



**University of Michigan
Plant Operations**

Vision 2012

**A Strategic Link to
the University's Mission**

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Department Plans in Detail

The following links to Excel files require a UM unqiusername and Kerberos password

Construction Services Plan	External
Facilities Maintenance Plan	External
Plant Academy Plan	External
Plant Administrative Services Plan	External
Plant Building & Grounds Services Plan	External
Procurement Plan	External
Utilities and Plant Engineering:	External
Central Power Plant Plan	External
Electrical Engineering/Energy Management Plan	External
Electric Shops Plan	External
Lead Team Plan	External
Mechanical Engineering Plan	External
Outlying Boilers Plan	External
Utilities Services & Tunnels Plan	External
Work Control Plan	External

DIRECTOR'S MESSAGE

Enclosed in this document is the Plant Operations strategic business plan Vision 2012. The plan is the culmination of a year long planning process that has engaged our community stakeholders in the determination of the strategic direction Plant Operations should take to meet the ever changing challenges of the business environment of the University of Michigan. The process that we followed to get input from the community is detailed in the narrative of the plan. But essentially we have surveyed our customers for their input on their needs, our managerial staff for its assessment of current conditions and our workers for their perspective on the internal needs of Plant's workforce.

This is the second five year plan that the department has undertaken. The first plan met with much success and it is on this success that we have built Vision 2012. As before, we have four focus areas or broad categories to our plan. These are: Customers, People, Financial, and Internal Business Processes. Using these focuses as our frame work we have crafted a bottom up detailed plan that will keep Plant at the cutting edge in providing service to this world class institution. The resulting key challenges and goals are presented with their associated action objectives. We intend this document to remain a living plan and as such it has been designed to allow for changes in the implementation plan as we are faced with changing conditions within the environment.

Plant Operations is a pacesetter organization that does not sit on its past laurels. We are comprised of a diverse group of individuals that reflect the demographics of our campus community and our region. We are more than 1400 in number. Our credentials vary widely and we retain all of the skills and expertise to carryout our facilities management mission. Plant Operations and its membership have two driving initiatives - first to support the facility and operations needs of this world class educational, research and public service institution and the second is

We Make Blue Go!!!

Richard Robben

Plant Operations Mission, Vision and Guiding Principles

An organization's Mission, Vision and Guiding Principles serve as a compass in its never ending effort to serve its purpose and to improve its environment and its operations.

We sustain our commitment to Plant Operations' Mission, Vision and Guiding Principles, further seeking to grow and enhance our workplace context in which highly effective employees serve with great confidence, commitment, pride and success.

Our purpose and mission at the University of Michigan is reflected in the following principles that inspire us to work relentlessly to align our decisions and actions, big and small, in pursuit of this ultimate vision.

Mission

Plant Operations, a member of the University Community, maintains the physical environment and provides related services to support the University in reaching its goal of excellence in teaching, research and public service.

The six departments of Plant Operations are: Plant Administrative Services, Plant Building and Grounds Services, Facilities Maintenance, Utilities and Plant Engineering, Construction Services and Work Control.

Vision

- **To be an organization where continuous and measurable improvement in services is the standard.**
- **To be recognized by the University community for excellence in service, as a partner in solving our customers' problems, and as the provider of choice.**
- **To be an innovative leader in facilities management.**
- **To be an organization where all employees are treated equitably and honestly.**
- **To be an effective, diverse work community.**
- **To be a learning organization, where all staff members are empowered and supported in reaching their full potential.**
- **To be a workplace where the atmosphere of trust encourages creativity and innovation.**

Guiding Principles

We align our efforts with this set of principles that serve to guide us in our thought and action, both within our division and in our service and outreach.

Focus

We exist to serve the needs of the University through partnerships and mutual understanding.

Integrity

How we do our work and how we relate to each other are of paramount importance. Our conduct must conform to the highest, uncompromising standards of trustworthiness and character. We will never knowingly make decisions that harm people or that are not in the best interest of the division or the University.

Respect for People

Respect for people and their intrinsic worth is the cornerstone of our relationships with one another, our customers, and our suppliers. We appreciate the diversity of the human family and recognize our differences as sources of collective strength and wisdom.

Empowerment

We are a Plant Operations team. Team members are stakeholders in the success of the enterprise and must be involved in the decisions that affect their work lives. "Empowerment", with its freedoms, responsibilities and boundaries, describes the intended work culture. Empowerment requires competence, sharing of information and ongoing learning. We are dedicated to becoming the best workforce in our industry. A person seeking to improve service to a customer will not be blamed for taking reasonable risks.

Innovation

We are a learning organization. We recognize that improvement of ourselves, our work processes and our methods is essential to our success. We must be creative. We must challenge our own thinking. We must seek to learn from our mistakes.

Responsibility to Environment

We will respect the physical environment that we share. We will wisely use and preserve the resources at our disposal by reducing waste, recycling, and whenever feasible, using recycled materials.

The Plant Operations Business Plan

Our Direction: A Four-Way Focus

Our four-way focus-- People, Customers, Finance and Internal Business Processes-- was first developed in Vision 2005. It served successfully as a platform upon which to build new outlooks, techniques and processes.

As we look to 2012, we continue to seek new views, new approaches and enhanced processes. Acknowledging that strategic management is a continuous practice in effective organizations, we arrived at immediate consensus to maintain these four paths as our foundation towards the future.

Our Approach

The University of Michigan and, in turn Plant Operations, thrive in an unending flux of changing revenue streams, new technologies, revision of law and policy at multiple levels, changing demographics, heightened competition and customer expectations, and altered perceptions of our public. Optimal organizational performance is essential in every arena. To turn rhetorical thought into action requires candid self-inspection, a synchronized focus, savvy planning and relentless execution.

A successful strategic business plan for Plant Operations must connect the overall vision of the University, the strategic framework of our Business and Finance Division, and our own mission and vision. Acknowledging this, a broad scope of review, analysis, and multiple interactions took place to through the following processes.

Our Study

First Step: Taking Stock of Vision 2005

We first tested our commitment to the future by determining how successful we had been in our past commitments. Reviewing each department's Action Plans from Vision 2005, we summarized the accomplishments and the remains. In the report "Assessment of P.O. Department Work Plans Identified in the 2000-2005 Strategic Planning Effort" (11/18/05) project coordinator Don Lystra, calculated the degree of accomplishment as follows:

62% of Vision 2005 goals were completed/ongoing
29% were partially completed/ongoing
9% were changed/outdated or incomplete

Second Step: Situational Analysis

We acknowledged earlier that the higher education environment is highly complex and ever-changing. Respecting the crosscurrents, our second step was to understand the history and trends that obstruct or enhance our continuous advancement. Two studies were undertaken: (1) an external stakeholder survey and (2) a SWOT analysis in every department. The two studies are further described below. Achieving these studies helped to inform our assessment of the present and set the focus for our preferred future.

Part One: External stakeholders were surveyed with the same questionnaire which had informed our work invaluablely in our previous strategic plan. We reconnected with various campus units that assisted in the 2005 plan and invited a segment of new customers to inform and update Plant Operations on their future plans and define how we could best serve their needs.

Part Two: Internal affairs were examined through a multi-variant study. This review included study of the B&F 2005 Employee Survey and the subsequent B&F Customer Survey; Plant Operations' commissioned Dennison Survey 2005; and a complete SWOT analysis completed in each department.

Third Step: More Feedback, More Scope

The Lead Team then turned to the B&F Customer and Employee Surveys, the B&F Strategic Framework, Plant Operations' most recent Dennison Survey, and the University of Michigan Mission statement to fully scope our direction and charge. This effort further informed and tuned the work that lay before us.

Our Development Process

Vision/Direction Building

With the above steps as our springboard, the Plant Operations Lead Team collaborated to design the strategic direction for each focus area: People, Customers, Finance, and Internal Business Processes.

Small teams were created and assigned a single focus area. Each group excavated the predominant themes that emerged from the various studies; captured the lessons from the aggregate data collected; and then drafted a Vision/Direction statement for their focus

topic. Each team further drafted a set of key challenges believed to be facing us as we work towards our preferred future. Through large group review and consensus, the final version of the Four Focus framework was ready to introduce at the department level for expansion and definition.

Employee Involvement and Department Planning

Successful business planning must translate to the day-to-day decisions and activities at the front line. Our next step towards creating alignment was to convene department level planning teams. Their charge was to create shop goals and objectives aligned with the overarching goals in the Vision 2012 plan. Related action plans were then defined at the shop level, measures were established and timeline targets were established.

The collaborative process undertaken by a number of our departments was noteworthy. For example: one department conducted brainstorming sessions with each segment of their workforce, developed potential objectives, and later formalized many elements of their plan at a department meeting through multi-voting. Efforts such as these were indicative of organizational progression towards the vision laid out in the 2005 plan, where our workforce understands the business environment and its challenges, and is empowered as equitable partners as we engage every member's knowledge, creativity and ideas.

This is only one, but an important example of a most critical element of our Strategic Planning process - to achieve understanding and alignment at the front line. We believe this 360-approach to planning will notably strengthen our ability to align our goals and objectives throughout the entire organization-- from the frontline supervisor to managers and directors.

Our vision is for supervisors to translate the detail of shop-level objectives into their annual shop plan and throughout the daily dispatch of their employees. Our resolve is for foremen and area managers to actively support continuously plan, creatively problem solve and sustain accountability for each shop to fulfill their resolutions. Our charge as department directors is to insure that the plan is a part of the daily compass and sustains our vision—as we progressively implement meaningful improvements and commit our investments towards our long-term strategy. Plant Operations' full circle approach goal setting in each of the four focus areas and 360-delegation of responsibility is an intentional commitment to empowerment and accountability at all levels. This creates our balanced scorecard.

Defining Overarching Goals

The Plant Operations Lead Team took a final tour through the entire planning document, which then included the action plans and metrics for each department. New focus teams

were formed to provide fresh eyes to each of the four focus areas. Each team identified patterns and themes reflected in the combined action plans that had rolled up from the departments. To assist in the identification of themes and trends, behind-the-scenes work had been accomplished to “code” each action item under thematic headings. A spreadsheet was developed to combine department plans into themes such as “cost control”, “energy savings”, “data management”, “productivity” and “staff education/training”.

It was at this juncture that overarching Division goal statements were created, which could truly reflect the concerted direction of our six different departments. Our goal statement document is an important tool for communicating the common direction of all units and underscores the concept of alignment in every corner, through multiple actions.

Dynamic Outcomes

We built the bridge to 2012 using a slightly different process than 2005. Capitalizing on the continuity of our lead team membership-- with most director-level members having served in the 2005 process-- the Vision 2012 plan was developed with more emphasis on outcomes achieved by small groups and then supported by group consensus. The secondary benefits of teambuilding, expanded leadership achieved in sub-groups, and the natural outgrowth of sincere consensus were remarkable.

Beyond the lead team and across the organization, new methods and levels of employee involvement were achieved at the department level to both expand the tactical elements as well as gain broader contribution from the workforce. As a result, we take pride in the greater awareness among our workforce, and the potential this holds in belonging to a greater plan and greater purposes, and that our daily actions are guided by strategy and long-term planning.

Communication Plan for Vision 2012

Department meetings and shop level follow up are ongoing. A presentation to the FUN group introduced our overarching goals, where customer input and feedback on our emerging plan was achieved and helped tune our plan with one more step of refinement. While initial efforts for communicating the Vision 2012 plan have been satisfied with events and materials, it is the ongoing responsibility of the Plant Lead Team to continually guide communications that help maintain focus and engage the commitment of each internal stakeholder.

Implementing the Plan

Division plans are formatted to provide each department with tracking capabilities for each initiative, measure, timeline and responsible party (champion). This enables department leaders to review and communicate within a continuous flow of planning, execution and updating documentation when milestones are achieved.

Plant Operations Strategic Planning has also taken deliberate steps to align Vision 2012 objectives to the performance planning and review process. Plant Operations' Employee Development Plan-- the annual performance review instrument utilized with all managers and supervisors-- has been expanded in scope to account for progress and achievements correlated to our strategic plan. Continuing from our practice first instituted in 2000 for Vision 2005, each leadership level has incorporated their unit's strategic plans into their own key objectives for the year. This strategic alignment between the business plan and individual performance planning is a clear message for performance and accountability.

The Plant Operations Lead Team will convene at strategic intervals to review the Vision 2012 plan and its progression-- no less than annually. The design of the plan and its tracking system will allow for updating, revision and reporting. As key initiatives emerge from the plan, the lead team may create cross-functional process improvement teams charged with particular outcomes.

1 People

Vision/Direction

To cultivate a work environment of trust and collaboration in which all employees have opportunity and a responsibility to develop to their greatest potential.

Key Challenges

- 1.1 Continuous improvement of effective communication with employees and the discovery of employee interests and concerns.
- 1.2 An environment of trust gained through collaboration, team building, communication, management integrity and appropriate levels of empowerment.
- 1.3 Meaningful employee recognition by our organization and its customers.
- 1.4 Health and wellness.
- 1.5 Effective training programs that address employee interests and skills needs in a changing technological environment.

Goal Statements:

- 1.1 Plant Operations division will develop new practices to improve communication and further engage with our employees as we recognize the need to:
 - Expand two-way communication outreach to individuals and groups through both informal and formal methods
 - Seek balance between sharing information and garnering input and ideas
 - Reach employees through multiple methods--individual, group, on the job, meetings, paper and electronic
 - Establish processes for determining employee career interests
 - Create programs that enable people to become more proficient in their positions and develop skills to achieve their career aspirations
- 1.2 Plant Operations division will create mechanisms that seek the confidence and trust of its employees by fostering:
 - Clear standards, clear communication & clear consequences
 - Employee involvement initiatives

People

cont.

1.3 Plant Operations division will seek creative renewal and expansion of methods through which employees will be recognized by our organization and its customers. We will innovate:

- Types of awards and promotion of activities
- Methods for recognizing the success of individuals and groups; to and from peers; from customers and managers

1.4 Plant Operations division will support employee health and wellness through:

- Employee recognition to applaud active involvement with health and wellness initiatives
- Encouragement of employees to participate in UM and Plant health initiatives by creating a physical environment where people can workout on free-time

1.5 Plant Operations division will deliver effective training programs that address employee interests and skills needs in a changing technological environment as we:

- Formalize job training plans through LearnerWeb
- Innovate training methods such as cross-training, self-paced learning, peer training, refresher training, expanded training media
- Create collaborations for state of the art technical training while balancing costs

2. Customers

Vision/Direction

To provide customer-acclaimed facilities services.

Key Challenges:

2.1 Seamless delivery of Plant Operations services

2.2 Communication processes providing accurate and timely information to our customers

2.3 Marketing and education of the University regarding Plant Operations services

2.4 Dispute resolution process for finances and services

Goal Statements:

2.1 Plant Operations division is committed to continuous improvements that result in well-coordinated responses to serve customer needs through:

- Renewing our expectations for improved internal communication practices between shops and departments in project coordination
- Rapid disbursement and easy access of data
- Improving performance management and training to increase productivity

2.2 Plant Operations division will energize its communication practices and strengthen its business systems to deliver accurate and timely information to our customers by:

- Renewing expectations for improved external communication practices between Plant Operations and customers
- Expanding mediums for more outreach to customers including more face-to-face, remote notifications, signage, dissemination of reports and project
- Improving web-based applications to offer more complete and more helpful information to our customers.
- support communication to and from customers.

Customers

cont.

2.3 Plant Operations will develop new methods to better inform our customers through:

- Expanded media to include more informative references such as pamphlets and websites. Increase signage, events and presentations to inform and educate customers. All media efforts will help customers conduct their business and plan for services.
- Partnering with customers to address future challenges in facilities management spurred by challenges in areas such as energy, aging infrastructures, campus growth

2.4 Plant Operations division will design and implement a dispute resolution process for finance and services by:

- developing a comprehensive process for arriving at fair resolution in cases of disputed charges and service expectations
- implementing a communication plan to inform stakeholders about the dispute resolution design and process

3. Financial

Vision/Direction

To be a fiscal steward of the University's physical assets and work collaboratively with the campus community to develop success within financial boundaries through our deep expertise of University business.

Key Challenges:

3.1 Continuous improvement of productivity through cost tracking and work method review

3.2 Improve tools and methods for the development of sound financial practices

3.3 Expand training and education in financial management

Goal Statements:

3.1 Plant Operations division actively seeks methods to improve productivity and efficiencies of its workforce and processes thru implementation of the following:

- Use of Process improvement teams to streamline work flow.
- Maximizing equipment utilization.
- Utilizing Best Practice work and personnel management methods.
- Actively supporting SUS (Space Utilization Survey) and implementation of the recommendations.
- System(s) optimization

3.2 Plant Operations division will develop Business Intelligence Software through improved system integration and user interfaces.

Measurable indicators will be:

- Improved budget development and reporting.
- Individual productivity feedback.
- New software as needed (time cards and Bar coding).
- Physical systems performance tracking and optimization.
- Improved P-Card management techniques.

Financial

cont.

3.3 Plant Operations division will embrace Financial Disclosure and stakeholder education through:

- Focused Financial Training for department specific goals.
- Training of all stakeholders in the use of the Digital Dashboard System.

4. Internal Business Practice

Vision/Direction

Leverage technology and resources to create best in class internal business processes in facilities management.

Key Challenges:

4.1 Optimal technology to enhance internal business processes

4.2 Refined procurement processes that improve controls and provide better customer service at the best price

4.3 Utilization of metrics for performance and accountability

4.4 Ongoing development and implementation of programs that promote sustainability

Goal Statements:

4.1 Plant Operations will innovate optimal technology to enhance internal business processes to achieve:

- increasingly effective technologies that track and report general operations and special projects.
- technologies that contribute to increased productivity and reduce errors.
- efficient technology that results in productivity gains across our decentralized workforce.

4.2 Plant Operations will refine procurement processes to improve controls and provide better customer service at the best price, including:

- Developing procurement standards through master planning.
- Refining processes for ongoing checks and balances in procurement process.

Internal Business Practice

cont.

4.3 Plant Operations will widely utilize metrics for performance & accountability through

- Expansion of standard operation procedures.
- Conducting increased master planning with related measures.
- Training and mentoring the workforce to seek metrics and respond with effective action.

4.4 Plant Operations will champion programs that promote sustainability through:

- Continuous development and renewal of awareness and education programs promoting meaningful behavior change of student, faculty and staff regarding energy and other resources.
- Implementation of an Energy Management Program that is economically and environmentally sound, and contributes to a sustainable energy policy. The Energy Management Program will reduce energy consumption and carbon footprint while not raising operational costs.
- Continuous development of operational procedures that promote sustainability programs.
- Using technology to monitor and report on sustainability programs and efforts.
- Encourage green buying practices of supplies, equipment and materials.
- Encourage and promote sustainable energy-efficient design practices.

For a detailed review of any individual department plan(s), return to the table of contents and make your selection to view.