

## Division of Construction Strategic Plan 2014-2019

### CUSTOMER FOCUS

- The division will implement improved processes to maximize customer participation and input in their projects.
- The division leadership will host roundtables and meetings to foster effective working relationships and partnerships with customers and stakeholders.
- The division will develop strategies to build customer confidence and enhance our reputation as a model of excellence in progressive, innovative and process-driven facilities design and construction.
- The division will provide communication training to staff to ensure that customers are better informed on the progress of services being provided.

### WORKFORCE FOCUS

The division will:

- encourage staff to take pride and ownership in their work
- provide leadership training and opportunities for all staff to build competency and encourage personal growth and initiative
- create an inclusive work environment
- increase outreach during the hiring process to maintain a diverse workplace
- provide staff with clear job expectations and establish processes by which their performance is measured
- recruit and hire for excellence and building capability of all staff

### LEADERSHIP

**Mission:** The mission of the Division is to effectively plan and manage design and construction processes to provide quality learning environments in a timely manner.

**Commitments:** The division commits to

- engage collaboratively and respectfully with all partners to build a self-renewing learning community that reflects our values
- provide the highest quality design, construction and support services that are essential to the educational success of all students
- organize and optimize resources, including effective use of technology and sustainable practices
- establish and improve strategic processes for capital project excellence, enhancing customer service, and sharing accountability in support of teaching and learning
- Hiring for excellence and building staff capability
- Promoting effective two-way communication

### STRATEGIC PLANNING

**Theory of Action:** The Theory of Action of the Division of Construction is to cultivate a collaborative culture of service to understand and anticipate needs, communicate processes and the rationale for decisions, to ensure high quality services that are accurate, timely, and reliable, so that through our efforts principals, schools, and offices will have the appropriate resources and support to accomplish their missions.

**Vision Statement:** The Division of Construction will be a model of excellence in progressive, innovative and process-driven facilities design and construction.

### OPERATIONS FOCUS

- Create a standing committee to research and track changing industry trends, practices and standards, meet quarterly and develop a plan to incorporate into the division's processes and practices.
- Identify and create opportunities for sharing problem solving practices, team building activities, and staff recognition.
- Monitor and provide support for equity plan implementation of each team periodically.
- Meet quarterly to discuss information technology and data sharing.
- Create a professional development team to collaborate with the Department of Facilities Management executive leadership to develop and implement department-wide professional development activities for staff.
- Create an action team with leadership and staff representation to review all documented processes and measurements and, identify and reorganize key processes.

### PERFORMANCE RESULTS

To affect positive performance, the division monitors and tracks

- **Customer Results** – Are we meeting or exceeding customer needs and their reasonable expectations?
- **Employee Results** – Are we providing the appropriate opportunities, resources and equipment to enable our employees to excel in their roles?
- **Financial Results** – Are we effectively controlling construction and operating costs to maximize return on investment?
- **Organizational Effectiveness Results** - Are we effectively and efficiently planning and managing resources and processes to provide the highest quality learning environments on time and within budget?

### MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

Performance results are measured by:

**Customer Focus** – annual school principal surveys and post-construction input.

**Employee Focus** – annual Staff surveys and bi-weekly staff meetings

**Financial Focus** – tracking construction cost per square foot, change order costs, and comparing management costs to expenditures

**Organizational Effectiveness** – tracking the number of projects bid on schedule, the number of schools opened on schedule, the number of projects completed within budget and the percentage of minority business enterprise participation.