

What I Expect Out of You

I expect you to do an outstanding job executing the responsibilities of your position.

I expect you to provide strong, people oriented leadership to the people who work for you. By this I mean:

- Give them clear direction.
- Ensure that they are trained and know what they need to do their jobs.
- Ensure that they know how to work safe and have the equipment to work safely.
- Remove obstacles in their way that prevent them from providing exceptional service.
- Recognize and reward good performance.
- Hold them accountable for their performance. Give them meaningful and constructive feed back.
- Communicate with your people to keep them informed.
- Demonstrate that the management of the Facilities Division values their contribution and cares about them as individuals.
- Set a good example for them in terms of work ethic, ethical behavior, dedication, expertise, and team work.

I expect you to be a team player. I expect you to work well with the other people within the Facilities Division so that we can provide outstanding service to our clients across the University. Cooperation and team work need to be the rule, not the exception.

I expect you to be professional at all times.

I expect you to be very client and customer oriented. Never forget that we exist solely to serve our Auburn University clients. Our best job security is to be a highly valued and trusted partner for our clients.

I expect you to be a strong advocate for safety. The men and women of the Facilities Division do work that is often hazardous. It is the responsibility of management to mitigate those hazards and make the work as safe as possible. Nothing we do in Facilities is worth someone getting hurt or injured over. You personally own the safety of every operation/project that you are responsible for—it is your job to ensure that they are being conducted in a safe manner and that all safety programs are in place.

I expect you to work hard.

I expect you to produce work of the highest quality.

I expect you to meet critical deadlines.

I expect you to be honest, forthright, and to do the right thing.

I expect you to work issues to resolution. If you cannot, you need to raise the issue in a timely manner up the chain of command for assistance. However, you should exhaust all avenues open to you before elevating problems to the next level for resolution. I will expect you to plan accordingly so that when you do raise the issue to a higher level that there is adequate time to develop a solution.

I expect you to do good staff work. Your analysis should be thorough and rigorous. Your writing should be clear and concise. If you bring a problem to me, I will expect you to propose alternative solutions and recommended course of action.

If you do not understand a tasking I have given you, I will expect you to ask me to clarify it. It is my responsibility to make sure you understand; but I will not know if you do not understand unless you tell me or give me feedback. We both need to prevent you from wasting effort due to a lack of understanding. I am not a good mind reader.

I expect all managers to be current and know the details of their programs. You need to be the subject matter experts in your areas. I expect them to know what their people are doing. I expect that managers will take care of their subordinates.

I expect you all to maintain a healthy sense of urgency. By this I mean that we continually strive to make progress and not let issues/projects/programs languish. Our customers need the leadership, guidance, service and products we produce. The quicker we do that, the more Auburn University benefits.

Our contractors are our partners. Demand outstanding performance (within the terms of the contract) and hold them accountable when they fail to do so, but be sensitive to their requirements and constraints as well. Treat our contractors with respect.

I expect all of you to stay current with technology/practices. You are of little help to the corporation if your skills are outdated. Manage your career like a consultant—your skill set needs to stay current and competitive at all times—it is your best job security.

I expect you all to be flexible. Few things in life are immune to change.

I need you to be agents of change.

I am going to ask you to do hard things in the next 2-3 years. You need to be ready for that. As senior managers, you are paid to do hard things—others more junior to you can do the easy stuff.

I need you to do a great job so that the Facilities Division can provide exceptional support to Auburn University. You are essential to our collective success.

What I Will Focus On

As I take over the Assistant Vice President for Facilities position, my three areas of emphasis will be:

1. People
2. Clients
3. Execution of Work

Here is what you can expect I will focus on:

1. People:
 - Leadership 101.
 - Communication with the Facilities Division work force.
 - Safety for both the Facilities Division work force and our contractors.
 - Fostering team work within the Facilities Division.
 - Performance evaluations.
 - Awards and recognition.
2. Clients:
 - Communicating with clients to understanding their requirements.
 - Developing a process that allows clients the ability to play a key role in setting priorities for work execution.
 - Develop a coherent work/project execution plan for our clients.
 - Establishing a comprehensive client liaison function within the Facilities Division.
 - Positioning the Facilities Division to become a value added partner for all of our clients—ensuring that we a vital member of their team.
3. Execution of Work:
 - Ensuring that we have the right set of products and services to effectively serve our clients.
 - Ensuring that we have the right strategies to execute work.
 - Ensuring that we have a multi-year plan for executing work.
 - Ensuring that we have the execution discipline to track and drive work to successfully execute it on time and within budget.
 - Ensuring we have sufficient work execution capacity.
 - Ensuring we have the right skill sets to execute work.
 - Ensuring that we work as a team to eliminate “stovepipes” or “islands of execution” that are not well integrated together.
 - Ensuring that we are good stewards of Auburn University’s money.