

## THE FACILITIES AND SERVICES SOMETIMES MONDAY MORNING MEMO (PROJECT DEVELOPMENT SPECIAL EDITION)

What with the budget reduction and consolidation in July, the announcement that Michael has accepted another position, and the announcement upgrade of the Project Manager position to a second Assistant Director of Design, I am sure that some of you are probably stressed.



**"BE PREPARED TO ADJUST"**

Change is difficult for most of us, and you have seen a lot of it.

When I spoke at the PM meeting yesterday, I wanted to give you a sense of direction, and since I have already heard of and been asked some questions, I thought I'd provide this update.

### STRUCTURE

We suspected that it would be, but the very first question was, "how will the Project Managers be organized?"

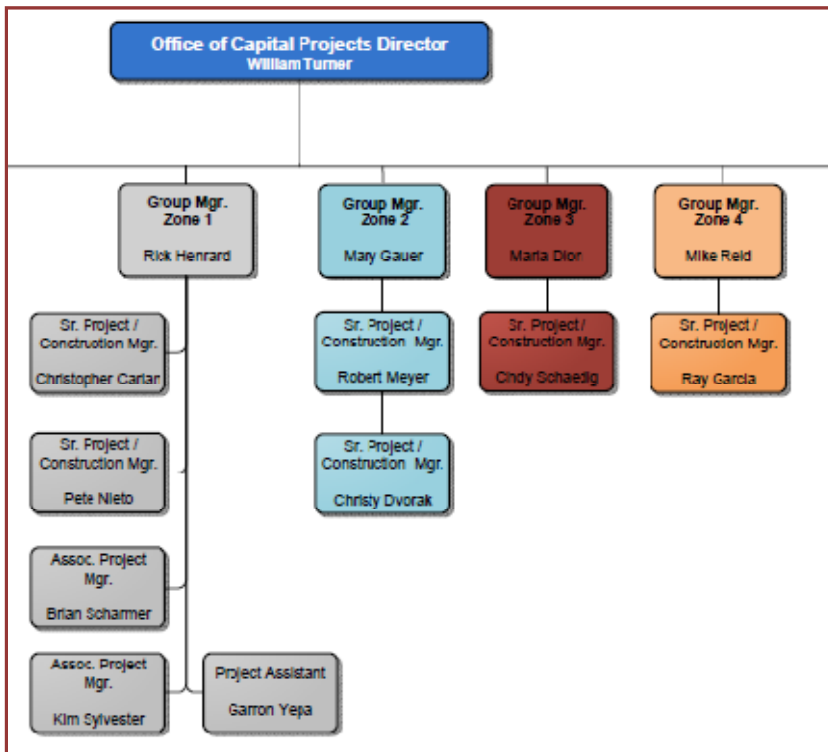
While Jack said that he didn't know, and while I am sure that the plans are to allow the new person to have some input, I can tell you that it won't be separated along the lines of the old OFS and the FPC organizations. In fact, if anything, before I approve any recommendation from Jack and Greg, I plan to make sure that the two groups of PM's are mixed together. Thoroughly. We may even switch some projects around to get there sooner.

There are reasons for this. First off, consider the Thweatt Peer Review that I mentioned yesterday. Steven recommended that we do two things:

- ✚ Recognize and reward those PM's that are performing at a higher level
- ✚ Develop more accurate job descriptions as opposed to having all personnel in Project Development categorized as "Project Manager".

There are several ways to accomplish this. One would be to organize vertically by zones as UNM has done. Another would be to divide the groups by Tier 1 and Tier 2. Both methods would allow for the ultimate creation of

two levels of Project Manager, either as Senior / Associate or as Tier 1 / Tier 2.



Quite frankly, the capital / small project division has a lot of merit, but if we do that to start with, it would return the PMs into their old groups – and we won't do that.

The issues mentioned by Mr. Thweatt have also been discussed in HRS before, and I know that they are supportive.

The final comment I have on this issue is that it is important that you express your opinion to me and to Jack. If you want more experience on large projects, small projects, technical projects, or interiors projects – whatever – I can't read minds and need to hear from you.

## TRAINING

This doesn't really have to do with any aspect of the reorganization, but I have to bring it up. I hope that every evaluation has training needs identified, and I hope that the training meets the needs of the organization. The new ADA laws took effect March 15, 2011, for example, and as far as I know, no one has attended an update. I also believe that NMSU will be doing a significant amount of lab remodels, and yet, from what I've seen, we don't have a lot of technical skills in the area of labs. Those are just some suggestions for possible training needs, and I have others if anyone is interested.



## APPLICATION

I encourage any of you who are interested and qualified to apply for this position. I do want to emphasize this, because it seems to get lost sometimes: the Assistant Directors are responsible for managing people and the organization. When I teach this at the Toolkit, we talk about the definition of supervision and leading: *getting results through people*.

Design and construction lends itself to performance metrics. Dollar volume per Project Manager is one, "on time" and "on budget" are others. To be honest, FPC and OFS have never tracked these before, and we're going to start. This new position will help us get there by developing and measuring metrics and holding contractors, design professionals, and employees accountable.

If that doesn't scare you, here are some things you should do if you are interested:

- ✚ To be considered, you'll need a letter of interest and an up-to-date resume
- ✚ Now that Mercer II is in effect, be sure to emphasize your years of experience in management and in design and construction. Not only does this help our selection committee evaluate candidates, if selected this will be the basis for the initial offer. If you have a lot of years of experience, it's tempting to just put down enough past positions to meet the minimum requirements – but that's a mistake.

Finally, we will make sure that everyone has a chance to sit in on an interview – unless they are also a candidate.

If I can answer any of your questions, please don't hesitate to ask.

Thank you!



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