



# Strategic Plan

**Smithsonian Institution**

**Office of Facilities Engineering  
and Operations**

Facilitated by:  
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## Attendees

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James McLaughlin	Director, Office of Protection Services	202.357.3375
Nancy Bechtol	Director, Office of Facilities Management	202.357.1927
Alan Pride	Associate Director, Systems Reliability	202.357.1705
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490 LaEnfant Plaza  
Washington D.C.**

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# Office of Facilities Engineering and Operations

## Mission

**OFEO provides a safe, secure and quality built environment that enables staff to increase and diffuse knowledge and add to the enjoyment of our visitors.**

## Vision

**We are the model for providing and sustaining world-class cultural and scientific facilities.**

## Guiding Principles

**Integrity:** We are truthful and honest in all we do. We are honest in our dealings and deliver on our promises. We do the right thing even when nobody is watching.

**Personal Responsibility:** We take ownership of the problems. We have the courage and commitment to get things done and not give up.

**Creativity:** We encourage, reward and implement innovative ideas.

**Excellence:** We take pride in our work. The results of our efforts bear our personal stamp of excellence.

**Teamwork:** We cooperate with each other and our clients, building on each others' diverse skills and experiences.

**Respect:** Respect is earned. When we show respect to fellow workers and visitors we will receive it back. We also earn respect by demonstrating superior performance.

# Strategic Plan

## Goal 1 Workforce Development

Create a high-performing workforce that is diverse, multitalented and prepared to achieve SI's and OFEO's goals

### Objective 1.1 Strengthen Human Capital Resources

#### Strategies:

- Develop and implement plan to respond to concerns in employee perspective survey
- Analyze training needs for all positions and meet training and professional development needs in systematic fashion through IDPs
- Implement an effective performance management and incentive awards program
- Make best use of existing resources and develop strategy to secure additional resources to hire and develop staff.
- Increase morale of the organization

#### Performance Indicators

- Plan published and implementation underway
- Results of employee's perspective surveys.
- Percent of supervisors and employees who find IDPs relevant and useful
- Training hours and dollars invested
- Percent of employees with annual performance plans, evaluations and IDP. Percent of evaluations issued within 60 days.

### Objective 1.2 Build a Team-based Culture

#### Strategies:

- Use website, town meetings and other available tools to inform and communicate with employees
- Develop a strategy for better teamwork. Organize cross-functional teams to support our clients. Encourage formation of self-directed teams to achieve SI and OFEO goals.

#### Performance Indicators

- Strategy published and implementation underway
- Number of town hall meetings conducted and newsletters published
- Percent of employees satisfied with cross-organizational communications and cooperation

**Objective 1.3 Recruit, hire and maintain a diverse workforce and promote equal opportunity in all aspects of the Smithsonian's employment and business relationships**

## **Strategies**

Develop and implement recruitment strategies that result in diverse, high quality candidates  
Provide training and informational programs that promote a work culture that values diversity  
Evaluate management officials and supervisors on their compliance with applicable EEO laws, rules and regulations and on their efforts to achieve a diverse, high quality workforce.

## **Performance Indicators:**

Recruitment strategies developed and implementation underway  
Number of occupations/grade levels identified as having under-representation of minorities or women that show an increase in employment of under-represented groups.  
Percentage of occupational grade levels that reflect local or national CLF.

## **Goal 2 Capital Program**

**Develop and execute a capital program to revitalize SI facilities by investing \$1.5B over a 10 year period**

### **Objective 2.1 Complete major capital facilities projects now in the program**

#### **Strategies**

Adhere to scopes, timelines and budgets established for major projects.  
Manage capital program to meet targets for obligations, schedule and costs.

### **Objective 2.2 Secure increased resources for capital revitalization to achieve the \$1.5B over a 10 year period**

#### **Strategies:**

Integrate inclusive, comprehensive master plans into the capital program formulation process.  
Better communicate requirements internally & externally  
Be fully responsive to OMB and the Congress.  
Show capacity to spend wisely any additional capital resources.

### **Objective 2.3 Take advantage of innovative contracting methods**

#### **Strategies:**

Acquire a more effective tool for creating contract packages  
Obtain authority in OFEO to execute interagency agreements  
Partner with OGC and OCON to develop less risk averse approaches  
Change contracts to add incentives and liquidated damages

#### **Performance Indicators**

Get interagency agreement authority by 1 November 02  
Hold OGC/OCON strategy meetings every three months  
Insert incentive and damage clauses in 50% of contracts in FY 03

## **Objective 2.4 Clarify policies and streamline procedures**

### **Strategies:**

Implement Project Management Handbook

### **Performance Indicators**

Publication October 1, 2002

Distribution November 1, 2002

Ongoing Training FY2003

Revised Publication FY2004

## **Objective 2.5 Consolidate management of leased and owned Real Property**

### **Strategies:**

Develop database for real property that is integrated with ERP.

Provide comprehensive methodology for space acquisition

Develop space management guidelines

### **Performance Indicators:**

Complete Real Property Handbook by \_\_\_\_\_

Produce draft Real Property report by \_\_\_\_\_

## **Goal 3 Facility Management and Maintenance**

**Execute an aggressive, long-range Smithsonian facilities program, with increased emphasis on management and maintenance in accordance with NAPA recommendations.**

### **Objective 3.1 Develop a maintenance organization and budget to achieve world-class cultural and scientific facilities.**

**Strategy:** Gain support from Program staff, Castle, OMB, and Congress.

### **Specific Actions:**

Develop briefing and visit stakeholders

Establish baseline

Measure to show benefit of more resources

Brief Advisory Committees on scheduled basis

Benchmark with recognized world class operations and maintenance organizations

Earn international recognition for SI O&M

### **Performance Indicators**

Customer Survey responses

Institutional support for O&M budget

No. of benchmarking partners

Increasing trend for systems availability

Steady improvement towards NAPA recommendations

■

**Strategy:** Implement Reliability Centered Maintenance (RCM)

### **Specific Actions:**

Establish system performance baselines

Train personnel and customers on RCM principles

Revise maintenance tasks

Initiate condition monitoring  
Develop commissioning program  
Modify equipment procurement specifications

**Performance Indicators**

Temperature/humidity in range  
% of staff trained  
Planned maintenance as % of all maintenance  
Callbacks as % of all DWOs  
Number of PT&I finds  
Increasing trend for systems availability

**Objective 3.2 Acquire a more effective tool for creating contract packages to improve timely delivery of goods and services.**

**Strategy:** Streamline OFEO procurement and contracting methods

**Specific Actions**

Evaluate possible use of interagency contracts  
Obtain purchase cards up to highest expenditure levels for appropriate officials  
Partner with OCON to develop less risk averse approaches  
Develop pre-approved contractor list  
Increase delegations of authority  
Implement pilot performance based contract (PBC)

**Performance Indicators**

Number of agencies contacted  
Obtain purchase cards for designated personnel  
Hold OCON quarterly strategy meetings  
Number of personnel with delegated authority  
Number of pre-approved contractors  
Number of PBC statements of work developed

**Objective 3.3 Clean, attractive and well maintained facilities**

**Strategy:** Implement a combination of zone and centralized maintenance

**Specific Actions:**

Assign responsibility (establish zones)  
Define standards (custodial, maintenance standards)  
Determine resource levels (FTEs, \$\$)  
Sign and Implement Service Agreements  
Develop annual and five year work plans for each zone  
Implement customer service surveys  
Develop work processes and document results for OFM and OFR  
Publish comprehensive O&M Handbook

**Performance Indicators**

No repeat findings in METR reports



Customer service levels  
% planned maintenance  
% adherence to work plans  
# process maps developed and O&M Handbook approved

### **Objective 3.4 Meet or exceed Customer expectations**

**Strategy:** Assure client expectations are mutually understood and achievable

**Specific Actions:**

Develop feedback system on delivered products and services  
Share appropriate metrics with customers on a regular basis  
Hold routine meetings with clients and customers

**Performance Indicators**

Meet semi-annually with museum directors  
Customer service forms indicate 80% satisfaction on first time around  
# of client meetings conducted

**Strategy:** Create more user friendly work request processes

**Specific Actions**

Work with other SI offices to create a single automated replacement for forms such as SI 23, SI 600, SI 783, etc  
Standardize call in and response procedures for all work requests.  
Standardize criteria for written versus call in work requests.

## **Goal 4 Safety and Security**

**Ensure visitors, staff, collections, and facilities are safe and secure.**

### **Objective 4.1 Make safety and security everyone's business; have incident rates below averages**

**Strategies:**

Execute heightened security measures  
Develop and implement emergency preparedness plans  
Update safety policies  
Safety and security an agenda topic in all OFEO leadership meetings  
Implement SSMP (upgrade existing security systems)  
Conduct and follow up on annual METR's

### **Objective 4.2 Clarify policies & develop procedures that outline responsibilities & expectations, raise staff awareness of potential safety & security issues.**

**Strategies:**

Develop & update safety and security policies

Utilize various media to keep SI staff informed and aware of current safety and security issues

**Performance Indicators**

- Develop and implement an SI-wide Emergency Preparedness Plan
- Update 50% of SI Safety Handbook
- Meet quarterly with Security Initiative Committee
- Meet quarterly with Safety Coordinators
- Make monthly announcements via email, Blue Bulletin, or Torch

**Goal 5: Manage OFEO resources effectively**

**Objective 5.1 Develop and manage an OFEO operating budget**

**Strategies:**

- Mature the Program Budget Advisory Committee (PBAC) process
- Develop monthly status of financial execution
- Train users of financial information across OFEO
- Fully resource the financial workload/requirements across OFEO

**Objective: Have complete, reliable and consistent financial information**

**Strategies:**

- Fully implement the Enterprise Resource Planning (ERP) system concept for all automated systems. All financial transactions flow through the ERP. Eliminate all cuff systems
- Maximize the ERP environment complete with integrated functionality vs. manual or automated interfaces.
- Utilize financial system capabilities to further develop the PBAC process, e.g., advanced analysis (5<sup>th</sup> generation) software tools/capabilities.
- Improve Facility Center, implement Facility Center throughout OFEO, integrate into ERP vs. interface.

**Actions**

- Hire OFEO systems accountant

**Objective 5.2 Get the right skill sets and right competencies doing the right jobs efficiently**

**Strategies:**

- Advocate and participate in establishing more responsive personnel systems such as category ranking; broad banding pay and classification; etc.
- Continually review OFEO workload requirements and put the right skill sets, right grade levels, and right position descriptions in place
- Partner with OHR to improve personnel service to our supervisors
- Implement Position Management

**Performance Indicators:**

- Recruit times
- Fill rates (Stock & flow)

**Specific Actions:**

Implement OFEO classification authority and resource the position/contract requirements.  
Create an OFEO full-scope personnel shop and fully resource

# Implementation Planning

## Identify barriers and Countermeasures to implementation of the Strategic Plan

Identify and Prioritize Barriers

Determine what must be done to mitigate the barriers

BARRIERS	COUNTERMEASURES
<b>Question: What are the barriers to achieving our strategic plan?</b>	<b>Question: What are the things we can do to eliminate this barrier?</b>
<p><b>Culture of ‘We’ve never done it that way’ [8]</b> Refusing to believe we need to change</p>	<p><b>1</b></p> <ul style="list-style-type: none"> <li>Communication: can’t talk enough [8]</li> <li>Organizational development to align culture with work needs [7]</li> <li>Start benchmarking [6]</li> <li>Build credible strategic plan and get buy-in [4]</li> <li>Publish performance indicators [4]</li> <li>Celebrate success [3]</li> <li>Broaden planning effort (Involve more people) [2]</li> <li>Document &amp; advertise successes[1]</li> <li>Applied creativity exercises [0]</li> <li>Training, Communication, Ownership by workforce, Accountability [0]</li> </ul>
<p><b>Lack of work processes [6]</b></p>	<p><b>2</b></p> <ul style="list-style-type: none"> <li>Map processes and imbed in handbooks, etc. [10]</li> <li>Staff participate on process teams [3]</li> <li>BPR (Business Process Review) [5]</li> <li>Share the results of process mapping now underway [8]</li> <li>Improve processes one at a time. Communicate this improvement.</li> <li>Will gain respect for staff in that they see improvement [1]</li> </ul>
<p><b>Fear of taking risks, being blamed [5]</b></p>	<p><b>3</b></p> <ul style="list-style-type: none"> <li>Encourage and reward innovation [12]</li> <li>Celebrate learning from mistakes [9]</li> <li>Catch staff innovating &amp; advertise to others [8]</li> <li>Use outside help in selective areas (Consultants) [2]</li> <li>Expand/encourage mentoring programs [2]</li> </ul>
<p><b>Immediate demands (Short focus) [6]</b> Constantly putting out fires</p>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>Focus on stopping fires from starting (At least minimize them) [8]</li> <li>Bru makes plan top priority [6]</li> <li>Periodic sessions dedicated to planning (And hewing our strategic plan) [5]</li> <li>Encourage supervisory training and better scheduling of work [5]</li> <li>Emphasize solo work [3]</li> </ul>

<p><b>IT Infrastructure</b> outdated [4] ERP integration Current Systems</p>	<p><b>5</b></p>	<p>Make it clear that ERP will be ‘the system’ and that “Cuff” systems will all go ! [9] Create forcing function to get all to use facility center [8] Convince SI leadership that erp is the way to go for the future. (vs Disparate systems combined with PS) [7] Convince SI to Step up to schedule for ERP &amp; include us in planning [4] Decentralized control of desktops [1]</p>
<p>Time, Staff &amp; Resources [5] Inadequate # of support staff &amp; inadequate skills to do it? [3] Lack of \$\$ Ourselves Lack of interest Overcoming the Naysayers C.R. (Funding)</p>	<p><b>6</b></p>	<p>Identify some work activities &amp; service we can stop [11] Use all the \$\$ we do have [10] Hold every employee accountable [8] Provide \$\$ to contract important work no longer supported by FTEs [2] Shape workforce to the future [2] Hire against the 88/98 positions as soon as resources become available [1] Prioritize time to do the most important things first Make the tough decisions Get the rest of SI to see the importance of what we do</p>

**Note:** Number in bracket is number of votes garnered during the “Dot Poll” e.g. [3]. The lack of such a number indicates zero votes. The purpose is to prioritize and not to eliminate ideas.

# Implementation Planning Framework

Four major groupings of Implementation issues were identified and addresses by break-out groups during the Strategic Planning session. This was to provide an initial push toward actual implementation of the Strategic Plan. Included in this report is a suggested set on Implementation consideration which are offered as a framework to be more fully developed and acted upon by the OFEO in the coming months.

The four break-out groups are:

1. The Overall Approach
2. Performance Evaluation Plan
3. Communications at all levels
4. Measures to determine success

Actions Identified and assigned with completion expectations

## Group 1: Overall Implementation Plan

Conduct Briefings

To OFEO Town Meeting (Bru)

To Offices, Divisions, Branches, etc. (Office Directors)

Important to show linkages to unit activities and relation to OFEO and SI plan To others outside OFEO

Assign overall responsibility for plan action items

Responsible management official develops a plan of action and critical milestones for the action items, clearly identifying support needed to succeed

Conduct periodic reality checks on overall strategic plan progress

Quarterly (Week prior to QSR)

Coordinated in advance of QSR's

Ensure integration with pre-existing plans and metrics

Periodically communicate reports on progress.

## Group 2 Performance Evaluation Plan

(Performance Plans cascaded to all levels including Individual Performance Plan, Roles and Responsibility/Accountability)

**Actions:**

1. Identify the action items
2. Match action items with Torchbearers

3. Develop coaching plan
4. Write action items into performance plans as appropriate
5. Make sure all action items are covered
6. Define metrics
7. Design metrics to encourage success
8. Measure progress against the plan
9. Get feedback
10. Reward success & Learn from mistakes
11. Update action plan

### **Group 3 Communication Plan**

#### **1. Initially communicate the strategic plan using a variety of means:**

- January 24 town meeting
- Each Director's staff meetings
- Website
- Request managers to place on office bulletin boards
- Directors and managers brief staffs, emphasizing relevant parts.
- Ask an implementation team of staff (one team for each goal) to help develop ideas for implementing the goal. This should include an identifying obstacles, including assessing likely reactions and reasons for them (such as emotional, rational or political resistance) and recommendations for addressing.

#### **2. Link objectives, actions and measures in the OFEO strategic plan to individual performance plans.**

- Establish individual performance elements and standards that contribute to achieving OFEO's strategic goals.
- At a minimum, reference relevant strategic plan objectives next to performance elements. For example add something like the following to element box on the OFEO performance plan form: "Contributes to the following SI or OFEO organizational goal: \_\_\_\_\_"

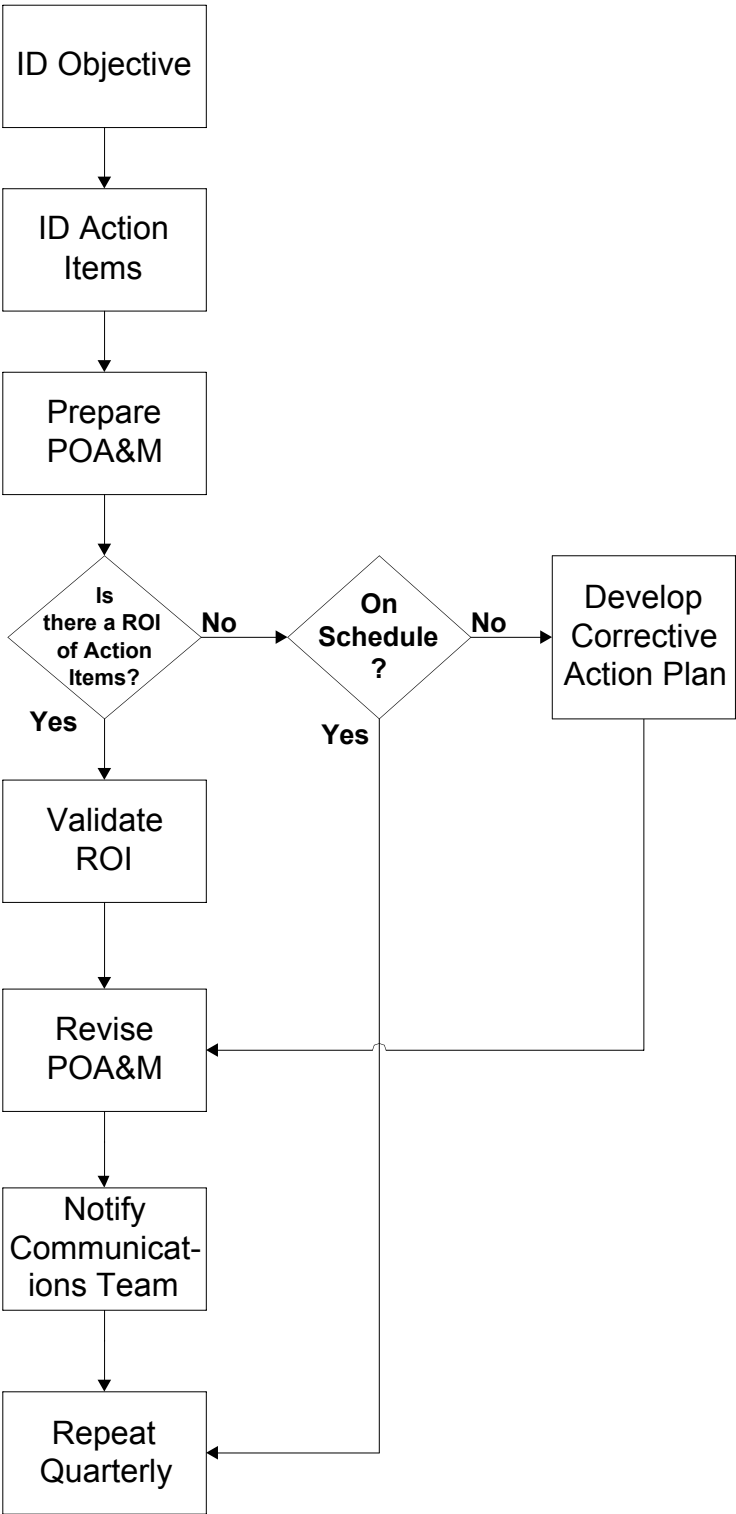
#### **3. Keep the plan and OFEO progress out front. Consistently emphasize importance from top down.**

- Bru receives implementation updates on all or parts at each direct reports and town meeting as well as quarterly updates
- Each Director mentions something about strategic plan implementation at each staff meeting, town meeting and other appropriate communications.
- Adjust top page dashboard to incorporate a summary measure for each of the 5 OFEO strategic goals. (Three already appear well represented.)
- Publish Dashboard monthly:
- Post color copies of the top page with gauges on OFEO bulletin boards.
- Post the entire package on the OFEO website.

#### **4. Sell to others outside OFEO.**

- Give to major customers
- Talk about the plan, implementation and progress in:
  - Briefings
  - Bru quarterly meetings with Council of Museum Directors
  - Semi-annual meetings between Bru, PM's and museum staff
- Brief relevant portions to advisory groups
- Share with OHR, OCon, others from whom we need cooperation to achieve objectives and goals.

**Group 4 Measurement Plan (Flow Diagram)**





## Possible Implementation Framework and Timeline

Implementation Strategy	Phase 1	Phase 2	Phase 3
	3 Months	6 Months	9 Months
<p><b>1. Use an Accountability System</b> Develop Performance Evaluation Plan and a Performance Measurement Plan</p>	<p>Refine Performance Measures and frequency of collection</p> <p>Determine source of data and make arrangements for collection</p>		
<p><b>2. Manage the Overall Approach to Implementation</b> Using the 5 Goals, develop the Objectives into action plans with specific assignments and measures of success</p>			
<p><b>3. Develop Communication Plan</b> (Communicate at all levels consistently and constantly.)</p>			
<p>4. Institute planning in everyday business of the OFEO</p>			
<p>5. Gain individual commitments through buy-in, participation and accountability</p>			
<p>6. Adjust organizational structure or assignments as necessary to get the right people working on the right things</p>			
<p>7. Create and use teams to focus on achieving the goals. Conduct OFEO-Wide Enterprise Partnering Session</p>	<p>Each goal implementation team Refine and adopt charters for to.</p> <p>Each goal implementation team meet regularly until the goal is accomplished.</p> <p>All regular team meetings facilitated by internal or contract facilitators.</p>		
<p>8. Create a committed leadership team to steer the implementation. OFEO-Wide Enterprise Partnering</p>	<p>Create leadership team with a specific Charter and meet to charter five goal implementation</p>		

Session.	teams and regularly assess their progress .  All regular team meetings facilitated by internal or contract facilitators.		
9. Seek out resistance & <b>barriers</b> and remove or mitigate them.	Assign each team the task of dealing with their barriers		
10. Instill the <b>Guiding Principles</b> in the culture and observe how well they are being used	Distribute the adopted Guiding Principles to the entire workforce.  Discuss frequently in staff meetings (Possibly one each meeting) and other organizational forums.		
11. Reallocate resources as appropriate. Invest in your future.	Determine what is being done now that could be stopped, dropped or deferred.		
12. Ensure work is aligned with Mission. Selectively stop doing things to recover capacity.			
13. Delegate decision-making to teams as much as you can stand. This engenders productive participation.			
14. Train the organization on the Guiding Principles, teams, problem-solving, leadership and supervisory skills, performance management and rewards/recognition.			
15. Regularly review progress to keep attention and emphasize what is important.			
16. Revisit and update the Strategic Plan regularly			
17. Advertise accomplishments			
18. Keep visible the Vision and expectations.			