Refining our Intrapreneurial Spirit 2017-2021

Facility Services Strategic Plan

People

Customer & Community

Financial

Internal Business

Process

McMaster University Facility Services

Created August 2017
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McMaster University
A Message from the Assistant Vice President

DR. MOHAMED ATTALLA
P. ENG., FCSCE

Dear Members of the McMaster University community,

On behalf of the directors, managers, supervisors and front line staff who have worked enthusiastically and diligently to produce this plan, and who strive everyday to improve service standards and the experiences of the campus community, I am excited to introduce the 2017-2021 Strategic Plan. This plan not only reflects on the progress made by the department, but also introduces them with the resources and environment they need to succeed, making McMaster University a globally recognized institution.

I am proud to share this strategic plan with you and look forward to the next four years and the advancement of Facility Services.

"Refining our Intrapreneurial Spirit"

TRUST

ACCOUNTABILITY

TEAMWORK

RESPECT

INTEGRITY

PERSEVERANCE
STRATEGIC THEME #1: PEOPLE

With over 300 employees, it is clear that the people of Facility Services at McMaster are the forefront of the departments' success. Without their constant effort and dedication, the Facility Services Department would be unable to sustain its exemplary work ethic and reputation. For this reason, fostering a culture of respect, inclusivity, and empowerment that enables employees to deliver excellent service with pride and professionalism in pursuit of the University’s goals is a top priority and one of the four main themes within this strategic plan.
What I love the most about working with Facility Services is the level of diversity within my role. Everyday offers new challenges and an opportunity to strengthen the McMaster community. People see the results of the work we do right away, and that’s a rewarding feeling.

- Carlos Figueira, Director of Custodial, Grounds, Logistics and Mail Services

In collaboration with the McMaster Indigenous Education Council, the Grounds Department assisted in building an outdoor learning space meant to cater to the needs of Indigenous students on campus. With a focus on inclusivity and equal opportunity, McMaster firmly believes that all students on campus should have a place to call their own.

With the implementation of McMaster’s Indigenous Garden and close attention to detail, the Grounds Department worked to ensure that all plant materials for the garden were purchased from Kayanase greenhouse on Six Nations.
STRATEGIC GOAL #1: ALL EMPLOYEES ARE ACTIVELY ENGAGED IN DELIVERING QUALITY RESULTS

OBJECTIVES:

1. Establish and regularly review Quality Service Standards, Base Service Levels/Priority Matrix in order to ensure a high level of service that actively involves employees working towards Facility Services vision.

Facility Services vision is to embrace innovation and commitment to designing, building, and maintaining facilities and grounds that ensure McMaster’s continued placement as a world-class University. The department plans to continuously review standards to ensure that all customer expectations are met or exceeded.

2. To increase Employee Engagement.

An open work environment that welcomes employee engagement is imperative to the achievement of Facility Service’s goals. Encouraging two-way communication between employees and their counterparts will allow employees to grow individually, as a team and as a department.

3. To report on performance through the use of various key performance indicators.

Monitoring employee progress through the use of key performance indicators will allow employees to track their successes and improve on their shortcomings. It will allow employees to assess their roles and provide the department with insight as to what areas need further training.

4. To ensure that we communicate our service levels widely, use a priority matrix to schedule our work and to effectively engage with clients and the community to meet their needs and exceed expectations.

Facility Services works to ensure that all processes within the University including custodial services, grounds, maintenance services, logistics and mail services as well as design and construction run smoothly. With such a considerable volume of obligations, all of which require a high degree of attentiveness, it is crucial that the Department prioritizes responsibilities in a timely fashion.
Performance Measurements:

1. Quality service Standards/ Base Service Levels/ Priority Matrix are developed and disseminated to all employees and customers.

   In effectively communicating the direction and goals of the Facility Services Department, employees can actively work towards the same common goal. Understanding Quality service Standards, Base Service Levels and Priority Matrix structure is fundamental when laying an efficient foundation for the advancement of the Department. Transparency of expectations and the assignment of priority will allow projects to be completed more efficiently and on time.

2. Customer surveys indicate knowledge of Quality Service Standards/ Base Service Levels/ Priority Matrix.

   The Facility Services Department works diligently to cater to the needs of their clients. Being transparent with customers by ensuring their understanding of Quality Standards and Priority Matrix structure will allow them to feel comfortable and confident about the timeliness and quality of provided services. Customer surveys will allow the Department to draw a solid understanding of the effectiveness of their communication.

3. Quality Service Standards/ Base Service Levels/ Priority Matrix are reviewed and revised at least annually (semi-annually for Maintenance).

   The Facility Services Department prides itself on its ability to adapt and remodel current practices in order to work the most efficiently. With changing times come new, diverse requests and the Department works hard to tailor their services to accommodate increasing demands. As better practices continue to be discovered and developed, employees can be trained accordingly.

Full documentation of The McMaster FS Service Levels and Priority Matrix can be found online. Within the document, you can find a comprehensive list of all custodial tasks and the frequency of each task.

McMaster floors are cleaned every day, 5 times a week.
PERFORMANCE MEASUREMENTS:

4. Meeting minutes and attendance sheets serve as evidence of monthly meetings.

It is necessary that all department goals and expectations are communicated explicitly and effectively to guarantee that all employees are aware of their individual role. In knowing each individual's responsibility, employees can work productively without confusion. Meeting minutes and attendance sheets will allow employers to guarantee that all employees are aware of their responsibilities.

5. All new innovations, adopted processes and approaches to work are documented.

The Facility Services Department values their employees and works hard to help them develop professionally. In order for employees to develop in their respective fields, all new innovations and processes must be documented and made available for employee reference. Documenting these processes will allow employees to learn different skills that align with their role, broadening their range of experience and career expertise.

6. The use of software systems, including Mosaic and Star-Rez are utilized to drive consistent Service Requests & Work Orders. No undocumented work is performed, as it all must be logged in the CMMS.

With hundreds of people employed within the Department of Facility Services, it is crucial that all Service Requests and Work Orders are processed and organized in a consistent fashion. Undocumented work leads to miscommunication amongst different departments, ultimately hindering the efficiency of Facility Services as a whole.

7. Suggestion boxes are produced and installed in strategic settings with all staff informed of their locations. The Department of Facility Services strives to ensure that customer satisfaction is at the forefront of every decision. For this reason, stakeholders are considered throughout the entire project planning process,

“A large part of my role is ensuring that people are happy within their job role. Through the use of various Human Resource related initiatives, I hope to provide the support employees require to achieve their professional goals.

- Courtney Livesey, Human Resources Manager
which is why it is important for staff to understand the desires of their respected clientele. Through careful consideration of stakeholder suggestions, employees can form an understanding of client expectations and deliver a strong level of customer service.

8. Kept records reflect communicated set standards that indicated that reviews are occurring bi-monthly and suggestions are being incorporated as needed into training and development plans.

By keeping track of client suggestion implementation, the Department will be able to track employee progress and customer satisfaction.

Additionally, in understanding client requests, the department can ensure that employees have received the proper training to effectively implement these requested changes. Unless the Department is focusing on client reviews and developing resolutions, they will not be able to train staff to execute change.

9. Staff is informed on results of at least annual inspection results within 5 days and such results are stored and tracked on Orange QC.

It is important that employees are aware of their successes and shortfalls in a timely manner so they can pinpoint areas in need of improvement. In being provided with these results, employees can set personal goals that align with the Departments vision. Storing such information on Orange QC,

a janitorial software for cleaning inspections will allow for repeated consideration and thoughtful action.

10. Specific action plans such as lunch and learn programs as well as other outdoor events are developed and implemented within each departmental unit annually.

Lunch and learn programs allow employees to network, and work collaboratively in a welcoming environment.

11. Engagement survey participation and score numbers are higher than that of 2016.

By comparing engagement survey participation to previous years, the Facility Services Department can better understand what steps need to be taken to ensure that engagement is advancing steadily. Comparing scores will also allow the Department to access their current course of action and decide where courses of action should be implemented.
STRATEGIC GOAL #2: ENSURE EMPLOYEES HAVE THE NECESSARY RESOURCES TO ACHIEVE THEIR GOALS AND SERVE THEIR CUSTOMERS USING RESOURCES SUCH AS TRAINING, TOOLS, AND TECHNOLOGY.

OBJECTIVES:

1. Benchmark ourselves against other similar service providers in other universities.

Providing employees with the right resources including proper training, tools and technology is fundamental to the success of the department. Facility Services aims to seek out external strategies formulated by other universities in an effort to boost employee skill and morale.

2. Institute corporate HR initiatives at the departmental level in the areas of employment equity.

Introducing human resource initiatives at the department level will allow for quicker responses and solutions to in-house conflicts.

Facility services values employee equity and is non-discriminatory towards race, sexual orientation, gender, age, religion, language or disability. Upon implementing a corporate HR structure whose central focus is to promote workplace equity, employees can feel accepted in such a diverse work community.

3. Ensure that staff is well informed on new policies and regulations and that feedback is integrated into the processes.

New policies and regulations must be communicated to all staff to ensure that every employee is aware of department expectations. Constructive feedback will be useful in the professional development of staff members and will encourage communication between staff and management.

4. All department employees are aware and adhere to Facility Services values of:

   - Trust
   - Respect
   - Accountability
   - Integrity
   - Teamwork
   - Perseverance

Facility Services is dedicated to providing excellent service to the McMaster community through providing a healthy, secure, inspiring environment that supports learning, teaching, research and community engagement. Not only will these values enhance the productivity of the department, it will provide a better working environment for all employees.

The results from the engagement survey indicate that overall engagement and satisfaction has increased by 21% between 2014 and 2016. It is the department's goal to further increase this percentage.
PERFORMANCE MEASUREMENTS:

1. Semi-annual training and growth projects for employees are complete and results are implemented annually. Records are kept of all training initiatives and growth projects for employees in-role.

While it is sometimes hard to control hazards, identifying and recognizing possible accidents is one of the first steps in creating a safe work environment.

2. 100% of all required health and safety training is completed.

An injury or death in the workplace can be life changing. Fortunately, 99% of all workplace accidents are preventable so long as the proper health and safety training is completed successfully. For this reason, Facility Services at McMaster places extreme emphasis on formally training all employees before they are exposed to new working conditions.

3. Percentage of staff trained will serve as a yardstick for performance measurement.

With such a large number of employees, measuring every employee’s performance would be inefficient and time-consuming. For this reason, a percentage of staff will be used to gauge the success of training methods. If training methods prove to be successful, all staff will receive the same formal training. In other cases, a specific percentage of staff will be provided with certain training such as Mosaic and other software training.

4. Meeting minutes and attendance sheets to serve as evidence of meeting occurrence and discussion topics. Records of training and other initiatives will also serve as another source.

Meeting minutes, attendance sheets and records of training will be useful in planning future training strategies. This will allow management to avoid previously unsuccessful training tactics. In addition, any discrepancy between employees and clients can be cross-referenced with the employee’s level of training participation.

5. All employees are trained on new equipment and its processes with each employee undergoing a documented mock test.

As mentioned previously, a hazard-free work environment is created when employees are trained and knowledgeable about workplace safety practices. Workplaces become dangerous when employees are uninformed about how to properly handle work equipment. For this reason, workplace accidents can be avoided by ensuring that all employees receive proper training on new equipment and processes and pass testing before being trusted with new equipment.
6. Campus procedures are shown to be an agenda item on bi-weekly team meetings.

In having campus procedures listed as a priority agenda item, it is sure to be acknowledged on a bi-weekly basis. This will allow the department to stay on top of procedures and prevent issues before they have time to develop.

7. Percentage of staff attending at a minimum, one conference annually will help measure performance.

As mentioned previously, electronic performance evaluations will be conducted on a regular basis. However, annual conferences will allow management to more closely analyze the performance of employees.

8. Lockdown training for the McMaster Community is updated and all relevant information communicated with all staff.

Facility Services believe that all staff and members of the McMaster Community have a right to access a safe and secure environment. For this reason, an extensive lockdown procedure is important to the department. It is important for the facility to update all relevant lock down procedures and make them available for all staff in case of emergency.

9. Individual Development Plan (IDP) documents are produced and implemented for all managers.

An Individual Development Plan is a tool used to support professional development. An IDP is beneficial because it allows employees to set both short and long-term career goals in addition to improving their existing job performance. Ensuring that management staff takes the time to focus on their own professional development will lead to an overall improvement of the department.

10. McMaster University participated in the APPA survey and results are available for use by Facility Services Department.

APPA survey results provide educational facilities with the crucial data and reporting tools necessary to measure operations and performance, identify capital asset realities, and create a successful strategy that helps the institution reach their goals. Having access to this data is crucial to the process of supporting McMasters mission and vision and will allow the department to compare their operational strategies with other institutions.

11. Department hiring and onboarding guide is developed and implemented.

Fostering a culture of respect, inclusivity and empowerment start as early as the hiring stages, which is why it is crucial that successful candidates values align with the values of the Department. The department hiring guide will focus on the mission and value statements of Facility Services and whether the potential candidate aligns with these statements. In addition to this, the Facility Services Department is looking for candidates who show a commitment to professional development and a willingness to learn.
12. Service standards will be reviewed at team meetings quarterly and individual meetings held where necessary.

In order to ensure that employees are delivering excellent service, it is crucial that they understand Facility Services expected level of service standards. For this reason, service standards will be reviewed and updated every three months. In addition, based on employee performance and customer feedback, individual meetings between employees and management will be scheduled when necessary to ensure employees are working towards the facilities shared goals.

13. Review individual set goals to exceed targets and have them submitted at the start of each academic year for each employee.

Having employees build and reflect on individual set goals will allow them to develop personally and professionally. Setting SMART goals allows individuals to measure how effective their actions are in achieving said goal. Additionally, setting goals provides direction, increases motivation and focus. Reviewing set goals at the beginning of each academic year allow employees to remind themselves of their determination and direction.


In order to achieve effective space utilization, the Design and Construction Department is required to create a more effective, spacious work environment.

15. MOSAIC project financial updates are completed by the last day of business every month.

In order to ensure the Facility Services financial goals are met, it is essential that all staff work diligently to meet all assigned financial deadlines to prevent any discrepancies or preventable deficit.

16. Outstanding or renewable training is provided within 6 months of identification.

Facility Services is highly invested in the constant growth of its employees. For this purpose, the department will work to ensure that any outstanding training is completed in a timely fashion. Once training is completed staff can begin to set individual goals for themselves and perform according to service standards.
STRATEGIC GOAL #3: ALL FACILITY SERVICES EMPLOYEES ARE ACCOUNTABLE FOR ENSURING A CULTURE OF RESPECT, INCLUSIVITY, AND DELIVERY ON THEIR COMMITMENTS.

OBJECTIVES:


Facility Services prides itself on creating and maintaining a work environment full of diversity and equal opportunity regardless of gender, sexual orientation, age, religion, disability or race. For this reason, Facility Services plans to develop an extensive policy regarding the prevention of any form of workplace discrimination or harassment. Any concerns regarding discrimination, harassment or sexual harassment will be extensively investigated and handled with care.

2. Sexual Assault Policy.

A culture of respect and inclusivity implies that no employee should feel targeted or uncomfortable in their work environment. By ensuring that Facility Services heavily enforces and communicates its sexual assault policy comprehensively, it can work towards developing a more inclusive, respective culture within the department.

3. Enhance the culture of collegiality and cooperation between our team members and amongst work teams.

There are many sub-departments within Facility Services which means that everyone brings with them a different kind of skill, background and communication style. Facility Services hopes to create an environment that encourages cooperation among its diverse community.

4. Meet with each individual employee and (re)establish the foundation of the goals of the department.

Employees are more willing to work towards shared business goals if they are aware of the anticipated results. Meeting with each individual to establish the foundation of the goals of the department will allow dual perspective from people familiar with the department. Additionally, it will allow them ample opportunity to discuss their own goals.
PERFORMANCE MEASUREMENTS:

1. Standard “Team Meetings” Agenda format is developed, used and kept on record.

A “team meeting” Agenda format will ensure better organization and efficiency when discussing overall goals of the department. By keeping a record of all team meetings, staff will be able to track the progress of the Facility Services goals.

2. Letters of confirmation of coaching and discipline are placed on employee files and statistics kept.

Ensuring that records of coaching and discipline are kept on file will allow HR to analyze what coaching has proven to be effective. Success rates will determine future training.

3. Team building policy exercises are completed twice per annum.

Team building has a multitude of benefits including stronger relationships, improved communication and leadership skills.

It also allows employers to identify leaders as well as the strengths and weaknesses of a team.

4. A minimum of three meetings are held annually with other facility services teams.

Conducting three meetings yearly with other facility teams will allow employees to improve processes and procedures between department teams. Additionally, communication between various service teams will increase organization and quicker completion of collaborative assignments.

5. Meeting with employees is conducted to identify and review the department’s core values with the minutes reflecting the discussions.

Within these meetings, employees will discuss how these traits can be demonstrated on a daily basis. Suggestions about how the department structure can better promote these values will also be taken into account. Meeting minutes will be recorded and kept on file for future reference. Individual, one-on-one meetings will take place where necessary.

In addition, annual surveys will be conducted by Design and Construction and completed by other Facility Services teams to enhance the level of cooperation between employees across work sub-departments.

Furthermore, the number of personal interviews conducted within Security Services staff in relation to the University’s policy on discrimination, sexual harassment as well as other forms of harassment will have increased to ensure a better understanding of workplace safety and the departments’ values.

Will Stuart, a locksmith in the Trades Department.  
Bart Bergsma working hard in the Trades Department.  
Matt Leblanc working alongside one of our summer students in the Mail room.
STRATEGIC THEME #2: CUSTOMER AND COMMUNITY

The Facility Services Department prides itself on their level of engagement with its clients and community. In order to ensure high-quality service delivery standards, the department relies on the feedback of its stakeholders. Customer expectations guide our decisions to establish high-quality service levels and deliver excellent service in pursuit of the University’s goals. By continuously monitoring and using client expectations as a benchmark for measuring the facilities level of service, the department will be able to make adjustments where necessary.
How would you describe the McMaster Community?

“We are proud, but we are humble. Being recognized on a global scale as a leading University is not something that was handed to us, nor is it something achieved through the efforts of a single person. As an entire community, we work hard to earn our reputation, and it’s through every members collective efforts that we continue to grow.”

- Craig MacDonald, Director of Maintenance Services
STRATEGIC GOAL #1: CONTINUOUSLY REVIEW SERVICE LEVELS TO ENSURE THEY MEET CUSTOMER REQUIREMENTS.

OBJECTIVES:

1. Implement a service levels review to clarify base and premium level service standards and also meet our customers’ requirements based on the department published service matrix.

   In order to ensure a level of consistency regarding service standards, it is crucial that employees are instructed and understand requirements. Additionally, providing a published version of the Facility Services priority matrix allows customers to anticipate a certain level of service. For this reason, it is important that employees are aware of the service expected of them so that they work accordingly.

2. Update and distribute Facility Services priority matrix for all work on campus and ensure that jobs are undertaken in accordance with our established matrix.

   The McMaster Facility Services priority matrix was established so that responsibilities of high importance are completed with a quicker response rate than responsibilities that are of less importance. For example, power outages and leaks require immediate response as opposed to aesthetic needs. By prioritizing issues by level of importance, Facility Services can work to ensure that students learning will not be affected.

3. Aim to meet or exceed our customers’ expectations by utilizing all available resources.

   Client feedback, as well as performance measurement tools will allow employees to set new standards for themselves and encourage others to do the same. Residence management and the utilization of results from the Residence Outcome Survey (ROS) will allow employees to better understand the expectations of clients.

4. Establish a forum during team meetings to review work experience and thoughts on how to improve service delivery.

   The IRC Consultation Committee is another example of a resource that can be utilized by Facility Services in an effort to improve service delivery quality.

   Studies have exemplified how employees who are given a platform to openly provide feedback and share their work experiences with their managers report a higher level of workplace satisfaction and miss fewer days of work. In addition, in allowing employees to contribute to solution planning for service delivery offers a dual perspective from everyone involved.
**OBJECTIVES CONTINUED:**

5. Maintenance managers perform audits and review common space to identify potential issues, rectify them in an effort to improve the department's project delivery levels and deliver such services on time and budget.

Rectifying potential issues before they actually occur will save time and financial loss.

6. All stakeholders’ feedback is discussed, documented and considered at the end of each project.

The completion of every project will be followed up with an assessment of client feedback. In receiving and analyzing client feedback, project managers and employees will be able detect areas in need of improvement and make modifications of future project procedures.

**PERFORMANCE MEASUREMENTS:**

1. A measurable rise in reliability that results in downtime, which in turn amounts to an increase in revenue generation.

When projects take longer than expected or experience unexpected delays, it can often be associated with a lack of organization. A measurable rise in reliability and work efficiency will allow employees to complete assigned tasks in a timely fashion, without the requirement of overtime hours. Revenue reviews will be used to evaluate progress.

2. Communicate our base and premium service levels to our customers.

Having a mutual understanding of service expectations will satisfy customers and provide a sense of direction for employees.

3. Department service levels are published and staff is made aware of them.

The departments' service levels are to be published and made available for both clients and employees. Service levels are organized through the use of a service priority matrix as well as by level of frequency. The published document provides a list of categories assigned to different custodial teams with each category including a list of tasks and the number of times a week they are to be completed. Additionally, the document provides the public and staff about Facility Services standard operating procedure.
4. Matrix is developed and reviewed bi-annually.

Facility Services Priority matrix has been developed based on the safety, security and needs of its clients. Responsibilities that require same day response are for the most part a top priority because if left unattended, could serve as a hazard for clients or hinder a person’s learning experience. At the request of a customer, Facility Services is willing to adjust its priority matrix to serve the needs of its clients in a shorter time frame.

5. KPI’s show progress of work being completed within the matrix priority model.

As noted previously, a KPI is a Key Performance Indicator that allows organizations to evaluate the departments ability to reach business objectives. Using a KPI will allow management to ensure that tasks with a high priority are completed with greater urgency. If management finds that other tasks with lower priority are being completed leading to an employees inability to complete a high priority task, they will be instructed to review the departments matrix priority model.

6. A document of service from RFT for the conference operation is produced and feedback from the manager of conferences indicates a 100% satisfaction on service delivery.

With customer expectations in mind, the Facility Services Department would like to ensure it receives all feedback from the Residence Facilities Team to ensure that their efforts are acceptable. Anything short of satisfactory feedback will indicate action towards improvement.

7. The residence outcome and other services are received annually and used in addressing areas in need of improvement.

The Facility Services determines its success based on the satisfaction of its clients. For this reason, the department is determined to deliver exceptional service standards in a timely, cost-efficient manner without sacrificing level of quality. In receiving feedback and taking it into consideration, the department will be able to implement new practices for future projects.

8. A forum is established for interactions between residence managers and IRC.

Because the Inter-Residence Council acts as a liaison between residence management and the student body, it is crucial that they are provided with the correct information that they can communicate back to students.
PERFORMANCE MEASUREMENTS:

In addition, having a forum that encourages interaction between residence managers and the IRC will allow management to receive student feedback from IRC representatives.

9. Revise the standard team meeting agenda to include a “lessons learned” item and produce a training session for staff on how to audit their workplace for maintenance work orders.

A better understanding of workplace processes will allow better efficiency and team collaboration. Training sessions will allow management to ensure that all employees are aware of how to properly process work orders.

10. “How did we do” cards will be developed and piloted in an administrative building on campus.

Anonymous feedback allows for honest feedback from stakeholders who know they will not be tied to their response. They will be placed in administrative buildings on campus because these are higher traffic areas that attract a more diverse group of people than program specific buildings.

11. Clients’ feedback forms are used and a copy is attached as part of the project closing documents.

Because the Facility Services mission statement revolves around the satisfaction of its customers, it is crucial that client feedback is utilized in all stages of project planning. In knowing that client feedback forms will be incorporated with project closing documents, project managers will feel a greater responsibility to meet client requests.

12. Each project has a one-page project scope document, outlining budget and timeframe.

Project scope statements are a key component in the organization and follow-through of any project. It allows a mutual understanding between the project manager, project team and clients regarding expected results, constraints, budget and expected time frame of a project. Written documentation demonstrating the scope of a project encourages employees to commit to a certain result in addition to managing stakeholder expectations.

How would you describe the McMaster Community?

“Very smart. There is such a breadth of knowledge spanning all the way from nuclear physics to business. Every day feels like a great learning experience.”

- Joe Zubek, Senior Manager of Security Services
STRATEGIC GOAL #2: CUSTOMIZE OUR SERVICE LEVELS TO MEET THE NEEDS OF DECENTRALIZED, MULTI-SITE AND DIVERSE CAMPUS.

OBJECTIVES:

1. Provide energy usage to off-campus buildings.

   McMaster sees diversity as one of its strong suits, and something it's always striving to improve, which is why it provides a variety of different places for students. Most recently in September 2016, Facility Services built an Indigenous Garden, an outdoor learning space tailored for Indigenous students but welcome for all.

   Using the ION metering system, Facility Services will document energy usage and publish the usage in off-campus buildings. An ION metering system is a software that allows management to study and understand energy usage. Through identifying energy loss and usage, management can mitigate issues that hinder their ability to be more cost and environmentally efficient.

2. Promote customer service and ensure that all customer requested and funded work is prioritized to meet their needs.

   With changing demographics and a diverse culture, customer requests allow Facility Services to implement projects they may not have thought of previously.

   It is crucial that all service requests and work orders are logged in a consistent fashion to ensure that all received requests can be referred to incase of any discrepancies. Computerized Maintenance Management Systems help companies make informed decisions regarding repairs and replacements, but only if data entry is consistent and of high quality.

3. Share expertise with the university stakeholders and develop a communication plan that suits each client’s needs.

   Similar to the benefits of a project scope statement, a communication plan will allow project managers and stakeholders to develop ideas together in order to ensure that the clients’ needs are met and project management knows what is expected from the client.

4. Service requests and work orders are logged, tracked and reported on through mosaic or StarRez.

   With project priorities and deadlines in mind, Facility Services sometimes outsources contractors for specific projects. In doing so, projects can be completed on a faster deadline. That being said, Facility Services ensures that contractors assigned on projects are aware of client and department service level expectations. In addition, the department will look to outsource the most suitable contractor who provides the best economically efficient price.
OBJECTIVES CONTINUED:

6. Facility Services receives many requests and handles various responsibilities at a time. In order to ensure timely completion of all assigned projects, the Department has scheduled a Priority level matrix for project completions.

- **P1** stands for any priority that requires attention within **24 hours or less**.
- **P2** stands for a project that requires attention within a **48-hour time span**.
- **P3** stands for any priority that can be completed within a **two-week time span**.
- **P5** stands for any project that can be tended to in a **3-month time span**.

- **P4** refers to any project where the deadline is based on the request of the client. For example, if a sudden request comes in with a short deadline, Facility Services will schedule it as a **P4** and complete it by its requested completion date. In times where many unexpected **P4** requests come in, the Department must have a strategic plan for ensuring that each request is completed within deadline, without sacrificing any other **P1, P2, P3**, or **P5** project.

8. Develop a communication plan to suit each project and client by engaging early in identifying the stakeholders and their needs so that depending on the project size and nature of work, you are able to plan a minimum of two site visits to walk through with the customer to review the progress with them as well as answer their questions that may arise.

Facility Services understands that every project and client request is different from the previous, requiring an approach specific to the stakeholder demographic. By engaging with clients and stakeholders during the early planning stages, management can make adjustments to project planning. Site visits allow the client to visualize the final product and address any concerns with management early on. In addition, on-site visits are beneficial to not only the clients but for the project management team because they are able to evaluate project development as it’s occurring. Additionally, it allows team leads to boost their credibility and relationship with clients.

Fun fact: McMaster parking lots can accommodate 4419 vehicles.
PERFORMANCE MEASUREMENTS:

1. Information is posted off campus.

Through the use of the ION Enterprise software, management can provide the public with information regarding the level of energy usage at the University. In doing so, stakeholders can feel aware of the Universities eco-footprint and its other environmental initiatives.

2. A filter and coding method has been established and is followed.

Through developing a comprehensive plan surrounding the maintenance and completion of P4 tasks, the department will be able to complete all other priority tasks in an efficient manner.

3. Reports are generated from the CMMS.

Computerized Maintenance Managements Systems (CMMS) help the Facility Services Department to keep a record of all assets, scheduled maintenance tasks, as well as a historical record of all completed tasks. It also allows them to track work orders in progress. Reports generated from the CMMS will also allow management to analyze the number of times tools have had to be repaired. In doing this, if an issue arises, management can refer to how they previously fixed the issue. They can also determine the cost differences between repairing and replacing an item if they are aware of how many times it has been repaired already.

4. Document minutes of each meeting with clients, consultants and contractors.

Having documented minutes of meetings with clients, consultants and contractors will help management grow their list of pre-qualified, trusted contractors. Facility Services has a high service standard and it is important to the department that any outsourced contract work meets these standards because it acts as a reflection of the department. In addition, every project file folder should contain a communications plan identifying customer engagement, who participated and what actions were discussed. The project schedule should be updated every other week.

Team members gathering in the boiler room.
STRATEGIC GOAL #3: CONTINUOUSLY MONITOR, MEASURE AND IMPROVE OUR PERFORMANCE TO ENSURE IT MEETS CUSTOMER REQUIREMENTS WITHIN THE CONTEXT OF THE UNIVERSITY’S GOALS AND RESOURCES

OBJECTIVES:

1. To provide optimal parking for the campus community.

   Facility Services strives to provide a safe environment so that students and faculty can focus on their learning, teaching, research and engagement. For this reason, Parking Services plans to meet AODA (Accessibility Standards for Customer Service) terms and standards for accessible parking.

2. Create an effectively communicated policy regarding the classifications of parking and associated fees for events.

   In order to maintain an orderly parking policy, it is crucial that the public is made aware of policies and that these policies are easily available and understood, especially during times when the University holds events that require additional accommodation.

3. Improve campus security by developing incident prevention programs within the University.

   Client surveys are one of the most effective means of measuring customer satisfaction. By collaborating with stakeholders through the use of customer surveys, management will be able to implement action items that meet the needs of clients and see what areas of service are in need of improvement.

4. To set key performance indicators (KPI) for on and off campus work and report on them.

   KPI’s will be created, established and published online regarding all applicable levels of service. Key Performance Indicators will be published in the form of strategic plans and reviewed on a 12-18 month basis.

5. Data collected from survey results are used to develop action items that foster improvement.

6. Share updated project schedule with clients to keep them informed on the projects progression.

Communication throughout the project planning process is fundamental in ensuring that the final product meets the requirements that were mutually discussed between management and clients. In doing so, miscommunication that causes financial loss and setbacks can be easily avoided.
PERFORMANCE MEASUREMENTS:

1. Percentage of a total number of parking spaces is 13-1 or 3% of parking spaces plus one, between 101-200 or 2% plus two parking spaces between 201-1000.

The AODA sets specific standards to ensure that barriers for people with disabilities are removed or prevented. McMaster follows AODA guidelines in attempting to make the McMaster campus as accessible as possible. Parking services is currently working to increase the ratio of accessible parking spaces around campus.

2. Consistency in fee structure for events, discounts and revenue sustainability has been implemented.

Consistency in fee structure for events will allow clients to feel more knowledgeable and prepared for parking prices. Keeping fees for events, as well as discounts consistent, will allow financial managers to administer an expected revenue structure and detect discrepancies more efficiently.

3. Plans completed for more engagement with the residence community through assigning more officers to residence based safety programs.

Campus Security is continuously working to reinstate the Constable in Residence Program (CiRP) as well as develop a plan for stronger relationships with offsite facilities. The CiRP’s mission statement is as follows:

“A partnership between University constables and the residence community intended to promote communication and safety in an environment of mutual respect and understanding.”

The programs’ goals include building trust between staff, student and security, preventing issues from escalating to a criminal level and increasing awareness of constable responsibility on campus. They are also working hard to build a stronger personal relationship between students and constables.

4. Financial reporting completed for analysis.

Facility Services prides itself on staying within assigned budgets without sacrificing the level of quality of its services. In order to do this, the Department relies heavily on the analysis of financial reports. In using tools like the ION Metering system and Orange QC, the Finance Department can work to make informed, cost-efficient decisions.
STRATEGIC GOAL # 4: BE AN ACTIVE AND ENGAGED PARTNER IN DEVELOPING AND IMPLEMENTING INITIATIVES WHICH MEET THE SOCIETAL NEEDS OF MCMASTERS'S COMMUNITY

OBJECTIVES:

1. To engage collaboratively with the University's internal and external community through the development of initiatives that meet the needs of our entire McMaster community.

Facility Services values its relationship with the external community, as it owes much of its success to the assistance from the city of Hamilton and community members. For this reason, Facility Services hopes to provide services to the external community, a way of giving back to help the community in the same ways the community has helped the University. Facility Services is looking to promote community engagement both internally and externally of the University community, by including further involvement with Mohawk College, Ronald McDonald House support, undergraduate opportunities within the power plant, and further opportunities for hands-on experience for undergraduates.

2. Increase officer engagement within the community and install new projects that focus on current conflicts, such as issues that surround bike theft.

Security Services hopes to further its engagement with the community through the participation of campus fairs and various events. Having an active presence on campus increases trust and helps to build better relationships amongst staff, students and security. In addition, it provides Security Services ample opportunity to educate stakeholders about its participation in various initiatives like “Lock it or Lose it” and OACP “Protect your Property” programs.

3. Engage with University academic community to provide opportunities for student research initiative.

McMaster is known internationally for being a leading-research intensive institution that facilitates and promotes undergraduate research opportunities. It also values the collaboration between faculties and academic researchers. Facility Services hopes to contribute by providing Engineering students the opportunity to gain in-house training on both the steam and chiller plant design.

"I strive to keep the campus safe and provide outstanding customer service to staff, student and all members of the public that attend our campus. I enjoy networking and being able to work for an organization that is recognized abroad and considered a leader in many different fields. Even though it is very much behind the scenes, I enjoy what I do and try to make a difference every single day."

- Cam Laman, Special Constable
OBJECTIVES CONTINUED:

4. Engage and inform the McMaster community on projects, space and the University’s plans.

Communicating with both the public and clients is important in any project because it ensures that everyone is on the same page. Through informing stakeholders about projects and future plans, the community can provide feedback and suggestions regarding projects they would like to see put forth. They can also be put at ease and feel receptive to any changes that occurred during the project.

5. KPIs are produced, expectations publicized and circulated at previously agreed upon times.

Facility Services plans on providing students with hands on learning and working experience relating to their designated area of study throughout the summer, fall and winter semesters. In having these KPI’s publicized and circulated, it creates a stronger incentive to meet goals.

In addition, Facility Services has set a goal to complete a day of service at least once a year within the community, where staff and management participate in volunteer opportunities throughout the city. Most recently, the Department volunteered with organizations such as The Eva Rothwell Centre, Goodwill and Mission Services.

6. The Department’s strategic plan is reviewed and updated on a 12 to 18-month basis.

Every 12 to 18 months it is essential that management reviews and discusses progress and setbacks regarding the departments strategic plan goals. With new projects and deadlines approaching, it is important to continuously monitor and make changes to the strategic plan when necessary.

“McMaster is such a research intensive University, which brings a large scope of different requests. There’s something new every day which can be challenging, but a great learning experience.”

- Craig MacDonald, Director of Maintenance Services
PERFORMANCE MEASUREMENTS:

1. Scheduled meetings are being attended and student co-op opportunities are conducted.

In being an active member involved in the Mohawk College Power Engineering Course, Facility Services can offer assistance to students looking to learn more about the utilization of McMaster’s steam and chiller plant. With such a wide variety of employees working at Facility Services, student co-op opportunities allow students to experience first hand what it’s like to work in a role from many different perspectives. McMaster has successfully provided student engineering co-ops from January 2017 to February 2017.

2. Applicable department staff meet with Ronald McDonald House staff to review and arrange maintenance and sustainability opportunities.

In meeting Ronald McDonald House staff in person, the Department can work on building an effective meeting schedule and collaborate on projects together that lead to more energy and cost efficient initiatives. Facility Services hopes to develop a more sustainable energy plan with the Ronald McDonald House through providing them with the knowledge and information needed to successfully manage utilities and maintenance. Currently, Facility Service Central Plant staff is assisting the Ronald McDonald House with plant operations.

3. Chemical engineering students are provided in-house training on the steam and chiller plant design and operation.

Part of McMaster’s mission is to foster an environment that encourages teamwork, critical thinking, creativity and innovation. Facility Services strives to contribute to the success of this mission by providing opportunities for students to receive hands on learning that encourages collaboration and creative thinking.

4. Met with collaborative project students.

The Department of Engineering Operations worked closely with 6 students in building an engineering plan throughout the summer of 2016. Doing so allowed students to gain hands on experience and build on their engineering expertise with the assistance of the Engineering Operations Department.

5. Met with campus sustainability groups.

Facility Services values sustainability and considers itself as a lead driver in sustainable initiatives across campus.

The implementation of LED retrofit lighting throughout campus hallways and stairwells saw a significant reduction in the level of electricity exhausted, inspiring the implementation of LED lights throughout nine student residences in the past year, saving approximately 985,000 kWh.
PERFORMANCE MEASUREMENTS:

6. An increase in the number of “Lock it or Lose it” and property protection pamphlets handed out to the University Community.

7. Participatory involvement with external community on diverse initiatives such as the OYAP work program has taken place.

The Ontario Youth Apprenticeship Program (OYAP) is a program that provides students in grades 11 or 12 an opportunity to gain hands on work experience and apprenticeship opportunities in areas of interest. OYAP is a great way for students to explore their interests as well as build a network with future employers. By participating in OYAP, McMaster is able to meet and network with potential new students and provide them with mentorship opportunities. In addition, Facility Services will also measure its performance in successfully engaging with the community by ensuring that any information surrounding departmental learning opportunities have been shared with the applicable students and documented at the end of every academic season. New learning opportunities are to be shared with the office of the AVP as well as all other appropriate University faculty.

8. A day of service has been completed and documented with a list of all community events that have been supported.

Every member of the department has completed a community activity as part of his/her annual performance measurement. A number of various community engagement events have been attended, including opportunities with the Eva Rothwell Centre and the YMCA. A formal documentation of past participation has not been implemented yet but is currently in the making.

DAY OF SERVICE:

"I always look forward to our Day of Service because it’s an opportunity to engage and help the local community."
- Jakki Taylor
STRATEGIC THEME #3: FINANCIAL

In following Broader Public Sector Procurement guidelines, as well as University Procurement guidelines, Facility Services' focus is to provide services that meet or exceed client expectations. For this reason, the departments top priority is to pursue financial accountability through a commitment to effective and efficient service delivery while ensuring compliance with all internal and external policies and regulations.
“Teamwork and creativity are central to maintaining a successful department. I have to think creatively, engagingly and strategically when considering which efforts generate the most value for each department.”

- Shari McHugh, Senior Manager Finance and IT Support

IN THE NEWS: STRATEGIC INVESTMENT FUND

In being recognized as a leading research intensive institution, the government of Canada and Province of Ontario are investing $43 million in science and engineering teaching and research labs at McMaster, making it the single largest government investment in laboratories and research in the University’s history and part of a massive $75 million project. Of the investment, $37.5 million will come from the federal government and $5.5 million from the Government of Ontario. McMaster University will provide an additional $24.3 million and Ontario’s Independent Electricity System Operator will contribute $7.6 million for a total investment of $75 million.
STRATEGIC GOAL #1: BE FISCALLY RESPONSIBLE THROUGH THE CONTINUOUS MONITORING OF EXPENDITURES AND ENSURING BUDGET TARGETS ARE MET OR EXCEEDED.

OBJECTIVES

1. To foster an environment of fiscal responsibility through the monitoring of expenditures and completing projects within target budgets.

   In order to ensure the expenditure of funds does not exceed monthly budgets, it is to be organized according to division department, monitored and examined on a monthly basis between department heads.

2. To develop budgets and meet the department’s requirements, project and forecast expenditures while ensuring that budget expenditures are monitored and reported on.

   In order for financial projections and forecasts to be accurate, it is crucial that they are monitored on a regular basis in order to catch any discrepancies. By evaluating and monitoring cost centers (maintenance, custodial, etc.) individually and collectively, the Finance Department will be able to make any necessary budget changes.

3. To comply with BPS and the University’s procurement processes.

   Broader Public Sector procurement processes allow the University to receive public services at a better price without sacrificing quality. Along with the Broader Public Sector procurement agreement, the University has its own procurement process that allows departments to make purchases with vendors who offer exclusive discounts for being a loyal client.

4. To manage work orders and its attendant projects to facilitate timely completion of work request.

   The department plans to ensure that all project budgets are discussed before implementation and that quotes are analyzed before launching any project.

=""My role can be challenging, but certainly rewarding. It encourages teamwork and innovative thinking. The McMaster campus and its community are constantly changing and it's important to listen and remain responsive to their needs.""

- Joe Emberson, Director of Energy Management and Utilities
PERFORMANCE MEASUREMENTS:

1. Monthly reviews are conducted and they indicate that pricing and purchases remain within the original projections and are trackable.

The Facility's goal is to maintain sustainable, long-term spending practices. By reviewing spending and purchases on a monthly basis, management can identify areas of improvement. It is important to thoroughly plan spending and possible budgeting miscalculations before a project is executed so that management can accurately anticipate the cost of a project.

2. A list of vendors of record (VOR) is produced that informs or guides purchases and is subject to annual reviews and readjustment.

In order to comply with the University’s procurement rules, Facility Services will use the Vendors of Records list in addition to adding more vendors when necessary. Currently, Facility Services VOR is up to date and is continuously updated according to new projects.

3. Annual budgets are produced that meet the various needs of the department.

It is the Facility Services goal to ensure that all projects are completed within its initial outlined budget. This will be done through following proper procurement procedures, as well as careful consideration when handling negotiations with external contractors. In addition, management will ensure annual budgets are produced and followed through the continuous monitoring of expenditure against the capital budget sheet.

4. Clients are aware of project status from start to end of projects with the operating budgets being reviewed quarterly.

Before approving any project, an in-depth analysis of project projections must be conducted through the use of evaluating various quotes from external service providers. Evaluations will be conducted before meeting with clients so that when meetings take place, the Department can provide them with a comprehensive, fixed budget.

5. Budget status update schedule will be established for each project.

Budget checks will occur throughout the project process, as well as upon project completion and whenever unforeseen changes in project planning occur. Reviewing the project budget on a consistent basis and having the department relay the information to the respective client will leave a long-lasting impression that the department is personable, communicative and organized.
STRATEGIC GOAL #2: IDENTIFY OPPORTUNITIES TO CONTINUOUSLY IMPROVE OUR EFFICIENCY AND EFFECTIVENESS WHILE HONOURING CUSTOMER SERVICE LEVEL ARGUMENTS.

OBJECTIVES:

1. Develop more cost-effective ways of providing services through efforts such as conducting staff audits and increasing hours to part-time officer pool among the University Security section.

Conducting security-staffing audits will allow management to reduce the level of spending on overtime hourly wages and redistribute them to part-time staff. This way, service quality will not be disrupted; rather it will be distributed in a more cost-efficient manner.

2. Determine opportunities available within the maintenance management module to increase efficiency in the area of finance.

The financial department plans to actively seek out new opportunities for financial saving and work efficiency by purchasing new tools and utilizing a maintenance management module to increase efficiency and organization within the finance department. This will be done through constant investigations and improvements of maintenance management.

3. Seek new equipment and methodologies that will be more efficient by identifying low cost, less labour and material intensive approaches while providing high-quality services.

The Facility Services Department is always looking for new, innovative approaches to projects. Identifying different methodologies that allow the facility to be more economically and environmentally efficient is something the Department strives towards.

4. To clearly define and communicate the scope of all projects so as to facilitate a seamless process from tender and design to construction and maintenance, hence reducing delays and maximizing efficiency.

Developing a thorough project schedule during the planning stages will lay a solid foundation for projects and help ensure that all project targets are completed by their assigned deadlines. Setting specific cutoff dates for different stages of each project will also allow management to explore opportunities to combine projects where applicable. This will not only improve time efficiency but it will also allow the Department to save money when outsourcing contractors or other services.
PERFORMANCE MEASUREMENTS:

1. KPI's and benchmarking identify top performance and areas of improvement.

In an effort to identify the most cost-effective way to produce services without sacrificing quality, the Department will use KPI's to evaluate their delivery model and make changes where necessary.

2. Reports are created and adjustments completed within the maintenance management module to increase effectiveness for the Finance Department.

To date, the maintenance management module is being investigated and improved, however, this is a continuous process.

3. Annual review is conducted and results discussed with management and Senior Manager of Finance for facilities to identify cost improvement opportunities.

With new projects developing every year, the Facility Services Department is granted the opportunity to review project costs and processes in preparation for future projects. In addition, Facility Services must change its budget processes as the Broader Public Sector Guidelines changes its own protocol as the Department is required to follow their procurement guidelines.

4. As-built drawings and report records are digitized and spread in our document server and accessible to clients and service suppliers. They are also made accessible to peers to be reviewed and critiqued based on comprehensiveness.

Ensuring that the entire planning stages for projects are made transparent with clients and peers will result in higher satisfaction rates when the project is complete because the client knew what to expect. It is crucial that thorough communication is demonstrated throughout the entire project process.

"I've worked here for almost 5 years and my favourite part of my job is the people. We're constantly working with different companies and courier services, and they're always pleasant to work with and willing to lend a hand."

- Glen Grover, Mail Services
STRATEGIC GOAL #3: MAXIMIZE OPPORTUNITIES FOR INTERNAL COST RECOVERY, EXTERNAL REBATES, GRANTS AND PARTNERSHIPS TO GENERATE NEW REVENUE.

OBJECTIVES:

1. Identify all sources of external rebate and grants by actively monitoring grant agencies for opportunities and complete application for applicable rebates and grants.

In order to ensure the best possible value for its clients, the Department works diligently to reduce costs and stay within budget. By researching various options for research grants, the Department can expand their budget without requiring students to pay more fees.

2. Increase parking utilization so as to also increase parking revenue.

In addition to increasing the number of spots that align with the Accessibility for Ontarians with Disabilities Act (AODA), Facilities services are working with Parking Services to increase the number of parking spots throughout campus to increase convenience for commuters and generate greater revenue.

3. Complete security department core and premium services policy.

A member of the Special Constables’ team taking part in Ice Cream Social Day.

4. Track work orders to ensure applicable charges are not lost through fixable loopholes.

The proper tracking of expenses within departments such as conference services or hospitality services will allow the department to catch minor discrepancies in order to prevent easily avoidable financial loss.

5. Ensure that Facility Services is competitive with outside contractors in pricing so as to ensure that we remain the resource of choice for our campus stakeholders.

With the mass amounts of external contractors available within the Hamilton and Greater Toronto Area, competitive prices encourage Facility Services to provide the highest level of quality services at an affordable rate. Due to Facility Services level of expected services from clients, the Department prefers to complete projects on campus themselves.

6. Work to recover 50% of our design and construction operational budget from our project management services to our clients by promoting our services and reviewing with them the value that our services add to the projects we manage.
PERFORMANCE MEASUREMENTS:

1. Rebates and grants are applied for and received annually and fully documented.

Applying for rebates and grants allows the department to receive partial refunds on projects as well as extra funding from various sources to increase the budgets for projects and maintenance. Keeping track of grant applications will allow the Department to reapply on an annual basis.

2. Increase enforcement efforts to ensure the orderly flow of vehicle, pedestrian and cyclists and support access to parking through a consistent parking permit cost structure.

Implementing and reinforcing consistent parking permit cost structures will allow for less miscommunication between clients and security in regards to parking regulations.

3. Communicate or educate the University community on security core service policies such as the frequency and impact of training courses for women’s security and safety on campus.

Security services highly values the safety of McMaster’s campus and works diligently to ensure that all campus community members feel comfortable when on campus. Through received funding, security can subsidize the cost of women’s safety programs.

4. All occupied spaces are audited on an annual basis.

All occupied student housing will be audited semi-annually, once in December and again in April. Currently, there is a StarRez work order being utilized to manage damages within student housing. Staying on top of damages and student work orders will allow the Department to efficiently manage and complete assigned tasks and charge accordingly.

5. Contractors are hired to complete projects where this is deemed beneficial to the department.

While the Department prefers to complete projects using internal resources, Facility Services will outsource contractors in situations where it is deemed more economically efficiently or time suitable.

6. Performance measurement reviews are completed.

This will be completed through a semi-annual review of time sheets used for cost tracking and an analysis of management budgets. Staying within budget is management’s main priority and doing so will indicate that all staff is obeying McMaster’s procurement policies and overall department policies.

7. Each project should provide a customer with a milestone summary for project procedures and procurement activities.

Providing customers with a milestone summary of project procedures and procurement activities will allow clients to thoroughly understand what tenders were utilized, where spending was managed as well as how the project was forecasted.

Patrick Burke, a member of the Boiler Room team and one of the recipients of the 2016 President’s Award for Outstanding Service.
STRATEGIC THEME #4: INTERNAL BUSINESS PROCESS

Establish and continuously improve standardized business processes so that they are transparent, responsive and reflect industry best practices.

Through continuous professional development initiatives, Facility Services strives to improve the department internally, leading to the production of high quality service levels externally.
What I enjoy most about my role is the feeling that I've contributed to something much bigger than myself. To me, it's not just a construction project. Rather, it's a project that creates the opportunity for breakthrough research, for learning, for enjoyment, and for sharing memories.

— Ehab Kamarah, Director of Design and Construction
STRATEGIC GOAL #1: SEEK OPPORTUNITIES TO REDUCE COSTS THROUGH STANDARDIZED PROJECT MANAGEMENT, EFFECTIVE PROCUREMENT STRATEGIES, AND RE-ENGINEERING BUSINESS PROCESSES.

OBJECTIVES

1. Adhere to the University and government procurement guidelines, implement simplified project management fee processes, and participate in vendor of record exercises.

In order to reduce costs concerning project management, Facility Services must not only adhere to the Universities procurement guidelines but also with the Broader Public Sector Guidelines. All supplies, equipment, and services will be purchased in accordance with University policy. For large procurement needs the department will participate in Vendor of Record processes, and continuously update it based on current projects.

2. Ensure that staff fulfills their roles within the department procedures to facilitate time and financial efficiency.

The first step of ensuring all staff fulfills their roles in a timely and financially efficient manner is establishing clear expectations and processes. If department processes are inconsistent, it will be impossible for staff to finish all required tasks. In order to increase productivity and time efficiency, redundant and extraneous tasks should be limited wherever possible. For example, establishing clear issuance and refund standards in parking eligibility to reduce administrative workload for frontline staff will allow more time to focus on larger priorities.

In addition, ensuring that standard operating procedures and project management methodology are readily available to department teams and managers will reinforce consistency and efficiency.

3. Certify that the “Instructions to Architects and Engineers Handbook” is accurate and reflective of construction standards and also ensure that managers overseeing projects adhere to the instructions.

The "Instructions to Architects and Engineers Handbook", also referred to by the directors as the "Yellow Bible" due to the colour and significance of its content is used by the directors as a guideline for projects. Having all directors abide by the handbooks guideline ensures a level of consistency.

4. Update the Department prequalified consultants and contractors list.

Facility Services works diligently to build external relationships within the Hamilton community. One way of doing this is through the hiring of third party consultants and contractors. This not only assists in time efficiency for the Department, but it allows Facility Services to build relationships with the community. Because Facility Services promises a certain level of quality service, it is preferred to outsource work to already trusted consultants.
**Performance Measurements**

1. Large item purchases of material or services are under a service contract from the request for proposal (RFP) and request for quote (RFQ) process.

RFP’s are efficient because they allow various suppliers to provide proposals for requested services, allowing Facility Services to explore its best options for a project. Because more companies are being invited to present proposals to the Department, requests are more competitive and creative. Similarly, a request for quote process allows the Department to receive various estimates for project costs from different vendors and compare bids accordingly.

Currently Facility Services is in the process of establishing enabling agreements with three different gas suppliers after completing the RFQ process.

2. Refund issuance policy created.

Establishing and enforcing clear refund standards for parking permits will decrease the amount of time security has to spend analyzing numerous specific cases. Having a definitive refund issuance policy will also help clients understand parking services policies. Spending less time dealing with specific refund cases will increase the amount of hours officers can spend on patrol.

3. All payroll processes are being processed through a centralized expert.

With such a high number of staff members within the entire Facility Services department, payroll takes up a significant amount of time. Having it processed through a centralized expert will prevent discrepancies and keep up consistency.

4. Review contractor list with David McFarland.

With the assistance of a Procurement Manager, the Department will be able to ensure that all services, supplies, and equipment is purchased in accordance with the University Procurement Policy.

“I was fortunate to begin my career 40+ years ago with my mechanical engineering degree from McMaster and today I’m equally fortunate to finish my career in Facility Services at McMaster. I have had the pleasure of working with so many hard working and dedicated staff in Design and Construction and all the staff in Facility Services.”

- David McFarland, Contract Management, and Procurement Engineer
STRATEGIC GOAL #2: OPTIMIZE OUR PROJECT MANAGEMENT METHODOLOGY TO DELIVER QUALITY SERVICES ON BUDGET AND ON TIME WHILE SATISFYING CUSTOMER REQUIREMENTS.

OBJECTIVES:

1. Seek opportunities to reduce utilities cost through implementing and monitoring the energy management plan as well as maintain the operation of the central plant and central utility distribution system.

Close analysis of McMasters Project Management Methodology from previous projects will allow management to decide what methodologies have proven to be inefficient and adjust accordingly.

2. Implement new transponder technology to deliver reliable access to parking.

With the help of HH Angus, Facility Services has engineered a gas turbine cogeneration plant that works to recover excess steam from heating and converts it into cool air through an absorption chiller throughout the summer months. Utilizing a cogeneration plant will help McMaster stay warm in the winter and cool in the summer without sacrificing savings.

4. Provide support to building occupants through fair and equitable space allotment. Also, educate building users on space and property transfer as well as maintaining current and accurate space records for future reference.

2. Implement new transponder technology to deliver reliable access to parking.

With such a high demand for parking, especially during events and peak times, it is crucial that parking services work diligently to ensure that parking processes are straightforward and run as smooth as possible.

Facility Services understands that business location allotment is fundamental to the success of a departments' operation. For this reason, Facility Services carefully considers departmental needs and the needs of the departments’ clients. In all cases, Facility Services works to place departments in the most efficient area of campus for them. It is important that building users are also aware of property transfers so they can understand the decision process.

3. When steps within the PMM are seen to be inefficient, management will make changes to improve the process and overall delivery of projects to the campus stakeholders.

6. Improve the condition of the University buildings for our stakeholders by reducing the building maintenance backlog through an annual review of 20% of the campus building infrastructure.

It is Facility Services goal that construction standards deliver the highest quality of construction levels to University stakeholders.

"When I think of McMaster University, I think of diversity, engagement, leadership, and community. I want to contribute to strengthening these qualities and to assist in building a safe and welcoming environment for all community members."

- Glenn De Caire, Director of Security and Parking Services
PERFORMANCE MEASUREMENTS:

1. Ensure cogeneration plant project stays on track to meet target dates.

The project management team has worked diligently to ensure that the project has stayed on track. The project is expected to be completed by October 2017.

2. The percentage of seminars, conferences, and meetings attended annually will help measure performance.

As mentioned earlier, providing staff with opportunities for professional growth through the use of seminars, conferences and meetings demonstrate a level of investment in employees and encourage employees to work more purposefully. Coaching sessions regarding the Project Management Methodology on a regular basis will allow employees to refresh their memory on project planning. In addition, the University procurement policy will also be discussed on a frequent basis to ensure staff understanding.

3. Convert current transponders into more robust technology.

Transponders have successfully been replaced with modernized technology to ensure parking processes are made easier for the entire McMaster community. Transponders will be updated and repaired when needed.

4. To align with the initial goal of optimizing the departments' project management methodology, many of the performance measurements are concerned with project organization.

In order to ensure the organization of the department, it is important that employees are utilizing the work order system to track and report electronic guidelines. In addition, assets should also be input into the PM system and distributed when necessary. The orderliness of work orders will allow monthly project reports to be tracked more accurately.

5. Completion of the new active learning classroom project scheduled for August 2016.

The active learning classroom project has successfully been implemented and utilized by students in the L.R. Wilson building on campus. Active learning classrooms help create an environment conducive to learning, collaboration, and critical thinking, which is the primary focus of Facility Services mission.

"We work with both internal project managers and with external contractors and although it requires a lot of communication, teamwork and collaboration is fundamental to the success of any project."
- Gary Desilets, Project Director for Design and Construction
STRATEGIC GOAL #3: PROVIDE AND PRESERVE AN ASSET AND INFRASTRUCTURE BASE THAT SUPPORTS THE UNIVERSITY’S GOALS.

OBJECTIVES:

1. Provide Facility Services energy management plan with accurate financial info.

   Facility Services aims to examine their finances on a monthly basis in order to ensure consistency and detect any discrepancies. With the assistance of HH Angus, an engineering consulting firm, Facility Services can seek opportunities to reduce energy consumption.

2. Reduce energy consumption and overall costs by designing new buildings to be L.E.E.D certified.

   Leadership in Energy and Environmental Design (L.E.E.D) is one of the worlds most well-known green building certification programs that recognizes and congratulates building operators and owners for their environmental initiatives related to design, construction, maintenance and operation. As of 2005, McMaster set the goal to have a L.E.E.D Silver certification in order to save energy and reduce its eco-footprint. Maintaining a L.E.E.D certification is an on-going process and currently McMaster has six L.E.E.D certified buildings.

3. Implement all the University energy management projects.

   Energy management projects will continuously be a top priority for Facility Services. The department’s primary focus will always be to promote water efficiency strategies, reduce energy waste and to educate the McMaster community about energy and waste management.

PERFORMANCE MEASUREMENTS:

1. Monthly financial information is completed and provided.

   Using spending and cost analysis as a benchmark for measuring the departments' success will allow management to understand what strategies are working efficiently.

2. Lunch and Learn events are being scheduled regularly for training purposes.

   Lunch and Learn events will be provided for employees as well as the McMaster Community so that all members of the McMaster community are informed of environmental efforts and how to properly manage energy and waste.

Fact:
McMaster has over 110 water bottle refilling stations across campus.
STRATEGIC GOAL #4: CONTINUOUSLY REDUCE ENERGY CONSUMPTION AND COSTS WHILE PROMOTING UNIVERSITY-WIDE STEWARDSHIP OF OUR RESOURCES.

OBJECTIVES:
1. Promote energy conservation to the campus community by propagating consumption behavioural change programs such as bike share and no idle policy to reduce energy consumption.

A sustainable campus cannot be attained without the effort of every individual who utilizes the campus. In order for the public to be on board with McMaster’s sustainability initiatives, they must be informed about the ongoing efforts initiated by the University, and align their actions with the Universities goals. Better energy conservation will also decrease the cost of supplementary fees paid by University students because McMaster’s overall utility costs will be lower.

2. Seek sustainable materials and chemicals.

As a campus that backs on to Cootes Paradise an environmental sanctuary home to many different animal species and plant life, Facility Services works diligently to ensure that no harsh materials or chemicals are used on campus as they do not want to effect their neighbouring ecosystem.

3. Understand the cost of operating buildings and reduce energy use by choosing or replacing parts, equipment and materials.

In addition, cost benefit reviews for equipment and material purchases to enhance the potential for energy savings will be conducted. Aged equipment and materials tend to waste more power and work less efficiently than newer models. Through close analysis, management can identify which operations are generating the greatest energy lost and examine the opportunity costs of replacing them.

4. Design new buildings to be LED certified.

As mentioned earlier, Facility Services has worked diligently to enforce the usage of LED lighting in hallways, stairways and throughout student housing. These efforts have improved the overall level of energy consumption throughout the University and are to be kept in mind during all future planning projects.

Fact:
McMaster uses 8 cleaning products on campus and they are all sustainable.
PERFORMANCE MEASUREMENTS:

1. McMaster community is informed and knowledgeable about Facility Services various environmental initiatives through the publishing of energy-usage on campus.

In order for the McMaster community to align themselves with Facility Services goals and correspond with their efforts of creating a more sustainable campus, they must be made aware of the Departments current efforts. Facility Services will consider its performance to be successful if results from the shut and sash are sent to users and published on monitors throughout campus. Facility Services will also hold various lunch and learn events so that employees and McMaster community members can discuss current and future initiatives within the University.

2. Reduction in energy consumption and fuel costs and an increase in environmentally efficient programs (such as bike share).

Facility Services will know they have been successful in effectively communicating their sustainability action plan to the public if they notice a reduction in energy consumption and fuel costs throughout campus. In addition, an increase in participation of environmentally efficient programs such as bike share will indicate the level of effort contributed by students. In addition, Facility Services will continue to do their part by increasing bike and foot patrol leading to the utilization of only one security car during shifts. This will also create a greater level of visibility of constables on campus and will encourage better relationships between security and students.


McMaster is always growing, and with sustainable practices in mind, Facility Services plans to build new facilities in the most economically and environmentally efficient way possible. With new environmental initiatives constantly remodeling and improving, it is important that Facility Services stays on top of these trends by continuously refining its building standards.
Facility Services Mission & Vision

Our mission is to deliver service excellence on time and on budget to a satisfied customer. We are committed to providing a healthy, safe, supportive and inspiring physical environment conducive to learning, teaching, research, community partnering, and the attraction and retention of quality students, faculty and staff.

Our vision is to embrace innovation and commitment in designing, building, and maintaining facilities and grounds that ensure McMaster's continued placement as a world-class University.

TRUST
RESPECT
ACCOUNTABILITY
INTEGRITY
TEAMWORK
PERSEVERANCE