

Strategic Plan 2010



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Introduction



Major cities across the country operate according to “master plans” they’ve developed to guide them through the expected and unexpected challenges involved in providing services, maintaining infrastructures, and meeting the need for growth. West Virginia University (WVU) is like a major municipality in every respect, and faces the same challenges.

The Facilities Management organization of WVU maintains the university’s 8 million square feet of building space and associated infrastructure and services to provide access, water, sewer, gas and electric conduits and pipelines, and waste disposal for a growing and dynamic population of students. The 650 men and women employed by Facilities Management could find their jobs duplicated in the roles of city employees throughout the nation.

The primary goal of Facilities Management is to create and maintain an environment that supports and enhances the learning, living, and working experience at WVU. That environment is a major factor in the recruitment and retention of students. Employees at all levels of Facilities Management are united in working toward that goal, and its achievement requires a long-term vision. That vision needs to be carefully defined and clearly understood so that the short-term projects undertaken to meet immediate needs will contribute to creating that positive environment campus-wide.

It is not enough to simply organize the daily activities of its various units if Facilities Management is to achieve its mission of supporting the mission of the university. The Facilities Management Strategic Plan presented in the following pages presents the goals of the organization and defines the vision and mission of Facilities Management in a way that clearly unites all of its employees in a common purpose, with shared values and objectives, a team effort in service of the WVU community.

Vision, Mission, and Values



Vision

Commitment to be a nationally recognized Facilities Management leader supporting West Virginia University.

Mission

Facilities Management creates and manages the campus environment to support the mission of WVU—the flagship institution of West Virginia. Facilities Management provides this service through continuous improvement of our people, processes, and services.

Core Values

- Excellence—Exceed customer expectations.
- Stewardship—Create an environment where all employees are empowered and held accountable to use resources effectively. Provide leadership, guidance, and encouragement to all employees.
- Integrity—Foster an environment based on mutual respect, personal conduct, honesty, fairness, reliability, and trust.
- Innovation—To encourage creativity, new ideas, concepts, and technology focused on the campus facilities and services we provide.
- Team Work—Unrestricted commitment to mutual success.

Facilities Management's Strategic Focus



Facilities Management's business plans are governed by tactical concentrations based upon key initiatives:

- Customer satisfaction
- Employee best practices
- Employee development
- Employee welfare
- Enhancing the student experience
- Fiscal responsibility
- Performance management
- Promotion of FM initiatives
- Research
- Sustainability

These plans are adjusted according to a set of metrics incorporated into the balanced score cards of the various units and based on several key performance indicators (see Appendix):

- Finance
- Customer
- Internal business processes
- Learning and growth

Design & Construction



The Design & Construction unit will support the mission of WVU by successfully managing construction, renovation, and capital improvement projects. Its long-term goals include increasing the level of project management professionalism and quality through the adoption of, and training in, the principles and practices developed by the Project Management Institute. The unit will continually strive to improve its ability to track project performance throughout the life cycle of the project to ensure that projects stay within budgets and that delivery times are met. It will expand project delivery methods and provide stronger contract language to protect the interests of WVU.

Key Objectives

- Meet target project budgets
- Historical cost database
- Conduct post-project customer surveys
- Meet target project schedule
- Finalize Change Order SOP
- Finalize Project Reporting SOP
- Develop five additional SOPs
- Work with State Attorney General's office to revise the design-build and construction management agreements
- Networking and benchmarking one peer institution
- Project Management Professional certification

Operations



Operations will provide an aesthetically pleasing, safe, and clean environment at WVU for all students, faculty, staff and visitors, constantly reviewing processes, techniques, and technology to provide maximum customer service in support of the university's mission.

Operations will continually review available cleaning products, tools, and equipment while considering sustainability and economy. In fulfilling its mission, Operations will also provide support to the residence halls, academics, athletics, and special events as required by cleaning, painting, masonry applications, set-ups, and carpet replacement and any other aesthetic issues. The Operations Management Team will provide regular training to keep all Operations staff informed of the proper usage and operation of all products and equipment.

Key Objectives

- Meet personnel and operating budget
- Complete weekly budget reports for operating expenses
- Develop 1- through 3-year painting deferred maintenance plan
- Initiate annual customer survey and improvement plan
- Building inspections
- Analyze employee accident reports
- Review new building construction standards as they pertain to operations
- Identify and analyze turnover and absenteeism issues
- Evaluate all custodial supplies, equipment, and tools to increase usage of "green" and environmentally friendly products; support the campus-wide sustainability program
- In-service training for all staff twice annually
- Training on new equipment, tools, and products

Maintenance



The Maintenance department supports the mission of WVU by providing maintenance service to all campus facilities and utility infrastructure. This unit will analyze its production and efficiency using the TMA system and make improvements on a continual basis.

We will improve the preventive maintenance program and implement a predictive maintenance program. This will reduce maintenance costs and equipment downtime. Reviewing and updating the department's deferred maintenance program will allow better planning for the expenditure of future deferred dollars.

Our managers will ensure that employee training results in excellent customer service and maximum flexibility in performing maintenance in a safe environment. The development of quarterly and annual training plans will allow for better scheduling and reduce lost training time due to last minute scheduling.

Key Objectives

- Develop a system of metrics using TMA data to measure: TMA work order completion rates, cost analysis, and expenditure of man-hours for each shop
- Provide a complete and accurate 5-year deferred maintenance plan
- Identify new projects for a new 10-year deferred maintenance plan
- Implement a standard building inspection plan
- Implement a predictive maintenance program for mechanical systems
- Implement a predictive maintenance program for electrical systems
- Restructure the current preventive maintenance program for greater effectiveness and cost efficiency
- Develop a quarterly and annual training plan

Grounds & Labor



Grounds and Labor are separate units with distinct duties that collaborate to provide the highest level of efficiency and productivity to WVU.

The Grounds department strives to maintain an aesthetically pleasing and safe environment that is an important recruitment tool to attract not only the best and the brightest students, but quality faculty and staff as well. This also enhances the living, working, and learning experience at WVU.

The Grounds and Labor Strategic Plan will serve as a reference guide to ensure that the most critical campus landscape needs and requirements are addressed. This will be accomplished by utilizing the latest technology, innovative ideas, and cost saving measures available.

Our units will support academic excellence by providing a high level of service during event setups, office moves, sanitation, pest control, grounds maintenance, snow removal, landscape and landscape construction, equipment repair, and fleet maintenance.

The management team will continue to improve communications, procedures, training, and techniques with our staff to better provide quality service on a daily basis.

Key Objectives

- Meet personnel and operating budgets
- Review chargeable work with Auxiliaries
- Define core vs. billable services
- Complete replacement costs on all Grounds & Labor Equipment
- Update snow removal plan
- Develop 1-3 year deferred maintenance list for all areas that affects Grounds
- Initiate formal Grounds Inspection
- Training—Train Grounds Department in skilled areas such as pruning, equipment operation, mechanics, etc.

Administrative Services



Administrative Services assists the functions of business, warehouse, and recycling within WVU Facilities Management. These macro functions go beyond the unit of Facilities Management and influence university actions with consequences that demand accuracy and consistency.

To best provide the leadership required of its role, Administrative Services pledges to improve both internal and external communication to better provide timely courses of action allowing its work to help foster success throughout its constituency. Securing financial health for FM and WVU requires sound stewardship of resources, a commitment to team work, and an unwavering integrity that pervades all aspects of the group. Innovation leading to better work plans, successes, and institutional gains will be the norm for Administrative Services team members as they direct FM toward greater achievements.

Key Objectives

- Provide accurate monthly budgetary and expenditure reports within the first fifteen (15) working days of the following month
- Consistently provide estimates of planned work, change orders, deferred and preventive maintenance projects, etc.
- Drive the campus-wide recycling effort to encompass WVU affiliates and regionals (Potomac State, WVU Tech, and HSC)
- Provide just-in-time delivery of inventory requests to customers without causing excessive delays in meeting operational needs
- Provide access to consistent internal systems training for FM staff
- Gain full understanding of inventory cycles and remove stale or non-rotating products from inventory
- Ensure accurate and timely reimbursement to warehouse accounts for purchases via submissions to central WVU within five working days of charge to the warehouse account
- Develop and implement an annual Learning and Growth plan for training and skill development for Administrative Services employees

Human Resources



FM's Human Resources (HR) goal is to deliver consistent and effective HR processes that favorably impact the cost of doing business; build an effective, team-based organization; empower its people to reach their highest potential; and exceed customer expectations. Our goals will build on three key strategies: organization and people development, employee welfare, and best HR business practices.

Organization and people development plans focus on performance management, training for improvement, and implementing business actions that promote and build a team structured culture. Employee welfare initiatives encompass recognition, internal communications, and on-the-job safety. Strong emphasis to improve FM's HR deliverables is the core to best practices.

Key Objectives

- Implement the HR client-based model at Facilities Management to delivery effective services in the employment, classification and compensation, and employee relations functional areas
- Develop the employment specialist role to provide comprehensive employment services with special focus on "time to hire" and "retention"
- Actively support and promote Facilities Management's business actions, strategic initiatives and employee welfare activities through print, media, internet and other sources
- Coordinate and guide Facilities Management's safety initiatives through the safety steering committee coordinated with SHE and EH&S activities
- Support a performance-focused organization that encourages both professional and personal growth through training and development activities specifically targeted for the FM organization



The role of WVU Facilities Management at the NASA IV&V Facility is two-fold. One is to support NASA. While WVU owns the facility, NASA is the main tenant and the source of funds for all operations. WVU acts as the primary vehicle utilized to accomplish daily and long-term activities. The second role is to be the landlord. Even though NASA funds the efforts, the facility is owned by WVU and all activities must comply with WVU guidelines.

Key Objectives

- Deliver all the Information Technology requested by NASA such as the ever expanding video teleconferencing system, the phone systems both stationary and mobile, the entire Local Area Network and the Wide Area Network utilized by NASA and contractors including software and hardware
- Ensure all invoices are processed in a timely manner from creating a requisition or placing an order, through receipt, acceptance and final payment
- Maintain the monthly financial records that match both federal and state requirements—records that are utilized for history and also for planning purposes
- Creation and maintenance of annual budget necessary to operate the IV&V Facility
- Support the other tenants linked to NASA located on the raised floor section of the building including delivering all power, cooling and other utilities needed for uninterrupted operation of the super-computers
- Develop a 10-year deferred maintenance plan
- Develop a capital renewal plan based on points of failure and critical systems

Appendix



Balanced Score Cards

The balanced scorecard is a document used extensively in organizations worldwide as a strategic planning and management system. It allows organizations to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

The balanced scorecard transforms an organization's strategic planning into the daily operational activities required to achieve specific goals. The scorecard does this by providing a view of the organization from four perspectives (Learning and Growth, Business Process, Customer, and Financial). Metrics are developed and data collected to analyze the organization's performance in relation to each of these perspectives.

Each of Facilities Management's units has developed a balanced scorecard and is using it to ensure that it successfully plays its part in Facilities Management's Strategic Plan.

Design and Construction Balanced Score Card

FM Balanced Business Score Card—Design & Construction		
Finance (objectives)	Results	Performance
Meet target project budgets. Develop a method to calculate the Cost Performance Indicator (CPI) Metric by November 1, 2009. Develop a monthly report by January 1, 2010. Implement by March 2010.		
Historical cost database: <u>Construction Services:</u> Collect data for 30 projects and enter into a system. Complete by April 1, 2010. <u>In-House Construction:</u> Collect data for 5 completed projects per type of project (e.g., classroom, wet lab, dry lab, office space). Complete by April 1, 2010. Develop a format and location for data so data can be located and used. Complete by Feb. 27, 2010.		
Customer (objectives)	Results	Performance
Conduct post-project customer surveys. Be prepared to send survey to customers by November 1, 2009. Evaluate results and develop report for distribution to Design & Construction team by April 1, 2010.		
Meet target project schedule. Develop a method to calculate the Schedule Performance Indicator (SPI) Metric by November 1, 2009. Develop a way to report on a monthly basis by January 1, 2010.		

Design and Construction Balanced Score Card

Internal Business Processes (objectives)	Results	Performance
Finalize Change Order SOP. SOP should be approved and implemented by Dec. 1, 2009.		
Finalize Project Reporting SOP. SOP should be approved and implemented by Dec. 1, 2009.		
Develop five additional SOP's: 1.) Project Filing and Record Keeping, 2.) General Purchasing Options and Dollar Limits, 3.) Design Review Process, 4.) Administrative Approvals, and 5.) AE Proposal Checklist. SOP's should be approved and implemented by June 30, 2010.		
Work with State Attorney General's office to revise the design-build and construction management agreements. Approved to form by Deputy Attorney General by August 1, 2010.		
Division 1 Design Guidelines Write or update Division 1 guidelines to include AE and Contractor reporting requirements and WVU Contractor Safety Program. Complete by July 1, 2010.		
Learning and Growth (objectives)	Results	Performance
Networking and benchmark one peer institution. Written report by all attendee's on how the institution manages projects. Report to include project timeline, delivery method, estimating and budgeting, design review, tracking project progress, project closeout and turnover, and lessons learned. Visit Penn State by Nov. 30, 2009. Complete report by Dec. 30, 2009.		
Continue training on PMI principles. Certified PMP's (Joe Patten, John Thompson, and Bill Linn) earn 20 PDU's by Dec. 1, 2010.		
Project management professional certification. Certify two Project Managers per year. Kevin Kilinsky and John Sommers certification by Aug. 1, 2010.		

Operations Balanced Score Card

FM Balanced Business Score Card—Operations		
Finance (objectives)	Results	Performance
Meet personnel and operating budget – 100% Quarterly compliance of both budgets		
Justify and develop financial growth. Validate planning's cleanable sq. ft. data by 12/31/2009 Identify and define external costs that negatively impact operating expenses and labor costs by 12/31/2009.		
Complete weekly budget reports for operating expenses. Develop and maintain budget sheet to track all operating expenses for each DA for FY 2010, by 8/30/2009 Compare APPA level 2 with our current cleaning levels and identify the gap for quality improvement and resources by 3/31/10.		
Develop 1- through 3-year painting deferred maintenance plan by the end of Jan. 2010 for official submission. Inspection-based plan for SAAF and Academics by 10/31/10.		
Customer (objectives)	Results	Performance
Quarterly communication meeting with building supervisors to discuss any cleaning schedule issues with customers. Develop and standardize a cleaning schedule for Academics, Athletics areas, Residences Halls, Mt. Lair, Rec. Center and Administrative areas. Train customer to services and level of services provided. Schedule will be complete by 9/30/09 and communicated to Bldg. Supervisors during next scheduled meeting.		
Initiate annual customer survey and improvement plan. Develop plan to correct any customer dissatisfaction. Survey should be complete by 10/31/09 and corrective action plan developed and corrections made by January 15th, 2010.		
Building Inspections Develop, document, and maintain inspection schedules. Complete by 08/31/09		

Operations Balanced Score Card

Internal Business Processes (objectives)	Results	Performance
Stay abreast of technology change as it pertains to operations. Research and demo new products, tools and equipment considering green and environmentally friendly aspects, sustainability, costs and labor savings by 6/30/10.		
Analyze employee accident reports. Review all accidents with AD's weekly to discuss resolution and prevention. If needed SOP will be written. (By 6/30/10)		
Review new building construction standards as they pertain to operations. Review material selection, specifications, be involved in substantial completions, identify staffing, equipment and material as needed. Contact PDC in writing to document any requested changes. 06/30/2010		
Evaluate work shift schedules. Improved attendance and morale.		
Identify and analyze turnover and absenteeism issues. Review and compare absenteeism for three different shifts from Jan. 1 thru July 31, 2009 to determine effect on work schedules. (By 10/30/09)		
Learning and Growth (objectives)	Results	Performance
Evaluate all custodial supplies, equipment and tools to increase usage of "Green " and environmentally friendly products. Support campus-wide sustainability program. Document evaluation of all products, tools and equipment, positive and negative. Document changes. (By 6/30/10)		
In-Service Training Mandatory in-service training for all Operations staff — 2 times per year. (By 6/30/10)		
Recognition Programs Continue Employee of the Month and Years of Service Programs.		
Training Provide training on all new equipment, tools and products by vendors, reps. and in-house staff. Document training by sign-in sheet, name and date. Operations Mgt. attend at least one custodial tradeshow. (By 6/30/10)		

Maintenance Balanced Score Card

FM Balanced Business Score Card—Maintenance

Finance (objectives)	Results	Performance
Develop a system of metrics using TMA data to measure TMA work order completion rates, cost analysis, and expenditure of man-hours for each shop by 01 April, 2010.		
Train all managers on using TMA data to measure TMA work order completion rates, cost analysis, and expenditure of man-hours for each shop by 15 May, 2010.		
Place the system of metrics using TMA data to measure TMA work order completion rates, cost analysis, and expenditure of man-hours for each shop on-line by 01 June, 2010.		
Provide a complete and accurate 5-year deferred maintenance plan by 01 January, 2010.		
Review and update current 10-year deferred maintenance plan by 15 October, 2009.		
Identify new projects for a new 10-year deferred maintenance plan by 15 November, 2009.		
Complete a new 10-year deferred maintenance plan by 01 January, 2010.		
Customer (objectives)	Results	Performance
95% of Maintenance employees trained in customer service by 01 July 2010.		
Implement a standard building inspection plan by 01 December, 2009.		
Complete an inspection on all PM Level 1 and Level 2 buildings by 01 August, 2010.		

Maintenance Balanced Score Card

Internal Business Processes (objectives)	Results	Performance
Full implementation of FM Preventive Maintenance System by 01 July, 2010 (SOP, Data Collected, Task Sheets completed and buildings on line)		
FY 2011 deferred maintenance list completed by 15 November 2009 (Projects identified, scope of work identified, cost estimates completed.)		
Improve PM completion to a 75% completion rate by 30 December, 2010 and to 95% completion rate by 01 January, 2011.		
Implement a predictive maintenance program for mechanical systems by 01 July, 2011.		
Implement a predictive maintenance program for electrical systems by 01 July, 2010.		
Learning and Growth (objectives)	Results	Performance
100 % of Maintenance trained on preventive maintenance by 01 December, 2009.		
Develop a quarterly and annual training plan for Maintenance by 01 January, 2010.		
All Maintenance staff trained on deferred Maintenance SOP by 01 January, 2010.		

Grounds and Labor Balanced Score Card

FM Balanced Business Score Card—Grounds & Labor

Finance (objectives)	Results	Performance
Meet personnel and operating budgets — 100% Quarterly compliance of both budgets		
Review chargeable work with Auxiliaries. Update MOU's for Parking/Health Sciences/Athletics by 12/31/10		
Define core vs. billable services.		
Complete replacement costs on all Grounds & Labor equipment. Prepare 5-yr. replacement plan with actual updated costs by 6/30/10.		
Customer (objectives)	Results	Performance
Partner with FM to send out survey by 9/30/09 Maintain communications with customers. Develop a corrective action plan by 3/30/10		
Update snow removal plan. Define prioritized snow removal routes, equipment used for each; update plan for newly constructed areas completed since last winter; complete MOU for Parking by 2/27/10 .		
Internal Business Processes (objectives)	Results	Performance
Develop 1- to 3-year deferred maintenance list for all areas that affects Grounds. Prepare justification and prioritization with approximate cost while defining the scope of submitted project. Partner with maintenance to determine available funding for fiscal year 2011.		
Initiate formal grounds inspection. Complete a total inventory of hardscapes and softscapes throughout WVU campuses by 3/31/10. Develop grounds inspection forms to be used by Grounds leads in areas of their responsibility. To be completed by 10/31/09.		

Grounds and Labor Balanced Score Card

Learning and Growth (objectives)	Results	Performance
Stay abreast of technology change as it pertains to Grounds and Labor. Document technology changes and how they affect operational efficiency and productivity each fiscal year, in part, by attending at least one major trade show, meeting with vendors and viewing new equipment and technology by 6/30/10.		
Training — Train Grounds Department in skilled areas such as pruning, equipment operation, mechanics, etc. Training to be on a continuing basis as needed, but initial phase to be completed by 12/15/09. Continue training in all aspects of grounds maintenance. Pursue in-house training with WVU professors in landscape classes. Maintain all special licenses needed such as CDL' s and Pest Control to maintain operations.		

Administrative Services Balanced Score Card

FM Balanced Business Score Card—Administrative Services

Finance (objectives)	Results	Performance
To serve as the recognized financial and administrative support experts by consistently providing useful data, projections and business information to guide all Facilities groups.		
Provide consistent fiscal resources to Facilities and Services members allowing for 100% budget awareness. This will be accomplished by providing accurate monthly budgetary and expenditure reports within the first fifteen (15) working days of the following month.		
Consistently provide estimates of planned work, change orders, deferred and preventative maintenance projects, etc. The goal would be to have the responsible FM units following this protocol by December 31, 2009.		
Gain WVU administrative support through bi-annual updates, reviews and presentations to begin the systems upgrade of a TMA to MAP interface.		
Customer (objectives)	Results	Performance
Drive the campus-wide recycling efforts to encompass WVU affiliates and regionals (Potomac State, WVU Tech and HSC) by July 1, 2011. The basis of this objective's success would not be on volumes or programs but on whether the noted administrations endorse the idea of recycling and allow the initiative to take root.		
Provide just-in-time delivery of inventory requests to customers without causing excessive delays in operational needs. The goal is to have the lamps and filters on-board with a Preventative Maintenance schedule that encompasses the order cycle and allows for decreased over-ordering. Plans are to have this initiated by June 30, 2010.		
Provide access to consistent internal systems training for FM staff. Work with the ATS administration to strengthen the personnel and resources applied to FM systems training. Develop a training calendar by September 30, 2009.		
Internal Business Processes (objectives)	Results	Performance

Administrative Services Balanced Score Card

Gain full understanding of inventory cycles and remove stale or non-rotating products from inventory by December 31, 2010.		
Ensure accurate and timely reimbursement to warehouse accounts for purchases — submissions to central WVU within five (5) working days of charge to the warehouse account.		
Maintain recycling service commitment while reducing time commitment of FM staff by focusing on core commitments that best serve the institution.		
Provide data management and mining functions to support benchmarking and performance ratios. This function will be strengthened through additional Administrative resources, both restructuring of existing positions/duties as well as the addition of professional support. Expectations are that this objective will begin to be more fully met by December 31, 2009.		
Learning and Growth (objectives)	Results	Performance
Develop and implement an annual Learning and Growth plan for training and skill development for Administrative Services. Tailor the plan to the employee potential for additional responsibilities. Meet with each Admin. Staff member by October 31, 2009 and have plan developed by January 1, 2010.		
Personally become a stronger user and position of technical knowledge for TMA. This is to be accomplished through the use of internal staff with knowledge to share. A series of planned training sessions, each progressively more difficult is being planned. Also, I will be attending the spring 2010 TMA Users Conference to further broaden my skills and perspectives on use of the system.		
Indoctrinate Mountaineer Pride throughout the Administrative Services Unit. The goal is to have this level of service recognized as the norm with 6 months of its release.		
Learning and Growth (objectives)	Results	Performance
Author/Sponsor a campus-wide survey to support benchmarking and assessment of where Facilities Management ranks against prior year and peer information. This is to be done on an annual basis and initiated by October 15th annually.		

Human Resources Balanced Score Card

FM Balanced Business Score Card—Human Resources			
Finance (objectives)		Results	Performance
Develop and meet an HR-focused operating budget to service FM HR requirements. To include recruiting costs, NEO, wellness program, FM-developed training initiatives.			
> 100% does not meet, < 98% exceeds			
Customer (objectives)		Results	Performance
Direct and support activities that promote FM via printed materials, internet and intranet links, outreach activities, etc. Complete assigned actions by established target dates.			
Annual report	6/30/2010		
Apprenticeship brochure update	12/31/2009		
Business balanced scorecard (BBSC)	8/14/2009	Drafts completed 7/15 finalized FM BBSCs due 10/2/09	
Benchmark opportunities	TBD		
Community outreach	on going		
MTECH advisory committee			
FM strategic plan (print ready)	10/15/2009		
Up-coming training matrix	9/4/2009	Draft completed	
Safety steering committee action plan	9/1/2009		
Wellness action plan	7/31/2009		

Human Resources Balanced Score Card

Internal Business Processes (objectives)		Results	Performance
Implement the HR <u>client-based model</u> at FM to delivery effective services in the employment, classification and compensation, and employee relations functional areas.			
Guide, coach, and develop the employment specialist role to reduce the “time to fill” FM job vacancies by 20% - 25% as compared to the average “time to fill” of 66 days as identified by the 6 sigma project. Results based upon days to fill 7/1/09-6/30/10; posting close date to start date.			
< 20% reduction is below goal			
20% - 25% reduction meets goal			
> 25% reduction exceeds goal			
Create and oversee the FM applicant pool – pending implementation. Target date and actions to be established prior to implementation of the pool concept.			
Provide guidance and timely employee relations support to the FM organization.			
Complete investigation and draft discipline letters within 3 working days from receipt of the DFS. Forward proposed discipline letters to Employee Relations within 1 working day from the completion of the draft discipline letter.			
Coordinate and guide FM safety initiatives through the safety steering committee coordinated with SHE and EH&S activities and training. Reduce the LTI rate and LWD by 15% compared to 2009 results.			
Partner with Administrative Technology Services to <u>implement new ORACLE HR modules</u> including: HR self-serve, time and labor, arrears vs. current payroll, and the leave request system. Update the HR organizational structure for all administrative and academic units to support the new functionality in Oracle HRMS.			
Provide site support as required.			

Human Resources Balanced Score Card

Learning and Growth (objectives)		Results	Performance
Design, coordinate, and deliver four “in house” programs specifically developed for the FM organization by June 1, 2010.			
NEO redesign to reduce OJT training time by 6 hours	10/1/2009		
Mountaineer Pride Customer Service training roll out	TBD		
Supervisor workshops - Hiring process and interview skills roll out - New performance management evaluation roll out	10/31/2009 3/19/2010		
CSW orientation training	10/31/2009		
Establish a focus group program to build an FM "climate survey" data base. Identify and implement 2 retention activities by March 31, 2010.			
Develop focus group questions.	10/16/2009		
Identify targeted focus group participants.	10/23/2009		
Schedule focus group meetings/survey.	11/30/2009		
Complete data gathering.	1/22/2010		
Recommend and implement 2 corrective actions.	2/12/2010		
Build an action plan to support a performance-focused organization, retain identified key talent, and execute management development activities for persons named in the talent pool. 100% completion of plan and 100% retention within WVU (excluding retirement) of identified talent as of 6/30/10 meets goal. 100% completion by 5/31/10 exceeds goal.			
Name persons to the “classified” & “non-classified” talent pool.	9/4/2009		
Assess skills and identify at least 3 development activities/person.	9/30/2009		
Build a “when ready” matrix.	10/5/2009		
Review and revise talent pool action plan.	2/26/2010		
Review and revise talent pool action plan.	6/8/2010		
Evaluate plan results.	6/30/2010		