

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.”*

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.

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.**
3. **STRATEGIC INITIATIVES – initiatives for improving performance.**

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.

<ul style="list-style-type: none"> • Monitor cost of maintenance, and develop strategies to address repetitive problems (e.g. value solutions vs quick fixes, on-time/on-budget).
<ul style="list-style-type: none"> • Achieve maintenance equilibrium by obtaining funding at least equal to annual increases in deferred maintenance.

2.1.3 Goal: <ul style="list-style-type: none"> • Upgrade utilities infrastructure to maximise efficiency and reliability of these systems.
Strategies:
<ul style="list-style-type: none"> • Review and expand an energy management plan. • Prioritise and implement upgrades and improvements to the utilities infrastructure network.

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

2.2.1 Goal: <ul style="list-style-type: none"> • Achieve customer buy-in to an appropriate balance of quality and cost.
Strategies:
<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Enhance safety in all areas of responsibility.
Strategies:
<ul style="list-style-type: none"> • Support the FMD Health & Safety Officer in providing real, tangible safety improvements.

2.2.3 Goal: <ul style="list-style-type: none"> • Provide appropriate systems and resources to enable all staff to perform at maximum productivity.
Strategies:
<ul style="list-style-type: none"> • 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 <i>The development of new technology and training of staff are vital for continual improvement”</i>

3.1.1 Goal: <ul style="list-style-type: none"> • Continue the implementation of effective and appropriate information systems.
Strategies:
<ul style="list-style-type: none"> • 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 <i>“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”</i>

3.2.1 Goal: <ul style="list-style-type: none"> • Design and operate for appropriate quality.
Strategies:
<ul style="list-style-type: none"> • 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”

3.3.1 Goal:

- **Achieve superior results through process improvement.**

Strategies:

- Benchmark against peer institutions and own performances.
- Evaluate value of services; prioritise according to needs and redirect resources for highest value.
- Continue to automate building and other systems to achieve maximum efficiencies.
- Seek involvement from all levels of FMD for process improvements.

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”

3.4.1 Goal:

- **Strengthen collaborative efforts to attain continuous improvement.**

Strategies:

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