

BUSINESS AND FINANCIAL AFFAIRS DIVISION
ASSISTANT VICE PRESIDENT FOR BFA

Departmental Response to Key Listening Session “Challenges”

Banner Initiatives:

BFA is assessing numerous business lines to ensure purposeful customer service improvements while focusing on providing best practice solutions to the university community. Our guiding principles begin with a systematic approach leveraging technology and processes to help an organization optimize and achieve more efficient results. Currently in the Six-Year Plan, there are several initiatives taken from the department’s SCOT Assessment in various planning stages to address these issues. Solutions, in part, are being implemented through Banner Initiatives and the Banner Initiatives Steering Committee which has university-wide membership. When reviewing new system implementations, the Banner Initiatives Steering Committee reviews the current policies and internal controls to ensure compliance with State and university regulations.

Information about Banner Initiatives is always available for review from several venues, including seeking and receiving information from our cross-divisional representatives, and reviewing the policy impact statements during the 30-day comment period. All phases are posted in Western Today and all information can be found on the Banner Initiatives webpage at <http://www.wvu.edu/bfa/BannerInitiatives/projectdocs.shtml>.

TEM:

Business Services and Financial Services, after one year of being live in the Travel and Expense system, have engaged in a process analysis study with three different colleges to optimize the travel system. The study has engaged an independent process flow analyst, Banner Travel Expense Management (TEM) professional and a BFA team to review all results and recommend enhancements. Business Services has hired a two-year project position to assist with TEM in order to heighten our training efforts, document efforts, improve customer service, and just recently installed the newest version of TEM.

Procurement and Contract Administration:

Over the last year, Business Services has seen several changes. A new Director/Procurement Officer Pete Heilgeist was hired a year ago. Reorganization of the group took place with careful planning geared towards advancing procurement practices. After a yearlong study, we released an RFP and selected ESM as our vendor for e-procurement solutions (e.g. an Amazon-like market place that is customized for Western shopping).

Departmental Response to Key Listening Session “Challenges”

Communication and Service:

- The current, relatively new Budget Office team has a strong customer service attitude with a drive to improve the department’s processes and systems in collaboration with university stakeholders. The department’s customers experienced some transition challenges in the past, but they have been acknowledged by the team and have been or will be resolved through its initiatives or daily operations.
- The Budget Office is proposing an initiative to *Implement More Effective and Efficient Budget Tools*. The goal of this initiative is to clarify processes, evaluate existing tools, research options, and recommend alternatives. The desired outcomes include maximizing efficiency by alleviating manual processing; eliminating duplicate effort, inconsistencies, and data entry errors; and minimizing delays in the position control and budget load processes toward the goal of a more timely publication of the annual budget (i.e. Green Book).
- The Budget Office will continue to work closely with the university’s Budget Management Advisory Council (BMAC). This collaborative body consists of budget professionals from key areas of the university who advise the President, Provost and Vice Presidents on university budget matters.
- Other Budget Office objectives include:
 - Support the implementation of a more effective and efficient chart of accounts.
 - Review fees and rates policy and processes to evaluate the possible implementation of One Western Task Force recommendations for mandatory fees.
 - Develop an infrastructure (e.g. improved training, communication and tools) to aid budget and financial managers in fiscal management of Western.
 - Continue to improve its communication to and from its end-users and customers during strategic planning, biennial budget building, and legislative processes.

BUSINESS AND FINANCIAL AFFAIRS DIVISION
ENVIRONMENTAL HEALTH AND SAFETY (EHS)

Departmental Response to Key Listening Session “Challenges”

Communication:

A review of the EHS communications plan will be incorporated into the department’s normal operations. As part of that process, EHS anticipates:

- A website overhaul;
- Revising its content in HR’s New Employee Orientation; and
- A collaboration with Public Safety on communication outreach and messages with overlapping subjects, such as improving personal safety by using of Green Coats, using lighted pathways, and educating bicyclists and skateboarders about walk-zone compliance.

Safety:

As part of its 6-Year Plan and Initiatives, the division is:

- Reviewing the current process for requesting funding to address unanticipated safety concerns;
- Exploring the possibility of a lab safety study to identify opportunities for improvement and collaboration among internal and external partners to help guide the University in its efforts to improve lab safety; and
- Exterior lighting concerns have been discussed by the Central Health and Safety Committee (CHSC). It is currently exploring options for a possible solution.

Emergency Management:

EHS is focusing its attention on the need to complete Western’s Comprehensive Emergency Management Plan, review current chapters, and build on training and exercise efforts. This has been identified as a “Challenge” under the division’s SCOT Assessment, and resources in support of these goals are being explored under the division’s 6-Year Plan and Initiatives.

BUSINESS AND FINANCIAL AFFAIRS DIVISION
FACILITIES MANAGEMENT (FM)

Departmental Response to Key Listening Session “Challenges”

Communication and Service:

- FM acknowledges that project management improvements are needed, which would include improved coordination between Space Administration, Purchasing, Telecom, FM, FDCB, etc. FDCB has an initiative to *Enhance Customer Service by Improved Project Management* which will involve FM. FM is hiring a construction shops manager who is expected to perform project management duties as well.
- *A Guide to FM Services* is available on our web site. A pamphlet has also been published to hand out as needed.
- Our customer surveys and one-on-one visits are a continuing source of feedback and information about our level of service.

Technology:

- With respect to concerns about FAMIS, the capabilities of the new enterprise facility management system will include better reporting (including canned reports) and billing details. Introduction of the new system will include customer communication and education strategies.
- FM recognizes its website has shortcomings and will include improvement in its objectives. FM also has an on-going objective to ensure guidelines, policy and process documents posted on the website are current and up-to-date.

Sustainability:

- At this time, there is no centralized sustainability information for each university building. However, the buildings and energy section of the *Sustainability Action Plan* will include some of this information. There is some building information in the *Western Sustainability Report* as well.
- With respect to interior lights remaining on after-hours, this type of action is on our energy conservation list as a part of potential PSE rebates.

BUSINESS AND FINANCIAL AFFAIRS DIVISION FACILITIES MANAGEMENT (FM)

Safety:

- Concerns about the level of exterior lighting surface periodically. The physical nature of the campus, light pollution, conservation efforts, and routine maintenance impact the amount of light available. FM is requesting a campus lighting survey in the next biennium. It may also include a possible energy savings initiative.
- Electronic access control (e.g. swipe cards) is being addressed in a 2017-19 capital budget request. This request deals primarily with external entrances and selected critical interior spaces. FM and Public Safety are also working on a budget request to create a pool of funds to correct and improve current lock deficiencies.

Funding:

- With respect to concerns about the high costs of FM services, continuous education is needed to inform the campus community of FM's cost model, which would include a clear explanation of its rates.
- With respect to funding to address unanticipated projects, FM is suggesting a University project fund with an advisory committee to fund such projects. FM has an initiative to identify a project funding pool from university resources.

Specific Concerns (not included above):

- Way-finding signs with old logo - There is a capital request in the queue for replacements.
- High room temperatures in Fine Arts - Some mechanical equipment is original vintage from the 1940s, and in great need of replacement. Some balancing has occurred to mitigate the condition, but full correction is not possible without capital funding for renovation.
- First floor windows in MH - This is a design flaw. With the warranty expired, a full replacement through the minor capital program may be the only solution.
- Removing "Do not feed the animals" signs - We have rodent issues in and around Old Main that often go back to the presence of a food source. The signs are merely a part of a strategy to discourage the rodents from living around the area.

BUSINESS AND FINANCIAL AFFAIRS DIVISION
FACILITIES DEVELOPMENT AND CAPITAL BUDGET (FDCB)

Departmental Response to Key Listening Session “Challenges”

Communication and Service:

Areas of concern expressed during the listening sessions would be covered by FDCB’s initiative to *Enhance Customer Service by Improved Project Management*. This initiative would allow FDCB and Facilities Management (FM) to explore enhancements to existing communication plans, better branding and explaining our services, and provide instruction regarding the construction process (construction 101) for both in-house and public works construction. This initiative calls for enhancing customer service by expanding communications regarding projects and initiatives of FDCB and FM.

Capital Planning and Funding:

Areas of concern expressed during the listening sessions would be covered by FDCB’s initiative to *Improve Capital Planning by Developing an Integrated Facilities Development Planning Process*. This initiative would develop a process for the overall integration of the various capital facilities development and planning programs currently being addressed independently throughout campus. The goal is to bring university department needs, the Western Foundation, external planning such as Waterfront development, the auxiliaries such as Housing and Dining, Campus Recreation Center, Parking Services, Viking Union, Facilities Development and Capital Budget, Space Administration and Facilities Management all under one continual integrated process that would significantly improve efficiencies and the overall effectiveness of the university’s capital planning and funding.

Specific Concerns:

- Exterior Lighting – FM has proposed an exterior lighting survey as a new initiative within its 6-year plan.
- College of Fine and Performing Arts (CFPA) Space Needs – A space needs assessment is currently underway.
- Carver Gym Renovation – This was Western’s highest priority major capital project and has garnered support from the Governor, Senate and House in their budget proposals.
- Sehome Arboretum Hillside - FDCB is working in partnership with the Geology Department to determine an appropriate method to analyze slope stability of Sehome Hill areas adjacent to campus.

BUSINESS AND FINANCIAL AFFAIRS DIVISION
HUMAN RESOURCES

Departmental Response to Key Listening Session “Challenges”

Culture of Service

Human Resources is committed to a culture of trust by providing excellence through engagement. We identified two themes from the listening sessions that have prompted changes.

Communication (Electronic):

- Website – A comprehensive review of the Human Resources website has been completed. Changes are currently being made for a rollout date of June 30, 2015.
- Website Contact Page - Currently provides HR contact information. More effort to communicate current and expected changes in HR organization/processes/procedures will occur through postings on HR Today/Western Today.

Communication (Personal):

- Strive for seamless impact to all Western employees when changes or turnover occurs.
- Announce any/all pertinent changes during Budget Management Advisory Council (BMAC).
- Utilize Administrative Assistants to Vice Presidents and Operations Managers for disseminating HR information to employees. Ensure employees that are not electronically connected receive information.
- Ensure sufficient backup is available when HR contact is unavailable or there is an unacceptable delay in response time. This information will be communicated via HR Today and HR’s contact page as well as BMAC, Vice President Administrative Assistants and College Operations Managers.
- Transition team will be identified when changes/turnover occur to ensure communication is a priority and a communication plan is established.
- Interim roles will be communicated during long-term absences or as a result of turnover.

BUSINESS AND FINANCIAL AFFAIRS DIVISION

HUMAN RESOURCES

- Voice mails will be changed to incorporate “press 0 for immediate assistance” to ensure customers receive an HR representative to triage questions, concerns and issues.

Technology:

- As part of HR’s 6-year planning process and budget requests, we are seeking support to replace our current training, recruiting/applicant (EASE), and performance evaluation (EPAS) applications with a robust, Cloud-based integrated Talent Management Suite. This will seamlessly consolidate the employee life cycle from recruiting to training to performance and give the end-user a comfortable feel and touch, leading to a satisfied end-user experience. The university will benefit from real time, meaningful reports to be used for tactical and strategic decisions: from hiring to training requirements, to performance assessments and succession planning.

BUSINESS AND FINANCIAL AFFAIRS DIVISION
DEPARTMENT OF PUBLIC SAFETY (DPS)

Departmental Response to Key Listening Session “Challenges”

Communication and Service (generally):

- The DPS website will be reviewed on a quarterly basis to ensure the information is accurate and up-to-date.
- The DPS will meet with deans, chairs, and directors on a regular basis to determine if we are meeting the expectations of the campus community. We will also consider surveys or random customer follow-up calls on a periodic basis.

Parking:

- The DPS is working hard with broadly-represented university committees to implement the *Parking Master Plan*, with the goal of providing excellent parking services that are both sustainable and meet the programmatic needs of the university community. The initiative will seek to improve the delivery of those services by addressing critical parking lot problems, mitigating storm water runoff, overcoming operating budget shortfalls, conducting a review of its current operational practices, implementing technology such as License Plate Readers, charging reasonable fees and rates, and moving towards a cashless system.

In the meantime, the DPS will continue to proactively address customer service issues as they arise. Stay consistent with practices, periodically review them, and make strategic changes when appropriate for the improvement of the overall campus.

- The DPS will continue to enlist the help of Western Today, website postings, etc. to communicate to parking permit holders about public works projects that will impact their ability to park in their designated lot.

Safety and Security:

- The DPS is leading an initiative to *Implement a Comprehensive University-wide Approach to Safety, Security, and Access Control*. The primary goal of this initiative is to develop and implement a comprehensive approach to both safety and security, and access control (e.g. keys and swipe cards), by employing current technology, industry standards and universal best practices.

BUSINESS AND FINANCIAL AFFAIRS DIVISION

DEPARTMENT OF PUBLIC SAFETY (DPS)

- An important role of the DPS is to increase awareness of personal safety options, such as Green Coats, through its website, Western Today, and working with Residence Life. Such information is part of the department's message to new and transfer students during Summerstart. The DPS plans to collaborate with Environmental Health and Safety (EHS) on such messaging.
- The ability for the Lockshop to respond to inquiries is a resource issue. As part of the initiative mentioned above, the DPS is planning a full operational and systems analysis (including customer service analysis) of the Lockshop. We have added an administrative assistant project position and we are exploring technology to assist with communication and service concerns.
- With respect to exterior lighting, the DPS supports Facilities Management's (FM) proposal for a lighting study. In addition, the DPS will work with EHS to communicate safety information and route options to campus community ahead of changing to hours of increasing darkness in the fall.
- The DPS will work with EHS to review current signage, and improve bicyclist and skateboarder education about walk-zone compliance. The DPS will attempt to quantify the problem as well.

Emergency Management:

- With respect to concerns about the faculty's level of preparedness, the DPS will continue to work with the Faculty Senate to provide this information to faculty. We will work with EHS to provide this information to students as well through trainings and other venues.