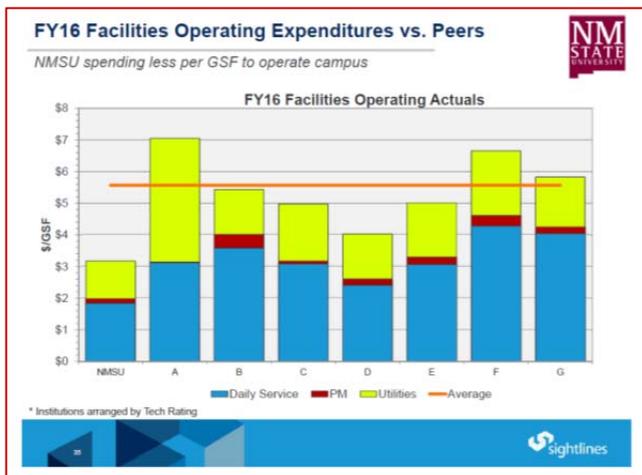


FACILITIES AND SERVICES

SOMETIMES MONDAY MORNING MEMO

FROM THE AVP –

Some of you may remember this Fram oil filter commercial that ends with, “You can pay me now or you can pay me later.” The message in the commercial was that you could pay for inexpensive maintenance with a new oil filter now or with expensive engine repairs later; ultimately, you have to do one or the other, as the laws of physics begin to take over: <https://www.youtube.com/watch?v=lj1yDpfZI8Q>.



Taking care of little things before they become big things is a life lesson.

This is the time of the year when most of our Key Performance Indicators are published. As many of you know, Facilities and Services benchmarks performance measures with APPA, the Higher Education Facilities Officers association and with Sightlines, a 3rd party benchmarking firm; we conduct an Annual Customer Service Survey; and this year, Administration and Finance conducted an Employee Engagement Survey. We also took

a deep dive into custodial services with a study performed by an external consultant, and we plan on doing the same thing next year with facilities maintenance.

We always publish the results. If you can't handle the answer, you shouldn't ask the question. It's about improving.

Some years ago, at a session at the annual conference of the National Association of College and University Business Officers (NACUBO), the presenters asked a number of questions of the university business officers. For each question, they asked for a show of hands from those who knew the answer to these questions: *How much is the endowment? How about the annual operating budget? The research expenditures?* For each question, large numbers of hands shot up, until they got to this one: *What is the valuation of your facilities?*

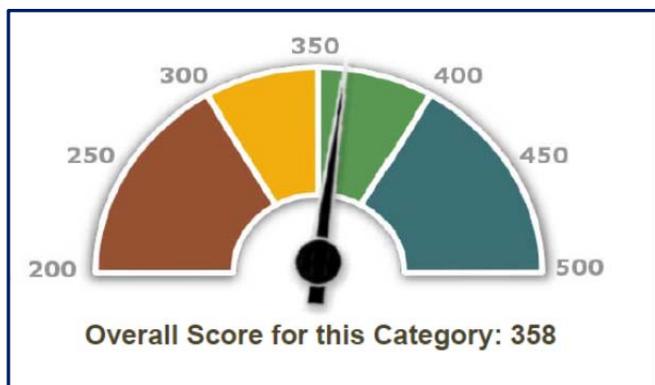
The point was that except perhaps for those universities with significant endowments, the largest single asset for just about every campus is the buildings and facilities, and we need to take care of our investment (the answer is \$1.3 billion). **WE CAN PAY NOW OR WE CAN PAY LATER.**

EMPLOYEE ENGAGEMENT SURVEY

As those of you who were here know, FS completed an Employee Engagement Survey developed by the Institute of Organizational Excellence in 2013. We had just barely started tackling the issues in the survey when the Administration and Finance Division decided to conduct the same survey as part of the effort towards a Strategic Plan. Because this survey is designed to be completed over a two-year interval, and because Administration and Finance is committed to continuing with this effort, FS participated again in 2014. Just this last week, we received the results of the 2016 survey.

These surveys will all be posted soon.

One thing that the survey does is to assign a numerical value to the organizational climate, with a score of 350 being average. With over 300 customers, the Institute of Organizational Excellence has a large data base and is thus capable of many comparisons.



In 2013, the FS score was 345; in 2014, less than a year afterwards, our organizational score was 346; and in 2016, our score had improved to 358. As I have shared with groups I have talked to, the survey essentially puts to rest the statement, “morale is bad.”

It’s not. It’s average.

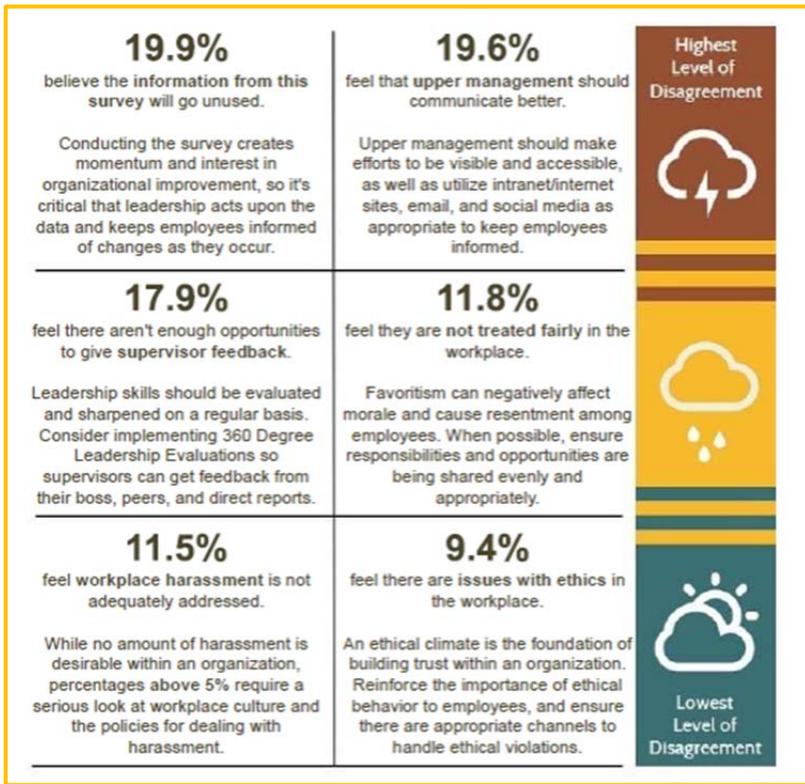
Also as I have said, I want us to be better than average and think that most of you do, too.

There were several pieces of good news. The first was that the organizational score, as mentioned above, has come up 13 points. Regardless of the why, there were changes we made in 2013 and 2014 because of the feedback. We relaxed the procedure for license reimbursements; the safety shoe allowance was increased. We heard that internal communications were lacking, and we stepped up efforts to have FS leadership attend shop and unit meetings. You told us that employee recognition could be better, and I added the AVP Award for exceptional performance. We have increased the number and content of newsletters to improve communication. The format of the OPs meeting was changed.

While Internal Communications is still one of our areas for improvement, we went from below average at 331 to slightly better than average at 353.

The bottom line is: we care about our employees enough to take this survey, and then we use the results to make changes. We will make even more use of it over these next two years.





As to the issues we will be working on, the highest levels of disagreement in FS were that 20% of the people believe that this survey will go unused and 20% believe that upper management should communicate better. We will just have to keep demonstrating that the survey will be used, although like last time, we will work with some of the supervisors privately. We made several moves to improve communications after the previous survey and will need to get some feedback as to what else is wanted.

Incidentally, some folks felt that they were not treated fairly, that workplace harassment is not adequately addressed, and that there are ethical issues. While these numbers were small, even one is one too many; we

will be gathering more input on this so that we can improve.

CUSTOMER SERVICE SURVEY

Judy Bosland and the staff in Institutional Analysis do such a great job on our Annual Customer Service Survey that I will just quote their report:

Table 1: General Satisfaction with Facilities and Services, Respondent Percentages

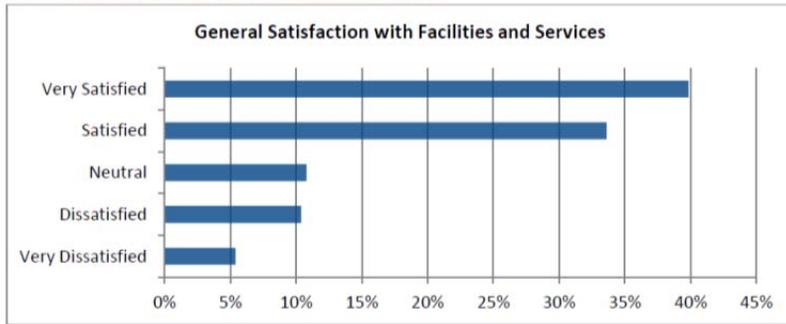
	Responses	Percent
Very Dissatisfied	13	5%
Dissatisfied	25	10%
Neutral	26	11%
Satisfied	81	34%
Very Satisfied	96	40%
Total	241	100%

This year, 74% of respondents were either satisfied or very satisfied with the services they received from Facilities and Services (Table 1). These results are similar to last year's response where approximately three quarters (75%) of respondents specified they were satisfied or very satisfied with the services provided by FS.

The number of respondents who reported being dissatisfied or very dissatisfied with the overall work of FS was lower this year at 15%, compared to last year's total dissatisfaction of 17%. As Figure 2 demonstrates, these results mark a distinct upward trend in overall satisfaction, beginning with those who were very dissatisfied at 5% and each successive level of satisfaction steadily increasing, until reaching those who were very satisfied at 40%.



Figure 2: General Satisfaction with Facilities and Services



The positive trend in overall satisfaction coincided with an increase in the number of general comments—many which were positive. Twenty-four percent of the comments received were general comments; a 6% increase from last year. The majority of these comments were positive—highlighting positive interactions with FS employees, and the hard work they do every day to keep buildings and grounds

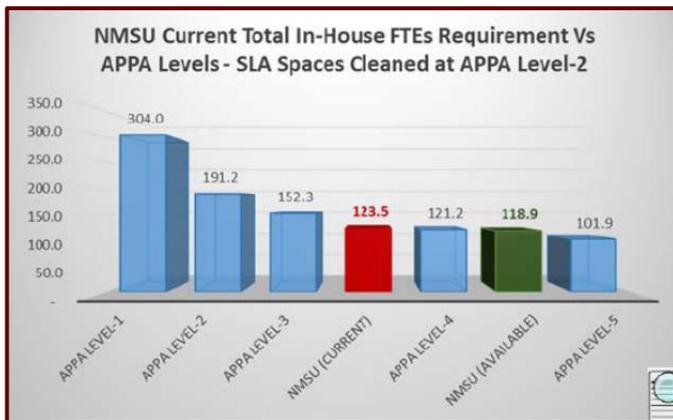
clean. The more critical comments consisted of maintenance requests taking too long to complete and the noticeable decline in staffing. These findings are like those observed in prior iterations of the survey –

NICE JOB EVERYONE! These are now posted:

https://facilities.nmsu.edu/wp-content/uploads/sites/57/2017/04/OFS-Survey_Report_2016_Final.pdf

CUSTODIAL SERVICES MANAGEMENT STUDY

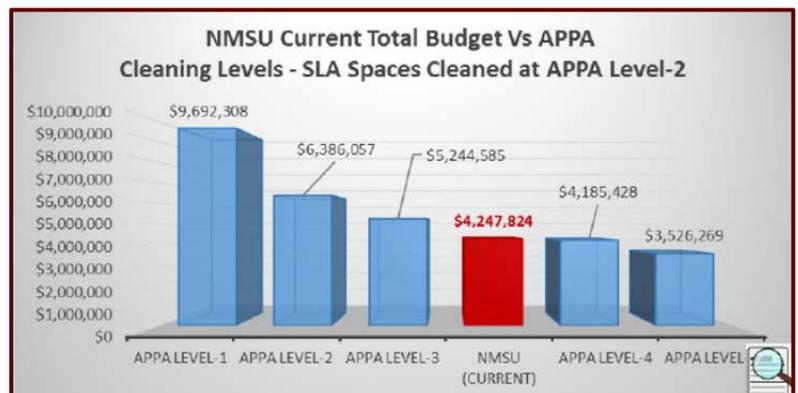
These bullets come directly from the Custodial Services Management study:



For the sake of illustration, if the campus adopts APPA Level-3 as its target for I&G spaces while providing APPA Level-2 for the space covered by Service Level Agreements, FS Custodial would need 152.3 FTEs compared to the 123.5 Authorized FTEs and 118.9 Available FTEs resulting from vacancies

Historical Available FTEs are less than Authorized FTEs due to vacancies, lack of hiring, and an unnecessarily slow hiring process

Historical hiring process and hiring freeze have hindered timely replacement of workers



What does this mean? Well, basically, as indicated in the above graphs, FS Custodial is funded and staffed between **Level 3** and **Level 4** except for where we have Service Level Agreements that reimburse the costs. Housing and Corbett are cleaned to **Level 2**, for example. The APPA standards are: **Level 1** – Orderly Spotlessness; **Level 2** – Ordinary Tidiness; **Level 3** – Casual Inattention; **Level 4** – Moderate Dinginess; and **Level 5** – Unkempt Neglect.

Hunter Consulting goes on to state that in order to compensate for the lack of staff, FS Custodial must transform itself into a modern-day high-performing workforce by adopting industry Best Practices including better equipping and training the custodians; leveraging technology; adopting a formal quality assurance program, and enhancing its approach to providing supervision and leadership for the workers.

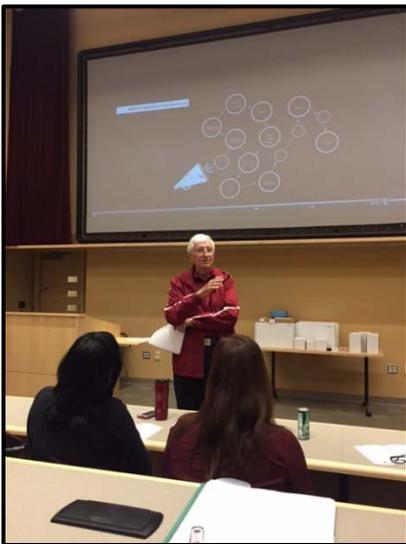
Tim Dobson, Art Lucero, and the rest of the team are developing an action plan to do just that.

The study is posted here:

<https://facilities.nmsu.edu/wp-content/uploads/sites/57/2017/04/NMSU-Custodial-Assessment-Final-Report-Presentation.pdf>

FS SERVICE AWARDS

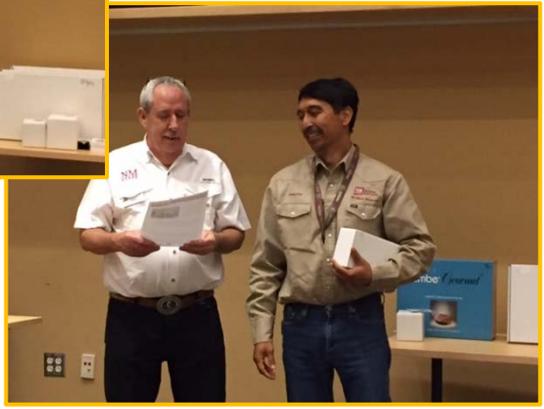
We wanted to share pictures from the FS Service Awards as well as to say, “*Thank you*” to SVP Angela Throneberry and Chancellor Carruthers for their continued support.





That's actually 45







FIFTEEN FOOT CHICKEN

We thought this 15-foot welded chicken hatched in the Art Department was worth sharing. Not that FS had anything to do with it at all; we think it's cool.

GOODBYE MOSAIC

We heard through the grapevine that the mosaic was being retired with the branding initiatives, so with this newsletter, we bid adieu to the mosaic.

AND WELCOME TO -

The new Senior VP for Administration and Finance, Dr. Andrew J. Burke.

Glen

Associate Vice President for Facilities
One Team / One Goal

AND AS ALWAYS – THANK YOU FOR ALL THAT YOU DO!

NMSU IS ALL ABOUT DISCOVERY!

