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Auburn, AL 36830

December, 14 2005

Deriso Consulting Group  
4175 Chadd's Walk  
Marietta, Georgia 30062

Dear Mr. Deriso:

I am pleased to have been given the opportunity to perform a substantive edit of two important sections of the Report on the Assessment of the Facilities Division at Auburn University, as well as to create a revised format for the title page. I recognize the amount of time and effort that the consultants of the Deriso Group have expended on this project, and I want to ensure that the formal report submitted to the university does full justice to the quality of the consultants' investigation.

To that end, I am suggesting the following major changes in the way the report information is organized and presented within the Executive Summary and the Introduction:

### **Executive Summary**

I have greatly reduced the information in the Executive Summary. To fully appreciate the information in the report, more attention is needed than allowed in an executive summary. Because of this limitation, I have only included the key parts of the report. I have briefly stated the key recommendations in a bulleted format to allow quick reading. This will allow a person to scan the executive summary and understand the main recommendations without pursuing the rest of the report.

### **Introduction**

I have also gone through the Introduction and reduced it slightly. Though, I did not remove the brief introduction of the methodology of the CSS reports or the CSS information from the introduction, I did restructure the CSS information into one easily viewable table. This table, coupled with the assumption that the recommendations presented in the report will raise customer satisfaction, will nicely lead into the rest of the report.

### **Overall**

I understand that this report is the product of extensive research and data collection. I hope the new Executive Summary and Introduction will reflect the earnest zeal found in the report. Thank you for the opportunity of editing this report.

Sincerely,

Brandon Simmons

# An Assessment of the Facilities Division at Auburn University



*Prepared by the Deriso Consulting Group*

*April 17, 2001*

*Revised by Brandon Simmons*

*December 14, 2005*

Title Page	1
Executive Summary	2
Introduction	3
General Overview	4-21
Basic Findings	21-25
Recommendations	25-47
<b>Appendix</b>	
Report on Customer Satisfaction Survey	48
Cover Letter	49-50
The Data	53-69

## Introduction

In late November 2000, the Deriso Consulting Group was retained by Auburn University to conduct an assessment of the Facilities Division and University Planning at Auburn University. The basic objectives of this report were to study the on going operations in detail, identify opportunities for performance improvement, and accumulate the information required by the upcoming Southern Association of Colleges and Schools (SACS) accreditation process.

From December 4, 2000 to January 26, 2001, the consulting staff (Dr. Jerald Deriso, Dr. Paula Wells, Mr. Paul Valvo, and Mr. Lance Skelton) conducted 45 meetings with individual groups, 60 interviews, physical inspection of various rooms, massive data collection, and review of budgets, cost histories, organization charts, etc. In addition to the collection and analysis of data indicating the levels of performance, the consulting group was able to use a recently completed Customer Satisfaction Survey Report of the Facilities Division (CSS)\*. The CSS provided invaluable information concerning customer perception of the quality of and the satisfaction (or lack thereof) with the level of service being provided by the various operating units of the Facilities Division. The overall summary of customer satisfaction (and dissatisfaction) is shown below:

Class of Service	% Satisfied (% Dissatisfied)
Mail Services	83% (05%)
Grounds Care Service	63% (12%)
Pest Control Service	59% (17%)
Housekeeping Service	57% (18%)
Customer Service	57% (17%)
Moving Services	54% (22%)
Construction Service	47% (26%)
Maintenance Service	46% (22%)
Design/Development Services	45% (28%)

In our experience with major universities similar to Auburn University, a reasonable expectation for levels of satisfaction is a *minimum* of 70%. A reasonable threshold for levels of dissatisfaction is a *maximum* of 10%. It can be seen from the results that the mail service is the *only* service to surpass the 70% minimum for satisfaction and 10% maximum for dissatisfaction.

In our opinion, the poor ratings are a combination of understaffing, inadequate management procedures, bureaucratic delays, inadequate employee performance, inadequate management and supervision of the workforce, and an overall lack of sense of purpose and urgency in the Facilities Division. By following the recommendations in the Basic Findings and Recommendation sections of this report, we believe that Auburn University will benefit from a more effective and economical Facilities Division.

The remainder of this report will identify key areas in the Facilities Division in need of re-evaluation. Of these areas, the report will evaluate the organization and/or methods and then offer viable solutions to all apparent weaknesses.

\* Please refer to the appendix (page 48) for the entire CSS report.

## Executive Summary

The current Facilities Division at Auburn University has been forged through the hard work and sacrifice on the part of numerous people. However, the Facilities Division now needs to progress to the next level to be able to efficiently function and preserve the expected standards of Auburn University through the next century. It cannot achieve this higher level of performance without changes, some of which may seem radical or harsh, but all of which are necessary.

We believe that the Facilities Division will become more efficient and effective by adopting the suggestions in this report. Although it will be no easy task to fully adopt all the recommendations, we believe the university will benefit as a whole with the newly structured and revamped Facilities Division.

In light of numerous meetings and interviews over a 53-day period, we believe the following recommendations from the Deriso Consulting Group to be effective and well-suited for Auburn University's Facilities Division. Though not a complete list, the following recommendations are the most crucial for improving the Facilities Division. The remaining recommendations are found in the Basic Findings and Recommendations section of this report.

The Deriso Consulting Group recommends the following:

- Reorganize to reduce the levels of management from seven to three in all areas
- Develop and implement performance standards that will form the basis for employee performance evaluations
- Implement a merit pay program
- Develop and implement a comprehensive Quality Assurance Plan for all units
- Implement training programs for each unit
- Hire a Training/Safety Coordinator to implement a safety plan for the division
- Provide comprehensive development training to the management and supervisory staff, and then allow them to supervise the workforce without interference

These recommendations can be implemented over a reasonable period of time, provided a sound strategy is developed, incorporating "triage" methodology to determine the order and urgency of the recommendation. The improvements that can result from the implementation of the recommendations will have a long-lasting effect on the efficiency and effectiveness of the Facilities Division at Auburn University.

Thank you for the opportunity to prepare this report.

Respectfully submitted,

The Deriso Consulting Group  
Jerald L. Deriso, P.E.