

Foreword

We are pleased to present our strategic plan for Fiscal Year 2007. This plan was developed by the Department of Facilities Executive Steering Group based upon input from our customers and our employees. This plan is intended to set our course for the next three years.

Five strategic goals have been established and each goal includes an action plan for the next year. Our goals encompass Continuous Quality Improvement (CQI), internal and external communications, workforce effectiveness, project delivery, and energy conservation. They focus on some basic organizational issues as well as improvement initiatives that are strategically important to the Institute and our customers.

The Department of Facilities is a service organization. We are dedicated to providing excellent physical facilities to enable MIT to carry out its mission of Teaching, Research, and Service.

Values and Beliefs

Honesty and Integrity

- ◆ We do the right thing and adhere to the highest ethical standards of honesty and integrity.

Commitment to Customers

- ◆ We are committed to understanding our customers' needs, communicating effectively, and delivering value with timely, cost effective, and reliable service.

Respect

- ◆ We value fair, equitable, and respectful treatment for everyone. We are committed to providing an enjoyable, safe, and productive work environment for our employees and the MIT community.

Excellence

- ◆ We are committed to the highest standards of quality and performance through our support of life long learning and continuous improvement.

Teamwork

- ◆ Our success hinges on teamwork, collaboration, and communication both within the Department of Facilities and with our customers.

Professionalism

- ◆ We value professionalism in all employees. We perform work with expertise, dedication, and care.

Department of Facilities Strategic Plan



Partnering with the Academic Community

<http://web.mit.edu/facilities>

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Partnering with the Academic Community

Mission

To provide high value, professional facilities services and wise stewardship of MIT's physical assets in support of the Institute's mission of education, research, and service.

Vision

As a valued partner of the MIT academic community, we:

- ◆ Deliver exceptional customer service
- ◆ Are respected as stewards of MIT's physical environment
- ◆ Are known for providing a rewarding working environment through teamwork, innovation, and professionalism

Strategic Goals

The overarching objective is to increase the value of services we provide. To accomplish this objective, we have five strategic goals:

Make Continuous Improvement part of daily business

- ◆ Establish a plan for Facilities continuous improvement program
- ◆ Complete CQI training for all Facilities employees
- ◆ Perform macro waste analysis
- ◆ Establish divisional CQI plans
- ◆ Develop a continuous customer satisfaction survey mechanism

Improve internal and external communications

- ◆ Establish internal and external communications subcommittees
- ◆ Identify communications problems
- ◆ Determine effective approaches to communication
- ◆ Develop internal communication plan
- ◆ Develop external communication plan

Enhance the effectiveness of the workforce

- ◆ Enhance the Reward and Recognition Program
- ◆ Review/revise job descriptions
- ◆ Standardize the hiring process
- ◆ Prepare a training and development plan
- ◆ Refine the performance management system

Reinvent the project delivery system

- ◆ Streamline the CRSP project process
- ◆ Formalize the selection process for designers and builders
- ◆ Improve initial project scoping and estimating
- ◆ Strengthen customer relations
- ◆ Enhance project management skills
- ◆ Explore alternative project delivery methods

Reduce energy consumption

- ◆ Implement data gathering/metering
- ◆ Develop retro-commissioning program
- ◆ Explore new technology initiatives
- ◆ Develop financing plan for energy projects
- ◆ Communicate energy reduction plan

Results Measures

Our results measures are intended to be a balanced approach to measuring the success of the Strategic Plan and the overall success of the Department of Facilities in achieving our mission. Results measures will range from the very broad to the specific. It will be up to the leader of each strategic goal to identify the appropriate measures.

We intend to develop a comprehensive approach to measuring customer satisfaction using both periodic general surveys as well as specific point-of-service survey vehicles.