

The Who Cares... We Do!

FACILITY SERVICES



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SPECIAL POINTS OF INTEREST:

- Announcements
- From the Desk of the AVP
- Scholarship Opportunity
- Tricks of the Trade
- Planning, Design and Construction
- CARE Spotlight

CHARACTER CORNER

Organizational culture : is the behavior of humans who are part of an organization and the meanings that the people react to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders.

C.A.R.E. Announcements

We are excited to announce the Facility Services Employee Summer BBQ will be held on June 18th 2014.. 11:30am to 1:30pm held on the West side of Facility Services. Please feel free to bring a side or desert to share with our wonderful team.

There will be a 50/50 raffle during the event. Tickets are already on sale with Lillian in the F.A.S.T. office.

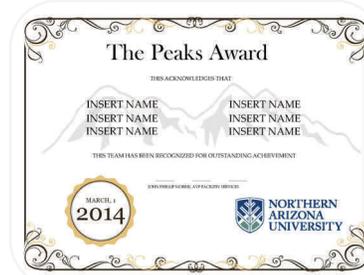
The CARE Committee would also like to announce the Employee Recognition Program that is currently being released. This program is dedicated to all employees of Facility Services. There are multiple ways to nominate your co-workers for outstanding service to our cause. There will be a quarterly award given to an individual and a team that has shown excellence in one or all of the following categories:

- Customer Service
- Individual Leadership
- Working above expectation
- Inclusive excellence
- Creativity and flexibility
- Positive mental attitude
- Sustainability
- Unsung hero
- Cross-divisional teamwork
- Team unit
- Process improvements
- Sound fiscal practices

Ballots for individuals and teams will be distributed throughout the plant, and a digital form has been sent out for your ease. If you have not received a digital copy, please let Joshua Spear know, and he will directly send to you.

Thank you to everyone for your

help in celebrating our team members accomplishments and outstanding efforts.



From the Desk of the AVP

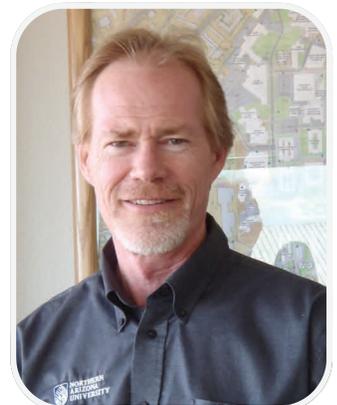
What are Organizational Culture and Climate, and Why Should We Care?

Culture and climate both have a strong impact on an organization, how it behaves, how it perceives itself, and how it welcomes or resists change. We have been discussing changes within Facility Services, so I thought it might be useful take a minute and talk about organizational culture and climate, and as the title suggests

why we should care.

Culture

As it turns out, every organization has an underlying culture whether it consciously knows it or not. Yes, even us. I am certain you have probably heard the phrase "that is not how we do things around here." If so what are the 'things' that are





“culture is the most difficult organizational attribute to change”

being referred to? The ‘things’ are typically how we believe, our shared values, our traditions and norms, our processes, and even our myths.

If staff who have been in the organization for some time tell the newer staff to slow down, or it makes us all look bad – that is a culture. If we all work in Facility Services, but we draw lines and say I work for Res Life and not Facility Services – that is a culture. Let’s wait out the AVP, they never last so don’t worry about changing anything, we can outlast them – that is a culture. Have you ever asked why we do certain things that may not seem to make sense, and the answer is “because that is how we have always done it”; not knowing exactly why. I have seen things that made sense when they were first created and after a decade they no longer apply, but the organization continues to do it never stopping to ask ‘why’ or does this make sense for today’s service delivery.

Culture is a social control system that defines a “norm” and then promotes and reinforces “right” thinking and behaving, while discouraging “wrong” thinking and behaving. Unfortunately, cultures

that are inflexible can become impediments to themselves by resisting or rejecting agents of needed change. For this reason, culture is the most difficult organizational attribute to change, outlasting changes in products, services, founders and leadership, and all other physical attributes of the organization.

There are three levels of an organization’s culture.

These three levels are often difficult to articulate, but they are real and must be managed if the ideal culture is to be groomed and maintained.

The first level are the most visible traditions, norms and processes: the appearance of the facilities, offices, and furnishings; work hours; visible awards and recognition events; the way that members dress; how each person visibly interacts with each other and with organizational outsiders; standard operating procedures, and even company slogans, mission statements and other operational creeds.

The next level involves the organization’s beliefs, values, and myths: preferences on loyalty;

philosophy of customer service; individuals’ impressions about the trustworthiness and supportiveness of an organization; openness to risk; and myths on taking initiative and presenting new ideas, how to get ahead and advance, etc.

The third and deepest level of an organization’s culture is generally unseen and not consciously identified. Many of these ‘unspoken rules’ exist without the conscious knowledge of the membership. The organization’s members usually acclimate to these attributes over time, thus reinforcing the invisibility of their existence.

Climate

Climate includes attributes such as leadership, organizational structure, historical forces, standards of accountability, standards of behavior, communication, rewards, trust, commitment, vision and strategies, and organizational correctness.

The day to day leadership style of the organization’s leaders has a powerful influence on the expectations and behaviors of everyone in the organization. Organizational structure is an





equally powerful determinant of climate. How the organization is structured reflects what the organization considers to be critical to its success. Historical forces have a strong influence on the organization's culture and how it responds to changes in the organization's environment. For example, if the organization's previous leaders stressed innovation and creativity the result may be a culture of innovation. However, if innovation and change was resisted the organization may pride itself on maintaining the status quo.

Standards of accountability and behavior determine the way members are expected to take responsibility and to be held accountable for their actions. These expectations can be reinforced through performance measurements. Adhering to high standards for job performance and behavioral performance sends an important message. It is important to note that leaders can mandate and reward what they require as acceptable behaviors, but they cannot mandate values. Communicating these behavioral expectations is critical and acceptable behaviors are reinforced through open communication, timely and constructive feedback and mutual respect. Failure to provide effective communication allows rumors, gossip and criticism to prevail. It is also important for an organization to reward and reinforce what it perceives to be "high value" performance and behavior.

Trust and commitment are byproducts of good leadership and effective communication. Trust reflects the feeling of mutual respect and support within the organization, and commitment reflects the individual's pride in belonging to the organization. If the organization's members have a strong sense of trust and commitment then there is likely to be less resistance to needed changes.

Vision and strategies help to set context and focus of the organization. An effective vision helps to set the direction for the organization for the future and over time the organizational culture and climate will align to reflect that same view of the future. Organizational correctness is a complex concept. Individuals tend to affiliate with their profession or work unit. As a result, powerful subcultures can develop. It is important for the organization to work towards cutting across these alliances to bring all work units into alignment. Healthy organizations have managed to align these different points of view.

Why Should We Care?

Maybe stated another way is why invest any time and resources towards these concepts? One of our Programs of Emphasis is to "Promote a Positive and Encouraging Organizational Culture." There is a common saying "You cannot manage what you don't measure, and if you don't manage then you are a victim of circumstance." It is our desire to have a work environment that is strong, healthy, thriving, inclusive, and constructive in order to achieve the culture and climate defined in our program of emphasis. That will require time and resources and measurement or we will indeed be victims of circumstance. We cannot hope to have a work environment that is positive, invigorating and encouraging, we must work for it. We spend a good portion of our

waking hours at work so let's make it enjoyable. Therefore, we will be embarking on a measurement process in FY15 using a tool called the Organizational Cultural Inventory (OCI). You will be hearing more about this program in the near future, and it is critical that every single individual within Facility Services participates. I am a firm believer that without a healthy organizational culture and climate we cannot effectively carry out our first two Programs of Emphasis: "Improve Campus Appearance and Functionality" and "Promote a Customer Service Driven Culture." With the ever looming external threat of privatization, it is critical that we become masters at achieving our Programs of Emphasis, and enhancing our culture and climate are essential building blocks to this end. I look forward to working with you as we set out on this endeavor to make Facility Services the best workplace that it can be.



For all of the times that you might not hear it.... Thank you

I have heard it said here many times; we all work with many talented and uniquely, diverse people. Although our titles may say Accountant, Carpenter, Custodian, or PSM, but we all have hobbies, passions, families, and talents. I am proud and thankful to say though that for most people here, one of their passions is working for NAU. We all have our day to day grumblings and struggles but often times when someone is asked "do you like your job" the immediate response is "I love working on the NAU campus", and it shows. I know that I personally have had the opportunity to work with many people who are willing to go out of their way to get the job done, and do it with a positive attitude. It makes all in the difference in the world.

For each and every trade or facility entity we understand there is work that you do that is done behind the scenes, work that you may not get specific recognition for. Unfortunately, they cannot

all be spelled out here. It has been said that some of the best work is the work that gets done and is never noticed. For all of those times that our day to day tasks don't miss a beat, it is because someone else has already updated the proper equipment or the maintenance has been done to keep things in working order. We appreciate all of the unmentioned jobs that you do day in and day out. For everyone who has contributed to the improvements on campus, thank you....

For those times where you have noticed someone going out of their way to help or perhaps they have an admirable work ethic, we now have a way to recognize those individuals or groups. Please see your supervisors for a nomination form and the criteria for nomination.

Sincerely,

A Fellow Employee

ANNOUNCEMENTS:

Congratulations to the following employees, who have worked hard in the past few months to advance with Facility Services:

Name	Title	Department
Stephanie Bauer	Assist. Director of Admin	Planning, Design & Construction
Robert Buckner	Supervisor	Access Services & Fire Life Safety
Susan Dietrich	Supervisor	Landscaping
Dave Cretti	Lead	Electrical
Justin DiNardi	Program Coordinator	Moving & Recycling
Frank Espinoza	Safety Officer	Facility Operations
Rik Fritz	Assistant Supervisor	Carpentry
Gave Gurrola	Lead	GMM
Mike Harbottle	Supervisor	HVAC
Jon Heitzinger	Assist. Director	Utility Services
Avi Henn	Coordinator	GNEI, Facility Operations
Nick Koressel	Coordinator	GNEI, Facility Operations
Lisa Magaña	Assist. Director	Custodial Services
Ruth McCarty	Manager	Employee Services
Lillian Osthoff	Manager	Work Control Center
Chris Sires	Supervisor	Carpentry
George Wiechec	Project Manager	Facility Operations

Scott Perelstein

has joined our team as the new Director of Operations.

Welcome to the team Scott!!

We are excited to have you.



Mathew Tafoya (Our Spotlight in our last edition) is avid about personal development and education.



Matthew has generously offered help FS employee's who would like to investigate getting in to NAU classes for personal or career development. If you have any questions about the process he is experienced and happy to help. Matthew.Tafoya@nau.edu

THANKS MATTHEW!!

50/50

Split the pot will be held at the June 18th Facility Services BBQ: 11:30am to 1:30pm

Buy your tickets now in the Work Con-



Tricks of the Trades

A huge thanks goes out to the Landscaping & Outdoor Services team for their help and great problem solving skills during this years commencement. During the event a semi truck broke down, causing a huge backup for commencement traffic.



The Facility Services Landscaping & Outdoor Services Team of:
 Lionel Jacobs
 Howard Coldwell
 Clay Klutinis
 Ray Clerry
 Mike Vasquez *
 Matt Bloomfield*
 Student employees ...
 Carlos Ramirez
 Cody Mai-kai

THANK YOU TEAM!!!
 Your quick reaction to this potential catastrophe for graduation was not only handled swiftly but most people do not even know it happened.



Howard Coldwell drove the loader that pulled the truck to a nearby parking lot. The rest of the crew helped to chain the vehicles together and also directed traffic

Planning, Design and Construction SSLUG Garden - SUSTAINABLE LIVING AND URBAN GARDENING

A lesson on perseverance... Once upon a time (it's seems like a long time ago...), a request came to PDC to build a shed for the SSLUG Garden... Located just south of SBS West, the SSLUG garden was started several years ago by a group of avid environmental students in an effort to bring natural beauty to this area of campus otherwise neglected... The garden grew and became an established place where students, faculty and staff would come work, study and enjoy peace. When it became obvious that gardening tools needed to find a shelter as to not "pollute" the otherwise appealing garden, a project got started, but as often, the funding didn't get established right away. Working on a solution to provide a shed as cheap as possible but yet as esthetically attractive as possible wasn't the most exciting project PDC had been tasked with, and I will say that the new shed wouldn't be here today without Project Manager

Taryn Williams' dedication and perseverance! Challenges and obstacles, she ran into many

while investigating options! But whatever was thrown at her (too expansive, too cheesy, too small, too luxury, not code compliant...), she turned into opportunities and never gave up! She was determined to make it happen, took it at heart to find a viable solution... and it paid off!

The SSLUG Garden Shed project is the perfect example of customer service excellence! Taryn didn't wait for the money to come... she created opportunities to make it come by inspiring and motivating others with her perseverance! Thank you Taryn for a job very well done! There are no projects too small to exceed customer expectations!



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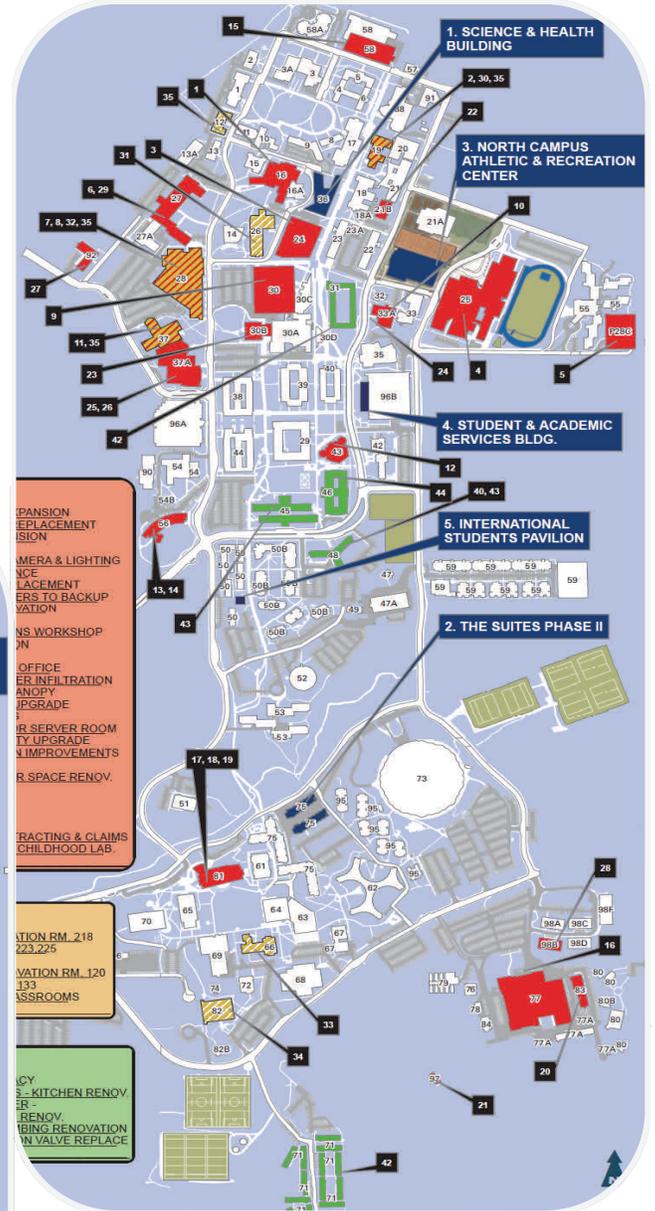
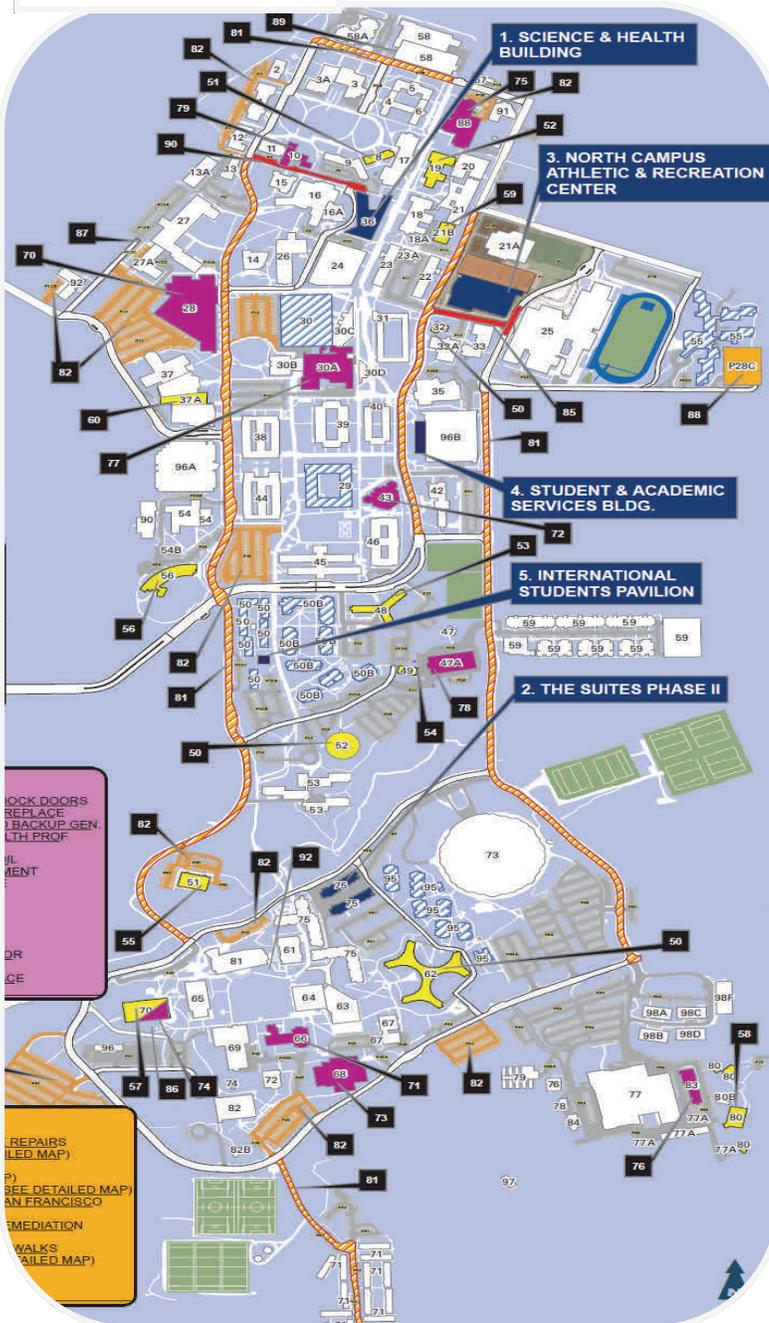
NORTHERN ARIZONA UNIVERSITY



Facility Services

2014 SUMMER PROJECTS
Building Project Category Map

- New Construction Projects
- NORESCO Project
- Roofing Projects
- Deferred Maint. Projects
- Site Projects
- Single Lane Closure
- Double Lane Closure
- Other NAU Facilities



- New Construction Projects
- Classroom Maint. Projects
- Misc. Renovation Projects
- Residence Life Projects
- Other NAU Facilities 2014

NOTE: BUILDINGS WITH MULTIPLE COLORS HAVE MULTIPLE PROJECT TYPES

Digital Maps Available at: https://nau.edu/Facility-Services/Planning/Construction_buildings/

MAP NOT TO SCALE
Validation Date: 4/1/2014 to 8/31/2014
Map Creation Date 4/15/2014
FS-GIS: Matthew Tafoya, GIS Manager
Organization: Northern Arizona University
Department: Facility Services
Sub-Department: Planning & Development
Data Source: NAU Project Managers
For University Use Only

Fire Life Safety Residence Life 2014 –2015

Residence life is undergoing major changes on 5 facilities over the next two years:

South Village Apartments

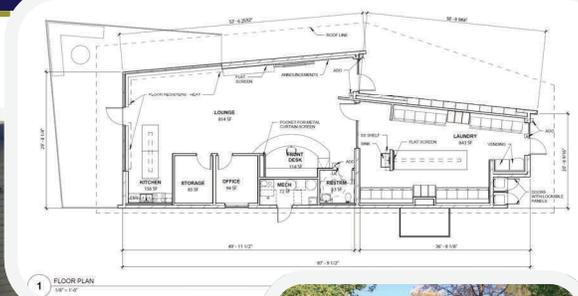
Gillenwater Hall

Raymond Hall

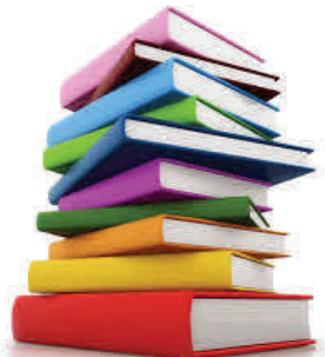
Roseberry Hall

Campus Heights Apartments

These facilities will be getting some needed upgrades for Fire Alarm and Sprinklers as well as some new finishes to bring the units to a higher level of safety and student satisfaction.



Neubeck Scholarship Applications Due 6/27/14



The scholarship is funded by the Nancy Neubeck Memorial Scholarship Fund, which is managed and dispursed by the Northern Arizona University Foundation. It is the goal of this scholarship is to provide financial support to meritorious and needy student employees or dependents of employees in the NAU Facility Services Department.

ELIGIBILITY REQUIREMENTS

- Applicant must enroll or be enrolled at Northern Arizona University as a full-time student (minimum of 12 credit hours).
- The applicant must be either a student employee in the Facility Services Department at Northern Arizona University, or a dependent of a full-time or part-time employee of the NAU Facility Services Department.
- The applicant must maintain a minimum 2.5 cumulative grade point average and be in good current academic standing with NAU.
- The applicant must demonstrate financial need.
- The applicant must demonstrate some self-support through on-campus or off-campus employment.
- If the above criteria are met by more than one applicant, and one applicant is a music major, preference will be given to that student.

Students entering college as freshman, as well as sophomores, juniors and seniors are welcome to apply. *Not applicable for part-time students. Not applicable for graduate school.*

Scholarship Applications Available at
nau.edu/facility-services/administrative/care

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CARE SPOTLIGHT... Ralph Padilla

RALPH PADILLA

Ralph is our Manager of Landscaping and Outdoor Services and has just celebrated his 26th year anniversary as a member of our Facility Services team! Before coming to work here at NAU, he spent 6 years working for Flagstaff Public Schools. When he left that position, he started here as a groundskeeper and worked his way up over the years.

Ralph is the proud father of a daughter attending college on a softball and academic scholarship. He is native to Flagstaff, born and raised. In his time off, he enjoys fishing and racquetball. He thoroughly enjoys his job and highly values the members of his department. His job affords him the opportunity to meet new people all across campus that keeps the work interesting. Ralph is the recent recipient of the Faculty/Staff Sustainability Award from the Environmental Caucus. Many of the departments sustainable practices contributed to earning this award including composting, using reclaimed water for irrigation, mulching, herbicide free care, implementing a centralized computer irrigation system, as well as supporting a variety of gardens on campus. As we all know, the beauty of our campus plays a big role in attracting students, their parents, faculty and staff. The department may be small, but they do a big job, seven days a week.

For those of you looking to do your own gardening or outdoor upkeep in the future, I recommend speaking with either Ralph or a member of his capable team for advice and expertise!



Local Awards

President's Achievement Award

Each year, the president of Northern Arizona University awards special recognition to classified staff and service professionals to recognize outstanding performance. This year two Facility Services employees were honored with this award. We would like to congratulate Agnes Drogi,



Director of Planning Design & Construction, and Patrick Fahey of HVAC.

CONGRATULATIONS!



Flagstaff Environmental Caucus Sustainability Leadership Award

CONGRATULATIONS!

Paul Gazda, Web Developer, Staff Specialist, ITS and Ralph Padilla, Landscaping Manager, Facility Services, are awarded for their persistent dedication towards reducing or eliminating the need for chemical inputs on the NAU campus. They have gone above and beyond anyone's expectations to create the Sustainable Landscape Maintenance Project. They have identified and implemented environmentally-friendly landscaping practices which are non-polluting, cost-effective, and result in an aesthetically pleasing landscape that does not pose a health risk to students, faculty, staff and visitors.

