



# The Who Cares... We Do!



## SPECIAL POINTS OF INTEREST:

- Announcements
- From the Desk of the AVP
- Steps for Sustainability
- Tricks of the Trade
- Facility Services Planning Design and Construction
- CARE Spotlight
- Safety Corner

## CHARACTER CORNER

### Flexibility vs. Resistance

Willingness to change plans or ideas according to the direction of my authorities

### Orderliness vs. Confusion

Arranging myself and my surroundings to achieve greater efficiency

### Responsibility vs. Unreliability

Knowing and doing what is expected of me.

## C.A.R.E. Announcements

We are proud to bring you the second edition of the Who Cares... We Do. There are many things happening this summer as everyone is aware. Again we appreciate the opportunity to showcase the impressive talents of each group we have in Facility Services.

We will use the newsletter to notify the departments of impactful information or events. Please let us know your thoughts on how to make this publication more impactful for you or your community.

We want to announce that we are accepting applications for the Nancy Neubeck Memorial Scholarship. Please see our website at [nau.edu/facility-services/administrative/care](http://nau.edu/facility-services/administrative/care) for forms and information. We will post other CARE information on our website between newsletters.

We had a great time at the spring picnic, and want to thank everyone for their support with sides and stories.

We will be celebrating some retiring friends on Wednesday, June 19th here at Facility Services. Please come share some good times and help show these dedicated people how much they mean to us as a team.

As always please contact us with any suggestions for the event. If you are interested in helping to organize this event or any other please contact the C.A.R.E Committee at [FSCARE@nau.edu](mailto:FSCARE@nau.edu).

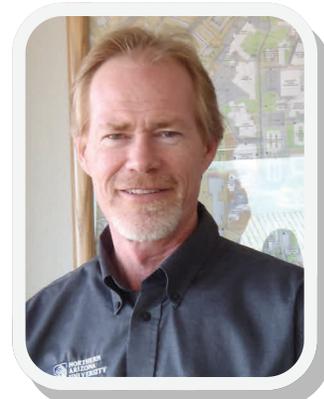


## From the Desk of the AVP

### A Mountain Climb With No Summit: By John P. Morris

We are on a journey together; a journey with no final destination. Is this a riddle for Bilbo and Gollum? Perhaps. If you don't know the answer we are on a journey of organizational change. Organizational change is much like working on your own health. You can go on a diet, or you can make choices that change your behaviors for

a lifetime. Whether they involve eliminating carbohydrates, munching on ice or eating only raw foods, diets have become a trendy part of the health industry. Although many of these diets claim to help you lose weight quickly and easily, they often lead to malnutrition and only temporary weight loss. When you compare diets versus lifestyle





*“A journey similar to climbing a mountain that has no summit: you just have to learn to love climbing!”*

changes, you will find that one leads to deprivation and danger, while the other leads to improved health and better choices in the long term.

Much is the same for organizational change. Quick and rapid changes can damage the organization’s culture and may ultimately simply revert back to the old norm, while making planned, patient and persistent changes can have lasting effects.

The challenge of organizational change lies not in the mechanics of making change, but in addressing the cultural norms that define the current organization. This begins with first identifying the need to change and having the willingness to honestly examine every aspect of the organization.

Change will also impact the individuals within the organization. People who are confronted by change will experience a form of culture-shock as established patterns of the organization’s culture are altered, or viewed as being threatened.

Change management includes both organizational change management and individual change management. Organizational change management includes processes and tools for managing change at an organizational level. Individual change management deals with understanding the people side of change. When combined, organizational change management and individual change management provide a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.

In order to effectively implement change, we must have an obsession with quality and this obsession must become part of our organization’s culture. We must embrace the concept that our organization’s goal should be to meet and exceed customer needs. Quality organizations encourage teamwork in order to foster a sense of unity in purpose, and everyone within the department must understand that work always has some form of structure. By embracing quality service as the “norm”, following prescribed procedures for process improvement and effectively utilizing teams, we can ensure a successful change program.

So, are you willing to join me in this journey? If so, it will be the adventure of a lifetime. It may challenge your comfort level but as we start to make improvements it will definitely increase your awareness that we can achieve a higher level of excellence.

Some of the things we have put into place to set us up for this journey include:

- Developing and Communicating our Mission, Vision and Value
- Developing our Programs of Emphasis – our strategic plan
- Implementing a process improvement steering committee with several subcommittees
- Strengthening our Tri-U partnerships
- Developing and implementing benchmarking and metric analysis
- Increasing our focus towards quality value-added customer

service

- Reinstating the C.A.R.E. committee

There are a number of resources available to help guide us along our journey and a few in particular include APPA’s Facilities Performance Indicators (FPI), Sightlines benchmarking, APPA’s Creating A Service Culture, APPA’s Staffing Guidelines, the Team Handbook, Strength Based Leadership, and the RMG Reliability Management Grid.

So what does organizational change and process improvement have to do with taking a journey with no final destination? You may catch me frequently saying they are both “a journey similar to climbing a mountain that has no summit: you just have to learn to love climbing!” Once we attain a new level of excellence we must make it a part of our culture to seek the next level.

It is exciting and my pleasure to work with individuals who are willing to embrace the challenge of implementing process improvement and the resulting organizational change. This is a journey we will enjoy. I do not want to imply that there will never be bumps in the road and maybe a detour or two, but I firmly believe that by working together we can leave a legacy we can all be proud of.



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# Steps for Sustainability

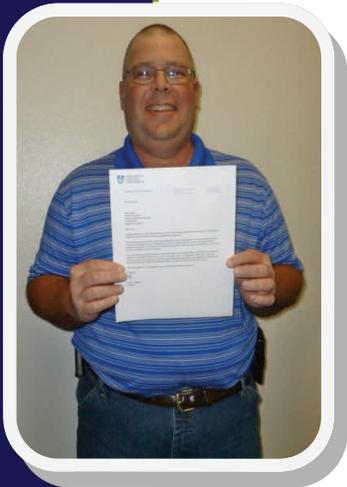
We have kept busy here at the Green NAU Energy Initiative. So far we have trained thirty-four Energy Mentors from all over campus. These dedicated faculty and staff members are now equipped with the skills to help their coworkers save energy and reduce the University's environmental impact by encouraging them to turn off lights and shut down and unplug devices when not in use. If you are interested in becoming an Energy Mentor for your department, please contact Avi Henn (Abraham.Henn@nau.edu) or Nick Koressel (Nick.Koressel@nau.edu).

We are plugging away at the Facility Services Sustainability Plan and have had the pleasure to conduct ride alongs and interviews with a number of Facility Services departments. We are learning about all the important things our staff is responsible for, as well as the challenges and opportunities for improvement. This process will provide us with the information we need for creating realistic sustainability goals for Facility Services.

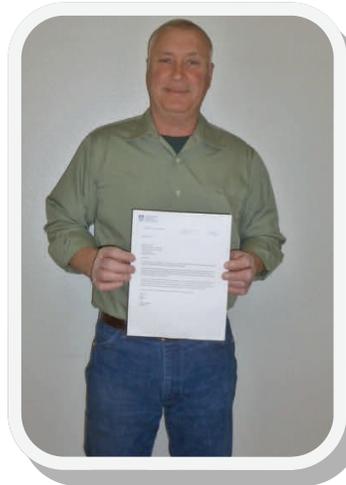


# Tricks of the Trades

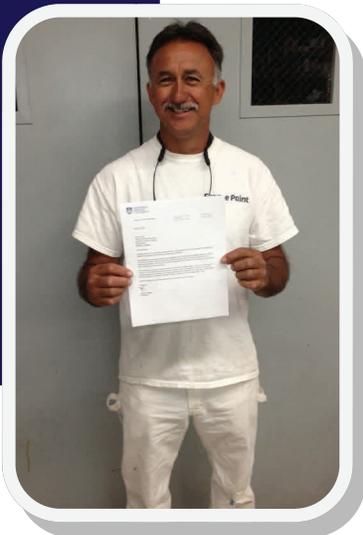
Facility Services is both pleased and proud to announce that earlier this month, three of our employees were awarded the 2013 President's Achievement Award. Paul Capps, Mike Harbottle, and Elmo Torrez not only received the award, considered the highest staff recognition from the university, but they were also honored on May 7th's luncheon hosted by President John Haeger. Additionally, the awarded recipients each received a \$1,000 award to recognize them for excelling in their professional roles, providing a positive attitude in an effort to create a sense of community at their workplace, and for supporting the University as a whole.



**Paul Capps**  
Custodial Manager



**Mike Harbottle**  
Lead HVAC Control  
Mechanic



**Elmo Torrez**  
Painter



## Science and Health Facility

Finally! After so many months of design “stop & go” due to difficult funding implementation, after overcoming budget challenges, after fine tuning the design engine, after ABOR and JCCR approvals, after a final round of GMP negotiation with M.A.Mortenson, the project has finally reach the construction phase and the site fence has been erected! First order is to relocate many utility lines, and a section of utility tunnel, before caissons drilling. The Basement will be excavated while working on utilities... Next phase will see the excavation and installation of two major underground retention tanks for storm water collection. Then caissons drilling will start...



Site Logistics Planning

# New Aquatic Center

- Indoor 56m x 25 yard competitive pool
- Indoor 25 yard x 25 yard competitive diving pool with diving towers for 1m, 3 springboards, and 5m, 7.5m and 10m diving platforms
- Spectator seating for approximately 300 with support spaces
- Lobby, Check-in and Lounge area
- Facility, Aquatics staff and coaches office areas
- General Recreational Lockers for Men and Women
- Swim Team Locker rooms (2) for women’s swimming and diving
- Athletic Training room
- Storage for pool equipment
- Building MEP rooms
- Pool mechanical equipment room
- Laundry, custodial and maintenance areas
- Approximately 65,000 SQFT



# New Tennis Center

- 6 indoor regulation tennis courts
- Spectator seating for approximately 250
- Restrooms
- Office/check-in area
- Storage
- 6 outdoor regulation courts
- Outdoor spectator viewing
- Shade structures

## Customer Service and What's Ahead

By: George D. Wiechec



John Morris' article last month on the "Zen and the Art of Facilities Maintenance" brought up the importance of caring about and delivering quality in our work and how we treat people that we serve. Since promoting a Customer Service driven culture is one of our programs of emphasis our Customer Service workgroup will attempt to provide a regular reminder or lesson on how we as service providers should think about the work we do.

To start let's differentiate between Customer Service and Customer Satisfaction. Customer Service is what we provide when we answer the phone, fix a leak, change the heat or anything else a customer asks us to do. Customer Satisfaction is how that customer judges our performance and the results of our interaction and efforts. The satisfaction scales runs from 1 to 10, and sometimes lower. In reality what we are trying to provide is service that shoots for the top of the satisfaction scale. As we work toward improvement one of the best ways to increase our average satisfaction score is to avoid/eliminate the 1 and 0 scores an irate customer might give us when asked. Richard Gerson in his book "Beyond Customer Service" offers 10 Reasons for Poor Customer Service:

- Uncaring employees
- Poor employee training
- Negative attitudes of employees towards customers
- Differences in perception between what businesses think customers want and what customers actually want
- Differences in perception between the product or service businesses think they

provide and what and what the customers think they receive

- Differences in perception between the way businesses think customers want to be treated and the way customers really want to be treated, or are actually treated

- No customer service philosophy within the company
- Poor handling of customer complaints
- Employees are not empowered to provide good service, take responsibility, and make decisions that will satisfy the customer
- Poor treatment of employees as customers

We can substitute the term "service organization" above to describe "business" for what we do here on campus, but the reasons listed above are basic pitfalls that we want to avoid in all instances. We are well beyond making most of the mistakes listed above; but if we look at the conditions opposite to those listed, we have an excellent roadmap to good customer service. End of lesson ☺

Your Customer Service committee has been working on analyzing where we can improve our efforts to increase customer satisfaction. We are in the process of introducing some of the simplest ideas that should have a positive effect on communications with our customers. You will soon see "we were here" cards in your shops. You will be asked to use these as part of your normal Service Call routine. Additionally, you will see guidelines introduced that define priority levels and outline procedures for those service requests. This should help align our



performance and our customers' expectations. We are also recommending that new work status levels in TMA be defined and implemented in an effort to keep our customers advised of progress on their more complicated requests. These are small changes that we hope will improve satisfaction for all involved. We will need everyone's help in making this work; and as a result, make NAU a better place to work, teach, study and live. Oh yeah, we would love to hear any feedback or ideas for Customer Service improvement you might have so feel free to contact Candy, Lionel, Lillian, Colinda, Juan, Ruth or me (George).

*"Without great employees you can never have great customer service."*

Richard F. Gerson



Give a Cup • Get a Cup



**NAU Connects:  
Your Gift, Your University**

**The 2013 Employee Campaign**

**The Employee Campaign: NAU Connects** is an opportunity for employees to make a difference that matters for NAU. Whether helping a student obtain a meal ticket, or helping a fellow employee during tough times, NAU has many ways you can connect to your community. Everyone who participates will receive a coupon for a cup of soup at the 1899 Bar & Grill.

The Facility Services Leadership team has committed to inspire participation for our department by giving a personal donation to the **Facility Services CARE Fund** for each employee who participates in the Give a Cup program. Our goal is to have Facility Services reach 100% participation. Participation is more important than the amount of your donation. Regardless of what you can afford, please participate. If all you can do is \$1 then we are grateful for your support.

The funds that go to the C.A.R.E FUND are 100% used for our recognition and events for Facility Services Employees.

Flyers and donation forms will be posted around the facility. Check the C.A.R.E board (in the main lobby) and F.A.S.T office for the forms. Once you have filled out the forms please drop them off with Lillian in the FAST office and get your free cup of soup coupon.

This campaign is open for donations to any NAU foundation account. The recommended funds for this year are:

- **NAU Dining Scholarship Fund (fund no.5326)**  
*Making sure Pell-eligible students have meal tickets!*
- **Santa's Sleigh (fund no. 4936)**  
*Helping our fellow employees when times get tough...*
- **NAU Student Worker Scholarship (fund no.5343)**  
*We all know it's difficult balancing school and work.*
- **Undergraduate Research Fund (fund no.1671)**  
*NAU gives more undergrad research opportunities than most universities.*
- **Facility Service C.A.R.E. Fund (fund no.4198)**  
*Give back to your own department to help fellow employees...*

For the online form please go to <https://alumni.nau.edu/giving>

**LAST DAY TO PARTICIPATE IS**  
**JUNE 30th**

## CARE SPOTLIGHT... Frank Baker



I graduated from Phoenix Union High School in 1964 and went into the US Navy. While In the Navy, I went to 6 months boiler school training in Philadelphia, 3 months high pressure boiler school in San Diego and a 1 month boiler- feed water testing school in San Francisco. After the Navy I was hired by hospitals and businesses to repair boiler and feed water systems. In 1974 I talked with Ollie Shullenbarger, director of the Physical Plant at Northern Arizona University, about my boiler and boiler control experience. He hired me to do boiler and building controls. Initially, I was hired as a pipefitter in the Plumbing Department. Richard Mayorga and I were the only two doing building heating maintenance work on campus. In 1980, the HVAC Department was created and I was the first HVAC Mechanic hired. I was also the first person hired for the new positions of HVAC Leadsman and HVAC Assistant Supervisor. I was the second person to



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## CARE SPOTLIGHT... Frank Baker (Cont.)

assume the position of supervisor of the HVAC Department and have been in the position since the year 2000. While employed, I took classes and received my AA degree in Industrial Supervisor from NAU. I also received Construction Certification from Coconino Community College.

This job at NAU has brought me great pleasure. Some of the people I have worked with over the past 39 years have been close friends. We went through good times and bad times together. Every day at work brings a new problem to be solved. No two days are alike at NAU. There is so much going on within the campus, from art, music, business, engineering, science and the academics. This is a place where you cannot get bored. There is more action on this campus than the whole city of Flagstaff.

When I came to the University in 1974 there were about six thousand students. The campus population was smaller so you knew most all the faculty and many of the students. The President of the University, Dr. Laurence Walkup, knew you by name. I have worked for six presidents and many vice presidents. Under President Walkup you worked for a small university where departments worked together for the betterment of the students. In 1974 South campus was built and it was nice to work in new buildings. Today we are building a lot of new buildings and again it is nice to work in new buildings. In 1974 Eastburn had an elementary school (as we were a teacher's college) and we were one of the best teachers colleges in the country. Also in 1974, we had an Industrial Education college that was the best in Northern Arizona. We no longer have either and I think both are needed.

My wife Joanie, who was once assistant manager of the bookstore, and I have a second home near Santa Barbara, California that we enjoy. It is close to the ocean and I like the ocean climate. I enjoy the ships, fog, light rain and the even temperatures. So we will spend a lot of time at our second home.

I enjoy working on cars and trucks. I had an old 1948 Plymouth that I rebuilt and it was a fine running car. I took the car to Las Vegas and won Best Mopar car on the Silver Glidden tour. I built up a 1950 Ford one ton truck into good road machine. I sold that truck to Lindsay Wagner's father. I bought my wife a 1970 Chevy Nova that had been her college car back from Ralph Reyes and put a Corvette engine in the car. We have the car today and enjoy driving the car on I-40.

I am a member of the Sons of the American Revolution. I enjoy doing genealogy on my family history. My ancestors came to America in 1758 from Germany. My great, great, great, great grandfather Captain John Baker fought in the Revolution War in the Western part of Pennsylvania, later creating Baker's Fort in what is now West Virginia on the Ohio River. By doing genealogy I have learned a lot about my ancestors.

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## SAFETY CORNER

Summer Construction Is Here!!!

- Please ensure that all bluestake requests are marked in WHITE paint on site to help our team better locate your utilities and that it is renewed every 14 days.
- PPE is required on job sites. Please ensure your Personal Protection Equipment meets standards

