Leadership Forum Sets Goals in Response to President’s Survey

The 7th Annual Leadership Forum opened January 31 with a special presentation by U.Va. Executive Vice President and Chief Operating Officer Michael Strine. Mr. Strine discussed the University’s new financial model which can give Facilities Management more opportunities to use skills and resources for the benefit of University customers.

Chief Facilities Officer Don Sundgren further discussed the new financial model with attendees, noting that this business relationship will allow Facilities Management to enhance our relationships with our customers. “We are approaching this in a positive way,” he added. “If it’s right for the University, it’s right for us. It is a great opportunity.”

The 2012 Leadership Forum focused on the results of the UVa President’s Staff Survey which employees completed in March 2011.

The theme for the Forum – Momentum: It Starts with Me – was chosen to reflect the fact that while we already have momentum in areas addressed in the survey, we each need to initiate additional actions to change the status quo. On February 1-2, managers and supervisors from throughout Facilities Management attended workshops which addressed concerns employees had noted through responses to UVa President Sullivan’s 2011 Staff Survey. Keynote speakers were Curry School Associate Professor Bob Covert and Darden School Associate Professor Martin Davidson. Please see the summary on page 2.

Hoo’s Going Green! Got Nominees?

Hoo’s Going Green is a new sustainability initiative designed to recognize Facilities Management employees who are doing sustainable actions in their everyday work. Nominate an employee for their green efforts today! Winners receive a UVa Sustainability Hat (Made in the USA and with organic cotton) and will be featured in our newsletter.

Here’s how it works:

- An employee works to reduce energy, water and waste consumption at UVa. There is great diversity in the work that FM provides so actions can vary greatly.
- Any Facilities Management employee can nominate any other Facilities Management employee.
- The nomination can be emailed or handwritten giving the nominee’s name, work center and a sentence describing what the sustainable action was. Nominations should be sent to Sustainability Outreach Coordinator Nina Morris at nm3a@virginia.edu or by interoffice mail to Hoo’s Going Green, Energy & Utilities Sustainability Program, PO Box 400726.
- One winner per quarter will be chosen and featured in the newsletter, Perspective, and on the Facilities Management webpage and will be given a UVa Sustainability hat.
- The first drawing will be April 20, just in time for Earth Day!
Prior to the 2012 Leadership Forum, HR&T sent an overview of the Staff Survey to all supervisors/managers. The Survey measured six basic categories of employee satisfaction. Survey results were reported back to Vice-Presidents for their units to review and determine areas that may require action.

Three of the six categories in which University employees wanted to see improvement involved Pay, Performance and Promotion. University Human Resources has committed to take responsibility to address these areas of employee concern.

Facilities Management identified four topics for which we have set a goal to initiate action plans for greater employee satisfaction. These topics are diversity, communications, training and development, and facilities and technology.

Our objective for the Leadership Forum was to explore these four topics and to gear up the momentum to achieve excellence in these areas. As noted on page 1, the Forum theme was Momentum: It Starts with Me.

Because the topic of diversity had the lowest level of employee satisfaction of the four topics, we made that the focus for the Forum. Our program started with an interactive presentation on diversity by UVA. In his presentation, Bob challenged supervisors to understand the importance of valuing the differences that each of us bring to the work group. He also pointed out that each of us bring pre-conceived judgments into how we interact with each other and used himself to point out how flawed those judgments could be.

Supervisors then attended breakout sessions on Diversity in the Workplace, communications and the art of listening, technology, and training resources. At the start of each breakout session, an HR&T staff member framed the session as it related to the President’s Survey.

- Faye Giles, Employment and Diversity Manager at the National Radio Astronomy Observatory (NRAO) shared her expertise to help attendees better understand Diversity in the Workplace.
- Survey feedback reported employee concern with communications, specifically whether job expectations are communicated clearly and whether management discusses changes that affect an employee’s job before the changes are put into effect. Woody Gimbel, founder of Gimbel & Associates, spoke on one critical piece of communication: the art of listening.
- While the survey section on Work Facilities and Technology revealed concerns, in light of some projects occurring within our department, the session’s scope focused on technology. Technology Officer Chris Smeds led the session, first explaining FM’s plans for future technology and then engaging attendees in a discussion about their access to technology to do their jobs.
  - A fourth breakout session addressed employees concerns that they did not receive information about available training opportunities, that training opportunities were not distributed fairly, or that they do not use skills they have learned.
  - A panel of speakers presented training opportunities and resources available through their organizations. Panel members were Barbara Kessler, Director of Human Resources Workforce Development Programs for UVA’s School of Continuing and Professional Studies, Patty Marbury, Learning & Development Manager of Systems Training, University Human Resources, Gail White, Workforce Services Program Manager of Customized Business Solutions, Piedmont VA Community College, and Mary Sherman, Consultant, and Brenda Wilson, Director, Faculty & Employee Assistance Program. Further information is available at their websites.

The afternoon keynote presenter was UVA’s Darden School Associate Professor Martin Davidson who spoke on the topic of Leveraging Differences. His discussion was based on his lifetime of research leading up to the recent publication of his book entitled The End of Diversity as We Know It: Why Diversity Efforts Fail and How Leveraging Difference Can Succeed. Martin engaged supervisors with his discussion about how even in a room filled with “white guys,” there was a tremendous amount of diversity. He challenged us to consider how we view the topic and instead try to value the differences that each individual brings. We learned the importance of context as Martin shared experiences of his travel to China where he found that he was aligning and considering similarities with someone who he would have, if in the U.S., considered quite different from himself.

In closing out the day, HR&T Director, Rebecca Leinen, outlined the next steps to continue our momentum and work toward greater employee satisfaction. She stressed the importance of employee involvement whenever change is being sought. Over the next few weeks, supervisors will be discussing Staff Survey results with their employees. Supervisors will ask employees for ideas that they have to help address the 4 FM goal areas. Those ideas will be submitted to HR. Supervisors are asked to seek out volunteers, which may include themselves, to participate in Momentum Action Teams. These teams will develop action steps that address those areas identified by the Staff Survey as requiring improvement. Teams will report in to the CFO management team including business unit Directors. Action plans will be developed and implemented followed by update reports. Additional communication to all employees will occur periodically. More information is available on the HR&T website.

--- Facilities Management Human Resources & Training
Projects Completed

The six-month renovation of Darden’s Camp Library brought aesthetic and energy efficiency improvements to new offices and conference space on the second floor. The project was entirely designed and built in-house by our Engineering & Design and Project Services divisions. (L-R) Lead Drafter/Designer Jennifer Oman and Drafter Samuel Walker (seated) transformed the original concept by Architect/Designer Eugenio Schettini (R) into working drawings. Carpentry, electrical, plumbing and HVAC mechanics in Project Services trades did the entire construction, working with Construction Project Manager Jerry Craig (2nd from L) and Associate Director for Project Services Mark Stanis (standing center). Interior Designer Amy Wells collaborated with the Library staff to select finishes to complement the space’s design and function.

While most of the University was away on break during December, Facilities Management Project Services trades were on task with the East Lawn Men’s and Women’s Baths and Laundry Room Renovation Project. Plumbers (L-R) Tom Castellanos Apprentice Scott Marsh and Vern Lamb were among the teams who completely gutted and renovated the East Range bathrooms for the Lawn residents. The schedule was compressed, aggressive and carefully coordinated, Construction Project Manager Bruce Jackson explained. Plumbers from Utilities Distribution, Project Services and HSPP worked to complete the new tie-ins to the system safely and within the limited time allowed, and to make changes to the system’s piping for Pavilion X renovation in progress now, thus avoiding another shutdown. Our Cabinet Shop designed and built durable new cabinetry for the baths as well as three reproduction board-and-batten style doors to match the original architecture. Other new installations included duct work, tile floor and paint.

Project Services teams worked to complete renovations and repairs in Hotel E throughout January after a mid-December fire closed the popular eatery on the West Range of the Lawn. (L-R) Carpenters Page Fox and Gary Shifflett check measurements for a column replacement while Mason Roland Taylor and Apprentice Dorjee Damdoo repair the ceiling.

Project Services carpenters, plasterers, plumbers and sheet metal technicians combined forces to complete in January a fixed price renovation of the Cisco Telepresence room, a dedicated immersive classroom in Clemons Library’s third floor. (Above) Carpenters Anthony Whindleton, Travis Sly, Matt Pannell and Jay Schaar installed the circular ceiling design and curved walls contributing to better acoustics and a modern design. Engineering and Design lent their expertise to the design of the space. Project Services electricians, plumbers and HVAC technicians installed the advanced lighting and HVAC systems to meet Cisco’s high standards, according to Construction Project Manager Jerry Craig. Classrooms are constantly evolving in the University’s commitment to creating spaces that support teaching and learning. Maintenance Systems Engineer Shaun Farrell of Operations & Maintenance explained.
Facilities Management presented certificates of appreciation to Crenshaw Construction Co., Inc. and Perkins+Will for exceptional performance in the construction of the Cyclotron & Biomarker Core Facility and the Center for Molecular Electron Microscopy Suite (CMEM) at the University of Virginia. The honorees, (L-R) Crenshaw representatives Mike Payne, Richard Crenshaw and (3rd from R) John Williamson, and Perkins+Will project team leader Paul Harney, were congratulated by Don Sundgren, CFO of Facilities Management, and Supervisory Senior Project Manager Brian Pinkston and Construction Administration Manager Nate Brown of Health System Facilities Planning & Construction.

The Office of the University Architect and Facilities Management recently announced that the Emily Couric Clinical Cancer Center has been awarded LEED® Gold certification established by the U.S. Green Building Council and verified by the Green Building Certification Institute (GBCI). LEED is the nation’s preeminent program for the design, construction and operation of high performance green buildings. Shown here with the plaque which designates LEED Gold certification are Facilities Management Health System FP&C team members (L-R) Senior Project Manager Fred Dunn, Senior Construction Administration Manager Bree Knick and Senior Construction Administration Manager Chris Hoy. Construction Administration Manager David Watkins was not available for this photo.

Facilities Planning & Construction staff (L-R) Academic Division Director Annette Cyphers, Project Manager Kate Meyer and Director Sack Johannesmeyer present Holder Construction representatives, Tom Shumaker and Todd Fehd, with an award recognizing their superior performance on the University Data Center project. The project came in ahead of schedule and under budget. The Data Center achieved LEED Silver, demonstrating exceptional energy efficiency.

While the Lawn Room residents were away during December break, Project Services Masonry Shop members, including Apprentice Les Givens shown here, began the first phase of repairs to the historic fireplaces. Extensive work will be required before the fireplaces can be used again.

As the workday draws to a close, Masons Tim Proffitt and Glenn Tolbert work quickly with a new batch of mortar, filling in where a door was punched through an original wall.

Project Services Shops began work in January on the Pavilion X Renovation. (Left photo) Carpenters Robbie Kincaid and Linwood Marshall review the drawings before they begin work in another room.

Barry Crawford of HSPP Renovations earned his GED in the Fall of 2011.

Toader Dumitriu, HSPP Trades Utility Senior Worker, received his Master of Engineering in Mechanical and Aerospace Engineering from UVa in December 2011. Toader holds a BS degree in Mechanical Engineering from the Technical Institute of Iasi, Romania.

Tyrone Ingram, HSPP Elevator Crew passed the Certified Elevator Technician (CET) exam in February. CET is one of the most challenging exams in the elevator field; the nationally recognized CET program assures knowledge in the technical and educational background of elevators. “We are proud of Tyrone for his accomplishment,” his supervisor, Zone 3 Superintendent David Tyree, said. “I encourage all the other elevator mechanics to study hard and take the CET test.”

Projects In Progress

Keith Lewis of Jordan Hall Housekeeping graduated from Essential WorkSkills in November. We regret that he was inadvertently omitted from the graduates’ list in the last issue of Perspective. Essential WorkSkills is a 10-course curriculum designed to help employees develop skills and competencies for success by enhancing communication skills and understanding workplace operation.

Elsa Sherrill, who joined Facilities Management’s Human Resources & Training team in December as an HR generalist, received her certification as a Professional in Human Resources from the Society for Human Resources Certification Institute in January.

Violet Snipes-Azzi, Newcomb Zone Building Services Manager, recently earned a Graduate Certificate in Leadership Human Resources Management through UVa’s School of Continuing and Professional Studies.

Accomplishments

Accomplishments

Projects In Progress

New Employee Safety Training

Safety Program Manager Brian Shifflett and Safety Officer Mark Breeden (2nd and 3rd from L respectively) conduct New Employee Safety Training (NEST) for recently hired Utility Systems Distribution Supervisors Senior David McFall (L) and Kevin Young. The Safety Department initiated the new training in January.

“NEST is designed specifically to give new employees a basic foundation of workplace safety and is conducted within two days of the employee’s start date,” explained Housing Safety Coordinator Lisa Dennis, who also teaches NEST classes.

“The importance and value of this training can be measured by the employees’ awareness about safety on the job and a reduction in the overall accident rate,” Brian added. The training is conducted monthly on the second and fourth Tuesday in the FM Annex. For questions, please contact the Safety Department at 982-4776.

Perspective First Quarter 2012
Compliments from Customers

Health System Physical Plant Employees: I work in the Multi-story building pre-dominantly and over the last several months, I have noticed an increase in facility employees greeting staff and visitors alike in the halls and in the work areas. It is refreshing and heartwarming to see this change! Thanks so much for leading your team to improve our customer service. - Debbie Cote, BSN, RN, CNN, Dialysis Administrator

Josie McCowin of McCormick Zone Housekeeping: I walked into my Physics Department office earlier this week and was immediately struck by the transformation it underwent since the previous night. Josie McCowin had taken it upon herself to clean the boards and the chalk shelf and desk. The entire maintenance staff should know actions like this do not go unnoticed...Ms. McCowin has really set the bar for excellence, and I hope she is an example to everyone who works beside her. - Graduate Student, Physics Department

Ed de Bary, McCormick Zone Maintenance Supervisor: We had an emergency situation in our computer server room when half of our servers were not receiving electricity: this was NOT good. I called Ed de Bary who stopped what he was doing and came to assist us immediately. I have been told that he pinpointed and fixed the situation. I want you to know that yet again, Facilities Management Zone Maintenance has come to our rescue in our time of need! Thank you! - Terri Corcoran, Admin. Assistant to the Chair, Dept. of Systems & Information Engineering

Sarita Herman, Resource Center Facilities Information Analyst: Thank you for so promptly locating and delivering the practice field turf drawings this morning. My vague 9:55 a.m. request turned into drawings, which she then printed and personally delivered in time for a 10:00 a.m. meeting. Very impressive!! - Annette M. Cyphers, P.E., Academic Division Director, Facilities Management FP&C

Martin Best, Construction Contract Administrator Senior: After my husband Richard Dickman, formerly of FP&C, and I attended the January 24 retirement party for Trish Clifton in Newcomb Hall, I discovered that the watch that Richard gave me for Christmas was missing. Late that day, as a last desperate measure, Richard left a message for Kathy Yarmey who coordinated the party, hoping that someone found my watch. At 8 the next morning, a welcomed message from Kathy said the watch was at her office, thanks to the finder, Martin Best. It is great to know that Facilities still has caring, honest, wonderful people and great communicators and managers. - Lynn Dickman

Cheryl Johnson, Housekeeping Lead Worker: Every once in a while, you meet a very special person who walks that extra mile to make sure everything is just right. We find Cheryl Johnson to be that special person. She is very quiet and works behind the scenes and so often gets overlooked because of it. The Rotunda is such a special place, and thanks to Cheryl, our work areas are always well maintained and looking the very best. We cannot say enough about the good work she does. Her work ethic and style are second to none. I hope you will let Cheryl know just how much we cherish her and appreciate everything she does for us on a daily basis. She is definitely a role model for others! - Debbie Rinker, Clerk of the Board of Visitors

Shaun Farrell, Maintenance Systems Engineer with Operations & Maintenance Work Management, and Bret Gentry, Construction Project Manager for Project Services Academic Construction Management: The renovation of Minor Hall Room 125 looks excellent. It is truly the sort of room that we want visiting speakers as well as our students and teachers to enjoy. Thanks for your efforts to make it happen. – Wynne Stuart, Associate Provost for Academic Support and Classroom Management

David Starkes of Landscape: This morning at the red light on Emmet Street, the passerby (David Starkes) of Facilities Management truck 297 got out to retrieve a cup that had been discarded on the roadside near the sidewalk. Whether he was required to or not, his action reminded me of how much pride Facilities Management takes in ensuring the University Grounds remain beautiful. Thank you for all that Facilities Management does. - Heidi C. Kozuch, Assistant Director of Donor Relations & Stewardship, Development and Public Affairs

To Housekeepers Larry Brooks, Sallie Carter, Lillie Feggans, Debra Hamm, Norman Hughes, Susie Jones, and John Tindall and Supervisor Wanda Snead: The Gilmer Hall Housekeeping staff members do a great job on a daily basis but I wanted to express my gratitude for the fantastic job that was done on the Gilmer Hall ground floor labs by Wanda and her staff. This was a large project that I asked to have done...on very short notice. They did a super job in a short period of time. Please convey my sincere appreciation for their hard work. – Ronnie L. Hoover, Biology Facilities Coordinator

Important Dates to Note

- **March-April**: Employees should review Performance Goals; discuss changes with supervisor as necessary
- **April**: Apprenticeship Recruitment - see HR&T website for further information
- **May 3**: Years of Service Photos 25, 30, 35 40 Year Clubs
- **May 12**: Move Out Weekend begins
- **May 20**: UVa Graduation
- **May - Summer Conference Season starts**
- **May 16 - 10, 15, 20 Years of Service Recognition at JPJ**
- **May 28**: Memorial Day
- **June 5 - 25, 30, 35, 40 etc Years of Service Recognition at JPJ**
- **June 14**: Ice Cream Social/Vehicle Show
- **July 4**: Independence Day
- **July 18 - 2012 Apprentice & Education Recognition Ceremony**

University of Virginia Facilities Management
Hoo Retired

Patricia Clifton, VCO, VCCO, Contract Administration Manager for FP&C, was congratulated January 24 by more than 100 guests including former colleague Richard Dickman (shown here). A certificate of recognition presented to Pat noted that throughout her years of service, from August 1971 to January 2012, she consistently displayed resourcefulness, superb attention to detail, and mature judgment as a manager and advisor, making significant contributions to and adding value in the facility contracting process for the University. She was a key figure in the execution of over 5,000 design and construction contracts with a value in excess of $2 billion. Her touch is on every capital project accomplished during her tenure here at the University – capital projects that were significant in establishing the University’s national reputation among higher education, research, and medical institutions. Projects included the Replacement Hospital; Hospital Bed Expansion; Emily Couric Clinical Cancer Center; John Paul Jones Arena; South Lawn Project and many more. Her strong personal initiative and thoughtful suggestions have led to alternative approaches to contracts and innovative resolutions for construction issues. Patricia’s contracting knowledge and experience, positive and cooperative attitude, and dedicated work ethic have contributed immeasurably to the success of the organization during her more than 40 years with FP&C.

Cliff Dobson, FP&C Health System Senior Construction Administration Manager, retired in December. Throughout his three years of service, Cliff displayed professional skill in managing the construction of a number of important clinical facilities within the Health System including the Primary Care Center Annex, the Lee Street Connective Elements, and the Orange and Zion Crossroads Clinic Generator Installations.

Pancakes & Snow!

The March 5 Employee Appreciation Pancake Breakfast had a surprise spin when a predicted dusting of snow turned into a 5 inch blanket of heavy snow. President Teresa Sullivan and Deans from throughout the University were dishing up pancakes with all trimmings to say thank you to UVa employees for all that they do 24/7/365. Top photo: For many at FM, it was a welcome break in the morning’s snow removal duties. Left photo: By early afternoon, warmer temperatures prevailed as Landscapers Bryan Ferguson and (not pictured) Fred Averill were clearing curb cuts.

Noted with Regret

Allen Davis Dudley passed away November 19, 2011. He worked as a plumber steamfitter from July 1977 until his retirement in February 1992. Prior to his work at UVa, he served 29 years with the US Army Reserves.

Eddie Wood retired March 1. He began his 37-year career with Building Services in Alderman Library at age 16. During those years, Eddie formed good relationships with colleagues, customers and other facility services staff. In the early stages of Eddie’s position, he served on the window cleaning crew for several years throughout the University. In 1997, he was assigned to Ruffner Hall and maintained the building with high standards. His outstanding work ethics touched many customers who sent letters of thanks and appreciation. One letter stated that “it was the best Ruffner Hall has looked in the past 16 years.” Eddie was awarded an Employee Recognition Award in 1997 for his commitment to customers, buildings and the University. Over the years Building Services has had many successes during Final Exercises because of Eddie’s contributions. In 2002, he became a member of Building Services Blood-Borne Pathogen clean-up crew. For the past 18 years, Eddie provided quality and professional housekeeping services to Jordan Hall and other buildings. He also received an Employee Recognition Award for his dedicated help during the blizzard of December 2010. In a letter of congratulations, Chief Facilities Officer Don Sundgren said, “It has been a great privilege to have you on the Facilities Management Team. You have carved a path of professionalism and dedication that we can follow.”

Garfield (Bobby) Shifflett retired February 8 after almost seven years of service to the Building Services Division. He worked with the Quality Control section, ensuring that all Building Services shops were fully stocked with the materials Housekeepers needed to do their jobs.
Hoos for the Hungry

Facilities Management’s enthusiastic support of the 8th Annual “Hoos for the Hungry” Food Drive October 12-November 18 contributed significantly to the almost 1600 pounds of non-perishable food delivered to the Thomas Jefferson Area Food Bank by UVa Bookstore November 22. The Bookstore sponsored the event to help the Thomas Jefferson Area Food Bank keep up with increased demand; staff arranged for more donation locations and supporting groups across Grounds. Each month, more than 20,000 people in the Charlottesville area receive assistance through the Food Bank and their network of food pantries, soup kitchens and shelters. Facilities Management was one of 12 collection locations.

Hoo’s a Hero!

David Londree, a Trades Utilities Senior Worker with Housing Maintenance, saved a colleague’s life one January morning.

A 20-year employee with Housing, David was working in the Housing Maintenance Shop in Lewis House when a housekeeper ran in, frantically shouting that a coworker in Mary Munford House had collapsed and stopped breathing. David ran to Munford and immediately began giving the colleague CPR until Emergency Medical Services arrived and took over. “I did the chest compressions for one minute,” he said, “but it seemed like two hours!”

David received his CPR training 10 years ago when all Housing lead workers and supervisors were required to take the two half-days sessions. Although he had not used the training since the original classes, he remembered everything he had learned and he was able to perform the CPR calmly and correctly. After being hospitalized, the colleague is recovering remarkably well, Housing Zone Manager Burt Joseph reported a few days after the incident.

“Without David’s quick actions, the outcome would probably have been much different,” Burt added.

David is modest about his heroic help and says he is just glad that he was close by and had the training – a total of 8 hours – that could give a colleague another chance to live many more years.

David does plan to take another CPR class this Spring when it is offered by the Facilities Management Safety Committee. “Just in case,” he said, “because it’s always best to be prepared for the unexpected.”

For information on CPR training at Facilities Management, contact Brian Shifflett, Safety Program Manager at bks2g@virginia.edu

$21,266 for the 2011 Commonwealth of Virginia Campaign

Congratulations to everyone who supported the 2011 Commonwealth of Virginia Campaign (CVC)!

Facilities Management employees donated over $21,266 of the grand total of $32,107.55 donated to the 2011 CVC by departments reporting to the Office of Management & Budget, our CVC coordinator Joyce Chewning reported in early January. The goal for Management and Budget was $30,000.

“Even though the economy is seeing its toughest year yet, your generous support has been exceptional,” Joyce said.

Each year, state employees donate to charities of their choice from among the approximately 1300 non-profits that benefit from CVC. Learn more at http://www.virginia.edu/cvc/