MESSAGE FROM ASSOCIATE VICE PRESIDENT CHARLES KENNEDY

A topic that we have talked about a great deal, from senior leadership throughout the entire Facilities Services organization, is leading change. Leading change is not just a leadership competency. The ability to bring about strategic change, both inside and outside of our natural work groups, and to meet organizational goals, depends on every employee being involved. LuAnn Stokke, our director for Strategic Initiatives and my Chief of Staff passed out a document* to the directors that highlighted the competencies for not only leading change but also for leading people and working toward results-oriented goals.

A component about leading change caught my eye and has been a topic with some of my direct reports. That component is resilience. Resilience is defined as dealing effectively with pressure, remaining optimistic and persistent to your goals—especially under adversity—recovering quickly from setbacks and not allowing other people’s behavior to negatively affect yours.

Think how less stressful your life would be if you could master these lessons. Easier said than done, or, maybe easier than you think! While a lot of this type of personal success stems from a healthy sense of self, a great deal of achievement could be gained by realizing that we cannot control how other people behave, we can only control how we react to other people’s behavior.

Most people are well intentioned and believe in giving others the benefit of positive intent while a few are quick to find fault. Do you see how this behavior can impact your department’s productivity, another department or perhaps an entire organization? Where do each of us fall within this behavior?

People who exhibit high levels of resiliency generally stay above the negative gossip or actions and do not become part of problem. As we go through our daily work think about taking at least one opportunity each day to give someone else the benefit of the doubt, offer respect even if it feels undeserved and remember that individually we all are responsible for leading change.

*published by Career Path Development Guide/PBS University

+TRAINING

Confidence in the Contract
Thursday, August 11
10 a.m. to noon
https://goo.gl/90Sh9x

Making “Cents” Out of Payroll
Thursday, August 25
10 a.m. to noon
https://goo.gl/IvBPQ

The 1-2-3s of Financial Management
Thursday, September 22
10 a.m. to noon
https://goo.gl/JYAnO5

Have an idea for a class?
Get in touch with the FS Training Center:
https://goo.gl/fkG8zN

Saturday, October 8
9 a.m. to noon
information and sign ups at
uw.edu/facilities/dayofservice
FS Employee Newsletter: Tell me about what you do for Facilities Services.

Daniel Jung: My name is Daniel Jung and I'm a window washer lead here for Facilities Services' Building Services Department. I started here in 2013 as a window washer.

FSEN: How did you get into this line of work?

DJ: A buddy of mine was a high-rise window washer and has some connections here. At the time I was really into rock climbing, which matched some of the temperament and skillset for this job, such as not being afraid of heights and having a mindset revolving around safety.

FSEN: What's it like to be a window washer on campus?

DJ: I love doing this job because we get to see all of campus. We're in different buildings every day, we aren't doing the same thing in the same building every day. Because of the work we do we get these spectacular views. We start close to sunrise, and seeing Mt. Rainier and downtown Seattle when the sun first starts hitting them is just incredible.

This job can be difficult and slow sometimes because of how seriously we take all of the different safety issues. It's hard because our crew may want to finish up an entire building, but it's missing some anchor points and there's no safe place to put a lift, or we may not have the equipment to access particular areas safely. We value safety above all else, so sometimes we'll leave a building unfinished until we can come back to it and access those areas properly.

We see so many different buildings on campus, and we regularly coordinate with Facilities Services' masons, roofers, glazers, pressure washers and the groundskeeping crews. We share a lot of lifts and equipment with them. This makes it hard over the summer, because it's the best time for working on the outside of buildings, and sharing a lift with other FS departments means a lot of competition, and fewer opportunities for our team to have the lift. This summer we met that challenge by renting a lift, and to maximize our use of it, performed over-time work including on weekends.

FSEN: Tell me about some of your team's accomplishments.

DJ: Recently we joined the International Window Cleaning Association and we are hoping to follow some of their best practices alongside all of our OSHA safety requirements. There's a special safety certification course that we're hoping to complete this fall.

We recently had a Fire & Rescue technical team talk to us about what to do if a worst-case scenario were to occur. Techniques we could use, best practices, all of that.

FSEN: What are some challenges your team has faced?

DJ: Safety regulations change over time, and it's been difficult for our team to keep up. It's our top priority to be safe, so it pleases me to see how our enthusiastic crew takes safety as seriously as they do. We always go above and beyond to set extra safety measures so that we can help ensure that our team leave from work in the afternoon the same way they came into work in the morning, capable of doing...
the same the next day. I'm most passionate about safety.

I'm sure if you ask Safety Manager Tracey Mosier, Safety Analyst Chris Pennington or Safety Trainer Barb Brown they'd tell you their inbox is completely full of emails from me. We also work with Tom Pittsford at Campus Engineering pretty regularly, as he's able to provide some schematic drawings that tell us what anchors around campus are actually safe to use. We want proof that the anchors can hold much more than a human.

Another challenge we faced was that our team was understaffed for a long time — for a while it was only me and one other person, now we're up to a team of six including myself, and we're only down one person.

**FSEN:** I know staffing has been an issue for your team, tell me about your journey to becoming nearly-fully staffed.

**DJ:** I'm excited that we're almost fully staffed. I've also worked with Crystal Ryan, assistant to Gene Woodard, to get positions posted more quickly than in the past when they open up. We've even looked at making minor changes to the job postings so that we can get more applicants in here. We've actually found that climbers make a good fit for this position because they aren't afraid of heights, and they're comfortable wearing harnesses and working with ropes.

For us, in filling these positions, a big part of it has been finding people who are safety minded. Trust is a big part of our team: I need to rely on my team members when I'm going off the side of a building.

Our team is very close-knit. Everything has worked out well for us and we all get along.

**FSEN:** Looking at the future of your team, what are you most excited about?

**DJ:** Looking to our future, one of our big plans is to try and get a regular schedule in place. We're collecting data on how long it takes us to complete different tasks so that we're better able to estimate and schedule work. Our goal is to make our customers happier by decreasing the cleaning-rotation schedule.
Now that we’re nearly fully-staffed we’re able to go to buildings across campus more frequently.

Any member of my team could walk through campus and tell you exactly how long it’s been since certain windows were visited. We can tell just by looking at them whether they were cleaned last week, last month, last year or a few years ago.

I’m excited to see the glistening on the glass on more buildings more frequently in the future.

**FSEN: What are some of your favorite buildings to work on?**

**DJ:** One of my favorite buildings to work on is Foege Hall. It has a dedicated swing stage, which makes it much easier for us to clean. I know one of the team’s favorite buildings is the IMA’s top floor, because once you finish with the top floor it’s just a straight drop down that we get to rappel, which is pretty fun.

I’m excited to work on campus’ new buildings too. I work regularly with the Capital Planning & Development, and John Kelly at Environmental Health & Safety who do a good job at keeping our team in the loop. I always bring someone in the crew with me to planning meetings, and we’re involved when the building is still in its design phase so we can see where all of the access issues for the building exteriors might be.

**FSEN: What do you want folks across campus to know about your team?**

**DJ:** I want customers to know that no building has been forgotten! We’re striving to get to every one of them. If people have questions about their building they can always contact me.

The crew is awesome. We’ve only received positive comments and feedback about our crews.

Because our team has had this backlog for so long we had fallen behind. We’re still trying to play catch-up, but we’re excited for a time when our work is scheduled and more proactive. Having a fully-staffed team means that our larger, ongoing projects aren’t slowed down when we handle daily requests.

Campus buildings have these million-dollar views and we want everyone on campus to be able to enjoy them.
“Excellence is fluid – it can extend to all parts of your life.”

Michael Callahan, Head Coach, UW Rowing

From the beginnings of UW Rowing in 1901 and the famous rivalry races with California, the UW has gone on to become national champions many times. The first time the UW participated in the “Varsity Challenge Cup” was in the early 19 teens. UW has won the Intercollegiate Rowing Association (IRA), National Championship Regatta, many times beginning in the 1920s. When they won in 1936, they went on to the Olympic trials in Poughkeepsie, New Jersey. They became the champions of the nation and the world by winning the Olympic Gold Medal in Berlin as described in the New York Times bestseller The Boys in the Boat.

Back in 1880 only five schools competed in intercollegiate racing. Now the top 24 schools qualifying in match and duel races compete annually at the National Championship Regatta. The UW won the regatta five years in a row since 2011 but in early June lost to California at West Windsor, New Jersey and relinquished the cup. The cup was first presented to the IRA by Dr. Louis Seaman of Cornell University in 1898 and first awarded to the University of Pennsylvania in the same year. It was created by silversmith Theodore B. Starr.

Michael Callahan, Head Coach of UW Rowing, commissioned a new travel case for the exquisite silver champion’s cup before the trip. The priceless cup is securely held by just a “taste of the UW” in purple velvet! Ed McKinley of the Facilities Maintenance & Construction group designed and built a secure inner case and an outer traveling case. It will remain in perfect shape for the trip back to Washington in future years!
Every June as the spring quarter wraps up, students living in all on-campus residence halls and on Greek Row are required to fully vacate their rooms before summer break. Often, there’s only enough time and space to pack the essentials, which means tons of items are at risk of being left behind on University District streets.

This is where UW Recycling steps in. Their two waste diversion events—SCRAM (Students Cleanup, Recycle and Moveout) and Husky Neighborhood Cleanup (HNC)—not only keep the campus clean and prevent illegal dumping, but they also help benefit nonprofits and organizations in the Seattle area. UW Recycling has established partnerships with groups including University District Food Bank, Northwest Center, Real Change and UW Surplus.

This year’s SCRAM took place during finals week, June 6–11. Planning began in March 2016 in order to determine staffing coverage, overtime, outreach signage and strategic placement of donation stations. Close communication with campus partners—Housing & Food Services and Facilities Services Moving & Surplus—is vital, as all three groups work together in different capacities to deliver and set up SCRAM donation stations to UW’s 12 on-campus residence halls. Bedding, clothing, emergency red backpacks, non-perishable food, small appliances, home and school supplies, electronics, and toiletries are collected and sorted throughout the entire week before being redirected to local groups.

This year’s event brought in 26.47 tons of donations, which includes a grand total of 1,009 red emergency backpacks. “Thank you for all of the backpacks and supplies. So many people across the city are enjoying the donation items and are now able to put money towards rent, food or other bills because they don’t need to pay for laundry supplies or toiletries,” said Karina Saunders, Real Change vendor program associate.

The effectiveness of SCRAM is due in part to its intensive, all-hands-on-deck spirit. Administrative staff, crew members and a temp employee work together to keep everything on track. With so much material being collected, donation sites are inspected, sorted and organized on a daily basis. “This year, I had more interactions with residents while monitoring the sites than ever before, which is great because we were able to help direct them to the appropriate donation bins,” said Emily Newcomer, assistant director of UW Recycling. “Students are also very appreciative, especially those who need to fly home and are limited by how many bags they can check-in. SCRAM provides an alternative for them to get rid of stuff, as opposed to just throwing it all away.”

Husky Neighborhood Cleanup serves the north campus neighborhood during Greek Row’s move out and operates for three days around graduation—this year falling on June 9, 10 and 13. Since the northern portion of campus is technically located within the City of Seattle, UW Recycling partners with groups representing both the University District and the University of Washington.

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and Seattle. “Conversations and meetings around planning and preparing for the event happen nearly year-round with Seattle Public Utilities, EcoReps, and the UW Office of Regional & Community Relations. We discuss how the previous event went and brainstorm opportunities for improvement,” said Erica Bartlett, UW Recycling program coordinator. “During the last three years I’ve coordinated this event, it’s been really exciting to collaborate with key partners to reduce illegal dumping and capture valuable items for reuse,” said Bartlett.

Unlike SCRAM, HNC does accept garbage and recycling, as well as furniture. However, food is not accepted. Trucks from Goodwill, UW Recycling and contracted vendor, Waste Management, park in the center median of Greek Row to immediately organize and collect items as they’re dropped off. “Overall, it’s a good experience and serves a great purpose,” said David Speed, UW Recycling driver lead. “The Monday after graduation was nonstop—the recycling truck was almost filled to capacity with a variety of e.Media, wood, metal and recyclable paper items. Goodwill received many donations, including five bikes in decent condition. The packer (garbage) truck was about 80% full. About 25 old couches and sofas were dropped off that day—everyone that brings one in gets a kick out of watching it get crushed by the packer truck,” continued Speed. In total, the event brought in 7.05 tons of material.

“One serious challenge each year is the vehicle traffic; there seems to be a lot of confusion as to who has the right of way at the intersection of 17th Avenue NE & NE 47th Street,” observed Speed. In the name of safety, this year “UW Recycling borrowed yellow traffic safety cones from UW Transportation Services and displayed signs announcing ‘workers ahead’ to help slow down vehicle traffic,” said Bartlett.

UW Recycling also manages smaller-scale events in August and September: Mini-SCRAM is organized specifically for students leaving HFS apartments when their leases end, and HNC Move-In for students settling into their new homes on Greek Row.
SPOTLIGHT ON LEAN

TAKING A PEAK AT THE FS STORES BIN LOCATIONS LEAN TEAM

The FS Stores bin locations lean team launched with a major problem to address: 75% of the time the information provided in AiM did not match with the actual location of the materials on the FS Stores warehouses. With nearly 10,000 parts in stock, that results in a lot of headaches for warehouse personnel.

As the team prepared for their 60 day report out they discussed a variety of ideas with different approaches to solve some of their problems, but there were also new problems caused by those ideas that would result in rework.

“We’d like to replace shelving in our main warehouse at the Plant Services building,” said FS Stores Manager Jack Nolan. “But that’s a big ask, and making that request, getting it approved, ordering the shelves and installing them will take months. It could be 2017 before it’s all set up.”

The group decided to work on a new signage and labeling scheme that would allow them to tackle issues in the near term, but realized they would need to re-label and sign all bins once the new shelves are installed, whenever that might be.

“We’re stuck with what we’ve got for the time being, but at least we’ll know where things are supposed to go,” said FS Stores Program Coordinator Casey Schoolcraft.

Despite the setbacks, team leader Gail Gokey is excited about what the group has accomplished in only a couple months’ time.

“I think this Lean process has been amazing for FS Stores. When we came into this I thought, how are we ever going to figure this out? It seemed impossible. But the team has had so many different ideas on how to accomplish this monumental task,” said Gokey.

With so many ideas, the team has had lively discussions about the best way forward when there are so many paths they could take.

“We ended up voting on which schemes to enact because we just had so many different ideas, but luckily everyone was on the same page. We all have the same goals in mind in the end,” said Gokey.

Clockwise from center: Casey Schoolcraft, Gail Gokey, Azalea Vasquez, Mike Grumm-Albert, Jeff Jorgenson, Joseph O’Cononor, Mary Mahon and Jack Nolan. Not pictured: Neil MacLeod, Mark Leider, Art Magalona and Brandon Karlson.

Materials Managemeent Analyst Jeff Jorgenson passes out sign samples for the group to discuss.