

Arkansas State & UNLV earn the 2010 AWARD for Excellence

APPA's highest institutional honor, the Award for Excellence in Facilities Management (AFE), recognizes those educational institutions whose facilities management organizations demonstrate quality in overall operations and effectiveness.

The two most recent recipients, Arkansas State University-Jonesboro and the University of Nevada-Las Vegas, were honored at the awards banquet during the APPA 2010 conference held in July in Boston, Massachusetts.

Since the AFE Award's inception in 1988, when Brigham Young University and the Medical College of Georgia were the first recipients, fewer than 50 institutions have received this distinct honor.

The Award for Excellence is based on a set of criteria, which include:

- Leadership
- Strategic and Operational Planning
- Customer Focus
- Information and Analysis
- Development and Management of Human Resources

- Process Management
- Performance Results

Evaluation for the award consists of two parts: a self-evaluation addressing specific, stringent criteria, and a site visit by a team from APPA's Professional Affairs Committee to confirm the accuracy of the self-assessment. Applying for and receiving the AFE is no small task for an institution. As you will read in the following pages from ASU-J and UNLV, it takes teamwork from everyone within the facilities organization and requires coordination, motivation, and support from the top levels of leadership to be a successful facilities operation and to win the APPA Award for Excellence.

The deadline for applications for the 2011 Award for Excellence is January 31, 2011. Successful candidates will be honored at the APPA 2011 conference July 16-18 in Atlanta, Georgia.

To apply, visit: <http://www.appa.org/recognition/awardsforexcellence.cfm>

To view past AFE winners, visit: <http://www.appa.org/recognition/excelwinners.cfm>



ARKANSAS STATE UNIVERSITY

BY AL STOVERINK

Al Stoverink is the associate vice chancellor for facilities management at Arkansas State University, Jonesboro, AR. He can be reached at astoverink@astate.edu. This is his first article for Facilities Manager.

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.

Our department mission statement represents the common vision throughout FM. From front-line 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:

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:

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

LEADERSHIP

FM consists of four levels of leadership—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. 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.

In 2005, the associate vice chancellor commissioned the creation of the Employee Satisfaction Task Force, who in turn established a 12-member, non-supervisor AVC Advisory Board. 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.

Employees are encouraged to practice constructive criticism, and to attend productive team-building workshops when available. To help develop these skills, FM is currently actively engaged in sending staff through the Dale Carnegie Human Relations Course, with a budget dedicated to send 20 people per year. Senior staff members are being sent through the APPA Leadership Academy.

STRATEGIC AND OPERATIONAL PLANNING

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. A department-wide evaluation gave all employees a chance to review the document and make suggestions. These document became the FM Strategic Plan and was titled **The Journey to Excellence**.

CUSTOMER FOCUS

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.



Polly Pinney presents the AFE Award to the Arkansas State University team.

FM uses customer satisfaction surveys to measure the customer perception of critical factors such as promptness, courtesy, responsiveness, and understanding customer issues. On an annual basis, FM administers a campus-wide online Customer Services Survey for stakeholder input.

After each external customer-generated work order is closed, an e-mail is automatically generated to the customer asking for feedback regarding promptness, courtesy of staff, and satisfaction with quality of work.

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 departments for follow up.

An FM Service Guide is distributed to all new campus employees and building liaisons. It is also available on the FM website. Available online at <http://facilities.astate.edu/>, this website 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.

INFORMATION AND ANALYSIS

FM contracted with a professional consultant in 2006 to evaluate our current practices related to establishing Key Performance Indicators (KPIs). 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.

Employees set personal goals regarding KPIs during their annual performance evaluations, which we now refer to as Continuous Improvement & Team Development Discussions. 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.

ASU also participates in the annual APPA Facilities Per-

formance Indicators survey. 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.

DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

A key function of QuIP 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.

FM new employee orientation is a priority and begins with a video overview of the Journey to Excellence. New employees are familiarized with their personal "Facilities Training Institute" training program, which designates annual training curriculum requirements, priorities, expectations, and training schedules.

Communications is recognized as a key to both employee and customer satisfaction. A number of communication tools are used:

- 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.
- Front-line staff who spend a majority of time on site are given scheduled computer use time every two weeks to check e-mail and visit websites to stay informed on current events in the ASU community and career related information.
- The AVC for Facilities holds monthly open forums to establish communication lines across all FM departments, their employees, and the campus community.
- When new opportunities for advancement arise, all employees receive e-mail notification and hard copy postings on bulletin boards, which detail job descriptions for the positions offered.
- The *FM Voice* 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 website.
- A widescreen plasma monitor in the central break area displays local radar as well as announcements on upcoming events and training in FM and across campus.
- The AVC Advisory Board administers an annual employee satisfaction survey. Results are posted in a formal display in the FM break room. Survey results are also distributed in the *FM Voice* as well as posted on the FM website. 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. This builds and develops teamwork among employees and departments.

The team leader concept with cross functional teams at Facilities works to provide the opportunity for supervisors to move and change employees' assignments within a variety of job as-



signments. This creates opportunities for employees to learn new jobs and build skill knowledge levels.

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. Kudos cards can be printed from the FM website or obtained from QuIP, addressed to a particular individual or unit, and 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.

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.

PROCESS MANAGEMENT

FM implemented FAMIS (Facilities Administration Management Information System) software with an update to version Xi planned for this fall. 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. Employees use FAMIS to track equipment repairs, evaluate replacement needs, and develop repair histories that report cost.

FM installed the FAMIS Preventive Maintenance (PM) Module to track preventive maintenance on all critical and non-critical common use equipment. These scheduled PM procedures detail the required maintenance, tools, and safety procedures necessary to perform the recommended preventive maintenance task. 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. Custodial PMs consist of automated work orders for cleaning fixtures and surfaces that would normally become corroded or unsightly without regular attention.

PERFORMANCE RESULTS

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 Landscape 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.

Annual employee satisfaction surveys and customer satisfaction surveys indicate a positive work environment that promotes motivation and productivity, which results in satisfied customers.

CONCLUSION

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.

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UNIVERSITY OF NEVADA-LAS VEGAS

BY RICK STORLIE

Rick Storlie is director of administrative services and energy management at the University of Nevada-Las Vegas. He can be reached at richard.storlie@unlv.edu. This is his first article for Facilities Manager.

In its 52-year history, UNLV has undergone an amazing transformation from a small branch college into a thriving urban research institution of 29,000 students and 3,300 faculty and staff located in more than 5.4 million square feet on a 332-acre main campus. The Facilities Division employs more than 300 individuals. The team members are experts in the areas of Planning and Construction, Facilities Operations, Landscape and Grounds, Custodial and Recycling Services, Energy Management, Administrative Services, and Work Management.

The Facilities Management Department is committed to our mission of maintaining state-supported facilities in the most aesthetically pleasing and optimal operating condition possible, while creating and maintaining an environment that encourages and enhances the education experience with every decision we make.

It's the goal of Facilities Management to be world-class in everything we do and create an identity that is synonymous with integrity, professionalism, and excellence.

LEADERSHIP

The Executive Director of Facilities Management reports directly to the Senior Vice President for Finance and Business. The Executive Director supervises a Director of Facilities Management, a Director of Administrative Services, an Assistant Director of Work Management and an Assistant Director of Custodial Services and Recycling. All employees have clearly defined performance objectives and work performance standards that must be adhered to and are evaluated against these at least annually.

STRATEGIC AND OPERATIONAL PLANNING

Goals are set annually and are published in our annual report to the Senior VP of Business and Finance. Department/section heads share goals with their employees and convey what each must do to help the goals. The annual report brings the previous goals full-circle by documenting progress/completion of items from the previous year.

The annual APPA Facilities Performance Indicators (FPI) survey results are also reviewed and incorporated into our goals and objectives. Results from these activities help drive action within the organization to improve or in some cases, get our message out to stakeholders who are not aware of our activities.



The UNLV team accepts the AFE Award



CUSTOMER FOCUS

Facilities Management leadership meets with deans, department heads, and program directors to determine their concerns and provide them with information related to upcoming work that will affect their facilities. FM has

established a Building Proctor Program in an effort to foster better communications our clients. The program provides proctors with a direct line of communication to a facilities manager that can help prioritize needs and concerns or answer questions in a timely manner.

FM also conducts a campus survey once per year that questions clients in a variety of areas such as cleanliness, staff attitudes, maintenance of facilities, professionalism of help desk staff, and convenience of FM tools to name a few. Finally, FM performs

an annual internal employee survey to gain the insights of staff members and measure the work climate. Staff can voice their opinions on a wide range of topics and make suggestions. Results and comments are forwarded to appropriate FM leadership and used to make improvements or address specific concerns.

INFORMATION AND ANALYSIS

The APPA FPI survey, in-house customer satisfaction surveys, and benchmarks and performance indicators generated monthly contribute to our self-improvement efforts. Energy and water consumption graphs are also monitored and updated continuously. A remote metering program captures energy usage in all facilities and is viewable at anytime from the Energy Management section of our website. Our Environmental Controls application continuously monitors HVAC performance. Remote electrical metering and electronic environmental controls allows us to immediately see the effects of our activities and find other areas where we can improve.

FM uses a 100 percent cost accounting approach breaking down expenditures into both macro and micro levels. Our accounting structure was recently modified to simplify data entry. Rather than using multiple account numbers for expenses under facilities responsibly, we group all expenditures into five major classifications: Maintenance, Grounds, Custodial, Administrative, and Capital. Relational database reporting provides us the means to group expenses by any data point. Reporting can be in a snapshot or trend analysis by any calendar frequency. Facilities Management is responsible for managing the state allocation of \$34.7 million annually.

DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

All positions are clearly defined by the State of Nevada Position and Classification System. Each classified employee is presented with an Essential Functions statement. All employees are urged to attend classes to further their education and increase their job and promotional opportunities. UNLV allows employees to take classes for college credits for a greatly reduced rate.

The Classified Employee Council has a development fund that is used to reimburse employees for out-of-pocket expenses for such things as classes, training seminars, workshops, confer-

ences, and certification programs. Many staff members teach classes and lead sessions on topics such as backflow prevention training, landscape maintenance, and work management operations. Supervisors and leads train subordinate staff on their positions so they are qualified for promotion, especially as employees retire or leave the university.

PROCESS MANAGEMENT

Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services. During planning and design review, all FM leadership and trade supervision are involved to insure standards are being adhered to, systems and equipment are adequate to properly service the facility, and maintenance can be performed in a reasonable and cost-effective manner. FM leadership also does a review of our needs annually so that acquisitions can be requested in budget line items of various funding sources.

The FM Responsibilities Policy establishes the kinds of work performed by Facilities Management and identifies the entity responsible. Staff members have been trained to recognize work not done by FM, work that is considered non-routine, or work that is sensitive in some nature and may require further consideration by leadership.



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Trade leads or forepersons are responsible for assigning or scheduling each work request to the appropriate technician based on the skills and certifications needed to perform the work and the existing backlog previously assigned to the individual. Leadership then has options to shift labor resources from one shop to another when practical or solicit help from outside vendors.

PERFORMANCE RESULTS

The FM Responsibilities Policy reflects what state budget dollars are meant to maintain as well as specifies budget responsibilities for non-FM issues. These standards lay the groundwork for how our facilities will be maintained and take into account the image, mission, and programs of the university. FM continues to be as proactive and service-oriented as possible while keeping the university's best interests at the forefront of everything we do each and every day.

UNLV has a comprehensive standards manual that architects and builders must adhere to. FM leadership participate in plan and drawing reviews to ensure standards are being met and structures, equipment, hardware, finishes, piping, and wiring being considered are appropriate and able to be maintained in a cost-effective manner. FM makes sure our technicians have all the tools, equipment, and training necessary to maintain all facilities and infrastructure.

Only FM trades or authorized vendors are allowed to perform work on campus. The PM and PdM programs are a key element of our efforts. These programs are continually evolving and help predict failures, increase reliability by optimizing performance, and extend useful life. They also help us determine end of useful life well in advance so planning and budgeting can take place and an orderly and timely replacement can be accomplished.

OTHER CONSIDERATIONS

FM compiles and publishes an annual Planning and Budget Information Book, also known as a Fact Book. The book is a summary of our efforts over the past year and shows trends from as far back as five years where such information is available. All sections that report to the Senior Vice President of Finance and Business compile and submit a Fact Book.

The UNLV Facilities Management Department won the 2009 Cashman Good Government Award. The award recognizes Nevada government employees or entire departments that show innovation or extra initiative in running programs efficiently. FM was recognized for efforts under the category of Sustainability. Namely, the focus was on the department's recycling efforts as well as steps taken to avoid nearly \$11 million in utility costs since 2001.

FM continues to take advantage of the opportunities afforded by current and emerging technologies to enhance, streamline, and improve the quality of the many work processes that govern our operation. We also look for ways to save paper where practical and provide customers easier access to services and information while reducing or eliminating the need for employee assistance.

FM is proud of our efforts to maintain a diverse workforce. Working with HR, the department is committed to maintaining a balance between male and female employees representing a variety of race, creed, color, ethnicity, and religious beliefs. We also pride ourselves in providing an environment where all employees can succeed and achieve their career goals, as well as demonstrate good hiring practices where qualification, experience, and good work habits are highly valued assets. ☺

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