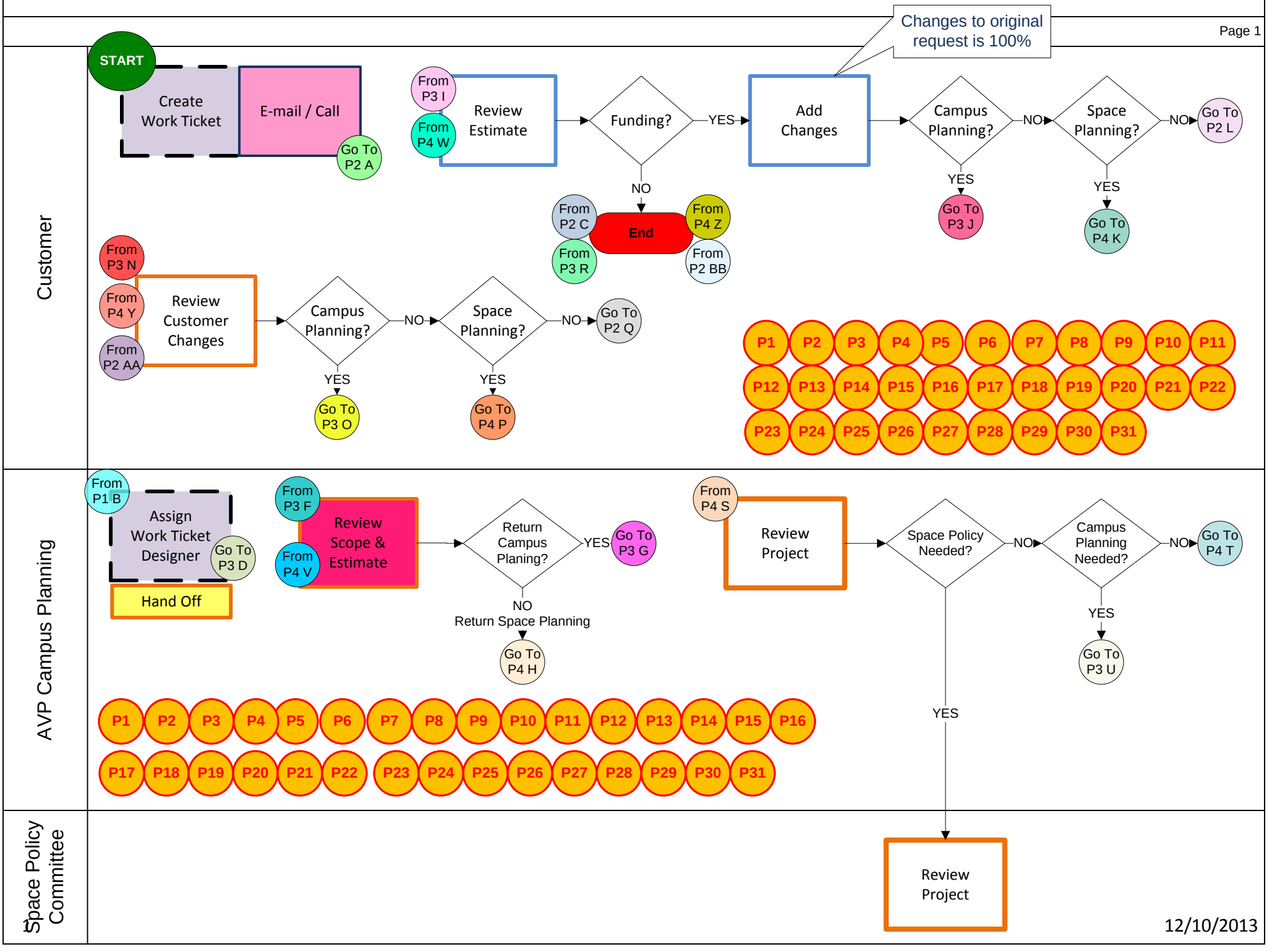
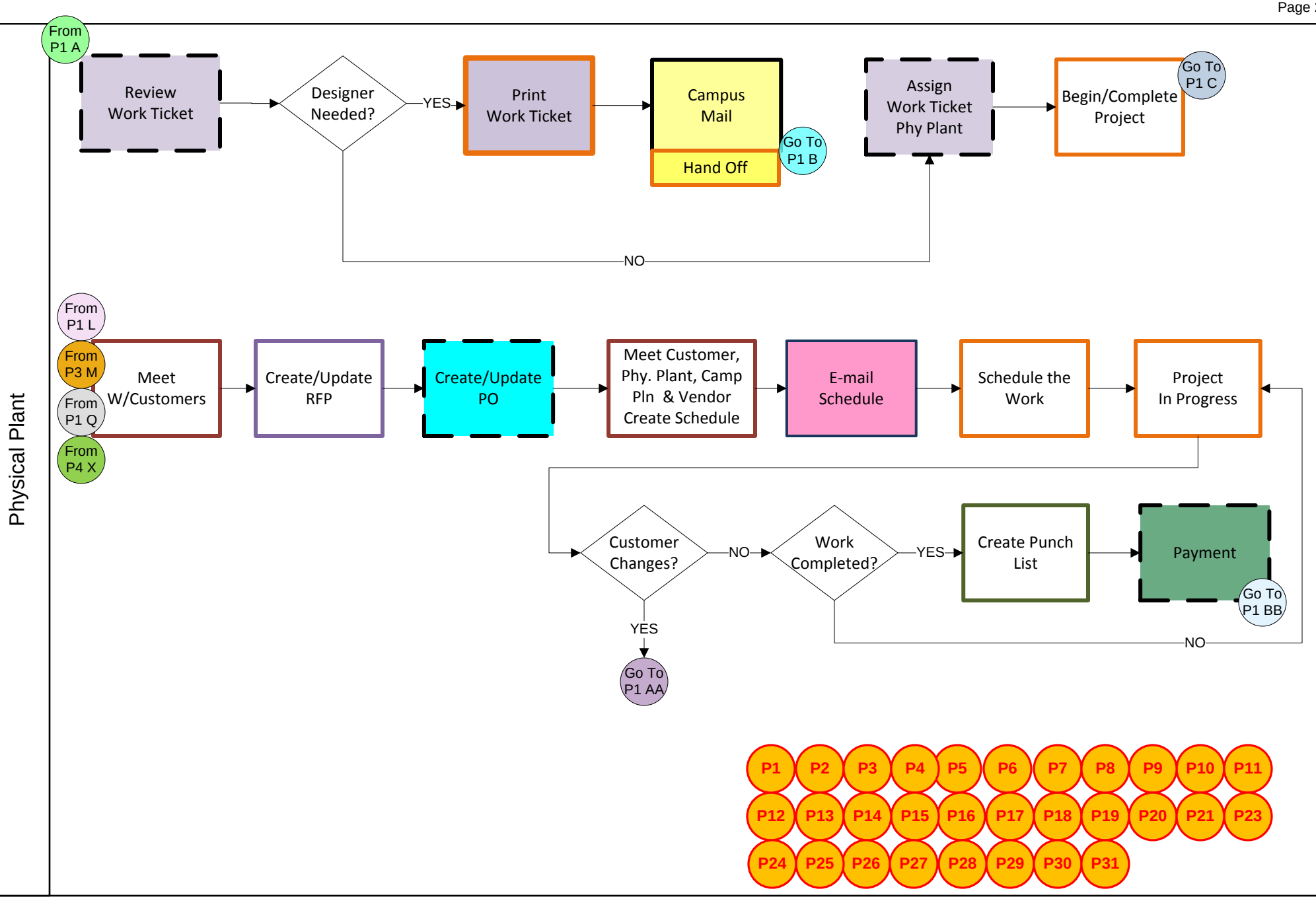
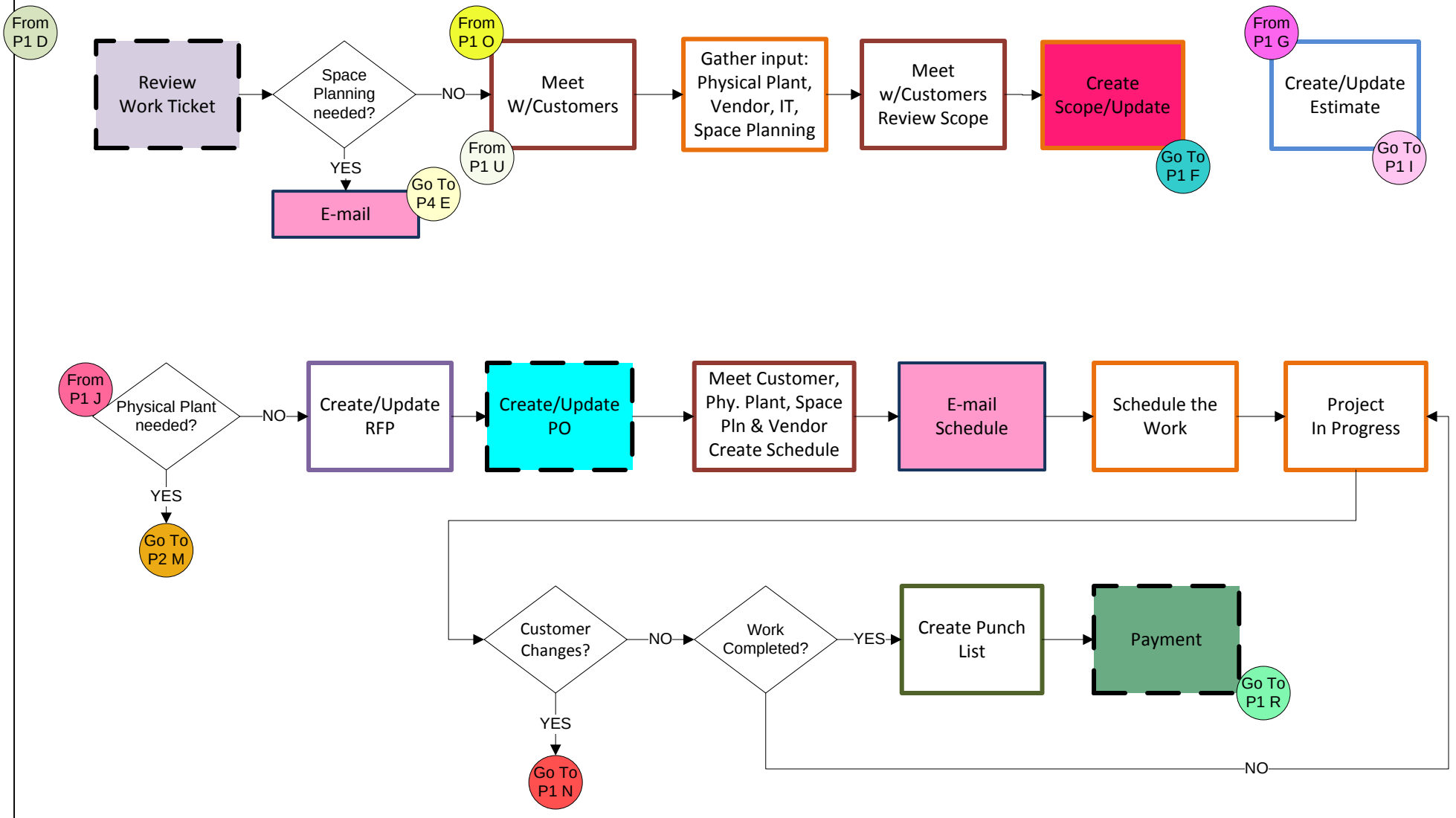
Facilities Office Renovation – 'AS IS' Mapping



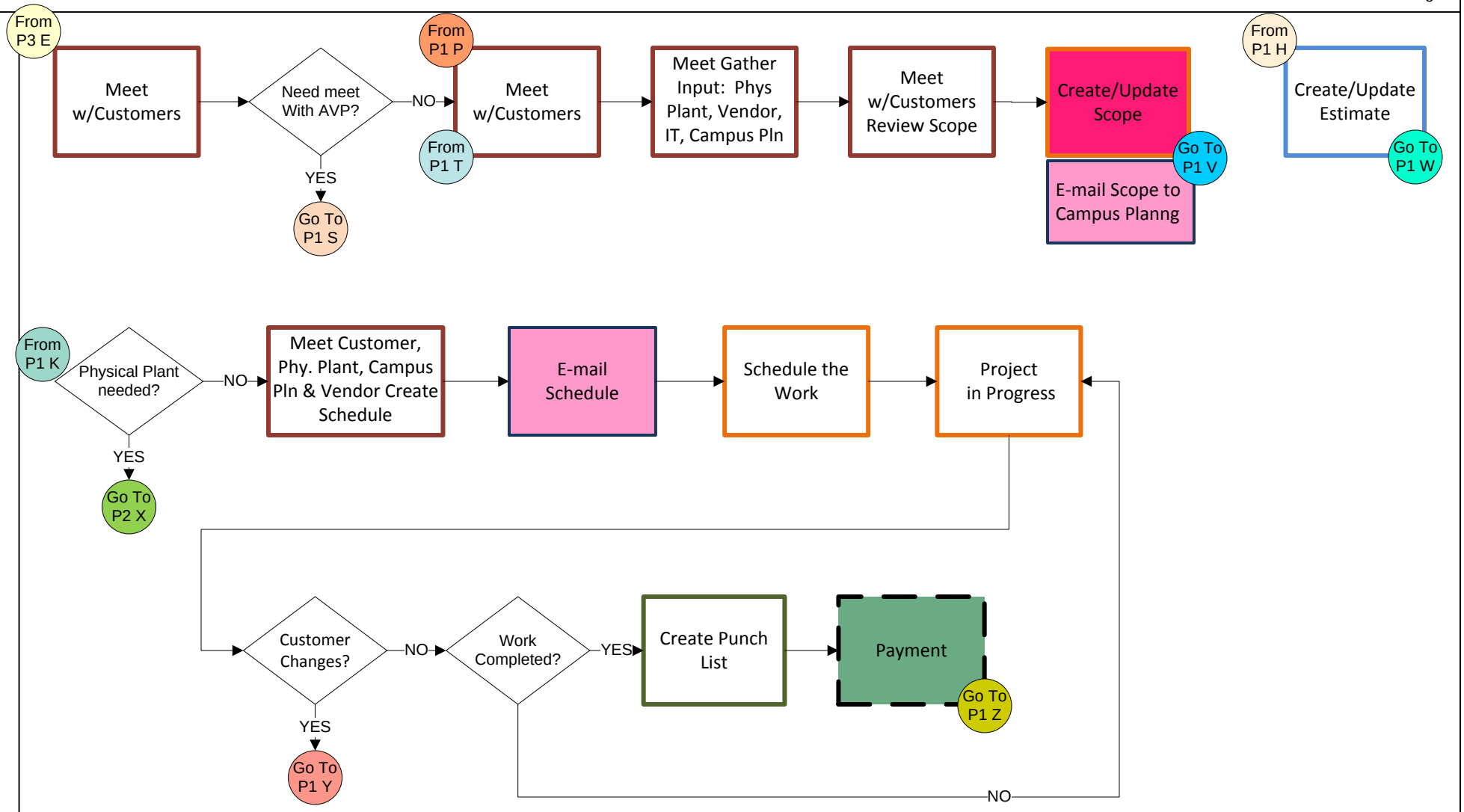

Physical Plant
From P1 A
Review Work Ticket
Designer Needed?
YES
Print Work Ticket
Campus Mail
Hand Off
Go To P1 B
Assign Work Ticket Phy Plant
Begin/Complete Project
Go To P1 C
NO
From P1 L
From P3 M
From P1 Q
From P4 X
Meet W/Customers
Create/Update RFP
Create/Update PO
Meet Customer, Phy. Plant, Camp Pln & Vendor Create Schedule
E-mail Schedule
Schedule the Work
Project In Progress
Customer Changes?
NO
Work Completed?
YES
Create Punch List
Payment
Go To P1 BB
YES
NO
Go To P1 AA
P1 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11
P12 P13 P14 P15 P16 P17 P18 P19 P20 P21 P23
P24 P25 P26 P27 P28 P29 P30 P31

Campus Planning Designer



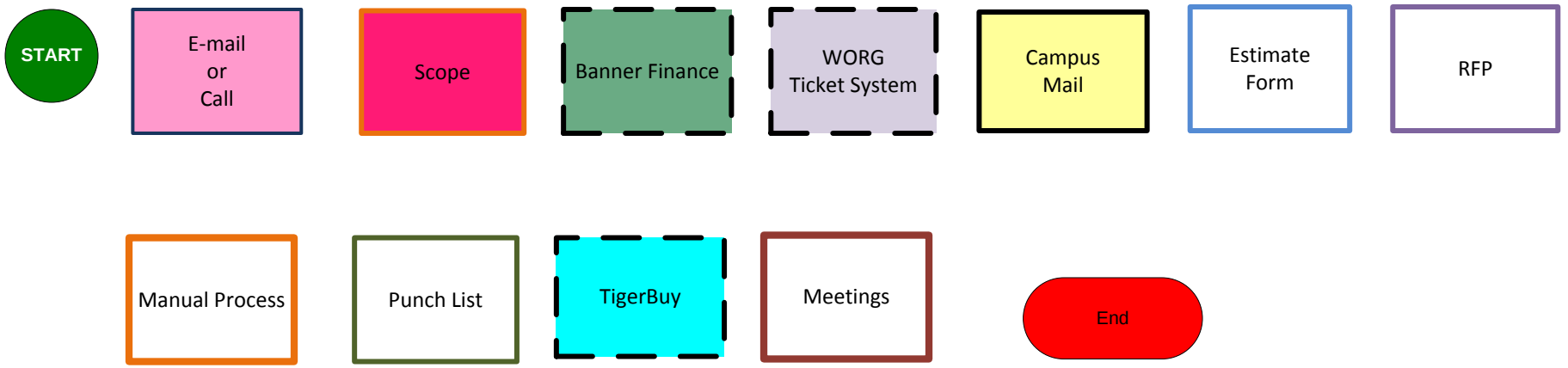
P1 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11
P12 P13 P14 P15 P16 P17 P18 P19 P20 P21 P23
P24 P25 P26 P27 P28 P29 P30 P31

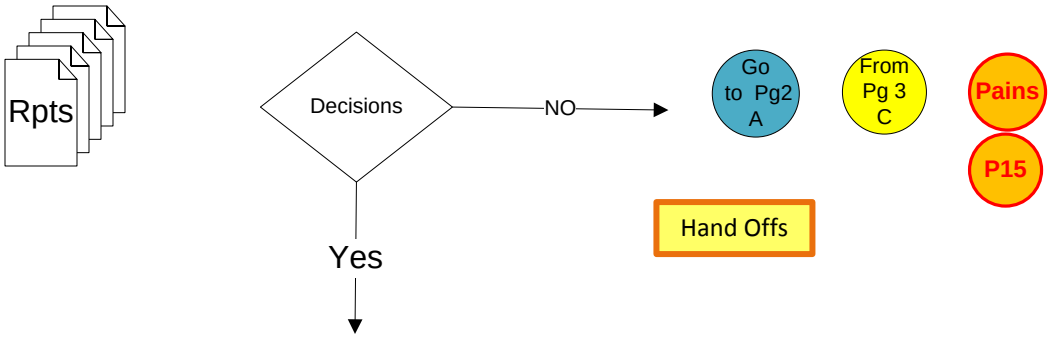
Space Planning

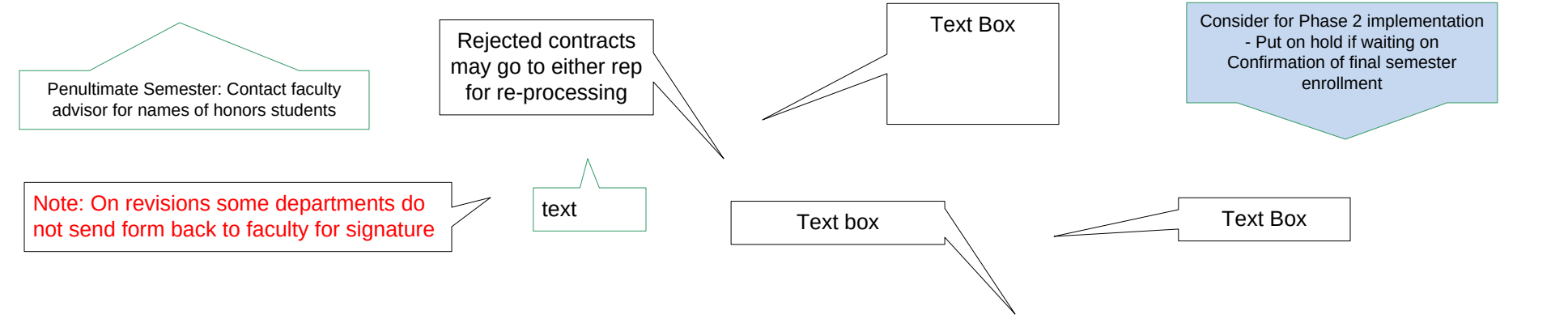


P1 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11
P12 P13 P14 P15 P16 P17 P18 P19 P20 P21 P23
P24 P25 P26 P27 P28 P29 P30 P31

Legends


START
E-mail or Call
Scope
Banner Finance
WORG Ticket System
Campus Mail
Estimate Form
RFP
Manual Process
Punch List
TigerBuy
Meetings
End


Rpts
Decisions
NO
Yes
Go to Pg2 A
From Pg 3 C
Pains
P15
Hand Offs


Penultimate Semester: Contact faculty advisor for names of honors students
Rejected contracts may go to either rep for re-processing
Text Box
Consider for Phase 2 implementation - Put on hold if waiting on Confirmation of final semester enrollment
Note: On revisions some departments do not send form back to faculty for signature
text
Text box
Text Box

Pains & Issues:

Please Read First: The issues and pain points identified during the As Is Process Mapping workshop and the Analysis workshop are noted below. The Issue is numbered and its Root Cause Analysis is in red text, preceded by RCA prefix.

1. Customer doesn't' understand impact of changes to scope
RCA: There isn't a guideline for customers

2.Customer doesn't' always heed advice on front end
RCA: There aren't any consequences in place

3. Someone other than the requestor changes the scope
RCA: There isn't' a single point of authority and it unclear of the communication path

4. Funding not in place when requesting an estimate
RCA: Form needs to note funding is not available when requesting an estimate. Form needs to indicate 'Estimate Only'

5. Changes are made as other people see project being implemented
RCA: Customer not clear on what they want/need in the beginning

6. Standards not always followed
RCA: Standards are not being enforced. Customer unaware of the standards

7. People do work outside of Campus Planning , Space Planning & Physical Plant
RCA: Customers sometimes do the work themselves

8. Finalized scope not always formalized
RCA: There isn't a process in place for all those involved to meet to review and sign-off on the estimate

9. Vendors do not take responsibility for correcting their errors, therefore it falls to Physical Plant to correct
RCA: No direct coordinator for communication and follow-up

10. Multiple vendors – coordination & communication challenges (cheaper) – scheduling conflict
RCA: There isn't a single point of contact for the project, there isn't always one sole source solution

11. Initial scope of work doesn't include maintenance
RCA: Customers do not understand what is maintenance request and what is classified as renovations. Scope does not clarify what part of the request is maintenance.

12. Multiple responsible staff on campus
RCA: There isn't a central coordinated project management group to oversee projects

Pains & Issues cont' Page 2

13. No single project coordinator, project manager
RCA: There isn't a formal process defined

14. Adhoc coordination between Campus Planning, Space Planning & Physical Plant
RCA: There isn't a formal process defined

15. Limited data on maintenance & scheduled projects
RCA: There isn't a centralized facilities system

16. No centralized projects management repository
RCA: There isn't a centralized facilities system

17. Customer doesn't know status of project – lack of communication
RCA: There isn't a centralized system or approach to projects

18. Construction during class times
RCA: Failure of process to stay within timelines defined

19. False deadlines – need to establish educated deadline
RCA: There isn't always a clearly defined scope, failure of the process

20. Priorities are fluid within the institution and staff doing work
RCA: There isn't a systematic approach to assign priorities

21. Adhoc prioritization w/no recognition of existing workload
RCA: There isn't a systematic approach to assign priorities

22. Can't establish realistic expectations with changing priorities
RCA: Customer not educated on priorities of hierarchy

23. Don't know that people are changing spaces (including Campus Planning, Space Planning & Physical Plant)
RCA: Customers are not following University Policy

24. Customers don't know to communicate with Campus Planning & Space Planning
RCA: Process not clearly defined

25. Lack of understanding among leadership about the of importance of space utilization
RCA: There isn't an education process in place for staff/faculty

Pains & Issues cont' Page 3

26. Departments do not identify a single point of contact for the project, lack of communication throughout the Division
RCA: Process does not require customer to identify a point of contact

27. Personnel changes at the department level changes who oversees the project
RCA: People leave current position or the university

28. Customers do not use the ticketing system for making request (WORG)
RCA: There isn't an education process in place

29. There isn't a thorough planning meeting with all the key players (statement of work, timeline, cost)
RCA: Process does not require this type of meeting

30. Authority signatures are not required on estimate forms
RCA: Process does not require one

31. there isn't any check and balances in place
RCA: Process does not require any check and balances

Analysis of the 'AS IS' process

1. Are all roles essential? Yes

2. What is the number of hand-offs?
   Work order form – 2
   Scope form – 3
   Estimate form – 2

3. Are any steps automated? No

4. Iterations (how many times is process repeated in a timeframe)? Six to eight times (face to face meetings) review changes

5. What tasks consume the greatest amount of time? Face to face meetings, educating the customer

6. Does the task add value? Having the AVP review the work order tickets does not add value

7. What steps can be eliminated or automated? Combine the scope and estimate form. Having way to assign the work order systematically to Campus planning or space planning. Purchase an facilities software system.

8. What steps should be added? Periodical meetings with all the key players to review scope, timeline. Have financial authority sign off on request for an estimate, and on final project scope. Need to identify point of contact from customer side for all communication flow.

9. Percentage of errors (forms returned, corrected, contacted person for corrections, etc.) 100% of all projects are modified from original scope