

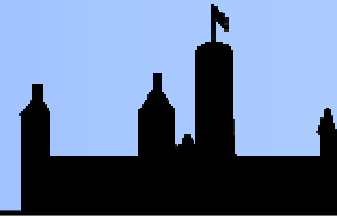
# **Workforce Management Practices**

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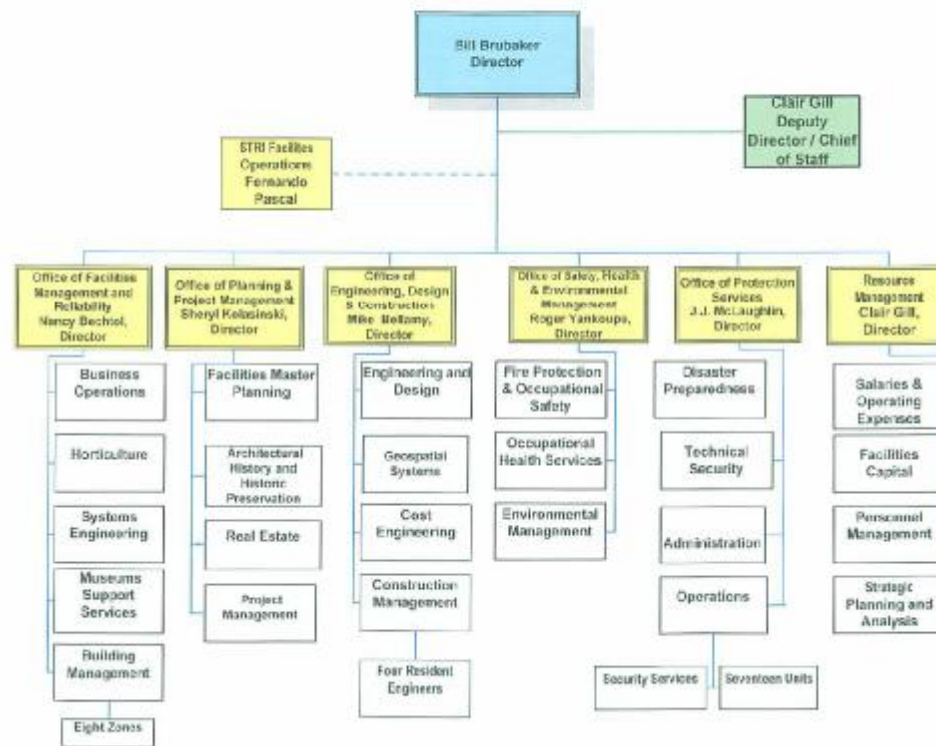
Office of Facilities Management and Reliability  
Smithsonian Institution

April 2009

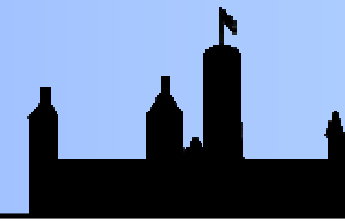
# Facilities Engineering and Operations



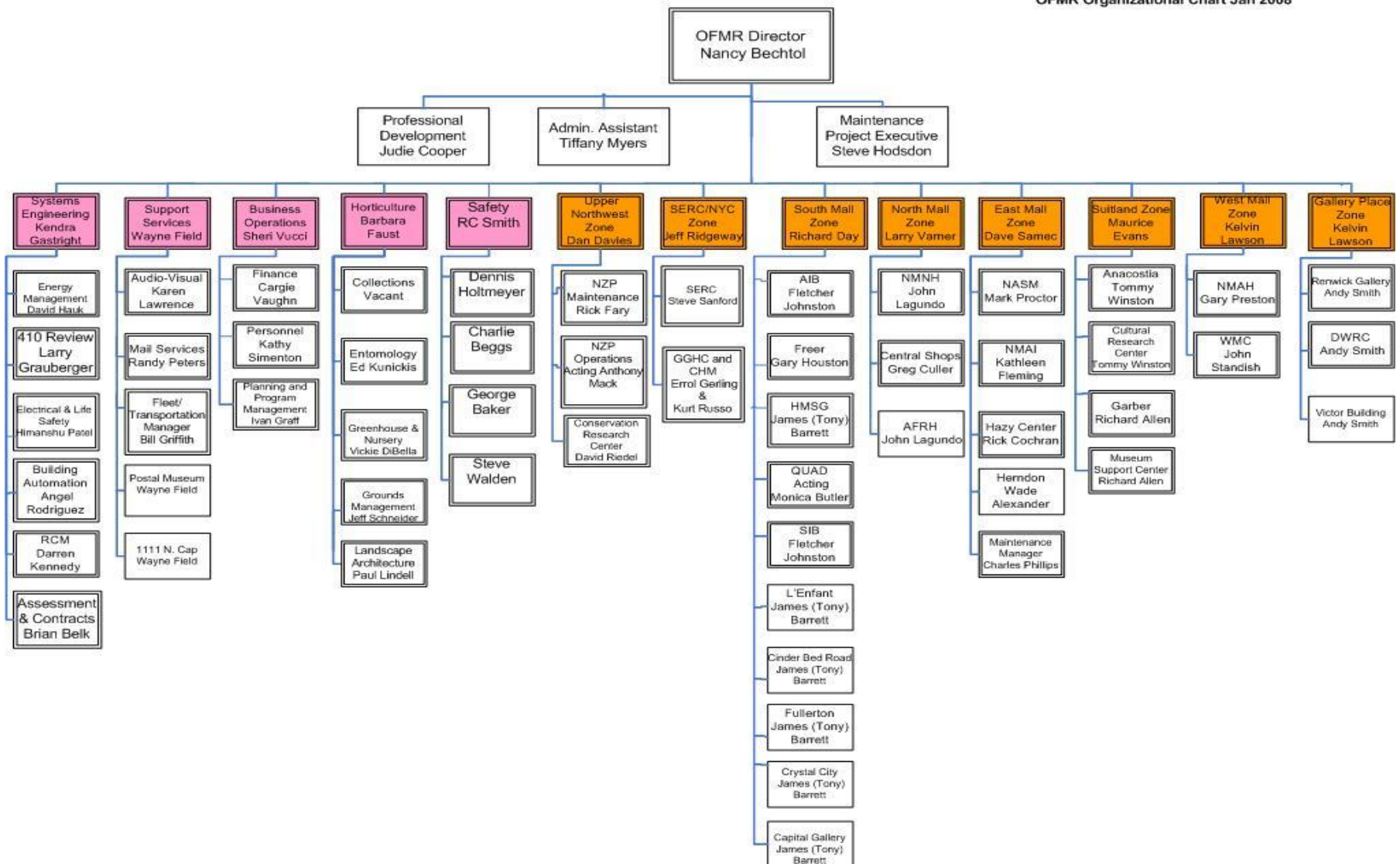
## Office of Facilities, Engineering and Operations



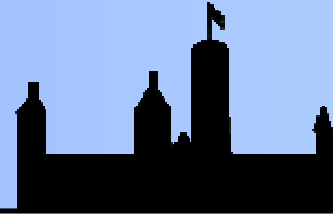
# Facilities Management and Reliability



OFMR Organizational Chart Jan 2008

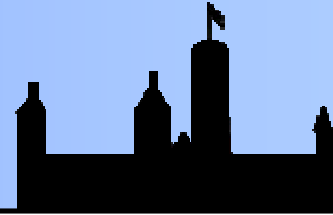


# Facility Management



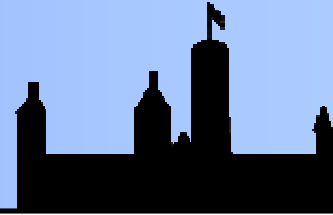
- 
- Maintenance/Operations Budget:
    - n \$80M (50M is maintenance)
  - Number of Buildings:
    - n 767 individual buildings and structures  
(19 Museums and the National Zoo)
  - Over 25 million visitors per year
  - Total Square Footage:
    - n 11,977,140sf (leased and owned)

# Functions



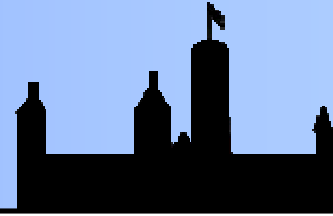
- 
- Office of Facilities Management and Reliability (OFMR)
    - n Building Management and Operations
    - n Maintenance and Minor Repairs
    - n Systems Engineering, FCI, Fire Safety, BAS
    - n Horticulture, Pest Control and Grounds
    - n Central Transportation, A V
    - n Mail

# Facility Management



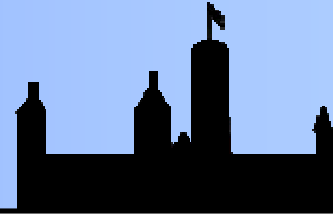
- 
- Staff Size:
    - n 850
  - Ratio of 1:8 Supervisors to Employees
  - Top 6 Positions: (125 different job series)
    - n Building/Facility Service Workers (250 FTE)
    - n Building Engineers (125 FTE)
    - n Supervisors (120 FTE)
    - n Crafts/Trades (100 FTE)
    - n Administrative (75 FTE)
    - n Engineering Technicians (50 FTE)

# Management Practices



- 
- Create a strategic plan for organization
  - Develop a communication plan
  - Utilize your workforce
  - Organizational alignment

# Strategic Plan for OFMR



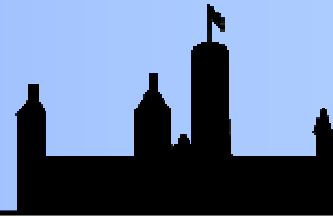
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First 5 Year Plan 2003-2008: Four Goals

- Communication
- Staff Development
- Resource Management
- Facilities Excellence/ Best Practices



# New Strategic Plan

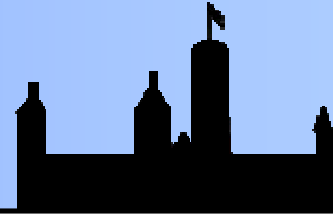


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## Four New Goals for 2009-2013

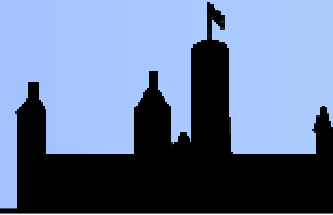
- Care for Smithsonian
- Support OFMR Staff
- Commit to Customers
- Advance Best Practices

# Communication



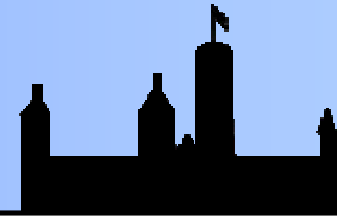
- 
- Full Staff Meetings Monthly
  - Key Leadership Meetings Weekly
  - Walk around, talk to folks
  - Hold supervisors accountable for communication

# Utilize Your Workforce



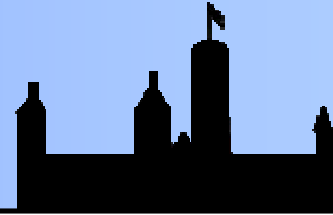
- 
- Create Teams/Task Forces to Perform Research and Propose Decisions
  - Must Involve Staff at every Level of the Organization
  - Require Active Participation in Professional Memberships
  - Hold Staff Accountable for Accomplishments

# Organizational Alignment



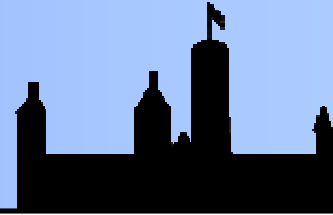
- 
- Establishing Career Ladders
  - Staffing Analysis and Benchmarking
  - Updated Position Descriptions and Performance Plans
  - Recruitment/Retention Strategy
  - Updated Facility Management Policies and Procedures

# Workforce Training



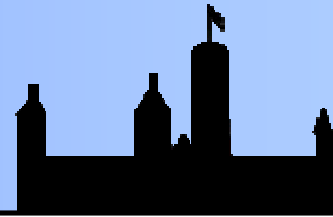
- 
- Develop a multidiscipline training program for all work series
  - Staff develop Individual Development Plans that are reviewed annually
  - Create in-house training opportunities to stretch the dollar

# Certification Programs



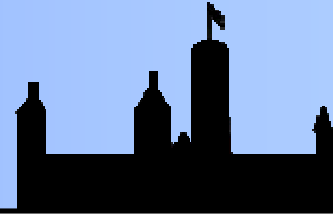
- 
- Create for all work disciplines, find them, they exist for all work
  - NAPE, Professional Engineers and Architects, Certified Facility Manager, Certified Maintenance and Reliability Professional, National Institute for Certification of Engineering Technologies, Cleaning Management Institute's Professional Cleaning Certification, National Institute for Certification of Engineering Technologies (NICET) Certified

# Certified Facility Manager



- 
- Partnered with GMU and IFMA to develop an on-site program
  - Achieve a professional certification in Facility Management through GMU
  - Each Building Manager to become a CFM or a FMP

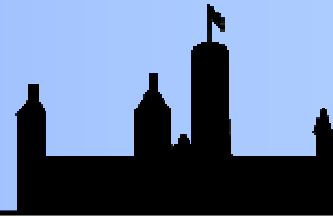
# APPA Supervisory Toolkit



- 
- Mandatory for all Supervisors and Leaders
  - Five day training emphasizing 7 modules
    - n Supervision
    - n Administration
    - n Communication
    - n People
    - n Motivation
    - n Customer Service
    - n Supervisors as Leaders

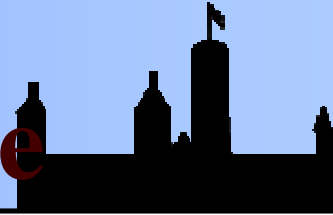


# NAPE GCE Program



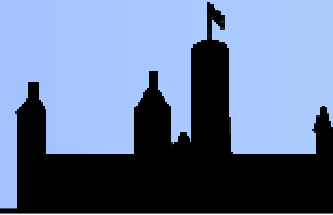
- 
- Mandatory for all Building Engineers, Trades Personnel
  - Complete five 10-20 hour classes to receive a General Certificate of Engineering
    - n Basic Electricity
    - n A/C and Refrigeration
    - n Basic Controls
    - n Low Pressure Boilers
    - n Electrical Systems, Code, and Theory

# Cleaning Management Institute



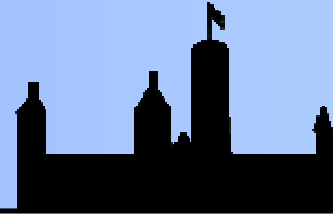
- 
- Program trains and certifies the custodial workforce to a national standard for cleaning
  - Nine areas of cleaning are taught, and participants must pass 9 levels of testing to become a Custodial Technician
  - Offer a Custodial Maintenance Supervisors Certificate

# Ultimate Goal



- 
- Inspires and Motivates Staff
  - Reach to be a World Class Organization
  - Achieve Success on all Levels of the Organization
  - Sustained Excellence

# Contact Information



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& Reliability  
(202) 633-5687 or [bechtolna@si.edu](mailto:bechtolna@si.edu)