

ShopTalk

Plant Operations Support Consortium

Volume 16, Number 4

Winter 2012

Servant Leadership Illustrates Innovative Management

By Sue Brown, Consortium Staff

Dr. Robert Greenleaf coined the phrase “Servant Leadership” in his essay, “The Servant as Leader.” In that essay, Greenleaf contends, “The servant-leader is servant first...It begins with the natural feeling that one wants to serve, to serve *first*.” His idea developed after he read “Journey to the East” by Hermann Hess, in which the Law of Service states, “He who wishes to live long must serve, but he who wishes to rule does not live long.” Greenleaf views institutions as a place where the CEO, staff, director and trustees all play significant roles in holding their organizations responsible for the greater good of society.

One avid supporter of Servant Leadership is longtime Consortium member David McCuistion, supervisor of Custodial Services at Mukilteo School District.

According to McCuistion, Servant Leadership comes down to leaders striving to understand and have compassion for others. He believes that there are leaders at all levels of an organization who strive to improve themselves and the organization in which they serve. These leaders rely

on persuasion rather than positional authority when making decisions and instituting changes.

Focused on his staff’s growth and meeting their needs in relation to their roles in the school district,



David McCuistion, supervisor for Custodial Services with the Mukilteo School District, demonstrates their cleaning process to Consortium staff member and custodial expert, Sue Brown.

McCuistion gives the district’s custodians opportunities to develop their skills and succeed. When changes are being considered in his program – such as a new piece of equipment or new personnel policies – McCuistion encourages his staff to speak up and weigh in. This promotes a sense of value among the employees beyond their tangible contributions as workers, which can also enable the leader to build a better relationship with the union.

McCuistion gave a presentation on *Servant Leadership for Managers – Sustaining Organizational Success* at the 2011 Energy/Facilities

Connections Conference. His session received excellent reviews and was well attended.

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ShopTalk



Washington State University
Energy Program
Plant Operations Support
Consortium

Volume 16, Number 4
Winter 2012

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Shop Talk is a quarterly electronic newsletter of the Plant Operations Support Consortium, providing information focused on facility operations. We welcome feedback from readers.

To provide feedback or to subscribe to the Consortium electronic Listserv, email us at

PlantOps@energy.wsu.edu.

Archived issues of *Shop Talk* are available at:

www.energy.wsu.edu/PublicFacilitiesSupport/PlantOperations/ShopTalk.aspx

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Energy Program

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Editing: Melinda T. Spencer
Design: Gerry Rasmussen

WSUEEP12-001 • February 2012

Shop Notes

By Edwin Valbert,
Consortium Manager

Hello, Consortium.

It is hard to believe (at least for me) that it has been five months since WSU offered me the wonderful opportunity to work with all of you. Every day I continue to be more impressed with the power of the WSU Plant Operations Support Consortium. It is not just a membership organization you join and ignore; it is a collaboration where members help members and where lessons learned and best practices are shared for everyone's benefit.

For that reason, when I look at the Consortium, I don't see just a long list of members; I see a growing partnership. I see partners exchanging ideas, resources, and best practices to help each other run their facilities more efficiently. I see partners who understand that, in these tight times, working together and supporting each other is another way to stretch limited resources. I see dedicated public employees serving the taxpayers to the best of their abilities.

This sense of partnership is why the Consortium has been so successful in the past and why it will continue to be a powerful tool for members in the future. Remember, the Consortium is not a one-way organization. While you should never hesitate to call us for assistance, don't forget to call and share that good idea or facilities solution that worked



Edwin Valbert

for you so we can share it with others.

While Sue, Larry, Phil, and I do all that we can to assist Consortium partners, the real magic happens when we facilitate the exchange of information, resources, or solutions among our partners. I remember being told years ago, "It is impossible to know everything, so it is important to know how and where to look for answers." Your Consortium, with its wide variety of talented, dedicated, and willing partners, is a great place to start when you are looking for answers or for a place to share that good idea or solution that has made your facility more efficient or sustainable. So don't ever hesitate to ask for help or share a good solution, because the only way to take full advantage of your Consortium membership is to be an active partner.

Thanks for all you do for each of your organizations as well as for the Consortium as a whole. ✖

Your partner in creating solutions,

Edwin

Consortium Snippets

By Phil Partington, Consortium Staff

WSU Energy Partners with Consortium to Pilot Energy Audits

A team of high-end engineers and the Plant Operations Support Consortium have joined forces to conduct snapshot energy audits for the Pierce County Public Works and Utilities Department, Muckleshoot Indian Tribe and Seattle Preparatory School.

These preliminary audits include reviewing operational systems from the ground up, presenting potential energy conservation measures and developing preliminary project costs with simple payback calculations. The organizations can present this data to help persuade facility managers to implement energy projects that will enhance the longevity of the facilities and reduce operational costs.

Consortium staff is excited about this venture, and hopes to continue reaching out to members in this fashion as long as there is need for it. As always, contact your Consortium staff with your energy questions and other facility queries.



Marcia Karr, ME, PE, and energy engineer, WSU Energy Program, conducts a preliminary energy audit for Pierce County to help determine potential savings and improvements in efficiencies.

Facilities Web Resources

We live in an information-rich technological era, yet locating consolidated, web-based tools for facilities professionals can be difficult. For that reason, the Plant Operations Support Consortium has created the Facilities Web Resources (FWR) web page, where facilities web-based tools will be highlighted periodically and posted to the Consortium Listserv. As the weblog grows, a search engine and index will be incorporated for user convenience.

FWR can be accessed online:
www.energy.wsu.edu/PublicFacilitiesSupport/PlantOperations/FacilitiesWebResources.aspx

2012 Energy/Facilities Connections Conference

The success of the 2011 EFC Conference will make it tough to top, but the EFC planning team continues to set the bar high with the goal of outdoing itself. Here are some examples of new features and refinements you can expect for EFC 2012.

- Refinement of the popular Hot Shop – a hands-on training component that allows attendees to learn about and try out useful technologies – and continuing Hot Shop opportunities into the evening social activities to provide

See **Snippets** on page 6

State Agencies Develop Effective SharePoint Facilities Tool

By Phil Partington, Consortium staff

Public facilities professionals frequently express the need for a tracking mechanism that does not cost an arm and a leg and performs all the functions they require. Too often, such programs deliver only a component of what is needed. But the Department of Licensing (DOL) and the Department of Social and Health Services (DSHS) have found an effective, economical solution that not only meets their needs, but could be tailored to suit others' needs, as well.

The Department of License's Story

Cathryn Catledge, Facilities Senior Planner with DOL, and her Planning and Maintenance staff were facing the challenge of improving their work order and project request process. They were using an Access database, which was labor intensive and could not provide quick stats. When they turned to SharePoint



Cathryn Catledge

and found it worked well for their needs, they began developing add-on features to build upon that success.

"We were able to design customer service surveys and tie those to automated emails," said Catledge. "And while

folks are survey-tired these days, they were completing these surveys at a high rate."

Cathryn continues, "This allows us to monitor our service delivery methods and adjust processes, if need be. SharePoint allows us to use data in a variety of ways, including the creation of reports, sorting and manipulating spreadsheets and exporting the data into Excel and RSS feed. Gone are the days of hand counts and digging through piles to find a piece of information. This has greatly increased our

efficiencies and we can now make better use of our resources."

She adds, "Giving the customer access to their projects gives them real-time status reports. This kind of data allows them to monitor their projects and budgets, which allows the organization to grow and expand."

Perhaps most importantly, DOL has been able to show this success to its leaders.

"Alan Haight, director of DOL, was very happy when he saw what we had put together in SharePoint," Catledge added. This type of data really uncovered the mysteries of what Facilities does on a daily basis. I believe that this type of reporting is what gave our leadership the confidence to fund the addition of new welding and carpentry shops. This will save the Agency even more money by being able to provide more services in-house.

"All in all, SharePoint has been a win-win for our Facilities department, the customers we serve and the Agency overall," Catledge concludes.

Social and Health Service's Story

In 2008, DSHS decided to use SharePoint as an agency-wide program. But, as with many new projects, the switch-over got started and then dropped when more pressing tasks demanded attention.

In the meantime, Capital Programs was tasked with finding an easier method to track the life and development of contracts to ensure everything was being done correctly. They had been using an Excel spreadsheet. However, after a significant amount of time tracking contracts, that spreadsheet had grown to an unmanageable length. They found that Access did not suit their needs, either.

See [SharePoint](#) on page 7

Leadership

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(Contact your Consortium staff, 360-956-2055, if you would like a copy of McCuiston's PowerPoint Presentation).

Building on Greenleaf's philosophy, James W. Sipe and Don M. Frick extensively researched and then wrote about the seven pillars of a servant leader, as follows:

- **They are people of character** – insightful, ethical and honest, led by conscience, not by ego, and filled with depth of spirit and enthusiasm.
- **They put people first before profits** – helping others meet their highest-priority development needs.
- **They are skilled communicators** – responding to problems by listening first, with a deep commitment to seek first to understand, then to be understood.
- **They are compassionate collaborators** – they believe in strengthening relationships, support diversity and invite contributions.
- **They have foresight into the likely outcome of a situation** – this enables them to learn about the past and to achieve a better understanding about the current reality.
- **They are system thinkers** – they can see beyond the limits of the operating business and also focus on long-term operating goals. They seek to build a strong community within the organization.
- **They lead with moral authority** – they are worthy of respect, inspire trust and confidence, establish quality standards for performance and value moral authority to do the right thing. They create a culture of accountability.

McCuiston has successfully applied his knowledge of these pillars to his job. The Mukilteo School District employs 68 custodians at 23 sites. Each custodian cleans approximately 30,000 square feet on their shift. Amidst tight budgets, the usual temptation is to not rock the boat by introducing new concepts,

It begins with the natural feeling that one wants to serve, to serve first.

Dr. Robert Greenleaf, from his essay, "The Servant as Leader."

processes or equipment. Yet, McCuiston received buy-in from his staff to make changes to improve work processes and work performance at the school district.

McCuiston recently added KaiVac cleaning systems to his arsenal of sustainable equipment that improves the quality and efficiency of restroom cleaning. He ensured that his staff was on board before purchasing the systems and that they were given adequate vendor training and an adjustment period. The custodians have found the KaiVac systems to be easy to operate and time-saving tools. Other products that the district has tested and integrated into their custodial program are ready-to-dispense green cleaning chemicals and high-quality carpet extractors.

See **Leadership** on page 8



David McCuiston shows the inner workings of the school district's KaiVac cleaning system, explaining that the custodial staff has found it easy to operate and a time-saving tool.

Snippets

Continued from page 3

- additional opportunities to connect with Hot Shop trainers;
- More structured networking and cross-talk opportunities;

- A re-energized focus on new topics and first-time, yet high-end, presenters;

Register online by credit card (*web link pending*) or invoice (*web link pending*).

You can also contact the EFC Planning Team with questions or comments: 360-956-2057 or plantops@energy.wsu.edu. ✖



ENERGY/FACILITIES CONNECTIONS

WASHINGTON STATE UNIVERSITY
EXTENSION ENERGY PROGRAM

2012 Energy/Facilities Connections Conference

Mark your calendar for EFC 2012, May 9-11, 2012
at the Enzian Inn in Leavenworth, Washington.

Check out the EFC 2012 page at
www.energy.wsu.edu/PublicFacilitiesSupport/PlantOperations/Conferences.aspx,
or call Consortium staff at 360-956-2057 for additional information.

SharePoint

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"We decided to try out SharePoint," said Jeanne Rodriguez, Capital Assets administrative assistant who was delegated the role of administrator to coordinate the SharePoint site. "It accomplished what we were looking for in a format where we could track and show the processes. It is also a tool managers could use to track status, progress and updates. It's been a huge time saver, providing real-time situations rather than forcing us to discover problems after the fact."



Jeanne Rodriguez

When DSHS downsized, as so many organizations have had to do in the last few years, agency managers looked at using SharePoint on a larger scale to provide staff with a tool to save time while improving efficiencies. The result was a SharePoint site where people could share important updates and data.

That site was synchronized to staff calendars in order to provide updates and alerts to those who had reports due.

"The biggest savings has been in time, which is essential for a short-ened staff," said Rodriguez. "We have folks in the field who are constantly seeking information." Rodriguez added that, in the past, when someone needed certain information and was having trouble tracking it down, he or she would approach another person, who would have to approach another, and then another, and before they knew it, five or six or more individuals were all trying to find the information. SharePoint has helped provide a solution to that challenge.

Lessons Learned

Catledge and Rodriguez share key factors to consider when starting a SharePoint-based program within your organization:

- Communication, collaboration and feedback from the users are essential from the start.
- Building a SharePoint-based program is process-driven, so try to look at the process all the way to the end goal before initiating the first rollout.

We saved approximately \$120,000 per year with this program.

Cathryn Catledge
Department of Licensing

- Forming a cohesive driving group that will be vested from the creation to implementation to management of the system is critical. This is, after all, a living process.

SharePoint will not solve all problems, and there is a learning curve. However, DOL and DSHS have found effective ways to maximize its usefulness that could be emulated by other organizations to maximize efficiencies.

For more information on their successes, contact:

Cathryn Catledge
360-292-4508
CCatledge@doL.wa.gov

Jeanne Rodriguez
360-902-8330
RODRIJR@dshs.wa.gov ✉

Leadership

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McCuistion is keen on providing training to his staff by mentoring them himself; inviting professional educators, such as a representative from the State Department of Health, to talk about infection control; or providing intensive vendor training on equipment or work processes.

Custodians are expected to perform to a higher standard when they are knowledgeable about the importance of cleaning for the health of building occupants. The staff's impressive yearly job performance reports and quality inspections attest to their sense of stewardship and the effectiveness

of the servant leadership approach that McCuistion has established. It is clear that the custodial program at Mukilteo School District has what it takes to be a highly valued and highly regarded profession that provides key services to ensure the cleanliness of District facilities. This is very important in these times of potential cuts. ✂

—
David McCuistion has had many years as a public servant to practice the concept of Servant Leadership. He is a retired naval officer whose 29-year naval career included leadership and management positions as well as

instructing courses in leadership, team building and goal setting. Following retirement from the Navy, he spent 14 years as a Naval Junior ROTC instructor and program manager, teaching team-building and leadership characteristics essential for success in today's business world.

For more information on Servant Leadership, contact David McCuistion, 425-356-1332, or mccuistionda@mukilteo.wednet.edu.

Web sources:

Greenleaf Center for Servant Leadership: www.greenleaf.org/whatis/

Consortium Members

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Centralia
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Chilliwack, BC
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ESD 114
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Snohomish
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White River
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Yakima

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Clark College
Community Colleges of Spokane
Everett Community College

Grays Harbor College
Highline Community College
North Seattle Community College
Olympic College
Pierce College
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The Evergreen State College
Washington State University Extension Energy Program
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Grays Harbor Public Development Authority
Jefferson County
King County Department of Executive Services
Lakehaven Utility District
Lewis County
Pierce County Library System
Pierce Transit
Skamania County
Snohomish County
Tacoma-Pierce County Health Department
Thurston County
Whatcom County

States/Tribal/Misc.

State of Alaska
Muckleshoot Tribe
Squaxin Island Tribe
Hopelink
Tacoma Convention & Trade Center

Washington State Agencies

Corrections
Criminal Justice Training Commission
Ecology
Health
Housing Finance Commission
Licensing
Liquor Control Board
Military
Natural Resources
Parks & Recreation
School for the Blind
Social & Health Services
State Patrol
Transportation
Veteran's Affairs

Our warm welcome to new members in **blue** type. We look forward to serving your facility and operations needs.