

## Appendix C

### Position the Facility Services Department for Success

1. A TDSB "corporate" unit be assigned the responsibility for designing TDSB's management system and providing the Facility Services Department with the guidance needed to ensure that Board-wide requirements are met.
2. Facility Services review how it can better address the expectations of the Operations and Facility Management Committee concerning the content and timeliness of its submissions to the Committee.
3. The Director of Education should clarify that the responsibility for policy and practice for interdepartmental cost allocation or fee for service, resides with the Business Services department.
4. Facility Services should review its interdepartmental cost allocation or fee for service practices, including the cost transfers within Facility Services, e.g. central services to regions, to ensure they comply with policy and practice, as communicated by Business Services.
5. Obtain Board endorsement for its "make vs. buy" guidelines and the processes used to apply these guidelines.
6. Conduct a detailed review of Facility Services' corporate support requirements with regards to budgeting, reporting, community consultation and communication.

### Planning for the Future

7. Facility Services develop a coherent and focused change agenda and prioritize initiatives for quarterly and annual review to achieve a disciplined results-based approach.
8. TDSB review the long-term capital planning process to ensure the following:
  - Actively sponsored by the Board and Senior Team
  - Resourced effectively: members and skills
  - Positioned within the organisation to minimize disruption to operations
9. TDSB corporately develop a robust communication plan to inform the senior management team and the Trustees about the status of the Capital Planning process.
10. TDSB corporately outline the roles and responsibilities, scope, committee structure and interdependencies, work plan and deliverables of the Capital Planning Process and that these be updated as the plan is continually developed and implemented.

11. Facility Services ensure that engagement tools are clear, unbiased and designed to capture useful information. A mechanism for this is to undertake pre-testing to understand how the engagement is perceived.
12. Incorporate the Major Renewal Projects process into the long term capital plan.

#### Organisational Effectiveness

13. Ensure the Executive Officer has direct accountability for the client service delivery model through the direct reporting of Regional Managers to the Executive Officer.
14. Re-evaluate the number of Regional Managers and scope of responsibility to ensure this position is well designed to achieve the client service and performance targets. These positions should align to the system level TDSB structure to enhance TDSB collaboration.
15. Proceed with the Facility Team Lead model contemplated in the proposed delivery model prepared by Facility Services (May 2006). Align the FTL model to the overall structure adopted by TDSB (i.e. by geography, type of school or other).
16. Facility Services should also examine the feasibility of transferring from D&C to Operations the responsibility and resources for projects that can be more effectively and efficiently delivered by Operations or where delivery by Operations will increase client satisfaction. The initial starting point for this examination should be projects done by D&C with a value less than \$25k. This will provide the FTLs with the resources to better deliver coordinated services to the schools.
17. Ensure there is an appropriate balance between the resources allocated to caretaking and facility condition work, by continuing to explore with a representative group of Principals, School Councils and Student Councils, the relative importance and current satisfaction levels for these two programmes.
18. Ensure there is an appropriate level of resources allocated to grounds maintenance, by continuing to explore with a representative group of Principals, School Councils and Student Councils, the importance of the condition of grounds relative to the condition of inside facilities.
19. Conduct a more detailed review of the geographic location of resources to identify opportunities to more effectively connect resources to a team, closer to the equipment they require as well as client locations. This review should align to TDSB system level geographic models.
20. Transfer the support activities such as staff development positions to Employee Services and establish a service level agreement to address concerns about service levels.
21. Restructure the Real Estate portfolio to build strategic competency, which includes planning, process and people, focused on managing this unique asset to maximize the Return on Asset (ROA).

22. Conduct a detailed review of the span of control for all positions within Facility Services including a review of the number of levels required to ensure compliance to TDSB goals.
23. Create a unit to support Facility Services organisational performance processes which would include resources to support the following activities: performance measurement and management, quality initiatives and innovation, leading practice and benchmarking, project and change management, issues management, communication and stakeholder consultation.
24. Assess management capability and establish a management development programme to ensure employees are prepared to take on the management challenges within TDSB.
25. Review protocols for Trustee requests and work with TDSB Director to ensure processes are appropriate and in place. Consider including these protocols in the Trustee orientation programme.
26. Establish service level agreements between the departments providing support to Facility Services such as Employee Services and Business Services to make sure adequate resources are provided to support Facility Services' business requirements.
27. Consolidate Facility Services planning with other enabling portfolios such as design, standards, environment and energy.
28. Review the planning process in its entirety and function within Facility Services to determine which elements are core to Facility Services operations and evaluate options for transferring system level planning to a corporate function. This recommendation must be considered in the context of the System Level Review.

#### Strengthen Facility Service Management Systems

29. Facility Services strengthen its performance measurement and reporting system. This would include: identifying the critical success factors and indicators for each departmental programme and organisation level, tracking actual results and reporting of actual versus target results in a format and frequency that meets stakeholder needs.
30. Facility Services strengthen the contribution of the proposed new role for Facility Team Leaders to increasing accountability and customer service, by providing schools with a quarterly report card on the maintenance and construction services delivered and the timeliness of these services. This report card could be the basis for quarterly meetings between a principal and the responsible FTL to discuss the achievements relative to Facility Service standards and the school's expectations.
31. Facility Services continue to develop an optimal preventive maintenance programme and implement the programme as funding permits.
32. Facility Services review and revise the processes for providing emergency repairs to address the relatively low client satisfaction ratings.

33. Strengthen the process for comparing internal costs vs. contract costs and industry comparators.
34. Facility Services improve the tracking of its performance against its time standards and use this information to ensure individual schools are receiving consistent levels of service.

#### Deliver More with Existing Resources

35. Facility Services initiate a continuous improvement process to significantly increase the amount of time that trades staff spend correcting or preventing deficiencies. An appropriate target would be a productivity increase equivalent to an additional 100 FTE's within two years.
36. Facility Services take steps, consistent with the provisions in collective agreements, to maximize the amount of minor maintenance that caretaking staff are able to undertake in their school.
37. Facility Services undertake an objective comparison of the productivity of its in-house construction processes relative to external suppliers and subsequently, if warranted, identify opportunities to first match and then surpass external productivity levels.
38. Facilities Services investigate how to provide maintenance staff with additional guidance and direction on how work is to be prioritized to balance fairness and efficiency considerations.
39. Perform a business case analysis to clarify the additional cost, if any, for not maintaining a VOR list.
40. Maintain the tendering processes and continually evaluate to meet periods of increased high-value project work.

#### Client Centred Service Delivery

41. Facility Services provide schools with an expected completion date for work and when work has the potential to disrupt school operations and that suitable work dates be agreed with the school.
42. Facility Services build upon the work completed prior to and at the M4R session and clearly articulate the client service model.
43. Facility Services cascade the client service model throughout the department and imbed the concepts into all processes and management performance programmes.