

STRATEGIC PLANNING - 'ACTION PLAN' PROGRESS

Goal	Metric	Tactics (Core Strategy)	Action Plan	Implementation Duration**
"Our people will be leaders who are motivated, highly skilled and customer focussed."				
PRIORITY				
90% of employees are satisfied with level of support provided	Employee surveys	Provide supportive environment	New employee orientation program	Medium
			Employee satisfaction survey	Medium
			Assess needs/tools for environment	Medium
			PPD policy manual (online)	Long
			Promote non-monetary advantages of university	Long
			Training program on work procedures and policies	Long
			Issue resolution strategy	Medium
Achieve annualized retention rate of 90% in a performance oriented environment	Retention levels	Hire and retain the best people	Employee recognition program	Medium
			Talent management strategy (annual employee performance plan; high potential list)	Long
			Pursue role clarity with HR	Medium
			Align HR processes with functional role (advertising, job classification, interviewing)	Long
			Internal/External awareness campaign (Promote dept. of choice)	Medium
Less than 2% of employees leave due to compensation	Exit interviews	Provide competitive compensation	Conduct exit interviews	Medium
			Partner with HR- collective bargaining terms	Medium
			Advise and inform HR and PVP on compensation	Medium
			Partner with HR- awareness of working conditions	Medium
			Partner with HR- benchmarking wages	Long
Meet mandatory legislative training and PPD Policies; Complete 1 personal course in 2 two years	Employee surveys, training registrations, annual performance review	Provide superior training opportunities	Allocate funding (training/development)	Medium
			Define role of training coordinator	Short
			Training coordinator job- description/classification (appoint coordinator)	Medium
			Communication strategy (Training)	Long
			Tracking by individual (Training)	Medium
			Training strategy (Training)	Medium

Goal	Metric	Tactics (Core Strategy)	Action Plan	Implementation Duration**
"Our partnerships will be based on mutual respect, effective communication and shared goals."				
PRIORITY	Customer satisfaction surveys, reduction of complaints	Exceed expectations of customers	Customer survey	Short
90% of our customers are more than satisfied			Engage customers (feedback)	Short
			Engage employees (feedback)	Short
			Gap analysis- partnerships (Benchmarking)	Medium
			Determine service levels (w/ Sr. Admin)	Medium
			Communicate service levels (entire campus)	Medium
PRIORITY	Customer satisfaction surveys	Develop external communications strategy	Create key messages based on work policies	Short
Customers are fully informed of service and service levels we provide			Define communications role/job and classification	Short
			Identify target audience	Short
			Identify method of communication for each target audience	Medium
To effectively manage our shared goals	Customer satisfaction surveys, face to face discussions,	Develop and communicate shared goals	Identify Internal/External partners (shared goals, action plans, quarterly reviews)	Short
			Determine appropriate method of communication (i.e. face to face,	Medium

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"Our processes will be effective, efficient, well communicated and supported with the required resources and policies."				
PRIORITY	Benchmarking, job evaluations	Determine resources required to support strategy	Identify appropriate standards & benchmarks	Medium
Budget allocation is appropriate to meet established service levels			Identify resources needed to meet established service levels	Long
PRIORITY	Employee survey	Develop necessary policies that define procedures	Conduct gap analysis	Medium
Employees understand expectations, accountabilities, roles within Physical Plant			Develop online policy manual	Long
			Integrate into orientation program	Medium
			Review current policies	Long
			Update/develop policies (with appropriate consulting)	Long
Ensure our employees and partners are aware of and understand Physical Plant policies and procedures	Employee Survey	Establish a communications strategy	Identify key messages (Comm Strategy)	Short
			Identify target audience (Comm Strategy)	Short
			Identify how to reach target audience (Comm Strategy)	Short
Ensure that policies and procedures are aligned and support the best interests of the University	University communications survey	Review and develop procedures with external partners to resolve issues	Seek support from Gitta and members of her portfolio	Medium
			Participate and provide input into University procedures impacting Physical Plant and /or Western	Long
			Integrate into Physical Plant manual	Long
Structure is aligned with strategy	Goal is accomplished	Review framework to ensure alignment with strategy	Conduct review of organization	Short
			Present observations	Short
			Discuss observations with management team and determine action	Short

Goal	Metric	Tactics (Core Strategy)	Action Plan	Implementation Duration**
"Our organization will provide superior services with the most efficient use of financial resources."				
To achieve stated goals	Consumption (energy, materials) by student/building	Lead University in a sustainable environment and assist in achieving stated goals	Maximize recycling of waste materials	Long
			Set reasonable payback periods for sustainable initiatives	Short
			Evaluate and communicate energy consumption results	Medium
			Measure energy consumption	Medium
			Participate in establishment of University's sustainable environmental goals	Long
			Maximize the use of environmentally friendly products and materials	Long
			Protect the natural environment and minimize energy consumption through appropriate design and operational procedures and education	Long
To achieve top quartile ranking amongst research intensive, doctoral universities	APPA Core Data survey (i.e. electricians per sq. ft), budget performance	Make the most efficient use of financial resources to create and preserve physical assets	Collect appropriate data	Medium
			Plan and prioritize against agreed upon service levels	Long
			Ensure financial accounting and processes are effective	Medium
			Seek out and utilize best practices	Long

* Cost Ranges
High: > \$100,000
Medium: \$20,000-\$99,999.99
Low: < \$19,999.99

** Plan Implementation Duration
Long: > 12 months
Medium: 6 months - 12 months
Short: < 6 months