

Environmental Health, Safety & Risk Management

2016



Peer Review

**Smith House
736 Oscar Smith Street
San Marcos, TX 78666
Phone: (512) 245-3616
Fax: (512) 245-8277**



Table of Contents

2016 Unit Review	3
Unit Supervisor	3
Unit Program Review Team	3
EHSRM Peer Review Schedule	4
EHSRM Peer Review Interview Groups.....	5
Introduction	9
Finance and Support Services Division Unit Program Review	10
Self-Evaluation	12
Self-Evaluation Criteria	13
1. Leadership	13
2. Strategic and Operational Planning	13
3. Customer Focus and Process Improvement	14
4. Assessment and Performance Results	14
5. Staff Quality and Development	14
6. Other Considerations	15
Conclusion	15
Appendix	15
Onsite Review Team and Written Report.....	16
Plan of Action	17
Environmental Health, Safety & Risk Management Self-Evaluation	18
1. Leadership	18
2. Strategic and Operational Planning	26
3. Customer Focus and Process Improvement	28
4. Assessment and Performance Results	29
5. Staff Quality and Development	29
6. Other Considerations	31
Conclusion	32
External Review Summary	33

**2016 Unit Program Review
Environmental Health, Safety and Risk Management
Texas State University**

Unit Supervisor

Marvin “Russell” Clark, CSP
Director, EHSRM

Unit Program Review Team

Mr. Chip Rogers – Peer Review Chair
Associate Director & Compliance Officer, Environmental Health & Safety
The University of Texas at Austin

Mr. Daniel Harper
Deputy Vice Chancellor for Finance
Texas State University System

Dr. Jennifer Beck
Director, Retention Management & Planning
Texas State University

Dr. Michael Blanda
Asst. Vice President, Research and Federal Relations
Texas State University

**Environmental Health Safety and Risk Management
Peer Review Schedule
Thursday, June 2, 2016**

7:30 am – 7:55 am	JCK 922	Meet with Russell Clark, Director EHSRM
8:00 am – 8:25 am	JCK 920	Visit with Eric Algoe, VP for Finance and Support Services

Sessions held in JCK Regent's Room

8:30 am – 9:00 am		Peer Review Team (PRT) initial dialogue and planning (review agenda, questions and assignments)
9:00 am – 9:15 am		Break
9:15 am – 10:00 am		PRT interview with Group 1 (Staff)
10:10 am – 10:55 am		PRT interview with Group 2 (Faculty/Research)
11:05 am – 11:50 am		PRT interview Group 3 (Administration)
11:50 am – 12:00 pm		Break
12:00 pm – 1:00 pm		Lunch with Vice Presidents
1:00 pm – 1:15 pm		Break/Drive to EHSRM Office (Smith House)

Sessions held in Smith House Conference Room

1:15 pm – 1:45 pm		PRT interview EHSRM Group 1 (Environmental Division)
1:55 pm – 2:25 pm		PRT interview EHSRM Group 2 (Health & Risk Management Divisions)
2:35 pm – 3:05 pm		PRT interview EHSRM Group 3 (Safety Division)
3:15 pm – 3:45 pm		PRT Interview EHSRM Director (Russell Clark)
3:45 pm – 4:15 pm		Peer Review Team (wrap-up discussion)
4:15 pm – 4:30 pm		Break/Drive to JCK
4:30 pm – 5:00 pm	JCK 920	Exit interview with Eric Algoe, VPFSS and Russell Clark, Director EHSRM

EHSRM Peer Review Interview Groups

Group 1
Staff
9:15 am – 10:00 am

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Vanessa Salazar	Comm. and Operation Development Specialist	Human Resources	VPFSS	vs21@txstate.edu
2	Bobbie Brandenburg	Representative	Human Resources	VPFSS	bb27@txstate.edu
3	Tammy Coyle	Coordinator, Employee Relations	Human Resources	VPFSS	tc23@txstate.edu
4	Rose Trevino	Work Life Coordinator	Human Resources	VPFSS	rt24@txstate.edu
5	Angelika Wahl	Admin Asst. III	Dept. of Geography	VPAA	angelika@txstate.edu
6	Lacy Needham	Business Manager	Athletics Business Office	Athletics	ln19@txstate.edu
7	Carolyn Holesovsky	Sr. Admin Asst.	VPFSS Planning	VPFSS	ch26@txstate.edu
8	Patricia Prado	Executive Asst.	VP for Finance & Support Services	VPFSS	pp03@txstate.edu
9	Debbie Karajankovich	Asst. Director	Student Health Center	VPSA	d_k67@txstate.edu
10	Mary Ann Ortiz-Moerke	Sr. Admin Asst.	Dean of Students	VPSA	mo01@txstate.edu
11	Rita Staires	Business Manager	Department of Housing and Residential Life	VPSA	rs41@txstate.edu
12	Deb Chandler	Asst. Director	Student Health Center	VPSA	dc03@txstate.edu
13	LA Chafin	Executive Asst.	VP for Student Affairs	VPSA	lc39@txstate.edu
14	Lillian Garcia	Sr. Admin Asst.	College of Science and Engineering	VPAA	lg14@txstate.edu
15	Debbie Jones	Director	Office of Payroll and Tax Compliance	VPFSS	dj21@txstate.edu
16	Diana Salami	Asst. Director	Office of Payroll and Tax Compliance	VPFSS	ds19@txstate.edu
17	Julie Saldiva	Program Specialist	Campus Recreation	VPSA	juliesaldiva@txstate.edu
18	Jerry Deleon	Supv., Electricians	Facilities Operations	VPFSS	jd18@txstate.edu
19	Brian McKay	Assistant Director	Facilities Operations	VPFSS	bmckay@txstate.edu
20	Don Compton	Associate Director	Facilities Planning Design	VPFSS	dc22@txstate.edu
21	Tracy Ryan	Sr. Budget Analyst	Budgeting, Financial Planning and Analysis	VPFSS	tr15@txstate.edu
22	Bill Donovan	Constructive Coordinator	Facilities Planning Design	VPFSS	wd14@txstate.edu
23	Daniel Moran	Supv., Technical Services	Utility Operations	VPFSS	dm68@txstate.edu
24	Freddie J Alonzo	Sr. Construction Insp.	Facilities Planning Design	VPFSS	freddie.alonzo@txstate.edu

25	Chris Reynolds	Coord., Facilities Inv.	VPFSS Planning	VPFSS	cr20@txstate.edu
26	Lindsey Sinner	Administrative Asst. III	Facilities Management	VPFSS	lmd92@txstate.edu
27	Jeremy Smith	Administrative Asst. II, Football	Athletics	Athletics	jds200@txstate.edu
28	Selma Selvera	HR/Human Resources Representative	Human Resources	VPFSS	ss24@txstate.edu
29	Karen Munoz	Sr. Admin. Assistant	Facilities	VPFSS	km26@txstate.edu
30	John Palmer	Coord., Emergency Management	University Police	VPSA	jpalmer@txstate.edu
31	Kimberley Ann Duncan-Ashley	Asst. Director	Student Center	VPSA	kad120@txstate.edu
32	Ralph Payne	Construction Contact Administrator	FPDC	VPFSS	rp59@txstate.edu
33	Stephen Marlow	Construction Contract Administrator	FPDC	VPFSS	marlow@txstate.edu
34	Joseph Murphy	Construction Coordinator	FPDC	VPFSS	jm1393@txstate.edu
35	Bob Stafford	GIS Technician	FPDC	VPFSS	rs22@txstate.edu
36	Mario Molina	Asst. Director	Utility Operations	VPFSS	mm16@txstate.edu
37	Carl Teague	Maintenance Manager	Utility Operations	VPFSS	ct04@txstate.edu
38	Sheri Lara	Director	Utilities Operations	VPFSS	sl35@txstate.edu
39	Richard Medina	Assistant Director	Housing and Residence Life	VPSA	rm77@txstate.edu

**Group 2
Faculty/Research
10:10 am – 10:55 am**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Dr. Debra Feakes	Professor	Chemistry/Biochemistry	VPAA	debrafeakes@txstate.edu
2	Dr. Dittmar Hahn	Chair/ Professor	Biology	VPAA	dh49@txstate.edu
3	Sophia Mavroudas	Program Faculty	Anthropology	VPAA	sm78@txstate.edu
4	Dr. Natalie Ceballos	Associate Professor	Psychology	VPAA	nc18@txstate.edu
5	Dr. Ramona Salcedo	Assistant Professor	Family and Consumer Science	VPAA	rsp44@txstate.edu
6	Dr. Suzanna Okere	Clinical Associate Professor	Physical Therapy	VPAA	suzidoc@txstate.edu
7	Dr. Joni Mettler	Assistant Professor	Health and Human Performance	VPAA	jam388@txstate.edu
8	Dr. Tania Betancourt	Assistant Professor	Chemistry/Biochemistry	VPAA	tania.betancourt@txstate.edu
9	Daniel Schumacher	Program Faculty	KTSW Radio		ds46@txstate.edu
10	Jeff Dell	Professor	School of Art & Design	VPAA	jd33@txstate.edu
11	Beverly Penn	Professor	School of Art & Design	VPAA	bp08@txstate.edu
12	Dr. Casey Smith	Scientific Instrument Tech	Department of Physics	VPAA	casey.smith@txstate.edu
13	Dr. Xiaopeng Li	Assistant Professor	Chemistry & Biochemistry	VPAA	x_l8@txstate.edu
14	Dr. Hong-Gu Kang	Assistant Professor	Department of Biology	VPAA	kang@txstate.edu
15	Dr. Dana Garcia	Professor	Department of Biology	VPAA	dana_garcia@txstate.edu
16	Dr. Thoniot Prabhakaran	Senior Lecturer	Department of Biology	VPAA	tp03@txstate.edu
17	Victor Castillo III	Research Associate	Edwards Aquifer Research & Data Ctr.	VPAA	vc05@txstate.edu
18	Rachel Bower	Sr. Laboratory Services Technician	Dept. of Chemistry & Biochemistry	VPAA	rdb100@txstate.edu
19	John Word	Sr. Lab Services Technician (Supple)	Department of Biology	VPAA	jw96@txstate.edu
20	Phillip Ramirez	Sr. Lab Services Technician (Freeman Aquatic)	Department of Biology	VPAA	pr18@txstate.edu
21	Anne McMeeking	Lecturer	Department of Theater & Dance	VPAA	acm98@txstate.edu
22	Teresa Rudolph	Coordinator	STAR Park	VPSA	teresa@txstate.edu
23	Eric Schires	Sr. Lab Services Tech	Dept. of Materials, Eng. & Commercialization Program	VPAA	es39@txstate.edu
24	Nathan England	Research Associate	Physics	VPAA	Nengland@txstate.edu
25	Dr. Michael Forstner	Regents Professor	Department of Biology	VPAA	MF@txstate.edu
26	Dr. Robert McLean	Regents Professor	Department of Biology	VPAA	mclean@txstate.edu
27	Dr. Garland Upchurch	Associate Professor	Department of Biology	VPAA	gu01@txstate.edu
28	Joe Guerrero	Research Associate	Edwards Aquifer Research		jg13@txstate.edu
29	Dr. Chad Smith	Chair/Associate Prof.	Sociology	VPAA	clsmith@txstate.edu
30	Dr. Hongchi Shi	Chair/Professor	Computer Science	VPAA	hs15@txstate.edu
31	Dr. John Fleming	Dean	Fine Arts & Communications	VPAA	jf18@txstate.edu
32	Dr. Stan Carpenter	Dean	College of Education	VPAA	sc33@txstate.edu
33	Dr. Denise Smart	Dean	McCoy College of Business	VPAA	denise_smart@txstate.edu

**Group 3
Administration
11:05 am – 11:50 am**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Darryl Borgonah	Assoc. VP	Office Financial Services	VPFSS	borgonah@txstate.edu
2	Jacque Allbright	Director	Procurement & Strategic Sourcing	VPFSS	ja14@txstate.edu
3	Mark Hughes	Assoc. VP	Technology Resources	VPIT	Mark.Hughes@txstate.edu
4	Dr. Glen Hanley	Director	Campus Recreation	VPSA	gh18@txstate.edu
5	Dr. Sherri Benn	Asst. VP/Director	Student Diversity and Inclusion	VPSA	sb17@txstate.edu
6	Dr. Emilio Carranco	Director	Student Health Center	VPSA	ec05@txstate.edu
7	Dr. Edna Rehbein	Asst. VP, Academic Affairs	Round Rock Campus	VPAA	edna@txstate.edu
8	John McBride	Asst. VP	Human Resources	VPFSS	jm05@txstate.edu
9	Jeremy Stolfa	Asst. Director	Athletics	Athletics	stolfa@txstate.edu
10	Dr. Michael Heintze	Assoc. VP	Office of the Assoc. VP, Enrollment Mgmt.	VPAA	michael.heintze@txstate.edu
11	Gordon Thyberg	Asst. VP	Budgeting, Financial Planning & Analysis	VPFSS	gt01@txstate.edu
12	Frank Gonzalez	Director	Materials Management and Logistics	VPFSS	fg01@txstate.edu
13	Dr. Rose Anne Proite	Director	Dept. of Housing and Residence Life	VPSA	rp43@txstate.edu
14	Dan Eggers	Director	Office of University Marketing	VPAA	deggers@txstate.edu
15	Dr. Greg Marshall	Chair	Dept. of Respiratory Care	VPAA	docg@txstate.edu
16	Dr. Debbie Thorne	Assoc. VP	Office of the Assoc. VP, Academic Affairs	VPAA	debbiethorne@txstate.edu
17	Dr. Michael Hennessy	Dean	College of Liberal Arts	VPAA	Hennessy@txstate.edu
18	Dr. Bob Habingreither	Interim Dean	College of Science and Engineering	VPAA	rh03@txstate.edu
19	Dr. Gary Beall	Professor	College of Science and Engineering	VPAA	gb11@txstate.edu
20	Dr. Stan McClellan	Director	Ingram School of Engineering	VPAA	stan.mcclellan@txstate.edu
21	Kay Beauchamp	Assoc. Director	Office of Sponsored Programs	VPAA	Kay.Beauchamp@txstate.edu
22	Dr. Michael Blanda	Asst. VP	Office of the Assoc. VP for Res.	VPAA	blanda@txstate.edu
23	Dr. Rodney Rohde	Program Chair/Prof.	Clinical Lab Science	VPAA	rrohde@txstate.edu
24	Michelle Moritz	Associate Director	Human Resources	VPFSS	mm10@txstate.edu
25	Jeff Lund	Manager, Compensation and Employee Relations	Human Resources	VPFSS	jl21@txstate.edu
26	Marsha Moore	Director, Professional Development	Human Resources	VPFSS	mmoore@txstate.edu
27	James Webb	Director	Accounting		jw90@txstate.edu
28	Doug Bynum	Director	Facilities Operations	VPFSS	Doug@txstate.edu
29	Isis Dina Liliana De La O	Assoc. Director, International Affairs	Study Abroad Office	VPAA	isis@txstate.edu
30	Kyle Estes	Assoc. Director	Dept. of Housing and Res Life	VPSA	kyle.estes@txstate.edu
31	Larry Miller	Associate Director	Facilities Planning Design	VPFSS	lm68@txstate.edu
32	Rickey Latti	Captain	University Police	VPSA	rl05@txstate.edu
33	Lou Devirgilio	Asst. Director	Round Rock Campus	VPAA	Lou@txstate.edu
34	Charlie Salas	Assoc. Director	Student Center	VPSA	cs33@txstate.edu
35	Bob Hanna	Systems Support Spec	Department of Communication Studies	VPFSS	BobHanna@txstate.edu
36	Tom Kelley	Program Staff	Texas School Safety Center	VPAA	tk18@txstate.edu
37	Gilda Garcia	Chief Diversity Officer and Director	Equity and Access	President	gg18@txstate.edu
38	Nelly Herrera	Program Staff	TSUS Office of General Counsel	System	nelly.herrera@tsus.edu
39	Chandler Prude	Asst. Director	Office of University Marketing		chandler@txstate.edu
40	Steve Frayser	Executive Director	STAR Park	VPAA	s_f75@txstate.edu
41	Dr. Margarita Arellano	Assoc. VP	Dean of Students	VPSA	ma33@txstate.edu
42	Vincent Morton	Assoc. Dean	Dean of Students	VPSA	vm05@txstate.edu
43	John Rahmann	Director	Student Center	VPSA	jcr140@txstate.edu
44	Dr. Kathryn Dailey	Director	Counseling Center	VPSA	kd01@txstate.edu

**Lunch Meeting
President's Cabinet
12:00 pm – 1:00 pm**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Mr. Eric Algoe	VP, Finance & Support Serv.	VPFSS	FSS	elialgoe@txstate.edu
2	Dr. Barbara Breier	VP, University Advancement	University Advancement	UA	bbreier@txstate.edu
3	Dr. Vicki Brittain	Special Asst. to the President	President's Office		vb01@txstate.edu
4	Dr. Eugene Bourgeois	Provost & VP Academic Affairs	Office of the Provost & VPAA	VPAA	eb04@txstate.edu
5	Dr. Lisa Kay Lloyd	Presidential Fellow	Dept. of Health & Human Perf.		LisaLloyd@txstate.edu
6	Mr. Ken Pierce	VP, Information Technology	Information Technology	VPIT	ken.pierce@txstate.edu
7	Dr. Joanne Smith	VP, Student Affairs	Student Affairs	VPSA	js14@txstate.edu
8	Dr. Lawrence Teis	Director, Athletics	Athletics	Athletics	lt10@txstate.edu

**EHSRM Group 1
Environmental Division
1:15 pm -1:45 pm**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Colleen Cook	EHS Specialist, MS4	EHSRM	FSS	cc1759@txstate.edu
2	Chad Thomas	EHS Specialist, Lab/Waste	EHSRM	FSS	ct20@txstate.edu
3	Shea Cockrell	EHS Specialist, Haz. Waste	EHSRM	FSS	sm18396@txstate.edu

**EHSRM Group 2
Health & Risk Management Divisions
1:55 pm – 2:25 pm**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	Elsie Romano	EHS Specialist, Bio./IAQ	EHSRM	FSS	er20@txstate.edu
2	Diana Trelles	Asst. Dir., Workers Comp.	EHSRM	FSS	dt03@txstate.edu
3	LaDonna Tate	Admin. Asst. III	EHSRM	FSS	lt05@txstate.edu
4	Katherine Beamer	EHS Specialist Ins./Bldg. Asmt.	EHSRM	FSS	Kb1563@txstate.edu

**EHSRM Group 3
Safety Division
2:35 pm – 3:05 pm**

	Employee Name	Job Title	Department	Division	Texas State E-Mail
1	James Frye	EHS Specialist, Fire/Life	EHSRM	FSS	jf32@txstate.edu
2	Gus Cantu	EHS Specialist, Cont./IAQ	EHSRM	FSS	gc12@txstate.edu
3	Mackenzie Mitchell	EHS Specialist, COOP/Insp.	EHSRM	FSS	m_m769@txstate.edu

Introduction

As detailed in the Unit Program review requirement document, units in the Finance and Support Services Division will undergo a review every five years based on a comprehensive set of criteria. The review is intended to help the unit assess their current performance levels and provide practical strategies for implementation to ensure high-quality performance and customer satisfaction.

Environmental Health, Safety and Risk Management is a unit in the Finance and Support Services Division and has prepared this self-evaluation as provided in the Unit Program Review requirement document. It will assist the Onsite Review Team in gaining a clear and comprehensive understanding of Environmental Health, Safety and Risk Management.

The self-evaluation includes links to an appendix containing documentation evidence as deemed appropriate for the information in the self-evaluation.

Finance and Support Services Division Unit Program Review

Units in the Finance and Support Services Division will undergo a review every five years based on a comprehensive set of criteria. The review is intended to help the units assess their current performance levels and provide practical strategies for implementation to ensure high-quality performance and customer satisfaction. The review will cover four stages: 1) a self-evaluation addressing six criteria and concluding with an overview of proposed changes, 2) an onsite review team reviewing the unit's performance levels and proposed changes, 3) a written report from the review team consisting of feedback and recommended actions, and 4) the unit's response and plan of action.

Review Teams, typically three to four individuals, should consist of experienced senior officers carefully chosen by the unit supervisor and approved by the Vice President for Finance and Support Services (VPFSS). Care should be taken to ensure that the team is comprised of respected and knowledgeable peers from campuses with similar educational, financial, and physical characteristics.

The **self-evaluation** criteria are selected to help evaluators quickly focus on the real issues – quality and effectiveness. They are: 1) leadership, 2) strategic and operational planning, 3) customer focus and process improvement, 4) assessment and performance results, 5) staff quality and development, and 6) other considerations the VPFSS would like addressed. The conclusion of the self-evaluation report will provide an overview of proposed changes resulting from the unit's self-study findings.

The **site visit** provides an opportunity to clarify issues in the self-evaluation and talk firsthand to constituencies throughout the organization. An institutional representative will guide the review team and answer its inquiries. The review team should have a team leader who will work with the institutional representative to determine interview schedules and clarify aspects of the self-evaluation.

At the conclusion of the onsite visit, the team leader will share the team's assessment, based on the completion of the External Review Summary Sheet, in an oral report with the unit supervisor and direct reports. The oral report will assist in verifying facts, reinforcing their impressions, hearing reactions, and providing the unit group an idea of what the **written report** will contain. The written report should include detailed recommendations that, when implemented, will ensure high-quality performance and customer satisfaction.

After the written report is received by the unit supervisor, the unit will address each recommendation and develop a **plan of action** to be shared with the VPFSS.

The following is the schedule units in the Finance and Support Services Division will follow. Self-evaluations should begin in the calendar year noted.

2014 – Facilities

2015 – Financial Services with Budget and Treasurer

2016 – Auxiliary Services

2016 – Environmental Health, Safety and Risk Management

2017 – Transportation Services

2017 – Vice President Office with Space Management and Real Estate

Self-Evaluation

The unit supervisor will appoint a Self-Evaluation Chair and staff as appropriate to serve as the Self-Evaluation Team. Designate particular members to oversee and write different parts of the self-study report.

The self-evaluation criteria selected to help evaluators quickly focus on the real issues – quality and effectiveness, are: 1) leadership, 2) strategic and operational planning, 3) customer focus and process improvement, 4) assessment and performance results, 5) staff quality and development, and 6) other considerations the VPFSS would like addressed.

The unit supervisor will request the VPFSS to provide additional questions to be addressed before the Self-Evaluation Team is brought together.

The final evaluation report should be organized with the following components:

- Cover Page – title, year of the self-evaluation, name of the unit(s) under review, name of unit supervisor, and names of the Self-Evaluation Team.
- Table of Contents
- Self-Study addressing the 6 self-evaluation criteria
- Conclusion - an overview of proposed changes resulting from the unit's self-study findings
- Appendix – data/evidence supporting the self-evaluation

When answering the self-evaluation questions, be concise and mindful of readers who may not be familiar with special language (i.e., jargon) or acronyms typically used in the unit(s) under review. All questions should be answered completely. There should be sufficient/relevant evidence to produce valid/reliable results.

Before bringing the Onsite Review Team (Review Team) to campus, the unit supervisor will provide a draft copy of the self-evaluation, with all appendices, to the VPFSS to review. Any feedback provided by the vice president should be included in the report and then be considered final. An electronic copy of the final self-evaluation report must be provided to the vice president's office for archiving.

It is recommended that a self-evaluation report be completed within three months.

Self-Evaluation Criteria

1.0 Leadership

1.1 Provide a brief introductory paragraph about the unit(s) and a copy of the organization chart(s).

1.2 Describe the roles and responsibilities of the head of unit and direct reports, including the decision-making structure for the unit and what is generally understood by internal and external stakeholders.

1.3 Describe the process by which the head of unit and direct reports in the unit conduct self-examination, receive feedback, and make improvements.

1.4 Describe how effective the leadership of the unit has been in establishing and sustaining internal and external communications plans that (a) educate the campus community on the unit's role in institution success; (b) promote customer and stakeholder feedback; and (c) reinforce the role of front-line staff in creating a positive public impression of the quality of organization services.

1.5 Describe leadership development and succession plans presently in place, if any, to ensure continuity of leadership.

2.0 Strategic and Operational Planning

2.1 Provide a copy of the unit mission and vision and describe how the unit aligns its mission and vision with those of the division and university.

2.2 Describe the process used to develop the strategic plan and the process to ensure the goals and strategies are periodically reviewed.

2.3 Describe current strategies to ensure continuity of functions in the event of staff turnover or other unanticipated disruptions.

2.4 Describe the process used to develop a budget that supports the unit's goals and strategies.

2.5 Describe any significant plans or new initiatives that will be undertaken in the next three years.

2.6 Describe what challenges exist to make your unit more effective and how you will respond.

3.0 Customer Focus and Process Improvement

3.1 Describe how the needs and expectations of both internal and external customers are identified.

3.2 Describe the processes available to customers that encourage them to provide feedback on results and/or perceptions of quality and value.

3.3 Since the previous Self-Study and Peer Review, what significant changes have occurred that impact the services of this unit?

3.4 List the services/processes the unit does well. List the services/processes that are in need of improvement.

3.5 Briefly describe the software systems in use by the unit. Describe the process used to ensure that hardware and software systems are effective, user friendly, secure, reliable, and up to date.

4.0 Assessment and Performance Results

4.1 Describe the methods used for evaluating operational effectiveness and the quality of service to users. Provide copies of recent assessments implemented, such as surveys and focus groups.

4.2 Describe changes you have implemented as a result of the feedback you received from the various assessments.

4.3 Describe how those changes impacted your customers/stakeholders and how you know.

5.0 Staff Quality and Development

5.1 Describe the process used to identify and develop position responsibilities, determine competencies required and develop job descriptions to ensure these align with the unit.

5.2 Describe the process used by the unit for orienting new employees so they can successfully fulfill their responsibilities.

5.3 Describe how work performance and attendance expectations are reviewed and the process used to communicate such information to employees.

5.4 Describe how staff maintain an adequate level of professional competence through participation in professional organizations, institutional training programs or other development activities.

5.5 Describe employee recognition programs and practices and how they are used to encourage, recognize, and reward improved performance.

6.0 Other Considerations

At the request of the Vice President for Finance and Support Services, this section would include any items or subjects that are not covered by the criteria in sections 1 through 5. These items may include those things that are specific to the unit.

Conclusion

Describe what was learned by addressing the responses to each of the self-evaluation criteria. This should include any changes you want to make to improve your unit's 1) leadership effectiveness, 2) strategic and operating planning performance, 3) customer focus and process improvement, 4) assessment and performance results, 5) staff quality and development, and 6) other considerations requested by the Vice President for Finance and Support Services.

Appendix

Evidence is a crucial element for the findings and conclusions in your report. Please include all evidence that supports your report in an appendix. Clearly label your evidence and identify its relevance to the report.

Onsite Review Team and Written Report

The Onsite Review Team (Review Team) will be identified by the unit supervisor and approved by the Vice President for Finance and Support Services before being contacted. The team will include individuals external to the unit(s) under review from peer or other appropriate institutions of higher education in the same disciplinary field and may include individuals at Texas State whose role provides them with a perspective that will result in constructive analysis and recommendations for future planning and improvements.

The Review Team will:

- Review the self-evaluation prior to the site visit. Materials should be delivered at least 4 weeks before the scheduled visit.
- Participate in a pre-visit conference call with the Vice President for Finance and Support Services to identify key issues or specific concerns with the self-evaluation and site visit.
- Participate in a site visit to meet with faculty, students, staff and/or senior administrators as appropriate.
- Complete an external review report within two weeks of the site visit.

The site visit provides an opportunity to clarify issues in the self-evaluation and talk firsthand to faculty, staff, students, and senior administrators throughout the organization. An institutional representative will guide the Review Team and answer its inquiries. The Review Team should have a team leader. The team leader will work with the institutional representative to determine interview schedules and clarify aspects of the self-evaluation.

The Review Team should meet, at a minimum, with the Vice President for Finance and Support Services, the Self-Evaluation Team, a group of faculty familiar with the unit, a group of students, and a group of staff and/or senior administrators familiar with the unit. Time should be allowed for the Review Team to meet and consolidate their thoughts and recommendations before debriefing the unit supervisor and direct reports.

At the conclusion of the visit, the team leader of the Review Team will share the team's assessment in an oral report with the unit supervisor and the direct reports. The oral report will assist in verifying facts, reinforcing their impressions, hearing reactions, and providing the unit group an idea of what the written report will contain.

The written report should identify strengths/achievements and weaknesses/concerns along with the evidence that supports the claim. The written report should include detailed recommendations that, when implemented, will ensure high-quality performance and customer satisfaction.

Plan of Action

After the written report is received by the unit supervisor, the unit will address each recommendation and develop a plan of action for future improvements to be shared with the Vice President for Finance and Support Services.

The plan of action should include a detailed list of the required resources to make these changes and identification of the necessary sources of funding. The vice president will identify which changes he endorses, those changes he endorses contingent upon funding availability and those changes he does not endorse along with his rationale.

Progress updates on the agreed upon action items should be integrated into the unit's annual reporting. The unit leader is responsible for ensuring that progress is made and monitored.

Environmental Health, Safety & Risk Management Self-Evaluation

1.0 Leadership

1.1 Provide a brief introductory paragraph about the unit(s) and a copy of the organizational chart(s).

The Environmental Health, Safety and Risk Management Department (EHSRM) works to provide a safe environment for the Texas State community. Managing hazardous waste to, monitoring indoor air quality to promoting safe practices. EHSRM protects faculty, staff, student and visitors from environmental risk by offering technical, environmental health, regulatory and other safety management services to Texas State Campus' (San Marcos and Round Rock).

EHSRM's Mission Statement: <http://www.fss.txstate.edu/ehsrn/>

The department is headed by a Director who reports directly to the Vice President for Finance and Support Services (VPFSS), organized into 4 main divisions (Environmental, Health, Safety, Risk Management) each supervised by the EHSRM, Assistant Director and/or EHSRM Director. EHSRM is staffed with 12 full time benefits eligible positions, supplemented with 8-10 work study/regular wage students, 1 graduate assistant and 3 non-student non-regular employee's (temps).

EHSRM Organizational Chart: <http://www.fss.txstate.edu/ehsrn/about/OrgChart1.html>

EHSRM provides services to the entire Texas State University campus' (San Marcos and Round Rock) to insure safety to all faculty, staff, student and visitors.

Texas State University Head Count as of March, 2016:

FY16 University Headcount														
		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Average
All Employees														
	Benefits Eligible Faculty	1444	1443	1445	1442	1439	1443	1444						1442.9
	Non Benefits Eligible Faculty	449	437	426	416	433	412	410						426.1
	Non Pay Faculty	59	64	62	62	61	61	62						61.6
	Total Faculty	1952	1944	1933	1920	1933	1916	1916						1930.6
	Benefits Eligible Staff	2129	2146	2155	2170	2180	2178	2195						2164.7
	Non Benefits Eligible Staff	158	160	154	155	157	160	165						158.4
	Non Pay Staff	13	15	15	14	15	18	16						15.1
	Total Staff	2300	2321	2324	2339	2352	2356	2376						2338.3
	Benefits Eligible Students	953	960	961	941	932	955	959						951.6
	Non-Benefits Eligible Students	2947	3026	2954	2761	2750	2951	3004						2913.3
	Total Students	3900	3986	3915	3702	3682	3906	3963						3864.9
	University Total	8152	8251	8172	7961	7967	8178	8255						8133.7
Benefits Eligible Employees														
	Faculty	1444	1443	1445	1442	1439	1443	1444						1442.9
	Staff	2129	2146	2155	2170	2180	2178	2195						2164.7
	Students	953	960	961	941	932	955	959						951.6
	University Total	4526	4549	4561	4553	4551	4576	4598						4559.1
Notes:														
This profile is a headcount of all employees at the university, counting each person one time.														
Each person is counted based on their primary employee group. For employees with more than one assignment, it is generally the assignment with the larger FTE. If the FTE is equal faculty and staff, they are counted as faculty.														
Faculty totals are all faculty titles including adjunct, per course and program faculty.														
Non-pay individuals are associated with or doing work for the university, but may be paid by another organization. For example, faculty teaching ROTC and Military Science but are paid by the federal government.														
Benefits eligible employees are appointed at least 50% FTE for a definite period of at least 4 1/2 months.														
Vacant positions are not counted.														
Not all benefits-eligible employees are enrolled in insurance, especially graduate students.														

Texas State Student Enrollment: <http://www.emm.txstate.edu/>

EHSRM is located on Texas State University main campus in San Marcos, EHSRM staff occupy the Smith House at 736 Oscar Smith Street, San Marcos, TX, provides services 9 hours daily from 8:00 am – 5:00 pm Monday through Friday, on call staff member (specialist) 24 hour a day 7 day a week for emergencies. The office can be reached by telephone 512-245-3616, fax 512-245-8277, after hours on-call telephone 512-738-6650, general office email ehs@txstate.edu , and the individual telephone number, cell phone number and email address of EHSRM staff members.

EHSRM Webpage: <http://www.fss.txstate.edu/ehsrn/>

1.2 Describe the roles and responsibilities of the Head of unit and direct reports, including the decision-making structure for the unit and what is generally understood by internal and external stakeholders.

Role and Responsibilities of Head of Unit and Direct Reports

Director, Environmental Health, Safety and Risk Management:

The Director has administrative responsibilities for the Environmental Health, Safety and Risk Management department. Primary responsibilities for setting the direction and overseeing the department's programs and operations to support the University's mission. Programs include Environmental, Health, Safety, Risk Management, Fire Safety, Occupational Safety, Insurance, and Workers Compensation for local, federal and state compliance. This includes, but is not limited to: hazardous materials, radiation safety, lab safety, industrial hygiene, and bio safety. The EHSRM department is a customer-support organization and, as such, provides program development, training and environmental/safety assessments, many aspects of which are structured as de-centralized and require careful coordination.

Assistant Director, Environmental Health, Safety and Risk Management/Workers' Comp.:

The Assistant Director is responsible for assisting the Director, in overseeing the overall management of the EHS&RM department. Responsibilities include but not limited to planning, developing, implementing and maintaining the department's environmental, health & safety programs to support the University's mission for compliance with local, federal and state regulations to include Texas State University's Policies. The assistant director, also has administrative approval of staff time keeping and is involved with staff evaluations and appraisals. In the absence of the director, also has signature authorization for purchases, budgets and departmental decision making.

In addition the Assistant Director also serves as the University's Workers' Compensation Specialist, responsible for implementing, maintaining and monitoring the University's Workers' Compensation Program for state compliance.

Administrative Assistant III:

To assist the University's Environmental Health, Safety and Risk Management Director, Assistant Director and 9 departmental staff with administrative responsibilities to include but not limited to; purchasing, schedules, budgets, travel, hiring/supervising student workers, time administrator, work orders, assist with insurance/worker compensation and daily operations to include emergency dispatcher.

EHS Specialist Stormwater:

Provide support to plan, develop, implement and maintain stormwater and wastewater management programs that support the University's mission in compliance with local, federal & state regulations, contracts, and university &/or TX State's policies and conduct training in these areas. This includes, but is not limited to support in inspections, procedures and training for the TCEQ Construction General Permit and Municipal Storm Sewer System (MS4) permit, Spill Prevention and Control and Countermeasures Plan, emergency response, and wastewater monitoring/reporting. Provides inspections of university facilities and activities to identify environmental issues and make recommendations for and follow-up on corrective action(s). Maintains records and documentation in support of the above.

EHS Specialist MS4 Coordinator/Food Safety:

Ensures the environmental and safety integrity of the university by providing environmental inspections and risk management throughout campus and to ensure the safety of the university and its members, including faculty, staff and students. This position serves as the MS4 coordinator for Texas State and works closely with several campus departments on implementation of different phases of the Campus Stormwater Management Program. Other duties include the Food Safety Program which entails performing safety inspections and training and the emergency response team.

EHS Specialist Laboratory Waste and Safety:

Provide support to plan, develop, implement and maintain laboratory safety and hazard communication programs that support the University's mission in compliance with local, federal & state regulations, contracts, and university's policies and conduct training in these areas. This includes, but is not limited to support in hazardous and Class I industrial waste management, Spill Prevention and Control and assist with the Countermeasures Plan, Tier II reporting, emergency response, waste minimization and wastewater monitoring/reporting. Provides support for the inspections of university facilities and activities to identify hazards and make recommendations for and follow-up on corrective action(s). Maintains records and documentation in support of the above.

EHS Specialist Hazardous Waste Management:

Provide support to plan, develop, implement and maintain hazardous waste management programs and chemical laboratory safety that support the University's mission, to ensure compliance with local, federal & state regulations, contracts, and the university's policies. This includes, but is not limited to support in hazardous and Class I industrial waste management, collection of laboratory inventories for Tier II reporting, emergency response, and waste minimization support and reporting. Provides support for the inspections of university facilities and activities to identify hazards and make recommendations for and follow-up on corrective action(s). Maintains records and documentation in support of the above.

EHS Specialist Biological Waste and Safety/Indoor Air Quality:

Provide support to plan, develop, implement and maintain bio waste management programs that support the University's mission in compliance with local, federal & state regulations, contracts, and university's policies and conduct training in these areas. This includes, but is not limited to support in hazardous and Class I industrial waste management, Spill Prevention and Control, respiratory protection and environmental protection programs. Assist with the Countermeasures Plan, Tier II reporting, emergency response, waste minimization and wastewater monitoring/reporting. Provides support for the inspections of university facilities and activities to identify hazards and make recommendations for and follow-up on corrective action(s). Maintains records and documentation in support of the above.

EHS Specialist Fire and Life Safety:

Is responsible for maintaining and monitoring University Environmental Health and Safety Programs. The EHS Specialist has specific responsibility for the University Fire Safety Program, Building Inspection, Laser, X-Ray & Radiation Safety Officer and Life Safety Program.

The EHS Specialist also has cross functional responsibilities in the areas of Hazard Waste, Emergency Response and Safety Training.

EHS Specialist Construction and Shop Safety:

Provides support to plan, develop, implement and maintain environmental, health and safety programs that support the University's mission in compliance with local, federal & state regulations, contracts, and university's policies. This includes, but is not limited to hazard communication, laboratory safety, hazardous materials, occupational safety, fire-life safety, indoor air quality, overall environmental monitoring, contractor safety, respiratory protection/environmental protection programs and conduct safety training. Provides support for the inspections of university facilities and activities to identify hazards and make recommendations for and follow-up on corrective action(s). Maintains records and documentation in support of the above.

EHS Specialist COOP/Inspections:

Position ensures the environmental and safety integrity of the university by providing environmental inspections and risk management throughout campus, to ensure the safety of the university and its members, to including faculty, staff and students. This position maintains the University's Business Continuity Plan for Emergency Preparedness, coordinates the inspection and testing of all safety equipment (showers/eyewashes, fume hoods) in labs/ fire extinguishers and emergency lighting/exit signs on campus, maintains the EHSRM webpage and distributes the monthly safety newsletter.

EHS Specialist Insurance/Building Assessments:

Position is responsible for maintaining and monitoring University Environmental Health and Safety Programs. The EHS Specialist has specific responsibility for managing the University Insurance policies (auto, liability, volunteer, property, special event, foreign travel). The EHS Specialist also has cross functional responsibilities in the areas of Risk Assessments/Safety Inspections.

Decision Making Structure and Process

The EHSRM Director is the final decision maker for all EHSRM business administrative issues in area of responsibility except when issues require VPFSS or higher level review and decision. In such cases a decision from a higher level may be directed or information may be requested upon which a decision may be made. In other cases, higher level review may be initiated by EHSRM with input and recommendations for action.

The EHSRM Director believes in a collaborative decision-making process.

1.3 Describe the process by which the head of unit and direct reports in the unit conduct self-examination, receive feedback, and make improvements.

Performance Evaluations – University policy requires that all staff receive at least one formal performance evaluation each calendar year. EHSRM evaluations are done in the Jan-Mar time frame. As stated in university policy, the goals of performance appraisal are: (1) to help insure that the quality and quantity of work performed by the staff member best meets the university's needs; (2) to allow for continuous communication between supervisor and employee about job performance; (3) to offer the supervisor and employee the opportunity to develop a set of expectations for future performance; (4) to provide the opportunity for the supervisor and employee to assess the employee's past performance; (5) to provide for future development of the employee; and (6) to provide supporting documentation for pay personnel decisions.

Performance evaluations include the evaluation, creation of a performance plan for the next evaluation period, and confirmation of a correct GOJA which is the employee's job description for the position the employee is actually filling. (GOJA stands for Guidelines Oriented Job Analysis and is based on the federal governments Uniform Guidelines for Employee Selection Procedures).

Risk Management Program Review - The State Office of Risk Management (SORM) completes a risk management program review for compliance of the Texas Labor Code, Title 5, Subtitle A, Chapter 412. The program review is to assist state agencies such as Texas State to implement an effective risk management program to identify the exposures of property and liability losses to include workers compensation losses. At the conclusion of the review SORM will prepare and issues a report with specific recommendations for corrective action plan. As mandated by SORM EHSRM will comply with the corrective actions by designated dates.

SORM Risk Management Program Review: <http://www.fss.txstate.edu/ehsrn/workers.html>

Fire Marshal Report: The Texas Legislature requires the State Fire Marshal's Office to conduct a fire safety inspections every two years. The objective of this inspection is to ensure compliance of NFPA 101, Life Safety Code, Chapters 39.2.2.2.1 and 7.2.1.4.2 at Texas State University. At the conclusion of the inspection the State Fire Marshal's office will prepare and issues report with specific recommendations for a corrective action plan. As mandated by the Fire Marshal's office, EHSRM will comply with the corrective actions within 30 days.

Fire Marshal Report: <http://www.fss.txstate.edu/ehsrn/programs/firesafety.html>

1.4 Describe how effective the leadership of the unit has been in establishing and sustaining internal and external communications plans that (a) educate the campus community on the unit's role in institution success; (b) promote customer and stakeholder feedback; and (c) reinforce the role of front-line staff in creating a positive public impression of the quality of organization services.

The Director strongly supports and encourages communication both internally and externally. Communication has been designated a core process of the Environmental Health, Safety and Risk Management Office.

EHSRM Staff Meeting: EHSRM has a regularly scheduled weekly meeting (Mondays 12:00 pm – 1:00 pm) with Assistant Director, all Specialist and Administrative Assistant. This meeting focuses on information updates from weekly Business Services Council (BSC) meeting with the VPFSS and all of his direct reports and any other groups/sources as appropriate. Policy issues, assignments and EHSRM operational issues are also discussed. Each attendee is asked to give an update on their areas of responsibility and identify any issues or concerns which need to be addressed and receives feedback from group.

Monthly One-on-One: The Director has a regularly scheduled monthly one-on-one 1 hour staff meeting with each of the specialists, the assistant director and administrative assistant. The focus of these meeting are primarily status updates on assignments and projects that have been assigned. During these meeting there is opportunity to bring up any issues or concerns related to his/her areas of responsibility or EHSRM operations in general.

Texas State University Safety Committee: This committee meets once a month to advise and assist the University Administration in promoting an environment that is safe from recognized hazards for faculty, staff, students, and visitors. The Safety Committee will provide a forum for implementing, maintaining, and enhancing the safety culture, and reviewing policies and procedures within Texas State University. Texas State University is committed to preventing injury and illness and promoting a safe and healthy work environment. Responsibility for this is shared by the administration, faculty, staff, students, university safety coordinators and the Safety Committee.

Spill Response Meetings: Spill response meetings cover scene analysis to help dictate required response personnel and equipment. Training in how to use spill response equipment and supplies, shovels, brooms, pads, dry absorbent, booms and socks. Table top exercises to run through expected hazards in known chemical storage areas and possible response actions.

During meetings we have personnel attend from other shops, Central Plant and UPD to preplan response issues and possible notifications and requests for additional assistance.

Meetings are also when new hazards are brought to the team's attention along with discussion on possible better location of response supplies and constant evaluation of existing research or lab use. Also at this time the team evaluates the spill kit contents out in the field for effectiveness and possible inventory change.

After every spill response call a brief report is written by one of the response personnel and an after action briefing is held by the response team to discuss the response and pros and cons to maintain or improve services.

MS4 Collaboration: The Texas State MS4 Program meets bi-monthly with the City of San Marcos MS4 Program to discuss education and outreach opportunities. These two entities have separate permits, but have chosen to partner together on Minimum Control Measure 1 of the permit, Public Education, Outreach and Involvement. This allows for both entities to distribute similar messages to their target audiences, brainstorm ideas for education and outreach, and share other information on the different minimum control measures. These meetings, which have occurred for nearly 3 years, have helped with the planning of several education and outreach events such as the successful Manhole Cover Art Contest, Storm Drain Marking Event, Annual Great Texas River Clean Up, and many stormwater education events. These meetings also helped to form the "What Goes Here Flows Here" campaign, developed in 2015 to symbolize this partnership while raising awareness about stormwater pollution. Over the last 6 months, these

meetings have expanded to include surrounding MS4s along the I-35 Corridor. These include the MS4 Program Coordinators in the City of Kyle, City of New Braunfels, and the Plum Creek Watershed. These meetings discuss all five Minimum Control Measures, as well as education opportunities in the area, and any other information that will help our programs to grow and become more efficient.

Lab Safety Committee: Lab safety meetings, which occur every three months, involve discussions pertaining to various aspects of laboratory safety. The committee consists of one faculty member of the College of Science and Engineering (COSE) serving as chairman with the remaining committee consisting of faculty and staff of COSE and at least one member of Environmental Health, Safety and Risk Management (EHSRM). Topics discussed are (but not limited to); training modules coming online through SAP, development of new training modules, changes to in federal and state safety regulations, revisions to lab safety procedures, changes in lab inspection procedures. Meetings may also take place to review the details of laboratory accidents or to resolve any conflicts between EHSRM and faculty/lab managers regarding the findings of lab safety inspection(s) conducted by EHSRM.

Strategic Plan: EHSRM strategic plan is reviewed, updated and edited annually. The Director routinely distributes the plan to all EHSRM staff members and encourages any comments or suggestions.

EHSRM Website: Environmental Health, Safety and Risk Management Website is the primary source for EHSRM information at Texas State both internally and externally. EHSRM website is continuously monitor, reviewed, updated and improvements made as necessary.

Environmental Health, Safety and Risk Management Website: <http://www.fss.txstate.edu/ehsrn/>

University Policy and Procedures (UPPS): University Policy and Procedure Statements (UPPS), are the operating policies and procedures for the university. Each UPPS has a position/ person assigned as responsible (senior reviewer) for reviewing the UPPS and making changes as appropriate. Each UPPS also has one or more secondary reviewers and a regular recurring review date (however, changes can be made at any time as necessary). The UPPS is initially developed (new) or reviewed (existing) by the senior reviewer and sent to the secondary reviewers for comments. Secondary reviewer comments are accepted or rejected, and the UPPS is sent to the VPFS who repeats the process with his direct reports. The UPPS then is passed to the Director of Planning and Assessment who distributes it to all divisions for comments. Comments are then returned to the Senior Reviewer who makes the final revisions and returns UPPS to the President's Cabinet for final review and approval. Director of EHSRM is the senior reviewer of 4 UPPS'.

EHSRM Policy and Procedures: <http://www.fss.txstate.edu/ehsrn/about/procedure.html>

The Environmental Health Safety and Risk Management monthly newsletter is distributed to approximately 230 University Safety Coordinators via e-mail and posted on the EHSRM website. Our University Safety Coordinators assist EHSRM, who are our eyes and ears across campus, identifying safety/health issues in building. The newsletter provides safety information, updates and general safety information that is important to their role as University Safety Coordinators.

1.5 Describe leadership development and succession plans presently in place, if any, to ensure continuity of leadership.

Leadership Development Plan: There is no current formal specific leadership development plan, but EHSRM does have in place practices which give individuals leadership development experience and opportunities. EHSRM Staff are given the opportunity to attend national conferences, professional development opportunities to include conferences and webinars and completion of CEU.

EHSRM Statement of Procedures (SOP): SOP's are currently being developed for each assigned unit to direct/guide for the successor or other specialist covering absents. These procedures will be updated annually or as need.

Statement of Procedures: <http://www.fss.txstate.edu/ehsrn/about/procedure.html>

2.0 Strategic and Operational Planning

2.1 Provide a copy of the unit mission and vision and describe how the unit aligns its mission and vision with those of the division and university.

Environmental Health Safety and Risk Management has aligned its mission and vision with those of the university and FSS division. The University missions stressed excellence in service and identifies shared values. The FSS mission also stresses providing outstanding service along with challenging and satisfying work environment, and the efficient and effective use of financial, human and physical resources. EHSRM's mission is to ensure a safe and healthy work environment for Texas State University faculty, Staff, students and visitors.

Mission Statement: <http://www.fss.txstate.edu/ehsrn/>

Vision Statement: <http://www.fss.txstate.edu/ehsrn/about/Vision.html>

2.2 Describe the process used to develop the strategic plan and the process to ensure the goals and strategies are periodically reviewed.

President's Cabinet provides the university plan with goals and strategies; VPFSS provides FSS division plan with goals and strategies; EHSRM Director determines FY priorities for department. EHSRM Director distributes the current EHSRM plan to EHSRM staff for review, comments and recommendations. The Director and Assistant Director will review the comments and recommendations to develop and implement the strategic plan. VPFSS requires at least an annual update, but plan can be updated at any time as necessary by department.

2.3 Describe current strategies to ensure continuity of functions in the event of staff turnover or other unanticipated disruptions.

EHSRM Director, Assistant Director and specialist are responsible for cross-training key functions and duties. During the disruption these functions and duties are realigned on a temporary basis until position is filled. Statement of Procedures (SOP) are currently being developed for each assigned unit to direct/guide for successor or other specialist covering key function or duty.

Copy of Statement of Procedures: <http://www.fss.txstate.edu/ehsrn/about/procedure.html>

EHSRM follows the Business Continuity Plan for major disruptions.

Copy of the Business Continuity Plan: <http://www.fss.txstate.edu/ehsrn/business/PLAN2.html>

2.4 Describe the process used to develop a budget that supports the unit's goals and strategies.

The EHSRM Director, completes an annual budget review and submits if needed a request for budget revisions to ensure sufficient funds. The Director is responsible for the final budget to ensure budget expenditures meet and support EHSRM goals and strategies. Budget expenditures can be requested at any time during the year and will be granted if they meet university goals and strategies. The Director can request additional funding from VPFSS for emergencies and other job related needs. The Administrative Assistant manages and monitors the EHSRM budget on a day-to-day basis and provides monthly status reports to the Director.

2.5 Describe any significant plans or new initiatives that will be undertaken in the next three years.

Insure that staff is well qualified in their specialized fields though certified programs and crossed trained to meet the needs of the university goals and demands.

As an emerging research university one of the areas that needs to be addressed is the research areas that use lasers and radiation. One of our objectives is to have a full-time specialist dedicated to this program to stay in compliance with state and federal regulations.

2.6 Describe what challenges exist to make your unit more effective and how you will respond.

Proper funding and resources to keep with continuing university growth, maintain compliance and meet university goals and objects.

3.0 Customer Focus and Process Improvement

3.1 Describe how the needs and expectations of both internal and external customers are identified.

Through reports, inspections, collaboration and the use of technology EHSRM is able to identify needs and expectations of customers. EHSRM staff also interacts with various university departments and outside agencies through meetings, trainings and committees.

3.2 Describe the processes available to customers that encourage them to provide feedback on results and/or perceptions of quality and value.

Customers are encouraged to fill out evaluation forms after each training session, correspond with EHSRM via email, texts, phone calls, committee meetings, and communication with University Safety Coordinators who are assigned to buildings on campus.

3.3 Since the previous Self-Study and Peer Review, what significant changes have occurred that impact the services of this unit?

Changes to the organizational chart for the EHSRM Department to report directly to the VPFS were made. Growth and reorganization of the department were addressed so that specialists are assigned to specific goals and objectives. In addition, increased resources to include more non- student non-regular part-time employees and student workers.

3.4 List the services/processes the unit does well. List the services/processes that are in need of improvement.

EHSRM does well with monthly inspections, reporting to agencies, responding to customers on safety issues and correcting safety issues in a timely manner.

EHSRM needs improvement in training in technology, on call phones and radios, better understanding on how a university works and how EHSRM interacts with the university community, have meetings after emergency responses for what went well and what needs to be improved, communication between EHSRM and other departments and the outreach programs, and a social media page.

3.5 Briefly describe the software systems in use by the unit. Describe the process used to ensure that hardware and software systems are effective, user friendly, secure, reliable, and up to date.

The university's IT department manages and updates the universities software program on a daily basis. EHSRM has specialized departmental software (CodePal, Radiant RFID) and these are updated as needed.

Our business continuity plan (Kauli) is maintained and backed up on an offsite server.

4.0 Assessment and Performance Results

4.1 Describe the methods used for evaluating operational effectiveness and the quality of service to users. Provide copies of recent assessments implemented, such as surveys and focus groups.

EHSRM has an outcome assessment that measures the effectiveness of the department on an annual basis.

4.2 Describe changes you have implemented as a result of the feedback you received from the various assessments.

A follow-up assessment report is received with recommendations for proper corrective actions as a result we have added resources and personal to address the discrepancies.

4.3 Describe how those changes impacted your customers/stakeholders and how you know.

EHSRM has a faster response time for reporting and emergencies so that safety issues are at a minimum.

5.0 Staff Quality and Development

5.1 Describe the process used to identify and develop position responsibilities, determine competencies required and develop job descriptions to ensure these align with the unit.

The Director is responsible for development and maintenance of a Guidelines Oriented Job Analysis (GOJA), performance plan, and position template for each employee. Each GOJA can be updated at any time but is required at least once per year during the annual performance evaluation process. The Director reviews all GOJA's for consistency. Job audits were performed for each position established. The Director can request a job audit at any time needed or when there has been significant changes in duties that could justify a change in job title.

5.2 Describe the process used by the unit for orienting new employees so they can successfully fulfill their responsibilities.

On the university level, each new employee is required to attend the university's two-part New Employee Welcome (NEW) program. NEW I is conducted by HR each Monday (which is usually the employee's first day of work) to complete paperwork essential to each employee. The monthly NEW II session is designed to include information and presentations from individuals in a various offices to make the employee's feel welcome. These sessions provide basic understanding of the university, employee benefits, and identify the opportunities associated with employment at Texas State. A New Employee Departmental Checklist is published on the HR website for all hiring departments to use to insure a smooth hiring transition.

NEW Information: <http://www.hr.txstate.edu/New-Employee-Welcome.html>

At the EHSRM department level, the Director is responsible for ensuring the communication of department specific policies, procedures, and practices. The new employee is provided a copy of their GOJA and Statement of Procedures associated with their job duties and responsibilities. The employee is introduced to staff member and made welcome.

5.3 Describe how work performance and attendance expectations are reviewed and the process used to communicate such information to employees.

In addition to the GOJA, performance plan and position template, the employees are required by policy to be evaluated after 6 months of employment and once each calendar year thereafter. Director may conduct evaluations more frequently as needed. Leave/Vacation requests are reviewed and approved Assistant Director (supervisor) and the Director. Signed leave request are returned to Employees verifying requested leave status.

5.4 Describe how staff maintain an adequate level of professional competence through participation in professional organizations, institutional training programs or other development activities.

Part of the staff's professional development requires they attend conferences, workshops and trainings sessions. All of these are for professional competency and are members of various professional organizations in their specialized areas.

5.5 Describe employee recognition programs and practices and how they are used to encourage, recognize, and reward improved performance.

Merit Awards: The University has created a merit pool of 1-3% each year since 2003. With a very few exceptions, all eligible EHSRM staff members have been awarded a merit increase of some amount through the annual Salary Review process since that time.

Nomination for the FSS Division Quarterly Team Award: Award determined by the FSS Team Recognition and Selection Committee for exemplary service provided to on-campus or off-campus clients. The team members can be all FSS employees or include employees from other divisions. The teams are recognized at an Extended BSC (BSC members plus their selected direct reports) meeting; members receive a “prize” such as a mug or other small memento; and each member is given a half-day off. EHSRM staff have received this award for serving on a team that was recognized for their achievement on a project.

Just in Time Award: This program is designed to award staff and recognize individual staff who have gone above and beyond their regular duties.

6.0 Other Considerations

At the request of the Vice President for Finance and Support Services, this section would include any items or subjects that are not covered by the criteria in sections 1 through 5. These items may include those things that are specific to the unit.

EHSRM continues to stay in compliance with all local, state and federal regulations in all unit areas (Environmental, Health, Risk Management and Safety) to insure that the university strives to become a Tier I Research Institution for the university’s continued growth and recognition.

Conclusion

Describe what was learned by addressing the responses to each of the self-evaluation criteria. This should include any changes you want to make to improve your unit's 1) leadership effectiveness, 2) strategic and operating planning performance, 3) customer focus and process improvement, 4) assessment and performance results, 5) staff quality and development, and 6) other considerations requested by the Vice President for Finance and Support Services.

Through this peer review, it was found that many changes have been made in the EHSRM department that have had a positive impact, yet there continues to be a need for improvement. While this department has certain criteria in place, it is not in depth enough to withstand a growing university. University Safety Coordinators are located in departments throughout campus with minimal awareness of safety programs in which increase of communication throughout the year is needed. SOPs are written for each of the specialist's areas, but need to include cross training so that all duties can be covered in the absence of a specialist. In addition, several SOPs are being developed and those that are in place need to be updated. With the growth and emerging research at this university, additional funding is needed to accommodate expenses to meet the needs of a growing department. The operational budget would cover staff development, continuing education to maintain accreditation or remain current and also so that specialists can participate in state and national organizations in their areas of expertise. There is also a necessity for a dedicated specialist for the radiation/laser area. In addition, emergency response scenarios that would involve students, faculty, and staff needs to be held so that in an emergency situation this university is better prepared. In conclusion, the peer review has been beneficial in re-evaluating our programs and determining our strengths and where improvement is needed so that the EHSRM department continues to move forward in striving to make a positive impact for the university community and the environment.

External Review Summary Sheet

Unit(s) Under Review: _____

Date of Review: _____

Reviewer: _____ Reviewer: _____

Reviewer: _____ Reviewer: _____

Reviewer: _____ Reviewer: _____

Please complete this summary sheet at the end of your site visit. This will assist you with identifying key areas (strengths and improvements needed) to address in your final report.

Please rate the following review criteria using the following:

E = Exemplary **S = Satisfactory** **N = Needs Improvement** **U = Unclear**

1.0 Leadership

**Evaluation
(E, S, N, U)**

1.1	Overall organizational structure and unit administration is well organized.	
1.2	Roles and responsibilities of unit head and direct reports are appropriate for the unit. The decision-making structure for the unit is appropriate and understood by internal and external stakeholders.	
1.3	The unit head and direct reports conduct self-examination, receive feedback and make improvements based on the examination and feedback.	
1.4	Leadership of the unit has established internal and external communication plans.	
1.5	Leadership development and succession plans are in place.	
	Do you recommend any changes to improve leadership effectiveness? If so, please explain and advise.	

2.0 Strategic and Operational Planning**Evaluation
(E, S, N, U)**

2.1	The unit(s) mission and vision align with those of the division and the university.	
2.2	The process used to develop the unit's strategic plan is appropriate. Goals and strategies are periodically reviewed.	
2.3	Strategies are in place to ensure continuity of functions in the event of staff turnover or other unanticipated disruptions.	
2.4	The unit has a budget process that supports its goals and strategies.	
2.5	Plans or new initiatives for the next three years have been identified.	
2.6	Challenges have been identified that will make the unit more effective. Plans exist on how the unit will respond to those challenges.	
	Do you recommend any changes to improve the unit's strategic and operational planning processes? If so, please explain and advise.	

3.0 Customer Focus and Process Improvement**Evaluation
(E, S, N, U)**

3.1	The unit has identified the needs and expectations of both their internal and external customers.	
3.2	Customers are able to provide feedback on results and/or perceptions of quality and value.	
3.3	Changes that occurred impacting the services of the unit since the last self-evaluation and peer review were identified.	
3.4	The unit identified the services/processes it does well. The unit identified the services/processes that are in need of improvement.	
3.5	Software systems in use by the unit are effective, user friendly, secure, reliable, and up to date.	

	Do you recommend any changes to improve the unit's focus on its customer and its focus on process improvement? If so, please explain and advise.	
--	--	--

4.0 Assessment and Performance Results

Evaluation
(E, S, N, U)

4.1	Methods used for evaluating operational effectiveness and quality of service are being used.	
4.2	Changes are implemented as a result of the feedback received from various assessments.	
4.3	Implemented changes impact the unit's customers/stakeholders and there is evidence supporting the impact.	
	Do you recommend any changes to improve the way the unit conducts assessment and uses its performance results? If so, please explain and advise.	

5.0 Staff Quality and Development

Evaluation
(E, S, N, U)

5.1	Job descriptions and staff competencies align with the unit.	
5.2	New employees receive orientation to allow them to successfully fulfill their responsibilities.	
5.3	Work performance and attendance expectations are communicated to the staff.	
5.4	Staff maintain an adequate level of professional competence.	
5.5	Employee recognition programs and practices are in place.	

	Do you recommend any changes to ensure staff quality and development? If so, please explain and advise.	
--	---	--

6.0 Other Considerations

**Evaluation
(E, S, N, U)**

6.1		
6.2		
6.3		
6.4		
6.5		

Overall Program Summary

7. Do you disagree with or recommend changes other than those suggested in the unit's self-evaluation? If so, please explain and advise.

8. What are the major strengths/achievements of the unit(s)?

9. What are the major weaknesses/concerns of the unit(s)?

10. What are 2-3 goals you would suggest that the unit(s) set for the next five years?

11. Additional observations, remarks, or suggestions?