

FACILITIES MANAGEMENT INTERACTION AGREEMENTS

CONFLICT MANAGEMENT

- Identify the problem or issue.
- Find a safe and comfortable environment to address the issue openly and honestly.
- Discuss the issue with the right person.
- Listen carefully, using active listening (repeat the statement to confirm understanding of the issue)
- Diffuse any anger or emotion by addressing the problem/issue, not by blaming the person (stop and ask, 'what are the facts? What are the policies?')
- Consider a neutral third party (a mediator or neutral manager), if needed, to resolve the issue.
- Reach a mutually acceptable agreement as to how to proceed.

COURAGE TO SAY WHAT NEEDS TO BE SAID

- Speak professionally and respectfully.
- Consider that there is a time and place (sooner versus later).
- Don't store ammo (don't hold a grudge).
- Don't take a defensive stance.
- Say what needs to be said, and then hear out the entire concern or issue.
- Take the other person's title out of the equation. Say what needs to be said.
- Watch for emotional cues—take a break if needed.
- Agree to disagree amicably—consider principles before personalities.
- Recovery plan: remind the other person of our agreement to say what needs to be said.
- Recovery plan: if needed, go to a supervisor for back-up, consider the need for mediation or conflict resolution

NO GOSSIP AND RUMORS

- We distribute information openly and fairly (regular or daily bulletin with news and events for FM and/or the campus).
- We stop spreading rumors; rumors stop with me.
- We don't twist the message to suit a personal purpose.
- We don't add to the rumor or gossip mill (stop stirring the pot).
- We set expectations with co-workers that gossip and rumors are unacceptable and we don't participate in gossip or rumors.
 - If it is personal gossip: "that person is not here, let's talk about something else."

- If it is work-related gossip: "that person is not here, let's go get him/her and include him/her in this conversation."
- If it is a rumor: "where did you hear that information? Where did you find that out? Can you show me the data or documentation? Let's get clarification of this issue."

- We correct misinformation and seek the source of the information.
- As a supervisor, I address gossip and/or rumors, letting people know that we agree not to do that anymore.
- We create an easily accessible place for concerns or rumors to be posted and explained (example: FM Senior Manager's website to acknowledge rumors like furloughs, VSIP, etc. and post responses).

TRUST

"Trust is earned by behaving in ways that demonstrate trustworthiness."

- We behave the way we did the first month on the job.
- We seek input from affected parties and behave in ways that demonstrate we heard the input. We take action that may or may not use all of the input given.
- When appropriate, we explain actions that are contrary to input given. In instances where the majority of the team indicates a different choice, we consider these preferences and explain the decision.
- We focus on issues, not the person or personalities.
- We disagree without being disagreeable.
- We demonstrate understanding for the other's viewpoint before disagreeing.
- We surface issues and face the problems—no hiding the issues.
- We do not retaliate for surfacing issues or suggestions.
- Recovery plan: we hold regular team meetings where issues and behavior (especially untrustworthy behavior) are identified and addressed.

- Each of us reflects on our own behavior, asking "is this demonstrating trustworthy behavior?"

SUPPORT THE DECISION

- Supervisors know that employees perform tasks willingly and in the way that is expected, even when the supervisor is not present.
- The employees know that supervisors/management support the decisions made in their absence.
- Employees count on each other to help each other.
- Being able to count on being backed up helps morale, provides quicker recovery and frees supervisors up to do more valuable work.

INTERNAL COMMUNICATION

- We communicate transparently with each other, with FM leaders, and with UCI. We let people know about changes on campus, with people, places and things that they need to know. We tell people what is new and who is new.
- We help new employees or transferees to learn about FM; we provide a standardized orientation that includes how we operate, communicate, etc.
- We share successes with each other. If a department or supervisor has a success on a process or project, he/she openly and willingly shares the information with other departments and managers (don't hoard the success or fear sharing the credit).
- We ask for feedback about how groups are feeling about a process, decision or approach.
- We eliminate unnecessary meetings; if there is no need to hold a meeting or there is a better way to share information, use that method to communicate.
- If a meeting is needed, we set a clear agenda, identify the answers and decisions, decide what the next steps are to share with other staffs, and we speak with one voice.
- We set up additional methods of communication with each other; we explore a 'Facebook' type of system to communicate with the entire staff quickly and efficiently.
- We weed out unnecessary emails, and make sure that we have allotted time to deal with emails and other communications.
- Our work order process is simple and one can see 'at a glance:' who is working on it, what is the status/progress, and names and numbers.