Summary of Recommendations/Status

Updated 12-31-2015

1.0 LEADERSHIP

Recommendation 1A
FM leaders are reminded that the organizational design is the formal system of accountability that defines key positions in the organization and legitimatizes rights to set goals, receive information, and influence the work of others. As such, clear roles and responsibilities and sensible organizational structure at all levels is an important determinate of success. For FM, the quality of coordination among the various functional areas, and how well these functional areas work together, is often the single most important determinate of organizational success.

It is recommended that FM take the necessary steps to clearly and effectively communicate the role and responsibilities of the director of Customer Services both internally to FM and externally to all campus customer constituents.

**Complete** - Facilities has re-structured the Customer Service functional area and placed it under the Director of Business and Customer Services. We have also consolidated all customer service responsibilities under the new assistant director and have developed a customer focused improvement initiative to effectively communicate Facilities customer services responsibilities to our customers.

It is also recommended that consideration be given for realignment of the director of Business Operations. The specific details of this recommendation are contained in Section 8.0: Other Considerations.

**Complete** – Business Operations responsibilities have been expanded and the newly reorganized Business and Customer Services Department has been elevated such that the Director reports directly to the Associate Vice President for Facilities.

Recommendation 1B
The SEE provides an assessment of overall organizational climate, and although FM leaders receive an annual performance evaluation from their supervisor, they do not have an effective mechanism to conduct self-examination and to receive personal feedback for making self-improvements for developing personal proficiency.

“Feedback is the breakfast of champions.” Only by completing the loop from outward action to understanding of the action’s impact can anyone hope to understand his or her effect: what works, what doesn’t, and what needs to improve.
It is recommended that for those members of the senior executive team, an annual 360-degree type of leadership performance evaluation be conducted in order to provide a mechanism to receive feedback from colleagues, other than solely from direct supervisors.

**Closed** – UTSA has an established and effective annual institutional performance planning and evaluation process, and Facilities is required to participate in the institutional performance planning and evaluation program. The institution also has conducted numerous external peer reviews, and surveys of organizational excellence and employee engagement that have provided additional feedback. Given the extraordinary workload associated with the VPBA transition, Strategic Plan update, and numerous major projects, Senior Facilities Management has decided it would not be practical to pursue or initiate a 360 degree type of leadership performance evaluation at the present time.

**Recommendation 1C**
Mission and value statements are the raw materials that leaders use to help set direction, to structure and align the organization, and to inspire and motivate people to achieve group purpose. That’s why every organization needs a mission and value statement. These statements serve as guides and accountabilities along the long road to success.

There is a need to develop and communicate these statements for achieving a shared understanding beyond the leadership levels of the organization. It is recommended that the mission and core value statements be displayed at various FM work sites and break areas. The display of mission and value statements will serve as an additional reminder to the workforce and will reinforce the organization’s purpose and workplace values. Displaying the mission and value statements doesn’t just add voice to these documents; it endorses them as facility management policy and guiding principles. In future efforts, more involvement of the staff in the planning process will help assure staff buy-in and ownership of goals and will improve feedback on accomplishment of goals.

**Complete** – Mission, Vision and Value statements are displayed in all Facilities Work Areas. The institution is currently engaged in an update of its Strategic Plan, and Facilities will engage all employees in the development of the Facilities Strategic Plan once the institutional and Business Affairs Strategic Planning documents have been completed to assure the Facilities Strategic Plan is once again fully integrated with higher level plans.

**Recommendation 1D**
There is a need to make the most of opportunities that will allow FM to effectively communicate its roles and responsibilities to the broader campus community.

There is sufficient confusion and misunderstanding among the campus constituencies about customer services, zone maintenance, recharge rates, and billing processes that warrant FM leaders take the time to address these topics with the campus constituencies most affected by current policy and practices governing these topics.

FM would be well served if it developed a guide to facility services—a kind of owner’s manual primarily used by campus customers and stakeholders. This could also be of substantial assistance to staff within the
FM&P organization. This manual should make up a substantial framework for the FM&P department website. It can also facilitate with the orientation of new employees to the facilities department and can be used by supervisors and managers to reinforce the organization’s roles and responsibilities.

Because of the nature of the department’s services, regular contact with customers occurs in the form of meetings, consultation and discussions of service work, or actual project work. Section 3.0: Customer Focus contains specific recommendations for FM leaders to sharpen understanding of customer needs, to nurture stronger customer relationships, and to encourage senior leaders to continue to impress upon managers and supervisors at all levels of the organization the notion of “listening to the voice of the customer.”

These topics are addressed in further detail in other sections of this report including Section 3.0: Customer Focus and Section 6.0: Process Management.

**In Progress** – The Facilities Department has developed a Customer Focused Improvement Initiative that includes establishment of a “one-stop shop” Facilities Services Center; baseline customer satisfaction surveys; I-Service Desk training; Dale Carnegie Customer Focused Training for Facilities employees; an enhanced customer concern tracking, response and reporting process; improved events cost estimating with firm pricing approved by customers; and a Facilities Services Guide. On-going initiatives include development of a customer care champion team, customer town hall meetings, and “Day-two” employee training, and enhanced reporting of customer service issues at monthly operations review meetings, among other improvements to address many of the customer focused concerns identified by the peer review team.

**Recommendation 1E**
A review of procedures used on projects and certain categories of maintenance work orders should be undertaken to ensure proper reviews are being conducted and are built into the normal processes.

**Complete** – Facilities has worked with Audit and Consulting to complete a review of projects and planned work orders and confirmed that proper reviews are being conducted, and have been built into formalized normal processes.

**Recommendation 1F**
Success requires having the right people in the right place at the right time, with the right skills. In accordance with university policy, FM is encouraged to map the workforce, i.e., develop a workforce plan that will identify these critical positions and help build an approach for sourcing, securing, and developing the right individuals into those key positions. This is a strategic need for the FM organization.

A practical approach is recommended that allows for an assessment of the total needs of the organization and for meeting the training and development needs of individuals already in the organization and/or for acquiring the necessary position depth through hiring. The APPA Institute for Facilities Management and the APPA Leadership Academy are two appropriate programs for consideration to develop people and to address succession for critical roles and for FM leadership roles.
In Progress – Facilities has completed a review of its formal hiring process and implemented improvements to assure the most qualified individuals are selected to fill key departmental vacancies as they occur. Additionally, the Department has worked closely with the Human Resources Training Department to establish an effective supervisory training curriculum that is mandatory for all Facilities supervisors. Additional training is provided through APPA, IFMA, and their regional and local affiliates, UTSA Human Resources and through vendors as required for specific positions. Promising key staff members are recommended for attendance at the prestigious College Business Management Institute (CBMI), and Leadership UTSA, the University’s internal leadership program. Facilities plans to map the workforce and formally identify critical positions once a number of initiatives such as the VPBA transition, the Strategic Plan Update, and hiring of notable vacant positions has been completed.

Recommendation 1G
The APPA review team recognizes and applauds the Brand Promise and the Celebrating Facilities Excellence Program initiatives. However, based on our customer interviews, there is more work to be done before FM achieves the initiatives goal of achieving an organizational culture of excellence.

Many of the recommendations contained in this report represent examples of the work that needs to be done to further the improvement necessary to establish an FM workforce culture of excellence.

In Progress – Many of the initiatives described in the above Customer Focused Improvement Initiative are designed to establish an FM workforce culture of excellence, including the Dale Carnegie Customer Focused Training, and the Customer Care Champion Team. Facilities leadership recognizes that establishment of a Facilities Culture of Excellence is a journey rather than a destination, and we are taking affirmative steps in what will be an on-going effort for years to come.

Recommendation 1H

Facilities management leaders are encouraged to continue to nurture the ethical leadership practices that have served the organization so well.

When considering factors that influence the department’s success, organizational design, leadership philosophy, and visibly practiced ethical behavior and organizational professed values impact the performance of every individual.

Complete - This is also on-going. Facilities leaders’ exhibit the very highest ethical behavior associated with registered engineers and architects and certified facilities management professionals. In addition, Facilities hires the best qualified staff, who are screened against Business Affairs’ and Facilities’ Guiding principles and values, during the hiring process. Leaders, managers, and supervisors are all expected to model the highest ethical behavior at all times.

2.0 FACILITIES STRATEGIC AND OPERATIONAL PLANNING
**Recommendation 2A**

Develop a method for amending the strategic plan to include high-level initiatives that the facilities department is currently pursuing for inclusion in the annual action plans. Some examples are worker training and needs assessments, feedback from the employee survey, and other carefully chosen recommendations contained in this report.

Consider approaching future strategic plan development from a “balanced scorecard” approach. Using this type of approach can focus attention in the following four focus areas: people, customers, process, and financials to reinforce goals and objectives and give context for how they integrate. This can also help in rolling out plan information to stakeholders.

**In Progress** – Facilities is currently supporting the development of the Institutional Strategic Plan Update. Once this effort is complete and the Vice President for Business Affairs strategic plan update is completed, Facilities will use a balanced scorecard approach to develop a Facilities Strategic Plan update that will once again be well integrated with the institutional and VPBA strategic plans, and include high-level Facilities initiatives.

**Recommendation 2B**

Develop a series of meetings and/or newsletters to give feedback to the workforce and other stakeholders on how well the implementation of the plan is progressing. Providing a forum for involvement in the future by all levels of the workforce in the determination of strategic objectives will serve to improve a stronger staff connection to the plan.

**In Progress** – Facilities is currently supporting the development of the Institutional Strategic Plan Update. Once this effort is complete and the Vice President for Business Affairs strategic plan update is completed, Facilities will use a balanced scorecard approach to develop a Facilities Strategic Plan update that will once again be well integrated with the institutional and VPBA strategic plans, and include high-level Facilities initiatives.

**Recommendation 2C**

Facilities Management has recognized the need for developing a program with funding to identify and address the facility renewal needs of the university. We encourage settlement of this issue. The campus should consider the merits of a dedicated sustainability officer to maintain the appropriate focus on sustainability issues on a campus-wide basis.

**Complete** - The Associate Vice President for Facilities (AVPF) and a Facilities and Infrastructure sub-committee provided recommendations that, if funded, will fully address the facility renewal needs of the university. AVPF also recommended the establishment of a Campus Sustainability Officer as part of a Sustainability Initiative recommendation several years ago, but a decision was made at that time to establish a formal Sustainability Council to oversee sustainability efforts on campus. This past year, the Sustainability Council (of which AVPF is a member) recommended and Student Green Fund Committee, with support of campus administration, approved funding for a 3-year limited term Director of
Sustainability position funded by Student Green Fees. The new Sustainability director has been hired.

**Recommendation 2D**
Complete the process of developing a business continuity plan.

**Complete** – The Facilities Business Continuity Plan was developed, integrated with the established Facilities Emergency Plan and submitted to the Institutional Emergency Management Office in June 2013, and is still being incorporated into the institutional Business Continuity Plan.

**Recommendation 2E**
Complete the current development process for business continuity plans and integrate it with existing emergency plan.

**Complete** – The Facilities Business Continuity Plan was developed, integrated with the established Facilities Emergency Plan and submitted to the Institutional Emergency Management Office in June 2013, and is still being incorporated into the institutional Business Continuity Plan.

**Recommendation 2F**
The review team views the capital planning process as comprehensive and complete while other sections of this report may comment on individual elements of the design and construction process. It is recommended that the Office of Facilities in partnership with the campus administration examine methods that would provide mechanisms to ensure that only projects with a reasonable degree of success are pursued without additional resources to support them. The best method for assisting with this issue is to have the university establish a capital governance structure that requires the engagement and approval of upper level administration in capital ideas before they are allowed to proceed. A good deal of what is needed is in place with the current structure and could simply add one level of review and approvals for capital project ideas before clients engage the planning office in pursuing their dreams. By way of example, if the physics department may be thinking that they want to consider a building addition, the dean, provost, and other appropriate administrators should sign off on the idea before planning is asked to spend time on developing it.

It is further recommended that UTSA and OFPC continue to explore and negotiate a complete agreement on the overall project development process focused on the specific level and timing of involvement by OFPC. The OFPC representative is calling attention to the development of specific project criteria without engaging OFPC in the very beginning of scope determination and budgeting.

The problem is rooted in a historical relationship that was admittedly a shared responsibility. OFPC and UTSA agreed that things are much better than ever before. They hold UTSA as a model for other institutions to follow in many respects, but they also pointed out that UTSA was guilty of working on projects and not involving OFPC until the scope and budget were firmly established. When OFPC tries to adjust budgets (upward), they are met with resistance, and UTSA believes that OSPB adds too much contingency. OFPC and UTSA must recognize that there is still work to do on the relationship.
Complete – UTSA Facilities and OFPC have a greatly improved relationship, and we continue to work to improve this relationship. Formal controls have been put in place to assure no project request can proceed to become an approved project work order until the Vice President for the requesting area concurs on the project. Facility Planning cannot begin working on the project until the VP concurrence has been received. UTSA Facilities and OFPC have established a formal project management charter that clearly identifies responsibilities on approved projects, and OFPC has obtained Board of Regents approval on a Project Champion process that will further assure early and continuous OFPC involvement in projects that are under consideration by the institution. Facilities and OFPC work jointly to assure project budgets are appropriate for the various components of capital projects.

Recommendation 2G

The review team believes the capital process for budget development has a solid foundation, however, some comments received from end users suggest that even with their involvement in the process, they may not fully appreciate how budgets and project scope relate to one another. This is especially pronounced when value engineering requires scope reductions while project surpluses are sometimes realized at project end. It is incumbent on the campus to allow the professionals in the Facilities Department to develop project budgets and schedules that are realistic. It is equally important that the campus empower the project team, primarily through the project coordinators and senior project managers, to manage and control scope creep throughout the life of the project. Another area to investigate is how budgets are tracked and how well this information is shared with end users during the course of the project. Sharing this information would also provide a better understanding of construction costs and nurture trust between users and FM.

Examine the current JOC process to ensure that time is afforded by the project coordinators to sufficiently represent their customers and hold contractors accountable for their cost estimates and quality.

The process for determining the operating budget again would benefit from a more rigid budgeting system that builds and tracks the program elements more closely. Although this might entail more effort, the capabilities of the TMA system can provide greater granularity to budget expenditures and thereby give greater data for determining resource levels for different programs. This may not have to be as rigid as a zero-based budget system but some variation would be useful. In this way, budgets could be built up from specific program requirements tracked at the program level and changes made in close coordination with changes in scope.

Complete – There is a continuous positive tension on projects to assure sufficient funding is provided to complete the project, while assuring major program elements are not lost due to extreme conservatism at the outset of the project. Facilities works closely with OFPC and challenges all budget elements for both OFPC and institutionally managed portions of all capital projects. Great effort is made to inform and involve end users regarding decisions impacting funding on the projects. Decisions on certain project elements like non-essential furnishings and landscaping that can be added at or near the completion of a project are often delayed until the project is further along in construction. Despite the best efforts of Facilities professionals, OFPC and end-users, to identify appropriate costs, there often
remain significant contingency funds at the end of projects. This circumstance can never be completely eliminated without placing the projects at risk of having insufficient funds to complete construction.

On smaller, institutionally managed projects, Facilities Engineering and Project Management staff conduct a formal two-part project scoping and detailed cost estimating process, and end users must approve the cost estimate before design is initiated. This process has been very effective in keeping end users informed of project costs and available contingencies that might be available at the conclusion of construction.

**Recommendation 2H**
Facilities Management should begin to explore process redesign and continuous improvement programs for streamlining efforts to reduce inefficient activities and improve means and methods of providing service. Additionally, benchmark with other universities that use sophisticated computerized maintenance management systems for ways that the CMMS functionality could also be leveraged to improve efficiency.

Allowing budget reductions to drive scope reductions will lead to a descending cycle of customer and employee satisfaction. Our changing times require extraordinary responses to remain successful.

**Complete** – As a result of our 10-year excellence journey, UTSA Facilities has become a national leader in excellence in Facility Management, providing presentations to national and regional conferences on how to achieve “World Class” Facilities Management, benchmarking, Customer Focused Service Improvement, “Telling our Story” with Benchmarks, and Preventive Maintenance. We regularly benchmark with other regional universities and participate in the annual APPA benchmarking survey. Facilities conducts a monthly operations review meeting to monitor and report performance, and uses data to facilitate fact-based improvement decisions, including using quality tools to continuously improve the organization and our service delivery.

**Recommendation 2I**
The review team strongly supports the efforts described above but refers to the recommendations in Section 6.0: Process Management that are particularly important in this area as well. A highly trained workforce working with a collaborative and cooperative mindset will help ensure the organization’s productive capabilities of FM service staff.

**Complete** – The issues addressed in Section 6.0 Process Management are all being effectively addressed. Please see specific responses to Section 6 recommendations.

### 3.0 CUSTOMER FOCUS

**Recommendation 3A**
Focus attention on customers that are in regular and close contact. Those that are in regular contact with the department, as is the case with routine meetings and originators of service requests, should receive
focus. Using the work-order management system to analyze work requests and identify the different customers is a good place to start.

The different customer groups as represented by the zone maintenance approach to organizational alignment also provide additional clues. Most noted are the differences in requirements and satisfaction with services between the E&G funded customers and those representing auxiliary enterprise customers.

**In Progress** – Facilities has analyzed our CMMS work request data to determine our regular customers, who will be invited to planned customer focused town halls. Many of these customers are also frequently engaged in regularly scheduled meetings to discuss issues and projects. These include Research Facilities, Student Affairs, Athletics, and Auxiliary and Fee-funded organization meetings. Customer satisfaction surveys are analyzed for work orders, projects, and overall by building and zone and noted discrepancies are addressed as they arise. These issues are also being addressed by the Facilities Customer Focused Improvement Initiative described earlier and delineated below.

**Recommendation 3B**

Making certain that customer concerns are registered in a process that is designed to correct deficiencies is critically important. Simply meeting and or surveying is not enough unless there are mechanisms in place to act on the data collected and then to provide feedback to customers of actions taken to correct deficiencies.

**Toward this end, the following recommendations are made:**

- **Make customer focus a strategic initiative and develop an action plan to address this need.** There is an especially important need to improve relationships with a number of student affairs customer groups, and other auxiliary enterprise customers. This includes almost all those customers with whom FM currently has SLAs. See recommendation 3C.

**In Progress** – The Office of Facilities has made customer focus a strategic initiative and has implemented or is implementing the Customer Focused Improvement Initiative, below:

**Office of Facilities**

**Customer Focused Improvement Initiative**

**Facilities Service Center Reorganization**

Our newly established Facilities Service Center consolidates all major Facilities customer service functions, including the assistant director of customer services, who manages the communications representative, work control and administrative staff whose mission is to support the needs of our customers. Administrative staff welcome visitors from our recently renovated front office and all other customer service personnel are engaged in supporting
customers, providing communications, survey responses, notifications and follow-up on customer issues.

**Distribute Baseline Survey**

The first annual baseline Facilities customer satisfaction survey, which is designed to gather baseline customer satisfaction data, and to allow customers an opportunity to provide input on how Facilities might improve customer services, was developed and made available to all UTSA community members. The survey covers all aspects of Facilities operations, was developed and sent out in November 2015.

**I-Service Desk Training**

Facilities work control and information technology associates, in coordination with Human Resources (HR) Training staff, developed a formal I-Service Desk work request training for the University community that was initiated in March 2015. This training has been established as a formal HR training course, and also serves as a direct line to our customers where we can assess their needs and adjust our processes accordingly.

**Dale Carnegie Training**

In the spring of 2015, Facilities initiated a formal 8-week Dale Carnegie customer focused training program with more than 60 supervisors and direct contact personnel, with the expressed intent of improving Facilities customer interactions at all levels. Additional Dale Carnegie training has been funded and is being planned for the spring of 2016.

**Customer Concern Process**

We have trained all Facilities personnel on how to process customer concerns that are received in Facilities through various avenues. Customer concerns are tracked, corrective action plans are developed, and concerns are resolved. Once the concerns are resolved, our Communications Representative follows up with customers to ensure that they are satisfied with the outcome.

**Customer Care Champion Team**

Facilities is establishing a “Customer Care Champion Team” made up of employees from all areas of Facilities to strengthen the idea that Customer Service is everyone’s job. This rotating team will conduct bi-annual round table meetings with various customers to discuss issues and potential improvement initiatives.

**Events Services**
Facilities is utilizing an Events calendar which is shared with necessary personnel to communicate all approved Events. We are also establishing a process to follow-up with customers to ensure that they were satisfied with the set up and services at their events.

- **Facilities Services Guide**
  Facilities has developed a user friendly brochure that provides customers with a description of Facilities services and how to access them. This brochure is distributed to Facilities customers at regular and ad hoc customer meetings and town halls, and is available at the Facilities web site.

- **Customer Service Emails**
  Facilities uses automatic emails to let customers know that their work orders are complete and will soon be adding the name of the technician who they can expect to attend to their needs. The email will end with a “How are we doing?” statement that connects customers with a link to our new customer satisfaction survey. Responses received will be added to our monthly operations review Slides.

- **Operations Review Slides**
  Selected results of our Monthly Operations Review Meetings will be posted quarterly on our website in order to better communicate our services and performance results.

- **Annual Survey**
  Now that the results of our baseline customer satisfaction survey have been obtained, Facilities will implement an annual customer satisfaction survey that is not tied directly to a work order, but instead inquires how we are doing in general. Results will be compared with baseline data and tracked on trend lines, and information will be used to continuously improve customer services.

- **Town Hall Meetings**
  Facilities is planning and scheduling annual town hall “Facilities Partnering Meetings” which will be used to engage our customers in conversations that will enhance our relationships. This forum will serve to ensure that our customers understand our processes and also to gather feedback useful in making improvements.

- **Day Two Training**
  In order to assure Facilities staff are well trained, Facilities is developing a “Day Two” employee orientation program which will impress upon new employees the Facilities vision, mission, purpose and guiding principles as well as to train them on various processes.
depending upon position such as timekeeping, Facilities servers, mobile devices, uniform policy, etc.

*Increase the sample size of the work-order survey system.*

**Complete** – Original 10% sample size was initially doubled and will soon be raised to 100% of all completed work orders and projects.

*Report results of project completion surveys and follow up with survey participants to report course corrections and process changes.*

**Complete** - Facilities has been tracking and reporting results of project completion surveys. This process, including follow-up with customers’ will be further enhanced when customer town halls are initiated and survey results are posted on the Facilities website.

*Introduce an annual all customer survey system.*

**Complete** – Facilities has developed an annual all customer survey, and this survey was rolled out to the entire UTSA community in November 2015. Henceforth, surveys will be conducted on an annual basis, as part of the Facilities Customer Focused Improvement Initiative.

*Bring customers into the strategic planning process.*

**Complete** - The institution is currently engaged in an update of its Strategic Plan, and Facilities lead the “State-of-The-Art” Facilities and infrastructure sub-committee, engaging customers and the general community in the development of key aspects of the new strategic plan. Once the Institutional and Business Affairs Strategic Plans have been completed, external customers will be included in the development of the Facilities Strategic Plan.

*Provide data collection and a feedback system as part of regular meetings with customers to develop a proactive correction system; a customer complaint handling policy and process.*

**Complete** – Facilities has established a proactive customer complaint process to track customer “concerns” from the initial complaint to ultimate resolution and reporting to the customer on how the complaint was resolved. This effort will be expanded and enhanced as part of the Facilities Customer Focused Improvement Initiative.

**Recommendation 3C**

*In the final analysis, organizational structure, customer service departments, procedures, and processes are all implemented in order to provide quality customer service at an efficient level so that resource use is maximized. If the intended outcomes are not being achieved, then a new approach is required.*
Toward this end, a refocused customer service strategic initiative is needed. This is needed and is imperative for FM to successfully meet its mission. The following statements are recommendations for FM.

**Complete** – See response to Recommendation 3B above. Facilities has established a Customer Focused Strategic Improvement Initiative to effectively address all of the recommendations provided in this section. Implementation of the Initiative is on-going.

**Develop and execute a customer service strategy**

It is recommended that FM design and implement a focused customer service strategy—a framework for action can serve as a set of durable operating practices that create a replicable and consistent customer service success formula. “A good strategy honestly acknowledges the challenges being faced and provides an approach to overcoming them.” A customer service strategy with the following elements is recommended.

**Complete** – The Facilities Customer Service strategy is evident in all of the components of the Facilities Customer Focused Improvement Initiative discussed earlier.

**Implement the customer service strategy through service leadership**

All those within FM who are serving in leadership/management, middle management, and supervisory positions need to do a better job of nurturing the development of service values and service skills throughout the organization.

**Complete** - UTSA Facilities has partnered with Dale Carnegie Training to provide customer focused training to 60 key Facilities leaders, managers, supervisors and customer service staff. This initiative will be an on-going effort as a third class of 30 Facilities employees will be trained in the Dale Carnegie approach in the spring of 2016. In addition, the department has published Standards of Customer Service for all Facilities employees to help nurture the development of service values, and provides customer service training on a recurring basis. Business Affairs Guiding Principles, which include partnering “to deliver excellent service”, “respect and care for one another”, and doing “the right thing”, all help to reinforce the establishment of a Facilities customer service culture.

**Talk with and listen to customers**

The customer satisfaction survey process, although well intended, lacks coordination within FM and does not provide the actionable feedback that is needed. Also, measuring performance relative to the importance of customer service attributes is critical. There is a need to determine which service attributes are most important to targeted customers and which attributes that FM excels in, or is underperforming. This action establishes a sound basis for service improvement priorities. The notion of capturing service attributes from the viewpoint of the customer can be translated into service-values that can form a motif or a service theme, a north star that serves as guiding values for services and for project delivery. A systematic listening process to the voice of the customer is also needed. Systematic listening improves
service quality decision making and provides the basis for establishing the overall service strategy. FM needs to demonstrate that they understand the differences between customer preferences and needs.

It is the review team’s experience that when developing SLAs, the best service level agreements are built when there is open, respectful two-way conversations between those who provide the services and those who use and pay for them.

Billing charges also need to be communicated with more transparency and granularity. Customers want more detail, easy to read charges, and understandable billing.

**In Progress** – all of the above recommendations are incorporated into completed and on-going components of the Facilities Customer Focused Improvement Initiative discussed earlier. This includes expanded and improved surveys, town halls, a customer compliant process, Facility Services Center, Facilities Services Guide and customer care teams to “Talk with and listen to the customer”, and to act on the feedback we receive.

**Use a variety of tools to capture the voice of the customer**

Surveys are not the only method of capturing customer satisfaction. Listening to the customer and capturing service quality information requires ongoing collection of information through a variety of approaches. Judicious selection and use of tools such as electronic surveys, telephone surveys, customer advisory groups, service reviews, and employee field reporting is recommended. Many customers who participated in the interview process identified that personal contact for discussing their experience in working with FM is preferred.

**Complete** – This is also an on-going effort. Facilities has established a facility Service center and a personalized complaint resolution process that includes personal contact from a customer representative. Surveys have been expanded and improved, personal face-to-face meetings occur regularly, and town hall customer meetings and I-Service desk training classes have been developed and implemented. Facilities is also engaging with customers through the on-going strategic plan process, through meetings with Student Government Association meetings and even through a customer service presentation at the annual Student Affairs Conference.

**Manage the total customer experience**

There is a need for FM to adopt the practice of managing the total customer experience from the service or project inception to completion of the service work or project close-out. This includes the service expectations that customers have before the experience occurs and through the customer satisfaction assessments they are likely to make when the work is done.

Customers play a special role in service encounters; they are not simply passive recipients of the work processes, especially for capital projects. They play an active role in the delivery of the service experience. In other words, they don’t just consume services; they help create it. And they are not always good at this. Therefore, it makes good sense to recognize the role of customers and to include in the customer service strategy a method of managing customer variability as mentioned in the above sections of this report.
Customer understanding of the service and project process, their specific capabilities of participating as a member of a team when developing SLAs or as a member of the project team, and their willingness to extend effort, time and knowledge, and service preference for the constituency they represent are only a few of the variabilities that must be managed.

In Progress - The Facilities Customer Focused Improvement Initiative, discussed earlier, is designed to provide a comprehensive total customer experience. This initiative is largely complete, but many of the components of the initiative will be on-going activities and efforts. Some initiatives have been delayed due to the on-going PeopleSoft implementation, which has extensive training requirements for the entire campus, as well as delays in approval of the departmental organizational improvements which delayed hiring of key staff members. The Facilities Customer focused Improvement Initiative is now moving forward.

Implement the customer service strategy through people

The front-line service provider is the customer service person representing the organization. These people are the organization’s brand.

Great customer service is no accident. FM needs the right people in front of customers, and these people need to have all of the skills and talent necessary to deliver the service attributes that customers need.

Hiring the right people is the first rule. After that, training these people in customer service and supporting and rewarding them is recommended.

Complete – Facilities has developed an improved hiring process designed to hire the very best qualified individuals for vacant positions, while assuring new employees share the Departmental values of customer focused service. The Dale Carnegie training program, supervisor effectiveness curriculum and planned “Day-two” training program effectively address the training of staff in customer service. Additionally, Facilities has implemented a Facilities Celebrating Excellence Awards program and a Guiding Principles Awards program to recognize and reward those departmental employees who demonstrate the customer focused service in their work performance.

Implement the customer service strategy through technology

Technology investments are strategic. FM should ask the question: What is the best technology for the customer service strategy? A holistic approach is recommended with emphasis on the use of technology in a manner that improves the performance of services in ways that matter to customers. The current website, the use of the CMMS for work management, and providing customer feedback are only a few areas that can continue to benefit from the appropriate application of technology. Additional considerations include the following steps:

Revisit with customers about their basic expectations for service levels. Frank discussions as to department funding levels, benchmarking data, and what can be reasonably provided can go a long way to shaping customer expectations among the most important customers.
Benchmark processes against other best-in-class organizations for the means and methods of increased service performance, with a target of surpassing APPA standards. Means and methods are the keys to driving service processes and service delivery structure. Be proactive. Asset management techniques are the emerging means and methods and should be evaluated for a fit with UTSA. Provide enhanced training for those customers who routinely interact with the work control organization. Provide routine feedback mechanisms to let customers know on a short cycle how you are meeting the agreed upon expectations.

**Complete** – This will also be an on-going initiative. All of the above recommendations are currently being addressed. Benchmarking with best-in-class organizations is continuing. Customer town halls and I-Service Desk training and improved surveys, among other efforts, help identify basic expectations of customers, and allow us to better train our regular customers in Facilities processes. These efforts also allow us to provide additional feedback to customers on the results of our interactions with them.

**Recommendation 3E**
Defining the role of the Customer Service director will help improve the use of customer feedback in the improvement process. It is recommended that the Customer Service director reach out to the customer base by further developing the town hall style meetings for customers to attend. Regularly scheduled town hall meetings may increase the feedback from customers and provide more insight on how FM can improve services and support to the wide variety of customers.

**Complete** – This is also on-going. The role of the Assistant Director of Customer Services has been clarified and this position has been made responsible for all aspects of customer service. With the hiring of the new assistant director we are seeing a rapid transformation of Facilities’ customer service performance with the full implementation of the strategic Facilities Customer Focused Improvement Initiative.

**Recommendation 3F**
See recommendations in 3C and continue to refine the performance measure against customer service in the monthly review meeting to validate that customer needs and expectations of FM are being achieved. One way of validating the relevance of the performance measures is to periodically share the monthly review information with strategic customers for the intent of obtaining feedback. Often times, having “fresh eyes” to review the data will create thought provoking discussion and actionable ideas. Continue seeking relevant methods to measure the effectiveness of FM in meeting the needs and expectations of customers as they change and evolve over time.

Don’t blame the workers: customer comments on monthly work-order customer satisfaction surveys and completed project surveys provide strong evidence that front-line staff do an excellent job communicating with facilities customers.
Complete – Results of customer surveys and other customer feedback are being shared with customers during regularly scheduled meetings and town halls as part of the Facilities Customer Focused Improvement Initiative. Survey results are also being posted on the Facilities web site.

4.0 ASSESSMENT AND INFORMATION ANALYSIS

Recommendation 4A
It is recommended FM develop and publish an annual report outlining the services provided for the university as a whole. Sharing annualized information with key stakeholders will help elevate relationships and develop advocates for the Facilities Management Department. Examples of annual reports from four facilities operations can be found at the links listed below:


Facilities Management for the most part has the information that it needs to support decision making, and they are using the information effectively. The one area that needs the most attention is for FM to develop more accurate benchmarking information based on measurement definitions. Specifically, this finding refers to the campus maintained gross square footage (MGSF). FM currently reports its comparative costs and staffing in relation to the campus gross square footage (GSF). The differences between GSF and MGSF are substantial and have a major impact on comparisons when using the APPA FPI Survey.

Open – Facilities leadership believes this is a valid recommendation, although it is useful to note that UTSA Facilities is still “one-deep” in essential operational areas, and does not have the staff of much larger flagship universities that can be dedicated to development of an Annual Facilities Plan. Once the many on-going institutional and business affairs initiatives, which include PeopleSoft implementation, VPBA transition, Institutional Strategic Plan Updating (followed by VPBA and Facilities Strategic Plan updating), and several highly intensive Facilities initiatives, including the Customer Focused Improvement Initiative, are completed, we will consider development of an Annual Facilities Report.

Regarding the benchmarking comment, we agree that maintainable gross square footage is a more precise measurement of institutional square footage maintained by FM. However, GSF is also used as a metric in some FM performance indicators because it is readily available information.

Recommendation 4B
The CMMS can be used to track the labor and material cost against an asset, building, or infrastructure component. When the information is available for analysis, it can be used to calculate the ROI for the replacement of an asset or major renovation to the infrastructure or facility.

Facilities Management is encouraged to evaluate the collection and use of data in the CMMS to support development of deferred maintenance projects. Having the correct data in the CMMS will assist incorporating ROI calculations as a criterion in the development of deferred maintenance projects.

**Complete** – Facilities routinely evaluates data which is used to develop strategies to improve institutional facilities. Recent examples include elevator data that was used in the implementation of an elevator rehabilitation strategy; steam trap data, which was used in development of a program to address steam system concerns; and roof leak reports which were used to develop strategies to eliminate leaks. Staff are continuously evaluating facility data and making recommendations to develop strategies to improve operations and address facility issues.

**Recommendation 4C**
Facilities Management is reminded of the importance to use the proper metrics when benchmarking. One suggestion is to have a third-party analysis performed to validate that self-reported information entered into surveys such as the FPI is accurately collected and to verify that the proper peer groups are used for benchmarking. Companies such as Sightlines and VFA provide services that can be used to validate benchmarking efforts.

**Closed** – Facilities leadership agrees with the above recommendation to contract with a third party organization to validate performance metrics and expand benchmarking. However our proposal to obtain funding for this benchmarking effort was not approved by the Vice President for Business Affairs. The new VPBA has asked that we complete comprehensive facility condition assessments before attempting to obtain third-party benchmarking services.

**Recommendation 4D**
For the purposes of educating and engaging the key stakeholders (internal and external), it is recommended that FM develop strategies to increase dissemination of information and performance metrics as deep into the organization and as broadly across the institution as possible. Opportunities exist to use multiple media forms to reach out and educate and engage stakeholders. The department might consider creating a newsletter or social media platforms, posting performance metric charts centrally in shop areas, and publishing information on the FM website.

As budgets become increasingly strained, it is important for FM to consider transparency for key external stakeholders. It is recommended the department reach out to the client base for the purpose of identifying opportunities to provide information useful to them.

**In Progress** – Facilities will address this recommendation in town halls, in regular customer meetings, by posting data on the Facilities website and through other components of the Facilities Customer Focused Improvement Initiative discussed previously.
**Recommendation 4E**
Facilities Management is encouraged to continue working with institutional departments to develop response procedures and business continuity plans. However, it is important for FM to recognize emergencies result from a variety of events that will necessitate a response.

It is recommended Facilities Management develop an emergency response plan and train FM staff on how to respond, as well how they will be affected. FEMA (http://www.fema.gov/training-0#item1) has developed a system that is known as the National Incident Management System (NIMS). Many of the NIMS trainings are available via web-based delivery and can be provided at no cost. NIMS is used by many first responder services, such as police and fire, and is recognized as a standard to managing emergencies and incidents that can often vary in size and scope.

**Complete –** Facilities has completed development of its emergency response plan and business continuity plan and several Facilities staff have completed the FEMA National Incident Management System training as part of their responsibilities on the institutional emergency response team.

It is further recommended that Facilities Management work with the appropriate IT departments to ensure all mission critical servers, required software, and files are accessible during times of crisis. This would include, but is not limited to, elements such as CAD files, infrastructure and building information, CMMS data, etc.

**Complete –** Facilities’ critical servers receive nightly back-up through the University Office of Information Technology (OIT), with recovery up to two weeks in the future. OIT houses Facilities servers in their Main Campus operations center, with back-up power, cooling, and specialized fire suppression systems. There is a back-up data center at the Downtown Campus in the event the Main Campus operations center is not available.

Facilities Management should complete the strategic vehicle replacement plan for the university. The university fleet is a critical resource when it comes to responding to emergencies effectively and efficiently.

**Complete –** Facilities has completed the development of the institutional Fleet Management Plan, and is preparing a vehicle replacement funding proposal based on the results of the Fleet Management Plan.

### 5.0 MANAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES

**Recommendation 5A**
Revisit the basic objectives of the HR initiative. People are the most important resource of the FM Department. Job descriptions, needs assessments, training, and advancement opportunities should be connected to a more holistic program that is tracked with specific success factors.
Complete – Facilities has implemented many improvements that have had a positive impact on Facilities employees and Human Resources management. These include but are not limited to:

- Implemented new Facilities Hiring Process and trained all supervisors in the process. Process and procedures closely follow University guidelines, and assure all applicants selected for UTSA Facilities positions are fairly evaluated using an objective criteria, and are the best qualified individuals available, selected by separate applicant screening and interview committees, both comprised of individuals knowledgeable about the position and who must work closely with the individual to be hired.
- Coordinated closely with Human Resources training officials to develop a Facilities Supervisor training curriculum, based upon existing HR training courses, to improve supervisor effectiveness, a weakness identified in the Survey of Organizational Excellence.
- Built a modern Facility Management organization that includes university architect, landscape architect, plant engineer, utility analyst, project accountant, assistant director of customer services, and assistant director of automation services, contract administrator, and quality assurance program.
- Worked closely with Human Resources to complete numerous Facilities salary equity reviews that became the basis for Vice President for Business Affairs budgeted salary equity review process.
- Developed and implemented formal project manager training program.
- Implemented English and Spanish language training for facilities staff using Rosetta Stone commercial software and collaboration with College of Education on program to teach housekeepers and other staff to use computers while they learned English.
- Developed and implemented new Celebrating Facilities Excellence and “Estrella” Guiding Principles Awards Programs.
- Worked closely with Human Resources Department to establish building attendant and groundskeeper staff progression process.
- Completed hiring of well-qualified Senior Planner, Senior Project Manager, Director of Operations and Maintenance, university architect, assistant director of Customer services, fiscal manager, program accountant, utility analyst, and Directors for Facility Projects and Capital Projects, among others.
- Obtained approval for Performance Analyst/Project Accountant to develop performance management program, reconcile Facilities accounts, and support Capital Project budgets.
- Completed Housekeeping Workload Balancing and Staffing proposal.
- Developed Action Plan to promote the Business Affairs “Partnering” Brand and values, as well as the VPBA Purpose Statement and guiding principles.
- Implemented a customer friendly centralized work control operation to manage work requests and Facilities support at three primary campuses.
- Coordinated with Human Resources to establish job families and career paths for all appropriate maintenance shops.
• Used “Logical Framework” action oriented tool to leverage employee input on ways to improve performance, and address employee concerns, and organizational weaknesses that surfaced during the Surveys of Organizational Excellence/Employee Engagement.

**Recommendation 5B**
Facilities Management should consider strategies to engage the front-line staff and promote their participation in the existing recognition programs. The Excellence Awards Committee provides several opportunities to promote and improve participation through its membership selection and scoring criteria. In addition, FM may want to expand their recognition program beyond its current practice in order to provide more recognition opportunities for the staff. The current program provides four recognition opportunities a year for a staff of 319. A program that provides recognition opportunities for 10 percent of the staff that requires few administrative requirements, and delegates recognition authority to front-line supervisors may prove effective. An example of such a program is The University of Texas at Austin’s On-The-Spot Award that could be tailored to The University of Texas at San Antonio’s unique requirements. Departments are allocated On-The-Spot Awards that equate to 10 percent of full-time positions. Supervisors are delegated the authority to make the awards. Recipients get 8 hours off and a nominal item from Central Stores.

Management is encouraged to actively look for more ways to recognize employees for their work. Industry professionals have identified more than 1,000 ways to reward employees, and some of these should be considered. Some cost nothing but can yield dramatic improvements in employee productivity.

**Complete** – Facilities has expanded its employee recognition program to include a new monthly “Making Success Happen” Award and Annual “Estrella” (“Star”) Award to recognize employees who demonstrate the Business Affairs guiding principles in their everyday work. Employees are also recognized in the work place for performance above and beyond expectations, and in “Kudos” in the Business Affairs Newsletter. Facilities still honors deserving employees with the monthly, and quarterly “Celebrating Facilities Excellence” Award at quarterly All Staff Meetings.

**Recommendation 5C**
It is recommended that FM increase its capability to work with staff in all areas of training, education, and development. The focus should first include an assessment of individual needs for skills and abilities needed to keep abreast and current for individual job requirements, followed by an assessment of needs for leadership/management development. APPA programs such as the Institute for Facilities Management, Supervisors Toolkit, and the Leadership Academy should be considered, along with participation in regional and international APPA association functions.

Goals for individuals are intended to be set through the annual performance review process. In practice, it seems that few managers and supervisors are following this procedure. When it comes to promoting innovation in the workplace, it is left up to the individual managers to incorporate this into the performance evaluation process. It is recommended that a more rigorous process for goal setting and follow up be implemented.
Facilities Management is a large department that has substantial needs for assistance from an HR professional and could benefit greatly from strengthening its internal HR capabilities.

Complete – Facilities leadership is continually evaluating opportunities to improve staff skills as evidenced by the long list of accomplishments/initiatives in response to recommendation 5A above. One noted example was a collaborative effort with Human Resources Training staff to develop a supervisory effectiveness curriculum that goes far beyond the APPA supervisory toolkit mentioned in the recommendation. Other examples include Dale Carnegie customer focused training, Rosetta Stone language training, and collaboration with College of Education and Human Development to provide the “Erlinda’s Wish” English as a Second language (ESL) training with computers for housekeeping and grounds staff who are not proficient in English and have never worked with computers. Facilities also recommends promising staff to the College Business Management Institute (CBMI) and Leadership UTSA, and the Department supports other training employees express interest in attending whenever job requirements do not preclude such attendance. With regard to having an HR professional internally assigned to Facilities, we support this need, but the Vice President for Business Affairs indicated a preference for a centralized HR team. Perhaps there will be an opportunity to revisit this issue once the new VPBA comes on board.

Recommendation 5D
Typically, the assessment, provisions, and conduct of career development needs of individuals is not a strong skill set for FM supervisors. Goals for individuals are intended to be set through the annual performance review process.

Additional action is needed to make a management commitment to an investment in the growth and development of the FM staff through training, seminars, professional involvement, career ladders, and other means that unlock human potential. The recognition for growth and development of the staff should be given a higher priority and must be supported with financial resources, as well as a philosophy that supports employee development. Given the circumstances of geographic location, local area employment competition, and other economic realities, it makes sense that any investment in preparing people to become more productive and effective will produce an attractive return on investment.

Complete – Facilities Leadership is fully committed to employee training and development as evidenced by the many training and development initiatives described in 5A above. Regarding career progression, two notable initiatives are the establishment of job families/career paths for all trades and project staff and the progression plan for housekeepers and grounds maintenance staff. Facilities Leadership believes that employees and their supervisors are the best people to determine specific technical and other training needs, and this is effectively accomplished during annual performance planning reviews and throughout the year when training opportunities are identified.

Recommendation 5E
Facilities Management leaders are encouraged to continue with the development and implementation of an action plan to target those dimensions viewed to be most important to improving job satisfaction.

Complete – Although the biennial Survey of Organizational Excellence and Survey of Employee Engagement was not conducted in 2013 or 2015 due to the implementation of PeopleSoft and the retirement of the VPBA respectively, Facilities Leadership supports this recommendation because many valuable improvements have resulted from the development of action plans to address important needs identified in previous surveys. Examples include, formal hiring process development, salary equity increases, communications policies and practices, awards programs, and many other actions taken to address employee identified needs.

Recommendation 5F

Facilities Management managers are reminded that errors in employee selection are costly and time consuming to correct. Correcting a selection error may result in transferring or terminating a worker or changing a worker’s assignment, either of which is an unfortunate outcome that should be avoided. Correcting a selection error cannot only be stressful to the manager, but it can also demoralize the misplaced worker and his or her co-workers. It also requires that the manager spend unexpected time on recruiting, selecting, and training a replacement or in some cases restructuring the way work is done.

Complete – Facilities leadership agrees wholeheartedly with the peer review team on this recommendation, and much work has been done in Facilities to develop a formal hiring process to improve the probability of hiring the best qualified employees, and training programs to improve skills and develop a culture of excellence and customer services. Facilities also works closely with Human Resources, Legal Affairs and Equal Opportunity Services to appropriately address performance issues that arise despite our best efforts.

Recommendation 5G

New employee orientation effectively integrates the new employee into the organization and assists with retention, motivation, and job satisfaction and can quickly enable each individual to become a contributing member of the work team. Keeping in mind that you never get a second chance to make a first impression, FM managers should make absolutely sure that new hires feel welcome, valued, and prepared for what lies ahead during the new employee orientation process.

It is recommended that the FM orientation process be a written procedure with an appropriate checklist of items to cover those items that managers and supervisors can use in the orientation process.

In Progress – The UTSA Human Resources Department has established a “Day One” new employee orientation and training for institutional programs and issues. Facilities is currently developing a Facilities specific “Day Two” orientation program within facilities for training specific to Facilities employees. This will include but not be limited to customer focused training, Departmental Awards programs, timekeeping, overtime, on-call procedures, key control, and a number of other necessary orientation topics designed to
quickly orient new Facilities employees to the Department. “Day two” training will be implemented as part of the Facilities Customer Focused Improvement Initiative.

**Recommendation 5H**

The use of APPA staffing standards as a benchmark for determining FM labor levels is an excellent start to workforce planning. However, as a maintenance organization’s skill levels and knowledge of asset needs deepen, the analysis of workforce composition and staffing levels should become based on the tasks that need to be performed in the maintenance and repair of the campus assets. Gaps in workforce skills versus the needs of maintenance are then filled using contracted labor or an effort is made to build the skill in house. The CMMS is an excellent tool for facilitating this analysis.

The review team recommends that FM begin this type of analysis. The CMMS history database and preventive maintenance specifications can be used to calculate the preventive maintenance needs. Corrective repairs can also be extrapolated from the database. The benefit of performing this analysis is twofold: 1) a better-tuned workforce for the mission at hand, and 2) if the CMMS cannot provide the data needed to perform the analysis, it will reveal deficiencies in the use of the CMMS that need to be rectified.

**Complete** – Facilities managers and supervisors regularly evaluate their staffing needs and make recommendations for additional staffing or reclassification of existing positions as appropriate. One of the first new Facilities positions established in 2006 was that of plant engineer to develop an effective preventive maintenance program. This program has been a resounding success, and has all but eliminated previous near-nightly emergency call-outs due to equipment failures. UTSA Facilities has been contacted by Facilities staff from Yale University and Ohio University to assist them in the development of their respective preventive maintenance programs.

**Recommendation 5I**

Consider additional consolidation between preventative maintenance, Downtown Campus, and the different zone maintenance functions in order to increase the size of the work groups to enable better work management without the necessity of loaned labor. In addition, there may be some benefits to having the functions more closely aligned under a single director. Facilities should continue developing the option to move fire sprinkler maintenance from EHS to FM.

**Complete** – Facilities organizations at the UTSA Downtown Campus and the Hemisfair Campus (Institute of Texan Cultures) have been consolidated, and work responsibilities appropriately re-aligned, resulting in substantial staffing and operational efficiency savings. Facilities leadership is always open to consideration of additional consolidation, operational efficiencies, and other potential operational improvements at all campuses. Facilities worked closely with EHS&RM staff to transfer fire sprinkler maintenance from EHS&RM to Facilities in 2013, and facilities eliminated a backlog of almost 500 “yellow tag” fire sprinkler system deficiencies in the ensuing year. Similarly, Facilities transferred refuse collection to EHS&RM where it was consolidated with Recycling operations, significantly reducing operational costs of the two programs.
Assess the value of housekeeping services day and night shift structures with the objective of moving to the same model campus wide where it makes sense. It is unclear as to whether or not there is an advantage of one shift over the other as far as service to the clients is concerned, and there is at least the perception that moving more work from day to night shifts is being resisted by the housekeeping staff who prefer to work days. With the relatively low salaries being paid to the housekeepers, a night shift differential could serve as a catalyst for staff support if the university determines night shifts are a more efficient delivery method for custodial services. In addition, housekeeping should consider moving to a team cleaning method as outlined in Section 7.0: Performance Results.

**Complete** – Facilities converted to all night shift housekeeping operations in 2013, realizing substantial savings to the institution. Subsequently, Facilities implemented a housekeeping and grounds maintenance initiative, approved by University Administration that will ultimately privatize housekeeping and grounds operations through staff attrition. The selected housekeeping contractor also works on a night shift operation, and has implemented team cleaning and specialized cleaning where it makes sense to do so.

**Recommendation 5J**
It is recommended that a more disciplined schedule of life safety and safety training be developed and that this training be determined by management to be mandatory. Attendance at training sessions should be recorded and documented. This is especially important for required training on such topics as asbestos, lock-out/tag-out procedures, confined spaces, and other hazardous materials such as lead and PCBs, laboratory safety, and ongoing needs for equipment operation safety.

**Complete** - Facilities Leadership is committed to the health, safety, and wellbeing of our workforce, and coordinates closely with Environment Health, Safety and Risk Management (EHS&RM) to provide formal life safety and safety training in a number of areas, primarily in the housekeeping and trades operations. Facilities O&M organizational training in Environment, Health and Safety (EHS) is comprised of several elements. On a monthly basis, we conduct a Safety Shop Talk on a variety of topics ranging from back injury prevention, machine guarding, Lock-out / Tag-out, and others. We are cycling all of our technicians through the OSHA 10-Hour Certification program that encompasses the major workplace training needs such as Hazard Communication, Working at Heights, and Personal Protective Equipment (PPE). We are participating with our EHS&RM professionals in an annual Work Condition Self-Assessment program to identify potential hazards in our work spaces. Facilities O&M is also arranging for re-certifications in handling industrial equipment such as forklifts, aerial platforms, and mobile buckets.

Within the past six months, Facilities employees, in coordination with EHS&RM, have participated in a pilot to assess the safety evaluation program and are reviewing the behavioral based safety system developed by vPSI. Our EHS&RM organization is taking the lead on working with vPSI on their offerings to bring this program to UTSA.
6.0 PROCESS MANAGEMENT

Recommendation 6A
The metrics used to measure the progress and success of processes should be examined in the context of the published APPA FPI standards to ensure that an actual comparison of performance against peer institutions is possible. This effort should include a comparison of construction costs to peer institutions so that campus constituents have the appropriate context for costs comparisons and a better understanding of total project costs. With regard to capital projects, Facilities Planning and Development reported that they prepare initial project budgets that are always either compared to peer institutions or developed by professional cost estimators. This information is ALWAYS shared with customers. For institutional projects, a detailed scoping document and cost estimate is developed and this information is shared with customers prior to moving forward with the project. Many of these projects are performed by one of two competitively procured job order contractors whose agreements require that cost estimates be developed using RS Means comparative construction cost data. Campus customers who were interviewed did not seem to be aware of this.

The TMA CMMS system has a great deal of capability that goes far beyond simple work-order management. Augmenting the CMMS to track all types of work by creating functional coding to be used in analysis is invaluable. Additionally, areas of materials management, O&M information retention and use, fleet management, tool management, etc., are valuable tools for data development into information, and subsequently, knowledge of the FM operation.

Complete – UTSA Facilities participates in annual APPA Benchmarking surveys and has performed numerous comparisons with the APPA FPI standards which are important high level metrics. Additionally, the Department reviews and reports on key performance metrics at monthly Facilities Operations Review Meetings and analyzes the results to see where improvement is warranted. OFPC and the Texas Higher Education Coordinating Board regularly publish comparison construction cost information on capital projects and UTSA costs compare favorably with other institutions throughout Texas. This cost information is shared with customers at multiple points in the programming, design and construction process. Facilities acknowledges that more needs to be done to inform customers and project metrics and cost information will be addressed in planned customer town halls.

Recommendation 6B
While there may be disagreements regarding the focus and use of design standards, different design professionals will have different opinions on many issues impacting project design. UTSA has met with OFPC over the years and has resolved many of these differences.

Complete – This is more a statement of success than a recommendation. Regardless, UTSA Facilities has updated its design and construction standards and worked closely with OFPC to assure design and construction projects reflect institutional design standards and are developed consistent with the UTSA Master Plan.
**Recommendation 6C**  
Provide a forum for customer feedback on departmental processes and cost allocations. Examine the legitimacy of the current project charge rate structure, benchmark costs with peer institutions, and explain the basis to campus customers.

**In Progress** – UTSA Facilities recognizes the importance of providing a forum for customer feedback on departmental processes and cost allocations, and that was a primary objective of the Department’s Customer Focused Improvement Initiative, which includes establishment of a one-stop Facilities Service Center, expanded customer surveys, customer town halls, establishment of a customer care team, and Dale Carnegie Customer Focused training among other initiatives. The Facilities department participates in the APPA annual Benchmarking survey, and regularly benchmarks with other universities in the region and nationally to improve services.

**7.0 PERFORMANCE RESULTS**

**Recommendation 7A**  
Under the current Quality Assurance (inspection) program, develop a formal standardized inspection program with the inspector coming from outside the department. Results are typically more reliable and reporting can be used as a performance metric in the monthly operations meeting with more confidence. FM may not need someone from outside the department if the Quality Assurance program is more structured. Additionally, it is recommended that customer survey feedback should be utilized to determine whether or not cleaning levels meet the client’s expectations and to ensure consistent cleaning levels are maintained across campus.

**Complete** – Facilities has implemented a formal quality assurance evaluation program and made it independent of Operations and Maintenance by making it a part of the new Customer Services department under Facilities Business and Customer Services. With the hiring of the new quality assurance manager, and three quality assurance inspectors, the QA program will evaluate both in-house and contracted housekeeping and grounds operations and results will be reported as part of the monthly Operations Review Meeting, along with existing QA metrics which are obtained through the CMMS system reports generated by Facilities IT staff.

Consider moving toward a more structured cleaning procedure that identifies responsibilities related to specific cleaning tasks along with the time to complete them. Well-defined quality control protocols should be followed by supervisors to obtain objective assessments of cleaning levels. The OS1 Team Cleaning System provides an example of a cleaning management strategy that meets these objectives. The University of Texas at Austin and the University of Michigan effectively utilize the OS1 Team Cleaning System.

**Complete** – Please see the response at 5I above.

**Recommendation 7B**
The campus master plan contains elements of a campus landscape plan that can help guide grounds and landscape improvement. The new Wayfinding project is a good example of utilizing the recommendations of the master plan. Determine what it would take to establish a higher level of care for the entire UTSA campus grounds. If grounds maintenance standards do exist, then examine the appropriateness of these standards for meeting acceptable appearance. Use the results of this analysis to propose future maintenance, budgeting, and grounds management decisions.

Eyesores in the campus landscape and unmanageable areas should be identified and prioritized. To effectively realize improvements in the overall campus landscape appearance, these areas should be targeted for improvement and viewed within the concepts of the master plan. It is further recommended that the grounds area secure the assistance and guidance of a qualified landscape architect working with a knowledgeable grounds maintenance person on the FM staff. Many examples were provided by customers of new landscaping that was installed only to be ripped out and removed after maintenance neglect. Designate a single individual to be responsible for landscape aesthetics and quality control issues on the campus. Many universities assign this responsibility to the university architect who, among other duties, is responsible for the image of the physical environment. Campuses that do not have a landscape architect on staff have retained an outside landscape architect as a consultant who understands the campus plan and constraints, and who is regularly called upon to assist in both design and management of the campus landscape improvement.

The university architect should coordinate all aesthetic aspects of the campus environment and thereby help to establish and “promote a UTSA sense of place.” FM should prioritize the image and appearance of the campus in ongoing budgetary decisions and allocation of resources. The campus exterior spaces can serve to expand the university’s learning environment.

The image of the campus exterior presentation should be as important in fiscal allocations as other (largely unseen) infrastructure improvements. As a strategy, it would be prudent to attach a requirement for a campus aesthetic improvement to every project, provided that project budgets can bear the cost.

Senior FM managers should spend as much time as possible out and on the campus assessing the quality and aesthetics of the physical environment. This time will foster better connections with the larger campus community and with the FM grounds team.

Complete - This is also an on-going effort. Facilities has secured management approval to establish a landscape architect position under the University Architect, and a landscape architect was hired in 2014. Funding was also provide for development of a Landscape Master Plan to provide formal landscaping standards and guidance, and to identify landscaping priorities. Unfortunately, UTSA has lost both the University Architect and Landscape Architect in past year. A new university architect was recently hired and UTSA is currently recruiting a replacement for the Landscape Architect.

Building Maintenance and Operations
FM has several programs or tools in place that enable staff to provide service levels typically associated with the funding levels provided. These include the following:
Computerized Maintenance Management System (CMMS) to track all maintenance work. The system allows for various entries to differentiate the work into categories of priority, type, time and materials consumed, and actions taken. This system allows for analysis of work orders to identify problem areas to prioritize the effort going forward.

- Preventive maintenance program to be proactive in equipment repair.
- Facility Condition Assessment (FCA) to identify areas beyond their useful life and needing replacement.
- Well-trained and competent workforce.
- Well-defined procedure/process for how work requests flow through the department with feedback on how customers are satisfied with results.
- Operational rounds of machine rooms and the linking of building automation system (BAS).

Although there is room for improvement, the department is providing a level of service that is commensurate with funding and the intense level of activity of the campus community. Customer interviews generally support the review team’s perception that the buildings are being well maintained.

Performance results can be improved by fully applying the tools mentioned above and by exploring new work processes that can be used to maximize worker efficiency. In this way, service levels can be maintained should resource reductions take place. These tools can also be used to enhance performance, provided the necessary resources are available. Examples of the performance enhancing strategies are:

- 100 percent scheduling of workforce,
- Pre-planning of complex and multitrade work orders,
- Geographic zoning of the workforce to reduce travel time (locate shop work spaces in the zones),

and

- Asset management to prolong asset life and reduce replacement cycle costs.

Link BAS system with CMMS to get rapid response of equipment failure that can impact energy costs.

Facilities Management is encouraged to continue to develop and refine campus design guidelines to ensure that new campus facilities can be maintained and aligned with the campus master plan, TCO, and institutional strategic goals.

**In Progress** – Facilities is working to establish a 100% scheduling of the workforce, using an approach called an annual work plan (AWP). Currently, the AWP is being pilot tested in the preventive maintenance shop before being implemented in all maintenance areas. Other recommended improvements are being considered for possible future implementation as the organization matures and funding is made available.

**Recommendation 7C**
Disseminate work metrics to lower levels of the organization with associated targets for shops to achieve. See recommendations for 7A.
In Progress – Several Facilities Departments share monthly Operations Review Meeting metrics data with staff throughout the organization, but this information needs to be a regular part of all departmental staff meetings. This will be a point of emphasis in the department going forward.

Recommendations 7D
Even though the above methods are usually effective, interviews with various customers reveal that more work is needed to achieve the desired results. It is possible that the above-mentioned methods are one-dimensional, without adequate customer engagement. It would be valuable to establish more customer input to the means of communication and the exact nature of service delivery. It was mentioned in Section 2.0: Facilities Strategic and Operational Planning that the customer as a stakeholder in the process may not have been as strongly represented as they should have been. The seemingly failure of customers to recognize FM’s efforts at communication may be attributable to a lack of input into the process.

It is also recommended that the tools described above be used to extract more information on how they (customers) need the process to proceed in order to be successful. A formal customer satisfaction survey may also be very useful toward this end. It is recognized that customer interaction is a difficult arena to succeed in, especially when resources are declining. Nonetheless, continued diligence is the only acceptable alternative.

In Progress – Please see the discussions on customer service and communications improvements in Section 3 and elsewhere in this response that refer to the Facilities Customer Focused Improvement Initiative, which will address this recommendation.

Recommendation 7E
The FM leadership team should take the time to engender collaborative relationships with the various departments on campus. In the on-site interviews, the FM leaders were often described as “approachable” and “responsive,” therefore the increased interaction with customers would be welcomed. This increased interaction would allow the campus to comfortably discuss their needs with FM leaders. The department also has a formal process to monitor the needs of the campus through the use of monthly customer forums. A similar format should be utilized for FM leaders to meet periodically with the academic deans and/or their facility representatives.

In Progress - Facilities leadership believes this is a valid recommendation, and while the Associate Vice President has met previously with college deans, it has been several years. The Facilities Customer Focused Improvement Initiative will afford many opportunities for Facilities leadership to have increased interaction with customers. One example of this type of interaction was a presentation the AVP provided to the Student Affairs annual conference on “World Class” Customer Services. Another on-going opportunity is the Institutional strategic plan update, which includes a subtopic entitled “Build and Maintain State-of-the-Art Facilities”, chaired by the AVP for Facilities that also includes two college deans and a Department Head. Much more remains to be done in this area.
There is also a need for FM leaders and staff to increase their participation in regional and national meetings and associations. The Central Regional Association of APPA (CAPPA) and the International Association of APPA are good places to gain additional insights into the specific needs of higher education facilities issues.

In addition, FM leaders should utilize and share the knowledge gained from their participation on councils, committees, and campus working groups.

Planning staff members and project managers regularly work closely with academic staff, faculty and the provost’s office representatives on construction, space planning, space utilization, technology, and other higher education matters. The insights learned from these interactions should be shared among other FM staff. All of this interaction helps FM stay in touch with the bigger picture of campus needs and the needs of higher education.

**Complete** – Facilities leadership and staff are heavily involved in APPA, CAPPA, Texas Colleges and Universities Facilities (TCUF), IFMA, and participate and present on important facilities topics at regional and national higher education facilities conferences. Additional involvement in professional facilities organizations would be welcome by Facilities leaders managers and staff.

### 8.0 OTHER CONSIDERATIONS

At the request of the institutional representative, this section would include any items or subjects that are not covered by the criteria in Sections 1 through 7. These items may include those things that are specific to the campus.

#### 8.1 FM Organization Structure

The APPA review team found that Facilities Management leadership may want to consider a realignment of the functions and service provided by Business Operations. These functions and services, which are under the very capable direction of the director for Business Operations, are “corporate” services and functions. In other words, these services and functions serve the entire Office of Facilities Management enterprise. They are again, corporate functions and appropriately should report directly to the associate vice president for Facilities.

The current organizational alignment has these functions reporting to the assistant vice president for Facilities, which is a division of Facilities Management, with a primary focus on O&M. This alignment may restrict the overall impact and effectiveness of this unit.

Additionally, this review, and particularly Section 3.0: Customer Focus, has raised serious questions as to the effectiveness of the organizational structure and alignment of the customer service functions. Traditionally, housekeeping and events management are O&M responsibilities because there are many interdependencies and requirements for collaboration,
partnering, cooperation, and coordination between the two and the functions and services provided by O&M.

**Complete** – Business Operations responsibilities have been expanded and the newly reorganized Business and Customer Services Department has been elevated such that the Director reports directly to the Associate Vice President for Facilities. With regard to housekeeping and events management, these functional areas have been realigned under the Assistant VP for Facilities (Operations) as recommended by the peer review team.