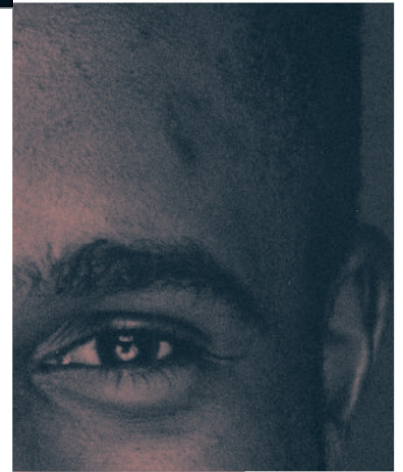


## **FACILITIES MANAGEMENT The Importance of connected Working**



- Do teams understand and appreciate the pressures and priorities experienced by other teams ?
- Does your organisation experience a lack of interdepartmental problem solving and 'joined up' thinking?
- Is there a lack of co-operation and cohesive working practice?
- Would your organisation benefit from positive culture change?

**Revolutionary change...**  
*in facilities management*

## OUR APPROACH

At The **Garnett Foundation** we are committed to stimulating cultural change by assisting organisations to implement strategies that ultimately lead to improved performance and efficiency.

**Facilities Management** organisations, whilst mindful of the potential challenges of not managing employer/employee relationships correctly, often require support to ensure that managers and team leaders are competent and confident in this area.

A formal learning environment for many would be intimidating and unproductive, so The Garnett Foundation take an experiential approach to training, creating a learning space where everyone can engage and feel comfortable.

Our mission is to **improve dramatically** the way people perform at work, through innovative and powerful training and development programmes underpinned by exhaustive research. We then apply the knowledge we have gained to design and deliver highly interactive training programmes. Using professional actors to present real situations from across the workplace. This powerful methodology is likely to have a lasting and memorable impact, compared to a "chalk-and-talk" approach.

But learning must be sustainable and we can assist our FM sector clients to develop and implement a sustainability plan to ensure the learning is embedding and the equality and diversity agenda became part of an organisation's fabric when moving forward. This should include:

1. Recognising and valuing difference in staff
2. Managing challenging situations
3. Working effectively within and between teams
4. Embracing shared values
5. Forming an action plan for culture change

Our programmes take a refreshing approach to this topic by reflecting reality. It provides an authentic link for participants who can identify with the situations and characters. This adds to the credibility of the programme. Moving forward, training programmes should be the subject of periodic review, building on the learning and integrating actions into a cohesive strategic plan.

## THE FACILITIES MANAGEMENT SECTOR

All organisations have a responsibility to educate all staff around the Equality Act and particularly in the areas of discrimination, bullying and harassment. Getting things wrong can be costly on many fronts.

The **Facilities Management** sector faces additional challenges due to the disparate work patterns of onsite teams, lack of 'joined up thinking' and imbedded fear of change. Managing and maintaining cohesive and co-operative teams where lack of communication is present only adds to the challenge.



The Garnett Foundation's work with FM clients tackles these key areas focussing on the promotion and benefits of equality, diversity and inclusion in the workplace. We go further

than simply satisfying client objectives: our aim is to surpass expectations and provide an engaging experience designed to energise and inspire. Everything we do has one goal, to improve the performance of our clients through the promotion of a positive and inclusive workplace culture.

## THE FIVE C'S

*Do your teams...*

- COMMUNICATE** - do your teams understand and appreciate each others pressures and priorities?
- CONSULT** - seek and value opinions?
- CO-OPERATE** - work together to solve issues and problems?
- CHALLENGE** - ingrained negative behaviours and values? and do they work
- COHESIVELY** - working together to improve performance and promote a positive working environment for all?

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## case study -canterbury christ church university

### Aim

To stimulate a culture change that embraced equality and diversity within the Facilities Management Department improving performance and efficiency.

### Why?

Canterbury Christ Church University (CCCU) recognised that poor and inappropriate behaviour, rooted in a lack of awareness and entrenched culture, adversely affected relationships between and within teams. This in turn impacted on morale, performance and productivity, culminating in a negative influence on the service provided to customers.

### What?

During 2013/14, CCCU recognised the need to promote the University's Dignity at Work Policy, Staff Code of Conduct and Wellbeing agenda as well as support managers and team leaders in managing staff performance and behaviour. CCCU wanted to develop a programme that would engage Estates and Facilities staff in an interactive way, with the focus on problem solving. A formal learning environment for many of their staff would be intimidating and unproductive, so they wanted to create a learning space where everyone could engage and feel comfortable.

### How?

CCCU appointed The Garnett Foundation to help achieve the aim.

1. Firstly we carried out extensive research via observations, focus groups, one-to-ones and attendance at department meetings.
2. Secondly, we designed and delivered a highly interactive training programme involving actors presenting real situations from across the department. CCCU recognised this powerful methodology was more likely to have a lasting and memorable impact, compared to a "chalk-and-talk" approach.
3. Thirdly, we developed a sustainability plan to ensure the learning was embedding and the equality and diversity agenda became part of the Department's DNA moving forward.

### Format

Two training sessions were designed, one for all staff and a second targeting managers/supervisors/team leaders aimed at raising awareness, and developing skills to execute their roles and responsibilities with confidence. Each embraced:

1. Recognising and valuing difference in our staff and students
2. Managing challenging situations
3. Working effectively within and between teams
4. Embracing shared values
5. Forming an action plan for culture change

The compulsory training sessions were programmed at various times of the day, evening and weekend to accommodate all working patterns. 99% of attendees said they would recommend the training to others. With each session being introduced by the Director, participants immediately understood the importance of the event. There was a consistently high level of engagement throughout from staff and managers.

### Sustainability

Key to the ongoing effectiveness of this campaign is how CCCU plan to sustain the learning and develop further. This took the form of;

**A Steering Group** involving staff from across Estates & Facilities to monitor, evaluate and embed the training programme. This group was fundamental in the development of the Estates & Facilities strategy, Periodic Management Review and the development of the University's Master Plan.

**Personal Action Notes**, discussed at 1-1 meetings with their manager. And Team Action Notes which were fed back to the Steering Group to explore changes to infrastructure and also passed to managers for discussion at team meetings.

**Improved communication** A new staff group provided the interface between staff and senior management.

**Shadowing Programme** Staff and managers continue to shadow different teams, to promote a joined up approach.

**Improved Shift Handover protocols**

**Ongoing staff development** opportunities to further help permanently embed the concepts and provide the necessary support and leadership skills.



*"I promised the Estates and Facilities Team that they would have a **very different, interesting, informative, fun and interactive session** and asked people to go with it. It was also about the work place environment, how we **communicate** and connect with everyone that they come into contact with. It would also help the department to **achieve greater success** and that the views from staff were very important in taking forward the future Estates and Facilities Strategy. **A great experience** for us all and we will continue working together in this collaborative **ConnectE&D way**".*

**LEE SODEN,**  
Director of Estates and Facilities

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*in facilities management*