

# Achievement Record 2011



# INSIDE



## Stewardship

4

To plan, develop, and maintain the campus facilities and infrastructure in a safe, effective, efficient, and transparent manner.



## Sustainability

6

To protect the natural environment in a socially and economically responsible manner by modeling and supporting sustainability in all actions and decisions.



## Service Quality

7

To provide exceptional quality of service that satisfies our customers and ensures strong relationships with all stakeholders.



## Quality of Work Life

7

To provide a supportive, balanced, and positive work environment that encourages high performance and in which employees feel a sense of purpose and belonging.

## Streamlined Processes

7

To encourage continuous improvement in the delivery of our services.

## INTRODUCTION

The Facilities Management Division (FMD) Achievement Record is developed yearly to help measure, assess, and report on the division's performance and progress towards achieving our vision and goals.

The indicators used are unique to FMD and align with the facilities performance indicators (FPI) defined by APPA, an association for those engaged in educational facilities management, and Facilities Management Evaluation Program (FMEP) criteria.

This past year FMD, with the universities of Alberta, Calgary, Regina, Carleton, and Dalhousie, participated in a review conducted by the Canadian Association of University Business Officers (CAUBO) to improve consistency among Canadian universities when completing APPA's FPI survey. As CAUBO works with APPA to refine the FPI report and continues to promote greater sharing of information and expertise among Canadian university facilities managers, the consistency of the information reported will continue to improve.

The fifteen indicators selected for FMD's 2011 Achievement Record align with our goals—Stewardship, Sustainability, Service Quality, Quality of Work Life, and Streamlined Processes—and help us evaluate progress and measure success as outlined in our integrated plan. New targets, more trending information, and benchmarking will be included in future reports as information becomes available.

### Highlights:

Our Achievement Record continues to evolve. We have added information on future development and an indicator to measure customer satisfaction.

### Stewardship

- Our Facilities Condition Index continues to increase, although it is on par with the average of other benchmarked universities.
- Capital expenditures peak at \$170 million in 2010–11, and are expected to remain over \$120 million for each of the next two years.
- Campus-wide workplace injuries declined significantly but continue to be slightly higher than other Saskatchewan universities and colleges.

### Sustainability

- We experienced slight increases in green house gas emissions and decreases in both energy consumption per gross square foot and total water consumption.

### Service Quality

- Service levels for custodial, grounds, and building maintenance continue to be lower than desired but are comparable to other benchmarked universities.
- Our Customer Service Rating indicates that 83% of customers interviewed were satisfied or very satisfied with FMD services.

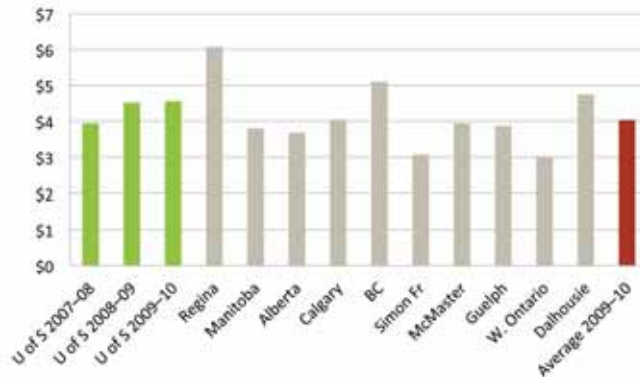
### Quality of Work Life

- The Employee Engagement Index shows an increase since 2006 but is still lower than the general U of S population.



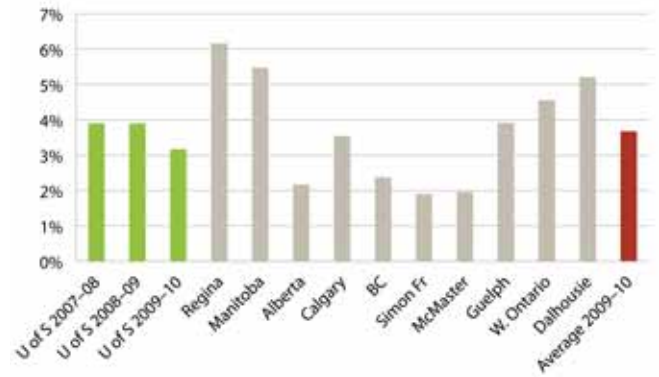
# Stewardship

## Facilities Operating Expenditures per Gross Square Foot (GSF) Index



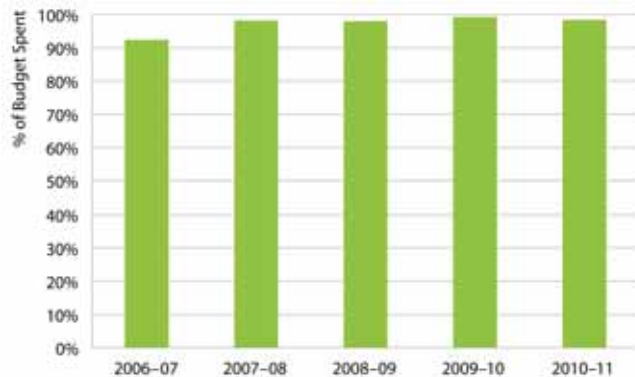
The Facilities Operating Expenditures per Gross Square Foot (GSF) Index represents the level of funding for stewardship of the institution's facilities and infrastructure. It is calculated as a ratio of total annual facility operating expenditures, excluding utilities and auxiliary operations, per gross square foot (GSF). Major factors influencing these values include student density, programs offered, service levels, and market differences for labour and material.

## Facilities Operating Expenditures Per Gross Institutional Expenditures (GIE) Index



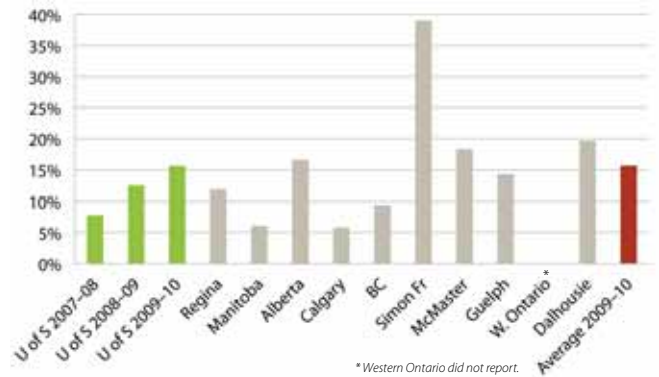
The Facilities Operating Expenditures Per Gross Institutional Expenditures (GIE) Index reflects the percent of the university's total annual expenditures invested in maintaining and operating its facilities. It is expressed as a percentage of the ratio of GIEs allotted for annual facility maintenance and operating expenditures.

## Facilities Operating Budget Index



The Facilities Operating Budget Index is an indication of how well FMD is "living within its means." It is expressed as a percentage of the operating budget that was actually spent. The objective is to provide the highest level of service within the budget provided, and to ensure that the resources, or budget dollars, available are in fact applied to achieve these service levels. FMD has a history of being accurate in setting budgets—actual expenditures frequently exceed 98% of budget, but remain within budget.

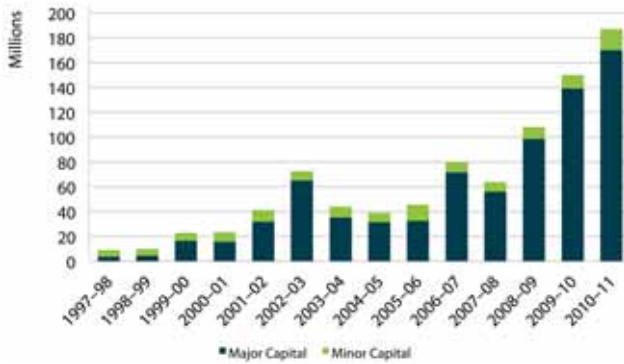
## Facilities Condition Index (FCI)



The Facilities Condition Index (FCI) is a comparative indicator of the relative condition of facilities. It is a percentage of the value of deferred maintenance relative to current replacement value. An FCI of less than 5% indicates facilities in "good" condition, 5–10% indicates "fair" condition, 10–30% indicates "poor" condition, and over 30% indicated "critical" condition. Major factors affecting FCI include funding applied to deferred maintenance and age of buildings. While the FCI for the U of S remains just below group average, it has been creeping upward and will continue to increase as long as the value of our deferred maintenance continues to exceed funding.

FMD's Third Integrated Plan will include a long-term deferred maintenance strategy, which, along with a maintenance management strategy and an infrastructure master plan, will improve the condition of the university's physical assets and ultimately the FCI.

## Capital Expenditure Summary



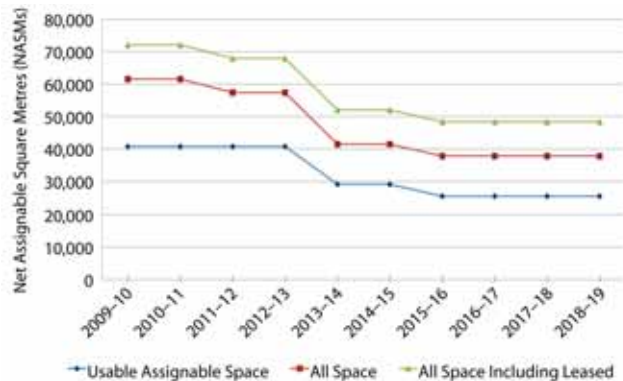
The Capital Expenditure Summary illustrates actual expenditures for minor capital projects (up to \$500,000) and major capital projects (more than \$500,000). Annual variations are influenced by factors such as project status (or stage), financial elements (funding), length of the construction activity, market activity, and new building space requirements.

## Major Capital Expenditures and Number of Projects



The Major Capital Expenditures and Number of Projects indicator provides a snapshot of the historical, current, and projected workload as it pertains to major capital projects. This indicator peaked in 2010–11 because of increased activity surrounding major projects such as the Health Sciences Building and phase one of the student residences. There are a number of emerging projects and initiatives that are not captured in this indicator, as they are still in very preliminary stages.

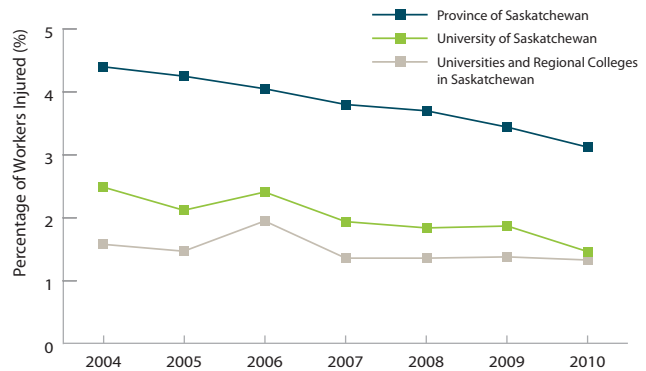
## Space Deficiency



Space Deficiency indicates the current and projected lack of available physical space in net assignable square metres (NASM). As construction and renovation projects are completed and more space becomes available, the deficiency will be reduced.

The addition of two initiatives in FMD's Third Integrated Plan—to develop and implement a space management strategy and to develop an overall campus master plan—will provide support planning for the development of all types of space and will ensure the campus footprint is 'right sized' to support unit initiatives, maximize use of common space, and support resource allocation.

## Frequency of Campus-Wide Workplace Injuries

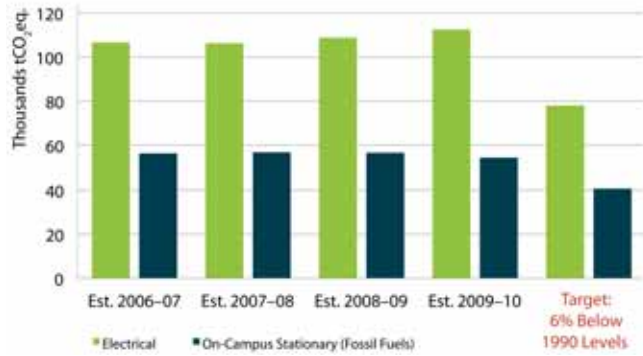


Frequency of Campus-Wide Workplace Injuries is a measure of the percentage of full-time equivalent employees involved in a workplace injury reported through the Saskatchewan Workers' Compensation Board. The U of S may be engaged in higher risk activities, but, in the end, there are too many workplace injuries—almost all of which are preventable.

Our goal is for the number of workplace injuries to continue to decrease. Under FMD's Third Integrated Plan, support for and development and implementation of key institutional health and safety systems and standards will advance best practices in safety and create a culture on campus that recognizes the importance of injury prevention.

# Sustainability

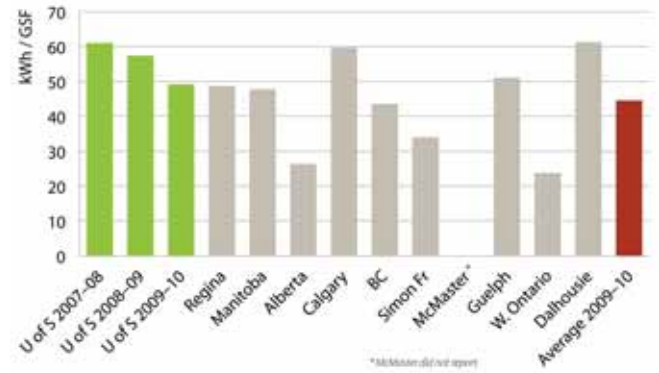
## Green House Gas (GHG) Emissions



Green House Gas (GHG) Emissions are an indicator of the university's carbon footprint generated by university operations. It is measured in carbon dioxide (CO<sub>2</sub>) equivalents from purchased electricity and fossil fuel combustions by stationary equipment.

New targets will be determined as the Climate Action Plan is developed and may include a comparative analysis for energy intensity usage across similar institutions.

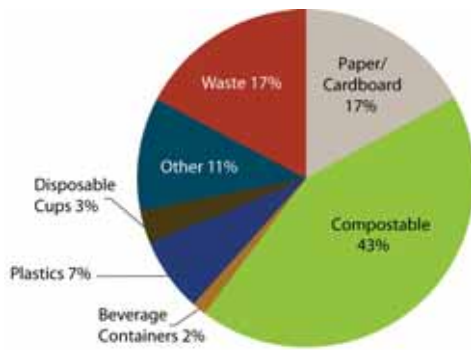
## Energy Consumption, KWh / Gross Square Foot (GSF)



The Energy Consumption Per Gross Square Foot (GSF) Index measures the total amount of energy (fossil fuels and electricity) consumed for heating, cooling, lighting, and equipment operation per GSF. Major factors that affect energy usage include outside temperatures, building occupancy levels and function, building design, and construction materials.

Targets will be determined as the Climate Action Plan is developed and LEED: EBOM (Leadership in Energy and Environmental Design for Existing Buildings, Operations and Maintenance) is implemented.

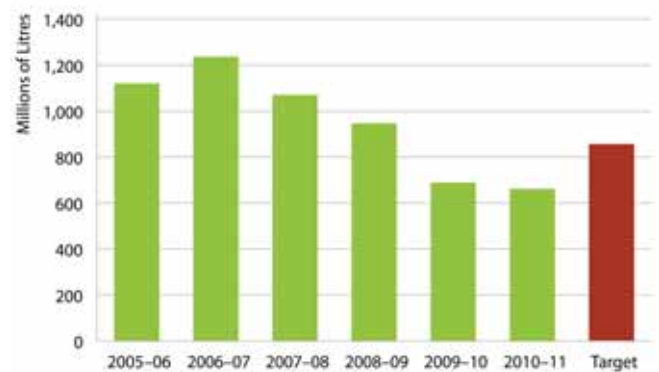
## Solid Waste Production by Type



Solid Waste Production by Type measures the amount of solid waste generated from the main campus buildings (excluding hazardous, animal, and yard waste) as determined through a waste audit conducted in 2008-09. The university is not only focused on reducing solid waste production, but also on appropriate diversion and alternative recycling so that only a minimal amount of true "waste" is left.

Future reports will provide more trending once another waste audit (planned for spring 2012) is complete. The newly developed Waste Management Plan will also inform future reports.

## Total Water Consumption

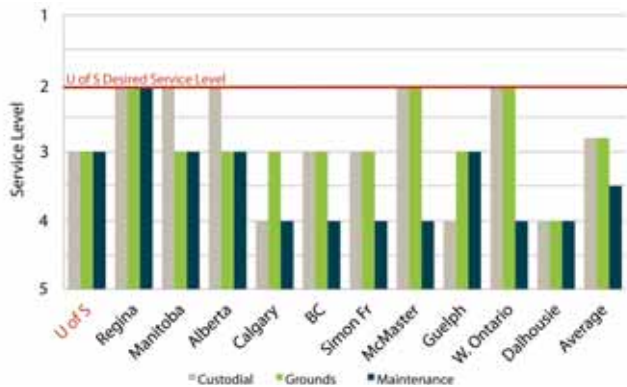


Total Water Consumption represents the total potable water, measured in millions of litres, consumed annually by the campus (building use and irrigation, as well as use in the residences).

Although costs for water remain competitive and relatively low, our target since 2008 has been to reduce total potable water consumption by 20% by 2012. This target has already been surpassed.

## Service Quality

### Service Level Index



The Service Level Index compares the level of custodial, grounds, and building maintenance operations for 2009–10. The U of S is in the middle with a level 3 rating, where level 1 is the highest and level 5 is the lowest.

The university's stated objective is to achieving a level 2 rating according to APPA criteria. To achieve level 2, a significant additional investment in resources would be required.

### Customer Service Rating

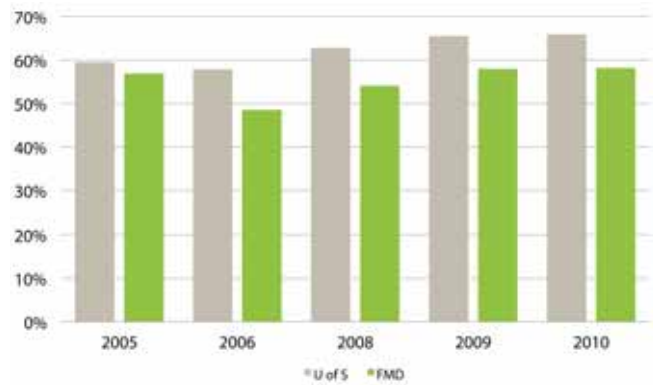


The Customer Service Rating is a good preliminary performance indicator as we work to improve our service and our ability to effectively measure customer satisfaction. Our current rating was determined through customer relations meetings where we asked the following question: "On a scale of 1 to 5, with 1 being the best, how would you rate the overall service you have received from FMD?"

In FMD's third integrated planning cycle, we will develop and implement a customer relations strategy that will enhance FMD's customer service focus by identifying gaps in competencies, programs, and processes, thus enabling the division to better understand our customers' needs and expectations. This strategy will include developing a comprehensive service satisfaction index that incorporates ratings from our varied stakeholders.

## Quality of Work Life

### Employee Engagement Index



The Employee Engagement Index compares FMD employee satisfaction against overall responses to the annual U of S employee opinion survey. Questions emphasize employee well-being, satisfaction, development, leadership, motivation, and recognition. FMD employees have provided less favourable responses than the general U of S population, but the level of positive responses has improved each year since 2006, and the gap is narrowing.

FMD will be setting a goal to narrow the gap between the general U of S and FMD ratings. In our Third Integrated Plan, FMD will implement both our People Plan and Communications Plan. These will help ensure our staff are more engaged and better informed, and will align our policies and processes in a "people focused" manner. We want to create a model facility that is a great place to work.

## Streamlined Processes

This index is under development. In future reports, it will focus on measuring the effectiveness of the processes that assist us in meeting our other goals: Stewardship, Sustainability, Service Quality, and Quality of Work Life.



# Divisional Reporting Framework

## Mission

*We create and maintain a safe and sustainable environment that supports learning, working, and living within the University of Saskatchewan.*

## Stewardship

*To plan, develop, and maintain the campus facilities and infrastructure in a safe, effective, efficient, and transparent manner.*

<b>Facilities Operating Expenditures per Gross Square Foot (GSF)</b>	<b>Facilities Condition Index (FCI)</b>	<b>Major Capital Expenditures and Number of Projects</b>
<b>Facilities Operating Expenditures per Gross Institutional Expenditures (GIE)</b>	<b>Space Deficiency</b>	<b>Capital Expenditure Summary</b>
<b>Facilities Operating Budget</b>		<b>Frequency of Campus-Wide Workplace Injuries</b>

## Sustainability

*To protect the natural environment in a socially and economically responsible manner by modeling and supporting sustainability in all actions and decisions.*

- Green House Gas (GHG) Emissions**
- Energy Consumption**
- Total Water Consumption**
- Solid Waste Production**

## Service Quality

*To provide exceptional quality of service that satisfies our customers and ensures strong relationships with all stakeholders.*

- Customer Service Satisfaction**
- Service Level**

## Quality of Work Life

*To provide a supportive, balanced, and positive work environment that encourages high performance and in which employees feel a sense of purpose and belonging.*

**Employee Engagement**

## Vision

*To be an exceptional team that partners with the University of Saskatchewan community by consistently providing proactive and efficient services.*

**Streamlined Processes**

*To encourage continuous improvement in the delivery of our services.*