Personnel Data and Costs
Reported from the 2004-05
Facilities Core Data Survey

Facilities **Performance** Indicators

by Laura T. Long

A total of 210 institutions completed two or more of the 12 modules in APPA's 2004-05 Facilities Core Data Survey. This reflects a 3.4 percent increase in the number of institutions participating in the survey from the 2003-04 cycle.

APPA's Information and Research Committee, which oversees the survey and the resulting *Facilities Performance Indicators Report,* released the 2004-05 reports only through

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the APPA website at www.appa.org/research/fcds.cfm. This is a change from past practices; thus, APPA will not be producing the report in print or CD-ROM formats. The committee's goal for this year was to place the report at your fingertips with no setup procedure and no software download or upgrade requirements for your computer.

2004-05 Report Innovations

Besides being Web-based, the 2004-05 Report has many new features.

1. The 2005 Report contains additional report sections:
   - Strategic Financial Measures
   - Internal Processes
   - Evaluations (Financial, Internal Processes, Innovation & Learning, and Customer Satisfaction Performance Self-Evaluations, plus Customer and Employee Satisfaction Survey Sections)

2. The 2003-04 Report has been translated to the Web format so that you can access it as well as the 2004-05 Report on the APPA website. This is quite useful when you are looking for a particular institution that might have taken the survey in 2004 but not in 2005. APPA anticipates that having historical statistical data available through the website will be a vital tool for many facilities research projects.

3. The Overall statistics have been increased to include minimum and maximum values, median, and the standard deviation along with count and average.

4. One of the innovations found in this Web-based report is the addition of significant new data grouping statistics. APPA has traditionally organized its data by funding source (public versus private institutions), APPA Regions, Carnegie Classifications, and Enrollment Ranges. These remain the most important groupings. In 2004 APPA introduced new summaries including:
   - Inclusion/Exclusion of Auxiliary Services
   - Percent of Dollars in Contract Services
   - Building Age Range

   As well as a few function-specific summaries: e.g.,
   - Level of Custodial Services for the custodial function
   - Cogeneration Yes/No and District Utility System for Energy/Utilities Function

This year APPA has added the following new grouping summaries:

- Maintenance and Landscaping/Grounds Levels of Service
- Overall Customer Satisfaction
- Overall Employee Satisfaction
- Performance Level Self-Evaluation

Now you can evaluate operating cost averages in terms performance level self-evaluation, customer satisfaction, and in some cases, level of service. If you download the report tables, you can do a best-practices search by keying into these factors.

5. For our valued Canadian participants, we added the a faux "Carnegie Classification" summary of Canadian institutions only. This information is in USA dollars, gross square feet, and acres. The Canadian Dollar conversion factor used was $1.00 CAD = 0.856128 USD.

One institution reported dollars in Euros. The conversion factor used was $1.00 EURO = 1.20335 USD.

Personnel Data & Costs Report Comments

A total of 145 institutions participated in the Personnel Data & Costs module of the 2004-05 Facilities Core Data Survey. However, the counts vary from position to position. For instance, some institutions provide FTE (full-time equivalent), collective bargaining status, and average salaries for all their filled positions. Others enter information for only select positions. Several provide only FTE or average salaries. Of course, any and all entries are welcomed, but these variations make it important to examine counts prior to using data from this survey section as reference points.

The key information produced on Personnel Data & Costs are:

- *The current average levels and trends in position salaries*
- The Web-based report shows current position average salaries by numerous groupings and the bar charts provide multiyear overall averages, some going back to 1994. This information is useful to recruit and retain facilities staff.
- *Staffing salaries (FTE times average salaries) with average benefits (by function):*
  - ☐ Per student
  - ☐ Per GSF (gross square feet)
  - ☐ In comparison with Labor Cost/GSF from Operating Cost entries

Staffing salary computations are tools for development of budgets and for confirming proper labor cost recovery from billing rates.

- *FTE/student (by function)*
- *FTE/GSF (by function)*

The above two measurements can be used in budget and productivity studies.

The comparison of FTE to students is most useful for institutions where the majority of programs are directed to teaching on the undergraduate level. The comparison is less useful where campus programs include large blocks of patient care, research, community service, etc., which broaden facilities responsibilities but do not noticeably increase student FTE.

Institutional comparisons of FTE/GSF are best when the campuses have similar proportions of space by space type. The Web-based reports on Building & Space provide information needed to identify cohort institutions in relation to type of space.

The following trends in salaries and staffing can be seen in the Web-based *2004-05 Facilities Performance Indicators Report:*

- Average annual salaries for 37 out of 47 facilities positions increased. (The count of 47 excludes the "Other Positions" category under each function because it is so undefined.)
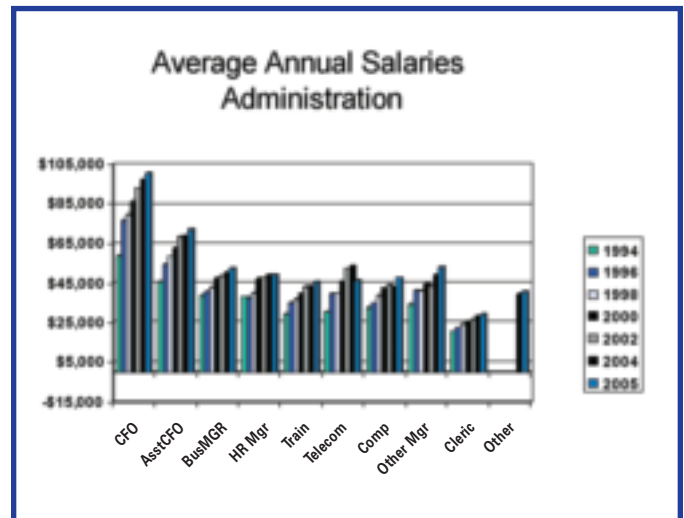

These comments will focus on salaries, FTE, and collective bargaining representation for the administrative function.

- Under Administration, the CFO (chief facilities officer) average salary has grown around 4 percent per year since 2000. This is in line with overall moderate increases observed for facilities positions between 2000 and 2005.

But, some administrative positions had reduced salary levels in 2005.

- For Telecommunications Specialist, the 2005 average dropped 14 percent and is back to the 2002 level. We will not know if this is a one-time abnormality of the sampling or the start of a trend.
- Human Resources Manager position average salary has been flat, gaining only a little over 1 percent per year over the last five years.

The range of salaries within facilities administration is quite large. At the high end the CFO salary averages $105,600, and at the low end the clerical staff averages

Average FTE Staffing
Administration

% Positions Under Collective Bargaining
Agreements
Administration
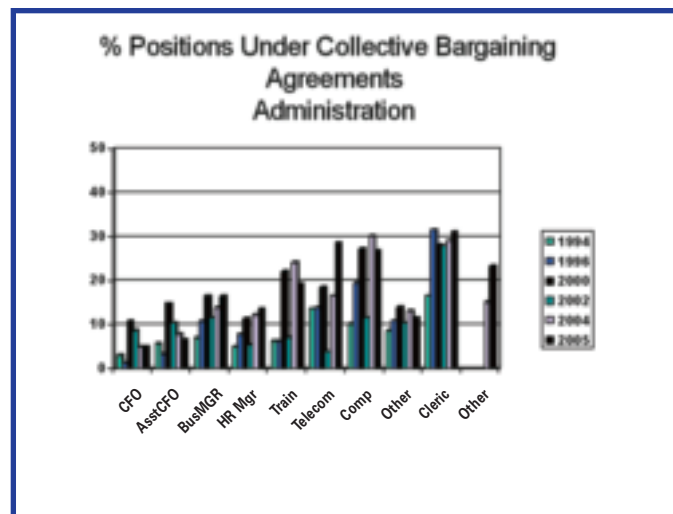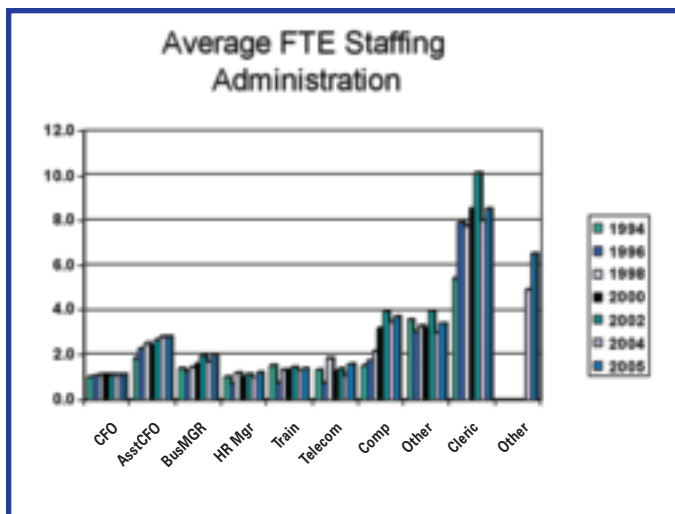
$29,200. But, as we know, the gap between senior management and staff can be many times larger in private industry.

You will notice the upward average FTE trend from two to three Assistant/Associate CFO positions. The Business Manager average staffing also grew from one to two since 2000.

The average number of Computer Programmer/Analyst positions has been increasing since 1994, but in the year 2000 the average changed from 2.2 to 3.2 and in 2002 to 3.9 FTE. The 2005 average is 3.5.

Clerical average FTE peaked in 2002 at 10 FTE. The 2005 average is 8.5, which was the average in the year 2000.

The percent of positions under collective bargaining is a percent of institutions indicating Yes or No for collective bargaining representation. This is not a percent of headcount.

Around 5 percent of the institutions reported CFO or Assistant/Associate CFO positions as under union representation. Under 20 percent indicated the Business Manager, HR Manager, and Training Coordinator as represented by unions. About

30 percent of the Telecommunications Specialist positions and Clerical positions are unionized.

More Findings and Indicators Online

The preceding are only a few of the findings from one of many reports and comparisons in the *2004-05 Facilities Performance Indicators Report.* The online *Facilities Performance Indicators Report* also includes access to the survey database, so that you may run your own sorts and queries beyond those provided in the report. Access to the Web-based report is priced based on your institution's level of participation in the Facilities Core Data Survey and your APPA membership status.

Every primary representative of APPA's institutional, affiliate, and business partner members will receive a complimentary executive summary of the survey findings. In addition, each participating institution receives a customized report showing their survey responses in relation to other survey respondents in categories such as Carnegie Classification, APPA Region, and Funding Source.

New Cycle for Facilities Core Data Survey

APPA's Information and Research Committee, led by Vice President Michael J. Sofield of the Smithsonian Institution, urges all educational institutions to participate in the forthcoming 2005-06 Facilities Core Data Survey.

Beginning this year, APPA will collect data in the August-to-October timeframe (exact dates still to be determined). The final Web-based *Facilities Performance Indicators Report* will then be published in mid-January 2007. This change of the survey cycle is designed to provide you with data and analysis in a more timely fashion and to assist you better during your budget preparations.

If you have any questions about APPA's Facilities Core Data Survey or the Facilities Performance Indicators Report, please visit www.appa.org/research/fcds.cfm or call APPA at 703-684-1446. ♟