

University of West Georgia
Campus Planning and Facilities

2006 Georgia Progress Award Application

2006 GEORGIA OGLETHORPE PROGRESS APPLICATION

University of West Georgia
Campus Planning and Facilities Department
1601 Maple Street
Carrollton, GA 30118

Tel: 678-839-6385

Fax: 678-839-6340

UWG Web Site: www.westga.edu

CP&F Web Site: http://moosh1101.westga.edu/cpf/

Assistant Vice-President: Michael Renfrow

e-mail: mrenfrow@westga.edu

Contact Person: Dan Lewis

e-mail: dlewis@westga.edu

ORGANIZATIONAL PROFILE i
P.1. ORGANIZATIONAL DESCRIPTION i
a. Organizational Environment ii
b. Organizational Relationships iii
P.2 ORGANIZATIONAL CHALLENGES iii
a. Competitive Environment iv
b. Strategic Challenges iv
c. Performance Improvement System iv
ORGANIZATIONAL CHART v
GLOSSARY vi
BREAD and BUTTER GOALS viii
CATEGORY 1 – LEADERSHIP 1
1.1 – 1.4 1
1.5 1,2
1.6 3
CATEGORY 2 – STRATEGIC PLANNING 4
2.1 Strategic Planning 4
2.2 Strategy Development 5,6
2.3 Strategic Objectives 6
2.4 – 2.6 7
2.7 Performance Projection 9
CATEGORY 3 – CUSTOMER AND MARKET FOCUS 9
3.1 Customer, Customer Groups, and Market 9
3.2 – 3.3 10
3.4 – 3.6 11
3.7 – 3.8 12
CATEGORY 4 – MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT 12
4.1 Performance Measurement 12
4.2 - 4.6 13
4.7 – 4.8 15
CATEGORY 5 – HUMAN RESOURCE FOCUS 16
5.1 Organization and Management of Work 16
5.2 – 5.3 17
5.4 – 5.5 18
5.6 Motivation and Career Development 19
5.7 Work Environment 20
5.8 – 5.10 21
CATEGORY 6 – PROCESS MANAGEMENT 21
6.1 – 6.4 21
6.5 – 6.9 24
6.10 Operational Planning 26
CATEGORY 7 – BUSINESS RESULTS 26
7.1 Product and Service Results 26
7.2 Customer Focused Results 28
7.3 – 7.4 29
7.5 – 7.9 30
SELF ASSESSMENT / ACTION PLAN x

P.1 Organizational Description

P.1 The Campus Planning and Facilities Department (CP&F) of the University of West Georgia (UWG) remains poised to professionally operate, maintain, and support the development of quality facilities, grounds, and services, and at the same time to support the students, faculty, staff, and campus community.

Located in Carrollton, Georgia, UWG’s commitment to the pursuit of “educational excellence in a personal learning environment” is supported through the diligent efforts of CP&F using cost-effectiveness, continuous improvement, two-way communication, safety, and environmentally responsible methodology. The CP&F motto is: “Professionally we serve, Personally we Care”.

a. Organizational Description:

1.	Name of organization:	Department of Campus Planning and Facilities – University of West Georgia								
2.	Contact person & phone number:	Dan Lewis 678-839-4781								
3.	Nature of primary product(s) and/or service(s):	Facilities Planning and Management Land Planning and Management Support Services								
4.	How are these delivered to customers?	Management: In-house Workforce: In-house Professional services: Contracted Maintenance & Environmental Operations: Core in-house workforce supplemented by contract services and labor.								
5.	What are your stated purpose, vision, mission, and values?	Purpose: To support the University’s strong academic programs, and provide a safe, well-maintained, aesthetically pleasing campus and facilities for the university community. Vision: To further enhance the overall mission of the university as well as support the bread and butter goals specific to: the university experience, external relations, regional collaboration for economic and community development and Campus infrastructure. Mission: To professionally operate, maintain and support the development of quality facilities, grounds, and services, and at the same time to support our campus community, students, faculty and staff. Through our efforts we support the university’s commitment to the pursuit of academic excellence in a personal learning environment with cost-effectiveness, safety and in an environmentally responsible manner. Values: Integrity, Quality, Teamwork, Continuous Improvement, Enthusiasm, Friendliness, and Pride in Workmanship.								
6.	Education Level	Not HS Grad	78	Tenure (years)	0-1	24	Job Diversity	Management	9	
		HS or GED	69		2-9	98		Administrative	7	
		Some College	10		10-19	29		Technical	9	
		4 yr. Degree	5		20 plus	13		Facilities/Grounds	70	
		More	2		White	99		Custodial	69	
	Age		Under 30	22	Race	Black	62	Work-Force Status	Full Time	135
			30-50	83		Hispanic	3		Part Time	28
			Over 50	59		Asian	0		Contract	0
	Gender		Female	62	Bargaining Units	None				
			Male	102						
Special safety requirements:	SBCC; ANSI; NFPA; IBC; ADA; Fire Code; Bleacher Inspection; Elevator Inspection; Boiler-UPV; Natural Gas Pipeline; Georgia State Law/Inspections of personal records & fleet; OSHA; NFPA; ADA; LSC; and RTK									

7.	Major technologies, equipment and facilities:	Technologies Information Management Network LAN/WAN Internet Communications Network Wired, Wireless Voice/Data Campus Planning & Development Architectural Desktop, Aperture, Auto CAD 2000, KIP 2000, CTX 123 Facilities & Grounds Facility Focus, People Soft Energy Management Siemens, ALC Control	Equipment Networked PC's and support equipment Vehicle & Portable Radios; Wired and Wireless Phones; Digital Building Codes; Automated Security Systems; Computerized Diagnostic & Repair Equipment; Environmental Instruments Cargo Vans, Pick-up Trucks, Sedans, Terrain vehicles, Grounds Keeping Equipment, Material Handling Equipment, Custodial Equipment Aerial Lifts	Facilities 13 Academic Buildings (650,871 gsf) 47 Support Buildings (511,607 gsf) 10 Residence Life Buildings (625.403 gsf)
8.	Regulatory environment in your industry:	EPA; USIG Environmental Health and Safety; NPDES; DNR; EPA; HPD; FCC; DOT; EPA; EPD; CAA; CWA; EPA; GEPD; RCRA; TSCA; CWA, NRC, NPDES, LSC, DOT, SPCC, DOAS, NESHP		

b. Organizational Relationships:

1.	Area	Key market segments:	Key customer groups
	CP&D - Design, construct, and repair of University Facilities and Grounds	Local Regional National International	Students, Faculty, Staff, Alumni, Community, Taxpayers
	F&G - Equip, maintain and enhance the University Facilities, Grounds, and Activities		
	RM/EHS - Educate, inspect & enforce environmental and safety regulations to University community		
2.	Key customer requirements for products and services: <ul style="list-style-type: none"> • Quality facilities to teach, learn, view, visit and live in. • Safe and aesthetically pleasing grounds and facilities to promote and foster a learning atmosphere and an appeal for the university experience. • A systematic method in scheduling vehicles and that they are serviced and maintained to ensure the safety of others. • That UWG provides the education and protection that is necessary to ensure environmental and health safety. 		
3.	Most important types of suppliers and dealers: CP&D – Architects; Contractors; Utilities F&G - Energy Mgmt.; Elevator Maintenance; Utilities; Building Supplies; Custodial Supplies; Office Supplies; and Technology Support RM/EHS – DOAS; BOR; EPD/EPA; OSHA; Public Health; Atlanta Fire Environmental Consultants		
4.	Key customer and supplier partnering relationships:	Customer	Supplier
		Students - Facilities Advisory Council; Annual Campus Improvement Tour; SGA, Residence Life Surveys Faculty & Staff –Capital Requests, NCAA requirements, Campus Safety Committee UWG Foundation – Real Estate Foundation, Alumni Community – Local neighborhood meetings, city officials; civic and community groups	Energy management consultants; custodial suppliers and consultants, planning consultants; contracted architects and construction firms; equipment maintenance; technology support; office supplies; building supplies, regulatory agencies
5.	What are your most important supplier requirements? UWG Customer Satisfaction, Quality, Cost, Quantity, On-Time Delivery, Appropriate Liability		

P.2 Organizational Challenges

Although our competitive environment is predicated on such key factors as curriculum, enrollment, accreditation, location, acreage, and facilities, CP&F must also focus on such measures as gross square footage, acreage, utility consumption, labor efficiency, maintenance support, planning, etc., in order to provide the support that is necessary to achieve expectations. Where growth data from other institutions in terms of enrollment, campus size, retention, etc. is required for publication; most data that is pertinent to CP&F performance comparisons is voluntary and sometimes difficult to retrieve.

Nevertheless, CP&F remains steadfast in benchmarking using the APPA Strategic Assessment Model; private industry trends, and feedback from consultants to evaluate our standards and methods in order to determine where we must improve.

Increased enrollment, higher energy costs, and diminished state funding, are just some of the challenges that confront UWG as it must navigate its way through campus expansion, technology integration, maintaining a safe environment and preservation of its heritage. Changes in government leadership can have a major impact on assembly and voter philosophies, project approval, project funding, and BOR representation.

The principal factors that determine our success is having strong leadership and a trained workforce, development of a master plan and strategic plan, development of short- and long-term goals to achieve that plan, improving our processes through Business Process Redesign, receiving the funding to achieve our goals, efficient execution of our processes, and being good stewards of taxpayers dollars.

a. Competitive Environment:

1.	<p>1. What is your competitive position? With enrollment capped at University of Georgia and Georgia Institute of Technology, UWG’s master plan expectations is that a target level enrollment of 15,700 students will be reached in five to eight years if the capital funding for needed academic and support facilities is available.</p>
	<p>a) Your size: 1) Students - 10,216 2) Land -394 acres 3) Facilities -1,787,881 gross square footage (gsf) 4) Employees - 135</p>
	<p>b) Growth in the industry:</p> <ul style="list-style-type: none"> • Students – 3.5% increase in the last 5 years • Land -394 acres. The UWG Real Estate Foundation has purchased 24 acres northeast of the campus and the City of Carrollton is granting UWG and additional 246 acres northwest of the campus. Both properties are contiguous to the campus. • Facilities – Current gross square footage is 1,787,881. A new Student Activities Center (129,500 gsf) is under construction with a completion date set for August 2006. UWG has also received approval for the construction of a Health Wellness and Life Long Learning Center (169,000 gsf) that is scheduled to break ground when funding is approved in 2006. • UWG Employees – 1,000 Employees - 135
	<p>c) Numbers of competitors: 35 institutions within the University System of Georgia (USG) and 2 outside the system within a 60 mile radius; independent contractors in areas of architecture, construction, landscaping, custodial, painting, HVAC, plumbing, electrical, and vehicle maintenance.</p>
	<p>d) Types of competitors: i) Private contractors in our business; ii) Other colleges; iii) Related business processes; iv) Benchmark Institutions; v) Customer Expectations</p>
2.	<p>Primary competitors and how your organization differentiates from them: With 96% of the students being Georgia residents, our primary competitors from an institutional position, are those institutions within the USG as well as institutions within a 60 mile radius of Carrollton. From an operational perspective, our primary competitors are the practices deployed by competitive institutions and independent contractors that strive for improvement</p>
	<p>a)Principal factors that determine success relative to competitors: Curriculum, Accreditation, Location, Campus appeal, Planning, Reputation, Safety, Cleanliness, Lower cost, Strong leadership, Trained workforce, Proper funding to achieve outlined goals, efficient execution of our processes</p>

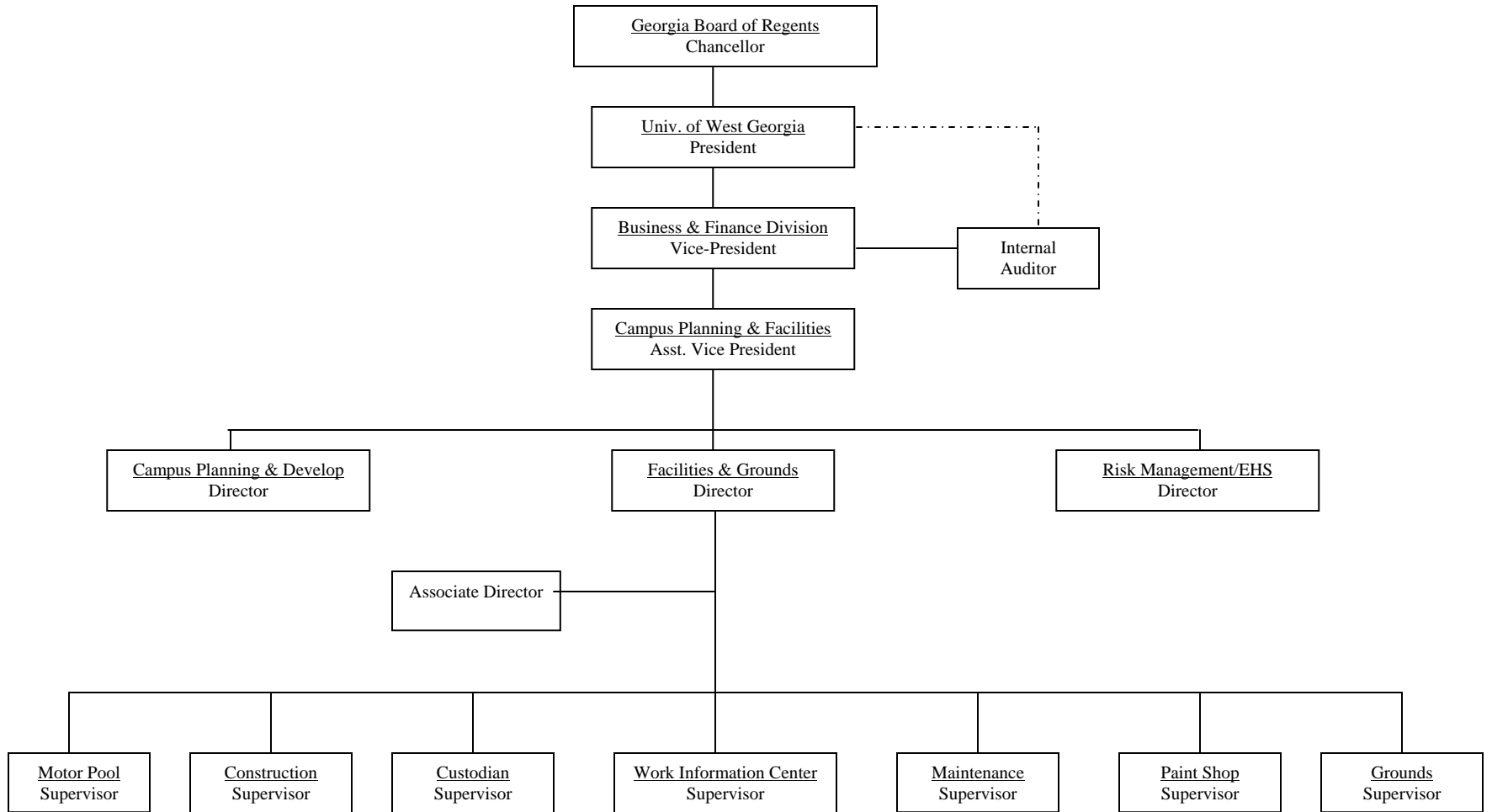
	<p>b) Changes that could affect your organization’s competitive position:</p> <ul style="list-style-type: none"> • Governor of the State of Georgia - Elected every 4 years with a maximum of 8 years. • The Georgia State Assembly - Elected every 2 years. • State Budget - Passed by the state assembly every year. • BOR Representatives - 1 member from each congressional district & 5 at-large appointed by the Governor and confirmed by the Georgia Senate to terms of 7 years. • BOR Decisions - Decisions impact real estate acquisitions, new construction, strategic planning, academic affairs, business & finance, audits. • GA Lottery – HOPE Scholarship- Lottery revenue - state funded scholarships – enrollment. • Land Acquisition - 248 additional acres being granted from the City of Carrollton. • Continuous Improvement - UWG & CPF commitment. • Economy - Employment rate has inverse impact on student growth and revenue. • Leadership – Change in Departmental, Division, or University.
--	---

b. Strategic Challenges:

1.	Key strategic challenges:
	a) Business: Supplier/partner availability and performance; Enrollment forecast/diminished budgets; Competitor capabilities; Customer & stakeholder expectations.
	b) Operational: Legal/regulatory requirements; Technology Integration; Productivity; Resource Availability; Maintaining Pace with Growth & Market Expectations; Fuel & Utility Costs; Aging Buildings & Infrastructure, Institutional competition for available funding.
	c) Human resource: Availability & education of future employees; Cultural Diversity; Managerial & Skilled Labor Losses; Aging workforce

c. Performance Improvement System:

1.	How do you maintain an organizational focus on performance improvement? Facilities Advisory Committee, Implementation of bi-annual Customer Satisfaction Surveys, CP&F Organizational Trust Survey, Planning Consultants, Facility Focus reports, Capital Project Requests, Benchmarking, Performance Indicators and Measurements, Business Process Redesign, Annual Goals and Objectives, Monthly Reports, Quarterly Reports, and Regulatory Inspections.
2.	What is your approach to systematic evaluation and improvement of key processes? Business Process Redesign, Customer Satisfaction Surveys, Peer Reviews, Consultants, Budget, Energy Analyses, feedback from University and community, Facilities Advisory Committee, Daily Supervisory Meetings, Director 1-on-1 meetings with Assistant V.P. of CP&F, Master Planning, Strategic Planning, Contract Negotiations and Benchmarking.
3.	What is your approach to organizational learning and sharing? <ul style="list-style-type: none"> • 1-on-1 meetings with Assistant Vice President - Information is channeled through e-mail, morning staff meetings, and departmental meetings. • Staff Meetings – Conducted on a bi-weekly basis to review campus and departmental issues • Professional Training Conference - Staff is educated on the latest information pertaining to BOR, technology, construction, equipment, human resources, regulatory and environmental updates. • University Committees - Information is disseminated and made available to University surrounding community. • Department website - Information is dispersed and made available to University and surrounding community.



GLOSSARY

ACHMM:	Academy of Certified Hazardous Materials Management
ADA:	Americans with Disabilities Act
AHERA:	Asbestos Hazardous Emergency Response Act
ANSI:	American National Standards Institute
APPA:	Association of Higher Education Facilities Officers
BITS:	Business Information and Technology Services
BPR:	Business Process Redesign
BOR:	Board of Regents
BOR Goal 6:	Seek the most efficient, effective, and technologically sound business and service best practices, and regularly compare ourselves to national peers.
BOR Goal 7:	Provide and maintain superior facilities, funded by innovative mechanisms that shorten the time that elapses between approval and use.
Bread & Butter Goals:	Goals established by an ad hoc strategic planning committee of students, faculty and staff in December 2000 (see page vii)
Carroll Tomorrow:	A local community and economic development organization
CBMI:	College Business Management Institute
CDC:	Center for Disease Control
CFC:	Chlorofluorocarbons
CEPPI:	Council of Educational Facilities Planner International
CFR:	Code of Federal Regulations
CP&D:	Department of Campus Planning and Development
CP&D Manual:	Manual used to define sequence of actions required to complete a construction project on campus. http://moosh1101.westga.edu/cpf/Departments/CP&D/old/procedure_manual.htm
CP&F:	Department of Campus Planning and Facilities
CRV Index:	Facility Operating Current Replacement Value Index
CWA:	Clean Water Act
DNR:	Department of natural Resources
DOAS:	Department of Administrative Services
DOT:	Department of Transportation
EPA:	Environmental Protection Agency
EPD:	Environmental Protection Division
Customers:	External - Alumni, Parents of Students, Vendors, Community Internal - Students, Faculty and Staff
ESAC:	Environmental Safety Advisory Council
F&G:	Department of Facilities and Grounds
FCC:	Federal Communication Commission
FEMA:	Federal Emergency Management Agency
GAPPA:	Georgia Association of Physical Plant Administration
GBA:	Georgia Building Authority
GGIA:	Georgia Green Industry Association
GIE:	Gross Institutional Expenditures
GSF:	Gross Square Feet
GSFIC:	Georgia State Financing and Investment Commission
GYSTIC:	Georgia Youth Science Teaching Information Center
HAZMAT:	Hazardous Materials
HPD:	Historic Preservation Division
IBC:	International Building Code
LSC:	Legal Services Corporation
LEV:	Local Exhaust Ventilation
M&O:	Maintenance and Operations
MSDS:	Material Safety Data Sheet
NACUBO:	National Association of College and University Business Officers
NCAA:	National Collegiate Athletic Association

NESHAP:	National Emissions Standards for Hazardous Pollutants
NFPA:	National Fire Protection Association
NPDES:	National Pollutant Discharge Elimination System
NRC:	National Recycling Coalition
OSHA:	Occupational Health and Safety Administration
OPCON:	Operation Command
PAC:	UWG President's Advisory Committee
PSC:	Public Service Commission
RHA:	Resident Halls Association
RTK:	Right to Know
RM/EHS:	Department of Risk Management/Environmental Health and Safety
SACUBO:	Southern Association of College and University Business Officers
SACS:	Southern Association of Colleges and Schools
SBCC:	Structural Builders Component Council
SERI:	Service Energy Resource Institution
SGA:	Student Government Association
SOP:	Standard Operating Procedure
SPC:	Strategic Planning Committee
SPCC:	Spill Prevention, Control and Countermeasure
SRAPPA:	Southeastern Regional Association of Physical Plant Administrators
TSCA:	Toxic Substances Control Act
URIMA:	University of Risk Management Insurance Association
UWG:	State University of West Georgia
USG:	University System of Georgia
WIC:	UWG Work Information Center

Bread and Butter Goals

The University's "bread and butter" goals are those that we (faculty, staff, and students) must reach if we are to be an excellent comprehensive state university. UWG would survive if we fail to meet them, but we would find it difficult to fulfill our mission. These are the goals we believe are necessary for the University's success over the next five years:

1. **Commitment to UWG's mission and goals.** University and College administrators must agree on the University's direction and goals, and must work together to achieve them.
2. **Enrollment management.** We must improve undergraduate and graduate recruitment and undergraduate retention while continuing to raise admission standards.

Recruitment:

 - a. Improve the reputation of UWG among high school guidance counselors, teachers, and college-bound students. (See "Public Relations" below.)
 - b. Develop focused recruitment plans aimed at qualified and diverse high school students.
 - c. Build stronger ties and articulation agreements with the two-year colleges of the University System of Georgia (USG) and the technical colleges of the Department of Technical and Adult Education (DTAE).
 - d. Develop focused recruitment plans for our graduate education programs.

Retention:

 - e. Enhance the Freshman Center.
 - i. Consider expanding its role to encompass more than the freshman year, with an appropriate name change.
 - ii. Give it a central physical presence on campus.
 - iii. Develop more peer tutoring and mentoring programs.
 - f. Develop a comprehensive strategy for academic advising, perhaps in conjunction with the enhancement of the Freshman Center.
 - g. Develop students' ties to UWG so that they want to stay until they earn their degrees rather than transfer to other USG institutions. (See "The University Experience" and "Campus infrastructure" below.)
 - h. Increase undergraduate admissions standards each year as we have since 1997.
 - i. Increase scholarship support and counseling for students with emergency financial needs.
3. **Academic programs.** Academic excellence is the essential goal of the University. Academic programming must be shaped by the mission of the University.
 - a. Use periodic program reviews to ensure that departments and programs are mission-driven.
 - b. Allocate resources for the improvement of existing programs and the development of new ones only in accordance with our mission as a comprehensive state university.
 - c. Give high priority to obtaining and maintaining accreditation for every program for which a national accrediting agency exists.
 - d. Include faculty-directed student experiential learning, research, creative, or professional activities in academic programs whenever possible.
 - e. Ensure that the general education program offered in the core is coherent and rigorous, with learning outcomes that can be clearly and consistently communicated.
4. **Public relations.** Public relations must become a campus-wide focus. Too often, UWG's image does not reflect who we are and what we do well. Inaccurate public perceptions of the University are a prime barrier to our continued progress.
 - a. Launch a campus and statewide campaign to define and promote UWG as an excellent comprehensive state university, targeting the visionary goals defined in the strategic planning process.
 - b. Use campus resources, particularly mass communications students, faculty, and equipment, to maximize the effectiveness of PR office activities.
 - c. Encourage faculty and staff members, administrators, and students to participate in PR initiatives.
 - d. To increase participation in PR, form a subcommittee of the General University Matters committee of the Faculty Senate to take the lead on the Committee's existing charge to recommend policy and procedures for public relations. The subcommittee should include representatives from the administration, staff, and student body in addition to its faculty members.

5. **The university experience.** We must improve the quality of the university experience for both commuter and residential students if West Georgia is to fulfill its mission. To improve recruitment and retention, we must change the sense of many students that UWG is just the place where they take classes.
 - a. Give students a reason to stay at UWG on weekends.
 - b. Continue improving the programming and facilities of the University Center.
 - c. Tie commuter students into the life of the campus.
 - d. Explore ways to provide off-campus transportation to improve access to entertainment, shopping, and residences.
 - e. Continue to encourage cultural, ethnic, racial, and gender diversity in students, faculty, and staff, and to work to ensure that equal opportunities and resources are available to all.
 - f. Recognizing both the appeal of having an on-campus multipurpose stadium and the difficulty of fundraising, study the feasibility of building a multipurpose stadium.

6. **Student, faculty and staff morale.** We must continue to improve the positive campus climate at UWG to enhance the morale of our students, faculty, and staff members.
 - a. Develop policies that address student and faculty concerns about class size to ensure that we can offer each student educational excellence in a personal environment.
 - b. Develop clearer faculty workload, promotion, and tenure policies that are consistent with the University mission.
 - c. Review staff workload, promotion, and compensation policies.
 - d. Promote faculty governance through the Faculty Senate and its committees.
 - e. Develop procedures for assessing and improving campus services for students.

7. **External relations.** We must work to improve our ties off-campus.
 - a. Increase the engagement of alumni in recruitment, fundraising, and public relations.
 - b. Forge stronger and broader town/gown relations.
 - c. Emphasize regional service in our academic and extracurricular offerings.
 - d. Promote an understanding of cultural diversity within our region.

8. **Regional collaboration for economic and community development.** We must form partnerships with government agencies, businesses, and non-profit organizations that let us apply the resources of the University to the solution of our community's economic and social problems.

9. **Information technology.** We must employ appropriate information technology to enhance student and faculty learning, provide access to distance education resources, and conduct the administrative functions of the University.
 Campus infrastructure.. We must develop effective plans to maintain infrastructure necessary to deliver university services.
 - a. Allocate adequate resources to building maintenance: mechanical systems, roofs, carpeting, paint, etc.
 - b. Develop a comprehensive strategy for requesting and scheduling maintenance.
 - c. Develop adequate budgets for computing and networking technology.
 - d. Treat replacement of computers and networking equipment as recurring budget items rather than as one-time capital expenditures.
 - e. Explore ways to improve student housing to compete effectively with our peer institutions.

10. **Capital campaign.** We must raise money and expand our sources of funding beyond the local community. State funding and current external fundraising activities like A-Day cannot meet our needs for facilities. Therefore, in conjunction n with our new centenary date of 2006, hold a multi-million dollar capital campaign.

1.0 Leadership

Vision and Values

1.1 Leadership in Campus Planning and Facilities (CP&F) at the University of West Georgia (UWG), is not only founded based on our values, mission, and vision {**P.1.a.(5)**}, but also on the simple belief of “doing what is right”. In keeping UWG’s motto of “Educational Excellence in a Personal Environment” as our compass, CP&F has constructed a working environment that strives for professional products/services, reinforces organizational trust, and promotes performance assessment. They accomplish this through their:

- strategic planning process **Figure 2.1-1**
- feedback from customers **Figure 3.2-1**
- organizational knowledge **Figure 4.8-1**
- feedback from employees **Item 5.1**
- value creation process **Item 6.6**
- results/trends **Item 7.5**

The role of senior leaders is to foster this environment while providing the appropriate direction, training, and support to all CP&F personnel and processes (**Figure 1.5-1**). Led by Assistant Vice-President, Mike Renfrow, the CP&F senior leadership team consists of the Director of Facilities and Grounds (F&G), the Director of Campus Planning and Development (CP&D), and the Director of Risk Management/Environmental Health and Safety (RM/EHS). This team is grounded in its philosophy; remains focused on the end result; and deploys the short- and long-term action plans that are necessary to achieve its objectives. **Figure 1.1-1** identifies the methods that are employed to instill organizational value, develop direction, and establish performance expectation.

Legal and Ethical Behavior

1.2 Senior leaders promote an environment that fosters and requires legal and ethical behavior through the guidelines that are administered by the University System of Georgia Board of Regents (BOR) and the State of Georgia. All new employees are subjected to a background investigation and are required to sign a Security Questionnaire and a Loyalty Oath during their Human Resource orientation. They are also supplied with a UWG Employee Handbook that outlines policy violations such as conflict of interest, gratuities, sharing of confidential information, and inappropriate conduct.

Alcohol and drug testing is required for employees that will operate automobiles and heavy equipment and it is also enforced for all at-work accidents that involve driving and operation of heavy equipment. Violations of these guidelines can result in actions ranging from a reprimand to termination.

UWG also employs internal auditors whom monitor all areas of the university and ensure guideline compliance.

Sustainable Environment

1.3 Having over ninety 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 department’s Vision, Mission, and Purpose to all employees and customers (**Item 5.3**) as the cornerstone of its decision making. This combined with the Strategic Planning Process (**Figure 2.1-1**) and Strategy Development Process (**Item 2.2**), help CP&F to realize its strategic objectives.
- the systemization of continuous improvement in their processes (e.g. Business Process Redesign (BPR), Georgia Oglethorpe) through their annual goals and objectives.
- the accountability for performance and their quest to determine how they compare with like institutions. (**Item 4.2**)

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

Communication and Organizational Improvement

1.4 Senior leaders provide communication, empowerment, and employee motivation to accomplish organizational objectives and improve performance through the incentives listed in **Item 5.6**.

Social Responsibility

1.5 CP&F relies on the expertise of RM/EHS to guide the department and UWG through the regulatory and legal requirements. Initiated in 2001, RM/EHS is methodically establishing a campus philosophy of risk prevention and safety awareness in education, work tasks, housing and campus activities. This initiative began with the hiring of Assistant Director, Theresa Jablecki-Kriel who achieved 18 years of EHS experience at Auburn University. Ms. Jablecki-Kriel has had to develop a schedule that is predicated on identification/application of government mandates and regulations, education of campus community, establishment of effective communication and documentation methods, as well as administering the responsibilities that are associated with RM (i.e. Prevention, Injury Reports, Insurance Claims, and Rehabilitation). The combination of the two areas requires RM/EHS to develop long-term schedules to ensure EHS mandate/regulation compliance, prevention and training, yet be flexible enough to handle the short-term and sometimes daily incidents associated with Health Safety and RM (food service inspection, accidents, and injury reports). Scheduling is modified daily between Theresa, her staff, and the campus community through the use of phone calls, e-mails and two-way radios.

Key compliance processes, measures, and goals for achieving regulatory and legal requirements are listed in **Figure 1.5-2**.

Figure 1.1-1

How Do Senior Leaders	Set	Communicate	Deploy
Organizational Values	State of Georgia and BOR directives, UWG mission, CP&F mission, annual self-assessment (DRAC), Human Resources directives, Employee selection, Employee performance, customer/stakeholder feedback, by example.	Discussions, Mission Statement, Position Description, Employee Handbook and Policy Manual, UWG website, Employee interviews and meetings, our actions.	CP&F motto on letterheads, CP&F mission, vision & values on website, business cards, the way we conduct our business, monthly employee meetings
Directions	Master Plan Process, – Sr. Leaders with employee input develop Master Plan (5-yr. plan to BOR); 5 yr. plan Admin. & Department Plan; Annual Capital Plan; Annual Goals and Objectives; presidential directives, 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.

Figure 1.5-2

What are key compliance processes, measures and goals for achieving regulatory and legal requirements?			
	Processes	Measures	Goals
Regulatory Requirements	- Building Codes - Fire & Safety Codes - AHERA (Asbestos) - Health Inspections	- Compliance - Compliance - Asbestos Violations - Water/Food Compliance	- 100% - 100% - 0 Violations - 0 Violations
Legal Requirements	- ADA in Facilities - NPDES - Land Disturbance - Pesticide License - Pipeline Safety - Fire Suppression (fire alarms, extinguishes, sprinkler system) - Boiler Systems - Refrigerant Licenses	- Compliance - Compliance - Compliance - Compliance - Compliance - Compliance - Compliance	- 100% - 100% - 100% - 100% - 100% - 100% - 100%
Risks Related to Products	- Energy Management - Playground Construction - CFC Management - Elevator - Food Service - Equipment	- Efficiency - Compliance - CFC Emissions - Compliance - Compliance - Compliance	- Exceed ERS Standard - 100% - 0 - 100% - 100% - 100%
Risks Related to Services	- Pest Management - HAZMAT - Fleet Safety Inspections - Health Inspection	- Pesticide Application - Accidents - 1 st Time Pass - Compliance	- Exceed EPA Standard - 0 - 100% - 100%
Risks Related to Operations	- Vehicle Operation - Employee Safety - Lighting - Sidewalks - Parking Lot - Roadway	-Low Emission Vehicles -Employee Accidents -Vehicle policy -ADA/ANSI standards -Driver training -DOT standards -Civil Engineering standards	- Exceed EPA Standard - 0

Ethical Behavior

1.6 Measures of ethical behavior for CP&F customers, suppliers, and stakeholders, have been identified in **Figure 1.6-1**.

Bearing in mind that our primary customers are students, provisions are also written into all contracted labor agreements with regard to worker behavior, attire, and the scope of the working area. CP&F ensures compliance through internal project managers that monitor each construction project, periodic and random building inspections that are performed by RM/EHS personnel, and follow-up inspections from area supervision.

Any contracted employee that is in violation of these requirements is subjected to penalties ranging from a reprimand, removal from work site, to termination.

Key partners such as design professionals, consultants, and contractors that do not comply with the transactions that are listed (e.g. contract obligations, preconstruction meetings) are recommended to the BOR for debarment for a period of time up to five years from the date of determination. This sanction may be imposed by the BOR Chancellor as the final agency decision based on the recommendation by a hearing panel comprised of the Vice Chancellor for Facilities or his/her designee and two other members appointed by the Vice Chancellor for Facilities.

Figure 1.6-1

How do you ensure ethical behavior in				
Key Processes	Key Measures and Indicators	Stakeholder Transactions & Interactions	Key Partners	Governance Structure
<p style="text-align: center;">CPD</p> <p>Design, construct, and repair of University Facilities and Grounds</p>	<ul style="list-style-type: none"> -Advertising for bids -Bid process -BOR Procedures -GA Code of Ethics -Inspections 	<ul style="list-style-type: none"> -Pre-construction meetings -Contract obligations -Disclosure statement -Contractor is held responsible for ensuring that workers are drug free. -Documented guidelines -State of Georgia No Gifts Policy 	<ul style="list-style-type: none"> -Contractors - Design professional -Project managers -Students -Faculty -Staff -Community 	<ul style="list-style-type: none"> -UWG HR Policy -Employee Orientation -BOR Guidelines -Dept. of Health -Loyalty Oath
<p style="text-align: center;">F & G</p> <p>Equip, maintain and enhance the University Facilities, Grounds, and Activities</p>	<ul style="list-style-type: none"> -Contracts -Policies & procedures -Disciplinary guidelines 	<ul style="list-style-type: none"> -Pre-Construction meetings -Contract obligations -Student Registration -Summer Camp agreements 	<ul style="list-style-type: none"> -Contractors -Project managers -Students -Faculty -Staff -Camp participants -Community 	<ul style="list-style-type: none"> -UWG HR Policy -Employee Orientation -BOR Guidelines Loyalty Oath
<p style="text-align: center;">RM/EHS</p> <p>Educate, inspect & enforce environmental and safety regulations to University community</p>	<ul style="list-style-type: none"> -Internal inspections -Compliance -Educate 	<ul style="list-style-type: none"> -Training Records -Contractor Safety Manual -First report of Injury 	<ul style="list-style-type: none"> -Contractors -Project managers -Students -Faculty -Staff -Camp participants -Community 	<ul style="list-style-type: none"> -UWG HR Policy -Employee Orientation -EPA, EPD, OSHA, BOR Loyalty Oath

2.0 Strategic Planning

Strategy Development Process

2.1 As mandated by the BOR, each institution must have a strategic planning process that maintains a current strategic plan in which institutional priorities are defined and through which the institution's mission is carried out in accordance with the strategic directions and guiding principles established by the Board of Regents.

UWG's Strategic Planning Process involves several integral cross-functional teams i.e. Strategic Planning Committee, a Master Plan Committee, Planning Consultants, a Planning Council, and the Presidents Advisory Council (PAC) that collectively produce and approve a Strategic Plan and a Master Plan that will help guide UWG over a five year period.

The Strategic Plan and Master Plan are annually reviewed by CP&F and the remaining UWG departments to develop Annual Reports that identify the goals and objectives that are required to realize the articulated mission, vision, and priorities.

As outlined in **Figure 2.1-1**, CP&F accomplishes this task by employing a development cycle model that is framed in the areas of **Strategic, Operational, and Deployment**. We employ three visualizations from Habit Two of Stephen Covey's book, Seven Habits of Highly Effective People, "**Begin with the End in Mind**":

1. Where are we now
2. Where are we going
3. How do we get there

to guide us through this process and identify the tools that are needed to help UWG achieve its Strategic and Master Plan goals.

In the **Strategic** area, CP&F ensures that the foundation of our organization (i.e. Values, Mission and Vision) is reinforced with new employee screening, employee training and development, maintaining a professional image, annual performance evaluations, employee safety presentations, monthly employee meetings, department newsletter, employee surveys, reviewing feed back from customers, and reviewing feedback from each other.

Organizational interests are established in the form of goals and objectives through the annual report that is submitted each June. Goal status and progress is monitored by the area directors using weekly agendas, 1-on-1 meetings, and monthly/quarterly reports to the Assistant VP of CP&F. With the participation of the area directors, the annual report is prepared by the Assistant VP of CP&F and is submitted to the VP of Business and Finance.

The most recent Master Plan (2003) 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

The development of CP&F goals, objectives, plans, and processes transpire from the parameters that are established from the Master Plan and Strategic Plan, as well as input from Major Capital Requests, Minor Capital Requests, Major Repair and Rehabilitation (MRR), and new technology/equipment. Government compliances (e.g. EPA, DOT, Public Health Regulations, Worker's Compensation Claims, Asbestos Management, Fire Safety NFPA, Life Safety, and Pipeline Safety), Employee Training, Office/Laboratory Safety, DOAS Insurance Training, and Building Inspections are also given consideration.

This information is collected, sorted, and monitored by the CP&F senior leaders through scheduled proposals, bi-weekly meetings, monthly meetings, monthly reports, and weekly updates. The information is then formulated into annual goals and objectives each May and submitted in June to the VP of Business and Finance in the form of an Annual Report.

In the **Operational** Area, CP&F goals and objectives are communicated by the area directors to their staffs and are evaluated based on such factors as Safety, Budget, Campus Schedule, Economic Forecasts, Needs Assessment, Emergency/Disaster Planning, BOR Approval, Contract Administration, Construction, Inspection Schedules, Customer Reaction, Government Mandates, Education, Face-to-face Interaction, and Continuous Follow-up. Opportunities are identified and the objectives are established in the format of SMART Goals (Specific, Measurable, Attainable, Results-oriented, and Tangible) so that action plans can be developed in a method that will achieve the targeted result within the timeframe that is established.

The **Deployment** area focuses on how the CP&F departmental goals and objectives are communicated, executed, and reviewed by each area. Communication is achieved by posting the annual report on the CP&F website; conducting daily meetings with area supervisors and staff; bi-weekly 1-on-1 meetings with department directors and the Assistant VP of CP&F; semi-annual presentations to the campus community; quarterly presentations to civic and community groups; bid process; contracts negotiations; work orders; newsletters; and monthly employee meetings. The executions of plans are realized through staff assignments and follow-up, project managers, work orders, outsourcing, contracts, and coordination with campus community.

Goals are reviewed through project inspections, completed work orders, annual performance evaluations, and monthly/annual reports.

Figure 2.1-1
Strategy Development

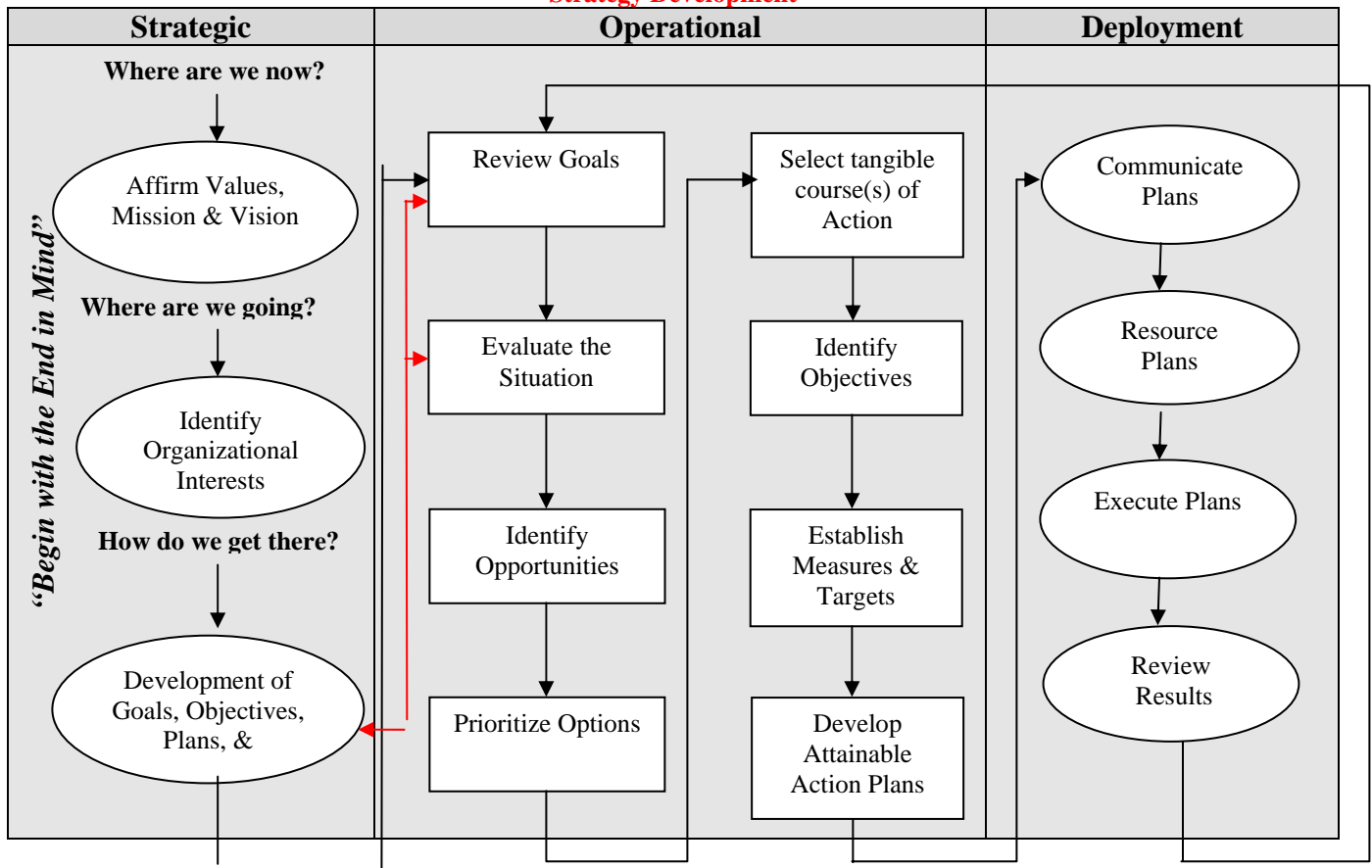


Figure 2.1-2 provides an outline identifying the key participants involved in the strategic planning process, the process they perform, the key steps that are associated with that process and the short- and longer-term planning horizons that are established.

Strategy Development Process – Key Factors

2.2 CP&F incorporates the following key factors into its strategy development:

1) **SWOT** - An analysis was performed for the Department Review Advisory Committee (DRAC) in 2004 and has since been incorporated into CP&F annual goals and objectives. The analysis is performed by the Assistant V.P. of CP&F and his senior leaders.

2) **Shifts in technology, markets, competition or regulation**- Although the technology parameters are established from the BOR Office of Information and Instructional Technology (OIIT), guidance is provided by UWG’s Department of Information Technology Services (ITS) whose strategic plan requires that all university area assessments and annual reports include a section addressing any action taken to participate in the strategies listed in the IT Strategic Plan.

CP&F maintains current knowledge of shifts in market, competition and regulation through feedback from the BOR, suppliers, energy providers, trade conferences, periodicals, planning consultants, staff, and customers.

3) Long-term sustainability and continuity in emergencies

The Department of Public Safety in collaboration with CP&F and the University Safety Committee has designed policies and procedures that UWG has implemented to cover Campus Mail Service Response, Death Notification, Emergency Inoculation, Fire Emergency, Severe Weather Emergency, Winter Storm Emergency, Records Disaster, Medical Emergency, Bomb Threat Response, Civil Disturbance, Chemical Disposal and Safety, Command Post Equipment Checklist, Right-to-Know, and Animal Shelter.

CP&F provides monthly training in work safety and emergencies and ensures that data is secure and systems are backed up. (Figure 4.6-1)

4) **Ability to execute the strategic plan** - The execution of the CP&F strategic plan is achieved through the annual development of our SMART goals. Revisions are made only when circumstances beyond our control (e.g. weather, economic, energy, etc.) make the goal unattainable.

**Figure 2.1-2
Strategic Planning Responsibilities**

Org.	Overall Process	Key Steps	Key Participants	Short-Term Horizon 1-3 years	Long-Term Horizon 5-10 years
BOR	Strategic Plan	-Development of Strategic Objectives	-BOR Strategic Planning Committee - Real Estate & Facility Office of BOR	BOR Goal 6 BOR Goal 7	Shelnut Initiative
UWG	Master Plan	-Programmatic Analysis of academics, research, student housing, student services, recreation, parking, campus utilities and campus open space -Interviews -Discussions -Enrollment Data -Annual Review	-UWG President -President's Advisory Council -Planning consultants -Representatives of UWG Students, Faculty & Staff -Government officials -Community groups -Neighboring communities -Civic Groups -CEPFI (Space Planning)	-Student Center -HWLLC -Increased land -Improved vehicular and pedestrian circulation	-New Property -Stadium -Academic Bldg
UWG	Strategic Plan	-Ad Hoc Committee -Discussions -SWOT analysis	- UWG President - Representatives of UWG Students, Faculty & Staff	-Bread and Butter Goals	-Visionary Goals
CP&F	DRAC	-Identify area responsibilities -Outline 5-year Goals -Relationship between departmental goals to UWG Mission, Bread & Butter Goals, & Visionary Goals -Define Planning Initiatives -Short & Long Term needs -SWOT Analysis	-Asst. VP of CP&F -Director of F&G -Director of CP&D -Director of RM/EHS -Coordinator of Bus. & Fin. Development	-Privatized Housing -Student Center -HWLLC	-Front Campus -Academic Building -New Property
CP&F	Annual Goals	-Master Plan Review -Business Process Redesign -1-on-1 meetings -Weekly Agenda -Monthly Reports -Quarterly Reports -Area Planning, Scheduling and Organization of work -Capital Project Requests -5 year Capital Plan	-VP of Business & Finance -Asst. VP of CP&F -Admin. Assistant -Director of CP&D -Director of F&G -Director of RM/EHS -Project Architects -Project Contractors -CP&F Staff	-Life Cycle Planning -Community Input Plan -Organizational Development -Comprehensive Energy Policy - Incorporate Capital Plan & Space Plan in Master Plan objectives	-Stadium -Academic Building

2.3 Strategic Objectives

Figure 2.3-1

UWG Key Strategic Objectives	Time Table	CP&F Most Important Goals
Increased Land	3-5 years	<ul style="list-style-type: none"> ▪ In accordance with Goal 7 of the University System of Georgia Board of Regents, provide and maintain superior facilities by developing and implementing <u>Life Cycle Planning</u> that allows UWG to create multi-year plans for Facilities renewal. (Target: 1/15/2006) ▪ In accordance with UWG Bread and Butter Goal 7, we must improve our ties off-campus through the development of a Community Input plan that encourages two-way communications. (Target 6/30/2006) ▪ Continue the development and implementation of a Comprehensive Energy Policy as part of an Energy Conservation Program. (Target: 6/30/2006) ▪ Incorporate Capital Plan Development and Space Planning Management into our master plan objectives. (Target: 2/28/06)
Improved vehicular and pedestrian circulation	3-5 years	
Additional building space	8 years	

Figure 2.3-1 identifies UWG’s key strategic objectives, CP&F most important goals towards achieving those objectives, and the timetable for accomplishing them. In order to ensure that these objectives balance the needs of our key stakeholders, UWG engaged the services of a planning consultant and design team (Sasaki and Associates). The design team assessed the existing condition and needs of UWG; provided a clear understanding of the relevant issues and concerns; established strategic goals to accommodate the existing conditions and future projections; and developed a comprehensive plan to achieve those goals. This process included:

- 1) conducting a programmatic analysis of the horizons identified in **Figure 2.1-2**
- 2) conducting interviews, presentations, and discussions with UWG stakeholders (i.e. personnel, students, alumni, city officials, abutting neighborhoods and neighboring communities)
- 3) assessing the current and projected space needs in relation to the national space standards that are established by the Council of Educational Facilities Planners International (CEFPI)
- 4) developing a series of alternative plans to review for approval of one Master Plan

With a projection of 15,700 students, the Master Plan advises UWG to plan to:

- provide an additional 515,000 gross square footage (gsf) of academic space
- provide an additional 310,000 – 550,000 gsf of student service space
- provide an additional 900,000 gsf of housing space
- provide an additional 4,000 parking spaces
- improve pedestrian and vehicular access
- preserve the historic image of front campus

- remove existing obsolete buildings
- preserve the campus’ environmental quality

A principal achievement of the UWG strategic objectives is the pending acquisition of 246.42 acres of land from the City of Carrollton. This will increase parking availability; improve vehicular and pedestrian access; relocate existing athletic fields for the expansion of the academic core area; and the development of a modern, integrated, high-quality recreation and athletic complex.

CP&F ensures that they balance stakeholder needs through:

- communication - e-mail responses, representation on city/county planning meetings, participation in UWG committees, and periodic presentations with civic groups and neighboring communities
- value Creation Process – BPR, formulation of annual goals and objectives
- measures/indicators – customer satisfaction surveys, e-mail, financial contributions (A-Day), unsolicited feedback, media coverage

Action Plan Development and Deployment

2.4 CP&F action plans are devised each May during the completion of the annual report. Using information from the BOR, planning consultants, customer input, budgets, conferences, periodicals, and peer reviews, area directors and the Assistant VP for CP&F design future short-term (1-4 years) and long-term (5-10 years) action plans. The area directors review the action plans with their staffs and develop methods, procedures, policies and/or schedules for implementation. The status of the action plans are reported by the area directors to the Assistant VP of CP&F in bi-weekly 1-on-1 meetings, monthly meetings, monthly reports and quarterly reports.

2.5 Key Short- and Long –Term Action Plans

2.6 Performance Measures

Figure 2.5-1

Strategic Objective: To evaluate the need for existing space on campus and to develop a defensible set of space planning standards to assist the university in the management of it’s built space		
CP&F Most Important Goals	Short- and longer-term Action Plans	Key Performance Measures/ Indicators
- In accordance with Goal 7 of the University System of Georgia Board of Regents, provide and maintain superior facilities by developing and implementing <u>Life Cycle Planning</u> that allows UWG to create multi-year plans for Facilities renewal. (Target: 1/15/2006)	-Develop a report that identifies current conditions as well as outlines a strategy for the future. (Target: 8/31/2005) -Outline the Life Cycle Planning renewal curve that identifies on-going cyclical costs of capital renewal. (Target: 10/31/2005) -Produce a backlog report that includes an analysis of systems that may fail within the next five years. (Target: 11/15/2005) - Produce a Life Cycle Planning report compared against the major repair replacement funding and the APPA criteria for life cycle costing model. (Target: 12/15/2005)	-Capital Plan: Update for ten buildings -Capital Plan: Life Cycle Planning Renewal Curve -Capital Plan: Systems Backlog Report -Capital Plan: Life Cycle Planning Analysis

University of West Georgia

Campus Planning and Facilities

Category 2 - Strategic Planning

CP&F Most Important Goals	Short- and longer-term Action Plans	Key Performance Measures/ Indicators
- In accordance with UWG Bread and Butter Goal 7, we must improve our ties off-campus through the development of a Community Input plan that encourages two-way communications. (Target 6/30/2006)	-Provide at least six updates to community service groups/clubs outlining construction and issues that impact the community. -Present semi-annual updates to the City of Carrollton Planning Commission on UWG’s physical facilities plan. -Regularly attend Carroll Tomorrow meetings, City of Carrollton Planning Commission meetings and other planning meetings concerning the Maple Street Corridor, Historic Preservation, the Maple Street Commission, etc. -Produce periodic updates based on input and feedback from the community that may impact and/or influence our current facilities master planning and strategic initiatives.	-Meeting minutes, biweekly meetings, monthly report, annual report. -Meeting minutes, biweekly meetings, monthly reports, annual reports. -Meeting minutes, biweekly meetings, monthly reports, annual reports. -E-mail, letters, biweekly meetings, monthly reports, annual report
- Incorporate Capital Plan Development and Space Planning Management into our master plan objectives by February 28, 2006.	- Conduct monthly meetings and briefings with “academia” regarding current and future space needs. -Assist UWG administration and UWG Foundation regarding the land use/analysis of Evergreen Apartments. (Target: 8/3/2005) - Implement change/upgrades to Aperture regarding space analysis, planning and reporting. (Target: 9/15/2005) - Present a facilities update on the privatized projects to the Master Plan Committee in October 2005. Provide the leadership to UWG regarding the final production of construction documents for HWLLC as well as prompt information concerning the impact of the funding delays. (Target: 9/30/2005) - Provide assistance regarding planning and construction activities associated with a potential football stadium. (Target:6/30/2006)	-Meeting documentation -Meeting documentation -Meeting documentation, software invoice, space documentation -Meeting documentation, multiple Power Point presentation, update of CP&F “Projects” website -Reports from visitations to other campus stadiums, architect and consultant reports

Strategic Objective: To establish long-range vision for the physical development of the campus that is consistent with the university’s mission, and which provides a framework for the siting of capital projects.

Most CP&F Important Goals	Short- and longer-term Action Plans	Key Performance Measures
- Continue the development and implementation of a Comprehensive Energy Policy as part of an Energy Conservation Program. (Target: 6/30/2006)	- Present goals and strategies to conserve energy and reduce/contain rising energy costs to University Administration. (Target: 9/30/2005) - Continue to work with energy providers to identify rate structures that are best suited for our University. (Target: 10/31/2005) - Implement energy “measures” in an effort for UWG to become a leader in energy conservation in the University System of Georgia. (Target: 2/28/2005)	-Energy conservation report -Contracts, C of C Baseline Reduction - Energy Conservation Master Plan
- Design and implement a comprehensive strategic facilities plan structural around a system of performance measures to improve service delivery and cost effectiveness.	- Implement monthly reports for all CP&F areas by 1/01/05. - Install Sun Server for upgrade of WIC software by 4/1/05. - Have Facility Focus software functional by new fiscal year beginning 7/1/05. - Implement Aperture space planning upgrades by 10/1/05.	-Facility Focus reports; -Invoices, training, improved efficiency in scheduling, organizing and performing tasks - Invoices, training, improved efficiency in scheduling, organizing and performing tasks

Performance Projection

2.7 Projection results for our performance measures and short- and long-term planning horizons have been identified in such documents as our Master Plan, Minor and Major Capital Requests, Minor Repair and Rehabilitation (MRR) requests, Project Utility Usage, Facility Condition Analysis Report, Budgets and government regulations.

Comparisons to other benchmarks are encouraged by our Assistant Vice-President but are limited in the scope of work and by volunteer-only institutions. Although there is no formal method for CP&D benchmarking, their track record in submitting Capital Requests is impeccable and they routinely receive the maximum amount of funding available in comparison to other institutions. Where some institutions have had to return funding, CP&D has been allowed additional funds because of their past performance and preparedness in contingency projects.

F&G has a variety of measures that are submitted to such facility data management organizations as APPA and SACUBO. Although the results have been very encouraging (**Figures 7.6-1; 7.6-2**), the information is considered voluntary and the comparisons are not always relevant. When comparisons cannot be made, F&G uses their performance results and consultant reviews from previous years to determine how they fare, what are their current trends, and where they must improve.

Like CP&D, RM/EHS is also limited in comparisons to other benchmarks and must rely on their previous performance, (**Figures 7.7-1; 7.9-1**) compliance/safety records, insurance and workman’s compensation incidents, and training to determine their progress. Since RM/EHS is virtually a new organization, areas such as asbestos management, indoor air quality, chemical waste management, building inspections, contractor safety may all be considered as positive results, regardless of the performance - because they were areas never measured in the past.

3.0 Customer and Market Knowledge

Customers, Customer Groups, and Market

3.1 CP&F determines its customers, customer groups, and market through its mission, vision and purpose (**P.1.a 5**) to UWG and through the requests that are made by those affiliated with UWG that are formulated into our value creation processes (**Figure 6.1-1**). We examine this further in **Figure 3.1-1** by categorizing UWG as our primary market that is broken into four distinct groups:

Figure 3.1-1

Customer Base	Internal	External
Primary	-UWG -UWG Students -UWG Faculty -UWG Staff	Parents, alumni, taxpayers, adjoining neighborhoods, community, local industry, BOR
Secondary	-Student/Faculty Organizations -Camp participants -Civic Groups -Prospective students	-UWG Foundation -DOT, EPA, DOAS, ADA, OSHA, SBCC, ANSI, DNR, FCC, HPD

For the three departments that comprise CP&F, customer requirements are determined through the mechanisms that have been implemented in order to receive input and channel direction. CP&D gleans customer feedback through consultant reports (Master Plan), Capital Project Requests, MRR Requests, staff meetings, pre-construction meetings, phone calls, and e-mail so that requests are documented, work is planned, and projects are scheduled according to schedule.

Though the Work Information Center (WIC) serves as the main communication resource between F&G and their customers for daily service requests, information is also gathered through e-mails, public meetings, unsolicited requests, campus organizations, civic organizations, government mandates, and customer satisfaction surveys.

RM/EHS receives customer information through e-mails, phone calls, radio calls, inspections, interviews, activity forms, incident reports, and customer satisfaction surveys. Current customer information includes safety, cleanliness, comfort, aesthetic appeal, capacity, durability, professionalism, value, reliability, timeliness of service, regulatory & legal compliance, preservation & modernization of campus buildings, parking/transportation, lighting, handicap accessibility, technologically equipped facilities, facility design, event planning, special events, and AHA requirements.

Because their work impacts the visual appeal of UWG, CP&F identifies their customer groups and markets as high school seniors; siblings of current students; transfer students; summer camp and seminar attendees; new industry and business representatives; elementary and junior high school tours, and anyone passing by the front of campus! By helping to shape the aesthetic appeal that is desired for an institute of higher education, CP&F helps to compliment UWG’s sound reputation for educational excellence, by providing and maintaining a beautiful, safe, and personal environment.

Figure 3.2-1

Customer Input Sources	Frequency	Key Customer Requirements and Expectations (Product /Service Features), Importance to Customer Purchasing Decisions
UWG Preview Days	Quarterly	Campus tours and orientation for prospective students
Campus Orientation	Annual	Campus tours and orientation for new students
SGA, FAC, PAC meetings	Weekly; semi-annually, monthly	Determination of needs is incorporated into plans for new construction (e.g. Student Center; HWLLC; EXCEL, Campus Housing), campus activities and events, comfort, and improving campus infrastructure.
-RHA, Freshman survey -F&G Survey	-Annual -18 months	
-Customer Satisfaction Surveys -Public meetings -Unsolicited requests, compliments	-Bi-annual -Annual -Annual	Input is used to monitor and improve on vegetation, lighting, parking & traffic control, campus preservation/expansion and gauging public reaction and concerns to long-term planning.
-Government requests and mandates -RM/EHS Survey	-Annual -Bi-annual	Improved processes, enhanced safety and health measures, and better facilities.
WIC; unsolicited requests; compliments	-Daily	
Capital Budget Requests	-Annually	Annual process involving input from faculty/administration on space needs.

Customer Requirements

3.2 Figure 3.2-1 displays examples where input sources have helped us to shape, plan, and improve our process/service while enhancing our market position. Based on these sources, CP&F ascertains its future short-and long-term customer requirements to include:

- additional land acquisition
- pedestrian, vehicular and parking access
- increased housing and learning capacity
- increased capacity for campus activities
- open space

Customer Relationship Building

3.3 Relationships to acquire our Customers are built through the sustainable environment that was created by our leadership and employees (**Item 1.3**) as well as:

- the hiring and retention of employees that demonstrate a culture that includes a professional, efficient and flexible work ethic, a pleasant disposition, and a measure of sensitivity concerning their work performance – We Care!
- through maintaining/enhancing the campus grounds and facilities, delivering prompt and timely service on campus complaints, schedules and activities, and ensuring a healthy and safe campus environment.
- through prompt follow-up of customer requests; and planning, scheduling, implementing, and exceeding their expectations.
- face-to-face interaction with persons in their work areas.

- solicitation of feedback through campus surveys, campus organizations, civic organizations, websites, WIC, community meetings, e-mail and phone calls.
- by providing competent, courteous and ethical service providers to the campus community.
- area directors ensuring customer satisfaction by providing personal contact with customers.

Our relationship with our customers is also strengthened by the variety of methods to access information, conduct business and voice concerns. These methods include the WIC, e-mails, phone calls, First Report of Injury, UWG and CP&F websites, customer surveys, RM/EHS quarterly newsletters, UWG newspaper (The West Georgian), and local Carrollton newspapers.

More personal opportunities are provided through such forums as the FAC, SGA, RHA, PAC, University Matters Committee, University Senate, civic groups and neighborhood meetings. With our principal customer being the students of UWG, our focus encompasses much more than enhancing the conditions of the grounds and buildings on campus – we strive to enhance their lives! With over 2,500 students living on campus, and an additional 8,200 commuting, our staff is not only concerned for their success, well being and safety, but their feedback in helping us to improve. An evening is set aside each year during the fall semester for representatives to tour the campus with UWG and CP&F administrators to review the conditions of walkways, roadways, stairways, lighting, shrub height, and security accessibility. The tour provides both the students and administrators an opportunity to meet with one another on an informal basis to establish identities, discuss concerns, and share information.

Customer Access Mechanisms

3.4-1 Considering the diverse operations that comprise CP&F, as well as the distinct kinds of internal and external customers (**Figure 3.1-1**), methods for contact may vary dependent on the department, nature of the concern and sensitivity of the request. **Figure 3.4-1** identifies those methods associated for CP&D, F&G and RM/EHS.

Figure 3.4-1

Dept.	Nature	Access Mechanisms
CP&D	Routine	Project Requests, Face to face; telephone, e-mail,
	Emergency	Face to face; cell phone; e-mail
F&G	Routine*	WIC
	Emergency	WIC, Two-way Radio, Cell Phone, Face-to-face
	Complaints Neighboring Communities	Phone call, e-mail, Face-to-face Face-to-face, newspaper, website
RM/EHS	Inspections	Face-to-face
	Emergency	Face-to-face
	Follow-up	Face-to-face, phone call, e-mail, website

***Note:** 95% of F&G routine work is scheduled by supervisor, prioritized to the most qualified person to handle the activity. The supervisor performs follow-ups with customers on a day-to-day basis using a random scheme. Daily WO sheets are checked each morning.

Determination of Customer Contact Requirements

3.4-2 Key customer contact requirements have been identified for each of the following CP&F areas:

- CP&D - prioritizes their customer contact based on routine and capital requests that are submitted by departments, funding by BOR, contract management according to established schedule, and deadlines for future project planning. The scope of work dictates the amount of customer contact that is needed.
- F&G - work is scheduled, prioritized and assigned through WIC on a daily basis. The status of work is reviewed by supervisors and discussed during morning meetings. Monthly and periodic status reports generated by WIC help identify any gaps in the process, such as back logs. Complaints are often handed in person, by phone call, or via email.
- RM/EHS - prioritize their customer contact based life safety, injuries, vehicle accidents, chemical spill response, WC, and administrative concerns.

Deployment of Contact Requirement

3.4-3 To ensure that our contact requirement and message is conveyed consistently, CP&F provides:

- customer service training to all employees. Prior to their first day on the job, new employees are provided with a UWG Employee Handbook emphasizing the responsibilities of employment and personal conduct. Additional training is determined by area supervision through inspections, feedback, and annual performance evaluations.
- monthly staff meetings help to ensure that information (e.g. complaints and compliments) is being communicated to service employees.
- annual performance evaluations to address issues and training needs.

Complaint Management Process

3.5 If a complaint is registered, it can be received from a variety of sources ranging from the WIC to the President of UWG. Complaints with CP&D are limited to warranties, non-funding of project, low prioritization of project or follow-up issues. Senior staff members investigate the complaints, review the situation, and develop a resolution and follow-up with the person registering the complaint.

F&G complaints channeled thru WIC are received by the staff and information is communicated from the Supervisor of WIC to the area supervisor depending on the severity of the complaint. Both complaints and compliments are filtered back to employees during monthly Facilities Staff Advisory Committee (FSAC) and department meetings.

Complaints that are registered through administration are channeled either by e-mail, phone call or face to face.

RM/EHS receives complaints via phone calls or e-mails. The complaint is investigated by interviewing the various parties involved, acquiring necessary documents WIC, Public Safety, etc and then works to resolve the complaint in an efficient manner.

Determination of Customer Satisfaction

3.6 Measurement of customer satisfaction/dissatisfaction is determined through several different means of communication that are listed in **Figure 3.6-1**. CPD coordinates planning sessions with contractors and stakeholders on all construction projects to ensure input on project design as well as outlining UWG expectations (**Item 1-6**).

F&G administers customer surveys and solicits input from campus committees and surrounding 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.

Follow-up With Customers

3.7 Our follow-up with customers is achieved by promptly returning phone calls, e-mails, and correspondences; personal visitations; conducting forums with neighborhoods and student/faculty/alumni organizations; conferences with city/county/state representatives; regularly scheduled meetings with BOR representatives; client interviews on RM/EHS cases; posting our project progress on the CP&D website; and minimizing the need for follow-up by achieving our goals and objectives in a timely manner.

Comparable Organizations

3.8 Customer satisfaction relative to our competitors is difficult to access and most of the time requires comparisons to our previous measurements. Although student retention rates in comparison to other institutions is an indicator of CP&F customer satisfaction (**Figure 7.4-1**), other variables pertaining to UWG (e.g. selection of study, meals, location, climate, housing, campus community activities, loss of scholarship) and interest in other institutions also contribute to a student’s decision to stay or leave.

The BOR provides comparative data on items such as SAT scores, developmental studies, GRE composites, GMAT scores, part-time vs. full time status, and FTEs, but none pertaining directly to the relationship between customer satisfaction and Facilities and Grounds, Planning and Development and Risk Management/Environmental Health and Safety.

4.0 Performance Measurement

Tracking Organizational Performance

4.1 Senior leaders determine measures to track CP&F daily performance during our Strategy Development Cycle (**Figure 2.1-1**), Business Process Redesign (BPR), consultant recommendations; professional societies; subscriptions and periodicals; or through purchased software packages that are designed by organizations that specialize in the fields of Planning and Development; Facilities and Grounds; and Risk Management/Environmental Health and Safety. The data are aligned and integrated by our overall mission and guided by the departmental goals and objectives.

CP&D collects daily data through project inspections, phone calls and e-mail. Scheduled meetings are also conducted with contractors to evaluate the project status and comparisons of bid data to actual data.

F&G daily data is captured primarily through our WIC using the computer maintenance management system known as Facilities Focus © that was developed by Maximus.

In RM/EHS, daily data is collected thru building inspections, phone calls, radio communication, accident investigations, workman’s compensation and e-mail.

Figure 4.1-1 illustrates the data that each area of CP&F generates and collects, and how it is used to support overall organizational decision making and performance.

Figure 3.6-1

Customer	Satisfaction/Dissatisfaction	How Determined	Ensure Customer Expectations
Internal Students Faculty Staff	Retention, Compliments, No complaints /Complaints, Transfers, F&G satisfaction (Figures 7.2-3; 7.2-4; 7.2-5; 7.2-6; 7.2-8; 7.2-9; 7.2-10; 7.2-11; 7.4-1;) Custodial satisfaction (Figure 7.2-7)	WIC, E-mail, Committee representation, surveys, Phone calls	Goal Accomplishment, Surveys, Campus Committees, e-mails, inspections, Campus website
External Community Alumni Taxpayers BOR Summer camps Civic Organizations	Compliments, donations, increased Auxiliary revenue, Complaints, decreased Auxiliary revenue.	E-mail, Committee representation, newspaper articles (e.g. letters to the editor), fundraising	Goal Accomplishment, Campus Committees, e-mails, Campus website

Key Comparative Data

4.2 Comparative data is selected based upon information that is published from the BOR, volunteered by competitive institutions on their websites or to professional societies, and when nothing else is available – our previous performances. Comparative information from other institutions is reviewed by senior leaders when it is published and is incorporated into our strategy development process. Data includes measurements on:

- maintenance and operations costs (M&O)
- current replacement value (CRV)
- capital renewal index (CRI)
- facility operating index
- F.T.E. employee & student area maintained by custodial/maintenance/grounds employee, and student, work order (WO) cycle time and backlog

Comparative information to our previous performance (e.g. energy consumption) is reviewed monthly using such tools as bar charts, histograms, and spreadsheets to illustrate our strengths and our opportunities for improvement. Data that is studied includes:

- capital project descriptions and cost estimates
- bids
- preventative maintenance backlog
- utilities consumption
- injury report, building inspections, environmental waste inspections
- customer satisfaction measurements
- workman’s compensation claims
- project cost estimates
- bids
- budget performance

Performance Analysis and Review

4.3 Organizational performance is reviewed by senior leaders daily through phone calls, individual meetings, or e-mails; in weekly and monthly meetings with their staffs, in bi-weekly 1-on-1’s and monthly meetings with the Asst. VP of CP&F; in annual performance reviews and strategy development; and with planning consultants and outside contractors.

Organizational performance is also shared with other UWG departments through our representation in Project Status Meetings, monthly FSAC meetings, semi-annual FAC meetings, PAC, the BOR Office of Facilities, adjoining neighborhoods in community forums, regularly scheduled meetings with civic leaders, monthly presentations to civic groups, and periodic updates on the CP&D website. These forms of personal communication are multi-purpose in that they:

- 1 provide both formal and informal performance updates
- 2 provide critical feedback so that we can reevaluate our strategies if necessary in order to achieve our objectives (**Figure 2.1-1**)

- 3 help to develop trust not only within the CP&F organization but also with UWG, BOR, and our competition

Communication of performance analysis and organizational performance is achieved using a variety of methods and frequencies (**Figure 1.1-1**).

In addition to keeping performance measurements current, CP&F leadership also employ various kinds of analyses (**Figure 4.3-1**) on a daily, weekly, monthly, and annual basis to support performance review and strategic planning objectives.

Priorities for Improvement

4.4 Senior leaders translate organizational performance review findings into priorities for improvement through senior leaders’ annual performance evaluations and the development of annual goals and objectives (**Figure 2.1-1**). Performance progress is monitored through monthly, quarterly and annual reports. When goals are achieved ahead of schedule, the goal is reevaluated to determine if additional improvements can be accomplished. When goals/objectives are behind schedule, they are reviewed with the Asst. VP of CP&F to determine how/when they can be achieved.

Availability of Information

4.5 As an agency of state government, the information that we collect, generate and publish, is subject to the evaluation of our stakeholders at any time using the Georgia Open Records Act. We not only want our information to be accurate for their review, but it needs to be precise for the decisions that we make on a daily basis involving their tax dollars.

Because of the diverse areas that comprise CP&F, information is gathered from numerous resources such as construction bids, medical records, consultant analyses, inspection reports, WIC reports, e-mails, phone calls, 1-on-1’s, etc.

This information is then channeled into key performance measures that are delivered to our 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.

Ensure Integrity, Reliability, Accuracy, Timeliness, Security, & Confidentiality

4.6 **Figure 4.6-1** provides examples of needed data per each area and how we make this information current and accessible to our employees, suppliers and partners. One of our values {**P.1.a (5)**} is integrity, and we believe we accomplish it by being open and honest with ourselves and with the information we communicate.

Figure 4.1-1

Dept.	Performance Data Generated	How Collected, Aligned, Integrated	Support Decision Making/Performance
CP&D	Drawings, plans, construction costs, contracts, construction activity and progress, bids, budgets, billing and payment. Master Plan, Capital requests, Project requests, Building Inventory & Utilization	Capital Requests, Bid process, inspections, Project Manager, Administrative Coordinator, Progress Meetings	Department planning, Master planning, Client & Stakeholder input
F&G	Financial: CRV, GSF, GIE, Capital Renewal, Annual Facility Maintenance Operating Expenditures, Gross Institutional Expenditures Deferred Capital Maintenance Backlog. Performance: Cycle Time, Average Age, Backlog, Energy Usage, Energy Reinvestment, Estimating, and Project Soft Cost Indexes.	Electronically generate queries through WIC, Utilize space management information. Administrative assistant organizes and analysis data. Building inspections Benchmark Applications, Energy Management	Department planning, Master planning Analysis the cost benefit relationship for the amount of services provided versus the quality provided taking into consideration future/existing funding. Publish annual report.
RM/EHS	Injuries, Worker's Compensation Program, Return-to-Work Program, Environmental Health Hazards, ADA, Risk Management, Safety, Building Inspections, Program Review Building inspections, in-house compliance inspections, third-party compliance inspections, Annual report comparisons	Data submitted through various forms and records, RM/EHS staff, Electronically in spreadsheets, digital photographs, written reports. Third party review.	Department planning, Master planning

Figure 4.3-1

Analysis Type	Data Type	Examples	Strategic Planning Objectives
Cause/Effect Correlation	-Operational -Operational -Operational -Operational -Operational	Accidents vs. Department Accidents vs. Cause Work orders per area Purchases per area Energy Audit Master Plan Summary	To evaluate the need for existing space on campus and to develop a defensible set of space planning standards to assist the university in the management of it's built space.
Cost Benefit (ROI)	-Financial/Operational -Financial -Financial -Financial	In-House Workforce vs. Cost to Contract Lease vs. Own Life Cycle cost Comparisons of Building Components Net Cost Savings from Improvements/Technology	To establish long-range vision for the physical development of the campus that is consistent with the university's mission, and which provides a framework for the siting of capital projects.
GAP	-Employee Performance Reviews	Employee Capabilities vs. Organizational Requirements, Capabilities Information Needs vs. Information System	Building sites within or adjacent to the academic core are needed for additional academic buildings.
SWOT	-Operational	DRAC Departmental Self-Assessment	This expansion "in place" allows the campus to maintain its compact academic core and permits development of large footprint buildings like the new Technology Learning Center.
Trend	-Customer -Employee -Financial/Competitive -Market Projections	Customer satisfaction (by group, market, location) Employee satisfaction (by Department, type, location) Actual costs vs. Industry Benchmarks Energy Usage vs. Cost Projections	

In Case of Emergency

4.7 CP&F relies on the expertise of two departments within UWG 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.

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.

The Department of Business Information Technology Systems (BITS) is located in Aycock Hall and is responsible for solving software, hardware, systems problems, and developing business applications that aid the Business & Finance Division of UWG to run smoothly and efficiently.

In addition, UWG’s Public Safety Department 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.

Organizational Knowledge

4.8 Figure 4.8-1 outlines how we collect and transfer relevant employee, customer, suppliers, and partner knowledge and incorporates it into organizational knowledge. Most information is managed according to the guidelines established by regulatory and government agencies, BOR, Department of Administration Services (DOAS), and UWG Human Resource policies. Records are maintained according to the limits that are outlined in the BOR Records Management policy.

Figure 4.6-1

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	Budget Energy Consumption Warehouse Reconciliation Lighting Inspection Renovation & Repairs	People Soft, Spreadsheets E-mail, telephone	
RM/EHS	Fire Safety & Evacuation MSDS Safety Improvement	Internet Internet Written report	

Figure 4.8-1

	Relevant Knowledge	How Collected	How Transferred	Incorporated in Organizational Knowledge
Employee	-Personnel Files -Drug Testing -Background -Certifications -Degree(s) attained -Injury	Human Resources From Medical Organization Public Safety From employee From employee Incident form	Campus mail to HR U.S. Mail Campus mail to HR Campus mail to HR Campus mail to HR By supervisor to RM/EHS	Ensure HR Guidelines Ensure HR Guidelines Ensure HR Guidelines Ensure receipt of training & compliance Ensure receipt of education Prevention
Customer	Feedback	-e-mail -Work Order Request -phone calls -surveys -personal -accident reports -incident reports	e-mail, WIC WIC Customer log, e-mail Hard copy, electronic Documented conversation Form, e-mail Form	All information is used to measure customer perception and the effectiveness of a process or an event. Input is evaluated in monthly, quarterly, and annual reports and is used to formulate future goals and objectives
Supplier	-Prices -Term limits -Availability -MSDS -Liability	Verbal/written quotes Verbal/written quotes Verbal/written quotes Received in shipment Verbal/written quotes	Contracts on file Contracts on file Contracts on file File at work location Contracts on file	Estimating future budgets/suppliers Estimating future budgets/suppliers Estimating future budgets/suppliers Comparisons to competitors Consideration of competition
Partners	-Fees -Responsibilities -Liability	Bids, Preconstruction meetings, Contract, inspections, project punch list,	On file in CP&D	Future business or debarment of contractor. Estimating future budgets.

5.0 Human Resource Focus

Framing the Culture

5.1 With Human Resources being one of our key strategic challenges {P.2.b(1) c}, CP&F relies on its leadership, (Item 1.3) effective communication, and employee input to provide a structure and culture that encourages our employees to strive for excellence and continuous improvement in their daily responsibilities.

Our leadership helps to achieve this by:

- having the education, experience, and poise to plan, schedule, organize, and implement the action plans that are necessary to accomplish targeted goals and objectives
- adhering to our purpose and mission of providing our employees (and the University Community) with a safe, well maintained working environment. {P.1.a(5)}
- adhering to the Human Resource policies and procedures that are outlined in the UWG Employee Handbook (Item 1.2)
- hiring and training dedicated employees. All new-hires must undergo background checks prior to employment. A drug test (Item 1.2) is also required if the job responsibility demands the operation of equipment. Cross-functional teams assist in the selection of leadership and key positions.
- providing systematic training that includes detailed work instructions, training manuals, and on-the-job training.

- having an orientation period (Item 5.3) in place for the first six months of employment and requiring performance evaluations on an annual basis
- recertification of professional licenses (electrical, HVAC, chemical, safety, pest control, etc.) to ensure up-to-date training and verification of safety requirements
- ensuring that employees perform to their potential and expectations by conducting annual performance reviews (Figures 1.1-1; 4.3-1) and abiding by the policies that are identified in the UWG Employee Handbook
- conducting morning staff meetings and monthly employee meetings (Figure 1.1-1; Item 4.3) to ensure that planning of work is communicated, reviewed, and augmented if necessary to achieve the targeted results

Effective two-way communication is built into our CP&F Strategy Development Cycle (Figure 2.1-1) through Goal Review, Result Review, Evaluation of the Situation, and Developing Attainable Action Plans. We accomplish this with:

- bi-weekly 1-on-1 meetings between senior leaders
- daily staff meetings with supervisors
- monthly employee meetings
- annual performance evaluation
- annual employee surveys
- Business Process Redesign

Cooperation, initiative, empowerment, and innovation is captured in all of the aforementioned areas but is most prevalent when using Business Process Redesign (BPR). BPR requires cross functional teams to evaluate processes and determine if technology can be added to improve a process or if non-value added steps can be eliminated. CP&F employees are selected to serve on the BPR teams with the completion date to coincide with the end of the fiscal year and the formulation of the next years' goals. The BPR's are presented to upper management with an award being provided to the team that develops the most creative presentation.

As part of their annual goals, senior leaders from CP&D, F&G and RM/EHS, are required to select five core processes for their areas to review. With eighteen core-processes and ninety-nine sub-processes, the entire CP&F process review is completed every five years.

Agility is facilitated through monthly safety meetings for all employees, cross –departmental teams such as the Facilities Staff Advisory Committee (FSAC) and BPR, updates from planning and industry consultants (custodial, landscaping and grounds), professional memberships, conferences, trade subscriptions and cross-training within the departments. In addition, full-time employees who have been employed full-time for at least six months may be eligible to participate in the Tuition Remission/Reimbursement Program for job-related course work and academic credit.

Effective Communication

5.2 Communication across jobs and work units is achieved through the methods that are outlined in **Figure 1.1-1** and **Item 4.3**.

All but five CP&F employees report to work at the same location each morning. Information on job postings, overtime opportunities and events are posted at designated boards so that most of the employees can review this on a daily basis. For those employees (administrative) that report to other locations, the information that needs disseminating is done so through e-mail, posting on the CP&F website, and documented in the monthly newsletter.

Skill sharing is accomplished by hiring skilled and success driven employees, providing on-the-job training, understanding what our customers want (e.g. biannual surveys), recertification of professional licenses, attending seminars and conferences, consultant recommendations, improvements in technology, networking, benchmarking, conducting peer evaluations, and continued education.

Recruit, Hire and Retain

5.3 We seek and retain employees for our future needs by: Recruitment - UWG policy requires that all job positions be advertised for ten working days using the UWG website,

Human Resources bulletin boards and if necessary local newspapers and employment agencies. The BOR has a central website that requires a three week posting for any position equal to an associate director and above.

Potential employees are screened on education, work experience, team interviews, job references, work culture, criminal background checks, drug testing, previous contract work, customer service skills and awareness, and on-the-job training.

Hiring - New employees are required to serve the first six months of employment on a probationary basis. This probationary period allows the supervisor to evaluate their ability, suitability, and potential for success. It also allows time for the employee to decide if they are in a satisfying job assignment. Prior to the completion of the probationary period, the supervisor will evaluate their job performance. If their work is not continued beyond the six months probationary period, they will be notified in writing and may be terminated at that time without right of appeal.

Retaining – Because of the diverse operations within CP&F, senior leaders place a special emphasis ensuring that all new hires are provided with the proper training, tools, technology, and equipment to perform the job. Each job description lists these requirements and it is the responsibility of the area supervisor to ensure that these are accomplished during their six-month orientation review.

New employees are welcomed to the department in monthly meetings, monthly newsletters, through the campus website and through their on-the-job training. All F&G personnel are provided with an account to purchase personalized uniforms that display their first name and the CP&F label “Professionally we Serve, Personally we Care.” All remaining CP&F employees are provided with a personalized magnet/pin to display their name and department.

Being a state institution, offering competitive salaries can be challenging in that we must abide by the criteria that is established by the BOR. CP&F leadership reminds new hires on the other positive features in working at UWG:

- Not having to commute to Atlanta
- Providing a comfortable and safe working environment
- Inexpensive parking
- Leave and holiday benefits Recreational and entertainment opportunities (e.g. use of recreation center, discounts on sporting and cultural activities)
- Providing health care benefits
- Providing retirement benefits
- Tax-deferred annuity programs
- Tuition reimbursement

Succession Planning – Leadership succession starts by hiring skilled/professional people! Although there is no official form in place, senior leaders are groomed for succession opportunities through feedback from annual performance evaluations, training seminars and conferences, continuing education, mentoring, representation on various campus committees, and cross-training.

Regular employment positions are classified as exempt professional, exempt administrative, non-exempt and non-administrative. All positions have detailed job descriptions and education/skill requirements that are posted within the department and on the campus website.

Identify Skills –Existing job positions within CP&F have descriptions and skill/education requirements. New job requirements and/or positions must be submitted and approved by the Assistant Vice-President of CP&F and Human Resources prior to posting. Factors taken into consideration are core functions, required experience and education, preferred qualifications, physical requirements (lifting, frequent climbing of stairs, outdoor exposure, etc.) and special circumstances such as afternoon /evening work schedules, weekend work, and travel.

Employee Education Training, and Development Contribute to Action Plans

5.4 CP&F addresses education, training, and development needs based upon our strategic challenges {**P.2.b(1)**}, master plan requirements, our annual goals and objectives (**Item 2.1**), staff input, employee input, changes in technology, funding available and benchmarking with other institutions.

Funding allocations and federal mandates are reviewed by senior leaders and training determinations are prioritized.

CP&D personnel attend special sessions and conferences related to their specific areas. They attend auto-cad training, office management classes, GAPP 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 & 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, HVAC, electricians, pesticide applicators) are sent to annual training and conferences.

Computer and personal development classes are paid for by the institution. Current supervisory and administrative personnel have attended either the APPA Executive Training Institute or the College Business Management Institute – both three year commitments. Employees receive monthly safety training from RM/EHS. Administrative and WIC personnel attend new software and computer training. A scholarship has been established for employees in landscaping.

Career development, learning, and progression are decided by the employee and the department director based upon the employee’s experience, need and benefit to UWG. Consideration for promotions has been thwarted in recent years because of budget reductions, attrition, and wage freezes.

Figure 5.4-1 further addresses how these learning tools contribute to the performance measurement and improvement, and the achievement of our action plans.

CP&F uses the annual performance evaluations as its formal method to obtain input from employees on education and training needs. Additional input is contributed from employee interviews, exit interviews, 1-on-1 meetings, background checks, departmental meetings, safety meetings, inspections, and annual employee surveys.

Organizational learning and knowledge assets is incorporated into our goals and objectives and such education/training tools as on-site/off-site seminars, conferences, certification of licenses, on-the-job training, FSAC, FAC, as well as staff and employee meetings.

Deliver Education

5.5 Education and training are determined based on the job description, mandates from federal regulations, (e.g. asbestos, hazardous materials and waste management), needs of the department, funding available, and how the training will help to accomplish our action plans and departmental goals. Training needs are evaluated and prioritized in Strategy Development (Item 2.1) and are implemented into goals, objectives and action plans.

Formal training is delivered through on-site seminars, trade conferences, web-broadcasts, and scheduled campus classes, subscriptions to trade publications and through professional memberships. RM/EHS tailors its training for CP&F based on the kinds of jobs they perform and the environments they work in. Input is received from daily, weekly and monthly meetings with employees and FSAC meetings. All training is documented in the employee file. Informal training comes from on-the-job training, lead personnel, and experienced personnel used in mentoring roles.

Motivation and Career Development

5.6 CP&F employees are motivated through:

- feeling like they have contributed
- job/pay postings
- creating a safe working environment(**Item 7.5**)
- growing enrollment forecasts (**Item 2.3**)
- campus expansion
- working in a safe environment (**Item 7.5**)
- annual performance review
- promotion from within organization
- recognition awards (e.g. Employee of the Year)
- empowerment, (e.g. input in supplies, projects, uniforms) risk-taking without fear (**Item 7.5**)
- building organizational and personal trust
- recognition of accomplishments
- mentoring
- cross training
- staff recognition days
- tuition reimbursement (**Item 5.3**)
- certificates of training
- positive comments received from others
- newsletter recognition and articles
- positive feedback from senior leaders

Figure 5.6-1 reflects how our organization uses formal and informal approaches to help employees attain job- and career-related development and learning objectives.

Managers and supervisors reinforce job- and career-related development and learning objectives through employee performance and desires, annual performance evaluation process, on-the-job-training, mentoring, empowerment coaching, and providing learning and developmental opportunities.

Figure 5.6-1

Formal	Motto; Probationary Evaluation; Absentee/Tardy tracking; Certification training; Annual Performance Evaluations; Monthly Meetings;
Informal	FSAC; 1-on-1 Meetings; Departmental Meetings; Complaints, Grievances; Building Inspections; Lunch/Coffee Breaks; Campus Tours; and Transportation to an event.

Figure 5.4-1

Most Important Goals	Action Plans	Employee Education & Training
Provide and maintain superior facilities by developing and implementing <u>Life Cycle Planning</u> that allows UWG to create multi-year plans for Facilities renewal.	Produce a backlog report that includes an analysis of systems that may fail within the next five years. (Target: 11/15/2005)	-Facility Focus software (3/05) - Facility Focus training on-site by Maximus (6/05) -Facility Focus training in San Antonio, TX (11/05)
Incorporate Capital Plan Development and Space Planning Management into our master plan objectives by February 28, 2006	Implement change/upgrades to Aperture regarding space analysis, planning and reporting. (Target: 9/15/2005)	-Hands-on Aperture training from specialists (7/05) -Intern Training
Continue the development and implementation of a Comprehensive Energy Policy as part of an Energy Conservation Program.	- Present goals and strategies to conserve energy and reduce/contain rising energy costs to UWG Administration.	-Ad hoc committee -Consultant reports -Review energy forecasts
Organizational Development and Effectiveness - Outline and implement a program to strengthen communications as well as implement an organizational assessment that creates a culture in which strategies, values, and day-to-day behaviors are consistent and compatible. (Target date 6/30/06)	-Complete the Georgia Oglethorpe Focus Award self-assessment criteria for December 2005 submission. - Organizational Trust Survey administered in May 2005	-'05 GAOP submission -Presentation of Customer Focus at GAOP Awards conference (9/05) -GAOP Examiner Training (12/05) -GAOP Progress application (2/06) -Organizational & trade seminars -Publications -Internet

Work Environment

5.7 Figure 5.7-1 addresses the tools that have been implemented in each CP&F area to create a safe and secure workplace; incorporate employee involvement; and identify performance measures and targets. RM/EHS staff spends the majority of their time on campus interfacing with the community, identifying problems and soliciting candid feedback. They follow-up on complaints and concerns either in-person, or via phone calls, two-way radio, e-mails or written reports. Faculty and staff are required to report unsafe conditions either to their supervisor or through the WIC. Residential students are required to report unsafe conditions to their Resident Advisor who in turn will investigate, verify and report to WIC. The WIC will document the incident with a work order and channel to the appropriate department for proper follow-up. Unsafe conditions that are not reported will be detected in our campus inspection.

Employee injuries must be reported directly to supervision. The supervisor is required to document the incident on a First Report of Injury form, notify RM/EHS, and ensure that medical attention is received. The First Report of Injury form is then channeled to RM/EHS for proper follow-up.

Preparation for weather emergencies and disasters is handled by our Department of Public Safety {**Item 2.2 (3)**}. Safety

updates, weather briefings, and evacuation procedures are posted on the campus website and e-mailed to all faculty and staff using the faculty and staff list-serve. Public Safety has a Homeland Security Committee and also has plans implemented for Anthrax, Fire Response, Inoculation, Records Disaster Management, Sexual Assault, and Workplace Violence.

Information regarding these plans is distributed to employees and students via the UWG website, UWG Public Safety website, faculty/staff list-serve, monthly departmental meetings, a Safety Manual, and through a cross-functional RM/EHS Safety Team comprised of appointed students, faculty and staff.

The Safety Team meets quarterly to ensure organizational knowledge and continuity. Departmental representatives are selected and trained for emergency and disasters through such methods as First Responders training and Hazwoper instruction. RM/EHS oversees Chemical Safety, Environmental Safety, Fire Evacuations, Storm Water Prevention, Natural Gas Safety, Work Injuries, Return to Work, and Workman’s Compensation.

The following Safety Websites have been developed for the UWG Community to review: Weather, Fire Safety, Chemical Safety, Hazardous Waste, RM/EHS, Public Safety, Records Management.

Figure 5.7-1

Dept.	Significant Workplace Factors	How Employees Improve	Performance Measures
CP&D	Construction & project inspections Frequent walking and climbing. Exposure to dust and heights.	Performance Reviews Safety Inspections Safety Presentations Safety Newsletter RM/EHS E-mails Professional Affiliations	Safety violations Workman’s Comp. claims Absenteeism Fines
F&G	Skill trade & laborer positions requiring additional dexterity & lifting requirements. Use of heavy and light equipment. Exposure to dust, weather elements. Frequent walking, climbing lifting.	Performance Reviews Safety Inspections Safety Presentations Safety Newsletter RM/EHS E-mails Professional Affiliations	Safety violations Workman’s Comp. claims Absenteeism Fines, Employee Turnover,
RM/EHS	Frequent walking, climbing, lifting, writing and typing. Expertise in health/safety regulations. Effective Communications.	Performance Reviews Safety Inspections Safety Presentations Safety Newsletter RM/EHS E-mails Professional Affiliations	Safety violations Workman’s Comp. claims Absenteeism Fines

Employee Support and Satisfaction

5.8 Factors that impact employee well-being, satisfaction and motivation are broken down as follows:

- 1) Well Being – health benefits, retirement, work location, lack of commute, safe work conditions
- 2) Satisfaction – pay, benefits, task accomplishment
- 3) Motivation – job security, empowerment, campus growth

These factors are determined using such inputs as Employee Satisfaction Surveys, Employee Turnover, and Benefit Competitiveness. Other methods that are employed include Absenteeism, Tardiness, Attitude, Performance Evaluations, and Exit Interviews.

Key Factors Determining Well-Being

5.9 UWG employee benefits, services and policies are established and administered by UWG Human Resources based on comparisons with other institutions as well as recommendations from the employees. Recommendations are channeled thru employee surveys, customer satisfaction surveys, and personal interviews conducted. One recent recommendation resulted in the addition of Long Term Care insurance for the elderly.

All full-time employees are provided with 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.

In addition, employees are given an opportunity to change their options on an annual basis (i.e. Open Enrollment) to accommodate changes in individual or family needs.

Formal/Informal Assessment

5.10 Employee well-being, satisfaction, and motivation is determined through such formal assessments as annual performance evaluations, exit interviews, surveys, absenteeism, and training/certifications. Informal assessment methods include monitoring performance, daily conversations, coaching, taking a break, and listening. Other indicators include empowerment, years of service, and recognition. Although the same kinds of methods are utilized for each area, the frequency of each may differ according to the profile {**P.1.a(4)**} of each department. For example:

- F&G positions are more labor intensive and less experienced than the other areas. Well-being and satisfaction levels may be assessed through morale, absenteeism, and employee turnover. This can be addressed through coaching, mentoring, recognition, training, and communication.

- CP&D and RM/EHS staffs are assigned more administrative and analytical tasks involving motivation and satisfaction. Motivation levels can be assessed through morale, performance and training. Productivity can be improved through mentoring, recognition and empowerment.

Value Creation Processes

6.1 What Are They

6.2 How Determined

6.3 Measures/Indicators

CP&F key value creation services are defined as those services that add value to our internal and external customers (**Figure 3.1-1**). **Figure 6.1-1** identifies our key services, the key requirements, and the approaches that we employ to determine and ensure their value to the customers and the organization.

Key value creation process requirements are determined in the Operational and Deployment portions of our Strategy Development Process (**Item 2.1**). Process requirements are based on factors that not only impact the scope of work for CP&F, but also the vision and mission of UWG. These factors include technology, safety requirements, department capabilities, stakeholder input, semester schedule, interest rates, benchmarking, legal requirements, State of Georgia revenue, community support and enrollment.

How Designed

6.4 As outlined in the Strategy Development Cycle (**Figure 2.1-1**), CP&F key processes are designed utilizing three visualizations from Habit Two of Stephen Covey's Seven Habits of Highly Effective People, "*Begin with the End in Mind*":

- Where are we now?
- Where are we going?
- How do we get there?

Figure 6.4-1 illustrates how these visualizations form the foundation of our planning framework and the steps that we employ to design our key value creation processes.

Figure 6.1-1

Key Process	Key Requirements	How Determined
Building Construction - Building Projects - Privatized Projects	-Documentation of needs through Capital Budget Request process	-Annual process administered by CP&D. Input received from faculty and administration in the fall of each year. Additional input is received from Master Planning Committee (annual), Consultant Planning and Design Teams, Strategic Planning Committee, (3-years)
	-Adequate funding	-Determined by the BOR annually. Approved annually by GA Assembly.
	-Budget criteria	-Annual process that is documented according to specified criteria and dollar limits
	-Approval from UWG Planning Committee	-Annual meeting conducted in October of each year.
	-Approval from PAC	-UWG President and committee meet on a monthly basis
	-Properly trained/healthy workforce.	-Professional societies, classes, trade conferences determined in annual performance evaluations.- Mentoring
	-Safety instruction and protection	-Monthly RM/EHS meetings, pre-conference meetings with contractor, periodic building inspections throughout project
	-Student input	-Student Services, UWG Matters Committee, UWG Senate, Customer surveys, annual campus tours, annual Residence Hall surveys, WIC
	-Community input	-Community forums and monthly civic group presentations. -Annual Goals
Custodial	-Space and cleaning requirements	-Vision, mission, and values. -Daily customer input from WIC, e-mail and telephone calls. -Monthly training, inspection checklists from supervisor, , review of customer input through annual bi-annual survey. -Annual input from planning consultants -APPA benchmarking -Process criteria & follow-up inspections -Unsolicited feedback
	-Educated workforce of expectations and requirements	-Monthly training, inspection checklists from supervisor, review of customer input through annual bi-annual survey. -WIC requests, morning meetings with supervision.
	-Properly trained/healthy workforce	-Inspection checklists from supervisor, monthly safety inspections, injury reports, annual FDA regulations, annual employee surveys, Co-worker input on supplies/methods, and Customer surveys.
	-Adequate GSF/employee ratio	-Amount of area to maintain, planning consultants
	-Proper funding and manning	-Annual budget process
	-Strong culture and morale - good work and attendance habits	-Daily time and attendance monitoring, annual employee survey, daily, weekly, bi-weekly, and monthly meetings.
	-Safety instruction and protection	-Injury prevention, injury follow-up, government mandates.
	-Fleet vehicle maintenance	-Government mandates, vehicle policy, safety requirements
Landscaping & Grounds Maintenance	- Maintaining campus grounds	-UWG heritage. -Our mission, vision, & purpose. -Operation manuals.
	- Athletic Fields	-NCAA guidelines and regulations. -Annual solicited input from Athletics department.
	-Proper funding and manning	-Annual budget process
	-Educated workforce of expectations and requirements	-Annual performance evaluations, annual employee survey, periodic peer reviews, WIC requests, biannual customer surveys, government mandates, unsolicited feedback, monthly FSAC meetings
Motor Pool	-Fleet vehicles	-Faculty/staff travel requests, reservations, billing
	-Fleet vehicle maintenance	-Government mandates, vehicle policy, safety requirements

University of West Georgia

Campus Planning and Facilities

Process Management

Key Process	Key Requirements	How Determined
Special Events & Electrical	-Educated workforce	-Annual performance evaluations, annual employee survey, biannual customer survey, WIC, daily meetings, monthly meetings.
	-Event requirements	-Input is channeled daily thru WIC from all UWG departments. The WIC is responsible for ensuring that all pertinent information is documented and forwarded to the department.
	-Project management	-Capital Budget Request, WIC requests, Contracts, cost of project, annual goals and objectives
	-PM of Mechanical Components	-Annual goals and objectives, equipment expense, difficulty in replacing equipment.
	-Equipment & Control	-Service agreements, monthly preventative maintenance schedules
	-Event Safety	-Prevention of code violations and assurance of Fire/Life Safety systems
HVAC	-Educated workforce to maintain heating, ventilation and cooling systems for 70 different campus buildings.	-UWG label – Educational Excellence in a Personal (comfortable) Environment -Annual Performance Evaluations; Energy Consultants; Customer surveys -Vendor Training
	-Safety Codes	-As needed training on local and government regulations in terms of capacity, emergencies, environmental (e.g. air quality)
	-Proper funding and manning	-Annual Capital Budget Request, Energy Consultants,
	-Condition of facility	- Monthly building inspections, Facility Condition Analysis
Construction, Carpentry, & Paint	-Educated workforce to service and maintain 70 campus buildings.	-Craft training and experience; Annual Performance Evaluations; Vendor Training; Customer Service training
	-EPA regulations	-Asbestos, mold, training; Monthly safety training; Material disposal and penalties
	-Type of work requested	-WIC requests from customers -Annual goal and objective setting -Annual Capital Budget Request from customers (faculty & administration) -Campus schedule
General Maint.	-Educated workforce and troubleshooting skills	-Annual Performance Evaluations; Craft training and experience; WIC requests; Customer surveys
	-Facilities	-Facilities Condition Analysis; Monthly Building Inspections; UWG heritage (i.e. historical); Government/EPA/ADA mandates
	-Equipment	-condition; function it serves
WIC	-Educated workforce on campus layout, understanding of the request and responsibility, ability to effectively communicate.	-Annual Performance Evaluations -Customer Service training -Annual Facility Focus training -Review of customer satisfaction surveys
	-Educated workforce of expectations	-Good verbal/written/electronic communication skills -Ability to distinguish problem -Input from UWG community on an array of requests involving F&G processes. -2-way communications with F&G staff on requests
	-Proper funding and manning	-BOR annual budget process -GA State Assembly
RM/EHS	-Educated workforce -EPA, HHS, ADA regulation compliance.	-Knowledge of health, safety and regulatory issues; Professional memberships; Education and experience; Government mandates; Scheduled Inspections
	-Campus Safety	-Accident/injury/insurance claims; Chair of Safety Committee -Processes in place with Public Safety; Utilities locate; Monthly building inspections

Key Performance Measures/Indicators

6.5 CP&F uses a variety of measurements and indicators to monitor its key value creation processes, assure customer input and ensure meeting key process requirements.

In CP&D, building projects and construction are compared to schedules, contracts, budgets, and customer satisfaction. A staff member (project manager) is assigned to monitor, follow-up, and maintain the necessary documentation on each project. This is accomplished through inspections, daily logs, progress reports and punch-lists. Customer, supplier, and partner input is achieved thru written/electronic correspondences, change orders, and progress meetings that are held with the contractor through the duration of the project.

The operational services that are supplied by F&G are measured using such metrics as utility consumption, operations budget, efficiency, reliability and customer satisfaction. Process requirements are met through such daily operations as planning, scheduling and organizing our work; training; staff meetings and two-way communication. The WIC channels most of the customer input while partner and supplier feedback is achieved through meetings, two-way radio, or written/electronic correspondence.

Environmental Health and Safety services are driven and measured by state, federal and local regulations. This makes it necessary for RM/EHS representatives to stay on top of changes in regulations and communicate, schedule and train accordingly. They accomplish this by performing inspections, providing accurate documentation and channeling work orders to the appropriate department. RM/EHS uses input from the Campus Safety Committee, written/electronic correspondences, forums and meetings to assist them in their communication efforts.

Minimize Cost

6.6 CP&F minimizes overall costs that are associated with process and performance audits through:

- Creating a management culture of “doing what is right” and a leadership culture of “doing the right things”.
- Daily preventative maintenance of mechanical, landscaping and HVAC systems.
- Personal contact thru morning staff briefings, 1-on-1’s, FSAC, and FAC meetings
- Pre-construction conferences, contract negotiations, and construction progress meetings
- Training conferences, seminars, professional organizations, subscriptions, consultant input
- Scheduled building inspections by project managers and RM/EHS personnel.

Prevention of rework is minimized through worker accountability. All contracts, work orders, and investigations list the name of the person responsible for the action that is taken. Additional follow-up is provided through periodic supervisor inspections and customer satisfaction surveys. Changes are currently being made with our Facility Focus software to include a questionnaire link on the work order for immediate customer input.

Key Support Processes

6.7 Figure 6.7-1 identifies the key processes that support our value creation processes along with the key performance measures/indicators that are used for process control and improvement.

How Determined

6.8 As illustrated in Figure 6.1-1, these processes are determined in a similar method and time as the key value creation processes but are then reviewed every five years in Business Process Redesign. (Figure 2.1-2; Item 4.1)

Key Performance Measures/Indicators

6.9 As discussed in 6.1.a.4, CP&F uses a variety of measurements and indicators to not only monitor its key value creation processes, but also its support processes to ensure that key process requirements are met, and customer input is acquired.

Specifically, CP&D:

- Initiates, implements and coordinates space planning requests from the campus community for project requests.
- Uses a project manual to provide an approved sequence of actions and lines of responsibility for CP&D staff to follow.
- Categorizes all projects based on funding requirements and groups them into such classifications as Major, Minor, MRR, R&R, Institutional, and Other.
- Ensures that projects are in compliance with plans, through contracts, contractor meetings, inspections and punch-lists.
- Documents and communicates the statuses of the projects are through and on-line site entitled “Current Projects”.

F&G monitors its support processes through:

- Monthly WIC Statistical Report (e.g. WO Entered, WO Backlog, WO Completed, Past Due Report) and Bi-weekly Privatized report (materials, cost and time).
- Utility Consumption and costs
- Supply budgets and payroll
- Cost to budget comparisons
- APPA Benchmarking

Figure 6.4-1

“Begin with the End in Mind”		
Visualization	Design Process Steps	Variables to Consider
Where are we now?	1. Preplanning	-Participation: Input from Students, Faculty, Staff, Community, BOR, Contractors, Government -Time: Annual, 3-year, 5-year, Long-range -Resources: Funding, Land, Space Inventory, Technology -Data Gathering: Utilities, Efficiency, Costs, Comparisons -Decision Making: Mission, Vision, Priority, Mandate
	2. Assessment	-Identify/work with stakeholders; SWOT Analysis; Feasibility Analysis; Prioritize; Further research; Summarize/communicate results
Where are we going?	3. Identify Goals/Objectives	-Mission -Identify targeted outcomes
How do we get there?	4. Develop Strategies	-Determine Approach -Evaluate impact on workers, community and stakeholders
	5. Develop Measures and Indicators	-Develop performance measurements: Energy Savings, Utility Consumption, Productivity, Cycle Time, Rework
	6. Review	-Stakeholder Feedback -Evaluate Results -Determine Goal Achievement

Figure 6.7-1

Value Creation Processes	Key Support Processes	How/Determined
-Building Construction -Building Projects -Privatized Projects	Program & Design, Construction Program Mgmt., Construction Administration, Facilities Support, Maintenance of Facility Info., Regulatory Compliance Assurance, Long Range Development	-Increasing enrollment -Master Plan -CP&F goal/objective setting -BOR regulations -Design/planning consultants -BPR -% of overall budget -Funds committed by GA assembly
Operational Services -Custodial -Landscaping & Grounds Maintenance -Motor Pool -Special Events & Electrical -Construction, Carpentry & Paint -Building Maintenance -HVAC -WIC	-Floor care, General Cleaning, Recycling, Grounds Maintenance, Landscape Installation, Nursery & Greenhouse Mgmt., Athletic Field Maintenance, PM of mechanical components, Project management, Ventilation & plumbing services, Building maintenance, Roof Maintenance, Electrical services, Fire alarm management, Carpentry/paint services, External construction, Support of major functions, Relocation of constituents, Fleet management, PM of campus vehicles	-Over 90 years as an institution -Funds committed by GA assembly -% of overall budget -Increasing enrollment -Number of employees -Master Plan -BPR -CP&F goal/objectives -Service requests -Govt. regulations -NCAA field requirements -Consultants -Experienced Workforce
RM/EHS	-Building Inspections -Chemical Management -Asbestos Sampling -Fire Evacuation -Vehicle Accident Investigations -Worker’s Compensation -Loss Prevention	-OSHA regulations -EPA/HHS regulation compliance -ADA compliance -Staff expertise -Rising Insurance Costs -CP&F goal/objectives

RM/EHS uses the following indicators to help monitor the progress of such support processes as:

- Events Log: Documents all incidents involving environmental safety and risk management concerns.
- Building inspections: On-line website that publishes the inspection schedule and inspection results.
- Safety Manual: Ensure that policies are maintained and that changes are updated and documented.

Operational Planning

6.10 Financial resources to support CP&F operations are monitored daily by an Administrative Coordinator that is employed in CP&F but stays in constant communication with UWG 's Budget Coordinator. They are determined and allocated through the annual Budget Process that follows our strategic planning process During this time, the directors review the budgets for their assigned areas with their area supervisors and prioritize them according to their strategic goals, operational goals, facility condition analysis, and investment outlay. Unbudgeted items are discussed between the senior leaders to determine if other funding alternatives (e.g. grants) are available or if a budgeted item can be postponed.

As discussed in **Item 4.7**, CP&F rely on the expertise of the ITS Department and BITS Department to ensure continued availability of data and information. In addition all employees have been instructed to turn off their equipment at the end of the day or prior to a storm to ensure proper back-up of electronic files.

Preparation for disasters and emergencies are further discussed in **Items 2.2; 5.7**.

7.0 Product and Service Results

7.1 Service performance that is important to our customers is summarized in **Figure 7.1-1**.

Figure 7.1-1

Dept.	Performance Results
CP&D	Project List, Project Completion, Service, Efficiency, Quality, Comfort, Aesthetics
F&G	Service, Efficiency, Quality, Comfort, Aesthetics
RM/EHS	Safety, training, response time to concerns, insurance costs, accuracy of investigation, waste generation

Service results for CP&D are obtained through completed projects, project inspections (e.g. punch-list), website

inquiries, (<http://projects.bf.westga.edu/>), third-party analysis, and internal/external audits.

Figure 7.1-2 reflects the volume of projects that have been coordinated by this area during the last three years:

Project Types	'04	'05	'06
MRR Requests Submitted	11	21	20
MRR Projects Funded	4	2	8
BOR Projects Initiated	25	12	33
BOR Projects Completed	11	20	32
Institutional Capital Requests	47	32	65
Institutional Projects Initiated	82	91	75
Institutional Projects Completed	67	90	68

F&G service performance is measured through work order requests, inspections, customer surveys (See **Figures 7.2-1** through **7.2-12**), budget/cost analysis, and project status. **Figures 7.1-3** thru **Figure 7.1-7** reflect our trends in these service segments.

Figure 7.1-3

Completed Work Orders			
Categories	'04	'05	'06
Athletic Turf	54	0	224
Carpenter	327	414	603
Construction	19	25	71
Custodial. Academic Bldgs.	182	275	535
Custodial Floor Crew	0	0	90
Custodial. Residential Bldgs.	134	235	382
Electrical	1925	2559	3328
Energy Mgmt.	0	0	6
Grounds Maint.	499	197	218
HVAC	2702	2356	3147
Landscaping	0	76	224
Maint.	6602	6067	7231
Move Crew	1623	1815	1955
Motorpool	28	126	741
Outplant	157	154	194
Paint	431	621	718
Campus Signage	143	176	99
TOT. W/O's Completed	14,826	15,096	19,766

Figure 7.1-4

F&G employees will tell you exactly when services will be performed.

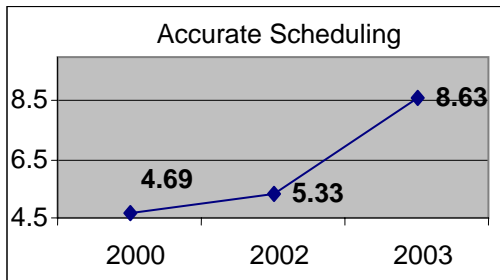


Figure 7.1-5

F&G employees are always willing to help you.

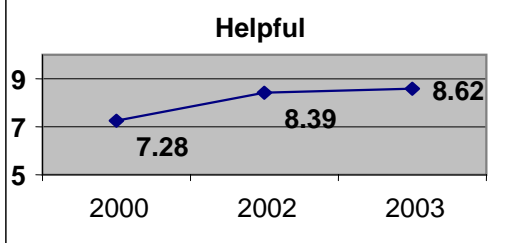


Figure 7.1-6

F&G hours of operation are convenient to its customers.

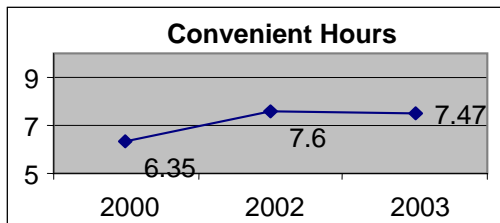
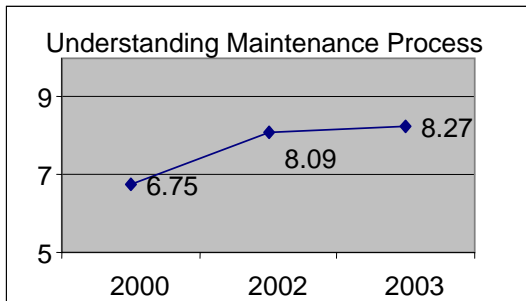


Figure 7.1-7

Understanding process for obtaining services.



Service performance for RM/EHS is determined by our compliance with government mandates/regulations and it is guided by the department mission - *to protect our students, visitors, faculty and staff through training, education, hazard abatement and information dissemination*. We deploy this through our website, training classes, electronic newsletters, and maintaining an active vigilance on campus. We measure this through such indicators as Building Inspections (7.1-9, 7.1-10); Safety Incidents (7.1-11); Hazardous Waste generation (7.1-12); Compliance history (7.9-1); Training (7.1-13); and periodic Customer Surveys (7.2-1, 7.2-2).

Figure 7.1-9

Building Inspections by Year	'04	'05	'06
Bldgs. Inspected	17	15	31
No. of Discrepancies	1396	1033	1826
Avg. Discrepancies per Bldg.	82.12	68.87	58.90

Figure 7.1-10

Bldg. Discrepancies	'04	'05	'06
Bldg. Improvement	28%	26%	30%
Environment	15%	21%	20%
Safety	13%	14%	14%
Electrical	12%	11%	10%
Hygiene/Chemical	12%	10%	9%
Fire/Life Safety	6%	13%	9%
Housekeeping	6%	3%	4%
Homeland Security	4%	0%	0%
Space Mgmt.	3%	0%	0%
Food Safety	0.50%	0%	2%
ADA/Ergonomics	0.50%	0%	0%
Resource Mgmt.	0%	2%	1%
Risk Mgmt	0%	0%	1%

Inspection results for each building can be found on the RM/EHS website:

http://moosh1101.westga.edu/cpf/Departments/EHS/dept_layout_ehs.htm

Figure 7.1-11

Safety Incidents			
Injuries Recorded	04	05	06
F&G Employees	64	83	81
UWG Employees	43	47	50
Work Restriction	7	9	12
Lost Time	9	15	4

Figure 7.1-12 shows our trends in tracking of hazardous wastes removal by pound for the past four years.

Figure 7.1-12

Category	'02	'03	'04	'05
Total Waste	10261	4955	17750	6814
Total HazMat	10242	4743	17507	6625
Total RCRA	2782	2632	14257	4074
Recycled On-Site	19	0.00	120	20.0
Recycled Off-Site	0.00	15.00	2.00	27.25
Universal Waste	0.00	0.00	0.00	0.00
DEPPEP	0.00	20.00	0.00	152
Non-Hazardous	0.00	213	123	169
Solid Waste	7461	2092	3250	2400
HazWaste Off-Site	2782	2616	14255	4041
Acutely Hazardous	0.25	1.00	0.00	6.25
Unknown Chemical	1.00	8.00	5.00	0.00

Figure 7.1-13 reflects the number of the classes that RM/EHS has conducted since it's inception:

Figure 7.1-13

Training	'03	'04	'05	'06
Total training classes	23	20	26	29
Total attendance	685	669	720	671
Total training man-hours	780	751	767	755
Attendee Breakdown				
Facilities Personnel	100%	97%	93%	87%
UWG Employees, Non-Facilities	0%	3%	2%	3%
UWG Students	0%	0%	5%	10%

Training classes have been presented on such topics as:

03	Asbestos Awareness, Ladder Safety, Eye & Ear Protection, Slips, Trips, Falls, Back Safety, Chemical Safety, Compressed Gases, Ergonomics, and Bloodborne Pathogens.
04	Vehicle Safety I – Service Vehicles, Asbestos Awareness, Chainsaw Safety, Fire Extinguisher, Private Security & Safety, Underground Utilities Safety, Trench Safety, Slips, Trips, Falls II, Stress Management, Hand Tool Safety, Outdoor Safety
05	Move-In Safety, Vehicle Safety II – Highway Safety, Asbestos Awareness, Home Fire Safety Right-to-Know, Electrical Safety, Gas Pump Safety, Supervisor & Manager Safety, Job Hazard Analysis Flammable & Combustible Liquids, Vehicle Safety III, Outdoor Safety, Fraternity Fire Safety I
06	Tree Felling Safety, Lockout/tagout, Slips, Trips & Falls 2, Home Fire Safety, Chainsaw Safety, Vehicle - Utility Cart Safety, Chemical Safety, Supervisor & Manager Safety, Respiratory Protection – Filtering Facepieces, Hearing Conservation & Vision Awareness, Camp Employee Safety, Ladder Safety, Facility & Event Risk Management, Fraternity Fire Safety II

7.2 Customer Focused Results

CP&D receives it's feedback through emails, project completion, and unsolicited feedback. There is no formal survey currently in place.

RM/EHS initiated an electronic survey in June 2004 with a follow-up scheduled in 2006. The feedback regarding interactions with RM/EHS is shown in Figures 7.2-1 and 7.2-2.

Figure 7.2-1

Interactions with RM/EHS		
Traits	Yes	No
Professional	53	1
Knowledgeable	49	1
Competent	49	1
Prompt	51	1
Courteous	50	0
Discreet	42	2

Figure 7.2-2

Use of RM/EHS Website		
Area Measured	Yes	No
Visited Website	39	24
Found it Useful	35	3
Read "Due Diligence" Newsletter	42	21
Deemed Newsletter Helpful	38	4

The RM/EHS customer satisfaction survey also solicited satisfaction measurements in the areas of RM/EHS contact (Figure 7.2-3), interactions, website information, and overall performance (Figure 7.2-4). Following are the results of the responses received:

Figure 7.2-3

RM/EHS Contact	
Services Utilized	Responses
Building Inspections	23
Asbestos Sampling	6
Hazardous Waste	16
Safety Concerns	32
Indoor Air Quality	22
Property Insurance	12
Vehicle Insurance	3
Workers Compensation	7
Training Programs	23
Risk Management	12

Figure 7.2-4

RM/EHS Overall Satisfaction	
Rating	Percentage
Excellent	59%
Good	39%
Fair	1%
Below Average	0
Poor	0

Customer satisfaction surveys for F&G were traditionally administered every 18 months with the most recent in November 2003.

Figures 7.2-3 through 7.2-11 display the rating averages from the responses received on the F&G support processes and the trend of satisfaction levels during the past three years. Satisfaction is measured on a 10 point scale with a score of 10 being the highest (best) rating.

The 2005 survey was delayed because of a redesign in the questions and scoring area which will make it more efficient for our customers to complete.

In addition, a new facility software (Facility Focus) was purchased after we completed the Georgia Oglethorpe Focus application in 2005 and an email is being sent to our customers on every work order requesting their input on the quality of work performed and the services received. This was initiated in March 2006 and following are the results of this immediate feedback:

Question	Mar	Apr	May	June
Satisfaction of work	9.05	9.49	9.17	9.78
Response Time	9.03	9.52	9.26	9.68
Employee Courtesy	9.41	9.84	9.40	9.75
Efficiency	9.03	9.70	9.49	9.73

Note: Results were based on a total of 251 responses with a rating scale of 1 (lowest) thru 10 (highest).

Figure 7.2-3

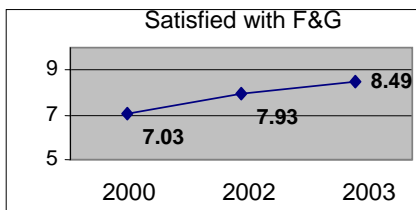


Figure 7.2-4

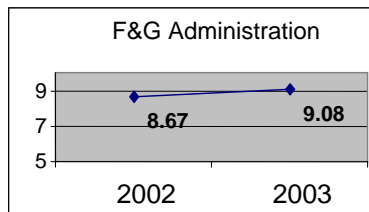


Figure 7.2-5

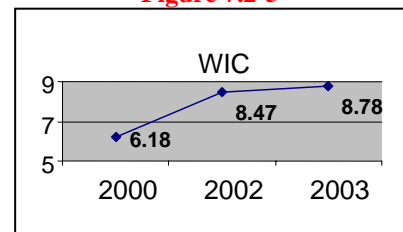


Figure 7.2-6

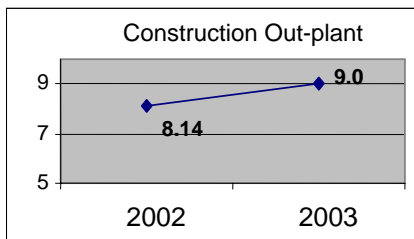


Figure 7.2-7

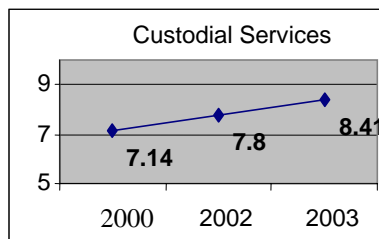


Figure 7.2-8

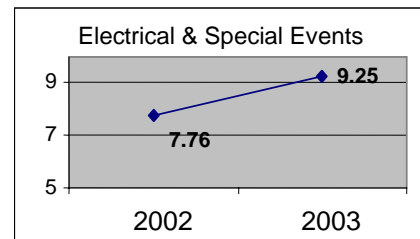


Figure 7.2-9

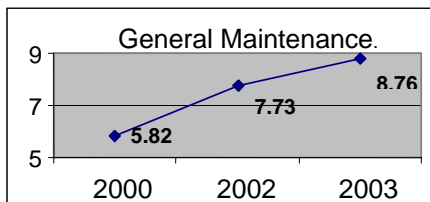


Figure 7.2-10

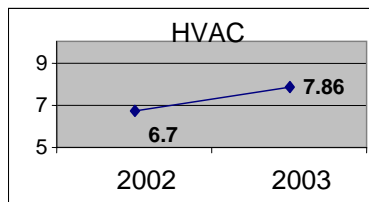
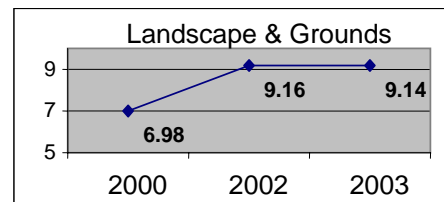


Figure 7.2-11



7.3 Financial Performance

Being a service organization to UWG, our key financial indicators focus more on economic value rather than financial return. UWG is fortunate to have received permission from the BOR to add additional learning, living, and support space in recent legislative sessions to accommodate growth and future enrollment projections. The following table reflects our expansion in gross square footage (GSF) maintained over the last four years:

Year	02	03	04	05
GSF	1,605,278	1,653,648	1,787,881	2,060,484

Figures 7.3-1 and 7.3-4 reveal our trends in utility expenditures in comparison to our increase in gross square footage (gsf) over the last 5 years.

Figure 7.3-1

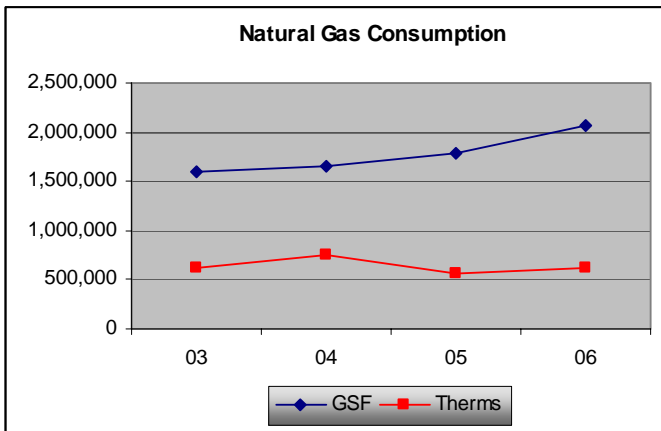


Figure 7.3-2

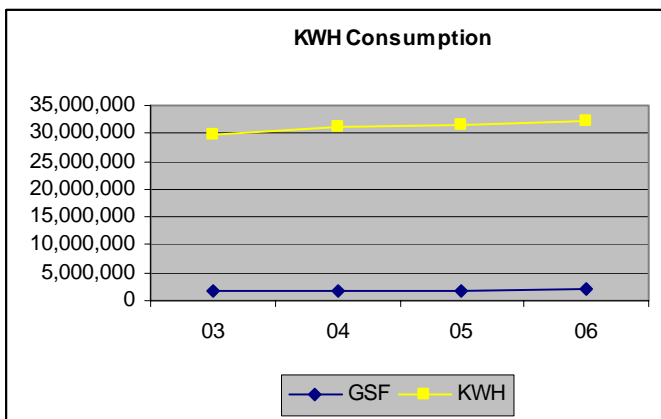


Figure 7.3-3

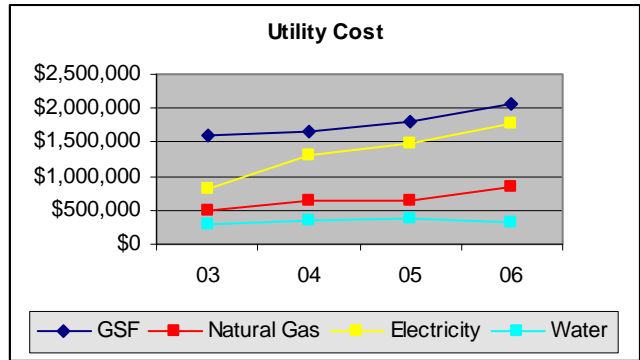
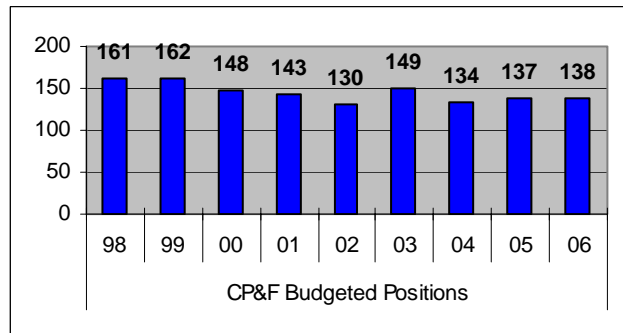


Figure 7.3-4 shows that we accomplished this with 7% fewer full-time personnel than in 2003 and 14% fewer personnel than in 1998.

Figure 7.3-4



In the aftermath of Hurricane Katrina, an Ad Hoc Energy Committee was formed in response to concerns over the shortages in energy supplies and the continuous rise in utility costs. A volunteer committee comprised of both faculty and staff participants developed a proposal of conservation initiatives that was approved by PAC (President’s Advisory Committee) and implemented. The plan along with our progress can be reviewed on our energy website:

<http://www.westga.edu/~energy/intro.html>

The Ad Hoc Energy Committee determined the greatest opportunity for immediate energy conservation and monetary savings lies in the following initiatives:

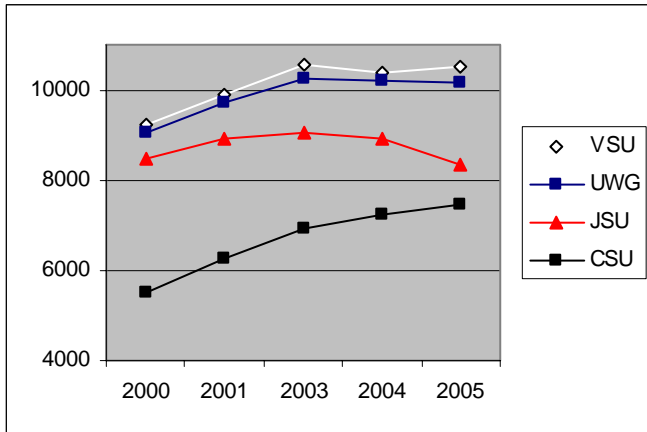
- The adoption of the federal government’s standards for building temperature set-points
- The review of all Summer and Weekend building operation schedules
- An education program addressing conservation campus-wide

7.4 Market Place Performance

Due to the lack of comparative data that is available amongst the three areas that comprise CP&F, our market place impact to UWG is measured in part by the number of students that attend.

Figure 7.4-4 displays UWG's enrollment trend for the past five years in comparison to competitive institutions of similar size:

Figure 7.4-4



- Columbus State University, Georgia (CSU)
- Jacksonville State University, Alabama (JSU)
- Valdosta State University, Georgia (VSU)

With operation costs having an impact on tuition and fees, data on payroll, utilities, and supplies are closely monitored. Since we do not have other benchmark comparisons, we compare our results to our performance from previous years. Following is an example of how we reduced the cost per square footage in terms of electricity and natural gas during a period where significant utility rate increases were encountered:

Utility Performance	'03	'04	'05	'06
Kwh per GSF	18.56	18.79	17.65	15.71
Therms per GSF	.3860	.4599	.3123	.2998

7.5 Human Resource Results

Organizational Trust surveys were first introduced to CP&F (125 personnel) in May 2005. With an initial endorsement rate of 62%, the survey measured employee perceptions in such areas as Respect, Empowerment, Commitment, Contentment, Communication, and Training

The following results revealed some very positive perceptions of the organization:

Survey Questions	'05	'06
CP&F maintained a safe & productive work environment	91%	91%
My work is important to the organization	88%	89%
The organization is concerned about my safety	88%	87%
I feel a sense of loyalty to the organization.	81%	82%
CP&F allows me to be creative.	77%	76%
The organization is concerned about its coworkers.	70%	77%
This organization supports me in my work decisions - even if I sometimes fail.	66%	74%

Opportunities for improvement include:

Survey Questions	'05	'06
The organization demands the same level of performance from all coworkers.	48%	46%
The organization really listens to what I have to say.	53%	56%
This organization appreciates my efforts.	68%	64%

In May 2006, an outside consultant conducted customer service training to the entire Business and Finance Division. Seventy-one percent of the CP&F organization responded favorably to this two-day training session and a Customer Service Improvement Plan has been added to our 2006-07 goals.

http://www.bf.westga.edu/EffectEval/Annual_Report/Campus_Planning_and_Facilities.asp

7.6 Organizational Effectiveness

Since the implementation of our Facility Focus software in April 2005, work orders can now be tracked by the area assigned. **Figure 7.6-1** reflects the total number of work orders filed vs. the total number completed from April 2005 thru the closing of FY 2006:

Figure 7.6-1

Shop	WO's Filed	WO's Comp	Eff.
Athletic Turf	224	202	90%
Carpentry	606	541	89%
Custodial Academic	535	475	89%
Custodial Floor	97	89	92%
Custodial Residence	382	342	97%
Electrical	3,330	3217	97%
Energy Management	6	6	100%
Ground Maintenance	219	192	88%
HVAC	3145	2904	92%
Landscaping	225	211	94%
Maintenance	7,232	7122	98%
Move Crew	1,955	1,915	98%
Motor Pool	741	551	74%
Out -Plant	193	153	79%
Paint	722	620	86%
Signage	100	95	95%
Total	19,712	18,635	95%

Although organizational effectiveness is monitored through the key service indicators that are exhibited in **Figure 4.1-1**, little has been published in establishing efficiency standards for facility maintenance, custodial, and landscaping and grounds.

Organizations such as APPA (Association of Physical Plant Administrators) have made significant efforts to assist facilities administrators in this area but variables such as land usage, terrain, building age, floor coverings, equipment, accessibility, etc., make it difficult to establish benchmark standards for custodial functions, building maintenance, and landscape maintenance. APPA does however, publish a biannual survey for those institutions that want to find comparative means in order to improve. UWG is one of those institutions.

Figures 7.6-1; 7.6-2 outline the most recent F&G measurements in comparisons to those institutions that registered in the 2003 American School and University benchmark analysis.

Figure 7.6-1

Category	4-Year	UWG
Sq. ft. maintained per student	426	183
Sq. ft. maintained per custodial employee	38,636	41,468
Sq. ft. maintained per maintenance employee	68,737	70,513
Acres maintained per grounds employee	23	28

Figure 7.6-2

Maintenance & Operation Costs
(Expressed in mean dollars per FTE student)

Indicator	4-Year	%	UWG \$	%
Salaries	\$1,503.07	48	401.99	41
Benefits	\$345.47	11	152.52	16
Total Utilities	\$985.07	32	242.90	25
Total Equipment & Supplies	\$235.33	8	176.40	18
Vehicle Maintenance	\$33.51	1	5.07	1
Total M&O Budget	\$3,102.45	100	978.88	100
% M&O of Total College Budget	16.0%		11.8%	

7.7 Ethical Behavior

CP&F have been involved in many positive public relations projects within the community. No sanctions have been issued nor have there been any adverse actions under law, regulations or contract during the past four years.

7.8 Fiscal Accountability

Figure 7.8-1

Dept.	Internal/External Fiscal Accountability
CP&D	Within Budget; 1 of 8 within USG (35) that has attained a \geq Level 3 status for delegated spending authority. The remaining institutions are Georgia Perimeter, Georgia Southern, Kennesaw State University, Valdosta State University, Georgia Tech, Georgia State University, and University of Georgia.
F&G	Within Budget
RM/EHS	Within Budget; '04 recipient of EPA grant from BOR for mercury thermometer exchange

7.9 Regulatory/Legal Compliance

Figure 7.9-1

Dept.	Current results in measures/indicators of regulatory and legal compliance
CP&D	No fines, notices of violations from any agency. We received the ADA letter of commendation from GSFIC in the summer of 2004.
F&G	No fines, notices of violations from any agency.
RM/EHS	EPA, EPD, GPSC inspections occurred in 2005. No fines, notices of violations from any agency.

The Department of Campus Planning and Facilities (CP&F) at the University of West Georgia (UWG) is committed to the continuous improvement of our organization. This has been clearly demonstrated in our achievements as an organization within an institution as well as our contribution to the overall success of the institution.

As we begin our third year of adapting to the Georgia Oglethorpe criteria, we realize that the light at the other end of the “Oglethorpe” tunnel is beginning to illuminate the track and direction that we must follow for achieving and maintaining performance excellence.

CP&F has made tremendous strides over the past two years in developing an understanding of:

- the Georgia Oglethorpe criteria
- the meaning of approach, deployment, learning, integration, alignment, and agility
- the significance of performance measurement and comparative results; and
- strategic planning within the organization is entirely different from the strategic planning of the institution.

CP&F’s commitment to apply for the next phase of the Georgia Oglethorpe Award is reinforced through our actions. In addition to our submission of this application:

- CP&F leaders met weekly for ten months reviewing and answering the Georgia Oglethorpe criteria (2004)
- CP&F elected to have a site visit with the advanced knowledge that it did not qualify for the Georgia Oglethorpe Award (April 2005).
- two CP&F representatives provided a presentation on Customer and Market Focus at the Georgia Oglethorpe annual conference (September 2005).
- CP&F was awarded a Best Practice recognition by the Southern Association of Colleges And University Business Officers (SACUBO) for their implementation of the Georgia Oglethorpe criteria (November 2005)
- a CP&F representative received 40 hours of Georgia Oglethorpe examiner training (November 2005)

Though our recognition has been much appreciated, we recognize that we still have much work to do. The following sections provide a more definitive explanation of our self-assessment for each criterion and our approach to improvement in the coming year.

Category 1: Leadership

Although CP&F leadership is experienced (**Item 1.3**) in higher education, there is still much to learn in terms of improving the organization. In using the criteria outlined in the Progress Application, following is our assessment per item.

1.1 Vision and Values

Senior leaders do an excellent job of integrating CP&F vision and values into their system operations. The CP&F motto and mission statement can be further promoted to employees through monthly meetings, and visual reminders on items that they come in contact with each day (e.g. Forms, Employee ID’s, paycheck envelopes, business cards).

1.2 Legal and Ethical Behavior

Senior leaders must ensure (internal audits) that all supervision adheres to the policies that are outlined in the UWG Employee Handbook. In addition to RM/EHS providing monthly safety training, the suggestion was made to dedicate one session to ethics training.

1.3 Sustainable Environment

1.4 Communication and Organizational Improvement

Although CP&F has made great strides in the area of institutionalizing Business Process Redesign (BPR) through our annual goals and objectives, we also realize that we must improve in our approaches to succession planning and integrating organizational learning into our strategic planning process.

In the past year, we helped to educate our work force on the Georgia Oglethorpe Award process through newsletters, campus website, press releases, and presentations at BPR and staff meetings.

An organizational meeting was held in October 2005 so that all employees had the opportunity to listen to Assistant VP of CP&F, Mike Renfrow, convey his thoughts on

- *Where are we now*
- *Where are we going, and*
- *How do we get there*

During that meeting, Mr. Renfrow reviewed the results of an Organizational Trust Survey that was administered in May, current building projects and future plans for the campus, and what CP&F must accomplish in order to achieve those plans.

Future action plans will involve departmental and supervisory training in communication, customer service, and ethics; reinforcing morale through employee input, empowerment, and follow-up; and more formal approaches to succession planning and cross training.

1.5 Social Responsibility

An additional full-time staff member was hired in January 2006 to assist RM/EHS in achieving their current objectives as well as the regulatory and legal requirements that are outlined in **Figure 1.5-2**.

1.6 Ethical Behavior for Customers, Suppliers, and Stakeholders

While CP&F has taken many precautions to ensure both legal and ethical behavior from our customers, suppliers, and stakeholders (see **Figure 1.6-1**), future action plans being considered include implementing background checks on contractors and their workers, and BPR on current processes that involve suppliers and stakeholders.

Category 2: Strategic Planning

2.1 Strategy Development Process

In the **Strategic** portion of our Strategy Development Model (**Figure 2.1-1**), CP&F acknowledges that it needs to formalize its approach to customer input by incorporating it into our strategic planning. We hope to achieve this by developing an aggregated report of all our customers (F&G, CP&D, and RM/EHS) that not only identifies their satisfaction level with our current processes but also their *needs* so that we may begin to see opportunities to improve our existing value creation processes.

The **Deployment** portion of our strategy development model will continue to be monitored and improved through our BPR approach. With five BPR's annually scheduled per each CP&F area, we estimate that all CP&F processes will be reviewed on a 5-year cycle.

2.2 Strategy Development Process

The inclusion of an annual SWOT analysis and SMART goals in strategic planning have helped CP&F to crystallize the strategic mission (e.g. Where are now, Where are we going) as well as its Deployment (How do we get there) process.

2.3 Strategic Objectives

The inclusion of such short-term action plans as:

- provide at least six updates to community service groups/clubs outlining construction and issues that impact the community
- present semi-annual updates to the City of Carrollton Planning Commission on UWG's physical facilities plan
- regularly attend Carroll Tomorrow meetings, City of Carrollton Planning Commission meetings and other planning meetings concerning the Maple Street Corridor, Historic Preservation, the Maple Street Commission, etc.

have helped CP&F and UWG to achieve one of its most important goals of improving off-campus ties. A future action plan will involve developing a method to formalize community input for inclusion into our strategic planning.

2.4 Action Plan Development and Deployment

During the past year, CP&F has implemented monthly and quarterly reports to assist senior leaders in gauging the status of our annual goals and objectives. The reports have helped senior leaders to stay on track of their departmental goals and

CP&F is investigating other tools such as the balanced score-card approach to help monitor and measure progress. Tying this tool and measure into the annual performance evaluations of all staff members, should enhance the significance of the CP&F objectives and the importance of achieving them in a timely manner.

2.7 Performance Projection

Future action plans call for improvement in performance and comparative data by incorporating measures that are outlined in **Figures 4.1-1 and 4.3-1** into our monthly, quarterly and annual reports. The purchase of the Facility Focus ® software and the addition of a staff member in RM/EHS will help the F&G and RM/EHS areas to provide data to better track their performance measures and projections.

Category 3: Customer and Market Knowledge

Although CP&F employs many communication channels to obtain customer knowledge, we have only been able to aggregate data from F&G customers through bi-annual satisfaction surveys. We recognize that our approach must be formalized into the Strategic and Operational sections of our Strategy Development Process but have not yet developed the measures or approach to accomplish this.

We also recognize that despite the input that we have received from such primary customers as faculty, staff, and students that live on campus, there is no formalized process to capture the input and expectations of commuting students. Future action plans will include:

- improvements to our bi-annual F&G customer satisfaction survey that will make it more convenient to complete and easier to measure;
- creating a separate survey for customer input to a specific work order using our new Facility Focus software and the survey software purchased from Zoomerang;
- exploring methods to gain customer/supplier input for Campus, Planning and Development (CP&D);
- with the additional staff member in RM/EHS, we will provide a systematic approach to customer satisfaction and input through an annual RM/EHS surveys;
- develop a method for **all** students, faculty, staff, as well as the community to provide input on our existing processes and their current needs. One suggestion was to provide a link (e.g. electronic suggestion box) to our CP&F website for customers to provide input.

A future goal of CP&F will be to aggregate and formalize the aforementioned information into a report that can be reviewed both monthly for value creation processes and annually in our strategy development process.

3.8 Comparable Organizations

With the exception of student retention rates (**Figure 7.4-1**), CP&F is unclear on how to measure the customer satisfaction levels of our competitors. With our primary customer being students, CP&F will seek additional information from our BOR constituents for comparative data in this area of measurement.

4.0 Performance Measurement

Through the purchase and implementation of the Facility Focus ® software, F&G is now capable of quantifying daily performance measurements that are both proactive (preventative maintenance) and reactive (work order requests). Future action plans will investigate the feasibility of channeling both RM/EHS data (e.g. building inspections) and CP&D information (e.g. campus projects) into this resource for performance measurement.

5.0 Human Resource Focus

Though CP&F provides its employees with many training opportunities, we recognize that improvements are needed in aligning that training with the organizations goals, objectives, and short-and long-term action plans.

RM/EHS provides mandated training on issues such as right-to-know, asbestos, and vehicle safety, while the remaining training is requested by supervision and employee input. Current departmental training is determined primarily on certifications that are mandated by government regulations (e.g. pest control applications) and those employees that are members of professional organizations.

CP&F hopes to improve in this area and develop a more systematic approach to meet our annual goals and objectives and such as organization strategic challenges {**P.2, b (1)**} as cultural diversity, aging work force, and technology integration. Our action plans include:

- increased emphasis on strategic planning
- the possibility of implementing a balanced score-card approach
- the implementation of a more formal succession plan
- analysis of training effectiveness
- systematic reviews of job descriptions

6.0 Process Management

Figure 6.1-1 illustrates how CP&F has defined their key value creation processes and how those processes are determined. With most of these processes displaying a systematic approach (i.e. annual performance evaluations, monthly inspections, accident/injury forms, monthly training), our future action plans for this area are to develop applicable measurements that can be used to establish targets, monitor results, and benchmark with others. We also realize that the

metrics that we select must not only measure process (e.g. area to maintain per custodian), but must also measure outcome (customer satisfaction).

The application of BPR has been helpful and provides a systematic method in evaluating both our key value creation processes as well as our key support processes. With five BPR's being performed in each CP&F area per year, we provide assurance that all our processes are being reviewed/revised on a five-year interval. Action plans to be considered will include seeking customer input on revised processes, cost saving initiatives, and visits to other institutions (peer reviews) to obtain a different perspective.

7.0 Business Results

The results that we have displayed in **Section 7** of our Georgia Oglethorpe Process application are results that we have developed to help us in our quest for continuous improvement. Although they are small in number, they reflect positive trends in all of the categories that are represented.

As indicated in the previous sections of our self-assessment, CP&F recognizes that more data is required in the areas of:

- trends in customer satisfaction
- trends in customer stratification (e.g. internal, external, primary, secondary)
- customer satisfaction for RM/EHS and CP&D
- service performance results
- financial performance results
- marketplace performance results
- trends in human resource results (tuition remission, professional memberships, retention)
- backlog, maintenance and operation cost indicators
- Capital and construction activities
- Regulatory savings by being in compliance

As CP&F continues to implement the criteria of Georgia Oglethorpe in its operations, we trust that we will develop the measures and comparisons that we feel will help us to achieve and maintain performance excellence.