

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
1.1	Leadership roles and responsibilities are clearly defined.	Arleta Porter	1.1.1	New org-chart is posted on the FS website and each position is hyperlinked to a description of responsibilities.	4 months (due 11/30/2017)	COMPLETE
			1.1.2	Strategic communication announcing the availability of the information to staff and customer base.	5 months (due 12/31/2017)	
1.2	The leadership system is understood by and communicated among all levels. The leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and make improvements.	Arleta Porter	1.2.1	Create annual self-evaluation process.	7 months (due 02/28/2018)	COMPLETE
			1.2.2	Create an annual peer evaluation process.	17 months (due 12/31/2018)changed from 7/31/18	
1.3	The organization has clearly aligned its mission, vision, and values statements with those of the campus. Regularly communicates with employees, customers, suppliers, and other stakeholders.	All	1.3.1	Each SLT member will be responsible for contributing to the development of the strategic plan and initiating the buy-in process by communicating the planning process.	3 months (due 10/31/2017)	COMPLETE
			1.3.2	Each SLT member will be responsible for rolling out the developed strategic plan.	7 months (due 02/28/2018)	
1.4	Facilities management leaders spend time on a regular basis with their customers and front-line staff.	All	1.4.1	Schedule 2-4 hours minimum field time per week. Initiate the process of reporting out regarding engagement and buy-in at weekly SLT meeting.	2 weeks (due 08/22/2017)	COMPLETE
1.5	Performance measures at each level of the organization are clearly defined.	Gerry McGillian	1.5.1	Finalize KPI tree that defines KPIs at each level of the organization that feed into the KPIs for the level above. (Sumit has indicated that he may have 4 KPI's) See impact table for additional implementation after KPI's have been defined.	3 months (due 10/31/2017)	COMPLETE
			1.5.2	Finalize KPI tree that defines KPIs at each level of the organization that feed into the KPIs for the level above. See impact table for additional implementation after KPI's have been defined.	3 months (due 10/31/2017)	
			1.5.3	Finalize KPI tree that defines KPIs at each level of the organization that feed into the KPIs for the level above. See impact table for additional implementation after KPI's have been defined.	3 months (due 10/31/2017)	
1.6	Senior leaders establish and reinforce an environment where shared values support self-direction, innovation and decentralized decision-making.	All	1.6.1	SLT to delegate 1 task per week to an individual that they would not normally delegate to, and request that all direct reports do the same.	2 weeks (due 08/22/2017)	COMPLETE

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
1.7	Informed of current trends and practices in the industry (i.e., higher ed facilities management).	All	1.7.1	Draft 1 year training goals to include Employee's Toolkit, Institute (CEFP & EFP), and Leadership Academy as well as other considerations such as <u>Drive</u> (by Daniel Pink) for non-union employees.	7 months (due 02/28/2018)	COMPLETE
			1.7.2	Send staff to the APPA Facilities Management Institute.	3 months (due 10/31/2017)	
			1.7.3	Bring the APPA Leadership Academy to campus. A) CEFP by 11/30/2017 B) Leadership Academy by 03/23/2018	10 months (06/30/2018)	
1.8	A succession plan is in place to ensure continuity of leadership.	Arleta Porter	1.8.1	Conduct a SWOT analysis of key positions and develop a succession plan.	7 months (due 05/31/2018)	COMPLETE
2.1	A strategic plan exists that includes the goals and objectives of the department.	Arleta Porter	2.1.1	Create scope of work, assemble working committee, and assist in evaluation of proposed facilitators.	1 month (due 08/31/2017)	COMPLETE
			2.1.2	Carry out strategic planning scope of work.	5 months (due 12/31/2017)	
2.2	The strategic plan was developed with participation from internal and external stakeholders, approved by the administration, and effectively communicated.	Arleta Porter	2.2.1	In consultation with SLT and the S/P Working Committee, identify and engage external stakeholders in the strategic planning process.	5 months (due 12/31/2017)	COMPLETE
2.3	Customer needs and expectations serve as major drivers for setting strategic direction.	Gerry Mcgillian	2.3.1	Identify customers that should be involved in strategic planning effort. These may be the same individuals that executed the SLA's.	3 months (due 10/31/2017)	COMPLETE

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
2.4	Goals and key performance measures are understood by all and periodically reviewed.	All	2.4.1	Finalize KPI tree that defines KPIs at each level of the organization that feed into the KPIs for the level above. See 1.5.1, 1.5.2 and 1.5.3 impact table for additional implementation.	3 months (due 10/31/2017)	COMPLETE
			2.4.2	Ensure all employees confirm goals and evaluations in WorkDay.	4 months (due 11/30/2017)	
2.5	Performance measures at each level of the organization are used to meet goals.	All	2.5.1	Align KPI tree with strategic plan and goals. See 1.5.1, 1.5.2 and 1.5.3 impact table for additional implementation.	5 months (due 12/31/2017)	COMPLETE
2.6	A budget is developed with input from staff that reflects historic expenditures, an analysis of needs, effective allocation of available resources to support the organization's goals and objectives, and seeks new and innovative measures to leverage resources.	Arleta Porter	2.6.1	Review and document current processes.	7 months (due 02/28/2018)	COMPLETE
2.7	Standards have been defined for overall operational performance, built environment, and landscape.	Gerry McGillian	2.7.1	Publish SLA's on FS website (publish template with section 7.0 blank). Also need to publish KPI's.	7 months (due 02/28/2018)	COMPLETE
			2.7.2	Ensure that staff know and uphold the standard, i.e. building engineers and call center staff should know level of service for each building.	7 months (due 02/28/2018) Changed to 5/15/18	
2.8	A campus master plan is in place, current, and utilized for decision making.	Alicia Berg	2.8.1	Document all existing master plans and dates created. Conduct a gap analysis and provide recommendations for any additional outside services necessary.	3 months (due 10/31/2017)	COMPLETE
			2.8.2	Document how the existing plan is utilized in the decision making process.	7 months (due 02/28/2018)	
2.9	The operational units participate in the development of the construction program and are active participants in the acceptance of completed projects.	Art Del Muro	2.9.1	Develop/Reinforce processes that allow operations staff the opportunity to be involved in construction projects during the design phase.	7 months (due 02/28/2018)	COMPLETE

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
			2.9.2	Conduct training on the process with both departments (capital projects and operations).	7 months (due 02/28/2018)	
2.10	Strategies and processes are in place to ensure continuity of functions in the event of staff turnover or other disruption.	Arleta Porter and Gerry McGillian	2.10.1	Coordinate this effort with the succession planning effort in 1.8; provide template for planning to each director (i.e., Sumit)	10 months (due 05/31/2018)	COMPLETE
2.11	Emergency response plans are in place, current, and communicated to facilities employees and the campus community as required.	Gerry McGillian	2.11.1	Write emergency response plans in conjunction with the new safety staff.	12 months (due 07/31/2018)	COMPLETE
3.1	Surveys, tools, and other methods are used to identify customer requirements, expectations, and satisfaction levels.	Gerry McGillian and Art Del Muro	3.1.1	Increase utilization of Maximo customer survey and consider other means of getting customer feedback. Create an annual survey or host customer town hall meetings. POS Questionnaire, Sitelines will do a survey of clients. May want a separate survey for RH&D.	7 months (due 02/28/2018)	COMPLETE
			3.1.2	Provide survey methodology and results from completed capital projects.	7 months (due 02/28/2018)	
3.2	The roles, responsibilities, and services provided by the facilities department are well defined, communicated, and understood within the department and by all communities served.	Gerry McGillian	3.2.1	1.1.1 (due 11/30/2017) and 2.7.1 (due 02/28/2018) address this. Once Information is made available it needs to be communicated to all levels.	7 months (due 02/28/2018) This was corrected to the latest due date of the associated activities.	COMPLETE
3.3	Levels of service are set to exceed customer expectation and are defined in terms that can be understood by the administration, building users, and facilities staff.	Gerry McGillian	3.3.1	SLA's are in place with all customers. FS staff and the customers know what is in the SLA. SLA's will be introduced at 10/2017 quarterly meeting to OPS staff. Rollout thereafter.	12 months (due 07/31/2018)	COMPLETE
3.4	The communities served know how to obtain, monitor progress, and evaluate the services offered.	Gerry McGillian and Alicia Berg	3.4.1	Maximo optimization allowing customers to submit, monitor, and provide feedback for the services offered.	12 months (due 07/31/2018)	COMPLETE
			3.4.2	Create a customer portal. Offer customer training. Increase how-to information on the internet.	12 months (due 07/31/2018)	

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
			3.4.3	Provide a customer training day annually.	12 months (due 07/31/2018)	
3.5	Customer feedback is used to build positive relationships, drive processes and effect improvements.	Gerry McGillian	3.5.2	Tracking sheet has been developed, need to document and communicate process. Process should include: when response is required, who is client (univ bldg, student, FS employee)	3 months (due 10/31/2017)	COMPLETE
3.6	Campus users have a clear understanding and positive view of the services provided by the facilities organization.	Gerry McGillian and Art Del Muro	3.6.1	Create annual meeting format and schedule meetings to include key representatives of the services that are being provided. Develop process and communication plan.	10 months (due 05/30/2018)	COMPLETE
			3.6.2	The forms are web-based and are used when campus clients desire service.		
4.1	A systematic process is in place for identifying and prioritizing performance indicators, comparative information, and benchmarking studies for the most critical areas.	All	4.1.2	KPI's will be identified for each area of Facilities Services.		COMPLETE
4.2	Benchmarking results, comparisons, and performance indicators are tracked and used to drive action within the organization. KPIs in each area?	All	4.2.2	Assign Major Task Owners and Project Leads. Set up change management tracking in BOX for specific tasks	2 months (due 09/30/2017)	COMPLETE
			4.2.3	Refer to BOX (and Binders) to check tasks in each Ownership area of influence.	2 months (due 09/30/2017)	
4.3	The department ensures that data and information are communicated and accessible to all appropriate users. The required data and information have all the characteristics users need, such as reliability, accuracy, timeliness, and appropriate levels of security and confidentiality.	Gerry McGillian and Alicia Berg	4.3.1	Continue implementation of Maximo Optimization: Address data accuracy, create a Standard Operating Procedure for inputting data, train staff, exception reports/KPI's. identify the staffing levels required to execute the impact table.	12 months (due 7/31/2018)	COMPLETE
4.4	An effective facilities inspection or audit program is in place that provides a regular appraisal of facilities conditions, identifies maintenance and repair needs, and quantifies facilities maintenance resource requirements.	Alicia Berg and Gerry McGillian	4.4.1	Work with the Facilities Conditions vendor to ensure that the correct data is being recorded in Maximo.	12 months (due 7/31/2018)	COMPLETE
			4.4.2	Develop an official procedure defining the utilization of facilities conditions data in capital planning and budgeting.	3 months (due 10/31/2017)	

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
4.5	An expenditure report is available to managers on a regular basis and is used to effectively evaluate and control expenditures in assigned sub-units.	Arleta Porter	4.5.1	Review and document current processes.	7 months (due 02/28/2018)	COMPLETE
4.6	An effective system of measuring and recording utility data is in place and is used to establish trends, minimize costs, promote energy conservation, and encourage environmental preservation.	Gerry McGillian	4.6.1	Effectively utilize Energy Cap (Energy Management Information System)	7 months (due 02/28/2018) this will not be completed by this date. Newly revised date will be July 2018.	COMPLETE
4.7	The organization has a process to ensure that hardware and software systems are user-friendly, reliable, up-to-date, and meet the needs of all users.	Alicia Berg and Gerry McGillian	4.7.1	Formalize an annual self-evaluation	7 months (due 02/28/2018)	COMPLETE
5.1	Staff positions are properly classified and allocated in adequate numbers to meet the standards for the targeted level of service.	Arleta Porter	5.1.1	Work with all SLT leaders to define targeted staffing levels that align with the campus master plan and review job descriptions to ensure they are up to date and accurate.	12 months (due 07/31/2018)	COMPLETE
5.2	Training programs provide for new employee orientation and technical skills enhancement for all staff.	Arleta Porter and Gerry McGillian	5.2.1	Develop and implement a new employee orientation. Recommendations: tweak the previous version, have Jim do a video, identify a book as gift for new employees	7 months (due 02/28/2018)	COMPLETE
			5.2.2	Clean-up CATT's and provide a process that makes supervisors accountable for maintaining CATT's information validity and compliance. CATT's will tracks all training attended by staff members and set annual technical training goals for all frontline workers.	12 months (due 07/31/2018)	
5.3	An effective communication system exists within the department to ensure that each employee knows his or her role in the department, the role of related areas, and the overall role of the department.	Arleta Porter	5.3.1	Adopt "Be Essential" and communicate the concept to all FS staff along with strategic plan information	7 months (due 02/28/2018)	COMPLETE
5.4	Safety policies and procedures have been established, written, and communicated to all staff.	Gerry McGillian	5.4.1	Work with the safety staff to write policy and develop training program.	12 months (due 07/31/2018)	COMPLETE

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
			5.4.2	Develop missing JSA's, assist with updating CATT's, provide KPI's on accidents.	12 months (due 07/31/2018)	
5.5	Accident records are maintained and used to reduce accidents and identify needs for special attention.	Gerry McGillian	5.5.1	All accident reports are located in a single location and made available for staff to utilize in training exercises.	12 months (due 07/31/2018)	COMPLETE
			5.5.2	Need to determine how accident tracking (OSHA recordables) will be tracked and reported to staff.		
5.6	The organization promotes employee development and professional development through formal education, training, and on-the-job training such as rotational assignments, internships, or job exchange programs.	All	5.6.1	Create and launch a professional development program	12 months (due 07/31/2018)	COMPLETE
			5.6.2	Identify and recommend 5-10 FS staff for Leadership Institute.		
5.7	Career development is supported through involvement in job-related and professional organizations, and opportunities to advance within the department.	Arleta Porter	5.7.1	Create policy or practice for career development opportunities. Seek out speaking opportunities at conferences in organizations such as NACUBO, SCUP, CACUBO, and others. Covered in 1.7 and 5.6.	7 months (due 2/28/2018)	COMPLETE
			5.7.2	Send FS staff to APPA, COAA, SCUP, ASHRAE events.	Ongoing	
5.8	Work performance and attendance tracking measures are in place, are understood by staff members, and are used by supervisors to assess performance.	Arleta Porter	5.8.1	UChicagoTime tracks attendance. Performance measures are tracked on paper (union) and in WorkDay (non-union). Align desired outcomes on forms to goals/objectives from strategic plan.	8 months (due 04/30/2018)	COMPLETE
5.9	The organization utilizes both formal and informal assessment methods and measures to determine employee well being, employee satisfaction, and motivation. Assessment findings are linked to performance results to identify priorities for improving the work environment, employee support climate and the supervisor's effectiveness(coaching).	Arleta Porter	5.9.1	Continue utilizing the annual survey.	Ongoing	COMPLETE
			5.9.2	Document annual survey intention and progress. Share the results of next year's survey with key staff.	7 months (due 02/28/2018)	

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
5.10	Employee recognition programs are in place for individuals and groups (may include community service).	Arleta Porter	5.10.1	Provide documentation for Safety, Spot, Keller awards. Also provide information for Ronald McDonald House, Build for Chicago, and Ace Tech community engagement efforts.	8 months (due 04/30/2018)	COMPLETE
			5.10.2	Provide information for other community involvement programs like coat, toy and food drives, etc. Create calendar.	8 months (due 04/30/2018)	
5.11	Processes are in place to determine the effectiveness of recruitment and retention programs and to identify areas for improvement.	Arleta Porter	5.11.1	Develop KPIs to track recruitment and retention in key hires as well as conducting exit interviews. Officially document this procedure. Examples are quantitative (days to fill) and qualitative (new hire 90-day interview).	7 months (due 02/28/2018)	COMPLETE
6.1	Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services.	Arleta Porter and Gerry McGillian	6.1.1	Document the process of how equipment is requested and approved. Establish an equipment inventory. A) Obtain list of equipment B) Update	7 months (due 02/28/2018)	COMPLETE
6.2	An effective work management system is in place to identify, report, correct, and document substandard conditions and maintenance requirements.	Alicia Berg and Gerry McGillian	6.2.1	Continue Maximo optimization efforts. Addressed in 4.3.	12 months (due 07/31/2018)	COMPLETE
6.3	Work authorization and scheduling procedures have been established that are consistent with the identified role of each work unit and achieve an equitable distribution of resources.	Gerry McGillian	6.3.1	Document all critical workflow procedures.	12 months (due 07/31/2018)	COMPLETE
6.4	An effective preventive maintenance (PM) program is in place to provide regular inspection and servicing of facilities equipment to assure maximum service life, reliability, and operation.	Gerry McGillian	6.4.1	Continue implementation of CMOB. Implementation of the 90-day PM scheduling process with staffing and SOP. Need to discuss and clarify.	12 months (due 07/31/2018)	COMPLETE

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:	COMPLETE	
	ON TARGET	
	DUE within next 45 days	
	OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
6.5	An estimating system is used that provides accurate estimates of labor and material requirements in order to plan and schedule the execution of work and to determine the causes of significant deviations between actual costs and estimated costs.	Gerry McGillian	6.5.1	Develop and implement a standard estimating procedure. Including standard documentation to be utilized.	3 months (due 10/31/2017)changed to 05/15/2018	COMPLETE
6.6	Design guidelines that incorporate such elements as energy consumption, operating costs, environmental concerns, maintainability, sustainability, accessibility, and safety have been prepared, updated, and are utilized.	Alicia Berg	6.6.1	Ensure that the FS standards are up to date and utilized.	7 months (due 02/28/2018)	COMPLETE
6.7	The delegation of budgetary responsibilities for management of sub-units of the budget is effective in controlling expenditures.	Arlita Porter	6.7.1	Document current efforts.	7 months (due 02/28/2018)	COMPLETE
7.1	The appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired image of the institution.	Gerry McGillian	7.1.1	Develop Inspection Program for APPA level 1-2 buildings (on scale of 1-5). Sightlines will complete a cleanliness survey, DCS/ABM complete cleanliness QA. UofC typically scores 81-82 on 100 point scale.	7 months (due 02/28/2018)	COMPLETE
7.2	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.	Gerry McGillian	7.2.1		7 months (due 02/28/2018)	COMPLETE
7.3	Building systems and infrastructure are maintained and operated at a level of reliability that contributes to the successful implementation of the institution's mission and programs.	Gerry McGillian	7.3.1		3 months (due 10/31/2017)	COMPLETE
7.4	Funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance and repairs.	Gerry McGillian and Alicia Berg	7.4.1	Tied to development and implementation of the Facilities Condition Index (FCI) in activity 4.4	12 months (due 7/31/2018)	COMPLETE
			7.4.2	Tied to development and implementation of the Facilities Condition Index (FCI) in activity 4.4		

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:

COMPLETE	
ON TARGET	
DUE within next 45 days	
OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
7.5	Staff is highly motivated and productive, taking pride in the accomplishment of their duties.	All	7.5.1	Provide questions and historical trending from employee satisfaction survey. This may be one good source for data.	7 months (due 02/28/2018)	COMPLETE
7.6	Customer satisfaction measures ensure that the levels of service are consistent with customer needs and requirements and within the facilities department's capability.	Gerry Mcgillian and Art Del Muro	7.6.1	See 3.1 for Operations, prefer town halls and individual meetings.	7 months (due 02/28/2018)	COMPLETE
			7.6.2	See 3.1 for tasks.	7 months (due 02/28/2018)	
7.7	Managers and supervisors stay in touch with the needs of the education enterprise.	All	7.7.1	Create a strategic plan that tracks to the plan of the University. Map how our S/P links to initiatives of the University. Goals of University are laid out at Board meetings (in board materials). SLA and space statistics support the University's master plan.	5 months (due 12/31/2017)	COMPLETE
8.0	At the request of the institutional representative this section would include any items or subjects that are not covered by the criteria in Sections 1 through 7. These items may include those things that are specific to the campus.	All	8.0.1	Campus North Residence Hall (completed Fall 2016). Established EUI target as part of design-build RFP.		COMPLETE
			8.0.2	Keller Center will be the most sustainable building on campus but also the most sustainable top-10 policy school. (LEED Platinum and Living Building Challenge)		
			8.0.3	Green house gas reduction. Baseline study completed and Summit's projects underway.		
			8.0.5	Check to Pay (CUCABO write-up and award) and Capital Project Cash Flow Model.		
			8.0.6	Diversity software and targets for procurement.		
			8.0.7	Reduction in OSHA recordables at CUP as a result of JSA, on-site interviews, stretching		

APPA AWARD FOR EXCELLENCE CRITERIA

Printed: 1/17/2019

Key:	COMPLETE	
	ON TARGET	
	DUE within next 45 days	
	OVERDUE	

Activity Number	Activity - AFE Criteria	UofC Owner	Task No.	Task	Time Allocated	Due Date Status Color
			8.0.8	Internship program and community involvement.		