Article I. Facilities Management
2012-2016 Summary Strategic Plan Outline

Section 1.01 A Component of Our Business and Human Resource Plan
Updated August 2012

Our Mission: Provide responsible and quality stewardship for the long term preservation and growth of the university’s physical assets through the unified delivery of planned work, while remaining cost effective and competitive.

Our Vision: Ensure a quality environment for students, faculty, staff and visitors in support of the University’s mission of teaching, research and community service.

Our Core Values: PRITAS: Professionalism, Respect, Integrity, Team, Accountability and Service

Facilities Management Operations Five-Year Goals

The primary goals for Facilities Management over the next five years are as follows:

1. Solidify and execute business plans for all service units post centralization. Each plan will include immediate (one, two-three, three-four and five) year goals including financial, staffing, sustainability and succession plans for the individual units as well as the overall service department. We will measure our goals utilizing the approved metrics for each area and our organization.
   - Meet with partnership areas quarterly to review services and financials
     - Work with Business Services to receive proper financial support for this effort

2. Unite and hone the newly formed centralized facilities organization by focusing on process development, FAMIS project completion and working to achieve funding and supporting services at the APPA level 3 standards for new facilities.

3. Improve customer satisfaction with all units, working to meet or exceed APPA Level 3 standards as resources are provided for front line and capital renewal project services.
   - Continue to increase planned and preventive maintenance in order to maximize the useful life of existing equipment, effectively slowing the growth of deferred maintenance.

4. Provide a system of staff development that uses our core values to set the organizational tone to create a positive environment and culture that improves retention and recruiting success and solidifies our staff management team-based organization.

5. Formal program development for staff advisory, staff recognition, staff orientation, training, computer literacy, program development, retention and success planning.
6. Formalize and integrate sustainability and energy conservation into all aspects of operations in support of the university’s efforts. These efforts will be led by Technical Services and clearly identified in each service unit’s business plan.

7. Support the university in the development of a capital renewal plan.

8. Minor and Planned Projects – (1) establish fees to reduce consultant investment in planning; (2) align organization with technical services and program planning; (3) bring in resources to assist with capital planning and programming for research projects; (4) partner with key areas to develop a rolling two year project plan for the following “reoccurring project needs” -- Life Safety, Classrooms, Parking and Transportation, Auxiliary Services, and General Renewal; (5) complete partnership pilot with Civil Engineering; (6) meet revenue plan goals by year five; (7) develop an interactive process to ensure effective renewal planning and integration of FCA Data with operational needs and information; and (8) measure performance annually and report externally all PD efforts.

9. Support FPC through CORE team initiatives and continue to co-manage Facilities Planning and Information Technology for FM area/renewal needs.

10. Support campus design guidelines and specifications through ongoing review and updates.

11. Fully implement Facilities Management Communications, Human Resource and Fiscal Plans to ensure university stewardship and continuous improvement. This includes the Building Coordinator Program.

12. Proactively support university efforts through committee leadership and support including emergency planning, capital planning, global and area contract development as well as support short-term assignment projects such as lactation room development, equipment and aquatics.
People are the Priority – We will hire and retain extraordinary people.

- We will communicate professionally and directly.
- We will get things accomplished and will produce a quality product.
- We will share our opinions in an appropriate manner and we will not act out of fear of the unknown.
- We will be courteous and respectful.
- We will clearly listen to our staff members regarding their ideas and concerns.
- We will provide a professional and safe environment in which to work.

Be Ourselves – We will bring our ideas, beliefs, passions, and interests to our jobs. With diversity, we bring more to the team, the ideas, the strategy, and the future.

- Fun is important and should not be lost in the day-to-day tasks.
- We need to encourage ourselves and our teams to do well.
- Winning and doing well are important, but we must always remember the human element. What we do is all about people.

Leaders Must Lead – We will deal with performance issues.

- Accountability does not mean punishment. It means learning from our mistakes and continually improving.
- Mistakes do not equal failure. We fail when we do not accept responsibility or plan for recovery and/or improvement.
- We will talk with our staff and not at them.
- We will not lower our standards. Mediocrity is not an acceptable standard.
- Participation and visibility are expectations.
- We will set clear goals and lead by example in accord with our core values.
• We will bring closure to performance issues. We will not transfer our problems to another area of the organization or the university.

General Operating Principles – We will be one team (to become one university) – We Are UH!

• Trust is critical to the team and has to be built.
• Senior leaders must be honest, direct and trustworthy.
• While staff members are encouraged to present their ideas and concerns, once leadership has made a decision, it becomes an expectation that staff support it actively and professionally. To do otherwise is unacceptable and will be treated as a performance issue.
• Collaboration and cooperation is important and necessary.
• We will lead with purpose and dedication.
• We will provide a clear vision and strategy for the future.
• We will celebrate our successes and communicate them to the campus community.
• Sound decisions and timeliness are critical to our success.
• We will empower our employees as we provide support and assistance to achieve success.
• We must hold each other accountable in a positive and supportive manner.
• Gatekeepers should not be roadblocks – don’t say why we can’t – say how we can. Negativity is destructive and discouraging to team morale.
• No silos – we are all in this together – we are UH.

Measurement and Transparency are Critical – Performance must be measured, reported, and transparent.

• To improve, you need to know how you are doing and what changes, if any, need to be implemented.
• Assessment should be continuous and consistent within established guidelines and procedures.
• We will consider suggestions and ideas for improving and streamlining processes and initiatives when presented in a professional and positive manner.
• Information + Planning + Action = Success

Section 1.03 Year One Succession Planning & Training Priorities:

Identify Organizational Leaders and provide the following training:

1. Core Values and Civility – Completed in partnership with EOS
2. Project Delivery Training for FM Project Managers, Operational Leaders, Sugar Land and Cinco Ranch, and University Partners (various) – Completed in FY11 and FY12 (annual training)
3. Continue to support licensure fees and external training for key technical and management staff.
4. Support TAPPA/APPA participation and conferences.
5. Provide FAMIS training for full leadership team.
6. Retrain on all Service Levels and Stewardship Expectations for FY13 (October 2012 Leadership Meeting).
7. Create an inclusive team-based structure with weekly budget, human resource and communication meetings with FM leadership team (down to manager level). Continue with
monthly extended leadership meetings, and bimonthly down to lead level as a forum for continued exposure and training on key performance and strategy elements, including diversity and sensitivity training, effective management coaching and styles, and adherence to university and plant operations policy and procedure. - Encourage and nominate staff to facilitate or participate on university committees, searches, events and community activities for leadership and engagement opportunities as part of staff development plan.

8. Facility Management Professional Credential Program – target 16 leaders per year until full leadership team (down to supervisory level is certified) in support of training and ongoing succession plan/staff development - First cohort initial training session scheduled for November 2012.

Facility Management Professional Credential Program

IFMA’s Facility Management Professional (FMP) designation is a knowledge-based credential that will improve the team’s knowledge, enhance their skills, and enhance their professional credibility and value to the University.

The certification program will include:

- **Finance & Business Essentials**: Fundamental accounting concepts; financial management of the facility organization; procurement procedures; and contract development/oversight.

- **Leadership & Strategy Essentials**: Will teach staff how to develop a strategic facility master plan; implement and evaluate FM policies/procedures; and provide leadership to the organization.

- **Operations & Maintenance**: Will teach staff how to assess facility needs; manage/oversee systems/equipment; manage/oversee occupant services; select the best resources; and measure O&M performance.

- **Project Management**: Against best practices will build on prior internal training and will help staff learn how to better define projects; create a project management plan; manage/oversee projects; and evaluate outcomes.

**Section 1.04 Succession Planning Global Summary – Under Development – Individual Development Plans are to be developed in FY 13**

1. Executive Director – one successor identified
2. Director of Technical Services/Utilities – two successors identified for future development and growth
3. Assistant Directors all areas – under review
4. Managers all areas – under review
5. Supervisors & Leads - all areas – under review