

1.0 LEADERSHIP

The facilities 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.

Leadership in Campus Planning and Facilities (CP&F) at the University of West Georgia (UWG) is guided by the mission of the institution. CPF leadership is grounded in the values, mission, and vision of the department, and inspired by the simple principle of “doing what is right”. In keeping UWG’s motto of “Educational Excellence in a Personal Environment” as it’s compass, CP&F has constructed a working environment that strives for professionalism in its services; increased employee input, involvement, and development; continuous process improvement; customer assessment; and benchmarking with others to determine where improvements can be made.

1.1 Leadership roles and responsibilities are clearly defined

Leadership roles and responsibilities are clearly defined in the respective job descriptions. A job description for each position is on file with the Department of Human Resources (HR) and is posted on the HR [website](#) when an opening occurs. Job descriptions are also reviewed by the employee and their supervisor during annual performance appraisals to ensure that they reflect current job responsibilities and duties.

In 2008, UWG’s Department of Human Resources completed a classification and compensation study. The goal of this study was to redesign the UWG compensation and classification system for all non-faculty staff positions. Through this important initiative, UWG will develop a competitive compensation program that will support efforts to attract and retain high quality employees and serve as a foundation for related Human Resource programs, such as recruitment and selection, performance management and other reward and recognition programs.

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

The leadership system within CP&F is defined by an organizational chart which can be accessed on the UWG website ([http://www.westga.edu/assetsDept/cpf/Organizational_Chart_1-2-08\(1\).pdf](http://www.westga.edu/assetsDept/cpf/Organizational_Chart_1-2-08(1).pdf)). The organizational chart for UWG can be accessed at the following location - http://www.westga.edu/vpbf/index_3302.php.

In CP&F, the single point of accountability starts with the Assistant Vice-President (AVP) of CP&F, who supervises the directors of Campus Planning and Development (CP&D), Facilities and Grounds (F&G), and Risk Management/Environmental Health and Safety (RM/EHS). The AVP reports to the Vice President of Business and Finance (B&F), who reports to the President of UWG.

Figure 1.2-1 identifies the methods that are used by the AVP and directors to ensure that the leadership system is communicated, conducts self examination, provides feedback, and make improvements:

Figure 1.2-1

| Classification | Communication | Self Examination | Feedback | Improvements |
|-----------------------|---|---|--|---|
| AVP | -New employee meetings (Section 1.3) -Biweekly “1-on-1” meetings (Section 1.4) -Annual organization presentations | -Annual Performance Evaluations -Organizational Trust Surveys (Section 7.5) -Customer Surveys | -Phone calls -Email -Impromptu lunch -Campus tours | -Strategic planning -Annual goals & objectives -Training & development -Improved processes |
| Directors | -New employee orientation -Employee policy manual -Staff meetings -Departmental meetings -Monthly reports | -Annual Performance Evaluations -Organizational Trust Surveys (Section 7.5) -Customer Surveys (Section 3.5) | -Phone calls -Email -Daily contact & follow-up -Biweekly “1-on-1” meetings with AVP | -Annual goals & objectives -Training & development -Improved processes |

| Classification | Communication | Self Examination | Feedback | Improvements |
|----------------|--------------------------------------|---|--|------------------|
| Employees | -Employee meetings -Daily contact | -Annual performance Evaluation -Customer Surveys | -Organizational Trust Surveys -Annual Performance Evaluations | Work performance |

Section 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.

As part of the Southern Association of Colleges and Schools (SACS) assessment of 2000, CP&F created mission statements for each of their areas (i.e. CP&D, F&G and RM/EHS) that were aligned with the institution’s mission and strategic plan. The inclusion of these statements is a requirement of their annual goals and objectives submission, and they are also posted on their respective web pages.

Since 2004, CP&F leadership has been more cognizant of these statements due to their involvement with Georgia Oglethorpe Award, Inc. The Georgia Oglethorpe Award is a Malcolm Baldrige criteria-based organization that strives to assist Georgia organizations in improving overall performance. Using similar criteria as is used in the APPA application, CP&F submitted applications in 2005 and 2006 and allowed one of their employees to train as an examiner. In regards to organizational alignment, CP&F has taken the steps that were necessary to elevate the awareness of these statements and integrate it into the seven areas of Georgia Oglethorpe assessment - Leadership, Strategic Planning, Customer and Market Focus, Measurement, Analysis, and Knowledge Management, Human Resource Focus, Process Management, and Business Results.

During the past eight years, CP&F has made tremendous strides in educating its workforce, suppliers, customers, and stakeholders in regards to mission statements through reviews at employee departmental meetings, website publications, institutional meetings, customer and employee surveys, employee work locations, bid meetings, contract negotiations, civic club presentations, state and city government correspondence, employee newsletters, neighborhood meetings, and by imbedding the organization’s motto “Professionally We Serve, Personally We Care” in the signature section of all staff email. A large sign displaying this motto is mounted above the employee entrances to F&G and CP&D.

Initiated in 2005, all new employees are required to meet with the AVP within the first six months of their employment to discuss the organization’s mission, vision, values, and expectations. Each employee is provided with a handbook, a business card with the mission statement of UWG and CP&F, and has a probationary period of six months to determine if they can demonstrate the work responsibilities and ethics that are expected.

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

Front Line Staff

As mentioned in **Section 1.2**, CP&F leadership have individual bi-weekly meetings with the AVP of CP&F commonly referred to as “1-on-1’s.” Issues such as budget performance, goals and objectives, departmental concerns, campus events and activities, and initiatives from the State of Georgia and University System of Georgia are reviewed and action plans are determined. In addition, bi-weekly staff meetings are conducted with the AVP and CP&F leadership to review their progress on Business Process Redesign (BPR) – a continuous improvement program that was revised in 2003 for each area to review five processes on an annual basis to determine process flow and if new technology could be implemented to make the processes more efficient (see **Section 6.1**).

Annual performance evaluations are also conducted with the AVP and senior leaders in March to review current goals and objectives, area strengths, professional development training, and opportunities for improvement. In addition to being evaluated by the AVP, the senior leaders also provide a written assessment on the AVP skills.

Based on the results of annual employee surveys (Organizational Trust Surveys) that have been administered since 2005 (**Sections 5.9; 5.11**), front-line supervision has undergone leadership expectation sessions that have been conducted by the AVP (**Section 5.9**) as well as outside consultants.

Customers

In 2006, the State of Georgia introduced a customer service initiative entitled “*Faster, Friendlier, Easier*” that placed emphasis on the need for improving customer service in all state agencies. CP&F was way ahead of the curve in this effort. They had administered customer satisfaction surveys manually since 2000. In 2006, CP&F administered surveys in all three areas electronically through a web-based program. F&G also issues a five-question survey electronically for each work order performed. Survey responses for FY08 (498) increased by 25% over FY07 (403), and represented feedback on 2.4% of the work orders.

Other customer contact includes:

- A semi-annual meeting with the UWG community and the AVP for capital planning purposes
- Providing approvals for student event planning
- Periodic customer focus sessions
- Community presentations to civic clubs and local neighborhood associations
- Attendance at local government and planning meetings
- Annual tree planting project on Arbor Day and for the 2006 UWG Centennial celebration
- Civic club memberships
- Representation by CP&F staff on various UWG, community, and state committees
- Suggestion boxes, accessible email addresses and telephone numbers on campus directory
- CP&F websites and monthly updates on campus projects
- Annual tour of the campus grounds with the AVP, student leadership, and UWG administrators
- Annual class that is conducted by the AVP with graduate students
- Publication of customer comments in the monthly CP&F newsletter

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

Performance measures for CP&F areas are established through an integrated process within the CP&F annual strategic planning sessions by synthesizing the requirements that are mandated by federal agencies, the State of Georgia, University System of Georgia (USG), and UWG strategic plan, along with customer feedback, employee input, and developmental requirements; into metrics that can be monitored systematically.

CP&D establishes its performance indicators as project types (Capital, MRR, and Renovation), project completion time, service, efficiency, budget, quality, comfort, employee surveys and evaluations, customer focus group feedback and surveys, and aesthetics. This information is:

- Collected and documented by the project managers
- Collated, recorded and channeled through the CP&D administrative coordinator
- Monitored by the CP&D director to ensure that targeted goals and objectives are achieved

F&G measures its performance through building space maintained, campus acreage maintained, work order cycle time, work order backlog, campus activities, utility consumption, budget performance, labor usage, employee surveys and performance evaluations, and customer focus group feedback and surveys. This information is:

- Generated and reported through front-line personnel
- Collected, documented, and assured through front-line supervision
- Collated, recorded, and reported via the administrative coordinator
- Monitored by the F&G director to ensure that targeted goals and objectives are achieved

RM/EHS performance metrics are established through government mandates, strategic planning, building inspections, employee injuries, insurance statistics and costs, employee training, benchmarking, hazardous wastes generation and removal, customer input and surveys, and employee input and surveys. This information is:

- Generated, collected, and documented through staff members
- Monitored by the RM/EHS director to ensure that targeted goals and objectives are achieved

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

The role of senior leaders is to foster the environment while providing the appropriate direction, training, and support to all CP&F personnel and processes. Led by the AVP, the leadership team (**Section 1.2**) is grounded in its philosophy; remains focused on the end result, and deploy the short- and long-term action plans that are necessary to achieve its objectives. **Figure 1.6-1** identifies the methods that are employed to instill organizational value, develop direction, and establish performance expectation.

Figure 1.6-1

| How Do Senior Leaders | Set | Communicate | Deploy |
|---------------------------------|---|---|---|
| Organizational Values | State of Georgia and BOR directives, UWG mission, CP&F mission, Department Review Advisory Committee (DRAC) self-assessment, Human Resources directives, employee selection, employee performance, customer/stakeholder feedback, by example. | Discussions, Mission Statement, Position Description, CP&F Employee Handbook and Policy Manual, UWG website, employee interviews and meetings, actions. | CP&F motto on e-mail, CP&F mission, vision & values on website, business cards, the way we conduct our business, and monthly employee meetings. |
| Directions | Master Plan Process, – Sr. Leaders with employee input develop Master Plan; 5-yr. plan to Board of Regents (BOR), 5 yr. plan Admin. & Department Plan; Annual Capital Plan; Annual Goals and Objectives; presidential directives, Presidents Advisory Council (PAC) requests. | Written instructions, verbal instructions, two-way discussions with staff and faculty, electronic requests, employee input. | E-mail, mail, specific meetings, staff meetings, radios, cell phones, work orders. |
| Performance Expectations | State of Georgia criteria, comparisons to the position definition, integrated in with Human Resources directives. | Annual Goals, Annual Review, Verbal discussions. | Annual review, individual bi-weekly 1-on-1 meetings. |

Self-direction, innovation, and decentralized decision making are supported by senior leaders through the methods outlined in **Figure 1.6-2**:

Figure 1.6-2

| How Leaders Create an Environment For | |
|--|--|
| Empowerment | - Cross Functional Improvement Teams - Solicitation of annual goals - Business Process Redesign - Employee input on materials, supplies, & equipment -projects to oversee - occasionally allowing failure to happen. |
| Innovation | - Hiring the right personnel - Embracing new technology initiatives - Training & seminars - Less supervision requires decision making at all levels – Exploration of grant and funding opportunities. |
| Organizational Agility | - Cross Functional Improvement Teams - Organizational & Business Process Redesign - Partnering & Outsourcing for Energy Management - Project Development. |
| Organizational Learning | - Cross Functional Improvement Teams - Campus committees - Business Process Redesign. |
| Employee Learning | - Cross Functional Improvement Teams - Business Process Redesign - Seminars & Continuing education/Tuition remission - Training - Job promotions. |
| Legal/Ethical Behavior | - Human Resource Policy Manual - Background Investigation - Disciplinary Actions for policy violations - UWG Employee Handbook - F&G Manual-By Example. |

Section 1.7 Informed of current trends and practices in the industry.

CP&F remains informed of current trends and industry practices through their memberships and association with such trade organizations as AHERA, APPA, ASHRAE, EPA, EPD, GAPP, GASFA, NFPA, SACUBO, SBCC and SCUP. The University System of Georgia Board of Regents (BOR) also provides periodic conferences on current laws and trends.

Figure 1.7-1 highlights our performance measures, recent findings, and how we translate them into continuous improvement and opportunities for innovation.

Figure 1.7-1

| Key Recent Performance Findings | | | |
|--|--|---|---|
| Measures | Recent Performance Review Findings | Translate to Continuous Improvement | Opportunities for Innovation |
| CP&D BOR Construction Reports, Project Status Reports, FY Reconciliation Reports, Schedule E-50, Capital Construction Status Report, Activities Folder, and Procedures Manual. | Provide daily, weekly, bi-weekly and monthly information on all projects scheduled. -Current status of projects is on schedule & on-line. | -When results show variances, follow-up meetings are scheduled. | -Revision of processes & procedures. -Change contractors when necessary. -Revised procedures. -Document E-storage of campus plan using KIP2000 software. |
| F&G -Benchmark Data (APPA, SAM). -PM's. -Facility Condition Analysis. -Utilities Consumption. -Fuel Consumption. -Energy Conservation. -Water Consumption. -Custodial Inspections. -Work Orders. -Customer Satisfaction. -Budgets. -Vehicle Assessment. | -Lowest M&O cost per GSF & FTE student. - Most GSF maintained by maintenance & custodial employee -Most acreage maintained by grounds employee. -10% reduction in fuel consumption for first 6 mos. of FY09 -15% reduction in water consumption in FY08 comparison to FY07 -Increase of 105,400 GSF in last 3 years. -6% increase in students. | - Efficient M&O costs. - Efficient/effective use of maintenance, custodial & grounds personnel. -Electrical infrastructure. -Improved budget software & training. -Reduced OT & PT costs. -Electronic survey submission. | -\$300K energy savings reinvested into F&G budget for annex & additional equipment - Better allocation of labor resources, materials, equipment. PSO initiative. -Modify inspection schedules to update PM's. Lower maintenance cost. -Purchase of auctioned & terrain vehicles -Budget conscience enhances our flexibility to UWG needs. -Faster feedback for improvement -Seek outside funding for improvements (T-Grant) |
| RM/EHS Building Inspections. Worker's Comp. Cases. FRIF reports. Hazardous Waste Logs. Vehicle Accidents. Customer Satisfaction. | -In compliance on storage, disposal and documentation of hazardous materials. -Inspection schedule developed. -Increased programs on injury awareness. -Electronic surveys administered. | -Compare current inspections to past for reduction of discrepancies. -Tracking work restrictions. | -Healthier and productive work force, lower costs in long run. -Method of reporting inspections reduces paper and time. -Tracking of hazardous tasks. -Electronic newsletters. |

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

Having over ninety years of collective experience in higher education, CP&F senior leaders have created a sustainable environment to ensure leadership continuity learning through:

- Annual performance evaluations for all personnel.
- Posting of all supervisory job descriptions and qualifications.
- Management development through the APPA leadership training, the SACUBO College Business Management Institute (CBMI), trade magazines, certifications, seminars, cross training, and tuition remission.
- The promotion of the CP&F Vision, Mission, and Purpose to all employees and customers as the cornerstone of its decision making. This combined with the Strategic Planning Process and deployment tactics help CP&F to realize its strategic objectives.
- Such continuous improvement efforts as Business Process Redesign (BPR), Georgia Oglethorpe Award, Inc., and APPA.
- The accountability for performance and their quest to determine how they compare with like institutions.

Section 2.0 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.

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



The development of the CP&F Strategic Plan occurs each May for implementation at the beginning of the fiscal year in July. The CP&F Strategic Plan uses the UWG Strategic Plan as its baseline with input from senior leaders, customers (i.e. students, faculty, and staff), employees, suppliers, community, University System of Georgia (USG) Board of Regents (BOR), and State leadership, to formulate its annual goals and objectives. Although the CP&F Strategic Plan is designed to support the long-range goals of the UWG Strategic Plan, it is also developed to accommodate the short-range targets and the immediate needs of our primary customers – students, faculty, and staff.

The UWG Strategic Plan was completed in 2000 with updates (Master Plan) planned for every 5 years. Due to the acquisition of an additional 246 acres of city-owned land, the Master Plan was revised in 2003 and identified three principal needs in order for UWG to accommodate the long-range projected enrollment of 15,700 students:

- 1) Increased land to accommodate future buildings, parking, and varsity sports facilities
- 2) Improved vehicular and pedestrian circulation
- 3) Additional building space

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

CP&F annual goals and objectives are constructed in the format of SMART Goals (i.e. Specific, Measurable, Attainable, Results-Oriented, and Targeted) and are monitored by senior leaders with the status documented monthly to the AVP. The AVP will also review goal and objective status with senior leaders at bi-weekly “1-on-1” meetings, staff meetings, emails, telephone conversations, monthly reports, weekly updates, and annual performance evaluations. The final status of the goals and objectives are submitted each June, in an annual report to the Vice President of Business and Finance (B&F).

The development of the CP&F Strategic Plan is driven by

- The parameters that are established in the UWG Strategic Plan
- The UWG Facilities Master Plan
- Capital Planning process
- Space Planning Requirements
- Budget Allocation
- Input from suppliers (e.g. utility rate quotations, materials availability, service contracts, new technology/equipment availability, etc.)
- Customer input (See **Figure 2.3-1**)

- Employee input (e.g. monthly meetings, Organizational Trust Surveys, employee performance evaluations, training, 1-on-1 meetings, and the daily conversations that take place between senior leaders and employees throughout the year)
- Mandates from BOR
- Government compliances (e.g. ADA, EPA, DOT, Public Health Regulations, Worker’s Compensation Claims, Asbestos Management, Fire Safety NFPA, Life Safety, and Pipeline Safety), Office/Laboratory Safety, DOAS Insurance Training, and Building Inspections are also given consideration.

This information is synthesized into an annual report that is submitted to the VP of B&F who compiles it with reports from the remaining areas and forwards them to the President of the institution. Both the UWG Master Plan and the CP&F Annual Report are posted on the CP&F website for review.

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

Customer needs and expectations serve as a driver for CP&F Strategic Planning. **Figure 2.3-1** identifies these customers and their impact on strategic direction:

Figure 2.3-1

| Customers | Drivers | Impact on CP&F Strategic Direction |
|------------------|--|--|
| Students | Enrollment, survey responses, focus groups, work order requests, emails, correspondence from parents, visitation days, campus tours, housing contracts, parking permits issued, and student activities. | Parking Requirements, Comfort, Recreational Space, Housing Requirements, Event Planning, ADA compliance. |
| Faculty & Staff | Major Capital Requests, Minor Capital Requests, Major Repair and Renovation Requests, Facilities Advisory Council meetings, enrollment projections, work order requests, survey responses, emails, telephone calls, travel requests, focus groups, committee requests, and summer camps. | Parking Requirements, Academic Space Requirements, Office Space Requirements, Fleet Vehicle Preparation, Project Management, Work Orders, Environmental Assessments, Risk Assessments, and ADA compliance. |

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

- CP&F goals and objectives are developed by senior leaders using performance measures/indicators that are filtered to the organization leadership through staff meetings, monthly meetings, monthly reports, and the CP&F website. The goals and objectives are developed into targeted action plans by senior leaders and their staffs and are disbursed to the appropriate employees for feedback and implementation.

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

Performance measures or indicators can be grouped into four different categories within CP&F: Financial, Customer, Internal Business Process, and Employee Development. While performance measures are used for fact-based decision making in setting and aligning organizational directions, obtaining measurement in the service areas are difficult to quantify therefore the status is reported through performance indicators.

- F&G performance measures/indicators include budget performance, utility consumption (i.e. BTU, GSF), labor used vs. areas to maintain, work backlog, work order efficiency, work order satisfaction, customer service, work order efficiency, employee trust, and employee training/development.
- CP&D performance measures/indicators are related to projects that are planned, implemented and completed on campus, projects submitted vs. projects funded, projects implemented vs. projects completed, project status, punch list inspections, budget performance, customer assessments, and employee training/development.

- RM/EHS performance measures/indicators include budget performance, safety inspections, safety training, certification, response time to concerns, insurance costs, accuracy of investigation, waste generation, customer assessments, and employee training and development.

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

The CP&F budget process is developed by senior leaders with input from their staffs. Drivers for this process include allocated state funding, wage increases, utility history and rate projections, organizational development, project requests, enrollment forecast, buildings added/removed, technology/equipment requirements, and environmental regulatory mandates.

Innovation and creativity is fostered through consultants, customer and employee surveys, peer group evaluations, and Business Process Redesign (BPR) (**Sections 1.4; 6.1**), and grant availability. The information that is provided from these inputs allow for senior leaders to allocate for funding that is necessary to achieve annual goals and objectives.

To combat escalating energy costs resulting from Hurricane Katrina, CP&F leadership coordinated a cross-functional team of UWG personnel to assess what action plans could be implemented to reduce energy consumption and avoid budget deficits. The team developed a campus-wide energy saving program which can be reviewed on the [UWG Energy](#) web page.

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

CP&F standards are defined by customers, the [Master Plan](#), facility condition analyses (FCA), design standards, academic accreditation criteria, housekeeping standards, lighting standards, regulatory compliances, preventative maintenance plans, work orders, NCAA requirements, landscaping plans, grant application requirements, and funding allocation.

Performance in tracking these standards is accomplished with area inspections, consultants, peer group evaluations, employee evaluations, and periodic tours of campus with representatives of faculty, staff and students.

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

In 2003, UWG engaged the services of planning consultant to complete an update to the Master Plan that was developed in 2000. The Master Plan was based upon an examination of existing and projected student enrollments along with associated faculty and staff levels. The adequacy of existing space was assessed in relation to national space standards that were established by the Council of Educational Facilities Planners International (CEFPI). The [Master Plan](#) can be reviewed on the CP&F website.

CP&F refers to this Master Plan along with performance indicators from their financial drivers, internal processes, customer assessments, and employee assessments (**Section 4.1**) to develop their annual goals and objectives.

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

Participation from CP&F operational units in the development of the construction program is achieved through the following actions:

- CP&F creates and implements the program for each construction project.
- CP&F guides the program from the initial programming process to project acceptance and closeout.

- For external contractors, CP&D representatives serve as project coordinators to ensure that every aspect of the project meet the criteria that is identified, comply with the regulations outlined by the USG, and ensure that it remains within the budget established by the BOR.
- F&G representatives provide input on electrical requirements, flooring, fixtures, repair concerns, etc., to ensure that the facility can be operated and maintained effectively once received.
- RM/EHS ensure that project specific safety plans are submitted and risk assessments have been conducted concerning the project. RM/EHS representatives attend all pre-construction meetings and perform spot checks during the project to ensure safety protocols are followed.
- A project is not complete until a final punch-list inspection is performed by the CP&D project coordinator and all items have been resolved

Section 2.10 Strategies and processes are in place to ensure continuity of functions in the event of staff turnover or other disruption.

Having over 90 years of collective experience in higher education, CP&F senior leaders have created a sustainable environment for performance improvement, innovation, and employee learning through:

- The promotion of the CP&F vision, mission, and purpose (**Section 1.3**) to all employees and customers as the cornerstone of its decision making. This combined with the strategic planning process help CP&F to realize its strategic objectives.
- The systemization of continuous improvement in their processes (BPR) (**Sections 1.4; 2.6; 6.1**) through their annual goals and objectives.
- The accountability for performance and the CP&F quest to determine how they compare with like institutions.

Other contributors to sustainability include senior leaders' emphasis on empowerment, organizational learning, feedback, cross training, and annual performance evaluations.

In the event of employee turnover, there is sufficient depth within the organization for operations to continue while the position is being filled.

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

The Director's of F&G and RM/EHS are members of the emergency command post and their staffs' play a major role in responding to all emergencies on campus. They serve on the Homeland Security Committee as well as other university and USG committees which provide input and review all emergency response plans. The Director of CP&D is responsible for maintaining and updating all utility maps and assists as needed in the event of an emergency.

RM/EHS is responsible for the UWG Safety & Loss Control Manual, the Natural Gas Emergency Procedures Manual, the Hazardous Materials Emergency Preparedness Guide and Contingency Plan. All RM/EHS personnel are certified in hazardous materials spill response. These plans can be accessed from the following website: http://www.westga.edu/cpf/index_2105.php

The UWG Police Department has published emergency response plans for Emergency Medical Response, Chemical Exposure at Post Office, Hazardous Materials, Emergency Inoculation, Pandemic Flu Response, Contingency Plan, Severe Weather Response, Winter Storm Response, Facility Disaster Restoration Vendor List, and Fire Safety. These plans are posted on the following website: http://www.westga.edu/police/index_5162.php

Section 3.0 CUSTOMER SATISFACTION

Customer focus is a key component of effective facilities management. Various stakeholders (faculty, students, staff, and other administrative departments) must feel their needs are heard, understood, and acted upon. Various tools must be in place to ensure customer communication, assess and assimilate what is said, and implement procedures to act on expressed needs.

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

CP&F areas use a combination of customer listening methods and analyses not only to identify requirements, expectations, and satisfaction levels, but also to correct processes that are in need of improvement.

- CP&D uses budget performance, surveys, customer interviews, and unsolicited communication from the campus community to gauge its performance and level of customer satisfaction.
- F&G relies on surveys, work order feedback, open house, customer interviews, and unsolicited communication from the campus community to better understand the requirements and expectations of its customers.
- RM/EHS incorporate surveys, employee training, interviews, building inspections, campus tours, injury incident reports, and unsolicited feedback to determine customer well being and satisfaction levels.

Section 3.2 The roles, responsibilities, and services provided by the facilities department are well defined, communicated and understood within the department and by all communities served.

Customers may review the roles, responsibilities, and services that are provided by each area of CP&F on their individual websites:

CP&F - <http://www.westga.edu/cpf>
CP&D - http://www.westga.edu/cpf/index_2171.php
F&G - http://www.westga.edu/cpf/index_2186.php
RM/EHS - http://www.westga.edu/cpf/index_2105.php

Employees of CP&F are educated through detailed job descriptions, employee handbooks, monthly meetings, annual performance reviews, and organizational meetings that are conducted by the AVP (**Section 1.3**).

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

All CP&F employees are provided with business cards that display UWG's mission, and the organization's mission and motto to reinforce expectations of customer service.

The importance of the customer is emphasized in an employee's first meeting with the AVP of CP&F, orientation sessions, in a monthly department newsletter, on the CP&F website, in employee training seminars, and in regular employee meetings within their departments.

The effectiveness of this emphasis is measured through annual customer surveys, work order surveys, and unsolicited communication. In addition, customer feedback is shared with employees in monthly newsletters and departmental meetings.

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

CP&F services are publicized on the campus web with a detailed listing on the respective websites of CP&D, F&G, and RM/EHS. This information is also covered in visitation days, orientation, campus brochures and in the UWG [Fact Book](#).

Work orders can be accessed on-line as can staff email addresses. The work order status can be tracked through the Work Information Center (WIC) using the web-based program Facility Focus, developed by Asset Works.

In addition, the AVP of CP&F presides over a semi-annual meeting with the UWG community as well as makes presentations to the community at-large that discuss growth needs, space planning, and future building development.

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

Feedback from customers is collected through several different sources of communication (i.e. email, phone calls, annual survey, work order assessments, inspections, focus groups, meetings) and is synthesized into process improvement efforts, developmental training, and annual goal setting.

Specifically, CP&D administers surveys for customers and planning sessions with contractors and stakeholders on all construction projects to ensure input on project design as well as outline UWG expectations

F&G administers customer surveys and solicits input from campus committees and neighboring communities to ensure that current issues are addressed and possible remedies are developed.

RM/EHS attends professional seminars, conduct campus seminars, performs monthly inspections and publishes a quarterly newsletter reviewing the current laws and regulations.

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

CP&F believes that they have achieved this impression and understanding from the campus and surrounding community through their stated mission, vision and values; leadership experience; strategic planning; employee assessment and development, customer and market focus; continuous improvement process, and performance results. Their achievements have been well documented through local, regional, and national publications. They maintain high standards in the method and manner in which they maintain the buildings and grounds of UWG and their scope of work is clearly articulated on their website.

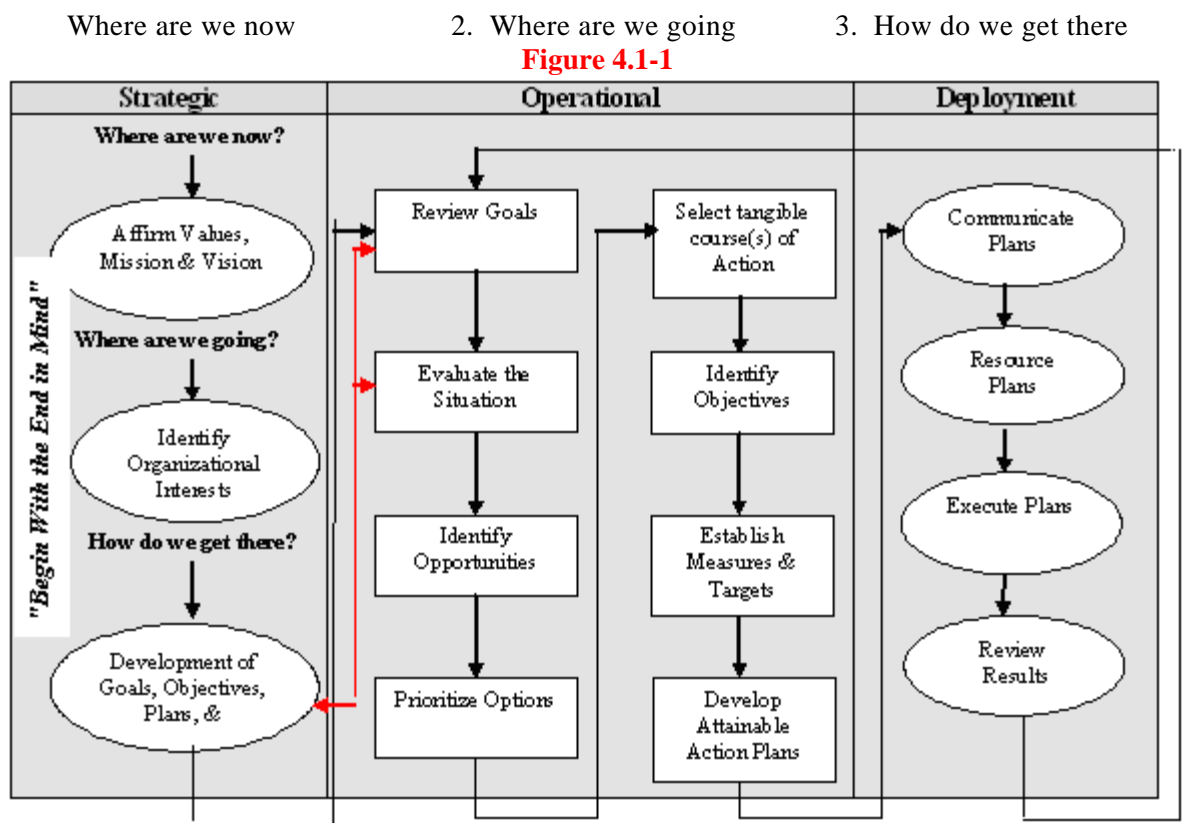


Section 4.0 INFORMATION and ANALYSIS

Information and analysis are 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.

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

CP&F employs the strategy development model that is illustrated in **Figure 4.1-1** to help guide them in strategic planning, goal setting, and goal achievement. The model is framed in the areas of **Strategic, Operational, and Deployment** and incorporates the three visualizations from Habit Two of Stephen Covey’s book, Seven Habits of Highly Effective People, “*Begin with the End in Mind*”:



Systematic

This is an annual process that begins prior to the start of the fiscal year in July and is verified the following June. Information from the Master Plan, employee assessments, customer assessments, capital requests, continuous improvement efforts, utility providers, State of Georgia mandates, and institutional directives is synthesized into our departmental goals and objectives.

Performance Indicators

Performance indicators and metrics are determined to measure goal performance and time tables are established to achieve the goals. Because of the diversity of CP&F, performance measurements/indicators have been categorized into four different areas – Financial, Operational, Employee, and Customers; and have been outlined in **Figure 4.1-2**:

Figure 4.1-2

| Area | Financial | Operational | Employee | Customer |
|--------|---|---|--|---|
| CP&D | On-line budget performance comparison, construction bids, construction costs, budgets, billing and payment. | Drawing plans, Contracts, and project completion, Master Plan, Capital requests, Project requests, Building Inventory & Utilization. | Annual Employee Survey, Annual Performance Appraisal, Training/Development, Weekly meetings, and Daily contacts. | Annual survey assessment, Input at semi-annual Facilities Advisory Council meetings, and project meetings. |
| F&G | On-line budget performance comparison, Auxiliary expenditures report, Utilities consumption. | Utilities consumption, fuel consumption, campus events, Work order analyses: - past phase due analysis - backlog report - estimated time vs. actual - open phase work - labor & materials - PM Backlog - Cost by account | Annual Employee Survey, Annual Performance Appraisal, Training/Development, Monthly Shop meetings, and Daily contacts. | Annual survey assessment, Input at semi-annual Facilities Advisory Council meetings, CMMS survey on individual work requests, and unsolicited emails. |
| RM/EHS | On-line budget performance comparison, Insurance premiums. | Building inspections, workers compensation statistics, chemical management, hazardous wastes, and insurance claims. | Annual Employee Survey, Annual Performance Appraisal, Training/Development, Weekly meetings, and Daily contacts. | Annual survey assessment, Input at semi-annual Facilities Advisory Council meetings. |

Benchmarking Studies

Please refer to **Figure 4.2-1** to review Benchmarking studies.

In addition, CP&F staff representatives are members of such trade organizations as APPA, SCUP, GAPPA, NACUBO, SACUBO, and GASFA. Staff representatives attend trade conferences and receive periodical subscriptions in an effort to brainstorm with their peers and remain current with issues.

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

Figure 4.2-1 reflects how CP&F has used this information to drive action within the organization:

Figure 4.2-1

| Benchmarking, comparisons, and performance indicators | Drive Action Within Organization |
|---|--|
| APPA Facility Performance Indicators (2009) | Results are reviewed and are incorporated into the CP&F annual strategic and operational goals & objectives. For example the CRV formula is used as a gauge for our MRR projects. |
| Georgia Oglethorpe Award, Inc. (2004, 2006) | Process helped to provide CP&F with a template for strategic and operational planning. Benefits that were derived included the identification of processes and the integration of metrics, employee input, customer input, and performance results into annual operational and strategic planning. |
| APPA Strategic Assessment Model (2003-2008) | Reinforced the need to maintain accurate data on gross square footage (GSF); assignable square footage (ASF); full time equivalent (FTE) employees; operational costs - total in-house labor, total in-house non-labor, outsourced resources, etc. for future benchmarking.. |
| APPA Award of Excellence (2007, 2009) | Application process reaffirmed the template CP&F currently employs for strategic and operational planning. In addition, it also provides opportunities to document benchmarking, continuous improvement efforts, and best practice efforts. |

| Benchmarking, comparisons, and performance indicators | Drive Action Within Organization |
|--|--|
| University System of Georgia Peer Review (2008) | The criteria were patterned after the APPA Award of Excellence which helped UWG to be one of the first institutions assessed within the University System of Georgia. Representatives from five institutions and the system office spent 3 days on campus assessing the various criteria. Most of the preliminary documentation was available on-line prior to their visit. |
| EPA Self Audit (2008) | UWG was the first of three universities within the State of Georgia to conduct a voluntary self audit in compliance of the “College and University Compliance Initiative.” This initiative between the University System of Georgia Board of Regents and the US Environmental Protection Agency allowed UWG facilities and operations to be voluntarily audited and violations disclosed to the EPA. In return, the EPA agreed to substantially reduce or waive the fines and penalties that would normally be assessed. |
| Business Process Redesign – BPR (2000-2008) | A continuous improvement process that was introduced by NACUBO and has been used within CP&F for the past 8 years. CP&F has received 3 Best Practice awards by SACUBO within the last 4 years and had an article published in the February 07 edition of the NACUBO <i>Business Officer</i> magazine. |
| Utilities Consumption | With utilities comprising 31% of the facilities budget allocation, CP&F has monitored natural gas, electricity, and water consumption for the past 12 years constantly searching for ways and methods to reduce cost and cost avoidance. Measurement over the past 12 years has been converted into MBTU’s. |
| Fuel Consumption | With the price per gallon of gasoline exceeding \$4 in the summer of 2008, CP&F reviewed and revised its processes to reduce gasoline consumption by 10% and diesel consumption by 26% through the first six months of FY2009. |
| FTE | Abiding by the phrase of “doing more with less” CP&F has been able to withstand both increases in assignable square footage and acreage as well as increases in enrollment without increasing the size of its staff. This was achieved through process improvements and equipment upgrades. |
| Work Order Efficiency | Another method that CP&F employs to measure efficiency and effectiveness on an annual basis. |
| GSF | GSF has increased by 5.3% over the past five years with additional space to be added in 2010. |

Section 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.

Accessibility

As an agency of state government, the information that is collected, generated, and published is subject to the evaluation of our stakeholders at any time using the Georgia Open Records Act. CP&F not only requires this information to be accurate for their review, but it needs to be precise for the decisions that they make on a daily basis involving tax dollars.

Because of the diverse areas that comprise CP&F, information is gathered from numerous resources such as construction bids, first report of injury form, consultant analyses, inspection reports, computer maintenance management system, e-mails, phone calls, 1-on-1’s, etc.

Communications

This information is then channeled into key performance measures that are delivered to CP&F customers, partners, and constituents through such instruments as staff meetings, monthly reports, annual reports, committee meetings, community forums, 1-on-1’s, professional conferences, pre-construction conferences, websites, phone calls, e-mail, correspondences, and personal visits.

Reliability & Security

CP&F relies on the Department Information Technology Systems (ITS) to provide the support that is necessary to ensure continued availability of data and information including hardware and software systems in the event of an emergency.

In addition, the UWG Police Office provides advance notice of weather emergencies through listserv e-mails as well as alerts on the UWG website. The alerts help to provide our personnel with sufficient time to shut down their systems in order to prevent local hardware damage.

CP&F also adheres to the UWG Records Disaster Management Plan which provides instruction for both hard copy and digital file storage.

Figure 4.3-1 illustrates how CP&F provides examples of needed data per each area and how they make this information current and accessible to employees, suppliers and partners. One of the CP&F values is integrity, and they accomplish it by being open and honest with the information they communicate.

Figure 4.3-1

| Dept. | Needed Data | How do you make it available? | Ensure integrity, reliability, accuracy, timeliness, security, and confidentiality |
|--------|---|--|--|
| CP&F | Department Goals & Objectives 5 Yr. Master Plan Update | Printed Document/PDF | <p>Integrity - Steadfast adherence to regulatory and government guidelines thru periodic audits and departmental reviews.</p> <p>Reliability - Dependable and trustworthy information is researched, generated and published by our hard working employees that are driven to provide “Professional Service in a Personal Environment.”</p> <p>Accuracy - Utilization of electronic resources for spelling, grammar and project calculations. Soliciting second and third source proofreading. Employ legal representation. Evaluation of comparable documentation for analysis of key contractual obligation.</p> <p>Timeliness- Prompt and punctual release of data due to adherence to performance goals, master planning process, achievement of campus projects, budgets, customer feedback and government regulations.</p> <p>Security - Protect data and systems from loss or damage with: -Providing proper “file & drive” back-up training to all personnel -Alerting personnel of current or potential threats (e.g. computer virus, infected e-mail) -Performing annual hardware inventories -Securing key data/information areas -Restricting access to critical data-generating websites. -Security/anti-virus software.</p> <p>Confidentiality - Restrict access to specified financial, personal, and medical information as required by law.</p> |
| CP&D | Current Projects Future Projects Major Renovation/Repair 5 Yr. Capital Plan File Management Warranties | Printed Document/PDF Auto CAD, Internet, CD, DVD | |
| F&G | CMMS Reports Energy Consumption Budget Reconciliation Lighting Inspection Renovation & Repairs | Facility Focus, People Soft, Spreadsheets, E-mail, telephone | |
| RM/EHS | Fire Safety & Evacuation MSDS Safety Improvement | Internet Written report | |

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

UWG has 82 buildings that are located over a campus of 645 acres. The construction dates of the buildings range from 1843 to 2008. Since 1997, CP&F senior leaders have performed an assessment and prioritization of all the buildings and engage an outside agency to perform a Facility Condition Analysis (FCA). The FCA is performed every 5-7 years and compiles a comprehensive database on the physical condition of the building portfolio. The FCA addresses the condition of most major building components that include site, architectural, structural, interior finishes, ADA requirements, HVACR, electrical, plumbing, life safety and fire protection, environmental health, and building accessibility.

In 2003, RM/EHS implemented a building inspection program. Buildings are inspected from “top to bottom/inside and out” searching for any concerns or items for improvement. Discrepancies are noted for the following categories: Life Safety, Fire Safety, Food Safety, Electrical Safety, Security/Homeland, Safety, ADA/Ergonomics, Hygiene/Chemical, Environmental, Risk Management, Resource Management/Energy Conservation; Space Management; Housekeeping and Building Improvement. A total of 8,343 items were identified from July 2003 – June 2008. Forty-two of the eighty two buildings on the schedule have been inspected this fiscal year. A total of 1896 discrepancies have been identified.

The report has built-in links to view the pictures, regulatory citation if applicable, and floor plans noting the item location. The report is sorted according to the type of discrepancy and lists the recommended action to correct the item. Items described as “Building Improvement” are the lowest priority and may be considered as a suggestion for future planning and funding. The report is sent to all stakeholders and a follow-up is conducted within 30 days. The final report is sent out within 30 days after the follow-up request. A copy of the full final report is sent to the appropriate Dean, Associate Vice President, or Vice President depending on the department’s organizational structure. All reports and the inspection schedule are at http://www.westga.edu/cpf/index_2125.php

From 2000 -2003 an electrical system upgrade was performed to prepare the campus for future growth as projected in the Master Plan upgrade.

Annual inspections are also conducted for ADA requirements, electrical distribution, elevators, boilers, backflow, and fire alarms.

CP&F also has a planned preventative maintenance program in place that is highlighted in **Section 6.1**.

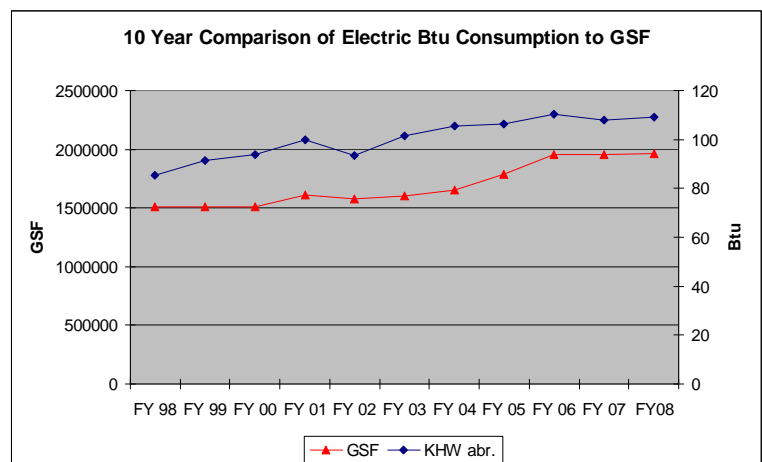
Section 4.5 An expenditure report is available to managers on a regular basis and is used to effectively evaluate and control expenditures in assigned sub-units.

The Office of Budget Services is responsible for the preparation and administration of UWG’s \$110 million budget during the fiscal year that begins in July. The budget development process initiates in November and is finalized in June. The Office of Budget Services publishes area budgets on their website that are accessible for all departments to review. F&G employs a fiscal officer and an administrative position that are responsible for monitoring expenditures on a daily basis (e.g. petty cash, purchasing cards, purchase orders and check requests, contracts, travel reimbursement) and ensuring that accounts are reconciled. Individual department budgets are prepared for each CP&F area.

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

F&G has monitored utility performance for the past 12 years using system controls and meters. Custom databases have been established to help track natural gas, electricity, and water consumption/expenditures by building. All data is channeled to the administrative coordinator who monitors the database for variances in utility performance and budget expenditures.

In the summer of 2008, CP&F added a full time mechanical engineer to the staff to focus on performance trends and equipment, as well as to supervise HVACR personnel. Periodic energy and trade conferences are also attended by staff members to remain current with rate information and industry trends.



A campus energy committee was established in 2005 to review energy consumption and establish conservation methods across the campus. Programs such as turning off lights and computers, removal of area heaters, establishing set points to regulate building temperatures, and adjusting summer work and holiday schedules, have helped to reduce energy consumption and expenditures.

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

As mentioned in **Section 4.3**, the Department of Information Technology Systems (ITS) provides guidance in the selection of operating systems, database and other software systems associated with the campus network infrastructure. ITS is located at the center of campus in the basement of the Boyd Building with a fire suppression system for the computer mainframe room. Intranet and electricity cables have been secured underground throughout the campus. ITS ensures that all e-mail is filtered with virus protection, that employee passwords are changed every six-months, and that a system back-up is performed every 24-hours.

Section 5.0 DEVELOPMENT AND 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 an environment of continued learning through communication, policies, recognition, training, professional development opportunities, and other methods.

Section 5.1 Staff positions are properly classified and allocated in adequate numbers to meet the standards for the targeted level of service.

Staffing of UWG positions were structured according to a classification system that was redesigned by the USG in 2003. Built upon Integrated Post Secondary Education System (IPEDS) federal reporting requirements, the new system:

1. Resulted in the elimination of approximately 1,500 classifications
2. Supported consistent legal compliance and reporting across 34 institutions, and
3. Created flexibility & reduces shadow systems at the campus level

Job positions within CP&F are channeled through the UWG Human Resource Department (HR). Each position has a job description along with a classification that is based upon the skill level, education/certification requirements, and physical demands that are required. When a position is open, a job description of that position is posted on the UWG website and at designated areas for a period of at least 10 working days.

CP&F staffing conforms to the UWG and USG policies. Staffing levels are determined by CP&F senior leaders based on the level of funding that is allocated by USG and approved by the state legislature, and through comparative information that is generated by organizations such as IPEDS, APPA, etc. along with the recommendations from planning consultants, peer reviews, and professional associations. The following, is a listing of some of the resources that CP&F has utilized since 1998:

- 1998 - Rosser and Associates provided a staffing review that helped CP&F transition to a computerized maintenance management system.
- 1998 - Roesel and Kent provided a staffing study for custodial services. A follow-up review was conducted in 2004.
- 2002 - ISES Inc. provided a preventative maintenance review in anticipation of a state wide PM initiative. ISES Inc. also reviewed staffing and effectiveness of departments in 2005.
- 2005 - CP&F solicited facility representatives from other institutions within the USG to conduct a peer review of the F&G area for work quality and efficiency.
- When applicable, CP&F also participates in benchmarking efforts that are conducted by APPA, American School and University, etc.

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

The department of Human Resources (HR) provides all new UWG employees with a handbook on the policies and guidelines of working within the USG as well as an orientation of the benefits that are available. This documentation is available on the HR [website](#) along with information pertaining to employment, job postings, tuition assistance, open enrollment, forms, and holiday schedules.

CP&F orientation begins with a new employee orientation checklist that requires the supervisor to complete within the employee's first three working days. The checklist is divided into four sections with the following topics to address: Receiving the New Employee, Welcoming the New Employee, Introducing the New Employee to the Job, and Follow-up. The orientation also includes the distribution of the F&G disciplinary guidelines, introductions to senior leaders of the department, and a meeting with the AVP within the first month of employment.

New employees are also required to work their first six-months of employment on a probationary period whereby on-the-job training and development is predicated on the responsibilities and skill level of the classification they have been assigned. The probationary period also allows

- The area supervisor to evaluate the employee's ability, suitability, and potential for success.
- Time for the employee to decide if they satisfying the job assignment.

Prior to the completion of the probationary period, the supervisor will evaluate the new employee's job performance.

Technical training is determined by senior leaders of CP&F based on area needs, new technology, and input from employees. Examples of such training include natural gas pipeline safety, specialized software, equipment operation, etc.

Employees who apply pesticides and those that operate energy controls are provided with required training and certification.

RM/EHS personnel provide monthly training to all CP&F personnel on topics such as slips, trips, and falls, asbestos awareness, bloodborne pathogens, chemical safety, back safety, hand tool safety, right-to-know, compressed gases, etc.

Professional development is achieved through the UWG tuition remission program, professional associations (e.g. APPA, NACUBO, SACUBO, SCUP, AMA), consultants, and outside agencies such as Georgia Oglethorpe Inc., Georgia Public Service Commission, and NFPA.

Training records for all CP&F employees are located in their respective areas of employment.

Section 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.

As indicated in **Section 3.2**, the roles, responsibilities, and services that are provided by CP&F are well defined, communicated and understood within the department and by all communities served.

All new employees are provided information through publications, meetings, and on-the-job training.

Effective two-way communication is built into our CP&F Strategy Development Cycle (**Figure 4.1-1**) using Goal Review, Result Review, Evaluation of the Situation, and Developing Attainable Action Plans. CP&F accomplishes this through bi-weekly 1-on-1 meetings between senior leaders, daily staff meetings with supervisors, monthly employee meetings, annual performance evaluation, annual employee surveys, and Business Process Redesign.

For all new employees, this is achieved through published job descriptions, published department missions and goals, job interviews, employee handbooks, an introductory meeting with the AVP, and a six-month probationary period that allows both the trainee and the employer time to verify adaptability to the position.

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

At the time of initial employment, all employees receive an employee handbook from Human Resources which defines Federal Employee Mandates and employee responsibilities. Employees are also given Chemical Right-to-Know information during orientation and are required to complete the BOR on-line training modules. Students enrolled in Arts and Science Classes are also required to complete these modules as a class requirement.

A [safety manual](#) was initiated by RM/EHS in 2001 and was adopted by UWG in October 2003. The safety manual is a comprehensive document that encompasses all aspects of safety. Each department heads is provided with a copy of this manual and all employees are required to become familiar with its contents. Revisions to this manual are hard copied and distributed by RM/EHS to department heads for updating area manuals and additional employee training.

In addition, RM/EHS publishes semi-annual newsletters on due diligence that are distributed via email and are posted on the RM/EHS website. http://www.westga.edu/cpf/index_2109.php

As indicated in **Section 2.11**, emergency response procedures have also been posted on the Public Safety website. Email alerts are distributed for public warnings and recommendations, emergency plans, and weather emergencies/closings.

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

Employee accidents and injuries are reported, documented, compiled, and reviewed by RM/EHS.

On campus accident investigations are sanctioned by the Georgia State Board of [Workers Compensation Handbook](#) and are governed by the USG Department of Administrative Services (DOAS)

Accidents are to be reported using a First Report of Injury Form and the records are maintained by RM/EHS. RM/EHS evaluates this data for the preparation of safety training topics as described in **Section 5.2**.

Figure 5.5-1 reflects injury data that has been compiled for the last four years:

Figure 5.5-1

| Description | FY04 | FY05 | FY06 | FY07 | FY08 |
|---|------|------|------|------|------|
| Total Injuries, UWG Employees | 64 | 81 | 85 | 78 | 75 |
| Total Injuries, Facilities & Grounds | 43 | 44 | 55 | 38 | 38 |
| % Total Injuries, Facilities & Grounds | 67% | 54% | 65% | 49% | 51% |
| Total Recordable Injuries, UWG Employees | 22 | 35 | 21 | 19 | 16 |
| Total Recordable Injuries, Facilities & Grounds | 14 | 22 | 11 | 11 | 12 |
| % Total Recordable Injuries, Facilities & Grounds | 64% | 63% | 52% | 58% | 75% |

Section 5.6 The organization promotes employee development and professional development through formal education, training, and on-the-job training such as rotational assignments, internships, or job exchange programs.

CP&F addresses education, training, and development needs based upon our strategic challenges (**Section 2.10**), master plan requirements, our annual goals and objectives, staff input, employee input (**Section 2.2**), changes in technology, available funding, and benchmarking with other institutions.

Employees are selected by senior leaders based on classification, job performance reviews, education, and succession planning. Examples of employee development include the SACUBO College Business Management Institute

(CBMI), SACUBO quarterly conferences, APPA Institute for Facilities Management, GAPPA annual conference, CMMS training, and peer reviews with other institutions.

In June 2007, two CP&F representatives received six sigma training and were certified as green belts. Six sigma methodologies are currently being deployed in those BPR projects that have metrics to measure results.

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

CP&F staff members are involved in many professional organizations, including those for Facilities Management, Planning, Architecture, Chemical Safety and Emergency Response

CP&D personnel attend special sessions and conferences related to their specific areas. They attend auto-cad training, office management classes, GAPPA conferences, BOR facilities conferences, daily meetings and biweekly meetings.

RM/EHS attends various training classes and professional conferences to enhance their knowledge and performance in the areas of life and job safety, insurance, environmental and chemical safety.

F&G supports their people by providing resources for obtaining and maintaining certifications. Many of the trades' personnel (plumbers, HVACR, electricians, pesticide applicators) are sent to annual training and conferences.

Career development and advancement opportunities are afforded to each employee based upon the employee's experience, need, and benefit to UWG. Consideration for promotion is based on who has applied for the job posting and who is most qualified.

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

| Dept. | Significant Work Performance | How Employees Understand | Performance Assessment |
|--------|---|--|---|
| CP&D | Construction projects Project inspections Drawings BPR | Annual Goals & Objectives Completed Inspection Performance Reviews | On-time completion Within budget Surveys Attendance |
| F&G | Work Order Projects BPR | Annual Goals & Objectives Area Inspections Performance Reviews | WO Completions Rework Safety violations Workman's Comp. claims Attendance |
| RM/EHS | Building Inspections Training Accidents Newsletter | Annual Goals & Objectives Area Inspections Performance Reviews | Violations Workers Comp. Claims Fines |

Section 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 the supervisor's effectiveness (coaching).

CP&F uses such formal assessment methods as annual employee performance reviews, custodial inspections, attendance, certification training, and monthly meetings to assess employee well being, satisfaction, and motivation. In 2006 -07, the AVP of CP&F conducted a series of presentations on leadership for all supervisors within the organization.

In addition, an Organizational Trust Survey has been administered during the last five years that measures employee assessments in the areas of respect, empowerment, commitment, contentment, caring, expectations, communication, and development. An analysis of these measurements has resulted in an annual presentation from the AVP,

supervisory training sessions, motivational seminars, recognition programs, and increasing trends in response approval. See result measurements in **Section 5.11**.

Informal assessments are measured through lunch/coffee breaks, employee behavior and attitude, and daily casual conversations with supervision on rounds through the areas.

Section 5.10 Employee recognition programs are in place for individuals and groups (may include community service).

Employee recognition awards such as Employee of the Year and quarterly Customer Service Employee Recognition awards help to motivate CP&F employees but so do other factors such as BPR (employee contribution), campus expansion (job security), creating a safe work environment, empowerment (risk-taking without fear), building organizational trust, promotion from within, growing enrollment forecasts, annual performance evaluations, cross training, staff recognition days, newsletter recognition, tuition reimbursement, certificates of training, and positive feedback from customers and senior leaders.

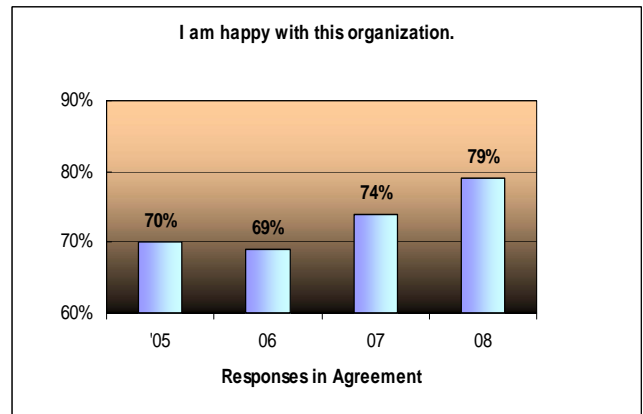
Section 5.11 Processes are in place to determine the effectiveness of recruitment and retention programs and to identify areas for improvement.

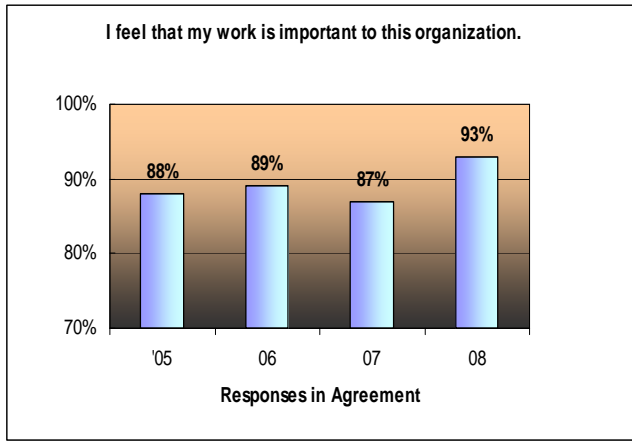
Employee evaluations occur in March of each year. The employees are evaluated for attendance and leave utilization, appearance, customer service, and teamwork, commitment to the organization, job knowledge, quality and quantity of work, and continuous learning and improvement.

The Organizational Trust surveys also identify the organization’s retention, strengths, and opportunities for improvement. Following, are examples of the 2008 responses:

Years of Service per Work Area

| Dept. Years | Gen. Maint. | HVAC | In-Plant | Out-Plant | Elect. S.E. | Motor Pool | Custodial Services | Move Crew | RM / EHS | CP&D | CP&F | L&G | WIC |
|--------------|-------------|----------|----------|-----------|-------------|------------|--------------------|-----------|----------|----------|----------|-----------|----------|
| 0-5 | 2 | 2 | 2 | 1 | 1 | 0 | 27 | 1 | 2 | 2 | 3 | 8 | 2 |
| 6-10 | 4 | 2 | 2 | 1 | 2 | 1 | 7 | 0 | 1 | 2 | 2 | 6 | 0 |
| 11-15 | 5 | 2 | 1 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 | 2 | 0 |
| >15 | 2 | 0 | 3 | 2 | 2 | 1 | 9 | 2 | 0 | 1 | 1 | 0 | 1 |
| Total | 13 | 6 | 8 | 4 | 5 | 2 | 51 | 3 | 3 | 5 | 6 | 16 | 3 |





Section 6.0 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, and other key processes that affect facilities functions.

Campus Planning and Facilities (CP&F) process management evolves from the Strategy Development Cycle that is illustrated in **Figure 4.1-1**. Organizational interests are determined within the Strategic Phase, process requirements and action plans are developed in the Operational Phase, and the plan is executed in the Deployment Phase with a review of results always funneling back into goal assessment.

Needs for process revisions or new processes are based on factors that not only impact the scope of work for CP&F, but also the vision and mission of UWG. Factors that influence process revisions or change include technology, safety requirements, department capabilities, stakeholder input, institution's schedule, interest rates, benchmarking, legal requirements, State of Georgia revenue, community support, and enrollment.

Effective CP&F process management is achieved through leadership, a proactive working culture, having a strategic plan that is reinforced with SMART goals and objectives, performance indicators to measure those objectives, two-way communication from customers and employees, and determining if the process provides the desired results.

Section 6.1 Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services.

Figure 6.1-1

| Facilities & Equipment | Processes in Place | Ensure Effective and Efficient Services |
|-------------------------------|---|---|
| Utilities | <ul style="list-style-type: none"> -Metered measurements -Control systems -Monthly analyses on electricity, natural gas, water, and waste removal -Conformance to federal guidelines on seasonal temperature set points | <ul style="list-style-type: none"> -Energy consultant -Campus Energy Committee and Energy Conservation website. -Two-way communication with utility providers -Annual back-flow inspections -Professional memberships -Customer feedback/surveys |
| Campus Buildings | <ul style="list-style-type: none"> -Facilities Condition Analyses -Historic preservation plan -Building Inspections -Roof Inspections -MRR requests -Major Capital Project Requests -Minor Capital Project Requests -Scheduled pest control applications -Severe weather response plan -ADA analysis -Elevator service contracts -Annual elevator inspections | <ul style="list-style-type: none"> -Consultant studies -RM/EHS audits & inspections -Project Management -Adherence to USG guidelines -Input from semi-annual campus facilities meetings conducted by the AVP -Individual meetings scheduled by the AVP and campus department heads -Pest control certifications -Professional memberships -BPR -Customer feedback/surveys |
| Building Equipment | <ul style="list-style-type: none"> -Preventative Maintenance schedules -ADA analysis -Fire Alarm inspections -Building Inspection -Monthly emergency eyewash & safety shower testing -Monthly building emergency phone testing -Monthly emergency generator testing | <ul style="list-style-type: none"> -Employee Certification -Professional societies -Trade seminars -BPR -Customer feedback/surveys |
| HVACR | <ul style="list-style-type: none"> -Energy control service agreements -Web-based control system -Preventative Maintenance schedules -Annual fume hood certification -Filter change program | <ul style="list-style-type: none"> -Employee Certification -Annual Chiller inspections -Natural gas-line inspections -Boiler inspections -Professional memberships -Customer feedback/surveys -BPR |
| Landscaping Equipment | <ul style="list-style-type: none"> -Preventative Maintenance schedules -Equipment and chemical storage -Annual inventory | <ul style="list-style-type: none"> -Employee Certification -Peer reviews -Professional memberships -Trade seminars -Customer feedback/surveys -BPR -Skill specific training |
| Fleet and Motor Pool Services | <ul style="list-style-type: none"> -Vehicle service -Preventative Maintenance schedules | <ul style="list-style-type: none"> -Employee Certification -Customer feedback/surveys -BPR |
| Internet Technology | <ul style="list-style-type: none"> -UWG Information Technology Services (ITS) -Separate server -Firewalls, virus protection, -Password changes every 120 days | <ul style="list-style-type: none"> -USG guidelines -UWG guidelines -daily back-up of files -evaluations of new technology -Employee certification and development -BPR |

While **Figure 6.1-1** identifies the processes that are in place to ensure that facilities and equipment are adequate, CP&F also employs a continuous improvement process to ensure that their work processes are updated on a regular basis. Endorsed by NACUBO, [Business Process Redesign](#) (BPR) was initiated by CP&F in 2001 and was modified in 2003. Since that time, each CP&F area reviews five processes a year for non-value added steps and technology upgrades. A total of 25 processes and 93 sub-processes have been identified and the BPR consists of mapping the process flow, identifying and removing outdated steps, and creating standard operating procedures (**Section 1.4**).

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

F&G uses the computer maintenance management system (CMMS), FacilityFocus which is accessible to the UWG community through on-line links, email, telephone, and personal requests. All work requests are channeled and documented through the Work Information Center (WIC) and are given a numerical code which is provided to the customer for reference and traces the complete work order history. At the completion of a work order, a questionnaire is automatically sent to the originator of the work request for feedback on the service that was provided.

A Facilities Condition Analyses (FCA) is performed by outside consultants based on a prioritization of buildings from CP&F leadership. An FCA is performed every 5-7 years and is predicated on funding that is allocated by the USG and Georgia State Assembly. As reported in **Section 4.4**, the FCA encompasses such inspection criteria as site, architectural, structural, interior finishes, ADA requirements, HVAC, electrical, plumbing, life safety and fire protection, environmental health, and building accessibility.

Also reported in **Section 4.4**, RM/EHS prioritizes and schedules inspections to ensure that each building on campus is in compliance of the health and safety standards set by local, state and federal agencies F&G employs a computer maintenance management system (CMMS) that is accessible to the UWG community through on-line links, email, telephone, and personal requests. All work requests are channeled and documented through the Work Information Center (WIC) and are given a numerical code which is provided to the customer for reference and traces the complete work order history. At the completion of a work order, a questionnaire is automatically sent to the originator of the work request for feedback on the service that was provided.

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

Described in **Section 6.2**, Facilities and Grounds (F&G) work orders are received, documented, and scheduled by the Work Information Center (WIC) using the computer maintenance management system (CMMS). WIC staff members help to coordinate work planning with F&G supervision on a daily basis to estimate work duration and manning requirements, ensure materials availability, and maximize schedule efficiency. CMMS enables WIC and supervisors to evaluate work orders to ensure accountability, backlog, planned vs. reactive work, past due requests, material costs, preventative maintenance status, estimated vs. actual labor, and monthly report by shop. Flex scheduling of personnel provides this area with the ability to provide the service that is necessary to accommodate the needs of the campus community while addressing the long- and short-term strategies of the institution.

With its mission to provide architectural, engineering, and project management services to the campus community, drivers of Campus Planning and Development (CP&D) work requests are submitted through the WIC, emails, telephone calls, and through the Capital, MRR, and Space Planning processes. CP&D reviews, prioritizes and assigns the request to appropriate personnel. The following link provides the procedural manual that CP&D follows for project management:

http://www.bf.westga.edu/CPF/Departments/CP&D/manuals/Procedure%20Manual_CPD%20Rewrite%203-01-05.pdf

RM/EHS plans, schedules, and coordinates working assignments based on priorities established through annual goal setting, BPR, work injuries, WIC, customer requests and campus inspections. RM/EHS has three employees who set their priorities on a weekly basis but due to their cross training, they have the flexibility to adjust their schedule to assist in all areas of their associated fields.

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

As indicated in the table that is displayed in **Section 6.1**, PM programs are established in each area of F&G. All PM's are required to be logged into the CMMS program and the status can be accessed by F&G supervision. PM status is broken down into three different categories – PM Backlog, PM Completed vs. Open, and PM Corrective. The status of PM's is reviewed by area supervision and the scheduler on a daily basis to ensure program efficiency and effectiveness.

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

All estimates are tracked through the CMMS using a report labeled as "Estimated Time vs. Actual Report." This report has the capability of estimating all areas of F&G work by day, week, month, or current fiscal year. Consistency in estimates is achieved through the use of historical data. Although work loads can vary at certain times of the school year, the system has proven very effective.

CP&D project estimation is based on an in-house database along with the Means estimating manual and job-costing services.

Section 6.6 Design guidelines that incorporate such elements as energy consumption, operating costs, environmental concerns, maintainability, sustainability, accessibility, and safety have been prepared, updated and are utilized.

The scope of CP&D work is threefold:

1. General Contractor
 - Establish Budgets
 - Select Subcontractors
 - Provide billing and payment administration
 - Management of construction activity and progress
 - Overall management of projects under contract
2. Project Management
 - Drawings and plans
 - Bids, budgets, and schedules
 - Selection of contractors and consultants
 - Daily management of construction activity and progress
 - Billing and payment administration
3. Advisor/Consultant
 - Architect, engineer, and contractor selection
 - Scope
 - Planning
 - Bids and budgets

Compliance standards such as Georgia Building Codes (GBC), Americans with Disabilities Act (ADA), and the Preservation of Historic Buildings and Sites are used in developing building construction and maintenance planning.

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

CP&F employs a fiscal officer and an administrator coordinator to monitor all work areas and ensure budget compliance. Budgets can be accessed by CP&F senior leaders via the UWG website and manual reports are prepared and distributed monthly to area supervision. Various levels of delegation have been established to ensure control and compliance.

Section 7.0 PERFORMANCE RESULTS

The facilities organization's performance 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.

Section 7.1 The appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired stated image of the institution.

CP&F recognizes the role our campus environments play in student recruitment and retention.

UWG's campus is considered to be one of the most beautiful in the University System of Georgia. Landscaping and Grounds Maintenance continue a long tradition of systematic landscaping that began in 1919 when Fourth District A&M School Principal, John H. Melson, solicited governors from the original 13 colonial states for a gift of an oak tree in a variety indigenous to their state. Several trees are still growing along Front Campus Drive.

To commemorate the centennial of UWG in August 2006, representatives from the campus and surrounding community reenacted this ceremony by planting an additional 13 trees of different varieties on the campus grounds. (http://www.westga.edu/~ucm/news_archive/08_06/trees.html)

F&G maintains a Standard Operating Procedures manual for landscaping and grounds personnel. Established in 1987, this document continues to be the core framework of processes that drives daily and seasonal activities for landscaping and grounds activities. This document is modified periodically to adapt to the changing needs of UWG.

UWG landscaping cares for the many plant species residing on a 645 acre campus. They also construct and maintain irrigation systems, curbs, gutters, sidewalks, and athletic fields. A University nursery cultivates plants for seasonal, new, or replacement landscaping.



Victory Garden at the Alumni House

The campus has 82 buildings that range in age of construction from 1843 to 2008. A total of 12 buildings exceed 50 years in age, and two of the buildings (Bonner and the Kennedy Chapel) are registered with the National Historic Society.

In order to provide a solid analytical basis for planning and decision-making, CP&F refers to the UWG design criteria manual and the master plan for future building needs as it is based upon an examination of existing and projected student enrollments along with associated faculty and staff levels. The adequacy of existing space was assessed in relation to national space standards established by the Council of Educational Facilities Planners International (CEFPI).

Section 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 programs.

Figure 7.2-1 outlines how CP&F utilizes the following sources to help ensure that the quality of service meets with the institution's expectations of facilities condition and cleanliness:

Figure 7.2-1

| Sources | How it applies to maintaining the image/standards |
|-------------------------------|---|
| UWG Mission | Declares UWG’s vision and framework. |
| Strategic and Master Plan | Provides CP&F with information on enrollment projections, building and learning requirements, parking and traffic concerns, student services and housing needs, campus open space, and campus utilities. http://www.westga.edu/cpf/index_2104.php |
| CP&F Strategic Planning | Details the goals and objectives to achieve the institution’s mission and the goals outlined in the Master Plan Executive Summary and the institution’s strategic plans. |
| State Funding | The amount of funding approved by the state legislature. |
| Consultants | Standards for custodial services, CMMS, and building and grounds maintenance. |
| Trade Resources | APPA – metrics to adopt standards. |
| Facilities Condition Analysis | Condition of facilities. |
| RM/EHS | Building inspections. |
| Supervisor inspections | Field inspections of housekeeping, residence halls, and grounds. |
| Customer Input | Input from Work Orders Questionnaires, unsolicited emails, and surveys. |
| Community input | Civic club presentations, surrounding neighborhood meetings. |

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

Campus Planning and Facilities (CP&F) relies on the following processes to ensure that the building systems and infrastructure are maintained and operated at a level of reliability that contributes to the successful implementation of the institution's mission and programs:

- Facilities Condition Analyses - A comprehensive summary of buildings that are prioritized in terms of age, existing conditions, repair, and future needs.
- Capital Request Program – An annual program that is administered by CP&F which requires submissions by the department heads for future spacing needs, technology, project descriptions, justification, and approval.
- President Advisory Council (PAC) – reviews, prioritizes, and approves future projects and funding proposals.
- University System of Georgia (USG) - Reviews, prioritizes, and approves funding requirements that are submitted from all institutions for future projects and funding proposals.
- Georgia State Assembly – reviews and provides final approval for all funding allocations and projects that are recommended by the USG.

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

The funding resources that are approved by the state legislature are channeled through UWG’s budget office. The Maintenance and Operations (M&O) budget for UWG is determined by the Vice President of Business & Finance.

Maintenance needs are identified, prioritized, and funded to ensure that major maintenance issues are resolved.

The M&O budget for CP&F is managed by the AVP of CP&F to ensure adequate support and maintenance of facilities. The budget for FY2008 was \$11.2 million.

As described in **Section 6.7**, CP&F employs a fiscal officer and an administrative coordinator to monitor the budget and ensure that accounts are properly maintained in such cost centers as Physical Plant Administration, Design and Construction, Risk Management, Business and Finance Planning, Building Maintenance, Custodial Services, Utilities, and Landscaping & Grounds.

As indicated in **Section 7.3**, facilities that require maintenance, infrastructure, or renovation, are prioritized through the Capital Request Program and are scheduled based on the funding that is approved by PAC. For those facilities that do not get approved, they are either resubmitted the following year or are scheduled with funds that become available towards the end of the fiscal year from other campus areas.

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

CP&F employees are motivated by

- a working culture that provides employees with opportunities to contribute their ideas
- growing enrollment forecasts
- campus expansion
- job/pay postings
- promotion from within organization
- cross training
- positive feedback from senior leaders and others
- annual performance review
- recognition awards (e.g. Employee of the Quarter)
- an employee benefits package that includes options on Life Insurance, Health Insurance, Long-Term Disability Insurance, Continuing Insurance, Flexible Spending, Credit Union, Tax Shelters, Employee Assistance Counseling, Direct Deposit, Tuition Remission and Retirement Investments.
- creating and working in a safe environment, and
- building organizational trust



Organizational Trust surveys have been administered annually to all CP&F staff members. Major points from the FY08 survey reveal the following:

- Of the 129 surveys completed, 80 (62%) were endorsed.
- 64% of the workforce has 10 or less years of experience with CP&F.
- 40% of the work force is Custodial Services.
- Based on the responses classified as Agree or Strongly Agree, CP&F personnel have a very positive perception of the organization in the following areas:

| Statement | % |
|---|----|
| My work is important to this organization. | 93 |
| This organization seeks opportunities to keep me working when times are slow. | 86 |
| This organization is concerned about my safety. | 85 |
| Maintaining a safe and productive work environment. | 85 |
| I feel a sense of loyalty to this organization | 82 |
| Employees are satisfied with this organization. | 79 |
| This organization is concerned about its employees well being. | 77 |
| Employees are satisfied with training opportunities. | 76 |
| This organization is concerned about it's employees | 75 |
| This organization allows me to be creative in my job responsibilities. | 75 |

- Based on the responses classified as Disagree or Strongly Disagree, areas to improve include:

| Statement | Responses | % |
|---|-----------|----|
| This organization demands the same level of performance from all coworkers. | 38 | 30 |

- Based on the responses classified as Undecided, additional analyses are required in the following areas:

| Statement | Responses | % |
|--|-----------|----|
| Most of my co-workers enjoy working for this organization. | 31 | 25 |
| This organization values my opinion on work related matters. | 31 | 25 |
| This organization really appreciates my efforts. | 29 | 22 |
| This organization really listens to what I have to say. | 26 | 20 |
| This organization is very detailed in it's work procedures | 25 | 20 |

In addition to staff assessments, CP&F also examines input from annual performance evaluations, monthly departmental meetings, daily staff meetings, work order assessments, customer surveys, area inspections, absenteeism, and employee turnover to provide a clear understanding of the culture and employee morale.

Staff motivation is also lifted through the amount of training, development, and education that CP&F invests in their employees. CP&F leaders determine funding allocations and prioritize training using such resources as institution's strategic plan, master plan requirements, annual goals and objectives, staff input, employee input, changes in technology, funding available, and benchmarking with other institutions.

CP&F also employs group training when the need arises. Examples of this include:

- Customer Service Training - June 2006. Following-up on an initiative that was introduced by USG Chancellor, Erroll Davis, CP&F employees attended a two-day seminar in customer service training.
- Customer Service Training – December 2006. CP&F employees attended a two-day seminar in customer service training - one involved a values-oriented approach and the other involved an examination of working styles.
- The AVP of CP&F conducted three leadership seminars for CP&F supervision in FY07.
- The AVP of CP&F has conducted a State of Facilities presentation for all CP&F supervision during the last three fiscal years.

Section 7.6 Customer satisfaction measures ensure that the levels of service are consistent with customer needs and requirements and within the facilities department's capability.

With CMMS upgrades completed in early 2006, CP&F went from measuring customer satisfaction every 18 months to measuring satisfaction on each completed work order! The results for the last two fiscal years are as follows:

| Work Order Question | FY 07 | FY 08 |
|--|--------|--------|
| Was the work order completed to your satisfaction? | 9.49 | 9.60 |
| Was the response time adequate? | 9.29 | 9.56 |
| Were our employees courteous and considerate? | 9.63 | 9.72 |
| Did WIC handle your request efficiently? | 9.61 | 9.80 |
| | | |
| Number of responses | 403 | 498 |
| Number of Work Orders | 18,311 | 20,765 |
| Response % | 2.2% | 2.4% |

Note: Ratings are based on a 10-point scale with 10 being the highest ranking.

For the past three years, all three areas of CP&F completed Customer Service surveys during the fall months. The results from these surveys have been incorporated into the CP&F strategic planning each May.

In addition to surveys, customers have access to CP&F through email, phone calls, personal visits, semi-annual meetings conducted by the AVP to review the facilities master plan, and through scheduled presentations that the AVP conducts with civic groups.

Section 7.7 Managers and supervisors stay in touch with the needs of higher education.

CP&F maintains involvement with future educational needs through regular attendance at USG strategic meetings, trade conferences and subscriptions to trade publications, professional affiliations, consultants, capital request program, list serves, bench marking, and visits to other campuses.

Section 8.0 Other Considerations

Section 8.1 Georgia Green Industry - 2000

The Georgia Green Industry Association is sponsored by the State of Georgia with the mission to advance and promote the horticulture industry by setting the standard for professionalism, excellence, and environmental stewardship. CP&F received the grand award from this organization in 2000.

Section 8.2 Community Outreach – (2001-2008)

Citing the strategic plan of the institution as a main driver, CP&F prides itself on the relationships that it builds with the surrounding community through its outreach programs. Over the past seven years, CP&F has been involved with local school systems in providing botanical classes and tours of their arboretum and nursery.

Section 8.3 Americorps – 2003; 2005

AmeriCorps is a network of local, state, and national service programs that connects more than 70,000 Americans each year in intensive service to meet our country's critical needs in education, public safety, health, and the environment. In exchange for their service, AmeriCorps members earn an education award of up to \$4,725 that can be used to pay for college or to pay back qualified student loans. Since 1994, more than 5,500 Georgia residents have qualified for Americorps Education Awards totaling more than \$19,100,000.

Faced with an era of declining resources coupled with enhanced expectations, CP&F contacted Americorps and a grant was provided in 2003 and 2005 that provided assistance on the clean-up of pine beetle infestation, the creation of additional walking trails, and the construction of a water sampling platform over the Little Tallapoosa River

http://www.westga.edu/~ucm/news_archive/04_05/amicorps.html

http://www.westga.edu/~ucm/news_archive/06_03/amicorps.html

Section 8.4 Georgia Oglethorpe – (2005; 2007)

In 2005, CP&F received the Georgia Focus Award recognition from the Georgia Oglethorpe Award, Inc. The organization is a nonprofit public-private partnership that provides services to Georgia's business, industry, government, education, healthcare, and nonprofit organizations using the Malcolm Baldrige criteria. This was a first-level award that was received following the submission of their application and site visit. An application for the second-level award, the Georgia Progress Award, was submitted in 2007.

http://www.westga.edu/~ucm/news_archive/09_05/oglethorpe.html

Section 8.5 Best Practices - 2006

CP&F was awarded three best practice awards from SACUBO for their submissions on BPR, Chemical Waste Management, and instituting the Georgia Oglethorpe criteria within the organization. CP&F continues to use both Business Process Redesign (BPR) and the Malcolm Baldrige criteria as their template for process improvement.

<http://www.westga.edu/~ucm/news/practices.html>

As a result of these awards, CP&F was asked to submit an article on their BPR efforts in the February '07 edition of NACUBO *Business Officer* magazine - <http://www.nacubo.org/x8842.xml>

Section 8.6 Carroll County Beautification Award - 2006

In conjunction with the Carroll County Chamber of Commerce, Keep Carroll Beautiful is an organization that was established in 2005 and serves to preserve the environmental character of Carroll County, Georgia. F&G received recognition in 2006 for their partnership on a program entitled "[Hands on Carroll County](#)."



Section 8.7 Regents Award of Excellence

UWG Campus Planning and Facilities received recognition with the prestigious [2007 Regents Award for Excellence](#) for the Love Valley/Student Center Project.

The new campus architecture enhances West Georgia's precious natural beauty and stands as inspiration for the future architectural design solutions of the campus," said Linda Daniels, vice chancellor for Facilities in the USG. "The nature and use of public green space continues to be a defining element in our lives."

Section 8.8 University System of Georgia Peer Review - 2008

The criteria were patterned after the APPA Award of Excellence which helped UWG to be one of the first institutions assessed within the University System of Georgia. Representatives from five institutions and the system office spent 3 days on campus in February 2008 assessing the various criteria. Most of the preliminary documentation was available [on-line](#) prior to their visit.

Section 8.9 EPA Self Audit - 2008

UWG was the first of three universities within the State of Georgia to conduct a voluntary self audit in compliance of the "College and University Compliance Initiative." This initiative between the University System of Georgia Board of Regents and the US Environmental Protection Agency allowed UWG facilities and operations to be voluntarily audited and violations disclosed to the EPA. In return, the EPA agreed to substantially reduce or waive the fines and penalties that would normally be assessed.

Section 8.10 APPA – (2003 – 2008)

Strategic Assessment Model – Applications were submitted from 2003-2007 in an effort to benchmark with other institutions. The process reinforced the need to maintain accurate data on gross square footage (GSF); assignable square footage (ASF); full time equivalent (FTE) employees; and operational costs - total in-house labor, total in-house non-labor, outsourced resources, etc.

Award of Excellence – First application was submitted in 2007.

Facilities Performance Indicators Report – Application was submitted in December 2008.