Fall General Membership Meeting

NJAPPA — New Jersey Chapter of APPA

MONTCLAIR STATE UNIVERSITY

November 1, 2024

Intersecting Facilities Operations
with Customer Service Objectives
in a *Linked Services Neighborhood Program*

Presented by:

Princeton University

November 1, 2024

Meet Your Presenters

John Argento
Operations Manager
Princeton University Facilities
jargento@princeton.edu
609-258-6241

Tom Calabrese
Associate Director, MEP
Princeton University Facilities
tc1397@Princeton.edu
609-258-7099

Daniel Debelak
Assistant Director,
  Business Intelligence
Princeton University Facilities
ddebelak@princeton.edu
609-258-8551

Facilities
Princeton University

Learning Objectives

1. **Evaluate the importance of incorporating customer service into Facilities Operations.**
   Discover how we incorporated the *Linked Services Neighborhood Program* to improve communication and follow-up with our customers.

2. **Assess who should be "in the room" to get the most out of your monthly customer service meetings.**
   Align and include your best resources.

3. **Identify *proactive* vs. *reactive* operations.**
   Facilities teams that respond to calls and complete work orders are **reactive**.
   Our program allows us to be **proactive** with our customers and assess concerns before they become real issues.

4. **Discover how we use data collection to see results and communicate progress/completion.**
   Data collection allows us to see trends and identify strategies to address issues and relay more results back to the customer. With a *Tableau* dashboard we track our progress and identify where we can improve.

NJAPPA
New Jersey Chapter of APPA

Linked Services Neighborhood Program

Customer Service within Facilities Operations

1. Is customer service important in our world of Facilities?

2. How has customer service changed in our world...

   - over the last 20 years?

   - since the pandemic?

3. How do we develop a culture of customer service in Facilities?

Observations, Research & Experience

- Think of this as a customer success strategy

- The customer's perspective should always be our priority

- Focus on making any interaction with Facilities Operations a memorable experience

- Focus on identifying customer touch points

- Tap into the power of technology

Fall General Membership Meeting
November 1st 2024

NJAPPA
New Jersey Chapter of APPA

Jim Sullivan, author of multiple books on customer service, describes the difference between hospitality and service:

"Service fulfills a need; hospitality fulfills people."

Focus on hospitality, not service.

TOP TRAITS OF A
HOSPITALITY PROFESSIONAL

Empathetic

Listening

Oral Communication

Energetic & Resourceful

Sense of Humour

Local Knowledge

Flexible & Patient

Multi-Tasking

Calm & Composed

STAAH

www.STAAH.com

NJAPPA
New Jersey Chapter of APPA

Elevate Your Customer Success Strategy

- Emphasize to the entire Facilities Operations team the importance of customer interactions

- Understand your customer's needs and goals

- Practice proactive vs. reactive communication

- Embrace technology and share the results

- Solve concerns before they become issues

- Gather feedback with the intent to improve

Customer service is not a department...

It's a **philosophy** to be embraced by everyone, in every department!

–Shep Hyken

NJAPPA
New Jersey Chapter of APPA

Improve your Strategy

▪ Develop systems and be willing to adapt based off feedback

▪ Know everything about your customer's buildings and your assets

▪ Respect your employees' role in the customer experience
  and involve them in the improvement process

▪ Gather data and share it

A satisfied
customer is the best
business strategy
of all.

–Michael LeBoeuf

Identify your Customers, Know their Needs (mixed)

- Old, historic dorms have unique issues and concerns

- New construction has different issues, but still has issues

- College "envy"

- Building admins don't always know where to go for facilities-related issues

1877

2022

NJAPPA
New Jersey Chapter of APPA

Princeton's Linked Services Neighborhood Program

The linked services approach is a more **integrated model of providing daily services** to meet increasing & different customer needs as our campus community grows.

Linked Services Neighborhood **Goals:**

1. Deliver excellent service
2. Meet changing customer needs
3. Develop a culture of communication based on transparency and trust
4. Create a clear process for feedback, escalating concerns and tracking metrics
5. Integrate teams across organizations*
6. Hold monthly meetings "linking" all teams

*Princeton University cross-functional teams that support Residential Colleges include: Building Services, Maintenance, Scheduler/Planners, University Services, Housing, and Residential Colleges administrators

NJAPPA
New Jersey Chapter of APPA

Performance Objectives

Expand the Building Services Supervisor role to *lead* coordination between groups

Increase check-ins and quarterly rounds

Increase proactive communication with customers, e.g., daily stand-ups, monthly meetings

Include more leaders when addressing issues & concerns

Encourage College Admins to discuss work requests with their partners

NJAPPA
New Jersey Chapter of APPA

Service Level Program Success, so far

Expanded Custodial Service to seven days vs. five days

Piloted a late/afternoon shift in the Residential Colleges

Increased meetings with Building Services Supervisors & College Administrators

NJAPPA

New Jersey Chapter of APPA

Who's in the Room?

Facilities Operations*

Housing Regional Engagement Specialists

Residential College Administrators

Facilities Scheduler/ Planner

Collaborative Effort

*including both Maintenance & Building Services

NJAPPA
New Jersey Chapter of APPA

Proactive vs. Reactive Operations

What is Maintenance?

Work required to...

- preserve or restore buildings and equipment to their original condition

- preserve or restore buildings and equipment to be effectively used for their intended purpose

- ensure ongoing operation of the campus

Figure 1: Overlaps and Interrelationships in Types of Maintenance
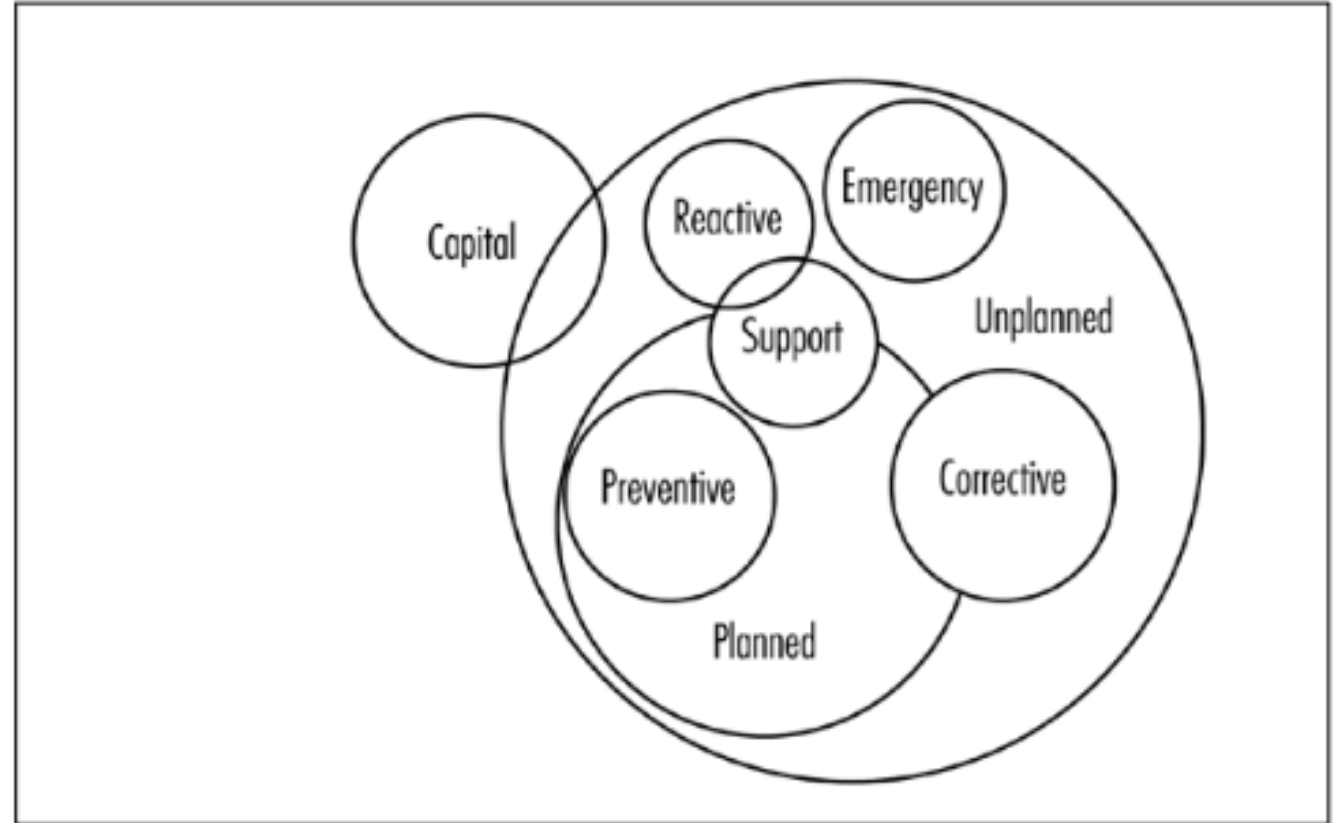
Linked Services - Key Topics Overview

- Reactive Maintenance

- Proactive Maintenance

- Customer Experience

  o Customer Service

  o Stewardship

NJAPPA
New Jersey Chapter of APPA

Reactive vs. Proactive

Reactive:
Unplanned maintenance of a nuisance nature, usually identified and reported by facilities users.

Reactive vs. Proactive

Reactive:
Unplanned maintenance of a nuisance nature, usually identified and reported by facilities users.

Proactive:
Cyclical, planned work funded through the annual budget cycle, to continue or achieve originally anticipated life of a fixed asset or established level of performance.

NJAPPA
New Jersey Chapter of APPA
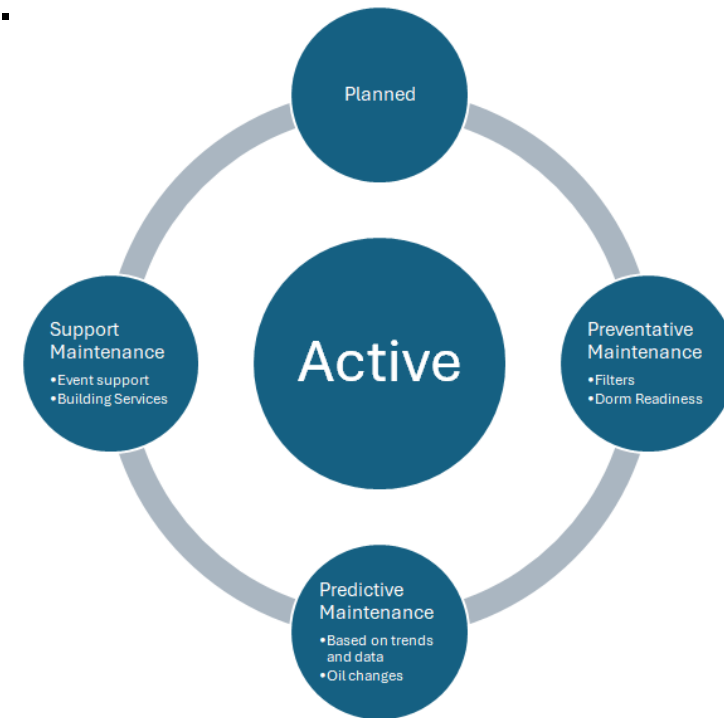
Customer Experience

All support provided to campus customers as needed and upon request.

The role of the guardian of the institution's physical facility assets.

Customer Service

\+

Stewardship

→

Customer Experience

The **perceived** end user experience.

NJAPPA
New Jersey Chapter of APPA

Figure 2.1: APPA Levels of Maintenance

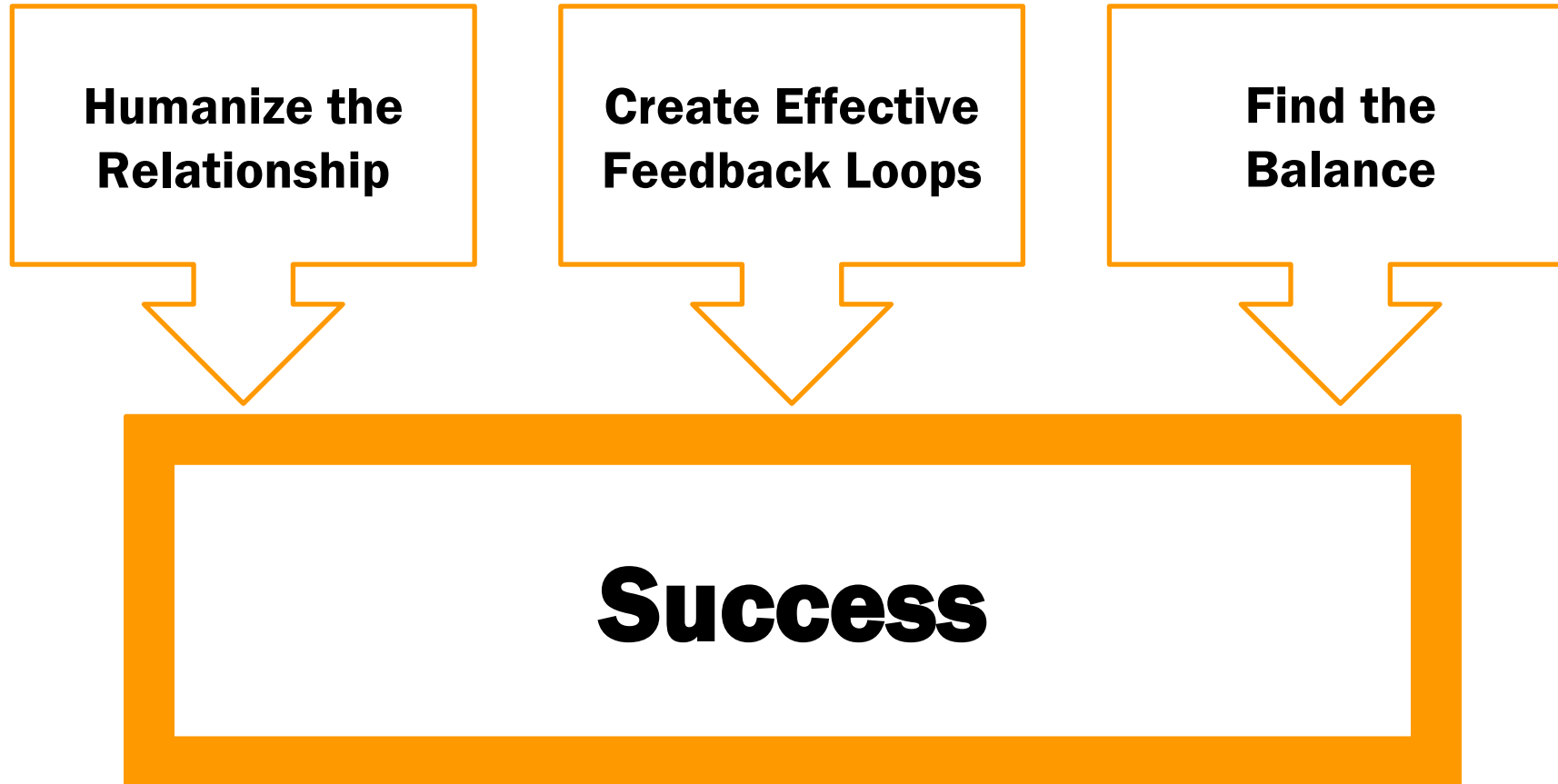|	
Level 1: Showpiece Facility	Maintenance activities appear highly focused. Typically, equipment and building components are fully functional and in excellent operating condition. Service and maintenance calls are responded to immediately. All regulatory submittals and requirements are met on or before submission dates. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.
Level 2: Comprehensive Stewardship	Maintenance activities appear organized, with direction. Equipment and building components are usually functional and in operating condition. Service and maintenance calls are responded to in a timely manner. All regulatory submittals and requirements meet submission dates. Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.
Level 3: Managed Care	Maintenance activities appear to be somewhat organized but remain people-dependent. Equipment and building components are mostly functional but suffer occasional breakdowns. Service and maintenance call response times are variable and sporadic without apparent cause. Regulatory submittals and requirements typically meet submission dates, with some occasional short delays. Buildings and equipment are periodically upgraded to current standards and use, but not enough to control the effects of normal usage and deterioration.
Level 4: Reactive Management	Maintenance activities appear somewhat chaotic and are people-dependent. Equipment and building components are frequently broken and inoperative. Service and maintenance calls are typically not responded to in a timely manner. Regulatory submittals and requirements with the largest operational impact meet submission dates, but those that have less of an impact are typically late. Normal usage and deterioration continue unabated, making buildings and equipment inadequate to meet present use needs.
Level 5: Crisis Response	Maintenance activities appear chaotic and without direction. Equipment and building components are routinely broken and inoperative. Service and maintenance calls are never responded to in a timely manner. Regulatory submittals and requirements with the largest operational impact are typically submitted late, with other requirements ignored unless cited. Normal usage and deterioration continue unabated, making buildings and equipment inadequate to meet present use needs.

Balance

Figure 1.4: Allocation of Time to Stewardship or Customer Service

How this Works

Customer Engagement → Interdisciplinary Representation → Strengthen & Deepen Customer Relationships

NJAPPA
New Jersey Chapter of APPA

Why this Works

Humanize the Relationship

Create Effective Feedback Loops

Find the Balance

Success

NJAPPA
New Jersey Chapter of APPA
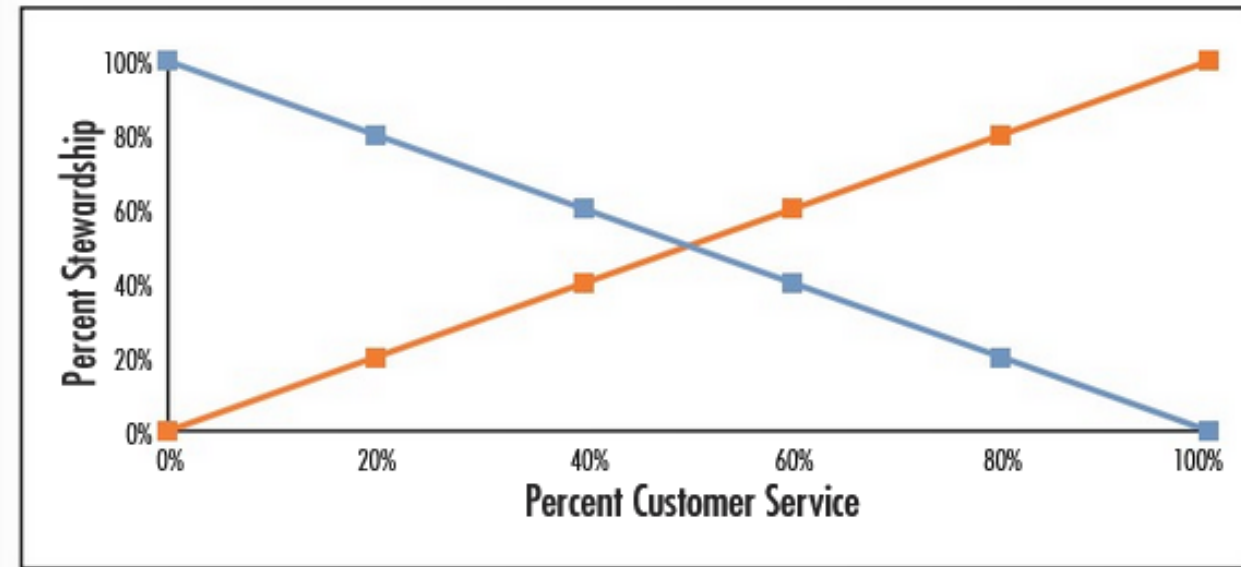
Data Driven Customer Service

Data Driven Customer Service

Why collect data and what should we do with it?

Common framework

Expectation Setting

Trend tracking

Transparency

Proactivity

NJAPPA
New Jersey Chapter of APPA

Linked Services Neighborhood Dashboard

- **High Level Overview**
  - Quickly identify issue areas
  - See entire program at-a-glance

- Pest Control Details View
  - Proactive Issue Identification
  - Program Tracking
  - Historical Comparisons

- Maintenance Details View
  - Proactive Issue Identification
  - Ongoing/Open Work
  - Year-on-Year trending
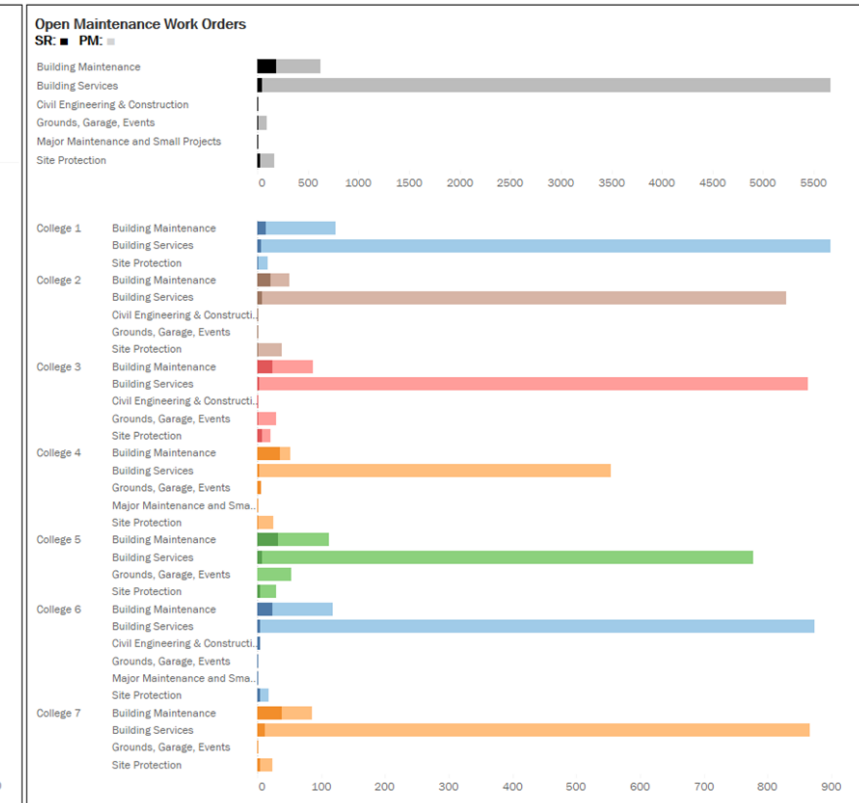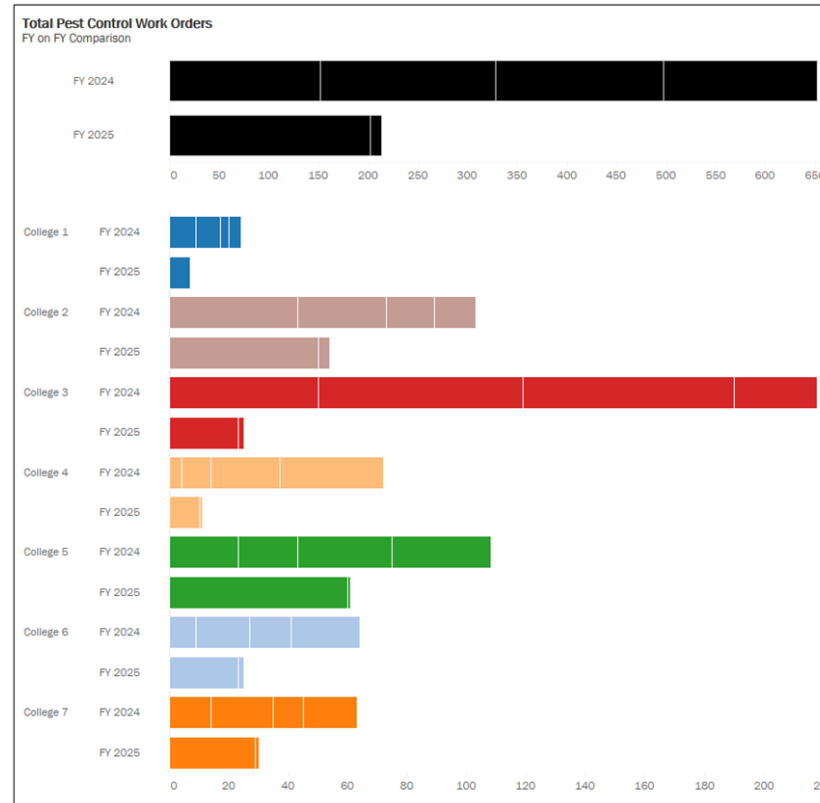
Data is fictitious, for presentation purposes.

Linked Services Neighborhood Dashboard

- High Level Overview
  - Quickly identify issue areas
  - See entire program at-a-glance

- **Pest Control Details View**
  - **Proactive Issue Identification**
  - **Program Tracking**
  - **Historical Comparisons**

- Maintenance Details View
  - Proactive Issue Identification
  - Ongoing/Open Work
  - Year-on-Year trending

Data is fictitious, for presentation purposes.

Fall General Membership Meeting
November 1st 2024
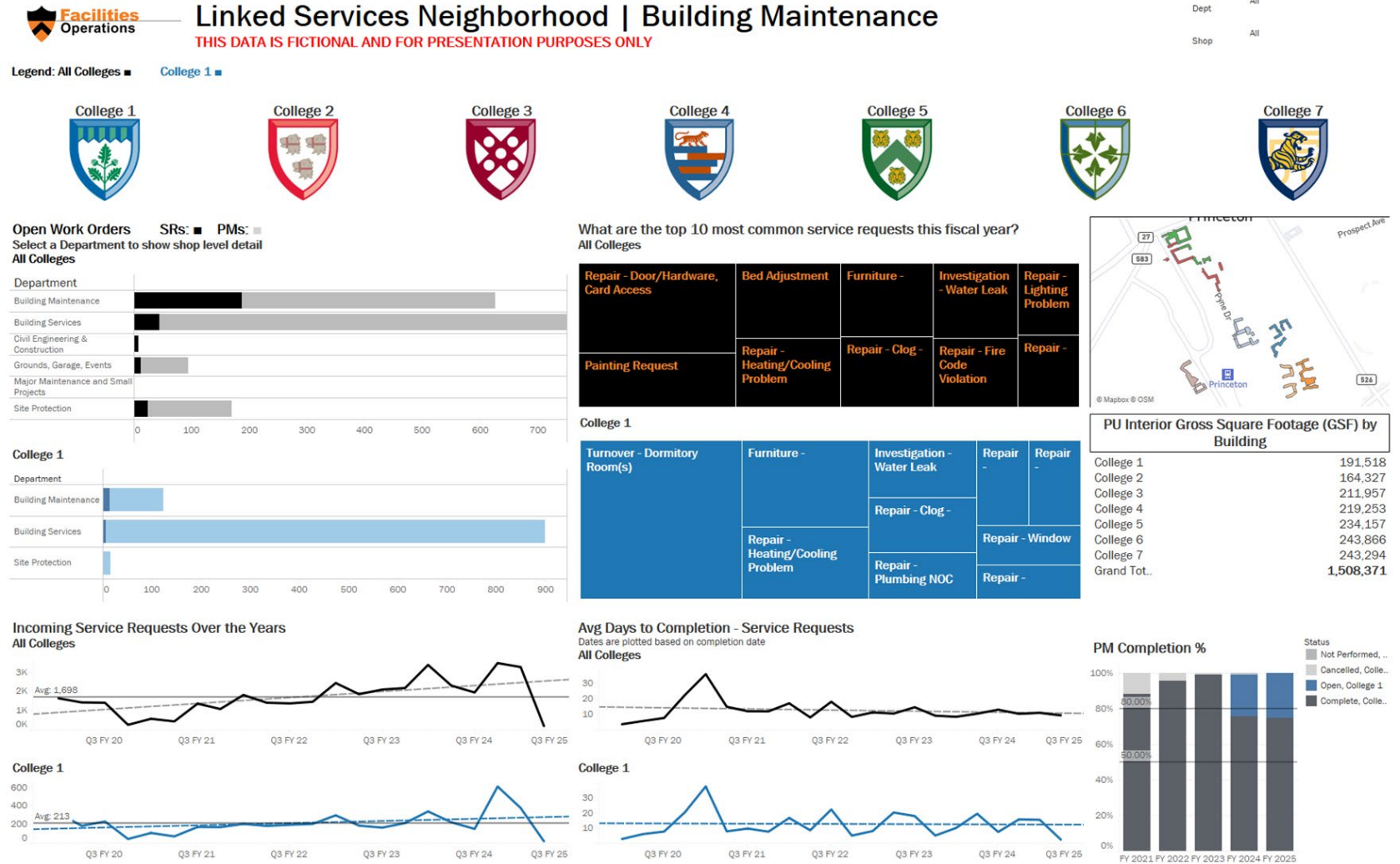
Linked Services Neighborhood Dashboard

- High Level Overview
  - Quickly identify issue areas
  - See entire program at-a-glance

- Pest Control Details View
  - Proactive Issue Identification
  - Program Tracking
  - Historical Comparisons

- **Maintenance Details View**
  - **Proactive Issue Identification**
  - **Ongoing/Open Work**
  - **Year-on-Year trending**

Data is fictitious, for presentation purposes.

Fall General Membership Meeting
November 1st 2024

Thank You!

John Argento
Operations Manager
Princeton University Facilities
jargento@princeton.edu
609-258-6241

Tom Calabrese
Associate Director, MEP
Princeton University Facilities
tc1397@Princeton.edu
609-258-7099

Daniel Debelak
Assistant Director,
Business Intelligence
Princeton University Facilities
ddebelak@princeton.edu
609-258-8551

Facilities
Princeton University

Fall General Membership Meeting
November 1st 2024

NJAPPA
New Jersey Chapter of APPA