



APPA Award for Excellence in Facilities Management (AFE)

CRITERIA

1.0 Leadership – 150 points

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.
- 1.2 Describe how the leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and make improvements.
- 1.3 Describe how the organization aligns its mission, vision, and value statements with those of the institution.
- 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.
- 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.
- 1.6 Describe the leadership development and succession plans presently in place to ensure continuity of leadership.
- 1.7 Describe how the leadership of the facilities department emphasizes the importance of excellence and how it engages in excellence.
- 1.8 Describe how the leadership of the facilities department promotes and ensures ethical behavior in all interactions.

2.0 Facilities Strategic and Operational Planning – 150 points

Strategic and operational planning consist 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.
- 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.
- 2.3 Describe the processes defined to ensure that strategic goals and key performance measures are understood by all, and the extent that those goals and measures are periodically reviewed.
- 2.4 Describe how the institution's and the facilities' master plan incorporate and reflect principles of sustainability, total cost of ownership (TCO), and overall facilities renewal.
- 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.
- 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.
- 2.7 Describe the process and timing for a regular, periodic review of the facilities strategic plan.
- 2.8 Describe the process used to develop the capital plan, addressing needs for renovation, major repairs, and/or upgrades.
- 2.9 Describe the processes utilized to ensure a budget is developed with input from multiple levels of staff using 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.
- 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. Provide your institution's definition for each of these plans.
- 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.
- 2.12 Describe how leadership is building and expanding organizational capacity and capabilities.
- 2.13 Describe the practice used to ensure the workplace environment optimizes staff performance.

3.0 Customer Focus – 150 points

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. To be successful, a facility department must ensure that its customers have an understanding of standards, tasks, roles, frequencies of services, etc.

- 3.1 Describe the process you use to identify your customers.

- 3.2 Describe how you identify the needs and expectations of both your internal and external customers and how you measure your success in meeting those expectations.
- 3.3 Describe the process you use 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 you use to share those service levels and structure.
- 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.
- 3.5 Describe how customer feedback is used to affect continuous improvement and innovation.
- 3.6 Describe the practice used to evaluate the extent to which both the leadership of the organization and its front-line staff meet customer needs and expectations.

4.0 Assessment and Information Analyses – 100 points

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.

- 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.
- 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.
- 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.
- 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.
- 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.

5.0 Development and Management of Human Resources – 100 points

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.

- 5.2 Describe employee recognition programs and practices and how they are used to encourage, recognize, and reward improved performance.
- 5.3 Describe your process for setting individual goals and how they promote innovation in the department.
- 5.4 Describe how the facilities department fosters an organizational culture that rewards cooperation, communication, and skill sharing across work units.
- 5.5 Describe how work performance and attendance expectations are reviewed and the process used to communicate such information to employees.
- 5.6 Describe how career development needs are assessed, provided, and monitored.
- 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.
- 5.8 Describe how the organization utilizes both formal and informal assessment methods and measures to determine employee well-being, employee satisfaction, and motivation.
- 5.9 Describe the approaches used to ensure the effectiveness of recruitment programs to provide well-qualified staff and to retain high performers.
- 5.10 Describe the processes used by both the department and the institution for orienting new employees so they can successfully fulfill their responsibilities.
- 5.11 Describe the processes used to determine appropriate staffing levels, based on identified and approved operational performance standard(s).
- 5.12 Describe how the department manages and organizes its workforce to accomplish its advertised mission and objectives.
- 5.13 Describe how the department identifies needs for improvement and measures progress in the areas of regulatory requirements, health, safety, emergency preparedness, and security. Describe the processes used to train employees in these categories and how the effectiveness of those training programs is ascertained.

6.0 Process Management – 100 points

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 facilities functions.

- 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 6.1 contribute to the delivery of customer value, organization success, and stewardship in your organization.
- The Facility Performance Indicators and related measures for each core competencies.

- How the core competencies support compliance and coordination with the agencies having jurisdiction.
- 6.2 Describe the processes used to establish measurements for process inputs and outputs required to achieve efficiency and effectiveness.
- 6.3 Describe how stakeholders are involved in the development and implementation of core processes.
- 6.4 Describe the protocol established to evaluate processes established to determine opportunities for improving efficiency, effectiveness, and value to the success of the organization.

7.0 Performance Results – 250 points

The performance of a facilities organization can be assessed in a number of ways: campus appearance, customer satisfaction, employee satisfaction, effectiveness of systems operations, financial results, and supplier/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.
- 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.
- 7.3 Describe how the department assesses that building systems, infrastructure systems, 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.
- 7.4 Describe the processes established to insure 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.
- 7.5 Describe the tools used to assess whether the staff is highly motivated and productive, taking pride in the accomplishment of their duties.
- 7.6 Describe the processes used to insure that the levels of service are consistent with customer needs and requirements and within the facilities department's capability.
- 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.

8.0 Other Considerations – points as appropriate

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, etc.