

FACILITIES AND SERVICES SOMETIMES MONDAY MORNING MEMO

FROM THE AVP –

As I was driving in the other day, I was thinking about the current state of Facilities and Services and what I wanted to discuss in this newsletter. The first thing that came to mind that you should know is that I can tell you without a doubt that both the Chancellor as well as my boss, Senior VP Throneberry, know that everyone is stretched thin. That same thing can be said by just about every department across campus, though, and there's only so much hand-wringing and worrying that can be done – and not that it helps, regardless. The reality is that everyone depends on us to keep this place running, and while we sometimes don't want to admit it, there are still some things that we can do to improve our situation.

1. MEASURE TWICE, CUT ONCE

Nearly every time I get in a hurry and rush something, I am rewarded with a “do over” to fix my mistakes. To be honest, I see many, many repeat work orders for just this same reason. Let's make it a priority to do a little bit extra to “get it right the first time.”



PAY ATTENTION TO PRODUCTIVITY

Our custodial consultant brought up a metric that was new to me: **TIME-TO-HIRE**, which is nothing more than the time from when someone leaves to when a replacement is hired, and NMSU FS has one of the longest **TIME-TO-HIRE** averages that he has seen. In our case, there are four components to this process; the position waiver, the posting, the selection / review, and the hire. While a good bit of this process is outside our control, a portion of the delay is internal to FS.

We need to focus on those things we can control and do better, and we can make this approach part of everything we do. When we get a position through the waiver process, let's fill it quickly. Report to work on time, take lunch on time. We are a business, so let's be sure to operate that way.

3. ACKNOWLEDGE PERFORMANCE

Sure, we all want more money, but recognition is the next best thing, it's something completely within our control and costs nothing to do. It breaks my heart when I see nothing from FS in the President's Activity Report, because I know about many of the great things you are all doing. All of you carry a camera on your hip or in your back pocket – so use please it to capture some of our good work and send it to me.

NMSU IS ALL ABOUT DISCOVERY!!

4. COMMUNICATE WITH OUR CUSTOMERS

Your customers will understand that we're shorthanded as long as you communicate when we'll be there and when we'll fix it, and especially if you fix the problem the first time. I have told many of you this before, but after nearly 40 years, it still holds true that there has never been a complaint that reaches my desk that doesn't end with something like, "If only they communicated with me, I wouldn't have had to call you."

Let's go out of our way to communicate with our customers. That does not mean making excuses about being shorthanded, because everyone can say that – but that we should communicate by letting our customers know when we will have something fixed and then by doing what we say we will.

As you know, we recently hosted Ernest Hunter of Hunter Consulting and Training to help foster custodial efficiency improvements. Our staff sat through listening sessions with customers, users, employees, and building monitors, and as you can imagine when you ask people how you're doing, the discussion wasn't always pretty. The good news is that people were honest; the bad news is that people were honest. In fact, the feedback was very inconsistent, and that tells us that our performance has been inconsistent. When the evaluation report is complete, we will post the results as well as the action plan on our website.

- What cleaning level can I expect with my current staffing level and budget?
- What Cleaning level am I actually getting with my cleaning staff?

THERE'S AN APP FOR THAT

One of the items that came out of this custodial performance review is that we bought an app; while cleaning labs, athletic locker-rooms, PSL, the student Health Center and certainly Housing are all different tasks, there is an app that works for each area to help us assess and score our cleanliness and performance levels. We'll be employing this as a tool to gauge and improve performance.

PERFORMANCE MEASURES

I must add that we are proud of facility operations and the custodial folks for undertaking this initiative, owning where they can improve, and creating an action plan to take steps to provide better service.

In years past, we have done external reviews with Project Development and have had a professional construction auditing firm review our construction process. Some of the metrics we look at regularly in the facilities department are customer satisfaction, labs inspected, Fire Department response time, employee satisfaction, injuries, individual safety training, work order open phases and cycle time, actual vs. estimated labor hours on projects, and utilities costs.

Conducting a thorough performance review is not for the faint of heart, but this one was so productive that we are going to do a similar study about maintenance staffing next.





RECHARGE, RECOVERY, AND STAFFING

The FS budget, like most facilities budgets in higher education, is based around what is called **RECHARGE** or **RECOVERY**. This concept took root in the late 1990s with the explosion of computers across campuses, when facilities staff were adding electrical circuits all over their respective institutions.

Simply put, we pay the personnel \$15 dollars an hour and bill \$35 an hour; the additional dollars cover the unproductive time, the vacation, and the leave, plus an amount for overhead. This mechanism allows for an increase in staff and lower costs for routine non-maintenance small projects, and on the surface sounds like the proverbial win-win for everyone. Like with a lot of things, this works well in small amounts.

In large quantities, the impact that **BILLABLE WORK** has on the facilities budget is so complex that only a few people truly understand the overall impact. For example, the salary savings are swept when we have a vacancy, but the department loses the full amount that was loaded in the budget to begin with. In that sense, FS provides a subsidy to the university budget.

Many of you tell me that we spend too much time chasing projects when we should be working on maintenance, and the need for **RECOVERY** is why. We are going to focus on maintenance with this next budget, but that means less reliance on projects and the surrender of a few more positions.

I have mentioned this before, but I am collaborating with my counterpart at another university on a research paper for the APPA Center for Facilities Research (CFaR) about how **RECHARGE** and **RECOVERY** is misleading to the university budgeteers. It is imperative that we reduce our dependence on projects to fund the facilities budget.



Speaking of the budget, Facilities recently had our annual budget hearings. We geared our efforts around 4% and 6% reductions, so we will see how that works out.

Regardless of the above, we are holding numerous vacant positions to cover reduction requests that may come later without having to surrender filled positions. With that said, please work with me especially hard on our communication; our customers get it that we cannot respond as fast as we would like, but only when we communicate when we will be there. It's also important that we double down on efforts to fix things correctly the first time without any "recalls."

To circle back to the beginning, however – we know you're stretched to the limit and "get that."

Hang in there.





EMPLOYEE RECOGNITION

Rey Ramirez, Structural Maintenance Technician Lead, made the Dona Ana Community College Dean’s list for the fall 2016 semester. This achievement demonstrates his dedication to performing his job and professional development. He is enrolled in the Heating, Ventilation, and Air Conditioning program while working 40-hours a week in the Structural Maintenance shop.

FACILITY ASSESSMENT

Structural Maintenance personnel are making assessments of the roof on Well-14 to facilitate the removal of a 300-horsepower well motor on College Avenue. This motor will be replaced with a premium efficiency unit that will provide improved reliability and operational energy savings. This is one of many domestic water system improvements that are being made by the Utilities Department to support NMSU’s mission.



WELCOME ABOARD TO:

FRED CANFIELD, FS Mechanical Shop, Facilities Technician; **STEPHANIE SOLIS**, **ISAIAH TELLES**, and **RICARDO RAMOS**, Fire Department, Student Firefighters; and **ALEX GARCIA**, FS Mechanical Shop, Student Aide.

BEST WISHES TO:

SANTIAGO (JIMMY) SILVA, FS Custodial, Custodial Worker; **FRANK DIAZ**, FS Electric Shop, Electrician; **JESSIE MARQUEZ**, FS Facilities Maintenance, Facilities Technician; **SAM FLORES**, FS Custodial, Custodial Worker; **KAREN TUFTS**, Project Development and Engineering, Assistant Project Manager; **EUNICE CAMPOS**, FS Administration, Student Assistant; **ADRIAN CARABAJAL**, Accounting, Customer Service Assistant; **ANDREW SMITH**, FS Custodial, Custodial Worker; and **TUBALACAIN SEARS**, FS Electric Shop, Facilities Technician.

*WORK AT NMSU WITH PRIDE; AGGIE PRIDE
PERFORM AT THE BEST LEVEL THAT YOU POSSIBLY CAN
FOCUS ON THE ENTERPRISE: STUDENTS, FACULTY, AND STAFF*

- NMSU CHANCELLOR GARREY CARRUTHERS, PH.D.





NMSU MASTER PLAN

We still need to hear from you on the Master Plan 2017-2027, and we will have draft information on our web page soon. We should have this plan ready later this spring.

You can leave comments here:

[HTTP://MASTERPLAN.NMSU.EDU/](http://masterplan.nmsu.edu/)

Or take our survey – or both:

[HTTPS://WWW.SURVEYMONKEY.COM/R/NMSUMASTERPLAN2017WEBSITE](https://www.surveymonkey.com/r/NMSUMASTERPLAN2017WEBSITE)

EMPLOYEE ENGAGEMENT SURVEY

After a false start, our Employee Engagement Survey is out, so please look for and complete that. Like last time, I am always open to talk about the survey or anything else, and any FS department that reaches an 85% response rate can have a pizza party while we talk.

Like I said in the email, there is a least one question about satisfaction or dissatisfaction with your salary and we won't know which it is unless we hear from you.

Our past surveys may be found here:

[HTTPS://FACILITIES.NMSU.EDU/EMPLOYEEENGAGEMENT/](https://facilities.nmsu.edu/employeeengagement/)

REGENTS ROW

The planned closing of Regents Row is going well with June 30th still being the target. We have some cubicles open here at FS, we're friendly, and we have a pot-luck to celebrate just about anything and everything. You could do worse. Applications are being accepted at askfs@nmsu.edu.

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!

