

ARKANSAS STATE UNIVERSITY

FACILITIES MANAGEMENT

JOURNEY TO EXCELLENCE

JANUARY 20, 2010

JOURNEY TO EXCELLENCE

Abstract:

Arkansas State University-Jonesboro (ASUJ) is a Master's Comprehensive Level 1 institution of higher education, and is recognized for offering special services to the people of the Mississippi Delta in Arkansas. It is the only comprehensive public university located in this region.

Facilities Management (FM) provides services for an enrollment of over 12,000 students, maintains more than (3.9) million square feet of building space, and maintains a core campus of 577 acres.

FM maintains daily operations for all physical assets of the Jonesboro campus, with shared responsibilities in auxiliary spaces. FM employs 196 staff and has an annual budget of approximately 13.3 million dollars.

Our department mission statement represents the common vision throughout FM. From frontline staff to senior management, FM employees are proud to be the face of the university, and recognize their role in a common campus vision and operating strategy put forth by the Division of Finance and Administration.

Mission:(Intro 1.1)

We are committed to excellence in customer service, safety and integrity.

We provide an environment that promotes quality learning through effective leadership and innovative development of Arkansas State University Facilities.

Vision:(Intro 1.2)

We are a collaborative, problem-solving team that supports the educational mission of the University.

SECTION 1: LEADERSHIP

- **THE FACILITIES MANAGEMENT ORGANIZATION'S SENIOR LEADERS SHOULD SET DIRECTION AND ESTABLISH CUSTOMER FOCUS, CLEAR AND VISIBLE VALUES, AND HIGH EXPECTATIONS IN LINE WITH CAMPUS MISSION, VISION, AND CORE VALUES. LEADERS INSPIRE THE PEOPLE IN THE ORGANIZATION AND CREATE AN ENVIRONMENT THAT STIMULATES PERSONAL GROWTH. THEY ENCOURAGE INVOLVEMENT, DEVELOPMENT AND LEARNING, INNOVATION AND CREATIVITY.**

1.1 Leadership roles and functional responsibilities are clearly defined.

The Assistant Vice Chancellor (AVC) for Facilities at ASU is responsible for the Facilities Management Departments, which are governed under the Finance and Administration Division. FM encourages leadership roles for all staff through mentoring, formal and informal apprenticeships, education, and empowerment.

FM consists of four levels of leadership(1.1.1)—three formal and one informal. The three levels of formal leadership are senior staff, middle management, and team leadership. The fourth level, informal leadership, consists of all members of FM who are not in a classification with supervisory responsibilities.

Senior staff includes the AVC for Facilities Management and the directors of the eight service departments listed below. Senior staff provide overall direction for their service department, and report directly to the AVC. Each of these service departments are separated into units that specialize in a particular facet of their respective operation.

- Business Services
- Building Maintenance Services
- Custodial Services
- Design & Construction Services
- Engineering Services
- Landscape, Motor Pool, and Support Services
- Planning Services
- Project Services
- Quality Improvement Services (QuIP)

Middle management includes the supervisors and coordinators that oversee daily operations in a particular unit of any given service area. Team Leaders organize and perform daily work flow with their team members.

Front-line staff is considered the fourth level of leadership in their own right at the most fundamental level of service delivery. This perspective is based on a philosophy that “leadership is for everyone” and that employees at all levels are truly empowered to make decisions, contribute ideas, and influence service excellence in a positive or negative direction.

Organizational charts(1.1.2) provide position hierarchies for directors, supervisors, team leaders, and all other staff. Employees and customers can view these charts online at <http://facilities.astate.edu>. Organizational Charts are also posted at a central location in the main corridor of the FM Service Center for staff to see any changes as they occur.

Job descriptions(1.1.3) for all positions provide guidance in the employee orientation process. During orientation, current responsibilities for the position are clearly outlined and expectations are defined. Job descriptions are provided from the State Classification System and modified with approval by the Human Resources department at ASU.

1.2 The leadership system is understood by and communicated among all levels. The leadership system includes mechanisms for the leader to conduct self examination, receive feedback, and make improvements.

Responses from annual employee and customer satisfaction surveys are reported and analyzed in ways that reflect directly on individual supervisors. Senior managers are in the process of going through the Covey Program via the APPA Leadership Academy. We plan to adopt a similar process for all managers in the future.

Periodic team leader meetings(1.2.1) give supervisors, directors, and team leaders from each service department a chance to discuss questions and concerns from their employees. These meetings revolve around positive and productive employee feedback that is used to improve service quality and the work environment.

Periodic FM senior staff meetings(1.2.2) are also scheduled by the AVC to share information, check on project progress, and listen to the voice of the senior staff.

Members of the front-line staff also have an avenue to voice concerns that may not be directly related to daily work. In 2005, the AVC commissioned the Employee Satisfaction Task Force, who in turn established a twelve member, non-supervisor AVC Advisory Board(1.2.3). Those serving on the AVC Advisory Board are elected by their peers and include representatives from all service departments. This group meets monthly to assist the AVC in identifying problems from a support staff perspective, and to help improve work environment issues.

The AVC for Facilities holds yearly brainstorming sessions(1.2.4) with all staff, seeking employee feedback. The next step brings the senior staff into follow-up meetings, in which the AVC shares the information gathered from the brainstorming sessions to develop solutions for the identified problem areas.

1.3 The organization has clearly aligned its mission, vision and values statements with those of the campus. Regularly communicates with employees, customers, suppliers, and other stakeholders.

In 2006, a task force composed of FM staff from all service areas and all levels developed a mission statement. This task force considered input from all FM staff while developing the mission statement to ensure that it encompassed and represented as much about our operation and personnel as possible. After receiving feedback from all FM staff, the task force completed this assignment in April of 2007. The Mission Statement is proudly displayed on the FM Wall of Honor and is shared and communicated with all new employees during orientation.

FM's mission, vision and values are an extension of the Organizational Operating Strategy put forth by the Finance and Administration Department at Arkansas State University. The Vice President of Finance and Administration fully supported efforts to establish the Organizational Operating Strategy and Values, which define the vision, guiding principles, and standards for employees conducting daily business at ASU. Copies of the Organizational Operating Strategy are posted in all departments of FM. These guiding principles are used in daily business processes to ensure consistent, fair, and sound decision making. The progressive disciplinary policy of the FM Department uses these principles as criteria for reviewing conduct and correcting behaviors that do not align with the campus vision.

These fundamental principles are also communicated to our customers, suppliers, and stakeholders first and foremost through excellence in customer service and quality work. Another excellent tool utilized to keep stakeholders informed is the FM Voice newsletter(1.3.1), a quarterly publication that is distributed to stakeholders such as the FM Building Liaisons, the ASU Executive Council, and other organizations campus-wide to keep our customers informed and up-to-date on all aspects of FM. The FM Voice is also posted to the ASU Daily Digest, a daily email to all staff and students.

1.4 Facilities Management leaders spend time on a regular basis with their customers and front-line staff.

Each level of leadership in every department is encouraged to spend time with their respective department staff and seek their input. Team meetings provide a common point for front-line staff to voice concerns and identify problems that teams may encounter throughout their day. Senior staff and supervisors visit with employees on a regular basis by stopping at job sites across campus to open a dialogue regarding daily work. The goal is not to oversee every aspect of a particular operation, but to better understand the issues that employees deal with. Senior staff and middle management occasionally chip in during heavy workloads or staff shortages(1.4.1). This open and equal approach develops an atmosphere that encourages feedback among supervisors, employees, and senior staff, giving them a sense of value within the organization and a voice concerning issues within the scope of the work they perform.

The AVC meets bi-weekly with the Vice Chancellor of Finance and Administration(1.4.2), as well as attending bi-weekly meetings with the other direct reports to the VC of Finance and Administration. These meetings deal with campus wide issues and focus on a sustainable level of customer service that will serve all divisions of the university.

The AVC meets annually with university Executives, Deans, Directors, and Chairs(1.4.3) on a random schedule to seek customer feedback concerning FM Services and to ask what needs they may have that are not being met. Senior management staff are encouraged to do the same.

FM encourages all members of the campus community to route work requests through a Building Liaison, appointed for each building. The Building Liaison serves as a common communication point. The FM QuIP Director arranges annual meetings with Building Liaisons and FM leadership(1.4.4) to discuss communications and maintenance issues in their buildings.

1.5 Performance measures at each level of the organization are clearly defined.

Defining performance measures relies heavily on tracking certain indicators in FAMIS (Financial Accounting and Management Information System), FM's accounting software and workflow database. Additionally, Oracle Discoverer provides reports on performance by pulling the necessary information and data from the FAMIS system into a Web-based format. See details on the capabilities of FAMIS and Discoverer that FM currently utilizes in section 4.

FM contracted with a professional consultant in 2006 to evaluate our current practices related to establishing Key Performance Indicators (KPIs)(1.5.1). This process identified the KPIs that would help us define the necessary reports and organizational methods for gathering information and ensure a successful measurement of workplace performance in all FM service areas.

FM measures performance with regard to the department's compliance with the scope of work requested, staying within the budget, and striving for complete customer satisfaction. Several KPIs have been established through the use of monthly reports from FAMIS(1.5.2).

FM custodial coordinators perform periodic inspections to evaluate individual team performance, checking the quality of services rendered to ensure that we meet or exceed customer expectations.

Preventive Maintenance (PM) is scheduled and planned. Production is evaluated by measurement of critical and normal PM work orders completed, and by the number of PM work orders delayed(1.5.3).

1.6 Senior leaders establish and reinforce an environment where shared values support self-direction, innovation and decentralized decision making.

In 2000, FM set out on a path of continuous improvement to reorganize and redefine our philosophy and long

term goals. This philosophy aims to empower the employees of each service area, allowing them to make decisions and promote the free flow of ideas.

Senior leaders encourage a system of consistent accountability for this open decision making process(1.6.1). Accountability at ASU FM is reciprocal and multi-layered. Just as managers hold their employees accountable in a traditional sense, support staff are expected to hold their peers, their supervisors, and themselves accountable for any decisions made or actions taken.

Employees are encouraged to practice constructive criticism, and attend productive team building workshops when available. As an example, a seminar hosted by the Jonesboro Chamber of Commerce taught personality profiling exercises(1.6.2). The purpose of this particular seminar was to introduce individuals to personality traits that were different from their own, and to show how those personalities arrived at the decisions they made on a daily basis. This practice effectively promotes a diverse set of ideas within FM.

In addition, FM is currently actively engaged in sending staff through the Dale Carnegie Leadership Course(1.6.3), with a budget dedicated to send twenty people per year. Also, senior staff are being sent through the APPA Leadership Academy.

1.7 Informed of current trends and practices in the industry.

ASU encourages continuing professional and formal education of employees at all levels for development regarding new and current technology. All degree programs and classes at ASU are offered to all full time employees and their families at a discounted rate, and university employees are allowed up to three paid hours per week during their normal working schedule to attend class. FM employees are also encouraged to take full advantage of the educational opportunities offered by the university.

FM team members attend APPA, CAPP, and the State AAFA meetings(1.7.1), and actively participate in a continued education process. Staff also attend other trade associated seminars to stay informed on standards and common practices from industry professionals in related fields.

FM sets high standards for all staff regarding goals in professional development and continuing education. Many Senior Staff have completed the APPA Institute, and are current APPA members. Almost all supervisors have attended the APPA Supervisors Toolkit(1.7.2).

All employees are encouraged to educate themselves for greater achievement and commit to the endeavor of continued education(1.7.3). Following is a list of key organizations that FM staff are members of, and are fully engaged in.

- APPA - Association of Higher Education Facilities Officers
- CAPP - Central Association of Physical Plant Administrators
- AAFA - Arkansas Association of Facilities Administrators
- ASHRAE - American Society of Heating, Refrigeration, and Air Conditioning Engineers
- NEC - National Electrical Code
- IEHA - International Executive Housekeepers Association
- PGMS - Professional Grounds Management Society
- USGBC - United States Green Building Council
- SCUP - Society of College and University Planners
- ASLA - American Society of Landscape Architects
- NAEP - National Association of Educational Procurement

The FM Department supports an ongoing training program that gives all service areas the freedom to pursue new training opportunities as they arise. Attendees are encouraged to share any knowledge gained from external training and development opportunities with individuals in their service area.

FM encourages its employees and the campus community to embrace any new technology that provides more efficient and higher quality service to the customer.

1.8 A succession plan is in place to ensure continuity of leadership.

Succession planning for the future at ASU forms an essential part of the long term goals at FM. The university recognizes FM for the training and mentoring of staff at all levels of the organization, and for developing the leaders and management staff of the future. Cross-training and re-organization of functional assignments from time to time have created a line of qualified staff for succession at all levels.

The current policies for filling vacant positions are established by the State of Arkansas, Office of Personnel Management (OPM) guidelines, ASU Policy, and FM Operating Procedures. Most positions are advertised to ensure hiring and promotions opportunities for all applicants, internal and external. With current employees in mind, FM often opens positions for internal advancement when qualified employees are present in the workforce before advertising publicly. In fiscal year 2007, 37% of all position openings were filled via internal promotions.

Department managers plan and mentor with all staff to assure that qualified individuals are available to fill vacant positions. On the job training (OJT) provides an opportunity for FM to develop its own through leadership, technical training, and familiarizing them with the processes from the ground up.

Selected applicants go through an interview process that covers job knowledge, experience, education, and special skills to ensure that the most qualified candidate will be given an opportunity for employment. FM has developed a highly structured process for review and selection to assure objectivity and professionalism (See FMOP: Hiring Procedure)(1.8.1).

SECTION 2: STRATEGIC & OPERATIONAL PLANNING

- **STRATEGIC AND OPERATIONAL PLANNING CONSISTS OF THE PLANNING PROCESS, THE IDENTIFICATION OF GOALS AND ACTIONS NECESSARY TO ACHIEVE SUCCESS, AND THE DEPLOYMENT OF THOSE ACTIONS TO ALIGN THE WORK OF THE ORGANIZATION. THE FACILITIES ORGANIZATION SHOULD ANTICIPATE MANY FACTORS IN ITS STRATEGIC PLANNING EFFORTS: CHANGING CUSTOMER EXPECTATIONS, BUSINESS AND PARTNERING OPPORTUNITIES, TECHNOLOGICAL DEVELOPMENTS, EVOLVING REGULATORY REQUIREMENTS, AND SOCIETAL EXPECTATIONS, TO NAME BUT A FEW.**

2.1 A strategic plan exists that includes the goals and objectives of the department.

The daily objectives at FM are an extension of the ASU Strategic Plan and the Division of Finance and Administration's Organizational Operating Strategy. In the summer of 2005, FM compiled a spreadsheet of all criteria for the APPA Award for Excellence, listing practices already in place or in the process of being implemented within the department. All FM staff have reviewed this document, adopting it in the form of a strategic plan, referred to as the Journey to Excellence(2.1.1). Annual goals and objectives are adopted each year that are then implemented in concert with the strategic plan(2.1.2).

2.2 The strategic plan was developed with participation from internal and external stakeholders, approved by administration, and effectively communicated.

All departments in the Division of Finance and Administration at ASU played a role in the development of the Organizational Operating Strategy. Internal and external participation was solicited from all stakeholders, including department heads, front-line staff, and supervisors.

In 2005, new FM leadership shared this vision of excellence, and proceeded to direct the department to focus on the development of procedures that deliver excellence in customer service through proper planning and implementation of the Finance and Administration's Organizational Operating Strategy.

The AVC Advisory Board reviewed the major goals and criteria included in the FM Strategic Plan: The Journey to Excellence. A department-wide evaluation gave all employees a chance to review the document and make suggestions.

2.3 Customer needs and expectations serve as major drivers for setting strategic direction.

Through surveys and open communication, FM sees customer needs and concerns, and aims to meet or exceed customer expectations. Annual customer surveys, FAMIS work order perpetual surveys, and personal communication with customers are all tools that give FM employees a chance to hear positive feedback or correct undesirable situations. As expressed in its Mission Statement, FM is “committed to excellence in customer service”.

2.4 Goals and key performance measures are understood by all and periodically reviewed.

FM ensures that all staff members understand the importance of accurately measuring overall performance with Key Performance Indicators (KPIs). Discussion of KPIs take place during group meetings to explain the overall effort and to show employees the results generated concerning performance. The level of customer satisfaction and performance is measured against previous evaluation reports. This information is evaluated to acknowledge and address positive and negative customer feedback.

Employees set personal goals regarding KPIs during their annual performance evaluations(2.4.1). Staff may choose from a list of common KPIs such as work order completion time, leave tracking, or customer feedback ratings. They may also elect to use established KPIs that specifically address their day to day duties. By setting personal goals and tracking their performance, employees better understand their role in the overall performance of the department.

FM holds training sessions to review the generated KPI reports, ensuring that supervisors and other staff can understand and use them to review. Employees are encouraged to suggest and research additional KPIs that may track performance measures specific to their operation.

2.5 Performance measures at each level of the organization are used to meet goals.

All FM Service Areas use KPI reports to provide the most current information to managers and employees relative to their operation. Directors discuss overall goals for their service area with crew and team leaders, whose time with front-line staff allows for routine observation of performance levels. Crews and teams use KPIs to measure themselves at certain points during the year, noting improvements or deficiencies in a particular area. FM leadership uses KPIs common to all operations as drivers for overall goals within the department.

2.6 A budget is developed with input from staff that reflects historic expenditures, an analysis of needs, and effective allocations of available resources to support the organization’s goals and objectives and seek new innovative measures to leverage resources.

Department Directors are responsible for submitting a working budget to the AVC at the beginning of each fiscal year(2.6.1), which is reviewed and compiled with other department budgets to assure overall resources allocated to FM are distributed in order of priority. FM Business Services staff generates a monthly report to provide information on expenditures from all service areas. These reports are generated and delivered to all senior and middle management staff, who then analyze the data and make adjustments accordingly to improve efficiency. The information provided in these reports is vital to managing the everyday operations in each service area of FM.

2.7 Standards have been defined for overall operational performance , built environment and landscape.

The development of FM standards continues to guide the renovation of existing facilities and the design and construction of new facilities on campus. Although it is an ongoing process, standards have been adopted in three general categories:

- Materials, equipment, and furnishings
- Exterior and interior way-finding
- Interior finishes

The ongoing nature of developing new standards creates a situation that must allow for updates and amendments in response to new campus needs, technologies, processes, and products. It is our goal through these standards to provide guidance for effective and efficient facilities, campus uniformity, streamlined design processes, ease of maintenance, and effective cost savings.

The FM Design Guide(2.7.1) includes recommendations for the treatment of campus edges, entrances, streetscapes, and the central campus open spaces. Energy Management System Controls standards focus on optimal work and learning environments, and include a set of product lines that facilitate a quality atmosphere.

New standard products include classroom technology packages, lighting controls, finishes, and furnishings capable of handling the needs of an ever evolving learning environment.

2.8 A campus master plan is in place, current, and utilized for decision making.

The first campus plan was developed by Petter McAnich of Little Rock in 1931. In 1993, a Facilities Master Plan was prepared by The Pickering Firm of Memphis, Tennessee(2.8.1). This document focused on defining facility needs for the Jonesboro campus. A new campus master plan was developed in consultation with EDAW and a local architectural firm in 1997(2.8.2).

In 2000, ASU commissioned the firm of Carter and Burgess to prepare a transportation study(2.8.3) to address campus vehicular access and connections to the city of Jonesboro. This study provided the basis for the development plans and funding for a railroad overpass linking the campus to downtown Jonesboro.

Last updated in 2007, ASU's current campus master plan(2.8.4) provides general guidance for the physical expansion of the campus. Guidance is also provided for parking as well as vehicular and pedestrian circulation.

In addition to addressing internal campus issues, the master plan explores opportunities for the campus to embrace the surrounding community of Jonesboro. One example includes coordination with the local transit authority to link ASU to the local greenway and trail system(2.8.5).

2.9 The operational units participate in the development of the construction program and are active participants in the acceptance of completed projects.

ASU design teams coordinate with FM professional and operating staff, campus wide department deans, chairs, and the campus community through pre-design meetings to determine standards for use, program needs, architectural design, and building aesthetics. These standards serve as guidelines during project proposals, while community involvement gives customers the opportunity to participate in the decision making process.

A committee representing all stakeholders is formed at the beginning of each project. The committee exists to ensure that the proposed project is programmed, designed, and developed so that budget, goals, schedules, and expectations are clearly understood by all those involved(2.9.1).

Prior to bidding major construction projects, plans and specifications are made available to operating departments for review and comment. Comments are submitted to the Architect for incorporation, if budgetary constraints allow.

Procedures are in place for estimating and monitoring projects from conception to completion(2.9.2).

2.10 Strategies and Processes are in place to ensure continuity of functions in the event of turnover or disruption.

FM uses cross training and mentoring to prepare for seamless customer service in the event of staff turnover or other types of disruptions. FM continues to share responsibility up and down the line of authority to cover shortages and heavy workloads. Employees are cross trained to handle different types of responsibilities and assignments. A group of community contractors can also be utilized for manpower and equipment adjustments to perform duties when the job is beyond department time limits and capabilities.

When excessive labor needs arise and the workforce within a given service area is exhausted, staff from other units can assist through special work orders. In addition, employees within a given service area often share common or overlapping duties that may or may not fall into the job description of each individual involved. This system ensures a continuity of services during the smallest disruptions.

2.11 Emergency Response plans are in place, and are current and communicated to facilities employees and the campus community as required.

The main campus is located in the New Madrid earthquake fault zone, and in an area commonly referred to as "Tornado Alley". In addition, winter ice storms are common at this latitude; therefore, an emergency plan for natural disasters remains an essential part of campus operations. A plan has been identified and assignments made in the event of an emergency(2.11.1).

The university is organized for emergency response in accordance with the Incident Command Structure adopted by FEMA. The office of Environmental Health and Safety coordinates the Campus Emergency Response Team (CERT), which includes FM staff members. CERT is a volunteer program that offers training in the following courses: Individual and Family Preparedness, Disaster Fire Suppression, Fire Safety, Disaster Medical Operations (Parts I and II), Light Urban Search and Rescue Operations, Campus Emergency Response Team Organization, Terrorism in CERT, and Disaster Psychology.

A Disaster Core Life Support course is offered through the College of Nursing and Health Professions. Several individuals in FM have successfully completed the course. Several volunteer fire fighters also work in FM at ASU, and are qualified to offer assistance in the event of an emergency.

The university uses a text message system, emails, and IP Phone messaging to notify all students and staff of emergency situations on campus or in the community. FM employees are strongly encouraged to register cell phones with IT Services in order to receive these emergency messages. Situations such as security, weather, or other emergency announcements relay immediately to the campus community as a whole.

SECTION 3: CUSTOMER FOCUS

- **CUSTOMER SATISFACTION IS A KEY COMPONENT OF EFFECTIVE FACILITIES MANAGEMENT. VARIOUS STAKEHOLDERS (FACULTY, STUDENTS, OTHER ADMINISTRATIVE DEPARTMENTS) MUST FEEL THEIR NEEDS ARE HEARD, UNDERSTOOD, AND ACTED UPON. VARIOUS TOOLS MUST BE IN PLACE TO ASSURE CUSTOMER COMMUNICATION, ASSESS AND ASSIMILATE WHAT IS SAID, AND IMPLEMENT PROCEDURES TO ACT ON EXPRESSED NEEDS.**

3.1 Surveys, tools, and other methods are used to identify customer requirements, expectations and satisfaction levels.

ASU Facilities Management operates as a business, and is keenly aware of the connection between good customer communication and a satisfied customer. This requires FM staff to be connected to customers through positive internal and external communications. ASU FM is also connected to the community through vendors and contractors.

FM uses multiple Customer Satisfaction Surveys to measure the customer perception of critical factors such as promptness, courtesy, responsiveness, and understanding customer issues. Supervisors review customer satisfaction survey data and take appropriate actions to improve delivery of services.

Annual Customer Satisfaction Survey

On an annual basis, FM administers a campus-wide online Customer Services Survey(3.1.1) for stakeholder input. Notices are published on the ASU Daily Digest, which is emailed campus-wide with a Web link that takes customers directly to the survey. Direct emails are also sent to notify building liaisons, deans, directors, and department chairs, so they can remind their staff and encourage participation in the annual survey. ASU FM is in the fourth year of collecting information from the university community through customer surveys.

Perpetual Customer Satisfaction Survey

After each external customer-generated work order is closed, an email is automatically generated to the customer asking for feedback regarding promptness, courtesy of staff, and satisfaction with quality of work(3.1.2). Customers are then given the opportunity to be contacted for follow-up issues or concerns. The QuIP (Quality Improvement Programs) office collects and forwards this data to departmental directors, foremen, and team leaders in order to share both positive and negative feedback(3.1.3).

FM encourages and empowers employees to form a true relationship with customers and the campus community. One-on-one visits with customers across campus are conducted by the AVC and other senior leadership team members at various times throughout the year.

FM uses a hang tag to leave on a customer's door if no one is present when service is performed so the customer is advised of the status of the work(3.1.4). This hang tag gives the customer contact information to feed back any comments concerning the quality of service and communications.

3.2 The roles, responsibilities, and services provided by the Facilities division are well defined, communicated, and understood within the division and by all communities.

FM uses different media and formal meetings to convey information about the roles, responsibilities, and services provided to its customers. The ASU campus community consists of students, faculty, staff, and community-connected educators and visitors. FM is sensitive to all communities that we serve, and recognizes all situations that might affect our customer. A Web page provides customers with information on each service area, a quarterly newsletter goes to the entire campus community, and scheduled customer meetings give FM leaders direct feedback.

The FM Website, available online at: <http://facilities.astate.edu>, connects the customer to information about services provided at FM. The FM Web staff continually monitors and updates the website with the most current information available. The FAMIS work order system offers access to an electronic work order request. Building Liaisons are set up as users in FAMIS, and can access work order history to check the status of any job submitted into the system(3.2.1).

Service Area web pages list services rendered by a particular area and provide contact information along with work order request instructions. The Web site shows a general overview of services and aims to answer frequently asked questions by providing the contact that can offer the best answer.

The FM Voice newsletter runs quarterly as a valuable avenue of communication for customers and employees. This medium shares information about employees, campus projects, team building, training opportunities, and upcoming events. Staff members and management contribute articles to the FM Voice, which is distributed across campus. Specific divisions and project teams that make up a particular Service Area are spotlighted in each issue. The spotlight articles detail the services provided by the featured operation(3.2.2).

With capital projects, FM regularly schedules meetings that bring customers and employees to the table to evaluate work progress, reschedule work, and communicate problems associated with work assignments. These meetings maintain communication between the employee and customer on specific aspects of a given job or project. Roles within a given job are also defined so that customers understand who oversees the project, which provides a direct line of communication with those responsible for the work.

3.3 Levels of service are set to exceed customer expectations and are defined in terms that can be understood by the administration, building users, and facilities staff.

FM uses APPA staffing guidelines(3.3.1) to reach the most efficient level of operation in relation to the number of square feet cleaned or maintained per person. These standards provide the basis for realistic and quantifiable expectations within FM. Senior staff uses this information to substantiate our capabilities with other university officials.

Analysis of the APPA Staffing Guidelines is a top priority for senior management this year. The main purpose of these guidelines is to determine the most appropriate number of staff required in the budget in order to meet a targeted quality level of service. The APPA Service Levels are defined generically as follows:

Custodial Maintenance: Level 1—Orderly Spotlessness; Level 2—Ordinary Tidiness; Level 3—Casual Inattention; Level 4—Moderate Dinginess; Level 5—Unkempt Neglect.

Landscape Maintenance: Level 1—State of the Art Maintenance; Level 2—High Level Maintenance; Level 3—Moderate Level Maintenance; Level 4—Moderately Low Level Maintenance; Level 5—Minimal Level Maintenance; Level 6—Natural Area with No Maintenance.

Building Maintenance: Level 1—Showpiece Facility; Level 2—Comprehensive Stewardship; Level 3—Managed Care; Level 4—Reactive Management; Level 5—Crisis Response.

Overall, we generally want to operate at a Level 2 as our target, although certain spaces (indoor and outdoor) should be targeted at a Level 1 and some spaces may fall into lower levels.

3.4 The communities served know how to obtain, monitor progress, and evaluate the services offered.

FM posts a procedure for requesting available services on the FM Web page. While the Web site gives a description of the services provided and contact information, the FAMIS work order module allows Building Liaisons to check progress of their work order after it has been entered into the FAMIS work order system.

The FM Q&A Factsheet(3.4.1) is given to all faculty and staff during the university new employee orientation. This factsheet provides information to the employee as to the procedures involved in requesting a work order, as well as the fundamental information about the services provided by Facilities Management. Additionally, Building Liaisons, Department Directors, Deans, Chairs, and select administrative personnel are provided a copy of the FM Services Guide(3.4.2). This guide describes in detail the services offered to our customers. The Services Guide can also be found online at <http://facilities.astate.edu>.

The Building Liaison program designates one individual in each building to coordinate and request work. All work orders funnel through the Building Liaison to avoid repeat requests and to give building occupants a portal for communication with FM. Building occupants can contact their Building Liaison to request work through the FAMIS work control system.

FAMIS sends an automatic email to Building Liaisons and original requestors when work orders are opened(3.4.3). Another email is sent upon completion of the work order. Both Building Liaisons and department administrators can view status and pending work order cost at any time during the process. The Building Liaison process is listed on the FM Web site and publicized in the FM Services Guide.

3.5 Customer feedback is used to build positive relationships, drive process and effect improvements.

FM compiles feedback information from customer surveys and identifies the necessary changes in processes that will increase overall productivity and improve the quality of service delivered. This feedback is used to drive and develop annual goals and priorities for improvement(3.5.1).

The Quality Improvement Program Director reviews all complaints, contacts the staff and customers involved, and addresses problems with solutions that remedy the immediate situation while helping to prevent failures in the future. While the focus centers on improving customer service weak areas, commendations are never ignored. Positive feedback demonstrates the kind of appreciation that reinforces the role employees fill at the university.

3.6 Campus users have a clear understanding and positive view of the services provided by facilities organization.

Communication remains open between Building Liaisons and FM staff to maintain a clear understanding of the services provided and ensure that customer needs are met in a positive fashion. Contact meetings are held annually with deans, chairs, and executive staff to review FM service levels. These meetings provide an opportunity to discuss overall satisfaction levels that may not be reflected in the online surveys.

In a similar fashion, Custodial Services keeps customers informed on when to expect service outside of daily cleaning through the use of colored dot stickers. The colored dots, which are placed on door frames, tell custodians what day a particular room receives a thorough weekly cleaning(3.6.1). Customers can check the Custodial Services Web page to determine the different colors that correspond with each day.

Consistent positive customer satisfaction levels from the Annual Customer Satisfaction Survey are a source showing an overall positive view of the services provided by FM.

SECTION 4: INFORMATION and ANALYSIS

- **INFORMATION AND ANALYSIS IS USED TO EVALUATE PERFORMANCE AND DRIVE FUTURE PERFORMANCE IMPROVEMENTS. OF INTEREST ARE THE TYPES OF TOOLS USED (FOR EXAMPLE, PEER COMPARATIVE DATA CLARIFIED AND VALIDATED THROUGH BENCHMARKING), AND HOW THE TOOLS ARE USED TO ENHANCE ORGANIZATIONAL PERFORMANCE. VARIOUS ASPECTS OF INFORMATION INCLUDE FACILITIES INSPECTIONS/AUDITS, FINANCIAL/EXPENDITURE REPORTS, UTILITY DATA, AND OTHER RELEVANT MEASURES AND INDICATORS.**

4.1 A systematic process is in place for identifying and prioritizing performance indicators, comparative information, and benchmarking studies for the most critical areas.

Facilities Management hired a consulting firm to help identify the most important Key Performance Indicators (KPIs). The process focused on the KPIs that give department managers the most feedback to help manage budgets, resources, and build solid customer relations through better service.

FM sets up KPIs in customized reports that provide helpful information to all FM staff, allowing them to benchmark, identify progress, and correct work flow problems. Other KPI reports involve areas such as attendance, estimate cost versus actual cost, and start to finish time for work orders. These are just a few of the KPIs that are in place to measure performance and benchmark progress.

Top Ten Performance Indicators(4.1.1):

- 1) Work Order (WO) projects completions by date
- 2) Maintenance WO completion by date
- 3) WO average time to completion
- 4) Estimate WO budget variance
- 5) Employee turnover rate
- 6) Total maintenance cost by building
- 7) Preventive maintenance completed
- 8) Average age of open customer WO
- 9) Number of WO over 60 days old (Aging Report)
- 10) Labor leave detail.

4.2 Benchmarking results, comparisons, and performance indicators are tracked and used to drive action within the organization.

Benchmarking provides important opportunities for the department to improve performance, increase customer service standards, and provide information to the employee and management staff that allows continual quality improvement. Benchmarking trips provide employees with the opportunity to learn how other institutions operate, and bring back information to share with co-workers and colleagues. These trips create ideas that ultimately bring more efficient and effective services to our customers at ASU(4.2.1).

KPIs are reviewed routinely and form the foundation for continuous improvement changes as needed.

ASU Facilities Management also participates in the annual APPA Facilities Performance Indicators survey(4.2.2). Once completed, it is presented to the AVC for review. After review by the AVC, it is then reported to the Vice Chancellor for Finance and Administration, then forwarded on to the Chancellor.

4.3 The Department ensures that data and information are communicated and accessible to all appropriate users. The required data and information have all the characteristics users need, such as reliability, accuracy, timeliness, and appropriate levels of security and confidentiality.

FM implemented FAMIS (Facilities Administration Management Information System) software in 2004, updating to version 8.1 in May 2005. Billing, procurement, facility inventory, and academic scheduling interfaces between FAMIS and the campus Banner system have been achieved. Additional interfaces with accounts payable and Human Resources are planned or in development.

FM computer technicians use the tools within the FAMIS database to set up multiple levels of security, and determine what content employees should have access to dependent on their status, work assignments, and crew. Members of front-line staff have access to team work order assignments through the use of FAMIS workbenches. Supervisors can monitor work progress for each team under their direction. Building liaisons and work requestors make up a customer level of limited access, which allows self-service work order submittal, tracking, and billing.

FM directors and middle management have access to relevant information in Banner, another accounting management system used on campus. Through Web-based reporting, Banner interfaces with FAMIS data in an Oracle database. Work units use Oracle to configure reports that pull information from Banner and FAMIS to reconcile budgets, purchase order amounts, leave balances, and facility audit information.

To ensure accessibility and consistency with the campus online community, links to FAMIS Self-Service are provided for users on the university intranet, in.astate.edu.

4.4 An effective facilities inspection or audit program is in place that provides a regular appraisal of facilities condition, identifies maintenance and repair needs, and quantifies facilities maintenance resources requirements.

Arkansas State University FM falls under State Guidelines for the Facilities Audit Program for state owned buildings, which is scheduled by the State of Arkansas every two years. The process involves assessing general building condition, recording necessary maintenance repairs, and requesting deferred maintenance funding. In addition, the FM Engineering and building trades groups brainstorm annually to update a spreadsheet of known critical deferred maintenance for budget priority and request(4.4.1). The campus deferred maintenance plan lists projected deferred maintenance and required funding, which is prioritized to include repairs on items that need the most attention.

Bi-annual space audits(4.4.2) include inspections for floor plan and map accuracy, which various service areas can use to determine staffing levels as related to square footage and the amount of ground or floor space covered by their operation. These audits also account for square footage occupied by campus departments and space utilization, which is used to determine federal grant funding and optimize use of space.

FM Engineering Services records interior building modifications through maintenance of floor plans and drawings. Employees can request access to online drawings and original building blueprints through the Space Management division of Engineering Services. Updated floor plans provide room identification for equipment and material record-keeping that is associated with rooms or buildings such as server closet locations, hazardous material locations, lock and key control, and department occupancy and ownership.

Square footage totals are recorded from information and data on scaled floor plans, which provides academic departments with a report on efficient utilization of learning space. Academic Affairs compares these reports to enrollment totals to justify requests for the expansion, modification, and relocation of classroom spaces.

Once any inspection or audit is complete, the data gathered is recorded using FAMIS software. Various reports from the FAMIS system compare facility ratings over time, by building or by area usage(4.4.3).

4.5 An expenditure report is available to managers on a regular basis and is used to effectively evaluate and control expenditures in assigned sub-units.

The Facilities Budget Office provides monthly budget reports that detail monthly expenses, recoveries, salaries, and projected percentage of surplus(4.5.1). These reports present an accurate outlook on the most current information available.

- A report is updated monthly and distributed to department directors with monthly projections on recoveries and forecast budgets for the remainder of the year.
- Directors have access to e-print and can print monthly reports from the university system after the closing of each month.
- Fiscal responsibility lies with each department director.

4.6 An effective system of measuring and recording utility data is in place and is used to establish trends, minimize cost, promote energy conservation, and encourage environmental preservation.

All utility billings are monitored monthly and data is collected(4.6.1). The data is benchmarked against previous billing cycles to detect overbilling or buildings that use more energy than previous years or months. This helps to identify problems in campus building operations, and provides a set path for making corrections or researching the source.

Through implementation of the FAMIS Utility Module, which occurred in the summer of 2008, FM is able to track energy use trends by building. The FAMIS Utility Module will become the key indicator of the progress toward efficiency as energy conservation measures such as lighting retrofits and equipment upgrades take place on campus.

4.7 The organization has a process to ensure that hardware and software systems are user friendly, reliable, up-to-date and meets the needs of all users.

FM employs a full-time computer system administrator who implements new technology and services all computers within the department. This position is responsible for the order, installation, and repair of all FM computers, including printers, software updates, software security systems, and mobile computing devices. This individual also provides scheduled computer training sessions for all FM employees(4.7.1).

- FM has a maintenance and upgrade program.
- FM has established a budget of \$20,000 per year for revolving upgrades and computer purchases based on a (5) year plan.
- FM provides Microsoft Office training to enhance employee knowledge of computer software used by the university.
- FM has developed a practice of standardizing desktop views to ensure staff ease of navigation from computer to computer.
- When security threats are present, emails go out to notify all FM staff of potential dangers related to viruses and spyware.

Software updates for our operating systems, virus protection systems, and spyware protection software are set to automatically update and run in the background to protect the computer in real time.

Front-line staff who spend a majority of time on site are given scheduled computer use time every two weeks to check email and visit Web sites to stay informed on current events in the ASU community and career related information. Computer training is also provided to improve the computer skills, so all employees feel comfortable getting information online.

SECTION 5: DEVELOPMENT & MANAGEMENT OF HUMAN RESOURCES.

- **AN ORGANIZATION'S SUCCESS DEPENDS INCREASINGLY ON THE KNOWLEDGE, SKILLS, INNOVATIVE CREATIVITY, AND MOTIVATION OF ITS EMPLOYEES AND PARTNERS. THIS CRITERION ADDRESSES THE WAYS IN WHICH THE FACILITIES ORGANIZATION ENSURES A CONTINUING LEARNING ENVIRONMENT THROUGH COMMUNICATION, POLICIES, RECOGNITION, TRAINING, PROFESSIONAL DEVELOPMENT OPPORTUNITIES, AND OTHER METHODS.**

5.1 Staff positions are properly classified and allocated in adequate numbers to meet the standard for targeted levels of service.

Most FM staff fill positions in the State Classification Pay Plan which was updated by the State Legislature in 2009. A number of positions are in need of reclassification due to the changes in job responsibilities over the years and the implementation of the new state pay plan. However, all FM employees have clear and defined job descriptions detailing their duties and responsibilities. These job descriptions are on file in the university applicant and employee tracking system, People Admin, and can be reviewed and modified during the employee evaluation period. Facilities Management employs an internal Human Resource Training and Development position for HR functions and liaisons with University Human Resource Management.

FM keeps a well-balanced workforce, created and developed to properly serve our customer base in a way that typically remains invisible and non-intrusive. Proper scheduling promotes a workflow that meets the everyday needs of each facility and department on campus. See hiring procedures(1.8.1) and termination checklist(5.1.1).

In recent years FM has used a standard square footage per employee for staffing guidelines in its front-line positions, benchmarked against APPA FPI data. Currently departments are using the APPA Staffing Guidelines to evaluate staffing levels in Custodial, Landscape, and Building Maintenance areas.

5.2 Training programs provide for new employee orientation and technical skills enhancement for all staff.

The QuIP Program provides all employees with a comprehensive training and development curriculum to meet current and future individual and departmental needs. QuIP utilizes a continual improvement process to evaluate and measure training criteria for current and future requirements.

Arkansas State Human Resources Department provides a half day (approximately 4 hours) orientation process for all campus employees(5.2.1). This initial new employee orientation covers an overview of ASU's organizational structure, policies, safety programs, and employee benefits. Each employee receives an ASU staff handbook(5.2.2) and information needed for an ASU parking permit, faculty/staff photo ID, and university email account.

FM new employee orientation begins with a video overview of the Journey to Excellence and a first day tour of the FM complex. This helps to familiarize staff with department amenities and introduce them to department heads and key personnel. Employee orientation aims to familiarize incoming staff members with procedures and people. New employees tour each FM service area, meeting directors and supervisors to familiarize them with the department and make them feel at home.

New employees are familiarized with their personal "Facilities Training Institute" training program, which designates annual training curriculum requirements, priorities, expectations, and training schedules. New employees are given a fundamental understanding of each position, and how the position fits within the organization.

A department wide training needs assessment was conducted in late 2007 with input from administrative staff, supervisors, state and federal regulating agencies, insurance and risk management shareholders, ASU Environmental Health and Safety Department, ASU Human Resources Department, as well as front-line staff. This process established an initial matrix of training requirements. A list of training modules(5.2.3) was then prioritized to establish development of a comprehensive training program. This program incorporated a series of "learning building blocks", using the practical and technical skills needed to prepare individuals for success in fulfilling their job obligations.

FM is proactive in providing technical education and training for employees. The new efforts to centralize training online aim to document employee involvement and test knowledge of the subject matter, but also provide a two-fold training exercise for employees with limited computer knowledge.

5.3 An effective communication system exists within the department to ensure that each employee knows his or her role in the department, the role of related areas, and the overall role of the department.

The overall role of FM is underscored in the department mission statement and vision for the campus. Because these statements were developed with input from staff at all levels, they are highly reflective of how FM employees see their role at ASU in general.

Supervisors and employees have access to the job descriptions housed in People Admin, Human Resources' applicant database(5.3.1), which provide reference for supervisors during employee evaluations, and reaffirm the assigned duties of individual employees. These job descriptions can expand as the employee takes on more responsibilities, providing documentation for an increased workload.

Supervisor and team leader meetings are held in each respective department to discuss job progress, back logs, and weekly job assignments. Workflow instruction occurs in daily team meetings. Supervisors also meet periodically with team leaders and employees to discuss problems, job assignments, and scheduling issues. Bi-weekly construction project meetings focus on individual and overall project progress. Project construction coordinators, design teams, architects, and engineers also collaborate to review future designs and set the philosophy for development of future projects(5.3.2).

Methods of communication are listed:

Departmental Tours: New employees tour the department during orientation, and supervisors make an effort to personally introduce them to everyone. Roles of each service area are also briefly explained at this time.

Employee Photos Posted: Photos of all FM staff are posted in the main hallway on a board entitled "Who's Who in Facilities Management", which include their name, starting date and service area. The philosophy is that good communication starts with a name and a face, which this display provides for everyone at FM.

Monthly Forum Meetings: The AVC for Facilities holds monthly Open Forums(5.3.3) to establish communication lines across all FM departments, their employees, and the campus community. These meetings bring all FM employees together as a cohesive unit to hear about current news, events, and business for not only the department, but from others across campus as well. Guest speakers often present information on benefits or programs that could affect FM staff.

Internal job postings: Departmental job opportunities are posted throughout the FM building on bulletin boards in the main hallways and break rooms. When new opportunities for advancement arise all employees receive email notification as well, which detail job descriptions for the positions offered and describe the role they will fill at ASU(5.3.4).

FM Service Guide: Services are defined and contact information is provided for each service area and all divisions within.

FM Web site: Available online at: <http://facilities.astate.edu/>, this Web site is updated as changes occur to help guide our customers and the campus community to FM services. Contact information is posted online for senior staff and supervisors.

FM Voice Newsletter: The FM newsletter is published four times a year as a communication tool for FM employees, and is readily available to the campus community through the FM Web site. A group of volunteer contributors from several different FM departments write articles for the newsletter. FM senior staff members use the newsletter as an avenue to convey current information from the administration. Incoming employees are welcomed in the last section of the FM Voice on a photo page that helps employees and customers put names with the new faces. The FM newsletter spotlights individuals and service areas in articles that describe in detail their role on campus.

Inclement Weather Awareness: A wide-screen plasma monitor in the central break area displays local radar as well as announcements on upcoming events and training in FM and across campus. Monitoring local weather gives proper forewarning and reminds front-line staff of their extended responsibilities when inclement weather threatens campus.

5.4 Safety policies and procedures have been established, written, and communicated to all staff.

FM employs a formal set of campus safety rules, regulations, and procedures that are shared with all employees and maintained by the Arkansas State University Environmental Health and Safety Department. FM holds safety meetings on a variety of subjects. Examples include MSDS (Material Safety Data Sheets), hand tool safety, personal protective equipment, and fire safety. Special presenters are invited to share new technologies and information on safety issues.

ASU has an emergency action plan that is well organized with all key players receiving proper training for their area of responsibility. All employees involved in Emergency Operating Center (EOC) leadership positions have received certified training from the US Department of Homeland Security. In addition to training set forth by FEMA, several FM employees actively participate in the voluntary Campus Emergency Response Team (CERT) program referenced in section 2.11.

5.5 Accident records are maintained and used to reduce accidents and identify task for special attention.

An employee task force was formed in 2009 to initiate a new safety program(5.5.1).

The FM Department works closely with Environmental Health and Safety to monitor and evaluate all work related accidents and the prevention thereof. Accident reports are filed(5.5.2) and reports are made available to the department for total injuries, loss of time, total days lost, and number of hours lost to work related injuries.

When an injury occurs on the job, supervisors and the employee involved must then fill out the appropriate worker's compensation paperwork within a 24-hour period of the accident. This provides all the details of the accident to help determine the cause. Follow-up investigations with the employee involved look at accident prevention for the future.

5.6 The Organization promotes employee development/professional development through formal education, training, and on the job training such as rotation assignments or job exchange programs.

FM provides all employees with opportunities for continuing education and training related to their assigned duties. A key function of the QuIP department is the development, delivery, and coordination of a comprehensive training and professional development program for all FM employees. An assessment of training and development needs is conducted periodically. An information database was also developed and is maintained to provide a profile of each employee's training and development.

On the job training (OJT) is another method of ongoing in-house training. Supervisors and team leaders give employees instruction and training on various skill-specific duties, such as reading utility meters, performing preventive maintenance (PM) tasks, proper safety methods, and other everyday OJT that is related to the assigned task.

ASU began moving into a Direct Digital Controls (DDC) system for campus equipment in 2002 along with the installation of a campus district cooling system. Additional training prepared employees and campus personnel for operation of the new system.

The team leader concept at Facilities works to provide the opportunity for supervisors to move and change employees' assignments within a variety of job assignments. This creates opportunities for employees to learn new jobs and build skill knowledge levels.

The FM department encourages employees to take undergraduate or graduate courses at ASU, whether degree-seeking or just taking a class to improve their job-related skills. A 75% tuition discount, plus allowance of 3 hours per week for class, is a benefit that gives FM staff the opportunity to become active participants in the academic world that they serve. Employees who receive a formal education at ASU, especially those whose coursework relates directly to their position, also benefit from an on-the-job learning environment where they can apply the concepts and philosophies taught at the university.

QuIP is adding basic supervisor training to the staff training matrix and will create an initial and expanded training program for new Team Leaders and Managers that includes a variety of on-site and off-site training programs. By the end of this calendar year, we expect to have all Team Leaders through the APPA Supervisors Toolkit and we are currently rotating all Team Leaders and Managers through the Dale Carnegie Leadership Course.

5.7 Career development is supported through involvement in job related and professional organizations, and opportunities to advance within the department.

ASU FM is involved in APPA, CAPPA, and the state chapter called AAFA. ASU FM allows and encourages membership in these organizations to promote education on new technology and leadership concepts. The

FM Department also allows employees to attend other types of training sessions, which include trade shows, computer workshops, on-going FAMIS software training, and other training designed for promoting new knowledge bases. This has been beneficial to employees from all FM service areas.

Career development is addressed at the annual employee evaluation, where supervisors can offer advice and mentor employees.

5.8 Work performance and attendance tracking measures in place, understood by staff members, and used by supervisors to assess performance.

Attendance and leave tracking are monitored by the campus Banner system and in FAMIS. FAMIS time recording details time spent on a particular job as well as leave and compensation time. An attendance report is configured in Oracle Viewer, and gives supervisors access to employee time records in a user-friendly format. These reports are used in conjunction with annual performance appraisals and for direction as needed throughout the year.

Supervisors and staff use customer surveys and regular inspections of work quality to monitor performance. Labor and resources are also tracked using the FAMIS system to check proper usage of time, material, and project budgets. All employees pick a personal KPI metric to be included on their annual performance evaluation, allowing them to set job related goals.

5.9 The organization utilizes both formal and informal assessment methods and measures to determine employee well being, employee satisfaction, and motivation. Assessment findings are linked to performance results to identify priorities for improving the work environment, employee support climate, and supervisor's effectiveness (coaching).

In the spring of 2005 the AVC for FM commissioned an Employee Satisfaction Task Force to recommend benchmarking methods and assess employee satisfaction. An annual employee satisfaction survey(5.9.1) was then developed and distributed to FM staff in the fall of the same year. The AVC Advisory Board now administers the annual employee satisfaction survey. Results(5.9.2) are posted in a formal display in the FM Meeting Room. Survey results are also distributed in the FM voice as well as posted on the FM Web site.

FM Leadership annually reviews the employee satisfaction data to implement improving work environment conditions and satisfaction issues.

Team leaders have monthly meetings with their directors to discuss employee and supervision issues.

5.10 Employee recognition programs are in place for individuals and groups.

The AVC Advisory Board plays a role in raising employee concerns and making recommendations on a broad list of assignments including employee recognition and morale building activities(5.10.1). This builds and develops teamwork among employees and departments. Employees serving on the AVC Advisory Board receive a plaque after serving at least a one year term.

FM recognizes employees for accomplishments and service throughout the year. A formal employee recognition program awards individuals for exemplary performance in attendance and safety. Employee of the Quarter and Employee of the Year awards provide recognition for overall outstanding performance.

For everyday recognition on an individual job or project basis FM uses kudos cards(5.10.2). Kudos cards can be printed from the FM Web site or obtained from the QuIP Administrative Specialist, addressed to a particular individual or unit, and are then laminated and posted in the FM break room on the Wall of Honor. Kudos cards are also placed in the recipient's personnel file.

Open Forum meetings often serve to recognize retirees and outstanding performance. Plaques and awards are presented for merits and years of service. As a general token of appreciation for being part of a constructive work environment FM provides lunch during Open Forum meetings.

FM holds an annual employee appreciation day, which includes a softball tournament, friendly competition, camaraderie, and high energy during a time when operations are slow. It is a great boost for morale, and the purpose is to recognize a year's hard work from the entire department. An outdoor cookout is also held to feed all in attendance.

5.11 Processes are in place to determine the effectiveness of recruitment and retention programs and identify areas for improvement.

FM evaluates and tracks retention of employees annually, and provides a report for department directors(5.11.1). Retentions rates showed improvement when FM began using a formalized diagnostic for hiring, providing proper first day orientation, giving new employees information on job expectations, and providing a better work environment.

Retention starts with recruiting the right individuals, focusing on those with the right attitude and aptitude. FM recognizes the potential of employees that generally want to succeed, and also exhibit these qualities in their actions and endeavors. Hiring people who exemplify these qualities develops a driven workforce that takes pride in exceeding standards.

Recruitment for senior staff and director positions often call for a national search for the best individuals within a respective field. Expanding the search beyond the local community gives FM a wide range of talented, qualified, and diverse candidates.

SECTION 6: PROCESS MANAGEMENT

- **EFFECTIVE PROCESS MANAGEMENT ADDRESSES HOW THE FACILITIES ORGANIZATION MANAGES KEY PRODUCT AND SERVICE DESIGN AND DELIVERY PROCESSES. PROCESS MANAGEMENT INCLUDES VARIOUS SYSTEMS SUCH AS WORK MANAGEMENT, PERFORMANCE STANDARDS, ESTIMATING SYSTEMS, PLANNING AND DESIGN OF NEW FACILITIES, RECRUITMENT AND RETENTION PROGRAMS, AND OTHER KEY PROCESSES THAT AFFECT FACILITIES FUNCTIONS.**

6.1 Processes are in place to ensure that department facilities and equipment are adequate for the provisions of effective and efficient services.

Facilities Management provides its employees with sufficient square footage designated for each department and adequate workspace for employees to perform their daily routine. The proper tools, equipment, materials, workforce, and supplies support the university and facilities mission in performing a wide range of assignments.

Employee polls identify needed equipment, which are in turn included in the annual budget request. Facilities fully stocks a tool room, and devotes staff positions to ensuring that all tools and equipment are readily available for employee use through a check-out system. FM Maintenance also references a truck stock FMOP that places common supply items associated with everyday duties or common work requests on a given assigned vehicle, keeping number of trips back to the warehouse for supplies at a minimum.

6.2 An effective work management system is in place to identify, report, correct, and document substandard conditions and maintenance requirements.

Employees record material usage, develop equipment histories, compile cost data, and supply workflow information for entry into the FAMIS system. Employees use FAMIS to track equipment repairs, evaluate replacement needs, and develop repair histories that report cost. FAMIS also allows for information upon

request on KPIs that help managers and supervisors evaluate service, work performance, material cost, labor, and estimate versus actual cost.

Members of FM Custodial staff serve as drivers for non-customer submitted work orders. Simple inspections and observations of the areas they service help to find and identify problems before customers are affected.

6.3 Work authorization and scheduling procedures have been established that are consistent with the defined role of each unit and achieve an equitable distribution of resources.

When a work order is received by the work order control center, they capture all the vital information, including requested work, account number, finish date, requestor, and job site location. The work order is then sent to the foreman who schedules a work crew to perform the requested work. When the work is finished, the work order is turned in as complete, signed off by the crew supervisor, and returned to the work order control center to be closed and billed if billable.

Custodial Services uses a relief team to assign and re-assign staff onto teams with shortages due to absenteeism and turnover. This allows daily adjustments to assure a reasonable distribution of staffing resources without greatly modifying the workflow process.

6.4 An effective preventive maintenance (PM) program is in place to provide regular inspections and servicing of facilities equipment to assure maximum service life, reliability, and operation.

FM installed the FAMIS Preventive Maintenance (PM) Module to track preventive maintenance on all critical and non-critical common use equipment. FM assesses all major campus equipment with a unique number for each piece of equipment and develops a specific preventive maintenance procedure for all equipment that comes online(6.4.1).

These scheduled PM procedures detail the required maintenance, tools, and safety procedures necessary to perform the recommended preventive maintenance task(6.4.2). All major equipment rooms are cleaned and painted to make them easier to maintain, which also develops a sense of ownership by the employees responsible for them(6.4.3). The PM program helps prevent reactive work orders because the equipment receives the proper maintenance procedure before it becomes unserviceable. This also aids in prolonging the life expectancy of campus equipment.

Custodial PMs consist of automated work orders for cleaning fixtures and surfaces that would normally become inoperable, eroded, or unsightly without regular attention(6.4.4).

6.5 An estimating system is used that provides accurate estimates of labor and material requirements in order to plan the execution of work and to determine the causes of significant deviations between actual cost and estimated cost.

FM uses an estimating process for all estimate requests that has proven very dependable and accurate due to upfront and consistent communication with customers on plans, changes, and estimated timetables for completion. Project execution and estimates operate under the same FMOP, which ensures consistency throughout a given job.

The Project Services Department and the Construction Office offer formal estimates for projects under the guidelines defined in the FMOP: Project Estimating, Execution, and Closure(See 2.9.2). The process begins with a request to the Work Order Control Center and moves into the estimation and design phase, which begins with an on-site consultation with the requestor or project contact person. At the completion of the estimation process, the project goes to a Project Manager, who then becomes the sole contact for the customer.

A Skilled Trades Foreman directs team leaders to manage everyday construction and project progress. The foreman ensures assignment of the proper team leader and crew to stay on schedule and within the projected cost estimate. Team leaders follow a process that monitors all projects from start to final completion.

Budget and cost accounting information are available to the foreman and team leaders for managing each job. The foreman maintains communications with the customer and relates progress or problems that may arise. All operational units send a representative to bi-weekly project update meetings, where all major building design plans are reviewed.

6.6 Design guidelines that incorporate such elements as energy consumption, operating cost, environmental concerns, maintainability, accessibility, and safety have been prepared, up-dated and utilized.

FM employs an in-house design team that develops design guidelines for material and equipment. These guidelines offer specifications for use by design consultants in the planning process. Limited building commissioning and retro-commissioning with in-house staff was initiated in 2007, and design consultants are directed to optimize designs with U.S. Green Building Council criteria as a guide.

FM implements a green initiative with its design and standards program. The organization looks for ways to improve the campus that are friendly to the environment. In a cross unit effort, FM completed an interior campus lighting audit. The information collected was used to estimate the costs associated with several lighting energy conservation measures, along with payback timetables and use of a set of lighting standards.

Optimal seating layouts fall under FM campus design guidelines. The main goal is to provide a comfortable and safe learning environment that includes adequate disability seating. Ergonomic desks and chairs are chosen for comfort and seating layouts are designed to provide proper egress in the event of an emergency.

Campus room identification standards seek to number interior building spaces consistently in all areas. This ensures that the numbering schemes are generally the same for each building. As part of a deferred maintenance painting and interior finishes program, old signage is replaced and outdated numbering schemes are updated.

6.7 The delegation of budgetary responsibility for management of sub-units of the budget is effective in controlling expenditures.

The FM Director of Business Services establishes budgets and reports that are delivered through email to all department heads each month. This allows current updates on budget information and expenditures. The AVC for FM requests budget needs from each department yearly to develop and present facilities budget needs to campus administration. Directors of each service area in the department are held accountable in their annual performance appraisal for budgetary planning and control relative to their units of operation.

SECTION 7: PERFORMANCE RESULTS

- **THE FACILITY ORGANIZATION'S PERFORMANCE AS IT CAN BE ASSESSED THROUGH CAMPUS APPEARANCE, EMPLOYEE SATISFACTION AND MOTIVATION, EFFECTIVENESS OF SYSTEMS OPERATIONS, CUSTOMER SATISFACTION, FINANCIAL RESULTS, AND SUPPLIER/BUSINESS PARTNER RESULTS. WHERE FEASIBLE, IT IS HELPFUL TO HAVE MEASUREMENT TOOLS IN PLACE TO ASSESS PERFORMANCE IN THESE AREAS.**

7.1 The appearance of the buildings and grounds is in keeping with the surrounding community and stated image of the university.

The Strategic Plan adopted by the ASU Board of Trustees established eight institutional priorities to guide the university. The first priority listed addressed enhancement of the university's reputation, visibility, and

influence. Facilities Management interpreted that priority to include the appearance of the campus buildings and grounds. Studies have shown that if potential students and parents have a favorable first impression of campus including safety, security, well-being, and sense of place they will want to return. FM staff understands this philosophy and considers themselves the face of the university, and an integral part of first impressions and academic retention for students, parents, and faculty alike.

All new projects are reviewed to ensure a fit both aesthetically and functionally with the existing campus infrastructure and with the campus master plan. Particular attention is paid to the existing campus exterior building material and landscape pallet. All projects include landscape plans that address site development issues, grading, circulation, lighting, furnishings, and planting(7.1.1).

7.2 The condition and cleanliness of facilities are in keeping with the image and standards adopted by the institution as well as activities associated with its mission and program.

FM has adopted the APPA Staffing Guidelines to determine service levels for ASU in relation to custodial, grounds, and building maintenance standards.

FM Custodial Services uses APPA standards in regard to cleanable square footage, attempting to realize the most efficient methods and adequate staffing for a given building based on the total area serviced. The same standards apply to Grounds Services in regard to maintained acreage per front-line employee.

Custodial Services uses green cleaning techniques and products to reduce the number of indoor air pollutants.

7.3 Building systems and infrastructure are maintained and operated at a level of reliability that contributes to the successful implementations of the institution's mission and program.

Maintenance of ASU educational and general facilities fall under the responsibilities of FM, while joint operations agreements with several independent units on campus provide first response and custodial services to auxiliary buildings. These independent units provide additional support to residential facilities across campus and larger buildings, such as the Student Union.

All Education and General Facilities have been assessed and surveyed for repair needs. These needs are set forth in a preventive maintenance plan that includes daily, monthly, and annual PM program.

7.4 Funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance repairs.

FM focuses budget concerns on effectively using existing state funding resources and setting priorities for deferred maintenance funding. FM tracks all deferred maintenance needs and presents them to the campus community. Senior staff consultation sessions with different stakeholder groups on campus are on going to more effectively communicate the need for an increase in deferred maintenance funding.

Preventive maintenance and active service response programs are designed to minimize deferral of major repairs. See details on PM program in section 6.4.

According to APPA's Facilities Performance Indicator (FPI) report, FM currently operates a maintenance and overall cost per gross square foot that is lower than the average.

7.5 Staff is highly motivated and productive, taking pride in the accomplishments of their duties.

Annual employee satisfaction surveys indicate a positive work environment that promotes motivation and productivity. Supervisors share results from customer satisfaction surveys, including annual surveys and the perpetual customer surveys produced from automated emails. The QuIP team also posts the results of

surveys in charts and graphs on display boards in the FM break room. The displays include results from surveys taken in the past as well, so all staff can compare results and see improvements or deficiencies.

Positive responses to these surveys give FM employees a great sense of pride in their work. Customer feedback from the perpetual customer satisfaction survey is shared with the staff that completed the work, providing personal motivation. Positive survey responses are posted for all to see.

Supervisors pursue solutions to criticisms and negative feedback by noting areas that bring overall ratings down and generating action items that will lead to defined outcomes. The ability to identify these problems becomes a rallying point during team meetings.

FM conducts in-house projects from design to construction, which reinforce a team mentality and provide another source of pride for all employees from senior administrators to front-line staff. Examples include a donor wall for the Legacy Society at ASU that brought together design, fabrication, and construction teams in a collaborative effort to provide a quality product to university patrons. Campus grounds beautification projects also require the services of FM landscape professionals from conception to implementation. FM staff members take great satisfaction in any project completed within the scope of the department.

A recognition program provides an additional opportunity for employees to receive positive reinforcement from peers, supervisors and the campus community. The Employee Recognition Program encourages acknowledgement of staff efforts by providing several avenues and awards for exemplary service. Recognition awards include Employee of the Quarter, Employee of the Year and the Safety Award.

7.6 Customer satisfaction measures ensure that the level of service is consistent with customer needs and requirements and within the facilities departments' capability.

FM conducts annual customer satisfaction surveys, records the results, and uses them to assess areas of improvement. Annual customer surveys(See 3.1.1) provide a measure of service consistency across multiple jobs and work requests, while perpetual surveys(See 3.1.3) rate individual performance on a particular job or work request.

Perpetual surveys, produced from automated emails, allow for immediate corrective action, and are an integral part of the image that FM presents to the campus community as an organization that willingly corrects itself. Immediate action improves the department's standing with the campus community and also improves customer satisfaction by showing customers that we are committed to improving service levels. These ongoing surveys also allow corrective action on a case by case basis, promoting attention to detail within a given job or project.

Apart from formal surveys, service areas within FM receive thank you letters for accommodating departments on campus during critical moments and time sensitive projects(7.6.1). Custodial Services periodically receives letters from deans and department chairs that list positive and negative aspects of the services provided. Members of front-line staff work to establish communication with customers on a daily basis to discuss expectations and to follow up on work performed. Supervisors check in with customers during ongoing projects to ensure satisfaction with work quality and progress.

7.7 Managers and Supervisors stay in touch with the needs of Higher Education.

ASU FM senior staff and supervisors use industry contacts to stay in tune with the needs for higher education. Industry contacts are available through several methods, from listservs and message boards to trade shows and seminars(7.7.1), and through membership within organizations such as CAPP.

FM hosts the National Electric Code (NEC) Workshop and the Custodial Training Institute, which bring various peer groups together to discuss new products and practices within their respective industries. Custodians from local high schools and community colleges attend the Custodial Training Institute for

training and development. The green initiative as it relates to green cleaning and regulatory compliance training serves as the main focus, while technology and industry trends are passed on as well.

The NEC Workshop focuses on the updated electrical code and is held every three years at FM. While ASU serves as trainer and facilitator for these seminars, participants offer a wide range of knowledge related to facilities management.

Other avenues for industry contacts include specific organization or software related Webinars, Facilities Manager Magazine, Clean Management Magazine, and Facilities Engineering Magazine.

Vendors and suppliers also provide information on the latest trends and practices for facilities management in higher education. Service area directors consider suggestions on new and improved products used by institutions with needs parallel to our own.

8.0 OTHER CONSIDERATIONS

Facilities Management is also involved with several community outreach programs. 2006 saw FM named the Y.O.U. Worksite of the Year. Y.O.U. is a summer program that employs at-risk youth from the surrounding community, letting them earn a paycheck and learn the value of hard work. Leaders in the Custodial and Landscape service areas effectively teach the participants how to take pride in a job well done.

Several service areas collaborate with academic departments on campus through common research and areas of interest. Examples include a campus interior lighting audit, conducted by FM Engineering, which students from the Engineering Department utilized in a similar project for the Agriculture Building. Students from the Agriculture Department also shared research on recycling and the most cost effective energy conservation measures for FM to expand its recycling program. Business Services utilizes students from the Management Information Systems degree program to maintain computers and other technology. Landscape Services partners with students from the Horticulture degree program to determine best practices and develop sustainable environments.

Several FM staff members participate in campus charitable activities. On some of these activities and committees, such as Santa's Wolves, FM participation provides the brunt of support. Santa's Wolves is a charity fund that provides clothing, food, and toys for families that struggle through the holidays, but also provides support throughout the year for employees that experience disasters such as the destruction of a home due to fire.

FM employees participate in volunteer efforts in the surrounding community of Jonesboro and beyond. Several staff members participate in Habitat for Humanity in the local community. Others help with relief efforts in communities affected by natural disasters, such as Operation Noah Rebuild for homes destroyed by hurricane Katrina.

Overall, Facilities Management employees at ASU see themselves not only as part of a functioning unit, but as part of a family. The relationships formed within the department and with the campus community at large through everyday work and collaborative volunteer efforts garner a feeling of belonging and well being at the university. As active participants in the execution of the ASU mission, FM employees continually strive for excellence in customer service, safety, and integrity.

JOURNEY TO EXCELLENCE

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