



the *k* **NAC** *k*

Issue 12 March 2003

NEW MEMBERS - WELCOME!



Brian J. Stephenson

Facilities Manager

ATCO I-Tek

MEMBERS on the MOVE & in the NEWS



Christine Fairfield

Christine has decided to leave Partition Systems to explore & discover new opportunities. All her NAC colleagues wish her success in her new endeavors.

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'BRONZE'

Take a look at our new Bronze Sponsors on page 6

2002-2003 BOARD OF DIRECTORS



Johanna Wienert, CFM	-	President
Tim McCoy, CFM	-	Past President
John McLaughlin, CFM	-	VP
Ron Muir, CFM	-	Treasurer
James Taylor	-	Secretary
Joanne Haugen	-	Membership
Steve Rees, CFM	-	Education
Cheryll Watson	-	Sponsorship
Andy McCready, CFM	-	Programs
Jim Robson	-	Website Advisor
Johanna Wienert, CFM	-	Communications
Vicki Hackl	-	Administrator

WANTED: Board Members Do you enjoy networking with colleagues and sharing experiences and insights? Want to get to know the members a little better. Would you like to

represent the FM Community on a variety of Task Forces and Industry Events and network with related Organizations? Come join the NAC Board for 2003-2004 share your experience, your ideas and your perspective on our profession. Have a say in the operations of our chapter, our public profile and the type of educational and social events we plan. Give Tim McCoy our Nominating Committee Chairman a call at 496-6552. Your time and energy will be greatly appreciated by the Board and our members.

WANTED: IFMA Event Photographer Bring your digital Camera to snap some pictures at our Events

IFMA HQ has discontinued their 'wego' Website Support and we are in the process of establishing a new website. Anyone interested in assisting or questions regarding the Website is invited to contact Vicki Hackl, Chapter Administrator - vici@telusplanet.net

IFMA NAC's temporary Website is working for the time being:

www.ifma.org/hosts/northernalberta/

PROGRAMS

2002 -2003 CALENDAR



'Behind The Scenes' - Tour of West Edmonton Mall	4:30 pm, September 18 th , 2002
'Best of WWP 2002' - Reviews from Toronto	11:30 am, October 24 th , 2002
'Edmonton Head Office Accommodation Plan'	11:30 am, November 20 th , 2002
'Christmas Event - Roshambo'	4:30 pm December 11 th , 2002
'E-Gads' presentation from Steelcase / RGO	4:00 pm January 15 th , 2003
'Creativity & Innovation in Facility Management'	February 19 th , 2003
'Issues in Facility Management at the City of Edmonton	1:30 am, March 19 th , 2003
'Performance Measurement'	April 16th, 2003
Senator Tommy Banks	May 21st, 2003
'AGM, Awards & BarBQ'	June 18 th , 2003

OTHER IFMA EVENTS TO LOOK FORWARD TO:

JUNE 2003

FALL 2003 (tentative)

OCTOBER 2003

IFMA NAC Annual General Meeting and 2nd Family Fun Event at Telus Field

Ft McMurray Tour

WWP 2003

Plan on attending this premier event for Facility Professionals

Member interest is keeping this on our Event Agenda.

Dallas, Texas October 2003

Contact: Andy McCready, Chapter Program Director at 414-1450 or mccready@globalserve.net for information or ideas for upcoming Events. All dates to be confirmed please contact Vicki Hackl at 455-1187 or vici@telusplanet.net



It's a brand new world for business professionals, but it's the same old story. Never enough time. Never enough money. Never the resources you need. It's a juggling act... day after day, after day.

Ahhh yes... the "Juggler" - the quintessential FM Video. Most of us were familiar with the various incarnations of this entertaining and enlightening portrayal of what Facility Management is and what we do, but it seems we never tire of having a few chuckles as we relate to the "Juggler".

Andrew Wyatt of Steelcase presented a brief synopsis of the history of e-commerce, predictions made, promises unfulfilled, the dot.com wave, and an insight to the present by comparison with technological revolutions of the past.

It was interesting to reflect that at one time the telephone was regarded with skepticism and suspicion

We learned:

- Some reasons why e-business is important to today's new economy.
- Methods for overcoming common obstacles to implementing e-business.
- Technology approaches that can help streamline business processes.
- Possible cost savings and productivity gains based on real life case studies.
- The action plan required for a successful e-business initiative.

We are constantly searching for process improvements to save time and money or improve quality. Often these improvements employ approaches that are technology based. Learning how others have implemented e-business solutions, can provide us with the inspiration and encouragement to seek our own innovative technological solutions.



Networking with colleagues and friends before the Event



Andrew Wyatt presents interesting analysis of how technology is impacting business and the workplace. Predictions made, promises broken, and interesting comparisons with past technological revolutions.



Veronica Wake (who took home the Door Prize) shown with colleagues from the Design Community, Kathy Graham-Stevenson and Betty Crockett, long time supporter of our Chapter

Johanna Wienert, CFM

**Lessons from the Trenches**

Cody Loy, Lynne MacGillivray & Wayne Nichol

There are plenty of great ideas around in the world of Facility Management. The challenge is to select and implement the good ones. Cody Loy CFM, Lynne MacGillivray and Wayne Nichol – all former chapter Board members and respected leaders in the field - presented personal accounts and provided a forum for members.

Empower Staff – Achieve Goals

Cody Loy CFM, chapter Past President, outlined his experience implementing a significant organizational change during the regionalization of Alberta's health care delivery system. Caritas Health Group was created in 1993 out of three formerly independent organizations - Misericordia Hospital, Grey Nun's Hospital and the General Hospital.

Three organizations came together into one organization and Cody assumed responsibility for the facility portfolio. Prior to consolidation there were 3 Directors, 3 Managers, 3 Assistant Directors and many foremen. All told there were 43 out of scope staff and 160 front line staff. The facility portfolio consisted of 14 buildings on three sites with a replacement cost in 1998 of about \$561 million. About \$16.1 million was spent on operations and maintenance at the time of merger.

Faced with the challenge of bringing the three organizations together into one smoothly functioning entity while reducing costs as much as possible Caritas used a "total quality improvement" process to drive decision making down into the organization. Rather than a top-down process, changes were implemented from the bottom up by negotiating with and empowering staff.

The consolidation was a great success! Within two years, operations and maintenance had been driven down to \$13 million and by 1998 it had dropped to \$10.2 million. Facility staff had been reduced to a total of 120 front line and 13 out of scope staff. More work was being done better with fewer people – without compromising quality.

Cody outlined a few lessons that he learned from this experience:

- while you can eliminate duplication – you can't eliminate the work,
- there is a strong need for education and skill development when changing staff responsibilities,
- by training staff in management and communication skills the proactive facility manager can achieve lots of buy-in on the part of staff,
- when staff feel that they are part of the change process and have the power to make a difference, significant outcomes can be achieved.

What did not work very well was that management of the facility function was cut too deeply. At one point there were 150 direct reports to one person - a span of control that is unsustainable. This ratio does not allow for appropriate mentoring of staff as they move up in the system. Caritas has since redressed this situation.

Persevere –Implementing Charge-back to Achieve Efficiency

Lynne MacGillivray, who was responsible for facility planning at the Alberta Research Council, relayed the experience of a move to charge-back of space use that took several years to implement.

At ARC, space is 'free' because although the facility is managed by ARC, it is owned by Alberta Infrastructure. Because no cost was attached to space, there was a disincentive for users to give up under-used or unused space - since users might not 'get it back'. In fact, there was an active 'black market' in space – with side deals made directly between internal groups for 'temporary' use of pockets of space. This highlighted the obvious need for a more systematic way to assign this scarce resource.

It was clear that facility resources were not monitored the same way as cash resources. An early attempt to create a charge-back system, to recover the shadow price of facility costs, was derided as "a labour intensive exercise with little value". The FM group concluded that change could only come with executive commitment. In this case, top down was the only way to go.

A new CEO, who had the intention to create a more 'business like' environment, provided the opportunity needed and a new system was implemented. Linked to accurate space use information, the system tied internal leases for space to business unit profit targets - thereby creating a new structure of incentive. In place for a year now, it has been very successful in helping the business units to look for ways to more efficiently use space.

In this instance, the change process took well over HOW MANY? ___ years. It was made possible due to the persistence and perseverance of the facility management group in working for a systematic change that supported corporate goals.

Walk the Talk! – Model Change to Overcome Resistance

Wayne Nichol had a long and distinguished career at TELUS. His facility responsibilities carried through two major corporate mergers and significant 'downsizing'. As Director of the Real Estate Services group, he was responsible for improving the efficiency of the office portfolio.

As we know this typically involves moving from closed to open office environments and increasing density. The difficulty is that open planning is a tough sell to users. Wayne found that trying to persuade senior managers and engineers in TELUS to move out of their offices into open space was made very difficult while he and his senior staff were sitting in a big enclosed offices.

The Real Estate group took the bull by the horns and modeled the change they were preaching to their peers within the corporation.

Real Estate Services staff moved into a smaller area with open workstations – one was a Steelcase personal harbour. Not only did they model the open plan and increase density but they also tried some 'just in time' officing. At any time about half the staff aren't there – so after the move, three managers shared two workstations. A side benefit they discovered was in getting rid of a lot of stuff that wasn't needed to do their work.

What became apparent immediately was that a big cultural divide was bridged. The management team of three moved from being apart from the staff – to being part of the team. They began to understand what was going on. This helped immensely in managing and directing the group.

As a result of the change, Wayne and his staff were able to talk about their direct experience and to show what it looked like when promoting the concepts to other TELUS managers. They gained credibility thereby and this helped Real Estate Services to successfully roll out open plan solutions to the entire organization.

Wayne suggested that facility managers should be bold, go ahead and take what action they can and model the behaviour they want to see.

Andy McCready, CFM



Mark your Calendars for our May EVENT

May 21st

with special guest speaker

Senator Tommy Banks

SPECIAL EVENTS

Fort McMurray Tour



WANTED: COMMITTEE VOLUNTEERS

Interested in broadening your horizon? Join the Fort. McMurray Tour Committee!
We need people to help in Promotion / Registration / Sponsorship / Transportation / Accommodations

WANTED: SPONSORS

Take advantage of this opportunity to reach both local and Ft McMurray decision makers
We have various opportunities for sponsorship available.

Some preliminary work has been done on a trip to Fort McMurray to tour the oil sands plant, the work camp and network with local facility managers. Originally, it was to take place in May; however due a tremendous amount of Board activity and shortage of additional help, we have postponed the Tour to the fall of 2003.

We would still like to provide this Tour for our members and the FM Community to get an insiders view of one of the provinces major industries - a significant provider of employment, business opportunity and community support . If interest, please contact John McLaughlin, CFM Chapter Vice-President at 917-7487.

SPONSORSHIP



DOOR PRIZES

JANUARY EVENT	Stainless Steel Travel Mug & Mini Flashlight Courtesy of: <u>Alberta Research Council</u> Winner: Veronica Wake															
FEBRUARY EVENT	Quilted Vest Courtesy of: <u>Teknion</u> Winner: Vicki Hackl															
MARCH EVENT	<table border="0"> <tr> <td>Item</td> <td>Courtesy of</td> <td>Winner</td> </tr> <tr> <td>Fleece Car Blanket</td> <td><u>Global Furniture</u></td> <td>Tim McCoy</td> </tr> <tr> <td>Leather Wallet</td> <td><u>Global Furniture</u></td> <td>Joanne Haugen</td> </tr> <tr> <td>Calculator</td> <td><u>Global Furniture</u></td> <td>Andy McCreedy</td> </tr> <tr> <td>MagLite Flashlight</td> <td><u>SoundRite Acoustics</u></td> <td>Jim Robson</td> </tr> </table>	Item	Courtesy of	Winner	Fleece Car Blanket	<u>Global Furniture</u>	Tim McCoy	Leather Wallet	<u>Global Furniture</u>	Joanne Haugen	Calculator	<u>Global Furniture</u>	Andy McCreedy	MagLite Flashlight	<u>SoundRite Acoustics</u>	Jim Robson
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Contact: Cheryl Watson, Chapter Sponsorship Director at 450-5869 or Cheryll.Watson@intuit.com if you have any questions regarding sponsorship opportunities or wish to donate a Door Prize for one of our Events.

SPONSORSHIP PROGRAM 2003

IFMA greatly appreciates those who have sponsored our Chapter in past years and welcome this year's Sponsors.

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Speedfast Color Press Inc.
10924 - 119 Street
452-6860



Speedfast Color Press Inc.



AGM & FUN EVENT!

HELP US WRAP IT UP!

Due to the great success of last year's Wrap up Event at Telus Field, we are again looking for Door Prizes for our Annual General Meeting & Family Fun Event. Join our members and guests in honoring this year's Award Recipients, an outdoor Bar-B-Q, ringside seats for a Trappers Game and a lot of Fun. Contact Cheryl Watson at 450-5869 or Cheryll.Watson@intuit.com