

Program Overview: Development of Quality Enhancement Plan (QEP).

- All accreditation agencies recommend universities, colleges and K-12 schools to implement a continuous improvement process as a best practice. These processes are often referred to as Quality Enhancement Plans (QEP). **When implemented effectively the QEP process has proven to be an effective tool to improve contract retention by aligning our services directly to our client's goals.**
 - *The QEP program is applicable to all functional areas of the school. In fact, it is required that all functional areas of a school implement a QEP to comply with accreditation best practices.*
- The QEP program is an effective tool to *share expectations* and focus efforts on tasks that positively influence the success the key constituents of the school. Shared expectations demonstrate our understanding of our client's mission and how we can support their success.
 - Key constituents needs include all individuals that have political influence toward's contract renewal.
 - Board Members
 - University/College Presidents
 - VP of Finance / Chief Financial Officer / Controller
 - VP of Development
 - VP of Academics / Provost
 - Director of Student Services / Residence Life Director
 - Athletic Director
 - Principals
 - Students
- Quality Enhancement Plans can be formulated in text format or table format. In order to simplify the process, the table format is recommended for the development of the QEP. If a text format is preferred by the client it is strongly recommended to create the plan in the table format and transfer the results to text for reporting purposes.
- The following pages are designed to provide guidance how to develop an effective QEP utilizing the table format.

A. Identify measurable objectives, which directly support the success of our clients. These outcomes are often referred to as Key Performance Indicators (KPIs). Well-defined KPIs clearly identify the objectives and the source the data that will be used for measurement.

- At the start of each academic year, we should meet with our key clients to determine which Key Performance Indicators have direct impact on their success. *If we begin an operation mid-year, the QEP plan should be implemented during the startup process and restarted at the beginning on the next academic year.*

- Identifying relevant Key Performance Indicators can be accomplished by simply asking the question, “*What can we do to support your success*”.
 - Examples of KPIs and relevance to client:
 - **Teachers/instructors/professors** will be satisfied with Maintenance if repairs are addressed within 48 hours.
 - **Student** retention will be improved if intermural fields are maintained at a level that yields QA scores of 85% or better.
 - **Student** enrollment will be improved if housekeeping QA scores average 85% or better.
 - **Board Members** are more likely to be re-elected if asset life of the buildings are protected by completing 100% of Preventative Maintenance tasks for critical equipment.
 - The satisfaction of the **entire community** will be improved if Maintenance is perceived as proactive and self-generates 50% or more of the corrective work orders.
 - The **Vice President of Finance** will have an easier time balancing the budget if energy efficiency is improved by the completing 100% of Preventative Maintenance tasks for critical equipment.
 - The success of **Athletic Teams** will be improved if athletic fields are maintained at a level that yields QA scores of 90% or better.
 - The academic success of **students** will be improved if lighting issues are corrected within 24 hours of identification.
 - Identify as many KPI (objectives) as required for each functional area. Limit KPI to what is truly relevant but there are no guidelines for the appropriate number of KPIs to be measured.
- Key Performance Indicators are often specific to various constituents. Key Performance Indicators can be developed utilizing internal data, best practices from peer institutions and/or industry benchmarks.
 - It is critical to include all constituents that have influence over our contract. Some clients have the authority to hire; other clients have the political influence to fire. *It is critical to include all the relevant clients in the QEP process.*
 - ***Well-defined ‘KPIs’ are comprised of measurable outcomes that are directly related to the perceived success of our department.***

B. Measure results from defined objectives and report to our clients.

- At the end of each quarter, the performance of our efforts should be measured utilizing the data source identified when developing the KPIs.
 - Results should be reported to the client via the Quarterly Review reporting process
- At the end of each year, the performance of our efforts should be measured utilizing the data source identified when developing the KPIs.
 - Results should be reported to the client via the Quarterly Review reporting process

Step-by-Step Directions: The following pages provide step by step directions how to develop a QEP utilizing the table format.

1. Enter client's mission in the far left column of the table.

Quality Enhancement Plan (QEP)						
Assessment Plan					Assessment Report	
Institution Mission	Department Mission	Functional Area and associated goal	Beginning of Year Objectives by Functional Areas	Data Source	End of Year Results	Action Plan
ABC School provides transformative educational experiences that nurture intellectual curiosity, promote global understanding, encourage ethical living, and prepare individuals for purposeful and fulfilling lives.						

2. Enter Department mission in second to the left column of the table.

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ABC School provides transformative educational experiences that nurture intellectual curiosity, promote global understanding, encourage ethical living, and prepare individuals for purposeful and fulfilling lives.	Facilities Management at the ABC School strives to provide an inviting, and safe physical environment conducive to learning, work and quality of life.					

3. Enter the functional areas and the associated goal in the third column from the left. The goals should be focused on supporting our client's success factor. *There is NO right number for objectives per function area, use as many as needed for each area.*

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment (Stewardship of Resources)				
		Housekeeping: Customer satisfaction (Inviting Environment)				
		Housekeeping: Quality of Restroom Cleaning (Health)				
		Grounds: Customer satisfaction (Environment Inviting)				
		Grounds: Quality of Athletic Fields (Safety of Athletes)				
		Management: Energy Efficiency (Stewardship of Resources)				
		Management: Protect the safety of the staff and control worker's compensation costs (Safety)				

4. Enter the Key Performance Indicators/Measurable Objectives in the middle column.
Each objective should be in direct support of the goals stipulated directly to the left.

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment (Stewardship of Resources)	100% of Critical Equipment and Life Safety Equipment Preventive Maintenance will be completed during the review cycle			
		Housekeeping: Customer satisfaction (Inviting Environment)	Satisfaction Scores for housekeeping operations will exceed 85%			
		Housekeeping: Quality of Restroom Cleaning (Health)	Quality Assurance results will exceed an average of 85% during the review cycle			
		Grounds: Customer satisfaction (Environment Inviting)	Satisfaction Scores for grounds operations will exceed 85%			
		Grounds: Quality of Athletic Fields (Safety of Athletes)	Quality Assurance results will exceed an average of 85% during the review cycle.			
		Management: Energy Efficiency (Stewardship of Resources)	Energy costs contained to \$1.35 per square foot at year end			
		Management: Protect the safety of the staff and control worker's compensation costs (Safety)	Provide an Accident Free work place			

5. Enter the data source that will be used to measure the results associated to each objective in the third column to the right.

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment (Stewardship of Resources)	100% of Critical Equipment and Life Safety Equipment Preventive Maintenance will be completed during the review cycle	Computer-aided maintenance managements software		
		Housekeeping: Customer satisfaction (Inviting Environment)	Satisfaction Scores for housekeeping operations will exceed 85%	Customer surveys		
		Housekeeping: Quality of Restroom Cleaning (Health)	Quality Assurance results will exceed an average of 85% during the review cycle	Custodial Quality Assurance Software		
		Grounds: Customer satisfaction (Environment Inviting)	Satisfaction Scores for grounds operations will exceed 85%	Customer surveys		
		Grounds: Quality of Athletic Fields (Safety of Athletes)	Quality Assurance results will exceed an average of 85% during the review cycle.	Grounds Quality Assurance Program		
		Management: Energy Efficiency (Stewardship of Resources)	Energy costs contained to \$1.35 per square foot at year end	Utility Invoices		
		Management: Protect the safety of the staff and control worker's compensation costs (Safety)	Provide an Accident Free work place	OSHA 300 Log		

6. At the end of the review period (typically the end of the academic year) the results related to each objective should be entered into the second column from the right.

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment (Stewardship of Resources)	100% of Critical Equipment and Life Safety Equipment Preventive Maintenance will be completed during the review cycle	Computer-aided maintenance managements software	98% of critical and life safety equipment Preventative Maintenance was completed during the review cycle	
		Housekeeping: Customer satisfaction (Inviting Environment)	Satisfaction Scores for housekeeping operations will exceed 85%	Customer surveys	Satisfaction score for housekeeping averaged 87%	
		Housekeeping: Quality of Restroom Cleaning (Health)	Quality Assurance results will exceed an average of 85% during the review cycle	Custodial Quality Assurance Software	Quality Assurance results averaged 83%	
		Grounds: Customer satisfaction (Environment Inviting)	Satisfaction Scores for grounds operations will exceed 85%	Customer surveys	Satisfaction score for grounds averaged 82%	
		Grounds: Quality of Athletic Fields (Safety of Athletes)	Quality Assurance results will exceed an average of 85% during the review cycle.	Grounds Quality Assurance Program	Quality Assurance scores averaged 86%	
		Management: Energy Efficiency (Stewardship of Resources)	Energy costs contained to \$1.35 per square foot at year end	Utility Invoices	Energy costs were \$1.43 per square foot	
		Management: Protect the safety of the staff and control worker's compensation costs (Safety)	Provide an Accident Free work place	OSHA 300 Log	One (1) accident occurred during review period	

7. Results should be compared with the original objectives. The results should lead toward the develop of an Action Plans that support Quality Enhancements.

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment (Stewardship of Resources)	100% of Critical Equipment and Life Safety Equipment Preventive Maintenance will be completed during the review cycle	Computer-aided maintenance managements software	98% of critical and life safety equipment Preventative Maintenance was completed during the review cycle	Retrain staff on importance of PM program
		Housekeeping: Customer satisfaction (Inviting Environment)	Satisfaction Scores for housekeeping operations will exceed 85%	Customer surveys	Satisfaction score for housekeeping averaged 87%	Remain on current program, increase objective to 88%
		Housekeeping: Quality of Restroom Cleaning (Health)	Quality Assurance results will exceed an average of 85% during the review cycle	Custodial Quality Assurance Software	Quality Assurance results averaged 83%	Implement new training program to all hourly staff members
		Grounds: Customer satisfaction (Environment Inviting)	Satisfaction Scores for grounds operations will exceed 85%	Customer surveys	Satisfaction score for grounds averaged 82%	Establish grounds committee to facilitate landscape improvements
		Grounds: Quality of Athletic Fields (Safety of Athletes)	Quality Assurance results will exceed an average of 85% during the review cycle.	Grounds Quality Assurance Program	Quality Assurance scores averaged 86%	Remain on current program, increase objective to 88%
		Management: Energy Efficiency (Stewardship of Resources)	Energy costs contained to \$1.35 per square foot at year end	Utility Invoices	Energy costs were \$1.43 per square foot	Conduct an energy survey to identify sustainable energy savings
		Management: Protect the safety of the staff and control worker's compensation costs (Safety)	Provide an Accident Free work place	OSHA 300 Log	One (1) accident occurred during review period	Implement "Safe Schools" training program

8. As the end of the period when results are analyzed and action plans are developed, next year's QEP program should be restarted. At the beginning of each review period goals and objectives should be reviewed for relevance and our expected results should be enhanced.

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Sample Quality Enhancement Plan and Results (Table Format)

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		Maintenance: Protect the expected life of assets and energy efficiency of equipment	100% of Critical Equipment and Life Safety Equipment Preventive Maintenance will be completed during the review cycle	Computer-aided maintenance managements software	98% of critical and life safety equipment Preventative Maintenance was completed during the review cycle	Retrain staff on importance of PM program
		Housekeeping: Improve customer satisfaction	Satisfaction Scores for housekeeping operations will exceed 85%	Customer surveys	Satisfaction score for housekeeping averaged 87%	Remain on current program, increase objective to 88%
		Housekeeping: Improve enrollment of new students	Quality Assurance results will exceed an average of 85% during the review cycle	Custodial Quality Assurance Software	Quality Assurance results averaged 83%	Implement new training program to all hourly staff members
		Grounds: Improve customer satisfaction	Satisfaction Scores for grounds operations will exceed 85%	Customer surveys	Satisfaction score for grounds averaged 82%	Establish grounds committee to discuss improvements that would support client operations
		Grounds: Improve enrollment of new students	Quality Assurance results will exceed an average of 85% during the review cycle.	Grounds Quality Assurance Program	Quality Assurance scores averaged 86%	Remain on current program, increase objective to 88%
		Management: Demonstrate stewardship of resources	Energy costs contained to \$1.35 per square foot at year end	Utility Invoices	Energy costs were \$1.43 per square foot	Conduct an energy survey to identify sustainable energy savings
		Management: Protect the safety of the staff and control worker's compensation costs	Provide an Accident Free work place	OSHA 300 Log	One (1) accident occurred during review period	Implement "Safe Schools" training program

Sample Quality Enhancement Plan and Results (Text Format)

Quality Enhancement Plan for academic year XXXX

Assessment Plan implemented July 1, XXXX *(beginning of academic year)*

Assessment Report completed July 30, XXXX *(end of academic year)*

Institutional Mission: ABC School provides transformative educational experiences that nurture intellectual curiosity, promote global understanding, encourage ethical living, and prepare individuals for purposeful and fulfilling lives.

Department Mission: Facilities Management at ABC School strives to provide an inviting, and safe physical environment conducive to learning, work and quality of life.

Maintenance Department

Assessment Plan 1

Goal: The maintenance department seeks to improve customer satisfaction

Defined Objective: The school leadership believes that customers will be satisfied if corrective work orders are completed within 48 hours of receipt, 95% of the time.

Data source used for measurement: The Computer Aided Maintenance Management Software (CMMS) will be utilized to collect data relevant to this objective.

Assessment Report 1

End of year results: 92% of corrective work orders were completed within 48 hours of receipt during the review period. See attached statistics report from the CMMS.

Action plan: In an effort to improve customer satisfaction the maintenance department will implement the use of Smartphones to facilitate quicker response times and data entry. Smartphones will facilitate the immediate dispatching of work orders to technicians once accepted by the CMMS coordinator. Smartphones will also allow maintenance technicians to complete work orders from the job site. It is believed that the use of this technology will decrease the number of hours a work order is perceived to be open.

Assessment Plan 2

Goal: The maintenance department seeks to protect the expected life of assets and assure equipment is working at the most energy efficient level possible.

Defined Objective: The school leadership believes that this goal can be achieved by completing 100% of preventative maintenance tasks related to Critical Equipment and Life Safety Equipment.

Data source used for measurement: The Computer Aided Maintenance Management Software (CMMS) will be utilized to collect data relevant to this objective.

Assessment Report 2

End of year results: 98% of critical and life safety equipment Preventative Maintenance were completed during the review cycle. See attached statistics report from the CMMS.

Action plan: The maintenance team will be retrained on the importance of complying with the Preventative Maintenance program.

Housekeeping Department

Assessment Plan 3

Goal: The housekeeping department seeks to improve customer satisfaction.

Defined Objective: The school leadership believes that the school community will be satisfied with the services of the housekeeping department if satisfaction scores for exceed 85%.

Data source used for measurement: The monthly report cards will be utilized to measure satisfaction.

Assessment Report 3

End of year results: The average results from the monthly report cards averaged 87% for the review period. See attached summary report from the monthly report cards.

Action plan: The housekeeping department accomplished the goal of exceeding 85% on customer satisfaction scores. This team will remain on current program and increase next year's objective to 88%.

Assessment Plan 4

Goal: The housekeeping department seeks to improve student enrollment.

Defined Objective: The leadership of the school believes that student enrollment will be improved if Quality Assurance results related to housekeeping exceeds an average of 85% during the review cycle

Data source used for measurement: The Custodial Quality Assurance Software will be utilized to capture and report the Quality Assurance Scores.

Assessment Report 4

End of year results: Quality Assurance results averaged 83% for the review period. See attached summary report from the Custodial Quality Assurance Software.

Action plan: Results from Impression Areas and Floor Care averaged 79%. The results from these two areas drove the overall average below the objective. New training programs for Impression Areas and Floor Care are under development and will be implemented within the next 60 days.

Grounds Department

Assessment Plan 5

Goal: The grounds department seeks to improve customer satisfaction.

Defined Objective: The school leadership believes that the school community will be satisfied with the services of the grounds department if satisfaction scores for exceed 85%.

Data source used for measurement: The monthly report cards will be utilized to measure satisfaction.

Assessment Report 5

End of year results: The average results from the monthly report cards averaged 82% for the review period. See attached summary report from the monthly report cards.

Action plan: A grounds committee, which will be comprised of the key constituents from the school, will be established within the next 60 days. This committee will meet quarterly to discuss improvements that would support client operations.

Assessment Plan 6

Goal: The grounds department seeks to improve student enrollment.

Defined Objective: The leadership of the school believes that student enrollment will be improved if Quality Assurance results related to grounds exceeds an average of 85% during the review cycle

Data source used for measurement: The Grounds Quality Assurance Program will be utilized to capture and report the Quality Assurance Scores.

Assessment Report 6

End of year results: Quality Assurance results averaged 86% for the review period. See attached summary report from the Grounds Quality Assurance Software.

Action plan: Remain on current program and increase the objective to 88%. In addition to increase the objective to 88%, the Grounds Committee members will be asked to perform Quality Assurance Inspections prior to each quarterly meeting. These inspections will be utilized to further understand the customer's expectation level. The conflicting results of assessment plans 5 & 6 imply that there may be a disconnect in expectations between the customers and the management of the grounds department.

Management Team

Assessment Plan 7

Goal: The management team seeks to demonstrate stewardship of the school's resources.

Defined Objective: The school leadership believes that the school community will be satisfied with management's attempt to demonstrate stewardship of resources if energy costs contained to \$1.35 per square foot on an annualized basis.

Data source used for measurement: Utility Invoices will be utilized to the average cost per square foot.

Assessment Report 7

End of year results: Actual energy costs averaged \$1.43 per square foot on annualized basis for the review period.

Action plan: A comprehensive energy survey will be conducted to identify sustainable energy savings. This study will focus on lighting retrofits and potential upgrades to the HVAC systems.

Assessment Plan 8

Goal: The management team seeks to protect the safety of the staff and control worker's compensation costs.

Defined Objective: The management team believes that providing an accident free work place would be the ideal outcome.

Data source used for measurement: The OSHA 300 Log will be utilized to report accidents. This report is required by OSHA, therefore the team will not be required to generate any new reports related to this objective.

Assessment Report 8

End of year results: One (1) accident occurred during review period

Action plan: The "Safe Schools" training program will be implemented within the next 45 days. This program should increase awareness and improve the skills of the hourly team.