1. PEOPLE

Vision / Direction
We cultivate an environment of mutual respect, collaboration, accountability, and inclusion.

Key Challenges
1. A high performance culture
2. Innovative methods for staff development and employee recognition
3. Active partnerships between staff and management

Key Challenge #1
A high performance culture

GOAL
Refine skills, tools and practice for high performance and accountability

Imperatives
- Clear standards, clear communication and two-way accountability for individuals and groups
- Consistent structures to measure and communicate performance results

Key Challenge #2
Innovative methods for staff development and employee recognition

GOAL
Invest in the future and celebrate employee contributions

Imperatives
- Capture institutional knowledge through succession planning
- Keep pace with change through training and knowledge sharing
- Expand programs that encourage and recognize the innovation of individuals and groups
- Support employee survey action plans and health/wellness initiatives
- Support diversity initiatives

Key Challenge #3
Active partnerships between staff and management

GOAL
Increase communication and employee engagement

Imperatives
- Increase communication outreach and two-way communication
- Implement employee-involved approaches to problem solving
- Expand opportunities for staff/management interface
2. STAKEHOLDERS

Vision / Direction
Our charge for asset-focused Operational Excellence is supported by effective relationships with our stakeholders.

Key Challenges
1. Constant communication
2. Maximum efficiency
3. Engage stakeholders in data driven decision-making

Key Challenge #1
Constant communication

GOAL
Increase communication and stakeholder education

Imperatives
- Push more information to stakeholders using CMMS (FMS) and structured communication
- Foster understanding of Operational Excellence and Customer Focus
- Assure transparency in communications and information

Key Challenge #2
Maximum efficiency

GOAL
Support optimal operation through planning, execution and reporting of work

Imperatives
- CMMS (FMS) is the primary communication tool for work information
- Provide the right person, right material, and right tools at the right time
- Negotiate flexible work request scheduling for uninterrupted utilization when possible

Key Challenge #3
Engage stakeholders in data driven decision-making

GOAL
Employ data to lead Operational Excellence and continuous improvement

Imperatives
- Develop stakeholder competence with CMMS (FMS) data
- Use data routinely to discuss work and make decisions
- Implement customer survey action plans
3. FINANCE

Vision / Direction
We are fiduciaries of the resources given to Plant Operations to optimize service levels in support of the University’s physical assets for the campus community.

Key Challenges
1. Enhance service levels in an environment of reduced resources
2. Manage costs associated with unfunded mandates
3. Amplify transparency in decision-making and operations

Key Challenge #1
Enhance service levels in an environment of reduced resources

GOAL
Develop Business Intelligence for productivity and efficiency

Imperatives
- Implement and attain proficiency with AiM IQ, CASPER and critical reporting tools
- Enhance FMS, M-Pathways, Marketsite interface
- Execute Plant-wide Information strategy for data management, preservation and reporting

Key Challenge #2
Manage costs associated with unfunded mandates

GOAL
Innovative cost-sharing with stakeholders to fund valuable initiatives to the University

Imperatives
- Regional Energy Management
- Service level agreements
- Engage in national infrastructure standards and codes for value-added benefit to U-M Projects

Key Challenge #3
Amplify transparency in decision-making and operations

GOAL
Plant Operations will increasingly influence the financial criteria for asset management and project development

Imperatives
- Perform competitive analysis of operations
- Optimize Design, Operations and Maintenance Standards
- Use life cycle costing and Total Cost of Ownership analysis for Facilities decisions
- Develop Plant Operations Dashboard
- Leverage code advocacy in support of Total Life ownership
4. INTERNAL BUSINESS PROCESS

Vision / Direction
Employ technology and consolidated resources to create best in class business processes and service measurements for Plant Operations and its stakeholders.

Key Challenges
1. Advance technology for productivity and information with reduced resources
2. Standardization
3. Campus sustainability
4. Promote a culture of organizational change

Key Challenge #1
Advance technology for productivity and information with reduced resources

GOAL
Optimize use of technology
Imperatives
- Integrate mobile device technology and Wi-Fi to accelerate data entry, access, and reporting
- Remove barriers to data access which includes consolidating Plant data and web-enabling
- Deploy workflow automation technology and procedures
- Synchronize FMS and MPathways on subledger detail; material vs. labor
- Deploy tools for accurate inventory of assets (IT, material, equipment, parts listing for mechanical systems, Safety Data Sheet--SDS)
- Educate staff for self-serve IT solutions

Key Challenge #2
Standardization

GOAL
Continuously improve internal business processes for consistency and efficiency
Imperatives
- Standardize processes and develop metrics for standardized performance, accountability and decisions
  - Document processes
  - Develop key performance indicators (KPI) around all standard processes
  - Implement robust RCM--Reliability Centered Maintenance and RCA-Root Cause Analysis
- Implement results of supply chain study
Key Challenge #3
Campus sustainability

GOAL
Advance campus sustainability through ongoing technical innovation and building occupant campaigns

Imperatives
- Increase Building Automation System (BAS) utilization and integration with other data systems
- Aggressively pursue Energy Management best practices
- Champion recycling and material waste reduction strategies
- Actively support the campus Integrated Assessment

Key Challenge #4
Promote a culture of organizational change

GOAL
Effectively manage transitions and inspire leadership at every level towards the future

Imperatives
- Optimize planning and scheduling
- Capture innovation and Lessons Learned from restructuring initiatives
- Integrate Safety Programs into Business Processes (OHSMS)
- Embrace and implement outcomes of Shared Services and IT Rationalization

NOTE
Action plans, both short-term and long-term, have been developed at shop and department levels to systematically achieve the goals of Vision 2018 as we move through the 5-year business plan.

Also, Plant-wide cross-functional initiatives are underway in the form of new, Cross-Functional Teams and established implementation teams—each charged with critical links to help Plant Operations achieve these objectives.

Numerous views and tools for communication of this Strategic Plan are available on Google Drive.

See your department head or contact Plant Academy for material.