**FMD STRATEGIC PLAN**

**OUR VISION IS**

“To lead New Zealand universities in the provision of best practice facilities management services.”

In our striving for “a beautiful and safe campus environment” (refer University’s Strategic Plan, Vision Statement) our mission is:

“To professionally provide and manage the University’s facilities for the benefit of all users.”

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**A. VALUES AND GUIDING PRINCIPLES**

1. The Division supports the values adopted in the University’s strategic plan, and we will be known for our:
   - Efficiency
   - Effectiveness
   - Responsiveness
   - Sustainability

2. In the services we provide for the University we will operate under the following guiding principles and thus endeavour always to:
   2.1 Have regard for the needs of the University as an institution for teaching and research.
   2.2 Have regard to the needs and multi-cultural values of the operating units of the University, their staff and our students, as consumers or users of our services.
   2.3 Have regard to the needs for efficiency, effectiveness and economy.
   2.4 Have regard to the need for the University to be a good “corporate citizen” in the region and to its neighbours.
   2.5 Have regard to the public image of the University and for the quality of its grounds and facilities for the regions citizens and visitors.
   2.6 Have regard to the need for change as society’s needs and values change, and the University responds to those changes.
   2.7 Have regard for the welfare and development of all FMD staff.

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**B. OBJECTIVES OF THE DIVISION**

The objectives of the Division are aggregated into three broad areas:

1. **FOUNDATIONS** – core values and strategies for growth and improvement.
2. **CORE ACTIVITIES** – what we do now and strategies for improving.

**1.1 Objective 1 – Leadership**

“Effective and professional leadership is critical to the attainment of the Division’s objectives”

1.1.1 Goal:
- Provide a culture of professionalism, integrity, and team spirit around our vision, mission, and objectives.

Strategies:
- Clarify purpose, policies, and procedures; continuously update manuals/records
- Utilise sound business practices (accountability and responsibility at all levels).
- Manage by fact.

1.1.2 Goal:
- Provide a supportive rewarding and non threatening environment.

Strategies:
- Focus on team as the basic structure of work.
- Empower everyone in the workplace to perform meaningful, productive work.
- Cause staff to feel connected to vision, mission, purpose, customers, and success of the department.
1.2 Objective 2 – Employee Success
“Our colleagues are our most valuable assets and will give of their best if they are truly valued and supported in all aspects of their work”

1.2.1 Goal:
- Provide personal development opportunities to ensure each staff member reaches their full potential for success.

Strategies:
- Create a learning organisation.
- Develop a professional development plan for each employee as part of the performance feedback process, consistent with the University’s needs.
- Provide training required by regulatory or professional organisations.
- Participate in learning forums to develop technical skills, mentoring, apprenticeships, networking, and on-the-job training.
- Fund training as a high priority.

1.2.2 Goal:
- Promote diversity.

Strategies:
- Recognise diverse opinion and promote the benefits of this diversity.
- Develop mutual respect among all workers.
- Actively support the University’s Equal Employment Opportunity policy.

1.2.3 Goal:
- Provide an environment for the optimum performance of all FMD employees.

Strategies:
- Review position descriptions for each FMD employee.
- Establish performance expectations and provide feedback to ensure consistent employee management; document this review process.
- Recognise good work.
- Nominate employees who have performed in an exemplary manner for division and/or university recognition and reward programmes.
- Encourage personal growth and participation in social activities and interaction.

1.3 Objective 3 – Communication
“Consistent, open and effective communication is essential, within the division and externally”

1.3.1 Goal:
- Develop and implement an effective communication plan for FMD.

Strategies:
- Create bulletin/noticeboards to post organisation specific information.
- Develop a group to investigate other communication difficulties, mechanisms and solutions.
- Continue the publication of Facilitation.
- Director to hold annual/biannual “State of Nation” discussions with various groups in the division.

2. CORE ACTIVITIES

2.1 Objective 1 – Stewardship of University Facilities
“Excel as the University’s Property Managers”

2.1.1 Goal:
- Plan new or renovated facilities that integrate customer needs, safety, functionality, aesthetics, environment, cost, maintainability, and sustainability.

Strategies:
- Balance total and life cycle cost analyses with system functionality in new and renovated facility decisions.
- Compare and ensure costs are in line with those in other peer organisations.
- Revise and utilise the standard brief regularly.
- Develop and implement a master plan for the University which is consistent with good urban design practise.

2.1.2 Goal:
- Maintain existing facilities to a level consistent with like educational and research institutions.

Strategies:
- Carry out regular facility condition inspections.
- Continue the development of a preventive maintenance programme in an expedient manner, and measure its impact on reactive maintenance.
- Provide maintenance services in accordance with performance standards, legal and customer requirements. Ensure that work is completed or deferred according to appropriate criteria.
• Monitor cost of maintenance, and develop strategies to address repetitive problems (e.g. value solutions vs quick fixes, on-time/on-budget).

• Achieve maintenance equilibrium by obtaining funding at least equal to annual increases in deferred maintenance.

2.1.3 Goal:
• Upgrade utilities infrastructure to maximise efficiency and reliability of these systems.

Strategies:
• Review and expand an energy management plan.
• Prioritise and implement upgrades and improvements to the utilities infrastructure network.

2.2 Objective 2 – Customer Satisfaction
"In the provision of a high standard of customer service it is essential to have a clear understanding of our customers’ needs and expectations”

2.2.1 Goal:
• Achieve customer buy-in to an appropriate balance of quality and cost.

Strategies:
• Survey customers to determine if maintenance services, project work, safety, environmental services and custodial activities meet their needs.
• Enhance lines of communications with customers and help them understand facility issues.
• Strengthen the facility coordinator programme with regular liaison meetings, etc.
• Have customers collaborate in the development of products and services.

2.2.2 Goal:
• Enhance safety in all areas of responsibility.

Strategies:
• Support the FMD Health & Safety Officer in providing real, tangible safety improvements.

2.2.3 Goal:
• Provide appropriate systems and resources to enable all staff to perform at maximum productivity.

Strategies:
• Provide correct materials and sufficient tools and vehicles to get the job done consistent with university requirements.
• Eliminate/modify all inappropriate or redundant processes. Don’t duplicate information/software/asset registers/condition appraisals.

3. STRATEGIC INITIATIVES

3.1 Objective 1 – Information System Enhancements
"The development of new technology and training of staff are vital for continual improvement”

3.1.1 Goal:
• Continue the implementation of effective and appropriate information systems.

Strategies:
• Provide regular training sessions in new systems and practices.
• Maintain desk top computer and server systems at appropriate levels.
• Determine software needs and standardise software including appropriate upgrades and linkage to databases.
• Ensure access to FMD electronic systems for all personnel.
• Create an FMD library system, including Computer Aided Facilities Management, to manage plans, specifications, and operations manuals.

3.2 Objective 2 – Quality Assurance
"The services we render must consistently reflect our commitment to the best quality which can be provided for the time and money spent on a task”

3.2.1 Goal:
• Design and operate for appropriate quality.

Strategies:
• Create a quality assurance function within the Division.
• Monitor implementation of the Strategic Plan.
• Prepare comparative analyses (timeliness/life cycle costs/quality/systems) of projects and maintenance work.
3.3 **Objective 3 – Process Improvements**

*Processes will be continually reviewed with the intention of improving efficiency and effectiveness*

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<th>3.3.1 Goal:</th>
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<td>• Achieve superior results through process improvement.</td>
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**Strategies:**

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<td>• Benchmark against peer institutions and own performances.</td>
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<td>• Evaluate value of services; prioritise according to needs and redirect resources for highest value.</td>
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<td>• Continue to automate building and other systems to achieve maximum efficiencies.</td>
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<td>• Seek involvement from all levels of FMD for process improvements.</td>
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3.4 **Objective 4 – Interdepartmental Relations**

*“Maintaining effective relationships throughout the University is critical to our ability to meet the changing needs of our customers”*

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<th>3.4.1 Goal:</th>
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<td>• Strengthen collaborative efforts to attain continuous improvement.</td>
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**Strategies:**

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<td>• Team and partner within FMD and throughout the University to make effective use of available expertise.</td>
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<td>• Improve relationships with all who provide services to students to ensure the needs of students are met.</td>
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