

Facilities Management Evaluation Program



Facilities Planning and Operations

May 20-25, 2018

Final Report



The Facilities Management Evaluation Program is a service of
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The appraisal of the institution is made in relationship to the criteria and guidelines of APPA's Facilities Management Evaluation Program (FMEP). The evaluation report comments on the strengths of the institution and, when appropriate, offers suggestions and recommendations for improvements of performance. The report constitutes no endorsement or denial of endorsement, of the institution by APPA or by the members of the evaluation team. This document was created for the exclusive use of the institution named. All contents are confidential.

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Overview

This document serves as the APPA Facilities Management Evaluation Program (FMEP) report for the Kent State University, Facilities Planning and Operations (FPO) Department. Associate Vice President Dr. Douglas Pearson leads this department. The Facilities Services Department is a division of the Division of Finance and Administration lead by Dr. Mark Polatajko.

About Kent State University

Kent State University (KSU) is a large, primarily residential, public research university in Kent, Ohio. The university also includes seven regional campuses in northeastern Ohio and additional facilities in the region and internationally. Regional campuses are located in Ashtabula, Burton, East Liverpool, Jackson Township, New Philadelphia, Salem, and Warren, Ohio, with additional facilities in Cleveland, Independence, and Twinsburg, Ohio, New York City, and Florence, Italy.

The university was established in 1910 as a teacher-training school. The first classes were held in 1912 at various locations and in temporary buildings in Kent and the first buildings of the original campus opened the following year. Since then, the university has grown to include many additional baccalaureate and graduate programs of study in the arts and sciences, research opportunities, as well as over 880 acres and 119 buildings on the Kent campus.

As of September 2017, Kent State is one of the largest universities in Ohio with an enrollment of 39,367 students in the eight-campus system and 28,972 students at the main campus in Kent. It is ranked by the Carnegie Foundation as one of the top 77 public research universities in the United States and one of the top 76 in community engagement. In 2010, the *Times Higher Education* ranked Kent State as one of the top 200 universities in the world. Kent State offers over 300 degree programs, among them 250 baccalaureate, 40 associate's, 50 master's, and 23 doctoral programs of study, of which 10 include such notable programs as nursing, business, history, library science, aeronautics, journalism, fashion design and the Liquid Crystal Institute.

The Campuses

Kent State University is an eight-campus system in northeastern Ohio, with the main administrative center in Kent, Ohio. Within the Kent State University system, the main campus is officially referred to as the "Kent Campus." The Kent Campus is a landscaped suburban environment, covering approximately 866 acres which house over 100 buildings, gardens, bike trails, and open greenery. There are also thousands of additional acres of bogs, marshes, and wildlife refuges adjacent to or near the campus. While the university's official mascot is Flash the golden eagle, the campus also has an unofficial mascot in the black squirrel, which were brought to Kent in 1961 and can be found on and around the

campus. The campus is divided into North, South, and East sections but many areas have come to be referred to as Front Campus, Residential Campus, and Science Row. The main hub of activity and the central point is the student center and Risman Plaza, which is adjacent to the 12-story main library. The university also operated the 18-hole Kent State University golf course until 2017, and currently operates Centennial Research Park, which is just east of campus in Franklin Township and the 219-acre Kent State University airport in Stow.

In addition to the Kent Campus, there are seven regional campuses. The system is one of the largest and oldest regional campus systems in the United States. The regional campuses provide open enrollment and are generally treated as in-house community colleges as opposed to the large university feel of the Kent Campus. Students at the regional campuses can begin any of Kent State's majors at their respective campus and each campus offers its own unique programs and opportunities that may or may not be available in Kent. Regional campuses are listed below.

The *Ashtabula Campus* was established in 1958 and is made up of four buildings: Main Hall, a library, the Bookstore Building, and the Robert S. Morrison Health and Science Building. It is on a 125-acre site in Ashtabula, just south of Lake Erie. The campus offers 27 associate and bachelor's degree programs of its own, with the nursing program being the largest.

The *East Liverpool Campus* was established in 1965 from facilities formerly owned by the East Liverpool City School District, occupying a downtown site overlooking the Ohio River. It is composed of the Main Building, Memorial Auditorium, Mary Patterson Building, and a Commons area.

The *Geauga Campus* is located on an 87-acre campus in Burton Township, just north of the village of Burton in Geauga County. It was established in 1964 and, as of September 2015, has an enrollment of approximately 2,500 students. Six associate degree and seven baccalaureate degree programs can be taken in their entirety at the campus as well as a master's degree in science in technology. The Geauga Campus also administers the Regional Academic Center, a facility located in Twinsburg, Ohio.

Kent State at Salem is located in Salem Township, just south of the city of Salem. The 100-acre campus features a lake, outdoor classroom, and nature walk. Kent State University at Salem also owns and operates the "City Center" facility in the former home of Salem Middle School and Salem High School, in which administrative offices, classes, and student services are located.

The *Stark Campus* is the largest regional campus of Kent State University, with an enrollment of over 3,600 students as of September 2015. The campus serves around 11,000 students total each year through professional development and other academic

coursework classes. It is located on 200 acres in Jackson Township in Stark County. The campus includes seven major buildings and a natural pond. Additionally, the Stark Campus includes the Corporate University and Conference Center, an advanced meeting, training, and events facility. Kent State University at Stark offers 24 complete degree programs, including three associate degrees, 18 bachelor's degree, and three master's degree programs.

Trumbull Campus is located just north of Warren in Champion Heights, Ohio. It offers programs in 170 majors at the freshman and sophomore level, as well as 18 certificates and 15 associate degree programs. In addition, there is upper division coursework for baccalaureate degree completion in nursing, justice studies, technology, business management, theatre, and English, as well as general studies and psychology degrees. In 2004, the campus opened a 68,000-square-foot technology building that includes the Workforce Development and Continuing Studies Center.

The *Tuscarawas Campus* in New Philadelphia, Ohio, offers 19 associate degrees, six bachelor's degrees, and the masters of technology degree. Bachelor's degrees are offered in business management, general studies, justice studies, industrial technology, nursing and technology. The Science and Advanced Technology Center provides 50,000 square feet of laboratory and classroom space for science, nursing, and workforce development. The Tuscarawas Campus has constructed a 55,000-square-foot fine and performing arts center that will enable the campus to expand academic and cultural programming.

Introduction

We begin this introduction with important campus contextual observations. These conditions provide an essential perspective for understanding the scale of the facilities management challenges. The convergence of a number of cumulative facilities management issues in their aggregate will extend the time required to effectively address the campus physical plant needs. This includes both the adequacy of funding for the operations and maintenance of campus facilities and infrastructure and the capital requirements for safety, facility renewal, and deferred maintenance.

The background conditions observed by the APPA review team include:

- State funding has not kept pace with campus needs, creating budget problems for operating units as funding is prioritized toward educational programs.
- KSU is implementing a shared services program for back office operations. Part of this effort is to bring the satellite campuses into the shared services program with the main campus in Kent. The plan is to bring the facilities organizations of multiple campuses under the umbrella of the Kent State Campus means and methods of Facilities Management.
- The current computerized maintenance management system (CMMS) is no longer supported by the vendor. FPO will need to update the CMMS to a new cloud based version. This update was unexpected and may present a major undertaking.
- Budget necessity has created the need for the placement of stringent cost controls to be put in place. An unintended consequence of these controls is to reduce the ability of FPO to nimbly react to changes in environment conditions.
- Departmental leadership changes, combined with budget shortages over the last few years have caused departmental structures that are less than optimal.
- Many building components have exceeded their first life-cycle stage and consequently the campus has large deferred maintenance and capital renewal requirement costs. The magnitude of capital necessary to account for these costs is significantly hampering the campus's ability to maintain and advance academic and research program improvements and building renewal requirements.

Facility Services Department

Facility Services is comprised of the following units:

- University Architects Office
 - Architects Office
 - Space Management
 - Engineering
 - Contracts Management
 - Business Office

- University Facilities Management
 - Utilities
 - Energy Management
 - Grounds
 - Maintenance and Operations
 - Custodial
 - Zone Maintenance
 - Business Office and Support Operations
- Sustainability Office
 - Recycling
 - Sustainability Programs and Support
- Satellite Facilities
 - College of Pediatric Medicine
 - Satellite Campuses (see above)

Mission

Our mission is to support the programs and operations of all entities of Kent State University by providing and maintaining infrastructure and facilities which enhance the mission of the university and facilitate the development and implementation of programs in the areas of energy management, risk identification, and sustainability.

Workforce

Currently there are 310 employees in the Facilities Planning and Operations Department. Of these employees, 243 are represented by collective bargaining units. Seven hold administrative positions, six are in technical positions, 59 are in trades, and 172 are service employees (105 of the 172 service employees are custodians). There are 55 nonrepresented employees. Of these, six are managers and senior professionals, 33 are supervisors, and 22 are professional employees. The department employs 45 student assistants, 15 of which serve as custodians but are not included in the 105 custodians above.

Regulatory Environment

The Facilities Planning and Operations Department conducts its work in a highly regulated environment. All aspects of work are affected by regulations, code, policy, or the law in some way. There are many requirements under the system-wide university policy that stipulates how some work is performed.

Budget

The FPO operating budget is comprised of multiple sources of funding. These include the main E&G budget that covers the costs for all academic, research, and support buildings. Additional sources of funding come from auxiliary units that FPO provides facilities services. The capital budget is comprised of recurring funding for capital renewal and deferred maintenance (CR/DM) projects and one-time funding for new major construction projects. The funding for the two different budget types is detailed below:

	Central Funds	All funds (incl. Auxiliary)
Area of Operations	\$ 9,788,015	\$ 18,083,951
Operation and Maintenance UFM	\$ 4,875,532,	
OUA	\$ 1,942,947	
Contingencies and Funds	\$ 2,342,824	
Sustainability	\$ 85,827	
Purchased Utilities	\$ 7,906,000	
Capital		
CR/DM	\$ 308,000	
New Construction		
Average Annual	\$ 30,000,000	
Master Facilities Plan	\$750,000,000	

Capital Renewal and Deferred Maintenance

The rough estimate of costs to address the currently known capital renewal/deferred maintenance obligation on the campus is unknown in detail but generally believed to be in the \$600 million range based on the 2017 Sightlines report. The cost for elective capital needs to modernize the campus, such as renovations to support current research and teaching methods, is estimated at \$600 and is based on the 2018 facilities master plan. The final 2018 master plan is due in July 2018, which will include the deferred maintenance estimates.

Campus Space Breakdowns

The Kent State Campus since its inception in 1910 has grown to include over 880 acres and 119 buildings. The campus is 6,464,383 gross square feet (gsf) with the following breakdown given below:

I&G Buildings	3,512,908 gsf
Auxiliary Buildings	2,801,289 gsf
Athletics	396,242 gsf
Residence Halls	2,046,046 gsf
Recreational Services	227,097 gsf
Other	131,904 gsf
Regional Campus	155,489 gsf
Off-Campus Buildings	6,278 gsf

High-Level Metric Comparisons

Listed below are common high-level metrics for the FPO Department using the data on head counts, budgets, and campus square footage.

Data Provided	Data Provided	APPA FPI	Sightlines
General cost per square foot, All Space - \$/square foot	\$2.80/gsf	NG	NA
General cost per square foot, I&G - \$/square foot	\$2.80/gsf	NG	\$5.20/gsf
Cost per square foot by work classification			
Maintenance	\$2.80/gsf	\$2.16/gsf	NA
Custodial	\$1.27/gsf	\$1.46/gsf	NA
Grounds	\$2,477/acre	\$2.760/gsf	NA
Full-Time Employee Workload metrics - SF/FTE			
Maintenance	75.28 KSF/FTE	75.2 KSF/FTE	75 KSF/FTE
Custodial	46.2 KSF/FTE	38 KSF/FTE	43 KSF/FTE
Grounds	23.15 acre/FTE	23.5 acre/FTE	23 acre/FTE
Facility Condition Index	0.5		
Deferred Maintenance Backlog, All Space - \$/square foot	\$92.8/gsf	NA	NA
Customer Satisfaction	NA	4.0/6.0	3.0/5.0

The review team developed the metrics above to get a handle on whether funding levels were in acceptable ranges. It confirmed that the metrics are not necessarily the best but are within acceptable ranges with two exceptions. The first is gross funding; it is very difficult to sort through the complex budget model to separate I&G staffing from that added to cover auxiliaries' needs. The second is in calculating the facility condition index (FCI) since the magnitude of the deferred maintenance level is not accurately known. Neither is the current replacement value. The team does not believe the FCI is 0.5 so the numbers being used for the deferred maintenance backlog are probably too high.

The APPA FMEP Team

This report reflects the observations and recommendations of a team of university facility professionals who collectively have extensive experience in managing university facility management programs, capital project programs, and in setting priorities and triaging resources among competing demands to ensure delivery of a variety of complex facility services and building projects. The review team visited Kent State University from May 20 through May 25, 2018. The major focus of this report is the evaluation and assessment of the Kent State Facilities Planning and Operations. The review was commissioned through the Facilities Management Evaluation Program of APPA: Leadership in Educational Facilities.

The judgment and recommendations included in this report are based on the review team members' many years of experience combined with extensive interviews, detailed document reviews, and studied comparisons. Members of the review team were selected to comprise higher education facility managers who are experienced in managing complex institutions comparable in size and complexity to Kent State University. Members of the review team include the following individuals:

Richard W. Robben P.E., MBA, CEFP
Executive Director Plant Operations
University of Michigan, Ann Arbor - Retired
President, True North FMC

Sadie Greiner P.E., MBA
Director Design and Construction
University of Iowa

Pieter J. van der Have, EFP
AVP Plant Operations, University of Utah - Retired
Full-time faculty, College of Engineering, Applied Science and Technology
Weber State University

Sarah B. Ely MSW, EFP
Assistant Director, Training and Strategic Planning
University of Michigan - Retired
President, Crescent Hill Consulting Organizational Development & Training

The APPA review team conducted extensive interviews, within the Facilities Planning and Operations Department and with numerous principal administrators, campus partners, and staff external to FPO who constitute the major campus stakeholders and client constituency.

This review would not have been possible without the full cooperation and participation of all those who were interviewed and who freely shared their comments. All participants were especially gracious with their time and contributed significantly by offering their perspective on the successes and challenges facing the Kent State University Facilities Planning and Operations Department. The time provided to this effort afforded the review team the opportunity to gain valuable insight into the complexities of the institution. The interview discussions helped in our understanding of the overall context of departmental relationships and service delivery. This also gave the FPO participants an opportunity to articulate their successes along with the current and future challenges that the organization faces. The campus partner and customer groups were of particular importance in providing key comments and perceptions of FPO services through their first-hand experience with staff and service delivery processes.

Those members of FPO and the campus community who participated in the interview process are listed in the appendix.

Acknowledgments

The APPA review team wishes to thank all those who contributed to the review. Everyone was most generous with their time and their comments. We found the site visit very well organized which allowed for efficient use of the review team's time. Special thanks are extended to all members of the Facilities Planning and Operations Department leadership team. Their investment of time and attention was critical to the review success and most instrumental in ensuring a thorough review.

We also thank and acknowledge the participation of so many hardworking women and men in the FPO Department who provided their time and insights and who demonstrated a genuine interest in the review process.

We would like to express our special gratitude to Dr. Doug Pearson, associate vice president of Facilities Planning and Operations, for his welcoming hospitality and participation, which was graciously extended to the review team the entire time we were on campus. We are grateful also to Doug for providing the self-evaluation report and who graciously provided efficient response to a multitude of requirements in preparation for the review prior to our campus visit and who was most patient and efficient in accommodating our requests for additional information.

Darlene Kolar provided indispensable contributions and served as our principal contact for preparing and obtaining materials and documents in advance of our campus visit and who was our scheduler and meeting coordinator during our site visit. Darlene was most patient and efficient in accommodating our requests for additional information and our need to change or add interviews to our schedule.

We also thank Senior Vice President for Finance and Administration Mark Potatijko for taking valuable time from his schedule to meet with our review team and to attend our exit-briefing meeting on our last day on campus.

Executive Summary

The APPA Facilities Management Evaluation Program (FMEP) framework was utilized to format this report. The seven criteria provided by the FMEP provide a thoughtfully developed integrated and complementary framework. In performing a review of a complex area like the Facilities Planning and Operations (FPO) Department, it is very important that the review team capture a strong sense of the organizational context and culture. Context and culture are heavily implicated in the organization's basic mission, its strategy and goals, its means of getting the job done, its key measurements, and its remedial systems and practices. Accordingly, the FMEP framework consisting of the self-evaluation and the seven criteria listed below provide essential steps and afforded the review team foundational information upon which to evaluate our findings and to construct conclusions and recommendations. The seven FMEP criteria utilized to guide this review are:

- Leadership
- Facilities Strategic and Operational Planning
- Customer Focus
- Assessment and Information Analysis
- Development and Management of Human Resources
- Process Management
- Performance Results

These criteria were also used to conduct the self-assessment, which was provided to the review team in advance of the campus visit. The interview schedule prepared by Facility Services included many campus customers, stakeholders, and campus partners who were asked to share their experience and level of satisfaction with the FPO Department.

An important role and responsibility for department leaders is to create a work environment that is conducive to people coming to work and doing their very best. Associate Vice President Dr. Doug Pearson has inherited a work environment where department leaders are competent, stay mission focused, and generally work together to accomplish group purpose.

The Facilities Planning and Operations leadership team has the support of many campus administrators through their endeavors to become proficient in the performance of their roles and responsibilities. Dr. Doug Pearson not only recognizes the importance of spending time with his department leads but also time with customers. He strongly recognizes the importance of customer service leadership. Other members of the leadership team demonstrate a similar customer focus with positive results. Consequently, faculty and staff have a tolerant acceptance of the campus facility operations and maintenance conditions, but this understanding attitude is wearing thin in particular areas where chronic facility issues persist.

LEADERSHIP

A substantial investment in people is needed in order to grow organizational capabilities and capacity to keep the organization relevant. It is recommended that FPO continue to recognize the strategic importance of continuously building its organizational capacity. This requires a continuous action plan to address talent management, engagement of the existing workforce, building the next generation, and continually finding ways for the divisions within the department to work better together. The workplace and workforce recommendations described in Section 5.0: Development and Management of Human Resources are considerable.

Custodial Services is a leadership challenge of major scope. A comprehensive review and restructure of Custodial Services is recommended. Credible custodial/housekeeping professionals that are active in the educational and institutional housekeeping profession should perform this review. The adoption of OS1 or some other recognized team cleaning system in place of the traditional zone/area cleaning approach currently being used is recommended. Team cleaning is, on average, 10 to 20 percent more efficient than traditional zone cleaning and provides a number of additional benefits, including greater consistency, higher quality, and improved accountability.

The structure of the FPO Department is a flat organizational design, and the alignment and reporting lines are clearly illustrated for the members of the leadership team. Below this level the visual presentation of the hierarchy is not easy to follow. The lines of the organization chart, which map how the entire department is divided into working units and how each part relates to the other, does not serve as a clear and effective communications tool.

Organizational alignment and structural changes are recommended.

The FPO is planning for the update of the CMMS system to a cloud-based version. This is a complete redesign of the software and as such will become a major effort. With the coming of an updated CMMS, a perfect opportunity exists to better take control of maintenance scheduling, data collection, and monitoring through the use of key performance indicators throughout the entire organization.

FACILITIES STRATEGIC AND OPERATIONAL PLANNING

Strategy creation is about doing the right things. Strategy implementation is about doing these things right. Both strategy creation and implementation must be aligned and managed well for FPO; an excellent strategy matched with outstanding implementation is its best assurance for success.

The FPO Department relies on the university's strategic plans for direction. The department does not, however, have a detailed strategic plan of its own showing how the high-level direction is to be translated into detailed plans for the department. Now is the time for FPO leaders to create and implement the best strategy for the organization that will support the university's goals.

A master facilities plan has recently been developed and approved by the KSU Board and is being implemented. Initial funding is available and a plan for subsequent funding is anticipated to fall into place. This will have a dramatic impact on FPO in its implementation of the plan and in its day-to-day operations. The department will need to plan for this impact specifically by bringing on board the needed personnel to manage the facilities planning and programing design and construction processes.

Emergency response plans are coordinated through the KSU Police Services, which is responsible for the development and maintenance of the campus emergency plan. The activities that are the responsibility of FPO are covered by an annex to the plan. It is the responsibility of FPO to develop the details of the annex. It is stated that the campus-wide emergency response plan is routinely tested with tabletop exercises and that FPO personnel participate in campus trainings for disaster preparedness and maintain an updated annex document. Unfortunately, the review did not find this to be the case. Interviews did not identify individuals who are participating in drills or training. FPO currently has several departments with a Continuity of Operations Plan (COOP) in place. These are described in the self-evaluation. These plans seem in some cases to be routinely tested such as firing the power plant on fuel oil each year. Others appear to be on the shelf and may not be routinely updated.

With the hard work completed in preparing plans for emergencies and continuity of operations that meet KSU leadership expectations, it then becomes critically important that the routine work of keeping plans up to date and tested regularly is performed.

The FPO operating budget is significantly impacted by constraints being imposed on all units due to the university's fiscal condition. Any changes to the budget require justification in the form of analyses that reveal a compelling need for change. The FPO Department has methodologies for confirming the level of funding needed that were presented in the self-evaluation; however, these methods do not appear to play into final budget approval.

The FPO Department has provided an impressive description of the numerous practices that it has in place to create a work environment that optimizes staff performance. The review team members know from experience that creating a work environment that is conducive to everyone coming to work and giving their best is difficult to achieve. Some of the notable accomplishments related to the above include the Great Place to Work designation, generous university benefits, and a high pride in individual performance.

The reviewers have seen many levels of strategic planning implementation while performing FMEP's for other institutions. Overall, the FPO Department has demonstrated what can be described as a typical level of planning. That said, recommendations made in the body of this report are presented to bring this activity to a higher level of performance.

CUSTOMER FOCUS

The FPO Department demonstrates a firmly-customer-minded culture. Employees value the institution and personally care about the campus appearance and operation. A generous set of options is available to customers for requesting and tracking work. The key customer structure, titled "building curator," works well at Kent State. Strong relationships are maintained between FPO and building curators through substantial interpersonal contact.

Customers and FPO employees are equally quick to rationalize persistent service quality concerns as the single result of prolonged scarcity of funding on campus. It is the opinion of this review team that relationship management and a hardship persona cover some important FPO gaps including organizational communication, documentation, frequently missed opportunities to problem solve, and a lack of applied business analysis.

Recommendations in Section 3.0: Customer Focus are organized to tenaciously preserve customer focus while systematically closing gaps.

ASSESSMENT AND INFORMATION ANALYSIS

A recent opportunity to demonstrate the significance of the data available within the UFM organization presented itself as the recent onboarding of a new associate vice president indicated a need to inform the new leadership of the current state of the department. It was clear that such data existed within the organization and that by requesting it from the correct individual, it would be obtained in time. However, it appeared to be highly labor extensive when retrieving the data and it was not readily available.

Key performance indicators (KPIs) were not provided during the review. Data appeared to be used more to substantiate a request being made (reactive) rather than as a tool to make decisions for the organization's future success. An example of this is the vehicle replacement plan.

The CMMS system, while not currently utilized to its full potential, is scheduled to be upgraded with new features that will offer opportunities to further serve customers and to use the daily operations data for additional benchmarking of qualitative and quantitative organizational improvements. While work progresses in the CMMS, including use of mobile devices, current facility condition assessment (FCA) information was not available.

Under new leadership within campus planning, the unit has utilized the CMMS to build several space planning reports for projects, customers, and staff. The progress over the past year appears significant and is to be commended.

Capital projects are managed using several tools (OAKS CI, Microsoft Excel and Access) based on the size (dollar amount) of the project. A uniform system is not available for the project managers to track critical project details regardless of the project size. This leads to a lack of understanding as to how to retrieve or locate project information.

The energy management unit appeared to utilize their data to the greatest potential. They have developed dashboards and have invested into systems that support their financial and operation decisions, leading toward reliability and customer satisfaction. This demonstrates the benefits gained by developing information and data systems that support the strategic goals of UFM.

DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

The workforce speaks with general commitment and their stories reflect a willingness to help others and do their best for customers. There appears to be good camaraderie, trust in the people they work for, and a gritty persistence to make things work when the budget cannot support things like efficient equipment. Most employees clearly care about the work they were hired to do. In a few shops, chronic absenteeism creates instability in daily assignments and tests shop morale. An employee survey could provide valuable

information as FPO moves forward with their new Associate Vice President Dr. Doug Pearson in place.

To recognize employees in the department, leaders at all levels have been stepping up regularly to host informal shop appreciations and biannual all-employee events. This local effort closed gaps created at a time that a former KSU president assumed all control of awards on campus. FPO is currently reviewing its options to revive a formal recognition program. The 2015 centralization of KSU HR services reflects positively within FPO. The last decade of hiring outcomes is viewed favorably by front-line supervisors and management. UFM initiated a new employee orientation program, and everyone has an annual performance review. Health and wellness opportunities are offered centrally for employee self-selection. Collaboration with EH&S (Environmental Health & Safety) EH&S has significantly improved return-to-work statistics of late.

Prolonged KSU funding distress has challenged much needed technical training activity. Ironically, this has occurred during the same period of increased complexity and acceleration in technology when workers need more training. Business owner training from the vendor could improve the skill level of employees. Skill sharing within any given shop is the common way to provide training, especially for new employees. Safety training is well-integrated into the department's work life, and online course compliance is at its highest, to date. KSU has a robust diversity, equity, and inclusion (DEI) program for staff engagement and the FPO director of Training and Retention addresses internal challenges with just-in-time classes.

An observed downturn in organizational communication was reported about four years ago. Demographics and organizational history worry managers about the need for earnest succession planning. Leadership development and individualized plans for development do not get much attention, if any, in most areas.

We offer recommendations in Section 5.0: Development and Management of Human Resources, many of which are organized around themes for cross-functional collaboration and continuous improvement practices to attack persistent problems and proactively face the inevitable new ones.

PROCESS MANAGEMENT

The recently hired senior level manager for the FPO division offers some exciting opportunities. For instance, the lack of a strategic plan has had the effect of a rudderless ship more or less adrift in the currents where the organization finds itself. Expectations and roles are not clearly articulated, allowing incumbents to devise their own work plans. In spite of that, generally speaking, a majority of employees in the organization are aware and proud of their core competencies but are not clear on the yardstick for performance. Similarly, the current version of the CMMS has not been utilized to its potential, such as maximizing the potential benefits of an effective preventive maintenance program. It

remains to be seen if the implementation of the new cloud-based system will encourage users at all levels to place more emphasis on the effective use of management tools that can be available to them. It is to be hoped that the level of communication, both to internal as well as to external stakeholders, will then also be enhanced.

Division leaders profess a commitment to continuous improvement. The future eagerly awaits its implementation. An unavoidable first step will be to map, document, and share all relevant processes, eliminating the nonessential ones. Since processes and expectations are not clearly defined at this time, it is difficult making sure that UFM's capabilities are able to satisfy customer needs.

The Office of University Architects appears to be providing a reasonable level of service to its external customers in producing quality projects, reasonably on budget, and reasonably on schedule. UFM staff observes that they have little or no opportunity to interact with designers and contractors before a project is handed off to them. Equally frustrating to them appears to be the lack of input into design standards and their application to projects.

A notable area of success can be attributed to the individuals responsible for the management of utilities and energy, as well as the cogeneration plant. Nothing more can be said here except to make sure they continue to receive the recognition they and their programs deserve.

PERFORMANCE RESULTS

The APPA review team found the appearance of Kent State University Campus to be in above average condition, thereby providing a curb appeal consistent with the surrounding community. Some building curators did express some frustration with grounds and utilities staff for not addressing some chronic area problems. Building curators also expressed a level of frustration about the quality of M&O support (particularly in the custodial area, but these concerns can be addressed by following some of the relevant recommendations provided in the body of this report).

Budget processes are mostly in the hands of senior management, with key decisions being controlled carefully at the highest levels of the institution. Management staff below the associate vice president does not consistently receive cost center information, nor do they appear to have any significant input into the development of future fiscal budgets. General industry practice suggest that the more accountability and responsibility for budget management are with the "lowest" possible levels of management, the more successfully those scarce financial resources will be managed. Of course this is contingent on prior definitions of expectations and roles and training and expectations of each level in their responsibilities

Evaluation Report and Recommendations

1.0 LEADERSHIP

Senior leaders in an effective facilities organization set direction and establish customer focus, clear and visible values, and high expectations in line with institutional mission, vision, and core values. Effective facilities leaders facilitate the dialogue around larger leadership issues such as total cost of ownership (TCO), sustainability, recapitalization requirements, and facilities reinvestment. Leaders inspire the people in the organization and create an environment that stimulates personal growth. They encourage involvement, development and learning, innovation, and creativity. Leaders act as both educators and change agents.

1.1 Describe how leadership roles and responsibilities and the decision-making structure are defined by the facilities department and generally understood by internal and external stakeholders.

Organizational structure clarity and ease of understanding by internal and external constituencies can serve as an effective communication tool for understanding the organization's leadership team roles and responsibilities and decision-making structure. The current leadership team structure does not fully identify where the lines are drawn for all functions. Some clarity for project management and construction implementation is needed. The boundary lines, lines of authority, responsibility, and decision making for the other leadership team members are well defined. The organization chart is current and is updated as needed. The leadership team job descriptions are current and representative of roles and responsibilities of each member.

There are a number of organizational structural elements that are impacting productivity and communications both internally and externally, and organizational alignment and structural changes should be considered.

Upper management within FPO has experienced and will continue to experience a turnover in personnel. The associate vice president of FPO was on the job for only several weeks at the time of this review and other positions had turned over during the past year. Two potential lead team retirements were identified as likely to occur during the current calendar year. The turnover rate creates a lack of stability within the leadership ranks and this, coupled with the strong budgetary controls that are in place for position replacement, has led to less than desirable organizational structures.

Recommendation 1A

As a general rule, we recommend the elimination of gaps and overlaps in order to achieve the flattest possible structure that allows the organization to successfully carry out its mission. Facilities Planning and Operations leadership structure is complex, with multiple layers and smaller spans of responsibility for the leadership team members. The review team notes that the associate vice president has five direct reports. Under circumstances where a facilities organization was operating in a proactive mode, a large span of responsibility would not be that unusual. On the same note, FPO is not operating in a proactive mode so higher layers of structure and subsequent smaller spans of control are not surprising. As FPO becomes more proactive, the opportunity for action in this area will present streamlining opportunities.

A restructuring and distribution of the leadership team functions is recommended. This change expands the span of control for the associate vice president of FPO and rearranges the internals of the next level down departments.

Because of its importance and its chronic and high frequency of customer complaints and employee relations challenges, it is recommended that Custodial Services undergo a comprehensive organizational review and restructure by a credible custodial/housekeeping professional that is active and current in the college and university custodial profession.

Recommendation 1B

The current organization does not have a succession plan for the lead team in event of a long-term absence; as such the organization is subject to operational risk. There are a number of other examples where key positions in FPO are totally dependent on a single individual. This suggests a need to develop others for key roles and responsibilities.

1.2 Describe how the leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and make improvements.

The term “leadership system” refers to how leadership is exercised, formally and informally, throughout the organization; it is the basis for and the way key decisions are made, communicated, and carried out. It includes structures and mechanisms for decision making; two-way communication; selection and development of leaders and managers; and reinforcement of values, ethical behavior, directions, and performance expectations.

The FPO leadership team enjoys the support of the campus administration. Associate Vice President Dr. Doug Pearson is active in maintaining a work environment where leaders collaborate, work together to accomplish the group purpose, and stay customer focused. FPO has a strong leadership team who are proficient in the performance of their roles and responsibilities. There exists a good system of performance evaluations to set goals and receive upper feedback. No other process exists to give upper management direct feedback for their individual performance.

Recommendation 1C

“Feedback is the breakfast of champions.” Only by completing the loop from outward action to understanding the impact of that action can anyone hope to understand his or her effect: what works, what does not, and what needs to improve.

Even though the associate vice president and leadership team members receive annual evaluations from their immediate supervisor, they do not have a mechanism to conduct a self-examination and to receive personal feedback for improving and developing their respective personal proficiency. It is recommended that all directors and members of the facilities management team conduct annual 360-degree leadership performance evaluations to supplement the current annual performance evaluation in order to provide a mechanism for feedback from colleagues and co-workers.

1.3 Describe how the organization aligns its missions, vision, and value statements with those of the institution.

The Facilities Planning and Operations Department does not have its own strategic plan. Each department, however, does have a mission statement and priorities that are aligned with the senior vice president of Finance and Administration's and the university strategic plan driving a student-first ideology, titled "A Strategic Road Map to a Distinctive Kent State, 2017-2018."

Vision, mission, and strategic goals 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 common purpose. These statements serve as guide rails and accountability along the long road to success.

When it comes to core-values, we find that many organizations most generally need to review and to document existing organizational values. Many organizations focus on values like honesty, integrity, and respect for the individual. Of course these are important, and they are the foundation for other values. But what really separates the winners from the losers is when core values express what leaders want it to be like to work inside the organization. FPO core values should represent the deeply held beliefs of the organization and the desired day-to-day behaviors of all employees. This could include visible behaviors, such as compassion and caring, coming to work on time, an honest day's work for an honest day's pay, challenging the status quo, promoting from within, rewards for performers, and being customer focused.

These examples represent meaningful organizational core values that some of the facility services leadership team articulated during our review. Many of these are tangible things that people can get their arms around, and they are essential to consistently deliver value to customers and improve organizational performance.

There is a need to develop and communicate these statements for achieving a shared understanding beyond the leadership team levels of the organization. It is recommended that the mission, vision, and value statements be displayed at various worksites, break areas, and on the department's website. The display of mission and vision statements will serve as an additional reminder to the workforce and will reinforce the organization's purpose and direction. Displaying the mission, vision, and value statements doesn't just add voice to these documents; it endorses them as the policy and guiding principles of facility services. A word of caution for all those in leadership positions—empty value statements create cynical and dispirited employees, alienate customers, and undermine managerial and leadership credibility. "Leaders must lead from the front" and model the values.

Recommendation 1D

Mission, vision, and values 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 is why every organization needs a

mission, vision, and values statement and a SMART (specific, measurable, achievable, relevant, and time-bound) set of strategic goals to pursue. These statements and goals serve as guides and accountabilities along the long road to success.

It is recommended that FPO develop a departmental strategic plan that identifies with a mission, vision, and value statement and a list of prioritized SMART goals that support the university strategic road map in facilities terms.

1.4 Describe how effective the senior leadership of the department has been in establishing and sustaining internal and external communications plans that (a) educate the campus community on the facilities department's role in institution success; (b) promote customer and stakeholder feedback; and (c) reinforce the role of front-line staff in creating a positive public impression of the quality of organization services.

As recognized in the self-evaluation, Facilities Planning and Operations does not have a communication plan that meets the intent and criteria of the above question. The review team findings for this criterion support the self-evaluation response that in spite of FPO leaders giving this a high priority, the results are mixed for both internal and external stakeholders. The department has struggled for a variety of reasons, some internal and some external. Without a doubt, the frequent changes in the leadership positions in the FPO Department and above, and the loss of key staff, have contributed to the difficulty to communicate both internally and externally.

The review team understands the difficulty in gaining traction on communications while in the midst of major leadership changes and applauds the work that has been done to establish internal and external communications. Yet, there remains work to be done in communicating top to bottom within the FPO Department and communicating with campus customers and stakeholders on numerous services and policy. Communication will continue to be every leader's number one challenge. For example, a number of the recommendations contained in Section 3.0: Customer Focus, Section 5.0: Development and Management of Human Resources and in Section 6.0: Process Management represent a critical part of the communication and relationship challenge. These sections of the report highlight additional opportunities for internal and external communication improvement.

Recommendation 1E

It is recommended that FPO leadership consider an internal communications audit of FPO staff as a part of an employee engagement survey recommended for consideration in Section 5.0: Development and Management of Human Resources.

Statements such as this could be included:

- ***My organization's leaders share information about the organization.***

- *My organization asks what I think.*
- *As it plans for the future, my organization asks for my ideas.*
- *I get important information I need to do my work.*
- *I know what my organization as a whole is trying to accomplish.*
- *I know how well my organization is doing financially.*

Externally the building curators (BCs) offer an excellent audience that should be engaged and educated as to the strengths, challenges, policies, and practices of the department. The current building curators' meeting, which occurs twice a year, can be expanded in frequency and content to drive education of the group on critical issues facing both the FPO Department and BCs.

1.5 Describe how representatives of the facility department engage with key communities, both on and off campus (e.g., town and gown, agencies having jurisdiction) and contribute to the enhancement of their various communities—both personal and professional.

The current leadership team and the prior associate vice president of FPO have had an excellent working relationship with the city of Kent. Continuing this focus on collaboration and information sharing is encouraged with new leadership and will represent a best practice in this area.

1.6 Describe the leadership development and succession plans presently in place to ensure continuity of leadership.

FPO has a number of staff members that are eligible for retirement; also, the department has already experienced the loss of valuable institutional memory in several instances. Additionally, the competitive economic conditions in the Kent/Cleveland area increase the risk of key staff turnover. FPO self-reports that it has informal structures in place to address the issue of succession plans. The review team questions whether this is fully the case and recommends a leadership development plan for its management staff and for up and coming workers.

Recommendation 1F

FPO leaders should consider action within institutional policy to better manage vacancies in critical positions. Success in this arena requires having the right people, in the right place, at the right time. In accordance with institutional policy, FPO is encouraged to develop the current workforce to fill critical positions and advance an approach for identifying and developing the right individuals into those key positions.

A practical approach is recommended that allows for a total assessment of the most critical position needs of the organization and the development of a plan of action to address the needs. Also, a leadership development program specific to the facility management profession for those in supervisory, management, and leadership positions should be pursued. Section 5.0: Development and Management of Human Resources contains additional recommendations on leadership development programs for consideration. Note: see recommendation 1B on succession planning.

1.7 Describe how the leadership of the facilities department emphasizes the importance of, and how it engages in excellence.

The FPO leadership team members are keenly aware that their example sets the tone for the department and therefore work hard to communicate expectations. Specific and achievable targets have been established and specific individuals made responsible for achieving those targets. Examples given in the self-evaluation pertain to the appearance of grounds, the development of a facilities master plan, and a supervisor inspection of workforce efforts. The review team has seen and applauds the products of this approach. Two additional thoughts on this subject are (1) the implementation of a continuous improvement program is highly supported by the review team and will serve if done properly as the vehicle by which excellence is sustained, and (2) consideration of a more robust employee recognition program that rewards excellence in performance should be considered.

The term “excellence” has been around for a long time and it means different things to different people. Universal agreement on a definition is not important but what is important is that FPO staff members know what it means to them and that others working in the same facility and the same organization have a consistent definition. Even more important than a consistent definition is a common vision of what things will look like when you arrive at excellence.

The FPO Department is encouraged to continue to recognize excellence and to continue to develop its standards of performance and service levels described in Section 6.0: Process Management. There is also an opportunity to incorporate excellence into the department’s core values addressed in criterion 1.3 above. The foundation for this can be expressed through several observed practices including:

- Utilize the APPA FMEP process.
- Emphasize accountability and ownership.
- Provide feedback to staff to acknowledge strengths and show opportunities for improvement.
- Include “excellence” in performance management and development programs.
- Link pay and promotion to excellence.

- Encourage FPO recognition of excellent performance.

Recommendation 1G

FPO leaders are encouraged to continue to recognize excellence through increased employee recognition programs such as an “FPO Award for Excellence” to visibly recognize and acknowledge those who regularly deliver excellent work. Also, the implementation of a structured LEAN program for continuous improvement is suggested. In order for a program of this type to succeed and flourish, it requires a programmatic approach with training, empowerment, governing councils, and directed Kaizen efforts and teams.

1.8 Describe how the leadership of the facilities department promotes and ensures ethical behavior in all interactions.

The review team did not observe any indications or concerns about ethical behavior within the Facility Services Department. The creation of the director for Training and University Relations to support this ideal is applauded by the review team.

Recommendation 1H

FPO leaders are encouraged to nurture ethical practices in all parts of the organization. When considering factors that directly influence the organization's success, leadership practices such as visibly performing ethical behavior and demonstrating the organization's professed principles and values impact the performance of every individual and establish department staff and stakeholder perceptions. Criterion 1.3 above, calls attention to organizational values. An important part of the leader's role and responsibility is to create a work environment that is conducive to people coming to work and doing their very best. Employee commitment to core values infuses the creation and delivery of services and guides internal and external relationships. A tenacious adherence on the part of the leadership team to the spirit and letter of organizational values is recommended.

2.0 FACILITIES STRATEGIC AND OPERATIONAL PLANNING

Strategic and operational planning consists of the overall planning process, the identification of goals and actions necessary to achieve success, and the deployment of those actions to align the work of the organization. The successful facilities organization anticipates many factors in its strategic planning efforts: changing customer expectations, business and partnering opportunities, technological developments, institutional master plans, programmatic needs, evolving regulatory requirements, building organizational capacity, and societal expectations, among other criteria.

2.1 Describe the strategic plan that was developed for the facilities organization that includes the goals and objectives of the department.

The FPO Department does not have a formal strategic plan. The self-assessment refers to an informal plan and departmental mission statement, which is:

Our mission is to support the programs and operations of all entities of Kent State University by providing and maintaining infrastructure and facilities which enhance the mission of the university and facilitate the development and implementation of programs in the areas of energy management, risk identification, and sustainability.

This statement aligns with the Kent States University's strategic road map for 2017-2018. While the department does not have its own published vision, core values, or goals the informal plan does suggest that their main objectives are the development of a facilities master plan and the campus master plan. This is accomplished by becoming a proactive maintenance organization, achieving operation efficiencies, and providing a campus that improves student enrollment, supports instruction, and advances research.

Recommendation 2A

Strategy creation is about doing the right things. Strategy implementation is about doing these things right. Both sides of the equation must be aligned and managed well and for FPO, a good strategy matched with outstanding implementation is its best assurance for success. Now is the time for FPO leaders to create and implement the best strategy for the organization. Many of the right people are now in place to effectively begin this important process. The new associate vice president, the strong FPO leadership team, a vice president for Finance and Administration, and other new key campus administrators lend stability and positive prospects for continuity in leadership and administration for the campus.

This group of capable professionals seems eager to align and collaborate to achieve a deliberate plan of action that can produce positive results. Clearly, resource constraints present limitations and a good strategy development will consider what is realistic to achieve and will take this constraint into account. A good strategy will help bring clarity to priorities and to the allocation and

deployment of these limited resources. A good strategy will also help identify much needed service levels (quality) for maintenance, custodial, and grounds programs. The levels of service for each of these “core-services” are determined in large part by the resources available: financial, human, and physical resources. Determination of staffing levels, for example for maintenance, custodial, and grounds, is derived mostly from a clear understanding of the quality of service that is possible with the resources provided and the efficiency and effectiveness of the use of this resource.

The review team believes that FPO would benefit greatly by establishing APPA service levels for these three core services based on resource availability and a more clear determination of specific customer needs. In addition, as conditions permit, higher service levels should be targeted for continuous improvement of these services for efficiency and effectiveness goals, as well as for restoring services and service frequencies that were sacrificed because of budget cuts. The dominating strategic theme that surfaced during our review is a need for a “focus strategy.” Focus refers to how FPO delivers value to the customers.

A good strategy would include improvement of services levels for custodial, grounds, and building maintenance. FPO could benefit from simplifying its strategy by taking an “outside-in” look at the organization and clearly identifying strategic factors. Strategic factors are discovered by seeing yourself as your customers and as employees see you—and asking how they evaluate performance and what do they look for from FPO? This will lead to a richer customer focus as well as require a more intense emphasis on other critical stakeholders in the customer service equation, such as employees and campus business partners.

The final piece is to identify SMART goals. The goals are identified as a result of the effort to improve communication, stabilize the budget, improve maintenance, clarify service levels, develop actionable data, move toward proactive maintenance, and implement a cloud-based system from FAMIS. All of these essentially are customer-focused objectives.

2.2 Describe the process used to develop the strategic plan, and how participation from internal and external stakeholders was sought out, the process used to gain approval of the plan by the administration, and how it was communicated to internal and external stakeholders.

The department does not currently have an identified process for strategy development and strategy implementation. See criterion 2.1 above for more explanation. It was reported in the self-assessment that a number of informational meetings occur on a regular basis with stakeholders. These meeting are not a substitute however for a solid strategic plan

with SMART goals. Once the plan is in place then the regular meetings will be part of the communication process. Refer to criterion 1.4 concerning the building curators meeting.

2.3 Describe the processes defined to ensure that strategic goals and key performance measures are understood by all and the extent to which those goals and measures are periodically reviewed.

As stated above, FPO does not have a strategic set of goals to periodically review. KPIs were identified in the self-evaluation as those listed in the Sightlines report. These measures are very high level and not actionable in a timely manner. Annual reviews also limit usefulness.

Energy statistics are being reported and are very informative and actionable. Energy data is regularly reviewed and acted upon.

Recommendation 2B

Without the identification of actionable goals and KPIs there isn't much to do in this regard. Section 4.0: Assessment and Information Analysis discusses the developmental need for KPIs. Once the goals and KPIs are in place then a practice can be incorporated within a more formal strategy development and strategy implementation process. The operation and maintenance context in which FPO finds itself now and for the foreseeable years ahead will require many difficult decisions regarding limited resource allocation. FPO management choices and priority for resource allocation in order to carry out its primary mission, operations and maintenance and the Capital Renewal/Deferred Maintenance Program (CR/DM), both of which are severely underfunded and likely will continue to be underfunded, will continue to be very challenging. Both of these program responsibilities require a clear and concise strategy and intensely focused strategy. FPO cannot be all things to all people on campus and must do a better job in strategically identifying the things that it can do and the things that it cannot do. Strategy for FPO is as much about things that it will not do as it is about things that it will do.

2.4 Describe how the institution's and the facilities' master plans incorporate and reflect principles of sustainability, total cost of ownership (TCO), and overall facilities renewal.

The KSU master plan has recently been updated and presented to the Board of Regents. The Office of the University Architect (OUA) was responsible for leading the effort to produce this document. The board has adopted the plan, and it is currently funded through several phases. The plan is designed to address facilities needs of the university going forward for the foreseeable future. As part of the considerations for the plan's sustainability, efficiency and cost were all considerations included in the analysis. FPO

actively participates in the process by providing project management staff and input to the Smith Group, which was the selected architectural firm, to complete the study. Additionally, OUA has an active role in reviewing campus design standards, design and construction specifications, and plan reviews, and provides capital project construction management and inspection.

The campus is preparing to update the long-range development plans, but capital plans continue to reflect the campus's ongoing strategy to maintain and advance land use and development principles in a fiscally challenging economic environment.

Recommendation 2C

The review team did not find that a TCO concept has been adopted. Adopting a long-term stewardship approach to the planning, design, and construction of campus facilities requires a collaborative approach of all parties involved in the capital processes. It is based on a comprehensive perspective of the total financial and operational impacts that a facility will have on the institution from cradle-to-grave. It involves numerous life cycle analyses that define how a building will operate, be maintained, and require capital infusion during its life.

This comprehensive perspective of building ownership is especially important in situations where over the years, faced with rising costs and budget constraints, institutions have tended to either underfund or fail to fund the operating costs of new facilities.

FPO has a lead role in the management of the CR/DM Program and for implementing the newly adopted campus master plan. Now is an excellent time to prepare the policies and specifications that are needed to address TCO as part of the coming efforts.

The recommendation above considers the fact that a policy of LEED Silver for major construction is in place. This feature and the others mentioned in the self-evaluation are a great start but are not enough to successfully implement a TCO program.

Recommendation 2D

The FCA program methodology is designed to collect a uniform campus-wide asset inventory and capture the condition of inspected assets. The intended outcome of the effort is to incorporate a facility life cycle management planning approach into KSU subsequent capital financial plan.

We strongly recommend that FPO hire a third party that specializes in FCA to perform an assessment of needs and to consolidate current information into a comprehensive and consistent methodology approach to the FCA. These

features are critical for success of this initiative. The review team also recommends that FPO carefully examine its capability and capacity to manage all aspects of the CR/DM program and to assign resources appropriately. The FCA will capture a comprehensive capital asset inventory, identify deficiencies with the assets, associate costs for replacement or repair, assign risk or prioritization scores to the assets, and deliver a credible deferred maintenance backlog estimate and capital renewal forecast.

Typically, many of the high priority deferred maintenance projects which can be considered small maintenance and repair projects are expedited and managed effectively by FPO because of knowledge of existing building conditions, its construction inspection capabilities, its relationships to customer, and the ability to effectively coordinate shutdowns and schedules to avoid and/or minimize disruption to campus academic and research programs. Facility investment needs generally fall into the categories of individual building system renewals including roofs, mechanical equipment replacements, building automation systems, and other building components. It is recommended that FPO request the necessary resources to increase its organizational capabilities and capacity to implement this role and responsibility effectively.

A solid benefit of this investment is to reduce the breakdown burden on operations and maintenance and to free up resources to move toward proactive maintenance strategies.

2.5 Describe the current strategies and processes defined to ensure continuity of functions in the event of staff turnover, contractor failure, or other unanticipated disruptions.

FPO currently has several departments with COOP in place. These are described in the self-evaluation. These plans seem in some cases to be routinely tested such as firing the power plant on fuel oil each year. Others appear to be on the shelf and may not be routinely updated. With the hard work of preparing a plan for continuity that the KSU leadership is satisfied with, the routine work of keeping them up to date and tested regularly is important.

Recommendation 2E

Ensure that the COOP is up to date and comprehensive enough to meet possible expected contingencies and that it is reviewed on a regular basis.

2.6 Describe the emergency response plans that are currently in place, and how they are communicated to facility employees and the campus community as required.

Emergency response plans are coordinated through the KSU Public Safety Department (PS). The PS is responsible for the development and maintenance of the campus

emergency plan. The activities that are the responsibility of FPO are covered by an annex to the plan. It is the responsibility of FPO to develop the details of the annex. It is stated that the campus-wide emergency response plan is routinely tested with tabletop exercises and that FPO personnel participate in campus trainings for disaster preparedness and maintains an updated annex document. Unfortunately, the review did not find this to be the case. Interviews did not find individuals that are participating in drills or training.

Recommendation 2F

This recommendation is similar to recommendation 2E. Ensure that the emergency response plan annex is up to date and comprehensive enough to meet possible expected contingencies, that it is reviewed on a regular basis, and that all emergency personnel are training in their responsibilities and participate in drills and tabletop exercises.

2.7 Describe the process and timing for a regular, periodic review of the facilities strategic plan.

As mentioned above in criterion 2.1, there is a need for FPO to develop a formal process for strategy development and strategy implementation.

2.8 Describe the process used to develop the capital plan, addressing needs for renovation, major repairs, and/or upgrades.

FPO is responsible for administering the CR/DM program. The department:

- creates the list of projects for inclusion in the CR/DM Program,
- prioritizes the list of projects,
- develops a multiyear plan for implementation of projects,
- manages the funding of the program,
- executes the construction program, and
- acts as an informed client for the execution of those projects.

FPO maintains a multi-year list of projects that has been incorporated into the campus' capital plan. The self-evaluation identifies various sources of information from which the projects are drawn and prioritized.

The CR/DM Program is the campus' major annual investment program to address deficiencies in campus facilities, especially building systems that are at the end of their life cycle. The program prioritizes projects that address life safety, accessibility, infrastructure performance, resource efficiency, and renewal of critical building systems (e.g., electrical, plumbing, HVAC). The capital renewal program's mission is to develop a long term, multiyear plan for an ongoing, strategic reinvestment in the campus facilities.

Funding for the plan is limited and resources (contingencies) that are originally intended for the operations and maintenance side of the department are used to implement high priority projects.

The new Campus Facility Master Plan (CFMP) presents the campus' capital needs for the next decade. The CFMP has been initially funded at \$160 million covering the first phase of the master plan implementation. A funding plan is in place for providing resources to continue the efforts in later phases. How these two efforts (CFMP and CR/DM) will be combined is not yet clear to the reviewers. That said, it is clear that FPO will be entering a period of high project activity to expand the campus academic capabilities and to renew the aging campus. An excellent opportunity now presents itself for recovery from years of financial hardship.

Recommendation 2G

The review team is of the opinion that FPO has been doing an excellent job in addressing the campus needs with the resources available. That is not to say, everything is good or that all issues were being addressed, but rather no resources were being wasted and that available resources were going to the most critical needs. Our recommendations are:

- *Review by FPO of the current program to make sure that the planning processes are acceptable in a well-funded program environment.*
- *Review prioritization methodologies.*
- *Develop a formal FCA database and program for the campus assets.*
- *Develop policies for the use of funds to address deferred maintenance issues when buildings are being renovated.*
- *Implement an updated capital program and associated polices with input from all major stakeholders.*

2.9 Describe the processes utilized to ensure a budget is developed with input from multiple levels of staff utilizing historic expenditures, needs analyses, and with effective allocation of available resources to support the organization's goals and objectives, while seeking new and innovative measures to leverage resources.

The FPO operating budget is significantly impacted by constraints being imposed on all units due to the university's fiscal condition. Positive changes to the budget require justification in the form of analyses that reveal a compelling need for change. The FPO Department has methodologies for confirming the level of funding needed that were presented in the self-evaluation. However, these methods do not appear to play into final budget approval. Currently, there is a strong position control mechanism in place that requires justification for replacement or filling an open position. FPO has had some success in requesting additional funding and in getting open positions filled, but the lack of a budget certainty is creating difficulty in planning for the future and in making

changes in the departmental structure. FPO should work with the administration to regain control of a percentage of salary savings from vacancies in order to improve service certainty through temporary employees or contract services.

Construction budgets are developed by the OUA using more traditional methods and experienced consultants and construction managers to develop construction estimates that are translated into project budgets. These are brought before the board for approval. This process is reported to be working well with good “within budget” history.

Recommendation 2H

In times of budget constraints and reductions, the review team members have found it helpful to employ a zero-based budget process. The FPO budget process should become a strong advocate for improving FPO core services. This can be accomplished by carefully articulating the service levels that can be achieved and the financial resources required to sustain services. A critical discussion should take place about budget resources and the university administration’s “tolerance for risk” of the core service levels. To a large extent, this tolerance will determine budget allocations and impact directly the quality of services that FPO will be able to offer. FPO can do a better job of understanding the true cost of its core services.

2.10 Describe the process used to ensure that the capital planning process aligns itself with the campus master plan and the institution’s strategic plan, in terms of preferences and current and future priorities/initiatives.

See criterion 2.8 and recommendation 2G for more on this topic. The campus master plan is new and represents a paradigm shift in the level of effort and expenditure that will flow through FPO and the Office of the University Architect. Recommendation 2G recognizes this fact and suggests that a more suitable connection be arranged and proceduralized between the master plan and the capital planning process. Current processes are at times less formal and decision making on important decision may not be collegial.

2.11 Describe the process used to ensure that representatives from operational units participate in the development of construction program planning and are active participants in the acceptance of completed projects and documents.

Again as stated above, the current system requires review and alteration due to the coming increase in activity and funds. Our interviews of both external and internal customers of the process showed sufficient deviation from a standard and only accented the review team’s opinion that some procedures need to change. Recommendation 2H can strongly influence the customer relationship.

2.12 Describe how leadership is building and expanding organizational capacity and capabilities.

Expanding organizational capacity and capabilities is always challenging in a declining budget environment. FPO has focused on maintaining capacity in critical service areas and in effectively utilizing existing resources. The result has been that UFM is in a more reactive maintenance mode. The recommendations of this FMEP offer a unique opportunity to build and expand organizational capacity and capabilities.

Recommendation 2I

It is recommended that FPO continue to recognize the strategic importance of continuously building organizational capacity. With the implementation of the campus facilities master plan, it is more critically important than ever to the university and its mission and goals of putting students first that the UFM department be right sized and correctly scoped to provide a modern maintenance management program. All of the comments and recommendations in this report are focused at putting in place a facilities management organization that will preserve and maximize the value of the investment that KSU is making for the future. This requires a continuous action plan to address the elements of modern maintenance management and the Malcolm Baldrige organizational structure.

2.13 Describe the practice used to ensure the workplace environment optimizes staff performance.

The FPO leadership team and department managers and supervisors have taken many steps to address the workplace environment to support staff performance; yet, there is much more that needs to be done. There are large parts of the organization whose members do not agree with management's characterization of a work environment that optimizes staff performance. Among the items most frequently mentioned during the interview process were training, lack of materials and equipment to do their job, inadequate facilities (some staff on campus working out of custodial closets), communications, and performance management.

Recommendation 2J

In the self-evaluation, FPO has provided an impressive description of the numerous practices that it has in place to create a work environment that optimizes staff performance. The review team members know from experience that creating a work environment that is conducive to everyone coming to work and giving their best is difficult to achieve.

It is recommended that FPO develop a routine that provides regular and frequent feedback targeted to capture mid-manager, supervisory, and front-line staff perspective, not just the FPO leadership team perspective, on how well the

reported practices are working. Many of the findings and recommendations contained in this report are integrated and complementary to the workplace environment and its role in optimizing employee performance.

Self-reported practices referred to above:

- *Management harnesses employee interests and values employee input as key strategies to creating an environment where people want to come to work and take pride in their work.*
- *In addition, KSU offers many unique benefits that are stressed to employees as added value to their compensation. These include:*
 - *KSU health initiatives and promotion of a healthy campus (healthy financial rewards program, smoking cessation assistance, free exercise classes, free wellness check-ups,*
 - *great places to work designation,*
 - *solid health insurance benefits,*
 - *employee value and recognition programs,*
 - *HR training and work/life programs (beyond compliance training, financial training seminars, etc.),*
 - *tuition waivers, and*
 - *IMPACT Solutions employee assistance program for those who need assistance.*

3.0 CUSTOMER FOCUS

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

3.1 Describe the process used by the organization to identify their customers.

FPO's expressed customer base—students, faculty, staff, and guests—is consistently acknowledged at each level and unit. Signage reinforces this in key areas and interviews reflected a focus on customers and personally caring about service to the campus.

FPO identifies the customer and their need through the request for work. The organization has generous and branded options available to its customers from which to select and initiate their request. Each method gathers adequate information about the customer and their service need: from CMMS to 24/7 service center call-ins, to text and email. Expansion plans for a mobile app are underway as FPO builds on its present success with work request systems.

3.2 Describe how the organization identifies the needs and the expectations of both internal and external customers and how it measures success in meeting those expectations.

External customer needs are captured through a number of channels described in criterion 3.1 above. In addition, customers have the option to add feedback about the service received. In the field, UFM managers schedule building tours to see and hear from customers. After these tours, the managers cascade pertinent feedback to front-line supervisors. OUA occasionally interviews occupants after a construction project and learns about their experience in the new environment. Both OUA and UFM use backlog as a measure of progress.

Every approach described above holds merit. This also describes an organization that derives its customer understanding and infers its degrees of success case-by-case. There is no collation to capture the anecdotal evidence into a cogent document for systematic understanding. Kent State has never conducted an FPO customer survey, and backlog helps inform the department but is a lagging measure.

The terminology “internal customer” was not found in FPO's self-evaluation. Our review team uncovered organizational gaps in this area. For example, there is frequently missed opportunity between OUA and its key partners in UFM, EH&S, and public safety. These key partners perceive that their input is compromised during the planning phase, as they are typically called late to the table when there is little or no room for input, and are

“briefed” instead by OUA. Downstream costs of overlooking expert partner knowledge can be measured by re-work, extra transportation of goods and services, and inconvenience to internal/external customers. As stewards of the same assets who serve the same customers through maintenance, safety, and security, the review team could quickly see these key partners’ rationale for early influence on projects.

FAMIS’ cloud migration is a second, apparent example of silo planning practices where expert internal stakeholders were not integrated into discussion or planning. For one, the review team is especially concerned should space planning continue on the margins of collaboration, in light of the IT talent and project management expertise in that group.

Recommendation 3A

Institute a comprehensive customer survey. APPA offers helpful tools to member institutions, a benefit FPO could leverage while making local adaptations. It is important to provide customers with regular opportunity to give you collective and anonymous feedback on what is working and what is not. Results could inform future improvement goals, strategic plans, and KPIs discussed throughout this report. (See Section 2.0: Facilities Strategic and Operational Planning and Section 6.0: Process Management.)

Furthermore, the notion of a customer survey was met with good favor among building curators interviewed. The review team further believes that a customer survey could also enhance understanding and improve practice between internal customers and key partners of FPO. A formal customer survey should not replace nor diminish current outreach. Keep doing what you are doing and add the survey.

Recommendation 3B

Implement KSU’s institutionally-recognized Lean Kaizen Event Project, as described and to address ULI (Urban Land Institute) 5.1: “Implementing a Design and Construction Review Process for new and renovated facility design and construction projects.” There is a clear and present need for OUA to collaborate more fully with expert campus partners and move the needle on controllable, first-time quality and prevent waste.

3.3 Describe the process the organization uses to establish the type of organizational structure and levels of service most likely required to meet customers’ needs and expectations and describe the communication processes used to share those service levels and structure.

Organizational structure and service levels are discussed also in Section 1.0: Leadership, Section 2.0: Facilities Strategic and Operational Planning, and Section 6.0: Process

Management. There is little or no evidence that organizational structure has been influenced by customer-in-mind, and service levels are undefined.

FPO's website is the authoritative source for customers about organizational structure and services. Our interviews with external customers revealed general dissatisfaction with FPO communications, including its website. Among the tangibles missing are an FPO service manual, definition and documentation of service standards, and written procedures and protocols. Achieving these milestones would greatly improve communications while capturing some core business practices that are not currently documented.

Recommendation 3C

Customer focus is inherent to the following two recommendations strongly encouraged for FPO consideration: (a) the establishment of APPA service levels for tactical and strategic benefit found in Section 2.0: Facilities Strategic and Operational Planning; and (b) development of business analytics, such as KPIs, (also in Section 2.0: Facilities Strategic Planning and Operational Planning and further discussed in Section 6.0: Process Management).

Recommendation 3D

Act on a present FPO acknowledgement that website improvement and expansion are overdue. Criterion 3.3 lists some of our ideas of what are missing. As the organization makes progress with strategy, service levels, and process documentation, we recommend updating the site as soon as something is available and approved. Announce to your customers that something new has been added to the website. We think it would be a mistake to wait until everything is written and then update your website at full batch. Customers need this information and will appreciate ongoing communication. Don't keep them waiting.

Recommendation 3E

Maximize FPO communications and feedback opportunities during the all-building curator meetings. You have an optimal venue during these meetings to review, clarify, and further engage customers about the FPO structure, service levels, and its continuous improvement. If the typical meeting agenda was represented in the sample agenda shared with our review team (with OUA as sole presenters), then we strongly recommend featuring all FPO services, not just OUA, across time. Increased meeting frequency could help facilitate much of the information and interaction that units currently conduct bit-by-bit, one-by-one. Curators seemed favorable to the idea of more meetings.

3.4 Describe the process that enables customers to obtain services and monitor progress or status. Describe the processes available to customers that encourage them to provide feedback on results and/or perceptions of quality and value.

A single point-of-contact is effectively in place for Kent State University academic building and auxiliary customers. Defined as “building curators”, this role is widely understood. FPO manages the authoritative contact list of these building curators. The processes that enable customers to obtain service and track progress are previously described in criterion 3.1. These include the FAMIS, FlashTrack, and Fix-It programs alongside the service center’s responsibility to manage calls, text, and email.

While all methods include channels for service feedback, FPO’s self-evaluation suggests that feedback options are underutilized. Questions persist within the organization on the better electronic approach, such as feedback comment box versus drop-down menu. The review team, assuming the customer perspective, notes that all of your current systems are “pull” (from the customer). There is no push to the customer for written feedback.

Our building curator interviews revealed notable variations between FPO shops and service quality as perceived by the customer. Some areas were seen as “grade A” and others “barely passing.” The barely passing shops could not change case-by-case; we have already discussed the need for a customer survey, which is the only credible way to fully grasp the current FPO scorecard by service area. Our sample was small, but consistent enough to know that collective feedback is highly important to FPO and the way forward. The quantity and quality of FPO work status information was a source of some complaints (insufficient detail for the customer to understand FPO action). Some had concerns about the level of billing detail. Some curators struggle using the CMMS; most of those interviewed were reasonably satisfied and capable. Almost all would like to know when service is scheduled and what to expect in their building on any given day.

In addition to building tours, mentioned in criterion 3.2, department supervisors and/or managers schedule meetings with their customers. FPO’s combined efforts to determine customer needs and service outcomes hold merit and meaning within the customer focus culture developed. However, the impact of this largely interpersonal approach is case-specific and time intensive. The organization should re-examine its customer feedback processes. Facing persistent scarcities into the foreseeable future, aging assets, increased technical complexity, and general campus growth, business intelligence needs to be in your toolbox. Those tools would also power FPO business cases when you need help and resources. Furthermore, we were concerned to hear cases in which curators reach out to OUA for maintenance problem triage and UFM action. This skews the valuable time and attention of OUA professionals and marginalizes UFM’s opportunity and responsibility to deal directly with the curators.

Recommendation 3F

In conjunction with strategic planning (Section 2.0: Facilities Strategic and Operational Planning), it is recommended that the leadership team touch on the study of “value discipline.” Doing so would provide a concise compare/contrast framework to: (a) understand how the current service culture is operating, which is likely indulged in customer intimacy (not to be confused with customer focus—they are very different!); and (b) define the value discipline that will move the organization forward. Typically, facilities service organizations must have a strong foothold in the operational excellence value discipline. This exercise will also help leadership anticipate what challenges and changes are ahead for customers and employees. It will also help leadership prepare how to communicate and help them.

3.5 Describe how customer feedback is used to affect continuous improvement and innovation.

The review team sees little evidence of continuous improvement and innovation in the culture and operations of FPO at this time. As a primarily reactive system, adjustments and changes do take place in response to customer feedback. However, the scale of change and the methodology are not a true measure of what is intended in this criterion. For example, and as written in the self-evaluation, using feedback from the clients, UFM has modified their cleaning schedule in a variety of buildings, shifting the work to overlap the normal workday. In shifting the work schedule, customers can now provide direct feedback to the team and customer satisfaction has increased. This is a responsive change, but it is not truly continuous improvement per se. In the spirit of the FMEP criterion, the practice of continuous improvement would foster measurement of the results, an eye on service quality impact, another eye on efficiency impact, and consideration of other cost or benefit derived. Doing something that the customer wants and makes sense to the unit is not continuous improvement. It is simply satisfying your customer for a mutually positive outcome.

Recommendation 3G

Please see Section 5.0: Development and Management of Human Resources for recommendations related to continuous improvement training. Customer focus is an inherent component of both continuous improvement and innovation.

3.6 Describe the practice to evaluate the extent to which both the leadership of the organization and its front-line staff meet customer needs and expectations.

Without a doubt, meeting customer needs is at the forefront of the FPO organization and FPO employees. UFM invests in new employee orientation to drive this point early; most supervisors hold regular safety meetings and use that time to pass along relevant customer concerns or needs that have funneled through the work order feedback option or

the grapevine. OUA hosts lessons learned with direct clients and passes along knowledge gained to other project managers.

These are all good steps. They are also, by nature, one-off, anecdotal, and lack the objectivity of measurement. Section 2.0: Facilities Strategic and Operational Planning and Section 4.0: Assessment and Information Analysis feature discussion about SMART goals and KPI development. Each is a highly important consideration for FPO.

4.0 ASSESSMENT AND INFORMATION ANALYSIS

Assessment and information analysis describes how your organization uses information and analyses to evaluate and drive performance improvements. Of interest are the types of tools used and how the tools are used to measure and enhance organizational performance.

Raw data is not very useful. Data must be refined to be beneficial. Data refinement is the process by which data become more important to the organization. The data refinement process includes the following steps: data → information → knowledge → wisdom. Data is the lowest common element collected. Information comes into existence when the data is organized and labeled so that it becomes important. Once data is collected and then becomes consistent, organized, or validated, it is transformed into knowledge. Knowledge helps individuals understand what is important and what must be known about a particular subject. The next step in the refinement process is wisdom, which comes from understanding the knowledge and then making judgments concerning it. Wisdom becomes information, and knowledge-based management when the gathering of information and knowledge can lead to better decision making.

4.1 Describe the processes that are used to identify and collect key performance indicators/benchmarking for your most critical areas. Describe the key performance measures determined to be critical to your organization.

KPIs and benchmarking against peers provides valuable information to an organization, offering a comparison of one organization's performance against others in their specific area of business. UFM listed that they have utilized both Sightlines and APPA Facilities Performance Indicators (FPIs) as a means to identify industry-wide performance indicators specific to higher education facilities throughout the country.

Performance indicators may be utilized by administrators to evaluate service and staffing level alignment with department delivery expectations. The comparison helps ensure the data generated by performance aligns with the organizations delivery strategy. KPIs were not provided to the review team; however, UFM listed several areas where they are currently benchmarking with others, specifically: cleanliness, equipment and building mechanical integrity, grounds appearance and safety, energy saving and continuity. The Sightlines 2017 customer survey results provided a comparison of customer satisfaction over the last four years.

Leadership spoke of gathering data for the purpose of improving customer service. Information provided both in hardcopy format and through conversations with campus constituents suggests that challenges with UFM processes and procedures have existed for some time. Several units maintain and track their own information. Sharing of information across units appeared to be minimal.

The energy management unit has several dashboards of valuable information assisting the unit to drive down costs while providing reliable service to the campus. The cost savings from energy management and its connection to capital projects and future work was referenced not only by the energy management unit but also throughout the FPO Department.

Recommendation 4A

UFM is encouraged to build upon the best practices it has in place. Consider gathering the data users to build upon the platforms already in place and to centralize the information for the entire organization to utilize.

Prioritize the strategic initiatives UFM has underway. Existing unit and department meetings may be utilized to review KPIs across the department. Consider identifying a leader for specific strategic initiatives with timelines and goals. Developing reports for FPO demonstrating budget compliance and stewardship of the resources may lead to opportunities within UFM. A lack of reporting data may be limiting decision making within UFM.

While record keeping and document management for UFM was decentralized, there is an opportunity to combine the record retention across the department, providing a unified structure that supports all units.

Building upon the information already existing within UFM may lead to standardization of processes. The campus planning unit under the OUA has grown its data and the use of that data for reporting space information to campus in a relatively short period. With the future upgrade to the FAMIS program (cloud basis) UFM should consider reviewing the value gained by the conversion in not only the area of operations and maintenance, but also space planning and customer communication.

4.2 Describe the process that is used to incorporate the results of key performance metrics into a systematic evaluation that supports improvement of key processes, decision making and innovation, and achieving continuous improvement within the facilities departments. Include discussions on ROI calculations.

There was little information provided that showed how key performance metrics were used to improve key processes and decision making. As mentioned earlier, there is significant data generated by units within UFM; however, there is little evidence that the information is disseminated across the department, administration, or customers. Some systems also appeared to be underutilized. The modules available in FAMIS were not all being utilized currently and the understanding of the future system upgrade opportunities was not well known across the department.

While it is unknown what the goals of the CMMS system upgrade are, building upon the existing CMMS framework is likely to improve customer service, staff satisfaction, and overall delivery of services. The FlashTrack System is offered to Kent State University staff and faculty in an effort to expedite, monitor, and track maintenance, repair, and custodial services throughout the KSU Campus. This offers curators and customers direct access to work status and expense information. Expansion of this system to communicate ongoing status updates for a work order was a common customer request.

As with many institutions, there was attention to budget constraints throughout the department. When discussing opportunities for continuous improvement within the facilities departments, funding availability was often mentioned along with the requirement to submit requests through the FPO. Supporting information was available regarding individual initiatives across UFM, including a vehicle replacement plan, FAMIS upgrade, planning and scheduling staffing replacement, capital renewal needs and, several others; however, a UFM department master plan for these initiatives was not found.

Recommendation 4B

The university referenced W. Edwards Deming's "Shewhart Cycle" (Plan-Do-Check-Act) for making improvements to its processes. Consideration of scheduling cycles may highlight more opportunities and help drive integration and/or alignment with similar information and data initiatives across the department.

Recommendation 4C

Several managers mentioned having to write a business plan for staffing or resource needs. Consider streamlining a process for making requests and granting support to those that align with a ROI for the FPO. Adding structure may lead to a better understanding of the process and promote more timely decision making for strategic positions and resource needs.

4.3 Describe the process that is used to ensure that performance measures being used are current and valid and how these align with those of peer institutions.

UFM is actively working with Sightlines on its performance measures across its units. Utilizing and expanding Kent State metrics with Sightlines demonstrates its desire to stay current while comparing its performance with other peer institutions. This comparison is also an opportunity to train staff on the importance of the performance indicators as it relates to the entire UFM Department. The Sightlines 2017 customer survey results demonstrated this by showing how Kent State compared with its peers in the area of customer satisfaction.

Several other processes exist within the department, from capital project delivery to capital renewal needs and investment targets, which may be incorporated into Sightlines for benchmarking against peers.

The Ohio Facilities Construction Commission's OAKS CI system is used by the OUA and may also serve as a tool for measuring performance against peers. Consideration of utilizing the OAKS system for all OUA projects may help streamline processes and document management. OUA does not appear to have a project management program for projects outside of the OAKS system. Review whether the OAKS system could be made available to campus customers and curators on a read-only basis or if the information stored and/or entered on the site could be transferred into another system for those outside of OUA to be able to access directly.

Recommendation 4D

A more extensive review of facilities data should be considered by leadership to assist with its future decision making. UFM has the data to support a review of work orders, staffing, energy, and capital projects as it relates to peers.

Consider a task force or team to lead this effort. The collaboration among the managers and leaders within UFM was strong and demonstrated a willingness and opportunity for additional success.

4.4 Describe the procedures used to communicate the results of the performance indicators and benchmarking to key campus decision makers and other interested stakeholders (internal and external) for the purpose of education, budgeting, and engagement. Describe the process used to validate the effectiveness of that communication process.

There seemed to be an undocumented process for making campus decisions regarding long-range master plans, future capital projects, and operations and maintenance needs. Communication did not appear to be formal. Several customers and UFM staff suggested that a strong relationship would form between staff during a capital project that would then serve for future service needs in lieu of knowing the right process to follow.

Positive results were mentioned as it relates to the future capital improvements plan. The support required to successfully execute this plan may require additional resources.

Recommendation 4E

Consider expanding the use of technology to communicate on several fronts. Specific to the capital project process, consider an electronic design review to gather more feedback prior to construction. There is a strong reliance on OUA for not only the management of the capital project process, but also the design review for operations, maintenance, custodial, grounds, space planning, etc. Consider implementing processes to ensure that capital project information (floor plans, operations and maintenance manuals, warranty information) is

made available to operations and maintenance staff. Availability of project information will greatly benefit space planning, preventative maintenance, warranty management, and building automation, etc., leading to lower operating expenses. With the roll-out of mobile technology, floor plans and equipment information can be at a mechanics' fingertips regardless of the time of day it is needed.

4.5 Describe the process used to ensure that hardware and software systems are effective, user-friendly, secure, reliable, and up to date. Include a description of the business continuity plan describing actions to be taken in the event of an emergency or other out-of-normal event.

UFMs successful delivery of its services for the campus is dependent on their collaboration and communication with several departments across the campus. This collaboration and communication can be enhanced through technology systems. UFM daily services are tracked in FAMIS. This system is used to track maintenance, labor, materials, inventory, and more. UFM is investing in mobile technology to improve the system functionality and employee engagement with the system. Discussion regarding an upgrade to the CMMS system was mentioned during several conversations. The implementation was mentioned with opportunity, trepidation, and a sense of urgency; however, the resources to support the implementation were not apparent.

Technology systems are a significant resource to a facilities management organization. Industry-wide technology is evolving to improve performance. This requires continual review, management, and support from leadership. Whether it is the system used to communicate with customers, the state, or staff, the hardware and software offer opportunities when actively managed. Information technology dedicated staffing resources within UFM were minimal, at a half of an FTE.

Funding of initiatives was a continual point of concern to the point that some units do not ask for resources to fund technology improvements or staffing to support their needs.

Daily operations are an opportunity to prepare for possible disasters. The university has a university-wide disaster plan that includes UFM. The campus disaster preparedness plans were not well known across the department. There was no evidence of mock drills and/or tests to evaluate the readiness of the campus, though the tests are included in the disaster plans. Comments regarding the two-way radio and cell phone use suggested these forms of communication were not reliable during day-to-day operations, though they are included in the disaster plan as a critical tool for staff.

Recommendation 4F

Consider assigning a task force or team to lead a review of the department's hardware and software systems, the effectiveness and alignment of resources to

support the level of effectiveness, and the reliability of these systems desired by leadership.

Recommendation 4G

Assign emergency response management for UFM to an individual to lead and identify the resources available or needed to support the required mock drills and/or tests to align with the campus plan.

5.0 DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

An organization's success depends increasingly on the knowledge, skills, innovation, creativity, and motivation of its employees and partners. The following criteria address the ways in which the facilities organization ensures a continuous learning environment and a positive and progressive workplace.

5.1 Describe the process used by the department to identify and develop position responsibilities, determine competencies required, and develop job descriptions to ensure these all align with work unit and department roles and responsibilities, and that they are well understood by all members of the staff.

FPO manages all of its position-related business within the central HR enterprise system. A thorough review and update of every position description was completed in 2015 when FPO migrated to the central information system. We see an overall positive result for FPO within the institutional platform. All active job descriptions are viewable to employees. An employee can initiate a request for reclassification within the portal. Our impression of the centralized features is that it keeps an organization on its toes to remain current on this highly visible and accessible system. HR Staff at KSU is self-serve oriented to the extent that no internal HR position resides in FPO at this time. Supervisors and managers work directly in the system and, as a result, are prompted to consider each aspect of any job classification they oversee.

Performance reviews bring annual structure in which an employee and their supervisor meet one on one to review roles, responsibilities, and check for understanding. We heard numerous references about weekly shop meetings. Paired with the start of shift routines, there is ample opportunity for supervisors and staff to go over roles, responsibilities, and alignments as needs or questions arise. As a result, it is highly important that supervisors are privileged with clear, current, and ongoing communication from their managers and directors.

FPO currently enjoys positive regard about the hiring process from its employee base. In particular, the last 9 or 10 years are regarded as the period in which hiring outcomes notably improved. This perspective is important, as it contributes to elements of trust in an organization's decision making, and one can anticipate better teamwork as new employees onboard into their home unit. As mentioned in Section 3.0: Customer Focus, UFM conducts a new employee orientation monthly. Orientation programs are recognized generally for having the potential to spur earlier success of new employees. The annual performance review requirement is also a likely contributor to more recently hired talent. It is important for FPO to recognize what has changed for the good and hold tightly to the contributing factors.

Recommendation 5A

FPO front-line employees were observed to be generally sensitive and protective of the conditions that impact their direct supervisor and chain of command. Exercise caution ahead as FPO re-examines alignment, organizational structure, and reporting. These are not only leadership decisions, but a communication and learning challenge through which stakeholders would wisely be assisted. Organizational change is a culmination of countless hours spent at the table for people at the top. Employees and front-line supervisors require more time and more communication than most leaders perceive, having spent countless thinking hours far in advance of release. We cannot stress enough to give your time to your people and help other leaders remember that employees won't just "get it" through one-time announcements.

5.2 Describe employee recognition programs and practices and how they are used to encourage, recognize, and reward improved performance.

Locally controlled recognition programs at KSU were withdrawn unilaterally by a former university president's office. With new leadership at the top, FPO has its opportunity to renew and innovate recognition programs while continuing good practices such as its newsletter kudos, achievement features, and shop appreciation gestures generated by the supervisor (e.g., lunch gatherings).

We discovered high enthusiasm from employees about all-FPO celebrations and the vice president and chief financial officer's breakfast forum. The latter really stands out for employees, to see and hear from a top executive.

Recommendation 5B

Now is the time for FPO to introduce a new recognition program. The academic field of "positive organizational scholarship" advises that organizations use rewards carefully and to reward what counts most, such as perfect attendance. As FPO builds its strategic direction and pursuit of quality, outstanding contributions and achievements will be worthy of recognition. Again, crafting your recognition program to reward performance is what matters most.

At the time of our visit, the director for Training and University Relations was preparing a presentation with a proven vendor for a program of reward points and employee-selected gifts. This could be an appealing path for FPO to implement a high quality, low effort program that is attractive to individuals and teams.

5.3 Describe the process for setting individual goals and how they promote innovation in the department.

Centralized HR protocol at KSU includes a standard annual performance. This one on one review between employee and supervisor is a time for individual goal setting, clarifying alignment and roles and responsibilities, and looking ahead to training or advancement. The FPO self-evaluation and our review team agree that the established protocol is not fully practiced across FPO to the level of engagement intended. All efforts related to strategic plans, goal alignment, and quality measures present an opportunity to improve the application of the annual performance review. It is a good performance documentation system that could channel what becomes most important for any given employee—to personally see their line of sight into the big picture (strategy) and daily work (goals) and take an outside look into skills and motivation (quality work).

Most groups, not all, demonstrated an attitude of perseverance, a component that helps conditions to act with innovation as long as perseverance is not so overindulged that imagination and hope (belief) are not trumped. The review team was impressed by this quality. In most reviewed cases, we heard of persevering through job-related hardships (for example, outsmarting aged equipment to work decently enough). We see present opportunities to plant seeds that “stretch” goals for performance and innovation and encourage the present culture to think a little less about the scarcities. Most shops meet weekly, and many shops start the day with an execution plan from their supervisor where achievements and thank yous can go a long way to sow seeds that stretch goals and promote new ideas. This is a step being undertaken in an employee-engaged study we heard about in the custodial area. A group is working to identify labor-saving equipment. These efforts matter and are important to share within the organization for both recognition and to encourage the motivation and ingenuity of others. Opportunity is sure to grow in number and impact when the organization aligns under its own strategy, goals, and quality initiatives.

5.4 Describe how the department fosters an organizational culture that rewards cooperation, communication, and skill sharing across work units.

A language of cooperation and willingness to help each other was clear during interviews, without prompting. At first glance, this is very positive. On further analysis, this is also a consequence of gaps and overlaps in the present structure and about missing communication.

In general, FPO is not optimized by current structure, meeting traditions, thinking habits, and resources to facilitate robust problem clarity. For example, customers expressed dissatisfaction with pedestrian snow removal. Groundskeepers expressed concern about new hardscapes and landscapes on campus that have a negative impact on caretaking and maintenance with the equipment at hand. With an eye on winter pedestrian safety and FPO quality concerns shared by customers and groundskeepers alike, root cause analysis would lead stakeholders through questions such as: What is the inventory and sufficiency of grounds-related equipment in light of new campus design? Is staffing sufficient on

snowy days for the level of service needed? Are quality problems a part of the nagging absenteeism problem? Should grounds personnel be more integrated at the planning table to discuss downstream impact on caretaking, maintenance, and their needs to effectively address new design? Is training effective enough? We present just this one example to illustrate how customer focus, safety, and quality work can achieve improvement for persistent problems. We stress discussion of this criterion to prompt thinking about how FPO can repurpose some of its standing meetings and old habits into rapid (short-term), cross-functional problem solving for long-term gain.

Recommendation 5C

Make Kent State's current wave for continuous improvement training and practice part of your strategy. Request basic onboarding education for front-line workers and stage robust training for supervisors/managers. With four hours of training, an organization can become positively dangerous when equipped with an understanding of the eight wastes and a couple legacy continuous improvement tools such as fishbone diagrams and value stream maps. Implementation would involve high impact, medium level effort—to equip employees with thinking and common problem-solving tools. This would catapult FPO in the direction of this criterion rather than walk towards it. Structured involvement in problem-solving methods rewards employees intrinsically for their expertise, their inherent drive to cooperate for department success, and discover solutions that cross-functional eyes and brains can achieve for customers' sticky problems. Over time, often a surprisingly short time, the benefits of structured problem-solving events will spill into common day attitudes and actions within shops, offices, and in the field.

5.5 Describe how work performance and attendance expectations are reviewed and the process used to communicate such information to employees.

Criteria 5.3 and 5.4 capture the capable routines we heard about with respect to weekly shop meetings and daily start-of-shift habits, in addition to a good system for annual performance reviews. These established opportunities set conditions for supervisors to establish a relevant tone on pertinent topics of performance and attendance. For individual things that go wrong on the job, private consultation with employees is used, in conjunction with bargaining agreement adherence, when relevant, and its policies, protocols, and rules.

Chronic areas of absenteeism are reported, particularly in the Grounds and Custodial Departments. These departments are the focus of many customer complaints that we heard. And so, until service levels are set and KPIs are defined, it is not possible to objectively measure the negative impact of absenteeism. Currently palpable is the impact on shop morale and public perception damage. Keenly related to this topic is a discovery made by our review team across systematic interviewing. A significant disconnect is

present between FPO, central HR, and executive leadership about cause, effect, and actionable controls to improve attendance. There is opportunity to work together more closely on this problem and connect the dots between beliefs and facts. We urge consideration of the following proposal, or some facsimile thereof, to begin right away.

Recommendation 5D

We recommend that FPO initiate a problem-solving partnership with central HR to align facts and level perceptions and do a little research on how other Midwestern peers have addressed the same helpless-hopeless cycle churning on the topic of FMLA and absentee rates, then collaborate on solutions. External facilitation could prove very useful between parties, so that all sides can listen and participate versus lead. This third party could steer any temptation to walk into meetings with a solution in mind versus ready to collaborate and truly study the issues. Conduct research on best practices in higher education facilities departments such as the University of Minnesota (absenteeism reduction initiative) and the University of Michigan (FMLA supervisor-steward education). Over the past decade, these groups have introduced different types of structured initiatives to improve attendance. They may be able to point you to other institutions that have tried successfully through other methods.

5.6 Describe how career development needs are assessed, provided, and monitored.

Career development is a mixed review. On the plus side, all training records are stored electronically for FPO employees. In disciplines where licensure, regulations, and/or certification apply, it is understood that individuals and groups keep up to date with their respective education and training. Online safety training, provided by EH&S via FlashTrack, is an effective delivery method and we hear that EH&S would like to add some classroom work for a hybrid approach to safety training. Furthermore, safety talks are a part of every supervisor's responsibility and routine. The review team cross functionally confirmed that compliance with safety training has taken great strides and is above 80 percent compliant per EH&S.

Continuing on the plus side, FPO leverages APPA education and training for the professional development of targeted personnel. Responsive education and training are achievable through the appointment of the director for Training and University Relations. Just-in-time training topics have evolved, such as "change management" along with a positive FPO workplace climate topic "smile and move on." Talent has been moved around within FPO to fill gaps and, while not a reflection of an FPO succession plan, these placements have provided developmental assignments and leadership experience for some capable employees.

Areas of concern still include technical training. The all employee training database can be misleading in numbers of hours of training per employee, as some hours (a minimum of

four annually) represent fulfillment of institutional-level mandates and not the advancement of technical knowledge or skills. In new construction or a large renovation, building owner training is described as nothing more than a tour from the vendor. This status quo bears no approach to satisfying preventative maintenance or other maintenance need-to-know topics. Reliance for on-the-job training (OJT) is significant, unlike most peers in higher education facilities. That said, from what we can ascertain, training consistency and follow-up are missing as an expectation of supervisors. Effective OJT should result in task successes that are checked by the supervisor (Plan-Do-Check-Act Cycle). A lead person may be a natural born trainer, but different learners and different conditions that any given employee might face indicate that a basic plan or goal is needed that is still checked by the supervisor.

Continuing with this concern is the overarching belief that in shops little or no technical training occurs in FPO. Neither the department nor its director for Training and University Relations can manage this vague but consistent impression about technical training progress, needs, and gaps. Informal 30 minute assessment only require stepping back and polling individual employees or small groups: *What refresher do you need? Where are you totally competent? What have we not taught you that you need to know to be your best?* and then compiling results. Knowledge and skill gaps may become painfully exposed by the time FPO moves to a shared services model. Why wait? UFM's self-evaluation does list a number of excellent technical trainings under its belt. The rest needs better understanding and a plan of chipping away creatively and otherwise, to develop staff members for a changing technical environment.

The review team is also concerned about a possible underestimation of the impact and systematic preparation of the cloud-based system from FAMIS. We recommend a more robust, cross-functional steering approach to prepare for the unlearning, the relearning, and the related lessons of those who have traveled this path previously. Ask other facilities groups for their perspective on timelines and tasks, including training, for a path to success on any CMMS Cloud.

The forecast for FPO and a progression toward strategic thinking, SMART goals, and KPIs deserves the help and expertise of your front-line supervisors. The overall development of supervisors can, and should be a part of a strategic plan. The APPA Supervisor's Toolkit program and basic management, leadership, and self-awareness topics are worthy of future consideration. The short-term view is much more tactical. Supervisors will need basic education and skills training to distinguish between reactive and proactive management of their business. A few will "get it" the first time. Others will need repetitious learning and coaching to achieve this change of habit and culture. A future with business intelligence will require accurate information from the front-line staff and data driven decisions that align with strategic direction. Your supervisors will need to be well-equipped communicators of "why change" and confident in what they know from

their own leaders. They are your closest and most influential helpers to focus an empowered front line forward in their daily work in strategic lockstep. Finally, in the broad view of career development, there is strong evidence that FPO's best interests would be served with succession planning underway. Key managers are deeply concerned about this gap in the organization. To everyone's credit, they seem to understand that this should be an orchestrated initiative for FPO and not marginalized through an independent, silo effort. The launch of an earnest intent to conduct succession planning can take shape in many different ways, whether undertaken by the leadership team, a steering committee, and/or using central HR resources collaboratively. Along this vein lies the importance of identifying high potential talent for leadership development to begin as soon as possible. KSU HR Training and Development's "Institute for Excellence" is among the local options, alongside its catalogue of supervisor and leadership development courses. APPA's Leadership Academy is another vehicle, as you know. Furthermore, experiential learning can contribute to unprecedented development in ways the classroom cannot provide. Among this category are "stretch" projects, university level committee participation, or a highly visible and accountable FPO committee in which the high potential employee is assigned a leadership role, mentorships, or outside opportunities that the Kent, Ohio Chamber of Commerce can suggest. FPO planning for the development of high potential employees is related to developing a plan of action toward readiness and a pipeline of talent. This pairs with discussions in Section 1.0: Leadership, where related but different frameworks stress the need and urgency of looking at the need of succession planning in FPO.

Recommendation 5E

Conduct an employee-wide assessment of training needs on the requisite skills described in criterion 5.6, followed up with a comprehensive leadership summary, one that prioritizes fact-based training recommendations and is creatively resourceful on getting training done. In this review team's meeting with the vice president for Human Resources, we asked if his central team had someone who could help with the development of more technical training opportunities. Without hesitation, he said they could provide help.

Recommendation 5F

Re-examine FAMIS' cloud-based system for stakeholder involvement, knowledge, and general communications. Assemble a highly cross-functional steering committee that will focus on the intersection between communication (organizational knowledge), change (prepare through shared understanding, scaled to different groups), and training (do not assume the CMMS company will guide you wisely; consult with others who have gone to any CMMS cloud-based system).

Recommendation 5G

Plan and deliver basic education for managers and supervisors on the tools and practice of continuous improvement. As FPO defines its way forward and exercises any of the recommendations for strategic planning and/or KPI development, basic education is also needed on the topic of business analytics and data driven decision making. At any point, supervisors and managers can begin this education. It does not rely on written and finalized plans from the C Suite. Your cadre of better prepared, more aware, and emergent learners will be better able to assist you, as they know the front-line business better than anyone and your endeavors must include their informed perspective.

Recommendation 5H

Identify high potential employees from across FPO at the outset of any succession planning initiative or related organizational goal. Support the development of each through individualized or collective learning plans using resources such as those described in criterion 5.6 above.

5.7 Describe the processes used by the organization, both at the institutional and departmental level, to promote organizational diversity both in its workforce and leadership.

There are multiple systems in FPO and at Kent State University for the advancement of workforce and leadership diversity. Hiring practices are at the center of mutual endeavors. Active engagement between FPO and diverse vendors, suppliers, and contractors is occasionally facilitated by KSU Procurement. There is significant, institutional outreach from HR-DEI to offer training and resources, some of which is mandatory for specified leader levels. Local efforts for related DEI training is initiated and led by the director for Training and University Relations.

5.8 Describe how the organization utilizes both formal and informal assessment methods and measures to determine employee well-being, employee satisfaction, and motivation.

Through central HR, FPO employees may select from an array of wellness programs. EH&S, a component of Kent State risk management, is a key partner on ergonomics and objectively measures institutional effectiveness with HR return-to-work programming and more.

Employee satisfaction and motivation sensing is neither organized nor cogent in FPO. Methods described in the self-evaluation and during interviews denote an organization-wide tactic that is case by case: during the annual performance review, during an investigation of complaint, or to take a personal interest in direct reports. More broadly, KSU participates in **Great Colleges to Work For** by *The Chronicle of Higher Education*. We

neither saw nor heard anything of notable concern outside the general measures of Great Places to Work: employee trust in the people they work for, peer camaraderie, and job pride. This said, there is no true measure for FPO to determine the collective level of employee satisfaction and motivation. As it strives to improve performance outcomes, the option to introduce an employee survey as a baseline and tool for leadership is one to consider.

Recommendation 5I

As recommended in Section 1.0: Leadership, we strongly encourage an employee survey. Taking a current pulse with deeply informed leadership (see recommendation 1E), a survey could provide a baseline for FPO to seek future organizational endeavors. FPO past efforts, coupled with criteria of this FMEP process (Section 5.0: Development and Management of Human Resources), would be keenly served through the results of an employee survey and could bring focus to the continued work with employees.

5.9 Describe the approaches used to ensure the effectiveness of recruitment programs to provide well-qualified staff and to retain high performers.

The reviewers were not able to identify systems designed to address optimal recruitment and retention outcomes. For one thing, there is no FPO-HR position—no one who is solely committed to guide and monitor on behalf of the organization. The review team corroborated these components of the self-evaluation: leveraging help from central HR when the talent pool is insufficient for hiring; skills demonstration and testing for certain job area candidates; and a four-month probationary period to determine fitness. The self-evaluation points to a funding request by the former associate vice president to galvanize recruitment and retention. It is up to new leadership to shape any further intention and advocacy for this. From the review team perspective, we were alarmed to realize that there is no HR talent within FPO itself.

5.10 Describe the processes used by both the department and the institution for orienting new employees so they can successfully fulfill their responsibilities.

It has been mentioned that UFM instituted its own new employee orientation program and that, across the board, we heard favorable views about the last decade in FPO and its quality hiring decisions. Kent State holds a generic orientation for all new employees as well. The degree to which new employees experience steady onboarding and training is variable. OJT is used to engage new employees early, but there is no evidence of follow-up and evaluation other than the annual performance review. All new employees experience early training, including safety training. The amount of time and the approach for technical onboarding is driven by the discretion of the supervisor and the conditions at hand.

Recommendation 5J

Our recommendation for taking a second look at technical training, criterion 5.6, informs this section also. We recommend that FPO re-examine new employee training (not related to the UFM orientation) and determine its effectiveness per role and shop type through methods. We urge strong consideration of more specific goals assigned to the peer trainer and learner during OJT and urge that those supervisors conduct the Plan-Do-Check-Act Cycle when the trainer and learner agree that the new employee has achieved sustainable task success for their core work.

5.11 Describe the processes used to determine appropriate staffing levels, based on identified and approved operational performance standard(s).

The review team found no evidence of processes to define service levels and associated staffing requirements. This area of concern is discussed in a number of related sections that underscore the importance in correcting this gap and recommendations for resources, including APPA Guidelines. Units that are strained by persistent absenteeism are entertaining the concept of floating positions to cover critical needs. None of this serves in the place of what this review team believes FPO must do in service of its operational quality, customer needs, and the vice president and chief financial officer's expectations, which is to determine core service levels, the required staffing needed, and to manage performance accordingly.

5.12 Describe how the department manages and organizes its workforce to accomplish its advertised mission and objectives.

Current state, the two FPO departments - OUA and UFM – are primarily organized in traditional groupings with some exceptions discussed alongside recommendations in Section 1.0: Leadership. Zone structure is found in most UFM craft areas with corresponding supervisors assigned. The FPO workforce model includes the engagement of contract service workers for a number of endeavors, whether specialized services or short-term limited service needs. Whether OUA or UFM contracted, the augmented, contractual workforce appears to this review team as working well for parts of FPO, its supervisors, and the permanent workforce within.

Custodial and Grounds Departments are exempt in this latter arena. Both shops engage in what sounds like persistent shuffling to cover campus customer needs. Absenteeism is a part of this instability. Customers do not like the loss of their assigned personnel to another area for coverage. Service levels require definition before FPO can factually assess current state workforce management needs in each. The review team strongly encourages recommendations found in Sections 1.0: Leadership and Section 6.0: Process Management to address staffing level analysis related to core work and in-scope client service tasks for these departments.

Organizational communication is a critical factor herein. Something apparently triggered a downward turn in FPO communication about four years ago. We heard too many people mention this disappointing downward turn to think any other way other than there was “then” and there is “now” and “now” is riddled with less communication. Every single employee is a representative of FPO who carries information to others on behalf of the organization. Consistently informed employees who are engaged by the organization through multiple communication channels (not just one or two or the easy way), become better ambassadors of the FPO mission and objectives. Communication science advises us to “pitch” the right message to the right person. This can be hard to achieve in a complex organization like FPO. Descriptive, simple, and behavioral language over concepts and abstractions will work for everyone.

5.13 Describe how the department identifies needs for improvement and measures progress in the areas of regulatory requirements, health, safety, sustainability, emergency preparedness, and security. Describe the processes used to train employees in these categories, and how the effectiveness of those training programs is ascertained.

A confluence of departments holds the lines of authority and responsibility for components of criterion 5.13. The high level view includes the following:

- The Emergency Preparedness and Response Department is managed by the KSU Police Department. The Police Department is responsible and collaborative with FPO on matters of employee awareness and education and the detail of FPO’s roles and responsibilities in emergency management. The review team “tested” cross-functional FPO managers and others about the actual location of emergency plans. Did they know where to look? Our conclusion: a refresher course about the KSU plan and FPO’s areas of responsibility is needed, possibly accompanied by some visual aids to help remember how to access plans.
- Also in conjunction with KSU Police Department, employees are aware of their role to report suspicious activity freely on campus in the interest of safety and security.
- UFM Lock Shop has a critical role in safety and security on campus, responsible for access controls and hard keys. Our interviews reported that disappointment with the level of difficulty they perceive in working with this shop after a KSU IS (Internal Audits) audit and implantation of the resulting compliance orders. This could be one of the featured topics in a building curator meeting to demystify the mandate and protocols for FPO customers.
- Risk Management and its EH&S unit hold primary responsibility for a menu of FPO needs involving health and safety, both training and reporting and risk prevention measures. The breadth and depth of influence and importance on all related matters establish a highly collaborative and mutual interest relationship between EH&S and FPO. There is evidence in both the self-evaluation and the review team interactions that FPO is highly committed to safety and many systems are in place to assure training and compliance above and beyond the services and scope of EH&S.

- The topic of regulatory requirements and sustainability reveals numerous owners and monitoring (e.g., self-audits) between OUA and UFM. FPO's internal audits, obligations to state certification boards, and federal reporting (EPA) have clear lines of responsibility and accountability. Regardless of the owner, individual areas are responsible to assure that procedures are in place for the identification of deficiencies and, upon any violation, an immediate response is enacted.

6.0 PROCESS MANAGEMENT

Effective process management addresses how the facilities organization manages key product and service design, delivery processes, and continuous improvement. Process management includes various systems or “core competencies,” such as work management, performance standards, estimating systems, planning, design, and construction of new or renovated facilities, space management, event management, and other key processes that affect facility functions.

In the collective opinion of the review team’s members, the departments within FPO can be assessed as follows:

- Administrative – working
- Operations and Maintenance
 - Maintenance – working
 - Grounds – working
 - Custodial – failing
- Utilities – exceeds expectations
- Design and Construction – working

6.1 It is critical that a facilities organization understand its “core competencies” and how they relate to the mission, environment, and strategic goals in areas of:

- **Administration**
- **Operations and maintenance**
- **Planning, design, and construction**
- **Utilities and energy**

Describe:

- **How the core competencies described in criterion 6.1 contribute to the delivery of customer value, organization success, and stewardship to your organization.**
- **The facilities performance indicators and related measures for each core competency.**
- **How the core competencies support compliance and coordination with the agencies having jurisdiction.**

Administration

Kent State’s FPO and its leadership understand the concept of core competencies as they pertain to their environment. A mission statement published by the Division of Business and Finance clearly reflects the purpose for the existence of the entire division. There is no evidence that a strategic version of this mission statement exists within FPO, although in at least one case an individual unit has articulated its own mission statement.

The FPO Department has custodianship over its own administration, operations and maintenance, and project management, with close involvement of the institution's senior level management. The realization of the importance of leadership in applying core competencies is demonstrated by the division's desire to complete this FMEP process.

Recommendation 6A

FPO leadership needs to focus on developing its own strategic plan and thus an accompanying mission statement. This should result in a much clearer understanding among its employees of how their individual performance will contribute to the long-term well-being of the institution.

Operations and Maintenance

The institution is clearly aware that there are weaknesses and gaps in the FPO's organizational structure, and its leadership is thus taking steps to address gaps in the visible support of core competencies. The perceived existence of such gaps, besides exposing itself to this FMEP, has led to the expressed desire to create an environment of "shared services," which are anticipated to improve efficiencies in performance among various organizations at the university—in turn, it is expected, to create a cost avoidance of \$150,000. It is apparent that the appropriate skill levels exist among current staff and that FPO's staff members understand why they are there and articulate a strong desire to perform at a high level.

Individual managers in the organization clearly understand the importance of an effective preventive maintenance (PM) program, utilizing the FAMIS system to provide data regarding the PM program. There are conflicting reports about the completion history of PM work orders, and it is the FMEP's team impression that the actual completion rate of such work orders is significantly less than suggested in the self-evaluation report. It is thus not apparent that the data generated by FAMIS is helping the organization arrive at the knowledge required to be able to boast of an effective program.

Recommendation 6B

FPO leadership, with the support of staff, needs to assess its PM program. Strategically focused questions such as: Is the asset list represented on the program realistic? Are the scheduled services representative of industry standards? Are staffing levels appropriate for the preferred program? This may require an influx of new funding until the PM program achieves its desired successes. Administrators should avoid skimming funds from other (already tightly funded) units in the department.

Recommendation 6C

An effective PM program has to dovetail with the organization's core competencies. It is thus essential that all stakeholders, internal and external, understand and accept those competencies as part of the organization's culture,

from top management through middle management to the individuals tasked with making it happen. This will require frequent reinforcement through any type of communication determined to be appropriate for this institution. The proposed plan to hire a PM consultant in lieu of replacing a departed PM specialist may help achieve this goal, with the understanding that such an endeavor is not just a one-time event.

Recommendation 6D

Administrators leading the discussion on shared services must remain vigilant regarding the existence of core competencies throughout the departments affected by the potential change in operating philosophies, avoiding the minimization of core competencies in one or more of those departments.

It appears that some customers on campus, needing some sort of maintenance response, will opt to contact a project manager with whom they might have worked in the past, instead of relying on communication methods preferred by FPO, the comment being “we know whom to contact to get action.” This could be interpreted as meaning that it is not always clear to building occupants “who does what” and how often they do it.

Zone coordinators and maintenance staff have available to them an application which will allow them to notify customers that “they’re on their way.” This is a valuable feature that, according to some reports, is not utilized consistently.

Recommendation 6E

FPO needs to clearly define roles, responsibilities, frequencies of service, and source of funding, etc., for all work performed by its units. These facts need to be documented and widely available to all building occupants and frequently reinforced to all stakeholders through meetings and training sessions.

If leadership, with input from customers and strategic partners, determines that the customer notification system is of value, additional emphasis should be placed on its use by all staff, when appropriate.

Planning, Design, and Construction

The handful of customers with whom the review team was able to meet was consistently positive about the level and quality of service they have received on projects. They recognized that Kent State, like other universities in Ohio, are somewhat constrained by state-level regulations and requirements. One observation that was offered indicates that even small projects can take over a year before completion.

UFM staff was quite unanimous in their perception of the lack of involvement they have in/during the design and construction phases of projects. The perception is that they are rarely invited to sit in on programming and design discussions and are discouraged from inspecting construction projects. It is reported that there are times when they inherit projects, which are in need of remedial work—paid for out of maintenance budgets.

The OUA website does provide a link to design guidelines, though finding it can be challenging unless or until the actual link is provided to the curious. It is not clear to this review team that these guidelines are religiously enforced, perhaps being little more than a “suggestion.” UFM staff mentioned that project managers may take it upon themselves to approve “or equal” submittals by designers, contractors, or suppliers, which leads to an unavoidable challenge in inventory management as well as technical training for staff.

Even OUA staff admits that it frequently takes a frustratingly long time to close out a project. As-builts are delivered inconsistently or not all, as are warranties. This could result in work being performed against maintenance budgets, with the additional disadvantage of possibly voiding out remaining warranties.

Recommendation 6F

OUA should establish a task force to explore opportunities for shortening the time line required for the completion of small projects. This may require contractual adjustments and/or additional holdbacks in final payments.

Recommendation 6G

UFM leadership, with the recent arrival of a new assistant vice president, should lead the way in clarifying procedures, processes, and opportunities for the development of design standards where appropriate, as well as how they are to be applied. A task force, with representation from all strategic partners, should be established to achieve this objective.

Maintenance personnel should routinely and consistently be extended the opportunity to review and suggest changes of details in design specifications at all stages, providing documented input with the expectation they will receive professional and timely feedback in response.

Maintenance personnel should be extended the opportunity to visit construction sites, subject to necessary and appropriate protocols. They should be a key partner in all pre-final and final inspections and approvals of projects.

Utilities and Energy

UFM staff deserves broad recognition for the energy and water saving initiatives implemented at Kent State University. It appears to the review team that this institution is in a leadership position in the state of Ohio, having implemented numerous energy

conserving measures in existing buildings on campus. Furthermore, individuals responsible for identifying opportunities and appropriate technologies enabling the clearly evident amount of consumption reduction (notably at the boiler plant) are truly visionary and dedicated to this cause.

Note: At the very moment of this writing, one member of the review team received a brief article regarding how “...LEDS address all aspects of campus energy” and “Kent State Sees Savings While Putting Students First.” (Source: GE Current, June 5, 2018.) This timely article reemphasizes what the team learned while at KSU: everyone takes energy conservation seriously!

The university charges a small surcharge on the pass-through cost of utilities and energy to its customers. This has enabled the institution to create a “plant fund” which can be tapped when portions of its aging distribution networks are in a failure mode, needing to be replaced. The utility and energy budget is contained within the operational budget for FPO. Other institutions have found this to place an unrealistic, perhaps unfair, burden on that organization as it struggles to deal with other expectations.

Kent State University has avoided establishing a policy requiring new buildings to be LEED certified. This is purely a policy decision that so far has worked for the institution.

Recommendation 6H

Make sure that the appropriate people receive generous kudos for their energy conserving activities. Establish a replacement schedule for known weak sections of the utility distribution system, so as to reduce the risk of down time and mitigate the likelihood of having to tap other contingency funds.

KSU is in good company when it decides to avoid LEED certification on select projects. However, in certain cases it might be appropriate to require LEED-like design performance specifications.

FPO’s leadership should continue working with senior administration officials toward achieving a total separation of the FPO budget from the utilities and energy budget, while holding them accountable for expenditures realized in those accounts.

6.2 Describe the processes used to establish measurements for process inputs and outputs required to achieve efficiency and effectiveness.

As mentioned in previous sections, this division participates in benchmarking initiatives, comparing and contrasting themselves against other institutions in their system, APPA research, and some of their own data. It appears that input and output measures are only

monitored to a limited extent. There are opportunities to develop and implement additional meaningful key performance indicators that do not currently exist.

One glaring example of data and processes not being utilized to advantage is in the application of the FAMIS work order system. It is reported that PM costs, and subsequent breakdown costs, are not consistently posted to the asset. There should be a “parent-child” relationship on all maintenance work performed on assets needing to be managed for the life cycle of each asset. Certainly, the current lack of meaningful information extracted from existing data that is apparently already available eliminates the option of managing assets utilizing a TCO or life cycle costing concept. It is thus a challenge to determine when an asset should be replaced.

Recommendation 6I

As UFM migrates to the new cloud version of FAMIS, the opportunity should be grabbed to enhance meaningful data collection and assignment. This step should be taken simultaneously with a careful analysis of business processes and procedures that are currently in place—eliminating or revising processes that exist just because “that’s how we’ve always done it.”

As stated above, Kent State will be migrating to a new version of FAMIS. It is expected that, when successfully completed, this upgraded system will provide a vast array of management tools not currently available. The division is to be commended for its willingness to undertake an investment in this advanced technology.

Recommendation 6J

It is to be hoped that the lengthy list of modules being installed with this new version of FAMIS was selected wisely and carefully. The organization must be prepared to invest substantial time and training of all of those who will have a degree of interaction with this system (literature on the subject suggests that new installations of an IWMS-type system fail two-thirds of the time because of an inadequate investment in training!). “Keystroke training” by itself will not present the expected results.

6.3 Describe how stakeholders are involved in the development and implementation of core processes.

Kent State University relies heavily on the use of building curators. In many cases, these roles are assigned to department chairs—some of who have delegated the responsibility to others in their own respective organizations. These individuals provide a valuable link to FPO, with the potential of communication flowing in both directions. The review team heard no comments suggesting that this approach is not working and thus assumes that the relationships are positive and effective.

Recommendation 6K

As a result of the arrival of a new associate vice president, combined with the option to react favorably to recommendations offered in this FMEP document, FPO leadership has a tremendous opportunity to involve stakeholders and strategic partners in the development and implementation of “new” or “altered” core processes. All campus stakeholders deserve to be heard, and core needs to be exercised to avoid paying excessive attention to those that are merely the most vocal.

As this occurs, customers should become increasingly aware of the core processes that are included in FPO’s portfolio and those that are the responsibility of individual customers. This should improve consistency in the division’s responses to specific issues.

As emphasized earlier, the definition of roles, tasks, and responsibilities, along with the liberal sharing of that information, will undoubtedly enhance the relationship between customers and FPO’s staff.

6.4 Describe the protocol established to evaluate processes established to determine opportunities for improving efficiency and effectiveness and value to the success of the organization.

Other sections of this report have discussed some of the shortcomings existent in current protocols. Recommendations have also been offered as to how to bridge those gaps. Several protocols, such as the publication of reports identifying active, late, and completed work orders are certainly beneficial, though it is not clear how that information is actually utilized. Beneficial processes that compare final costs on billable projects to original estimates are of value, if actually used to improve future performance on similar projects.

Recommendation 6L

Make sure that all staff understands that such protocols are important to the success of the organization, defusing fears that evaluations exist only to measure individual performance. Referring back to the new and improved version of FAMIS, the review team wants to emphasize that employees should understand and accept that the accurate input of data is critical, and how the resulting information can lead to enhance performance of the organization (and the university) as a whole. “Measure what matters” should be the guiding value.

The review team observed a small number of situations that don’t fit cleanly in any one category or perhaps overlap several of them. The following is a list of opportunities for improvement that may be considered more general in nature or that may have been touched upon in preceding recommendations.

Miscellaneous Opportunities for Improvement

- *Map, document, and post all processes; make sure they are followed.*
- *Develop KPIs that measure functions performed in the organization that are essential for success.*
- *Determine and share appropriate service levels and share them in a detailed, posted service guide.*
- *Consider flattening the organization to improve effectiveness.*
 - *Strengthen work management protocols.*
 - *Provide more effective functional alignments.*
 - *Improve communication.*
 - *Utilize limited financial resources better.*
- *Develop a comprehensive and structured deferred maintenance/capital renewal plan.*
- *Expand design and construction processes.*
 - *Provide earlier opportunities for involvement and collaboration of and by strategic partners, stakeholders, and customers.*
 - *Improve closeout and turnover processes.*

7.0 PERFORMANCE RESULTS

The performance of a facilities organization can be assessed in a number of ways: campus appearance, customer satisfaction, employee satisfaction, and effectiveness of systems operations, financial results, and supplied/business partner results. Having measurement tools in place to assess such performance is critical in an environment of continuous improvement.

7.1 Describe processes in place to ensure that the appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired image of the institution.

As mentioned in many of the team's meetings with representatives of the FPO, the entire APPA review team was extremely impressed with the appearance of the campus. This is clearly the result of dedication by individuals at all levels of the organization—from planners to custodians and certainly the staff in the Grounds Department.

The primary process for maintaining the appearance of buildings is through occasional, routine inspections by individuals from all levels of the organization. It does not appear that the department has service standards for building care and cleanliness, which has led to reported inconsistencies in custodial performance. More formal inspections appear to result from intermittent customer-reported deficiencies.

Quality control is a major responsibility assigned to those at all levels of management. Supervisors need to spend part of their workdays making sure that completed work meets expected standards of performance. "Managing by walking around" should not just be lip-service exercised by management—leaders should make it a weekly habit of doing so, along the way confirming that customers feel that things are going well and most importantly to recognize good work by FPO's employees—catching them in the act of "doing something right." Expectations for quality control by each supervisor and manager should be clearly communicated and measured.

Recommendation 7A

Make sure quality assurance is an embedded part of every supervisor's responsibility and develop a program of scheduled conditions assessments that involve UFM's leadership and key customers.

7.2 Describe how the organization determines that the condition and cleanliness of facilities are in keeping with the image and standards adopted by the institution as well as activities associated with its mission and programs.

It does not appear that the organization has identified custodial cleaning standards that prescribe tasks and frequencies for various types of space. Instead, the feedback received from staff and some customers indicate that it is left to each custodian's discretion to

determine what is appropriate for the servicing of assigned spaces within allotted time restrictions. This approach has reportedly led to a noticeable variation in quality of service. (*Disclaimer: the review team had limited opportunity to examine a meaningful number of buildings, and thus the previous comments were partially based on feedback from individuals with whom the review team was able to discuss such matters.*)

Recommendation 7B

UFM managers should invest time in developing a set of custodial guidelines prescribing the level of service and frequencies that should be provided for each type of space for which custodial services are provided. This is truly one instance where “one size does not fit all.” Improvement opportunities are available for quality control and quality assurance of the adopted cleaning standards, tasks, and frequencies. APPA has a wealth of information available to assist the institution in completing this challenge.

Other areas, such as grounds, could well benefit from the same type of dissection.

7.3 Describe how the department assesses that building systems, infrastructure, and utility systems are maintained and operated at a level of reliability and efficiency that contributes to the successful implementation of the institution’s mission and programs.

As noted in previous sections of this report, FPO currently does not possess a strategic plan. The organization’s leadership relies on KSU’s strategic plan to steer its activities, which has led to a lack of standards and an absence of defined expectations regarding reliability and/or efficiencies of systems, even the “mission critical” ones. For instance, the Water Works Association recommends that all underground “wet” systems be replaced at least after 50 years, and preferably sooner. Reports suggest that a high percentage (perhaps as high as 50 percent) of drinking water never reaches the end consumer. It is thus likely that such systems out of sight under the campus are equally ineffective.

Recommendation 7C

As the institution retains the services of a PM consultant, significant time and effort should be invested in developing a functional plan to prescribe activities and measurements required to develop a sense of security and comfort in the reliability of the systems described at the top of this section. As much as possible, the organization must remove itself from a perceived reactive mode. (Once again, it must be noted that the boiler plant is already quite successful in efforts to identify and document such a plan.)

Without an aggressive renewal program, the future for underground systems (an exception would be the medium voltage electrical distribution systems, which were upgraded recently) will be one of diminution and decline of functionality,

reliability, and value. At a not-too-distant point in the future, FPO should consider retaining an independent consulting engineer to develop an upgrade and replacement strategy for its infrastructure.

7.4 Describe the processes established to ensure that funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance and repairs.

As mentioned in previous sections of this report, no detectable, meaningful cost centers exist that collect financial data accrued in all types of maintenance activities and connect them to specific assets. Additionally, other than for prescribed PM activities, there is a lack of operational standards for custodial activities, for grounds or other maintenance and operations activities (except in the boiler plant). It follows, therefore, that the institution is not in a position to assure that funding resources are adequate to meet expectations—either by FPO management or their stakeholders. It is clear, by leadership’s own admission, that deferred maintenance and capital renewal funds made available to FPO are mostly disbursed to projects that are anecdotally critical, moderately buoyed by information provided recently in a consultant’s reports.

Recommendation 7D

Please refer to relevant recommendations offered in previous sections of this document.

7.5 Describe the tools used to assess whether the staff is highly motivated and productive, taking pride in the accomplishment of their duties.

The sense of pride in Kent State University is evident at all levels. This is an observation and opinion shared by all members of the review team. Staff comments to the review team consistently articulated this sense of pride, quite frequently matched by an expression of frustration about certain conditions referenced in preceding sections of this document. Most consistent was a vocalization about a lack of sincere display of appreciation by senior management, the inferior condition of the equipment and vehicles available to the staff, and (of course) substandard compensation. A staff feedback survey was performed for/by the entire university recently, but it is not clear to the review team how or if the feedback was utilized.

On a related note, there is a detectable aura of resentment among certain maintenance employees that the FPO’s leadership and OUA are located in an attractive building far away from the dated facilities where the workers are forced to report for work.

Recommendation 7E

Consideration should be given to conducting a formalized employee climate survey, as suggested in Section 5.0: Development and Management of Human

Resources. This should be done to assess employees' feelings and thoughts on an ongoing basis. The display of photos of people at work and photos of campus buildings throughout FPO helps instill pride and ownership to all FPO staff. Investment in facilities, tools, equipment, and vehicles helps promote a sense of pride and quality in the organization.

7.6 Describe the processes used to ensure that the levels of service are consistent with customer needs and requirements and within FPO's capability.

This FMEP process is one of the highest levels of self-assessment that an organization can undertake. Not every facilities management organization is willing to open its entire organization for scrutiny by outside peers and external stakeholders. This bold step reflects an open and honest organization genuinely interested in improving levels of service consistent with campus customer *needs* (not "wants").

Recommendation 7F

The relationships with building curators go a long way toward fine-tuning expectations and the ability to deliver service levels consistent with those expectations. Best practice organizations use multiple customer listening and feedback tools. Telephone surveys, relevant transaction surveys, and customer focus group meetings are encouraged.

7.7 Describe how managers and supervisors are encouraged and enabled to stay in touch with the needs of higher education, and how they relate to their own institution.

Facilities leaders encourage training in the technical skills. At some level, staff also interacts with other "maintenance" departments on the campus, as well as with similar staff at other universities in the Ohio system. It appears that this type of interaction is informal and occasional. The review team heard of no reports that managers strive to stay in tune with what others in the industry are going.

Recommendation 7G

FPO leaders are encouraged to take the time to engender collaborative relationships with other departments on campus. Increased interaction with customers, especially on the academic side, will help increase understanding of the culture and the needs of the KSU Campus.

The review team also recommends that funding be provided to allow employees at all levels to benefit from education programs offered by professional associations, and of course by APPA. Funding for training is often the first to be eliminated during tight budget cycles, yet access to training is a powerful way to recognize employee performance!

Conclusion

It has been a beneficial professional experience for each of the APPA team members. As we said at the exit interview, we all learned some valuable things from the site visit. We appreciate the hospitality and professionalism that exists on the Kent State University campus. We are grateful for the time and effort spent preparing for and engaging in this evaluation process. The willingness to engage and learn helped us know more about the KSU Facilities Planning and Operations department. A careful review of the findings and recommendations will aid in your journey of continuous improvement and the goal of achieving your greatest potential. We hope this report will motivate the FPO department and that the positive changes already underway will continue. If so, then all of our effort will have been for the good.