

2019-2021 STRATEGIC PLAN



THE UNIVERSITY OF BRITISH COLUMBIA

Building Operations
Facilities



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THE UBC POINT GREY CAMPUS IS SITUATED ON THE TRADITIONAL, ANCESTRAL, AND UNCEDED TERRITORY OF THE MUSQUEAM PEOPLE.

A Message from Managing Director, Building Operations

Greg Scott

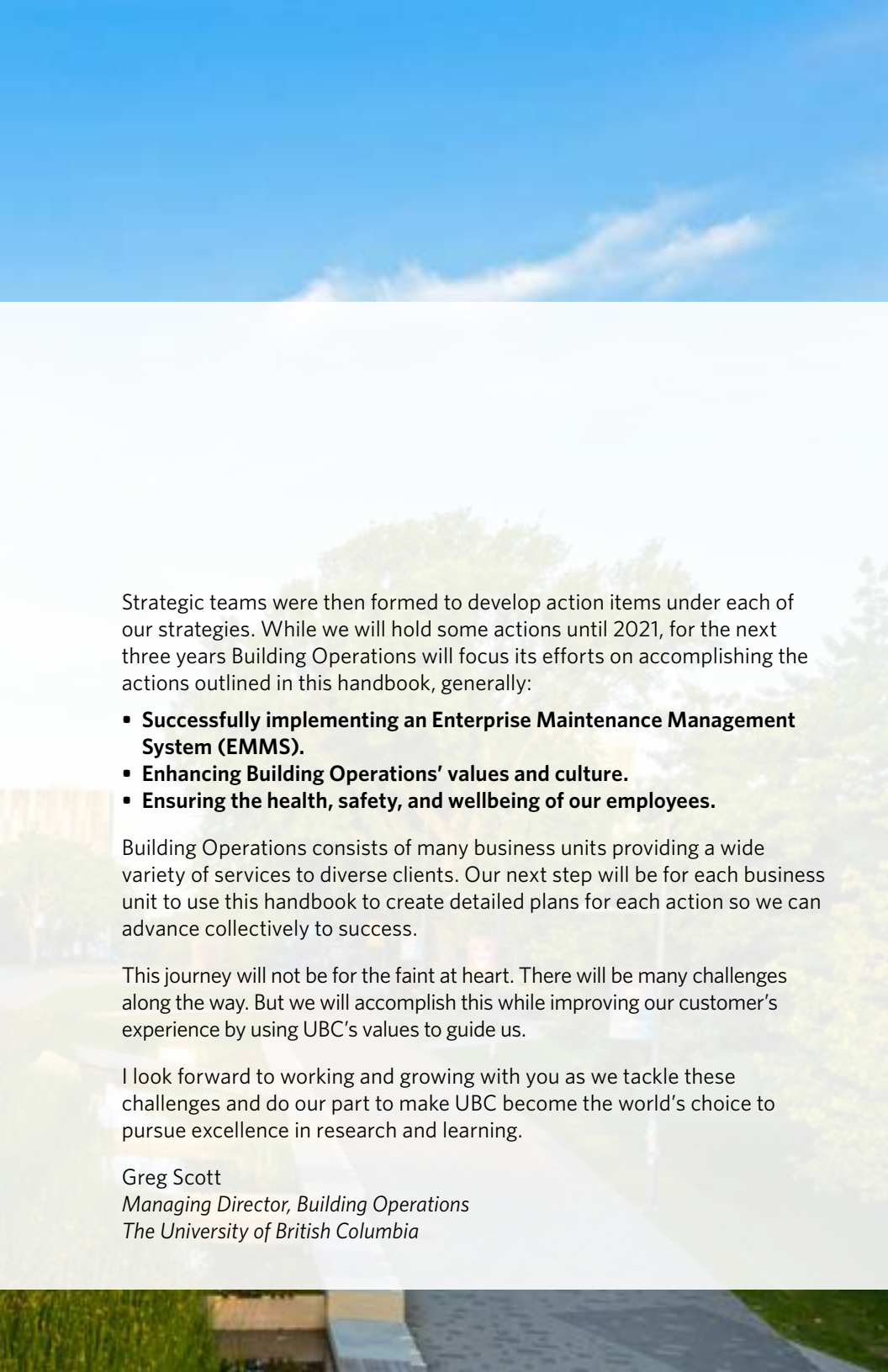


Building Operations' mission is to proactively and cost-effectively manage the operations and maintenance of all assets on campus, to create enriching and inviting inside and outside spaces.

Our mission supports the Vice President, Finance and Operations' five-year action plan, which in turn dovetails into UBC's vision to inspire people, ideas, and actions for a better world.

In the fall of 2018, a cross-section of employees from Building Operations took the initial step of creating and developing five strategies that support our mission:

- **Customer Experience**
- **Employee Engagement**
- **Asset Stewardship**
- **Leadership Development**
- **Innovation**



Strategic teams were then formed to develop action items under each of our strategies. While we will hold some actions until 2021, for the next three years Building Operations will focus its efforts on accomplishing the actions outlined in this handbook, generally:

- **Successfully implementing an Enterprise Maintenance Management System (EMMS).**
- **Enhancing Building Operations' values and culture.**
- **Ensuring the health, safety, and wellbeing of our employees.**

Building Operations consists of many business units providing a wide variety of services to diverse clients. Our next step will be for each business unit to use this handbook to create detailed plans for each action so we can advance collectively to success.

This journey will not be for the faint at heart. There will be many challenges along the way. But we will accomplish this while improving our customer's experience by using UBC's values to guide us.

I look forward to working and growing with you as we tackle these challenges and do our part to make UBC become the world's choice to pursue excellence in research and learning.

Greg Scott
Managing Director, Building Operations
The University of British Columbia



Shaping UBC's Next Century

UBC's strategic plan represents a roadmap. It sets out our collective vision, purpose, goals and strategies for the years ahead. It guides our decisions and actions — inspiring the very best in our students, faculty, staff, alumni and partners.

Vision

Inspiring people, ideas and actions for a better world.

Purpose

Pursuing excellence in research, learning and engagement to foster global citizenship and advance a sustainable and just society across British Columbia, Canada and the world.

Values

EXCELLENCE

A profound and aspirational value: the quality of striving to be, and being, outstanding.

INTEGRITY

A moral value: the quality of being honest, ethical and truthful.

RESPECT

An essential and learned value: regard felt or shown towards different people, ideas and actions.

ACADEMIC FREEDOM

A unique value of the academy: a scholar's freedom to express ideas through respectful discourse and the pursuit of open discussion, without risk of censure.

ACCOUNTABILITY

A personal and public value: being responsible for our conduct and actions and delivering upon our respective and reciprocal commitments.

Themes

INCLUSION

Ensure inclusion across students, faculty, staff and alumni, and through all external interactions.

COLLABORATION

Become more adept at collaboration by developing new ways of working within and across disciplines and with the community.

INNOVATION

Embrace creativity and risk-taking across all their activities.

Enabling Greatness

Building Operations proactively and cost-effectively manages the operations and maintenance of all assets on campus, creating enriching and inviting inside and outside spaces.



1.0

Employee Engagement

Goal

Provide a safe, inclusive, healthy workplace for all members of Building Operations, where everyone feels respected, supported, valued and inspired to be personally committed to the mission and values of UBC.

Mission

The business units of Building Operations provide foundational guidance for a safe, inclusive, healthy environment for all employees to thrive.

Pillars of Success

These are the key components of this strategy that must all advance collectively for success:



SUCCESS PILLAR 1.1: WORK ENVIRONMENT

Statement of Intent

This pillar addresses the needs required for staff to perform within the workplace (e.g., tools, material, information, accessibility, workload, balance and understanding of roles).

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Complete a health and safety gap analysis — review of tools, equipment, material, policies and procedures, risk assessments, training, job safety gaps.	Risk Management Services (RMS), business units	Business Services	July 2019
2. Develop and deliver an action plan based on RMS gap analysis findings (e.g., revise standard operating procedures, missing policies, tools/equipment, materials, document and map roles and responsibility and key processes to improve the work management process).	Business units	RMS, EMMS team, Business Services, Senior Managers	

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. I have the materials and equipment I need to do my work effectively (WES question — Building Operations priority).	79% are satisfied or very satisfied	—	81%	—
2. I have access to the information I need to do my work effectively (WES question Building — Operations priority).	78% are satisfied or very satisfied	—	80%	—

SUCCESS PILLAR 1.2: VALUES AND CULTURE

Statement of Intent

This pillar enhances and continues to grow a positive culture that fosters UBC values and themes; excellence, accountability, respect, integrity, academic freedom, collaboration, innovation, inclusion, and transparency.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Identify actions to improve respect.	Building Operations Leadership Group	Communication group for UBC — wide focus on faculty and staff.	December 2019
2. Develop an action plan to educate our workforce regarding bullying and harassment, what it is and how to address it.	Building Operations Leadership Group	Human Resources	July 2019
3. Identify opportunities for staff to give and receive feedback with manager in an inclusive, collaborative, transparent way.	Business units	—	December 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. People treat each other with respect and consideration in my workplace. (WES question — Building Operations priority.)	78% are satisfied or very satisfied	—	80%	—
2. My immediate head/manager gives me feedback on the work I do (WES question — Building Operations priority).	67% are satisfied or very satisfied	—	69%	—
3. I'm encouraged to offer my opinions and ideas (WES question — Building Operations priority).	78% are satisfied or very satisfied	—	80%	—

SUCCESS PILLAR 1.3: HEALTH, SAFETY, AND WELL-BEING

Statement of Intent

This pillar addresses the total health of our staff, empowering them to achieve greatness and a life balance.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Identify and implement opportunities that would connect and strengthen the Facilities department (e.g. fitness challenges, building friendships, connecting with others, walking meetings, programs at the Wellness Centre, BBQ cook-offs, family social events).	Business units, Building Operations Leadership Group	—	August 2019
2. Designate personnel within a business unit responsible for completing the job hiring form, creating the interview team and scheduling the interviews.	Managers in each business unit	—	March 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. The time it takes from when an employee provides notice of vacating a position to the time an offer is given to a candidate is no longer than 8 weeks.	—	8 weeks	—	—
2. I feel that I am part of a community at UBC. (WES question.)	72% are satisfied or very satisfied	—	75% are satisfied or very satisfied	—
3. Statistics for health, safety and wellness program participation are explored (e.g., statistics on accident/incidents, Wellness Centre program participation, and absenteeism).	—	—	—	—

SUCCESS PILLAR 1.4: PROFESSIONAL DEVELOPMENT

Statement of Intent

This pillar addresses the needs associated with professional growth (e.g., training —includes safety-related, mentoring, and skill development).

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Develop a personal development program complete with an awareness campaign e.g. staff mentoring, apprentices, check-ins, personal development library, professional development sessions, lunch and learn, guided meditation.	Building Operations Leadership Group	Risk Management Services, Human Resources	December 2020

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. I know how to access benefits, services, and programs that adequately support my health and wellbeing, including mental health (WES question).	83% are satisfied or very satisfied		85% are satisfied or very satisfied	
2. I am supported in my professional development and learning (WES question).	73% are satisfied or very satisfied		75% are satisfied or very satisfied	
3. At UBC, I have the opportunity to learn and grow professionally (WES question).	75% are satisfied or very satisfied		77% are satisfied or very satisfied	

2.0

Leadership Development

Goal

Create formal and informal leaders at all levels of the organization that exhibit confidence and empowered behavior, driving high performance business units.

Mission

The business units will assist in the development of leaders and present opportunities for employees to own the responsibility to develop themselves into high performance leaders.

Pillars of Success

These are the key components of this strategy that must all advance collectively for success:

Accountability

Bench
Strength

Inclusion &
Engagement



SUCCESS PILLAR 2.1: ACCOUNTABILITY

Statement of Intent

Consistent positive feedback from stakeholders; accepting responsibility for outcomes.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Develop performance plans for Project Coordinators, Heads and Sub-heads.	Each business unit	Managers	Dec 2019
2. Develop recognition program(s).	Managers	Heads	Throughout year and staff excellence program

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Individual performance plans for all Project Coordinators, Heads and Sub-heads.	None	60%	100%	100%

SUCCESS PILLAR 2.2: BENCH STRENGTH

Statement of Intent

Key positions filled by internal candidates, 'acting' and ready-now candidates; creating opportunities for others to lead.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Create a leadership apprentice program.	Change Manager	Heads and Managers/ Human Resources	Dec 2019
2. Create benchmarking attraction and retention programs.	Building Ops Leadership Group	Change Manager/ Human Resources	Dec 2021
3. Create support network/ mentoring program.	Building Ops Leadership Group	Human Resources	Dec 2020

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. A pool of potential new leaders are developed through the leadership apprentice program.	—	1	5	10 person pool
2. Staff that have completed the leadership program are applying for vacant or new leadership positions and are successful.	—	—	50%	50%
3. Promotional grievances are reduced.	—	—	50% less	—

SUCCESS PILLAR 2.3: INCLUSION & ENGAGEMENT

Statement of Intent

Create a culture where influences and collaborations are occurring up, down and across the organization; where engaged, respected teams are able to collaborate and share ideas freely.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Create inclusive and welcoming team building events.	Business unit	—	Throughout the year
2. Business units complete Insights Discovery program.	Business unit	Change Manager	December 2020

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Promote cross-functional, upward or even lateral job shadowing and/or training for employees.	—	—	5	5
2. Participation is increased in each business unit and/or department events.	—	5% increase from previous year	5% increase from previous year	5% increase from previous year
3. Participation is increased in the Bright Ideas program/promotional campaign.	—	20% increase from previous year	20% increase from previous year	20% increase from previous year

3.0

Asset Stewardship

Goal

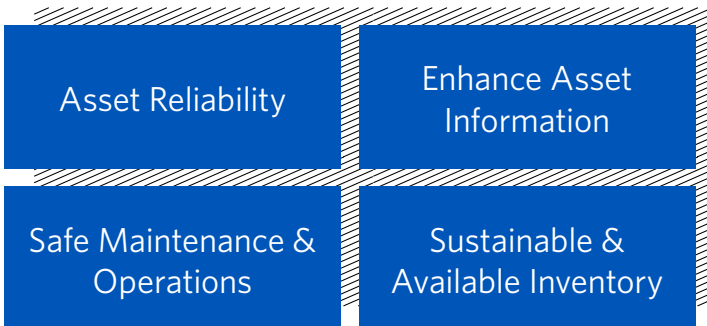
To operate, proactively maintain, and improve UBC's assets and spaces in a sustainable manner to ensure they are safe, efficient and effective.

Mission

Empowering business units to manage UBC's assets and spaces with the assistance of stakeholders.

Pillars of Success

These are the key components of this strategy that must all advance collectively for success:



SUCCESS PILLAR 3.1: ASSET RELIABILITY

Statement of Intent

Increase the operational performance of assets through preventative maintenance (PM) activities to avoid unnecessary expenses, decrease safety risks and disruptions to the university.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Develop a planned PM program within the EMMS.	Business unit	Building Operations Leadership Group	December 2020
2. Increase number of preventive maintenance inspections.	Business unit	Manager	Annual review
3. Monitor trends and anomalies of asset failures and track the causes; align high failure frequencies with capital replacement programs.	Business unit	Manager	Annual review

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. All business units have developed PM programs.	—	50% have PM Programs	90% have PM Programs	100% have PM Programs
2. Reduced the number of equipment failures in each business unit.	—	10% reduction from 2018 levels	50% reduction from 2018 levels	75% reduction from 2018 levels

SUCCESS PILLAR 3.2: ENHANCE ASSET INFORMATION

Statement of Intent

Continuously update and maintain required asset attributes.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Further define the asset (add 5th level definition) for critical assets in Uniformat.	Business unit	Business Services	June 2019
2. Identify asset data standardization.	Business Services	Building Operations Leadership Group	February 2019
3. Phase 1: Prioritize critical buildings. Phase 2: Prioritize specific critical space. Phase 3: Prioritize spaces within the public realm.	Building Operations Leadership Group	Business Services	February 2019
4. Develop a process to handle how new/deleted assets are managed, pre-EMMS and post-EMMS in order to sustain an accurate asset inventory.	Building Operations Leadership Group	Business Services	March 2019
5. Review preventative maintenance workflow to ensure work is planned, resourced, scheduled and completed in an efficient manner.	Business unit	Business Services	December 2019

Asset Stewardship

Key Success Measures	Targets			
	Current measure	October 2019 target	December 2019 target	October 2021 target
1. Collect critical assets required by regulation or an asset that is a life safety system and input the attributes into EMMS.	—	Collection 100% complete	Input 100% complete	—
2. Non-critical assets that are in PeopleSoft are converted into EMMS.	—	Collection 100% complete	—	—
3. Non-critical assets that are required for preventative maintenance programs are documented and input the attributes into EMMS.	—	—	—	Completed



Asset Stewardship

SUCCESS PILLAR 3.3: SAFE MAINTENANCE AND OPERATIONS

Statement of Intent

Improve the safety of maintenance and operational activities.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Comply with WorkSafe timelines of incident reporting.	Building Operations Leadership Group, All	—	January 2019
2. Review and update emergency response plans.	Building Operations Leadership Group	—	July 2019
3. Review and update current or existing safety policies/ procedures.	Building Operations Leadership Group	Risk Management Services	July 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. An injury-free workplace.	—	—	0 time loss	—
2. Comprehensive safety investigations are conducted with completed recommendations.	—	January 2019	—	—

SUCCESS PILLAR 3.4: SUSTAINABLE, AVAILABLE MATERIALS AND PROCUREMENT OF SERVICES

Statement of Intent

Determine the inventory necessary for UBC while ensuring it meets sustainable criteria as defined by the technical guidelines and is readily available in a timely fashion.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Define regular use items that are sustainable as defined in the technical guidelines or best practices.	Business unit	Business Services	June 2019
2. Increase availability of inventory.	Business Services	—	—
3. Reduce time required to obtain material from a vendor.	Business Services	—	June 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Materials are available in a timely fashion when requested.	—	70% success rate	95% success rate	99% success rate
2. Procurement of services and materials meet the needs of the users.	—	70% success rate	80% success rate	95% success rate
3. Sustainable assets are procured.	—	90% success rate	95% success rate	96% success rate

4.0 Innovation

Goal


To develop and facilitate an innovative environment enabling excellence and greatness in staff, clients, and the UBC community.

Mission

To enable an environment where ideas are generated, shared, analyzed and implemented to *'enable greatness'*.

Pillars of Success

These are the key components of this strategy that must all advance collectively for success:



Open and
Empowering
Environment

Idea Curation
and Execution

SUCCESS PILLAR 4.1: OPEN AND EMPOWERING ENVIRONMENT

Statement of Intent

Develop an environment and culture to ensure people feel empowered to bring their ideas forward.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. As part of the onboarding process, the new employee package to include information on bright ideas/innovation. Let the new employee know up front that their past work experience may be helpful and UBC is open to new ideas.	Building Operations Leadership Group	—	February 2019
2. Create a culture of <i>'learn and report'</i> ; if staff attend a conference or training, encourage them to report out at crew talks and meetings. Innovation is supported by the gathering and re-combining of ideas that do not typically fit together. Having access to diverse information and sharing it is helpful.	Business units	—	April 2019
3. Create an Innovation Committee that can help identify challenging areas, and highlight collective opportunities for network and brainstorming solutions. Make time for group collaboration. Set up <i>'innovation'</i> sessions and use creative tools to cross-pollinate ideas. Use a multi-disciplinary approach. Mix things up; invite non-typical stakeholders e.g. Campus Planning staff, students, clients into the mix. Frame problems differently.	Building Operations Leadership Group	—	December 2020
4. Provide <i>'creativity'</i> training e.g. lunch and learn sessions on mind-mapping, conceptual block-busting. Explore what's out there in terms of specialized trainer and training that target innovation and creativity and bring them in as guest presenters.	Business unit	—	May 2020

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Ideas are submitted.	—	25 ideas	30 ideas	45 ideas
2. Diverse number of individuals and departments submitting ideas.	—	Department implements 2 ideas	Department implements 4 ideas	Department implements 6 ideas
3. Departmental leaders directly responding to ideas and enacting 'quick win' changes.	—	90% response rate with two ideas implemented	100% response rate with 4 ideas implemented	100% response rate with 5 ideas implemented



SUCCESS PILLAR 4.2: IDEA CURATION AND EXECUTION

Statement of Intent

Provide a process to submit, review, analyze and select ideas thus ensuring time and effort spent by staff is appreciated and acknowledged.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Create a process flow chart for gathering, curation, approval of ideas.	Building Operations Leadership Group	—	February 2019
2. Create avenues/pathways available for submission of ideas (e.g., online, physical, discussions with supervisor).	Building Operations Leadership Group	—	December 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Sharing, collaboration, and refinement of ideas happens across the department.		1 idea	2 ideas	3 ideas
2. A number of ideas have been implemented.		2 ideas implemented	4 ideas implemented	5 ideas implemented

5.0

Customer Experience

Goal

To create a mindset that embraces excellence in customer service. We foster a culture that supports this vision among the department and improves the customer experience for our community.

Mission

To partner with our community to understand their needs, effectively communicate progress, and deliver on our commitments.

Pillars of Success

These are the key components of this strategy that must all advance collectively for success:



SUCCESS PILLAR 5.1: COMMUNITY NEEDS

Statement of Intent

Understand the needs and operations of the community and how to deliver services to meet those needs.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Develop a draft Engagement and Communications Plan including surveys, focus groups, etc., that engage with the UBC community.	Communications	Customer Services, all business units, IT	Q2 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Customers report a successful experience as we perform our work.	Facilities Manager feedback, NPS score, Complaints	Refine NPS system, Customer Service Survey Results, Reduce number of complaints	Increase customer satisfaction, Reduce number of complaints	Increase customer satisfaction, Reduce number of complaints



SUCCESS PILLAR 5.2: TOOLS AND TECHNOLOGY

Statement of Intent

Provide tools and technology to improve customer experience when requesting services or reporting incidents.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Review internal communication lines after requests are submitted to ensure there are no gaps and work is not delayed or duplicated.	Building Operations Leadership Group	—	Q2 2019
2. Determine communication channels and customer preferences.	Building Operations Leadership Group	IT, Customers Services, Business units	Q1 2019
3. Integrate and implement customer service tools with EMMS.	Building Operations Leadership Group	EMMS team	—
4. Create a customer service training plan for staff.	Customer Services	Heads/ Sub-heads, Purchasing team	September 2019
5. Customer training for staff.	Business units	Change Management Manager	December 2021

Customer Experience

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. Customers can see the number of requests e.g. open, closed, standing, deferred.	Review trends	Set targets	Meet targets and review	Meet targets and review
2. Clients are using the technology to communicate their needs to our department.	Review communication channels	Review/refine opportunities for communication channels and set targets	Meet targets and review	Meet targets and review
3. A training program is available for community members as to how to use the service request system.	Facilities Managers provide a Customer Services orientation	Review/refine current presentation	Implement changes and deliver to clients	Continuous improvement
4. Customer service training for all staff.	Does not explicitly exist other than NEO	Develop specific customer service training applicable to all staff	Implement training across department (new and existing staff)	Increase percentage of staff trained

Customer Experience

SUCCESS PILLAR 5.3: SERVICE LEVELS

Statement of Intent

Know our business and capacity to deliver services.

Action Plan	Action		
	Who's responsible?	Who else to involve	Completion date
1. Implement best practice review to help define service models and standards.	Building Operations Leadership Group	—	December 2019
2. Develop template for service models (e.g., zone model, client vs geography).	Building Operations Leadership Group	—	December 2019

Key Success Measures	Targets			
	Current measure	October 2019 target	October 2020 target	October 2021 target
1. The department knows the service standards and priorities.	Sporadically defined	Establish priorities across all shops	Allocate resources	Assess results and adjust
2. Customer experience feedback is provided to front line.	Currently distributed to Managers for review	Increase in positive responses by 5% per year	Increase in positive responses by 5% per year	Increase in positive responses by 5% per year



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OF BRITISH COLUMBIA**

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Facilities
