

# Business Excellence Framework 2010 Award Application





# Business Excellence Framework Application Form





## 2010 Australian Business Excellence Awards Application Form

1. Address	
Organisation Name	Facilities and Services Centre Edith Cowan University
Address	270 Joondalup Drive
City	JOONDALUP
State	WA
Postcode	6017
Phone	(08) 134 328
Website	<a href="http://www.ecu.edu.au">www.ecu.edu.au</a>
ABN	54 361 485 361

2. Awards Contact	
Title	Mrs
First Name	Denise
Last Name	ALLISON
Position	Coordinator Quality Management System
Phone	(08) 6304 2240
Fax	(08) 6304 2787
Mobile	0438920 436
Email	<a href="mailto:d.allison@ecu.edu.au">d.allison@ecu.edu.au</a>

3. Chief Executive Officer	
Title	Mr
First Name	Brian
Last Name	Yearwood
Position	Director
Phone	(08) 6304 2516
Fax	(08) 6304 2919
Mobile	0437 201 520
Email	<a href="mailto:b.yearwood@ecu.edu.au">b.yearwood@ecu.edu.au</a>

Please email your application to: [awards@saiglobal.com](mailto:awards@saiglobal.com)

4. Organisational Details	
Industry (please mark <input checked="" type="checkbox"/> )	
	<input type="checkbox"/> Agriculture
	<input type="checkbox"/> Construction
	<input type="checkbox"/> Personal
	<input type="checkbox"/> Communications
	<input type="checkbox"/> Cultural Industries
	<input type="checkbox"/> Defence Industries
	<input checked="" type="checkbox"/> Education and Training
	<input type="checkbox"/> Electricity, Gas and Water Supply
	<input type="checkbox"/> Finance and Insurance
	<input type="checkbox"/> Fishing
	<input type="checkbox"/> Government
	<input type="checkbox"/> Health and Community Services
	<input type="checkbox"/> Information Technology
	<input type="checkbox"/> Manufacturing and Processing
	<input type="checkbox"/> Mining
	<input type="checkbox"/> Retailing
	<input type="checkbox"/> Tourism and Recreation
	<input type="checkbox"/> Transport and Storage
	<input type="checkbox"/> Wholesaling
Sector (please mark <input checked="" type="checkbox"/> )	
	<input checked="" type="checkbox"/> Public Sector
	<input type="checkbox"/> Private Sector
	<input type="checkbox"/> Not for profit or community
Annual Turnover (AUD)	\$65 million
Year founded	1991
Previously Applied (yes or no)	No
Year Applied	N/A
Eligibility (please mark <input checked="" type="checkbox"/> )	
	<input type="checkbox"/> Fully Autonomous Enterprise
	<input checked="" type="checkbox"/> Subsidiary or Division

Please email your application to: [awards@saiglobal.com](mailto:awards@saiglobal.com)

For Subsidiary or Divisional applicants:

5. Parent Company Chief Executive Officer	
Title	Professor
First Name	Kerry O.
Last Name	Cox
Position	Vice Chancellor
Phone	(08) 6304 2205
Fax	--
Mobile	--
Email	<a href="mailto:vc@ecu.edu.au">vc@ecu.edu.au</a>

Number of employees in parent company's organisation	1.758
Percentage of parent organisation's overall budget/revenue represented by applicant organisation	Total ECU 350 Total F&S \$25m (recurrent) + \$40m (capital) \$65m ∴ % = 19% ≈ 20%
The following management activities are undertaken by the applicant Subsidiary or Division (please mark <input checked="" type="checkbox"/> ):	
	<input type="checkbox"/> Finance
	<input type="checkbox"/> Research
	<input type="checkbox"/> Legal
	<input type="checkbox"/> Manufacturing
	<input type="checkbox"/> Personnel
	<input type="checkbox"/> Distribution /Service Delivery
	<input type="checkbox"/> Marketing
	<input type="checkbox"/> Sales
	<input type="checkbox"/> Administration
	<input type="checkbox"/> Other (please specify) Operations
Describe the major business support functions provided to the applicant by the parent company	Finance, Information Technology, Human Resources

6. Entry level	
Please mark your Entry level	
	<input checked="" type="checkbox"/> Award
	<input type="checkbox"/> Category

\* Applicants in Award and Category levels can submit the remaining parts of their application in a separate document to [awards@saiglobal.com](mailto:awards@saiglobal.com)

Please email your application to: [awards@saiglobal.com](mailto:awards@saiglobal.com)

## ❖ Declaration

I hereby agree that SAI Global Limited ("SAI"), the owner and administrator of the business process assessment program known as "Australian Business Excellence Awards" ("the Program"), may in its absolute discretion make determinations in respect of all aspects of the Awards, including but not limited to the nature and/or extent of required site visits, conduct of interviews, evaluations and issues of awards in respect of the Program in relation to which no correspondence shall be entered into.

SAI does not warrant the accuracy, completeness or fitness for any particular purpose of any information provided by it or any of its related bodies corporate referable to the Program and I hereby release SAI and its related bodies from all and any claims for any costs, expenses or damages howsoever arising from or in connection with my use of or reliance up of the Program or information provided to me by SAI or any of its related bodies corporate in relation to the Program.

Should SAI determine that a site visit of my premise is necessary in relation to the Program, I undertake to provide SAI and its relevant employees, agents and contractors reasonable access within business hours at a mutually agreed date and I undertake to meet SAI's reasonable costs in advance relation to such a site visit including airfares, transport and accommodation at cost.

I agree that should I be granted an award or other form of recognition by SAI pursuant to the Program that I shall cooperate with SAI to promote public awareness and understanding of the Program.

I hereby declare that all the information I have provided in relation to my application relevant to the program is true and accurate and complete in all material respects, my disclosure of does not contravene any applicable laws, regulations, rules or corporate policies.

I under take to pay to SAI within 30 days all correctly rendered invoices sent to me.

Signature of authorised official:	
Name:	Brian Yearwood
Title:	Director, Facilities and Services Centre
Date:	16 February 2010



Thank you for your application

Please email your application to: [awards@saiglobal.com](mailto:awards@saiglobal.com)



# Business Excellence Framework Organisational Summary



## **Business Excellence Framework**

### **Organisational Summary**

#### **1. Organisational Strategy**

Edith Cowan University has existed in various forms since 1904 and became a University in 1991. The University currently operates from three campuses at Joondalup, Mount Lawley and Bunbury. Approximately 22,000 students attend ECU and the organisation employs 1,758 staff. The University operates with four Faculties and a number of Service Centres.

Facilities and Services is a Service Centre that provides a number of diverse services to support the University's goals. Services to the University include:

- Planning and development of buildings.
- Maintenance of buildings and grounds.
- Campus services including security, vehicle fleet and facilities management offices.
- Commercial services including the bookshop, sports and recreation, student housing (via contract) and leasing.

Facilities and Services employs approximately 120 staff and operates with an annual recurrent budget of approximately \$24m. Facilities and Services is also responsible for the buildings component of the University's Capital Plan, with expenditure of approximately \$40m per year.

With Universities being a key part of society, it is essential that long term continuous sustainable improvement is undertaken. To meet the needs of the University's stakeholders Facilities and Services must deliver services that provide excellence in customer service.

The adoption of a management system for Facilities and Services was based on drawing the services together under one framework, which provides excellence in customer service and drives long term continuous sustainable improvement.

The Business Excellence Framework was chosen by Facilities and Services as the overall framework. The Business Excellence Framework is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. Facilities and Services have mapped the Business Excellence Framework on a website against the approach, deployment, results and improvement being undertaken. Seven cross functional teams aligned to the Business Excellence Framework categories operate within Facilities and Services to drive improvement. The Business Excellence Framework has been used for many years by Facilities and Services and is part of the Quality@ECU Model.

In addition, Facilities and Services have a management system that is third party certified to:

- AS/NZS ISO 9001:2008, Quality Management Systems. This provides the glue between Facilities and Services processes and puts in place international recognised ways to run an organisation including management review, objectives and measures, documented procedures and work instructions, internal reviews and improvement actions.
- AS/NZS ISO 14001:2004, Environmental Management Systems. This ensures that all of the activities undertaken by Facilities and Services incorporates environmental sustainability. Five environmental programs of Energy, Water, Waste, Travel and Biodiversity (South West Campus) drive improvements in environmental sustainability for the University.
- AS/NZS 4801:2001, Occupational Health and Safety Management Systems. This standard was adopted by the University to drive best practice in OSH management.



Facilities and Services believes it can provide an example of best practice management to the University, through the development of systems and processes that provide excellence in customer service and drive long term continuous sustainable improvement.

## 2. Significant achievements

Facilities and Services has achieved the following results in recent years through its plans and actions.

2007

- Ranked first out of eight universities for Estates and Facility Management through the Association of Commonwealth Universities Benchmarking Process.

2008

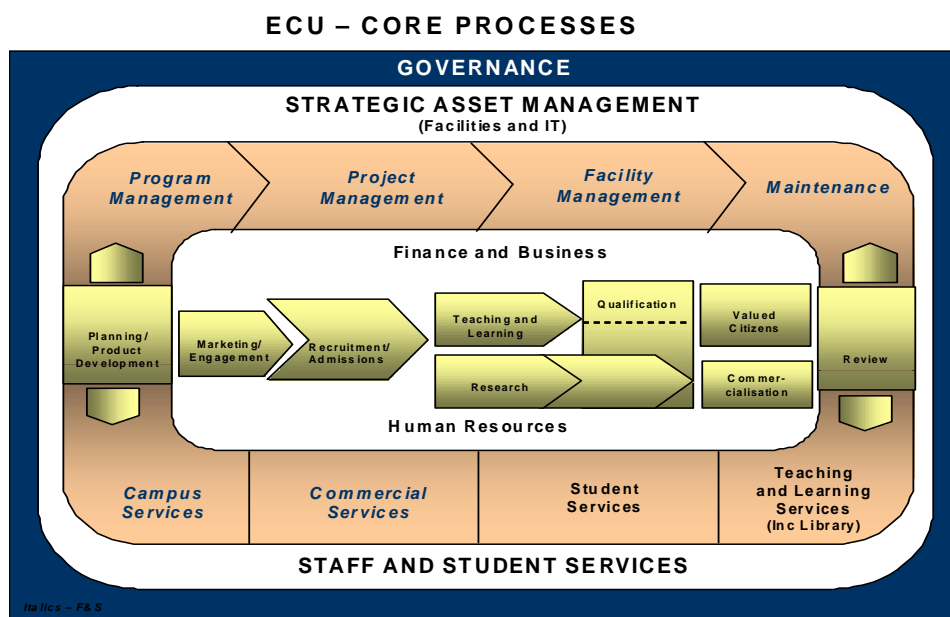
- ECU Vice-Chancellor’s Award for Environmental Management by the Building and Services Team.
- ECU Vice-Chancellor’s Award for Services to Students by a staff member from Sports and Recreation.

2009

- Third party certification of the Facilities and Services Management System to ISO 9001, ISO 14001 and AS/NZS 4801.
- ECU Winner of the Premier’s Award for managing the environment with Facilities and Services having a significant involvement.
- Ranked equal second out of eight universities for Management of Sustainability through the Association of Commonwealth Universities Benchmarking Process.
- ECU Vice-Chancellor’s Award for Services to Students by a staff member from Sports and Recreation.
- ECU Vice-Chancellor’s Award for Business Sustainability by the Student Accommodation Services Project Team.

## 3. Business Environment

Facilities and Services manages key processes for the University, as shown in blue in the diagram below.



Facilities and Services manages the Strategic Asset Management (Facilities), Campus Services and Commercial Services processes for the University.

The Director Facilities and Services is accountable for the Facilities and Services Centre and reports to the Vice-President (Resources) & Chief Financial Officer. The Director provides a regular Buildings and Sites Report to Resources Committee, which is a sub-committee of the University Council. Recurrent funding for the Centre is funded as an overhead for the University. Over the last two years the University has funded a 2% increase in expenditure, while salaries have increased 4%. This has required having to make savings, and at the same time increase standards in service. Commercial Services are managed on behalf of the University with all profits being returned to the central fund. The Buildings Capital Program is managed through the Strategic Asset Management Framework and approved as part of the Budget Process by the University Council.

Below is a summary of the key issues from the Facilities and Services 2010 Operational Plan.

Strategic Priority	Strategy/Action
<b>Category 1 - Leadership</b>	
1/4	<ul style="list-style-type: none"> <li>Continue to assess and improve leadership processes within Facilities and Services, with a focus on environmental sustainability and corporate social responsibility.</li> </ul>
1/4	<ul style="list-style-type: none"> <li>Improve energy monitoring, energy management systems and develop a strategy for a District Energy Scheme.</li> </ul>
<b>Category 2 – Strategy and Planning</b>	
2,3 & 4	<ul style="list-style-type: none"> <li>Finalise and deploy master plans for each campus and finalise plans for new buildings at Mount Lawley and Joondalup.</li> </ul>
4	<ul style="list-style-type: none"> <li>Review the Strategic Asset Management Framework against the recently released TEFMA guidelines.</li> </ul>
<b>Category 3 – Information and Knowledge</b>	
1	<ul style="list-style-type: none"> <li>Establish a project to upgrade the Facilities and Services Centre websites, including on-line payments, in line with the University's website project.</li> </ul>
<b>Category 4 – People</b>	
2	<ul style="list-style-type: none"> <li>Continue to assess people processes and establish a strategy to look at providing Facilities and Services' services to Faculties, students and staff from 8:30am to 9:30pm Monday to Friday, and Saturday mornings, in the medium to longer term.</li> </ul>
<b>Category 5 – Customer and Market Focus</b>	
2	<ul style="list-style-type: none"> <li>Deploy the Facilities and Services Centre Customer Service Charter.</li> </ul>
2	<ul style="list-style-type: none"> <li>Continue to assess and improve customer processes with a focus on customer strategy, customer segments and actioning surveys.</li> </ul>
<b>Category 6 – Process Management, Improvement and Innovation</b>	
4	<ul style="list-style-type: none"> <li>Establish and deploy a process improvement process for Facilities and Services.</li> </ul>
4	<ul style="list-style-type: none"> <li>Develop a new contractual framework for the delivery of cleaning and waste services.</li> </ul>
<b>Category 7 – Success and Sustainability</b>	
4	<ul style="list-style-type: none"> <li>Continue to deploy and improve the Centre's Balanced Scorecard.</li> </ul>

# Business Excellence Framework Leadership





## F&S Business Management System

### Category 1: Leadership

#### F&S Management System Objective:

Lead through example, provide clear direction, build organisational alignment and focus on sustainable achievement of goals.

Behave in an ethically, socially and environmental responsible manner.

Comply with all relevant legislation and attain and maintain accreditation to AS/NZS ISO 14001:2004.

#### BEF Item: 1.1 Leadership throughout the organisation:

Excellent organisations have effective and visible systems and processes of leadership in place at all levels. Management structures promote leadership and the allocation of effective accountabilities and responsibilities.

#### Approach:

- **Implementing good governance**
  - The University operates under the Edith Cowan University Act. The Governance and Planning Services Directorate provides the framework for governance. Refer:  
<http://www.ecu.edu.au/about-ecu/welcome-to-ecu>
  - Governance processes are integrated into the Centre's Management System in particular its process for management review. Refer:  
[http://www.ecu.edu.au/fas/procedures/search.php?keywords=management+reweiv&type=all&dv\\_id=all&search=Search](http://www.ecu.edu.au/fas/procedures/search.php?keywords=management+reweiv&type=all&dv_id=all&search=Search)
- **Recognising the role of senior leadership in modelling desired behaviour**
  - Senior management in F&S operate under the University's Senior Staff Performance Management System. This System has recently been reviewed to include leadership capabilities and organisational values. Refer:  
<http://www.hr.ecu.edu.au/mps/html/mwp.cfm>
- **Promoting a leadership system that generates desired competencies**
  - Leadership at ECU is delivered by the recently established Centre for Learning and Development (CLD). CLD use organisational development as a knowledgeable capacity-building team focusing on creating and implementing effective strategies for University improvement. Organisational Development (OD) is focused on delivering highly interactive learning opportunities that develop capacities within staff to address the strategic priorities at ECU. Refer:  
<http://www.ecu.edu.au/learning-and-development/>
  - Leadership at ECU Accreditation Program (LEAP) is aimed at leadership development using a competency based approach and accreditation to a TAFE Diploma. The program includes a 360 feedback process.

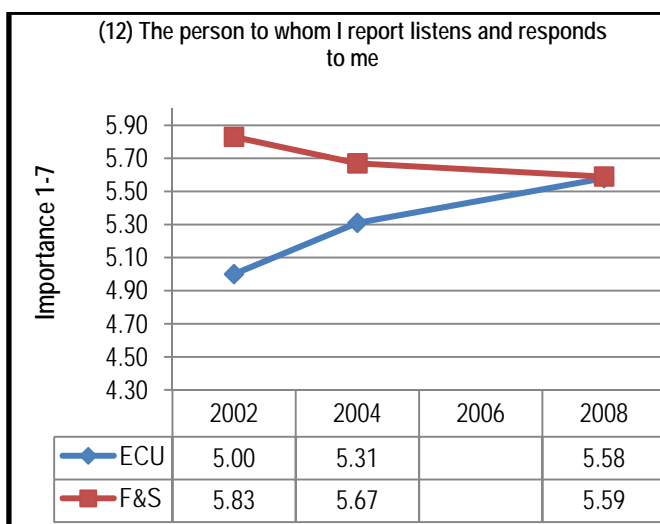
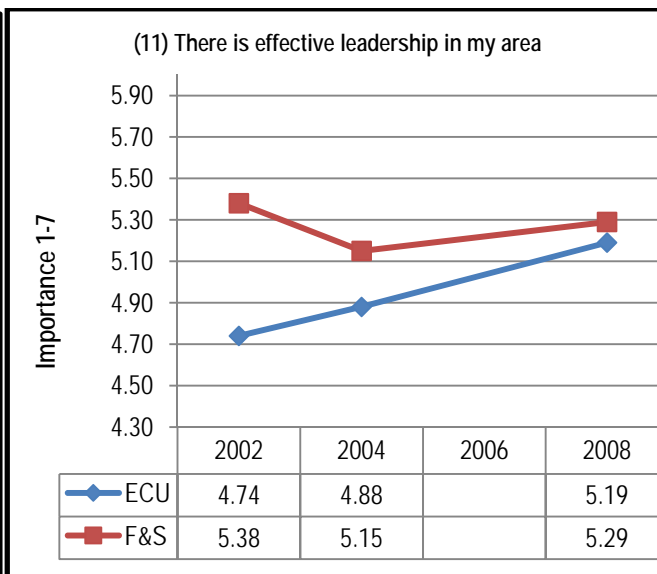
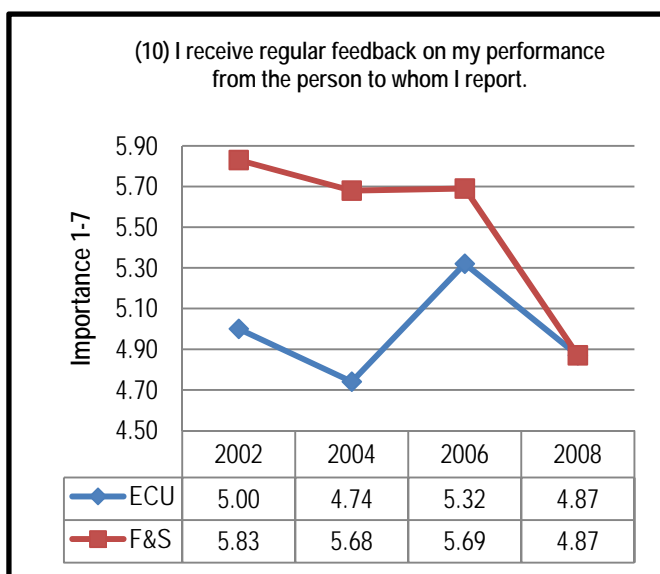
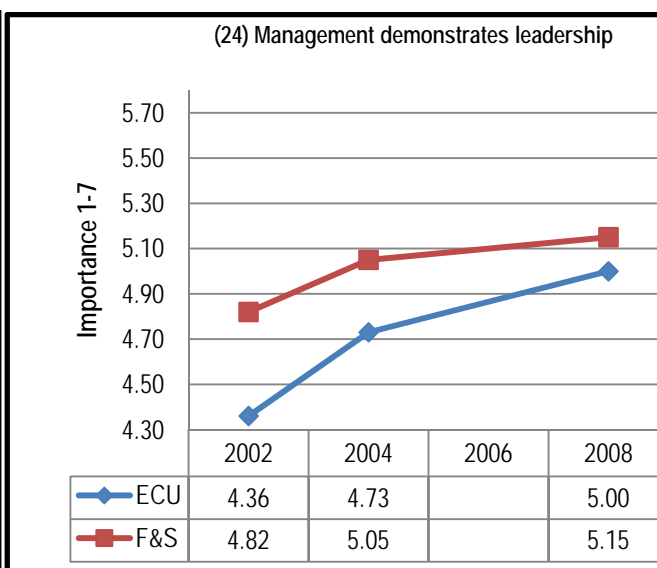
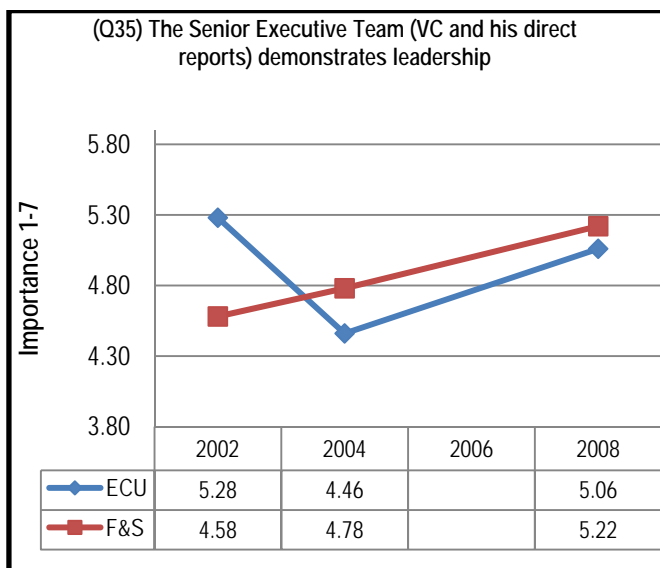
- Mentoring programs are available at ECU with the current program being the Joondalup Learning Precinct (JLP) Mentoring Program, which incorporates ECU, WA Police Academy, West Coast TAFE and City of Joondalup. Refer:  
<http://www.hr.ecu.edu.au/pd/html/mentoring.cfm>
- F&S is associated with the following list of Associations that assist to drive leadership and continuous improvement. Associations are:
  - Tertiary Education Facilities Management Association (TEFMA) <http://www.tefma.com/>
  - Association for Tertiary Education Management (ATEM) <http://www.atem.edu.au/>
  - Australian Campus Booksellers Association (ACBA) <http://www.acba.org.au/>
  - Facilities Management Association (FMA) <http://www.fma.com.au/cms/index.php>
  - Australasian Campuses Towards Sustainability (ACTS) <http://acts.asn.au/>
  - Council of Educational Facility Planners International – CEFPI. [www.cefpi.org](http://www.cefpi.org)
  - Tertiary Access Group (TAG) <http://www.tertiaryaccessgroup.com.au/index.asp>
  - National Association of College and University Food Services (NACUFS)  
<http://www.nacufs.org/i4a/pages/index.cfm?pageid=1>
  - Australian University Sport <http://www.unisport.com.au/>
  - Tertiary Sports Western Australia <http://www.tswa.com.au/>
  - Australian Fitness Network <http://www.fitnessnetwork.com.au/aboutnetwork.htm>
  - National Association of College Stores (NACS) <http://www.nacs.org/public/nacs/>
  - Turf Growers Association of WA <http://www.tgawa.com.au/Welcome.html>
  - Parking Association of Australia Inc <http://www.parking.asn.au/>
  - Various Professional Associations.
- The Tertiary Educations Facilities Management Association (TEFMA) provides a number of services including an annual conference, two workshops per year, scholarship programs, a middle management development program, publications, benchmarking and relationships with similar international organisations in UK, US and South Africa. Details are available at:  
<http://www.tefma.com/>
- **Developing an effective management system**
  - The F&S operates a management system that is aligned to the Business Excellence Framework 2007 and is certified to the requirements of the following international and national recognised standards:
    - AS/NZS ISO 9001:2008 Quality management systems
    - AS/NZS ISO 14001:2004 Environmental management systems
    - AS/NZS 4801:2001 Occupational health and safety management systems.
  - The Centre's Management System Manual is available at:  
[https://secure.ecu.edu.au/fas/procedures/search.php?keywords=manual&type=all&dv\\_id=all](https://secure.ecu.edu.au/fas/procedures/search.php?keywords=manual&type=all&dv_id=all)

### Deployment:

- The University's Management for Performance System (MPS) is the University's key tool to develop and maintain leadership capability. This System was improved in 2009. Refer:  
<http://www.hr.ecu.edu.au/mps/html/mwp.cfm>
- All staff has access to leadership development opportunities managed by CLD as well as through professional organisations. A number of F&S staff have undertaken LEAP and undertake mentoring.

**Results:**

The following data is used to assess leadership throughout F&S.





### Improvement:

- The majority of trends are generally positive except for (10) I receive regular feedback on my performance from the person on whom I report and (12) the person to whom I report listens to me. To address these issues the following actions were undertaken:
  - A presentation was held at the fourth quarter Business Unit Managers' Forum to advise Managers on the implementation of the Management for Performance System (MPS) for 2010. HR presented the session on MPS and advised that a 'Group' MPS could be used as long as each individual signed their own copy.
  - Following a review a new format for the Senior Staff Performance Payment System has been developed for 2010. The revised system now includes assessment of leadership capabilities and organisational values.
  - The Buildings and Services Branch will be going through a Change Management process in 2010 to strengthen accountabilities.
  - The Planning and Development Branch will be reviewed during 2010 and undertake a Change Management process. The review will focus on the ability of the Branch to continue to delivery significant infrastructure growth.
- In 2010, F&S will seek further improvement of its management system by applying for a Business Excellent Award.

## F&S Business Management System

### Category 1: Leadership

#### F&S Management System Objective:

Lead through example, provide clear direction, build organisational alignment and focus on sustainable achievement of goals.

Behave in an ethically, socially and environmental responsible manner.

Comply with all relevant legislation and attain and maintain accreditation to AS/NZS ISO 14001:2004.

#### BEF Item: 1.2 Leading the organisational Culture:

Excellent organisations develop cultures and support behaviours that are consistent with their values and help them achieve their objectives.

#### Approach:

- **Relating organisational values to practice**
  - ECU has a very strong culture based around providing services for students and the 'ECU Way'. Factors contributing to the organisational culture are:
    - Leadership throughout the organisation
    - Friendly approach by all staff
    - Working environment
    - Approach towards customer service.
- **Establishing behaviour that demonstrates the values**
  - The required behaviours are set out within ECU Policies and Procedures such as:
    - Recruitment and selection process  
<http://www.hr.ecu.edu.au/rec/html/index.cfm>
    - Procurement Policy and Procedures  
<http://www.fbsc.ecu.edu.au/sp/html/>
    - F&S Integrated Management System  
<http://www.ecu.edu.au/fas/>
    - F&S Customer Service Charter
    - ECU Planning framework  
[http://www.ecu.edu.au/GPPS/ppas/planning\\_framework.html](http://www.ecu.edu.au/GPPS/ppas/planning_framework.html)

- Management Performance System (MPS). This System was reviewed and improved in 2010 to include assessment of performance against the University's values.  
<http://www.hr.ecu.edu.au/mps/html/mwp.cfm>

- **Encouraging creativity and innovation**

- The following processes are used to encourage creativity and innovation within Facilities and Services.
  - Reward and recognition process Vice Chancellor's, F&S and Branch  
[http://www.hr.ecu.edu.au/rem/html/vice-chancellors\\_awards.cfm](http://www.hr.ecu.edu.au/rem/html/vice-chancellors_awards.cfm)
  - F&S Quarterly Newsletters  
<http://www.ecu.edu.au/fas/>
  - Membership with associations (refer 1.1)
  - Improvement Action procedure  
[https://secure.ecu.edu.au/fas/procedures/search.php?keywords=improvement+action&type=all&dv\\_id=all&search=Search](https://secure.ecu.edu.au/fas/procedures/search.php?keywords=improvement+action&type=all&dv_id=all&search=Search)
  - Working with other Universities such as WA Universities and other benchmarking partner Universities, i.e. University of South Australia and University of Western Sydney.

- **Providing for organisational adaptation**

- Facilities and Services absorbs change and responds quickly to opportunities by:
  - Understanding its key drivers are growth in student numbers and growth in research, as set out in the Buildings Strategic Asset Management Plan
  - Long term sustainable improvement through the Centre's Integrated Management System  
<http://www.ecu.edu.au/fas/>
  - Responding to trends in the building industry via contracting strategy and ongoing improvement to the University's Buildings and Design Guidelines.  
<http://www.ecu.edu.au/fas/planning/standards.php>

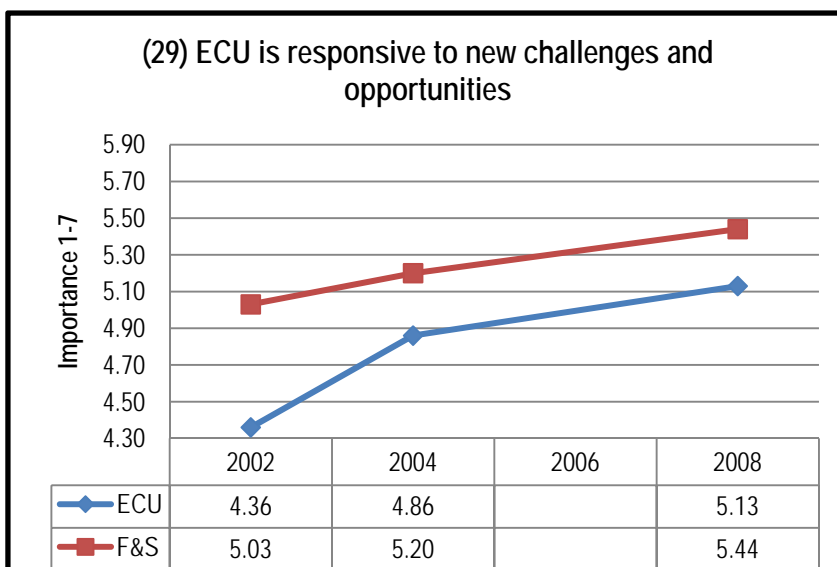
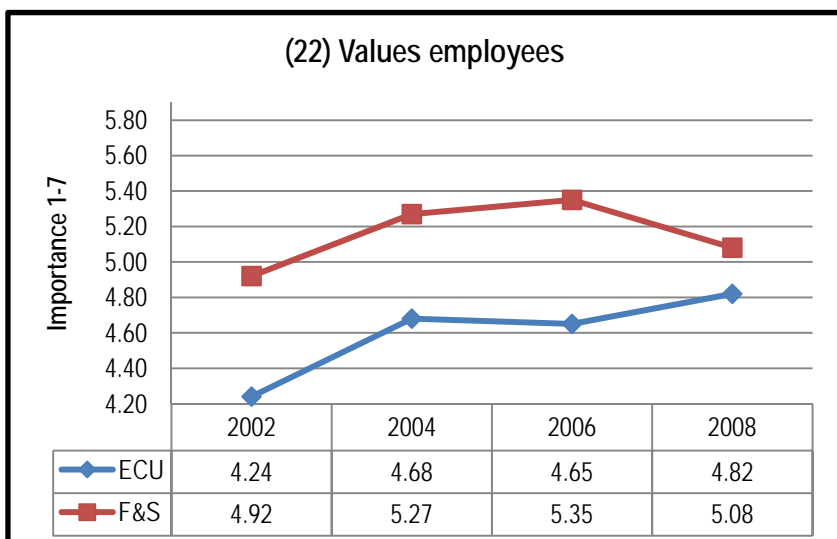
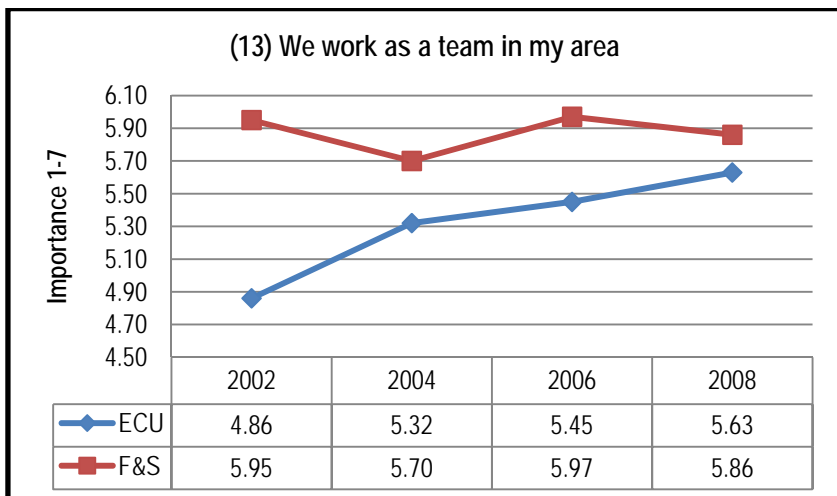
### **Deployment:**

- All F&S Staff are using the management for performance system.
- In 2009 37 documented improvement actions.
- Five F&S staff received a Vice Chancellor's award in 2008 and another five staff in 2009.
- F&S Newsletters are produced quarterly.
- Employee surveys have been undertaken in 2002, 2004, 2006 and 2008.



**Results:**

The following data will be used to assess leading the organisational culture.



### Improvement:

- The majority of the trends were positive and the team felt this is an area of strength for ECU and F&S. The following actions will be progressed:
  - The Team Leader met with the Manager Corporate and Public Relations and a number of actions are now underway to better promote the University's values.
  - That F&S establish a process for managing process improvement.  
Action: Included in the 2010 Operational Plan.
  - That F&S establish a website for the F&S Business Management System.  
Action: Included in the 2010 Operational Plan.
  - Broaden the brief of the BEF Teams to encourage innovation and new initiatives.
  - Given the culture of ECU/F&S is seen to be strong in this area, this should be considered for future benchmarking with other Universities and organisations outside the University Sector.

## F&S Business Management System

### Category 1: Leadership

#### F&S Management System Objective:

Lead through example, provide clear direction, build organisational alignment and focus on sustainable achievement of goals.

Behave in an ethically, socially and environmental responsible manner.

Comply with all relevant legislation and attain and maintain accreditation to AS/NZS ISO 14001:2004.

#### BEF Item: 1.3 Society, Community and Environmental Responsibility:

Excellent organisations support society and their smaller communities by participating in capacity-building activities. In particular, they foster equal opportunity, the environment, education and health and encourage wellbeing among community stakeholders by minimising the adverse impacts of their products and services, systems and processes.

#### Approach:

- **Promoting equal opportunity**

- ECU has a Women's Network with planned activities including International Women's Day. <http://www.ecu.edu.au/equ/women@ecu.html>
- F&S has developed a Women's Network to look at career development and inclusiveness for female staff, as well as address issues highlighted through the F&S Workforce Planning process.
- Professional Development Opportunities are provided in areas such as Cross Cultural Awareness Training.
- The University has a number of key committees that support equity. <http://www.ecu.edu.au/equ/committees.htm>
- Facilities and Services are actively involved in the University's Disability Access Working Plan.
- Kurongkurl Katitjin offers staff audit units (no exams) related to Aboriginal Culture.
- International students are a key segment of Facilities and Services customers.

- **Supporting the environment**

- The University takes a holistic approach to sustainability which incorporates five social programs and seven environmental programs.
- Facilities and Services manage five environmental programs on behalf of the University:
  - Energy Consumption and Production
  - Transport

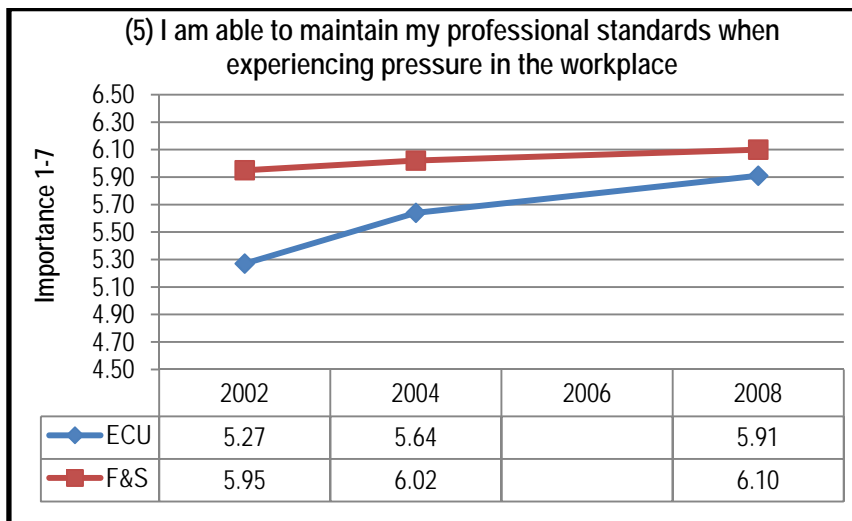
- Water Consumption and Discharge
- Biodiversity of Managed Land at the South-West Campus
- Waste Consumption and Discharge.
- o These programs are managed via an Environmental Management Systems that is certified to AS/NZS ISO 14001.  
<http://www.ecu.edu.au/fas/EcoECU/ems.php>
- o Facilities and Services coordinate a Green Office Program for the University:  
<http://www.ecu.edu.au/fas/EcoECU/greenoffice.php>
- **Demonstrating corporate social responsibility**
  - o The University has been considering the issue of volunteering.
  - o Facilities and Services employ ECU Students, School Based Trainees and Voluntary Unpaid Workers.
  - o Facilities and Services assist teaching and learning by providing relevant presentations and demonstrations.
  - o Facilities and Services undertake various fund raising events for charities.
  - o Facilities and Services staff play an active role in many Associations.
- **Demonstrating legal and ethical behaviour**
  - o The University has a Legal Services team that Facilities and Services regularly use.  
[http://www.ecu.edu.au/GPPS/legal\\_legis/index.html](http://www.ecu.edu.au/GPPS/legal_legis/index.html)
  - o The University has a Risk Management and Audit Assurance Centre that ensure all ethical issues are addressed.  
<http://www.ecu.edu.au/RMAA/>

### **Deployment:**

- In 2008 all Facilities and Service Staff attended cross cultural awareness training.
- The issue of gender is considered as part of the Facilities and Services Workforce Plan.  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- Certification to ISO14001 is included as part of the Facilities and Services Integrated Management System.
- Areas within Facilities and Services provide information to assist to teaching, learning and research within the University.
- Facilities and Services are subject to regular internal audits from the Risk Management and Audit Assurance Centre.
- 25 ECU staff have registered to be Green Office Representatives.



## Results:



- The F&S Management System is certified to ISO 14001.
- In 2008 the Buildings and Services team was the winner of the Vice Chancellor's Award for Environmental Management.
- The University was awarded the 2009 Premier's Award in the Category of Managing the Environment. The submission included work undertaken by Facilities and Services.
- In 2009 the University undertook benchmarking of its sustainability programs through the Association of Commonwealth Universities and was rated by an independent assessor as equal second out of 10 Universities.

## Improvement:

- Continuous improvement of environmental programs.
- Corporate Social Responsibility activities being pursued through:
  - The ECU Sports and Recreation Joondalup Centre Supervisor providing an update on the Australian University Games and required action by volunteer F&S staff.
  - Consideration is being given for F&S to coordinate 'Keep Australia Clean' activities on campuses.
- Improving energy monitoring, energy management systems and developing a strategy for a District Energy Scheme.
- Developing a Transport Strategy for the University.

# Business Excellence Framework Strategy and Planning



## F&S Business Management System

### Category 2: Strategy and Planning

#### F&S Management System Objective:

Develop agreed plans to identify key risks and drive ECU strategic and Facilities and Services Centre objectives.

#### BEF Item: 2.1 Strategic Direction:

Excellent organisations use systems and processes to establish and communicate their purpose, vision, values and goals. They understand how to plan for sustainable success, what the core business strategies are and how to align the whole organisation to its core purposes. These practices help them to remain focused on sustainability into the future and give meaning to the people who work in the organisations and to stakeholders.

#### Approach:

- **Defining overall purpose and direction**
  - The Mission, Vision and Values of ECU are provided at:  
<http://www.ecu.edu.au/about-ecu/welcome-to-ecu/mission-vision-values>
  - How F&S contributes to ECU Mission, Vision and Values is embodied in its Management System and Operational Plans at:  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- **Defining strategic positioning**
  - Outsourcing has been a key strategy used by F&S to provide the best services for the University. F&S has reduced from over 250 staff to approximately 120 through the outsourcing of:
    - Engineering Services
    - Security Services
    - Student Accommodation Services
    - Cleaning and Waste Services
    - Copying Services.

In addition:

- All building design and documentation is undertaken by the private sector
- The vehicle fleet is leased
- All food outlets are tendered and leased to private providers
- F&S manage utility services contracts on behalf of the University.

- **Utilising robust processes for the development of strategy**

- F&S have improved its procurement processes and between 2008 and 2010 will retender all major services.
- In 2008/09 ECU procured Student Accommodation Services through a complex Private Public Partnership (PPP). This 37-year arrangement will see student accommodation undertaken by the private sector who will provide an additional 357 beds at their cost.
- Strategic Asset Management is a key process used by F&S. In 2008 a Strategic Asset Management Framework (SAMF) was developed. Refer: <https://secure.ecu.edu.au/fas/samf/>
- F&S have been through an extensive Workforce Planning process.
- In 2009/2010 a Master Planning process is being undertaken by F&S. The process will require the approval of University Council.
- The development of an Integrated Management System and Certification to ISO 9001, 14001 and AS/NZS 4801 has been a major strategy to provide a framework for continuous improvement.
- The adoption of the Business Excellence Framework to drive longer term sustainable success for F&S.
- The adoption of the Balanced Scorecard to measure and communicate organisational performance.
- The BEF initiative <https://secure.ecu.edu.au/fas/abef/> enables groups within F&S to contribute to the planning process.
- F&S identifies key initiatives, undertakes trial presentations and arranges forums to communicate the following initiatives – these are recommended for inclusion in the F&S 2010 Operational Plan:
  - Master Keying
  - Energy Metering
  - Master Planning.

- **Harnessing corporate knowledge**

- A website for the Business Excellence Framework has been developed. Refer: [https://secure.ecu.edu.au/fas/abef/strategy\\_and\\_planning.php](https://secure.ecu.edu.au/fas/abef/strategy_and_planning.php)

- **Predicting and contingency planning**

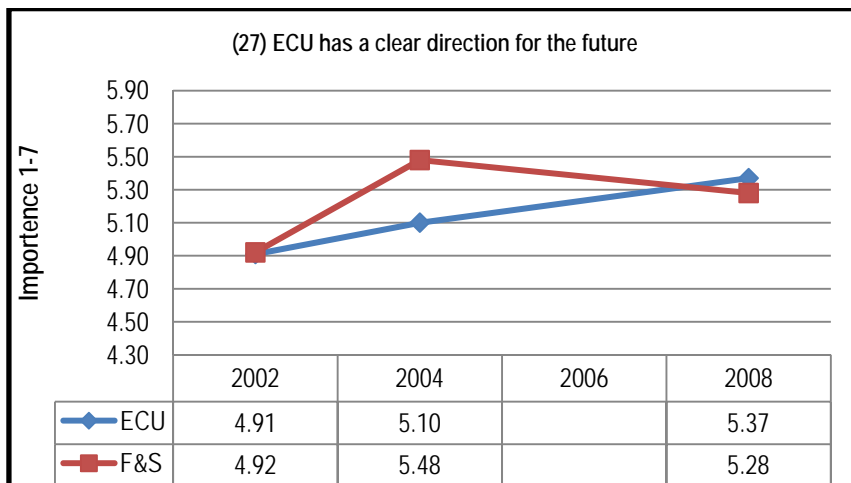
- Recommendations have been made and adopted to include Risk and Gap Analysis as agenda items in F&S Planning meetings to ensure the F&S Operational Plan addresses these issues. Meeting agenda are at: [https://secure.ecu.edu.au/fas/meetings/project\\_management\\_review.php](https://secure.ecu.edu.au/fas/meetings/project_management_review.php)



## Deployment:

- Under the Strategic Asset Management Framework (SAMF) F&S has established the Strategic Asset Management Forum. The forum is held quarterly and engages the University Senior Executive with Strategic Asset Management.
- F&S established the Sustainable Communities Steering Committee to drive strategy for social and environmental sustainability programs. F&S reports upon its five programs through this Steering Committee.
- The Director attends the Resources Committee which is a sub-committee of Council and presents a quarterly 'Building and Sites' Report.
- Senior staff from F&S attend the annual University Planning Workshop.
- The Director and other F&S staff attend the annual Tertiary Education Facilities Management Association (TEFMA) Conference.
- Seven cross functional teams, aligned to each category of the Business Excellence Framework meet regularly to drive improvement.
- Responding to the University Strategic objectives as shown below:
  - Engaging and serving our communities through:
    - Engaging with local authorities
    - Providing facilities for community use
    - Participating in commercial initiatives.
  - Providing a supportive and stimulating learning community through:
    - Providing innovative learning environments
    - Maintaining a well serviced and safe physical environment.
  - Developing a research focus, depth and impact through:
    - Responding to the facility requirements of research initiatives.
  - Building organisation sustainability through:
    - Maintaining documented work practices
    - Partnering with external consultants and contractors.

**Results:**



The Student Accommodation Services Team was winner of the 2009 Vice Chancellor’s Award for Business Sustainability for the outsourcing of Student Accommodation Services.

**Improvement:**

- Review the Strategic Asset Management Framework against the recently released TEFMA Guidelines.
- Finalise and deploy Master Plans for each campus.

## F&S Business Management System

### Category 2: Strategy and Planning

#### F&S Management System Objective:

Develop agreed plans to identify key risks and drive ECU strategic and Facilities and Services Centre objectives.

#### BEF Item: 2.2 The Planning Process

Excellent organisations develop systems and processes to turn strategic decisions and imperatives into actionable plans. They build their resources and assets and then apply them to achieving their goals and increasing their future value.

#### Approach:

- **Developing and deploying objectives and related measures**
  - The objectives of F&S are aligned with the Business Excellence Framework and incorporate ISO 9001, ISO14001 and AS/NZS 4801.
  - Related measures against the objectives are measured through the Business Excellence Framework of Approach, Deployment, Results and Improvement.
  - In addition, F&S has established a Balanced Scorecard to measure the outputs of its services.
  - The 2010 Management System Policy and Objectives is contained within the 2010 Management System Manual and the 2010 F&S Operational Plan and displayed across the organisation. Refer:  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- **Being rigorous about strategic and business plan development and implementation**
  - F&S operate in accordance with the University Planning Framework. Refer:  
[http://www.ecu.edu.au/GPPS/ppas/planning\\_framework.html](http://www.ecu.edu.au/GPPS/ppas/planning_framework.html)
  - F&S were responsible for the development of two functional plans for the University:
    - The Buildings Strategic Asset Management Plan
    - The Sustainable Communities Action Plan.
  - Directorate Management Group meetings were realigned to address Business Excellence Framework planning and principles and to address risk and future planning.
- **Ensuring business plan alignment and integration**
  - The F&S Operational Plan is developed annually in accordance with the University Planning

Framework. The Operational Plan is aligned to the Management System Policy and Objectives and integrates requirements from the University's Annual Goals and other Functional Plans.

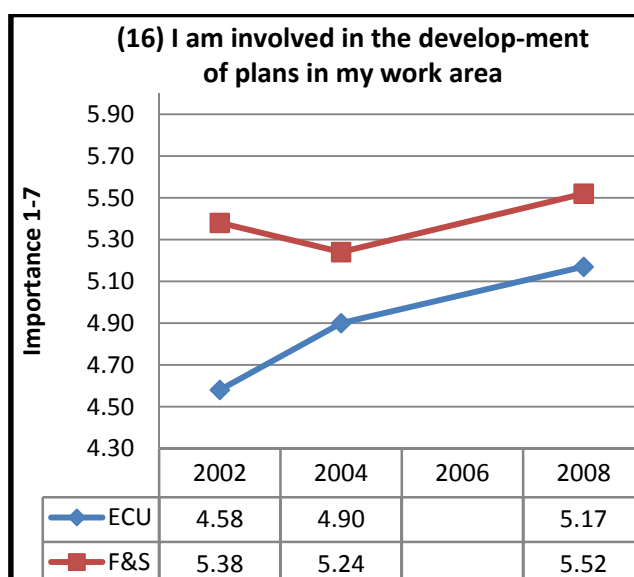
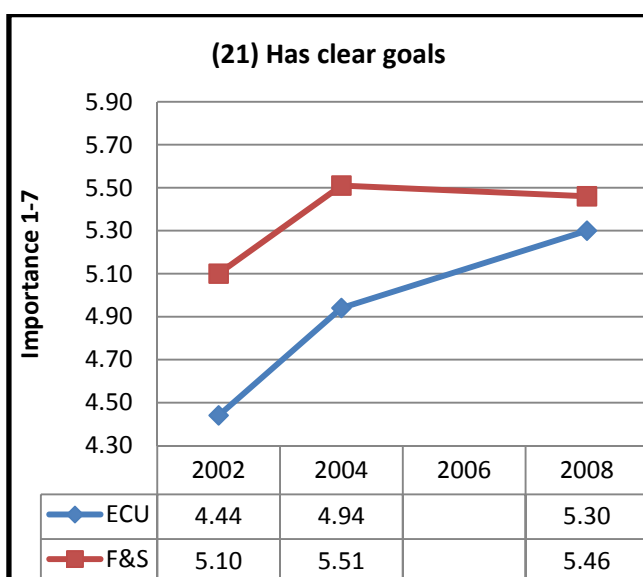
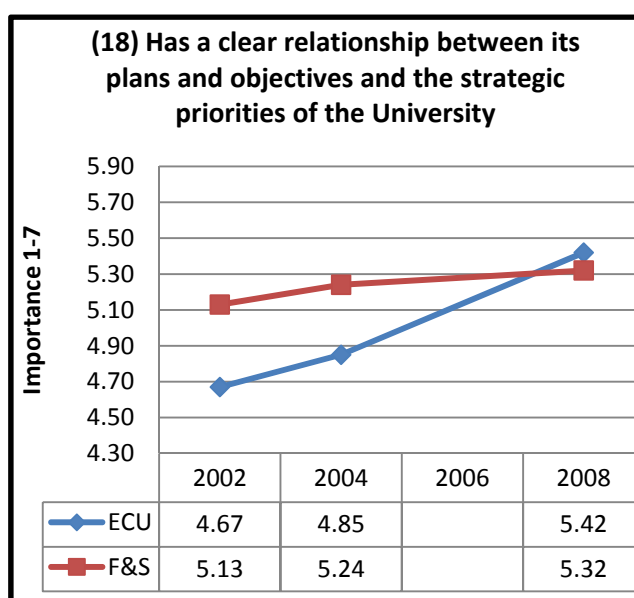
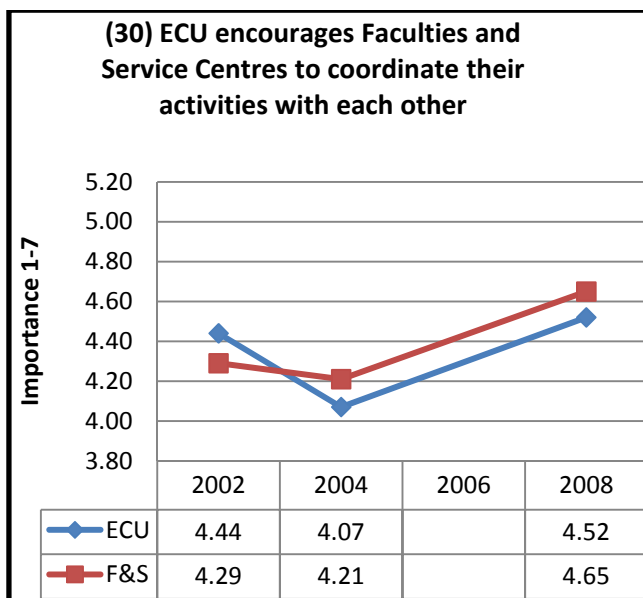
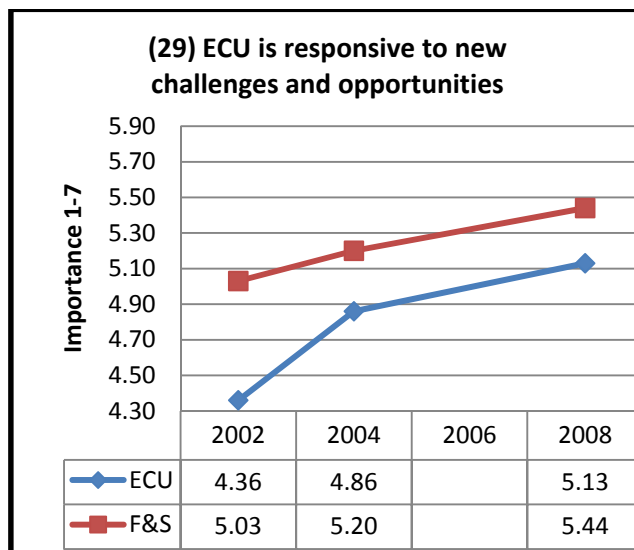
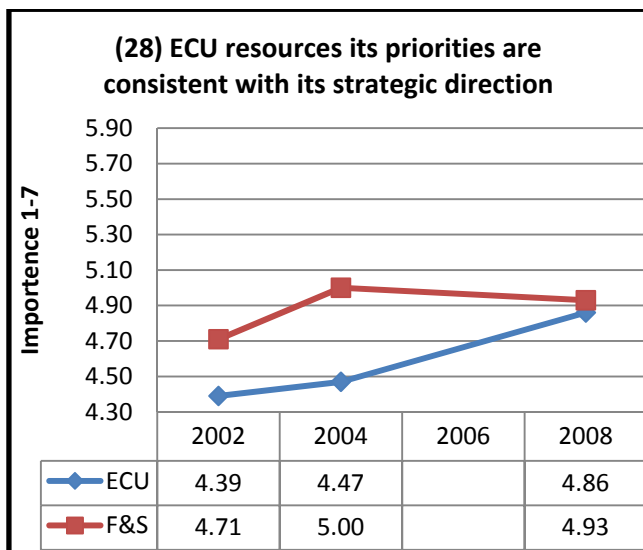
- The F&S Operational Plan is deployed through the Management for Performance System (MPS) with all staff having an individual agreement with their supervisor.
- **Conducting capability gap analysis**
  - As part of the Management Review process an annual gap analysis is undertaken.
  - In addition the University conducts Annual Reviews of Faculties and Centres. Refer: [http://www.ecu.edu.au/equ/annual\\_review.html](http://www.ecu.edu.au/equ/annual_review.html)
- **Ensuring processes are in place to anticipate or adjust to change**
  - Each year F&S reviews its strategic risks contained within the Operational Plan. The review of risks is facilitated by the Director Risk Management and Audit Assurance Centre.
  - Strong links are maintained with the University's Policy, Planning and Academic Support team who work with the Higher Education Sector and the Tertiary Institutions Service Centre to determine student loads and future requirements.
- **Continuously reviewing and improving**
  - Management Review (Operational) meetings are held every month. Each quarter F&S undertakes a review of its operations and provides a comprehensive report to the Vice President (Resources) and Chief Financial Officer.
  - Management Review (Planning) meetings are held bi-monthly. Team Leaders from the seven Business Excellence categories provide updates on activities and all members report on progress towards F&S goals.
  - Internal audits undertaken by the University's Risk Management and Audit Review Centre are reviewed at F&S Planning meetings, along with the F&S Strategic Risk Register.
  - The University has a policy for the management of change. This process is regularly used to outsource or improve F&S services. Refer: [http://www.ecu.edu.au/GPPS/policies\\_db/policies\\_view.php?rec\\_id=0000000286](http://www.ecu.edu.au/GPPS/policies_db/policies_view.php?rec_id=0000000286)

### **Deployment:**

- F&S Functional Plans are reviewed regularly.
- A F&S Operational Plan is produced for each year.
- All staff within F&S have a Management for Performance System (MPS) agreement with their supervisor.



**Results:**



**Improvements:**

- To encourage wider participation to the planning process the structure of the Business Excellence teams will be changed in 2010 to have F&S middle managers leading the seven teams with the previous team leaders (senior managers) playing a mentoring role.
- The Planning and Development Branch within F&S will undergo a change management process to create a stronger emphasis on planning.

# Business Excellence Framework Information and Knowledge



## F&S Business Management System

### Category 3: Information and Knowledge

#### F&S Management System Objective:

Improve performance through the use of data, information and knowledge to understand variability and to improve strategic and operational decision-making.

#### BEF Item: 3.1 Generating, Collecting and Analysing the Right Data to Inform Decision-Making:

Excellent organisations have effective systems and processes for determining what data and information should be collected (e.g. the development of meaningful organisational KPIs) and how it is handled, stored, analysed and interpreted to create information and knowledge. Organisations use this information to increase their understanding of the environment in which they operate (internally and externally) and continually review it to ensure it remains current, meaningful and effective.

#### Approach:

- **Planning data collection and linking it to strategy**
  - F&S staff utilise various data collection and software systems. Refer: [Information Delivery Systems - ECU](#)
  - F&S maintains the following systems:
    - ECUSIS (ECU Spatial Information System)
    - FMMS (Facility Maintenance Management System)
    - VMS (Vehicle Management System)
    - IRIS (Incident Reporting Information System)
    - PMS (Parking Management System)
    - Key Management System
    - Access Control System
    - Booknet System (Bookshop)
    - Sports and Recreation System
    - Contractor Induction.
  - The Information and Knowledge team members visited Fremantle Port Authority (FPA) to investigate Best Practice. FPA has been accredited with a Business Excellence Award, and staff members imparted advice regarding what initiatives they had in place, how the organisation adopted the BEF, and how they had staged the implementation.



- **Analysing and interpreting data**

- Various staff within F&S Business Units analyses and interpret numerous forms of data.
- F&S has been implementing the Balanced Scorecard and the development of measures for this has provided staff with the opportunity to review what the key data for decision-making is.

- **Sharing the data**

- All F&S records, documents, results, etc are filed within the University's Record Management System. Refer:  
[G&PS RAMS - Edith Cowan University](#)  
[F&S Document Control \(1.1.04\)](#)
- ECU Document Retention and Disposal Policy falls in line with State Records Act 2000. Refer:  
[GPPS - Policy - Records Management](#)
- F&S has a website for the internal distribution of information.

- **Ensuring data integrity**

The Enterprise Information Management (EIM) Team are progressing with an ECU wide warehouse data approach and reporting tool.



Project Brief 170609  
- EIM.tr5

## Deployment:

- Staff within F&S use a variety of software and IT applications.



IT Systems  
Whiteboard Picture

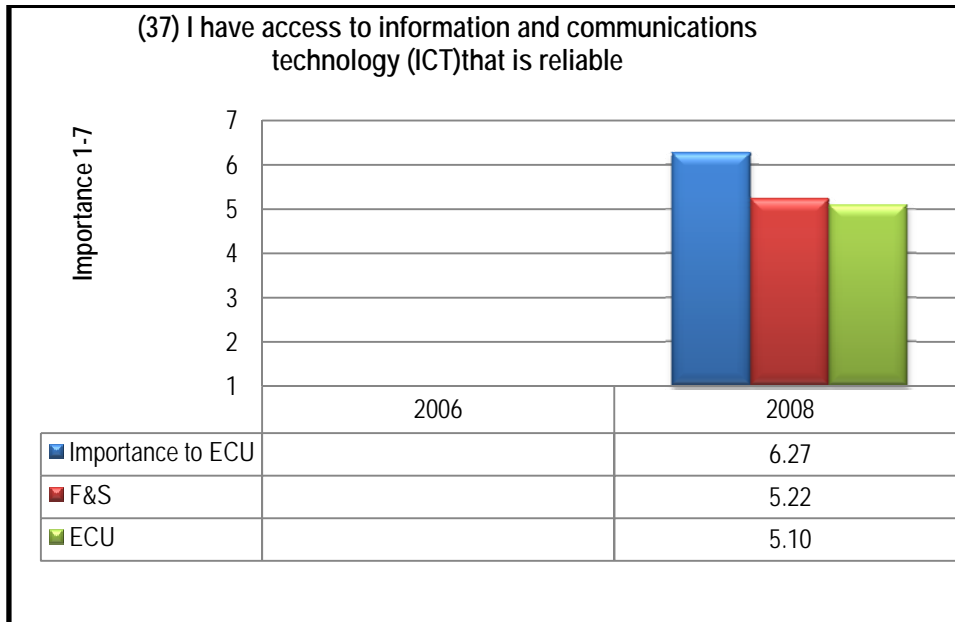


FAS Systems Linkage  
Diagram.docx

- All information stored by F&S in the Trim Electronic Records Management System (TERMS) is filed under predetermined classifications. Refer:  
[G&PS RAMS - Thesaurus](#)
- Increased usage of online systems within F&S is ongoing, i.e. (Car Bookings). Refer:  
[ECU | Pool Vehicle Sharing Opportunities for work related travel | Vehicle Management System](#)  
[ECU Facilities Management Office - Vehicle Booking Form](#)
- F&S staff positions are identified through Position Descriptions. Refer:  
[Position Description Template](#)
- An "IT Roadmap" once created will illustrate the operational advantages that can be gained from correct linkage of software and IT applications.
- Data integrity is reliant on adequate and correct training of staff, and some systems validation.

**Results:**

- All core services provided by F&S are supported by information systems.
- Internal Audit regularly reviews information systems to ensure compliance and drive improvement.



**Improvement:**

- IT staff within F&S have been transferred to Information Technology Services as part of a review of IT across ECU.
- The existing Facilities Maintenance Management System (FMMS) will be replaced.
- The Enterprise Information Management System is being rolled out across the University. Refer attached EIM PowerPoint Presentation.



EIM PowerPoint Presentation

## F&S Business Management System

### Category 3: Information and Knowledge

#### F&S Management System Objective:

Improve performance through the use of data, information and knowledge to understand variability and to improve strategic and operational decision-making.

#### BEF Item: 3.2 Creating Value Through Applying Knowledge:

Excellent organisations establish systems and processes to consolidate knowledge and share it across the organisation. They use this knowledge to support decision-making, stimulate innovative thinking and ensure organisational success and sustainability.

#### Approach:

- **Defining knowledge requirements**
  - A F&S home page [www.ecu.edu.au/fas](http://www.ecu.edu.au/fas) exists and details the range of services, documents, policies and links to other useful sites and online tools.
- **Sourcing and creating knowledge**
  - A Web CMS project coordinated by Professor Arshad Omari is designing and implementing a new ECU website.  
<http://www.ecu.edu.au/about/ourpeople/executive/projects/staffonly/oe/eim.html>.
- **Encouraging the application of knowledge**
  - Staff who attend conferences prepare a presentation to share their knowledge with other F&S staff.
  - F&S staff attend the annual Tertiary Education Facilities Management Association (TEFMA) conference to source new best practice methods that can be applied back in their workplace.
  - When attending conferences F&S staff take the opportunity to visit other like Universities.
  - F&S encourage visitors from other Universities to share their knowledge.
  - Each year one F&S staff member attends the TEFMA Middle Managers Development Course run specifically for Facilities Managers across the sector.
- **Maintaining a knowledge store**
  - A number of tools are critical to the efficient operation of F&S, e.g:
    - ECUSIS- [ECUSIS](#)
    - EShop - [E-Shop - Edith Cowan University](#)

- Online permits and requests (i.e. parking permits, works permits). Refer: <https://facilities.ecu.edu.au/bas/ADS/login.aspx>
- Databases
- Trim Electronic Records Management System (TERMS).

### **Deployment:**

- ECU policy for new web structure will be based on persona and task models rather than business structure. Web CMS is developing a standard ECU web protocol that F&S will utilise.
- F&S information will be available in various formats on the internet, intranet and extranet.
- F&S have a representative on the Web CMS project team. The current F&S web pages will be reviewed in June and July 2010. New F&S pages are expected to be operational by October 2010.

### **Results:**

- New ECU website to be fully operational by 31 December 2010.
- Results on F&S web pages/content in the form of feedback and page hits expected in 2011 once the new Web CMS project has been completed.

### **Improvement:**

- Consider ways to record job specific information.
- Establish a project to upgrade the F&S websites, including on-line payments, in line with the University website project.



# Business Excellence Framework People



## F&S Business Management System

### Category 4: People

#### F&S Management System Objective:

Develop and value people's capability and utilise their skills, resourcefulness and creativity to change and improve services.

Ensure that we provide employees with a safe and healthy work environment and attain and maintain accreditation to AS/NZS 4801: 2001.

#### BEF Item: 4.1 A Great Place to Work:

Excellent organisations create work environments that are engaging, positive and open, foster creativity and unify the efforts of people. They encourage people to learn, test what they see, improve their skills and challenge possibilities.

#### Approach:

F&S sources human resources processes from the Human Resources Services Centre (HR). An HR Account Manager is allocated to F&S to provide services. Details of HR at: <http://www.hr.ecu.edu.au/main/html/>

- **Creating the right culture**

- F&S has a very strong culture of maximising the potential of staff and encouraging feedback. Transparency of process is important to the Centre, as is inclusiveness, fairness and the freedom to be innovative. Procedures that have been developed to progress these values are:
  - Improvement Action at: <http://www.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>  
This document encourages staff to put forward issues that will improve their workplace
  - Operational Planning, including Management for Performance System (MPS) at: <http://www.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>  
This document outlines how staff can align their goals and objectives to the Centre's Operational objectives but also affords them the opportunity to participate in Business Excellence Teams that align to their interests as well as their work environment
  - Staff Induction at: <https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>  
This document outlines the importance of staff induction to facilitate a positive impression to newly appointed staff and provide information to make the transition to University life as easy as possible.
- The University also provides for newly appointed staff monthly half day induction programs and F&S encourage all new staff to attend.

- **Building trust and respect**

- Consistent behaviour and the way in which tasks and responsibilities are delegated foster trust and respect.
- The Centre has committed to various work arrangements to cater to the personal requirements of their staff, i.e.
  - Work from home arrangements
  - Buying leave
  - Transition to retirement
  - 80/20 work arrangement.
- To encourage staff development the Centre supports:
  - Staff acting in higher HEW positions (Higher Duties) while incumbents are on leave
  - Secondments.
- Key processes are subject to internal audit reviews and findings are used to drive improvement.
- HR and the Risk Management and Audit Assurance Centre provide assistance to F&S in dealing with issues in regard to inappropriate behaviour.

- **Communicating well**

- F&S have developed various forums to share information:
  - Minutes of Management Review Meetings at <https://www.ecu.edu.au/fas/meetings/>
  - Minutes of Business Excellence Teams at: <https://www.ecu.edu.au/fas/abef/>
  - Quarterly Newsletter at: <http://www.ecu.edu.au/fas/>
  - Quarterly report on all activities undertaken by each Branch to the Vice President (Resources) and Chief Financial Officer. This report is circulated to Centre staff.
  - Quarterly F&S Managers' meetings - selected Business Unit managers provide an overview. Business Excellence team leaders present on the progress of their teams.
- Mechanisms in place to obtain feedback include the ECU Staff Survey, which is undertaken biannually. Results have been charted from the last four surveys to determine trends.

- **Establishing the physical work environment**

- F&S has a strong commitment to Occupational Safety and Health and it is a key component of its integrated management system. The Centre uses AS/NZS 4801 as the standard to implement best practice in OSH and has its own OSH Committee which meets quarterly. The Centre has further developed the below documents:

- Facilities and Services OSH Plan accessed from:  
<http://www.ecu.edu.au/fas/procedures/listingFull.php>
- An OSH procedure available at:  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- OSH Workplace Inspection templates at:  
<http://www.ecu.edu.au/fas/forms/>
- o The Centre has also:
  - Incorporated OSH risks into their Risk Management Plan
  - Been instrumental in ensuring that staff feedback on their physical environment became part of the ECU Staff Survey
  - As part of their Management for Performance System (MPS) asked staff if they had the right tools to do their work well.

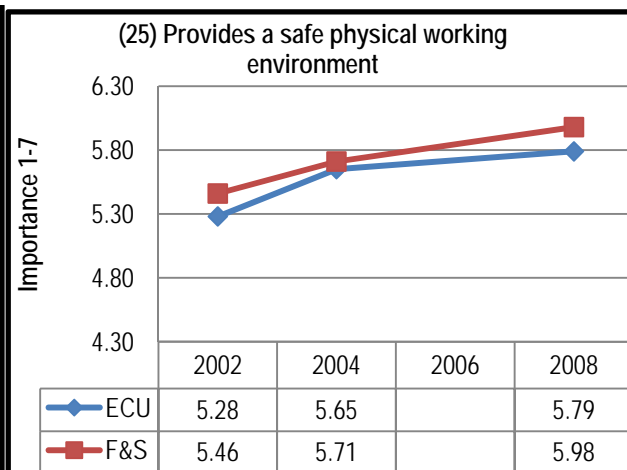
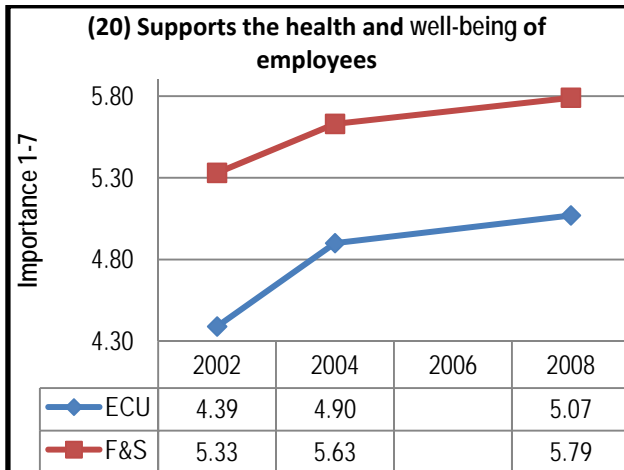
### **Deployment:**

- The People Team determined that the most effective way to deploy how Facilities and Services was a great place to work was to:
  - o Workshop all the benefits ECU had to offer. This was done by inviting *StaffPlus* staff to present to the group and then undertaking a brainstorming exercise to determine benefits.
  - o Invite the ECU Wellness Coordinator to meet with them to outline what was available to Centre staff and also to put forward suggestions.
  - o Determining the most appropriate way to disseminate this information to staff:
    - Items in the quarterly Facilities and Services Newsletter
    - Coffee mornings on each campus where selected staff could speak to the benefits.
  - o Continue to analyse ECU Staff Survey results.

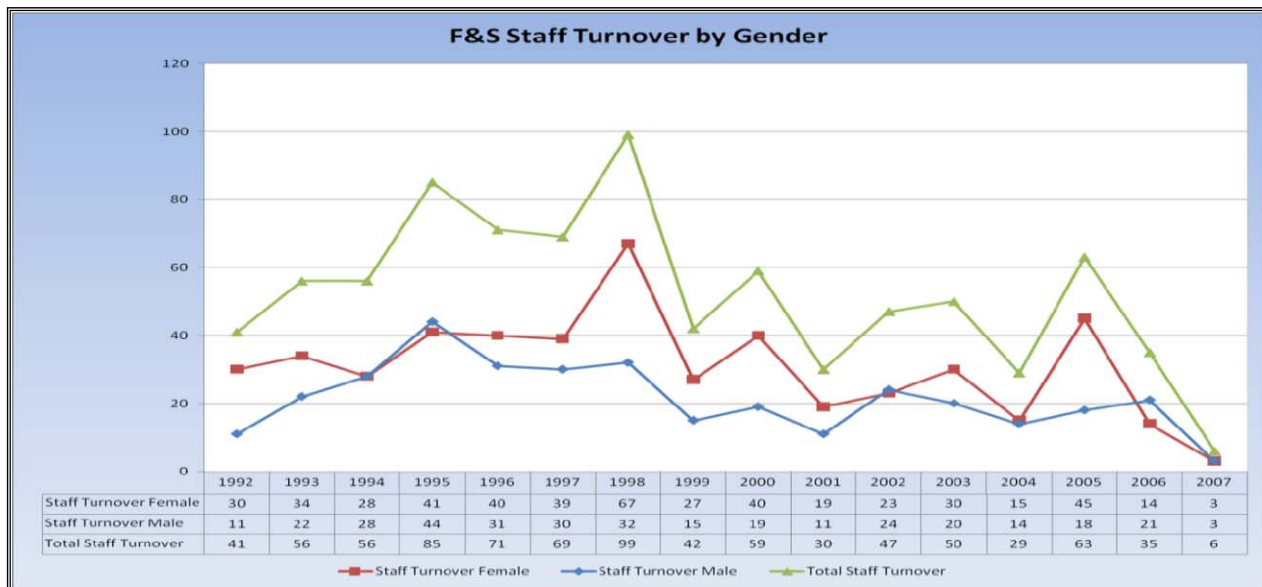
### **Results:**

- Trend analysis from the ECU Staff Surveys across “Staff Satisfaction” and “About Me” show F&S having a high level of satisfaction and scoring above the ECU average.





- F&S staff turnover has been steadily decreasing. The turnover rate for Facilities and Services is currently well under the University average.



- Facilities and Services has achieved ISO accreditation to AS/NZS 4801.

**Improvement:**

- Continue to encourage staff to submit items for the F&S quarterly newsletter, ie:
  - New benefits from the *Staffplus* website.
  - Initiatives from the Human Resource Wellness Coordinator.
- Foster a team ethos across the Centre by continuing to promote the benefits of working in F&S by holding a coffee morning on each campus once per semester and include:
  - F&S staff who are taking advantage of the benefits offered by ECU.



- F&S staff who have been involved in ECU's Mentoring Program.
- Representatives from *Staffplus*.
- Representatives from the University's Wellness Program.
- Continue to closely monitor ECU Staff Satisfaction Surveys and analyse data.
- Include all of the above at F&S staff inductions.
- Continue to assess people processes and establish a strategy to look at providing F&S services to Faculties, students and staff from 8.30am to 9.30pm Monday to Friday, and Saturday mornings, in the medium to longer term.

## F&S Business Management System

### Category 4: People

#### F&S Management System Objective:

Develop and value people's capability and utilise their skills, resourcefulness and creativity to change and improve services.

Ensure that we provide employees with a safe and healthy work environment and attain and maintain accreditation to AS/NZS 4801: 2001.

#### BEF Item: 4.2 Building Organisational Capability Through People:

Excellent organisations align their needs with people's expectations. They attract people who are capable of growing with the organisation, place them in the right roles and then develop, evaluate, remunerate, lead and manage them appropriately.

#### Approach:

F&S sources human resources processes from the Human Resources Services Centre (HR). An HR Account Manager is allocated to F&S to provide services. Details of HR refer to: <http://www.hr.ecu.edu.au/main/html/>

- **Aligning organisational needs and people's expectations**
  - **Organisational needs** – F&S Workforce Plan. Refer: <http://www.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
    - Six strategies were recommended.
    - One approach was to develop graduate/trainee/internship positions.
    - It was recognised that managers needed to be proficient in Project Management and Contract Management.
  - **People's Expectations** - ECU Staff Survey [http://www.hr.ecu.edu.au/shr/html/staff\\_feedback\\_survey\\_homepage.cfm](http://www.hr.ecu.edu.au/shr/html/staff_feedback_survey_homepage.cfm)

The Centre's staff has taken part in the ECU Staff Survey since 2002 and data has now been trended to indicate staff expectations under the following categories:

    - About Me
    - My Work Area
    - My Service Area
    - About ECU.

- **Having in place structures, policies, systems, processes and tools for both leading and managing people and measuring effectiveness**

- HR at ECU provides an extremely comprehensive website (see above link) where information about the types of employment/appointments, opportunities and the way in which ECU undertakes the recruitment and selection of talent is available. The site provides a wide variety of policies, procedural instructions, pro forma/templates and guidance notes on recruitment related topics.
- Managing people and measuring effectiveness  
The key F&S procedures to manage people and measure effectiveness are:
  - Operational Planning (including Management for Performance)
  - Professional Development
  - Improvement Action
  - Management System Assurance Review. Refer:  
<http://www.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>

- **Attracting, recruiting and redeploying people**

- The Human Resource Services Centre has a well documented recruitment and selection process at <http://www.hr.ecu.edu.au/rec/html/index.cfm>. A new staffing strategy was implemented in 2008 called 'Reach Your Potential' echoing the student campaign. This strategy will see the introduction of a range of measures and programmes designed to ensure that staff working for ECU can access support to 'reach their potential' at work and beyond.
- Flexible work conditions are supported by F&S and HR are working on developing websites to describe and articulate "How ECU is a great place to work".
- The University has developed a Mentoring Program with the Joondalup Learning Precinct (ECU, WA Police Academy, West Coast TAFE and City Of Joondalup) where staff can either elect to be mentored or act as a mentor. The outcomes of the program are:
  - To bring together staff to enrich, enhance and share experience
  - To develop and support staff
  - To strengthen relationships between organisation partners in the JLP.

Details are provided at: [JLP Mentoring Program](#).

- **Evaluating and developing individuals**

- The [Management for Performance System](#) is an initiative that supports the University's goal to strengthen our leadership capacity and build a strong performance culture.
- The University has recently reviewed its professional development activities and has created the Centre for Learning and Development (CLD). This Centre will be responsible for providing processes, systems and programs for the development of University Staff. Existing information is available at [Centre for Learning and Development](#).

- **Remunerating and providing benefits**

- Remuneration and Reward strategies are a central component of the University's effort to attract and retain quality staff. This website includes information on strategies and initiatives such as:

- [competitive salary rates](#)
- [generous superannuation](#)
- [innovative motor vehicle and other salary packaging opportunities](#)
- [reward schemes](#)
- [Senior Staff Performance Payments](#)
- [Vice-Chancellor's awards](#)

- The University's Human Resource Services Centre provides benefits to staff through their StaffPlus website. Benefits include:

Flexible Work:

- [Deferred Salary Scheme](#) - PDF
- [Flexible start/finish times](#) – PDF
- [Part-time work](#) - PDF

Salary Packaging:

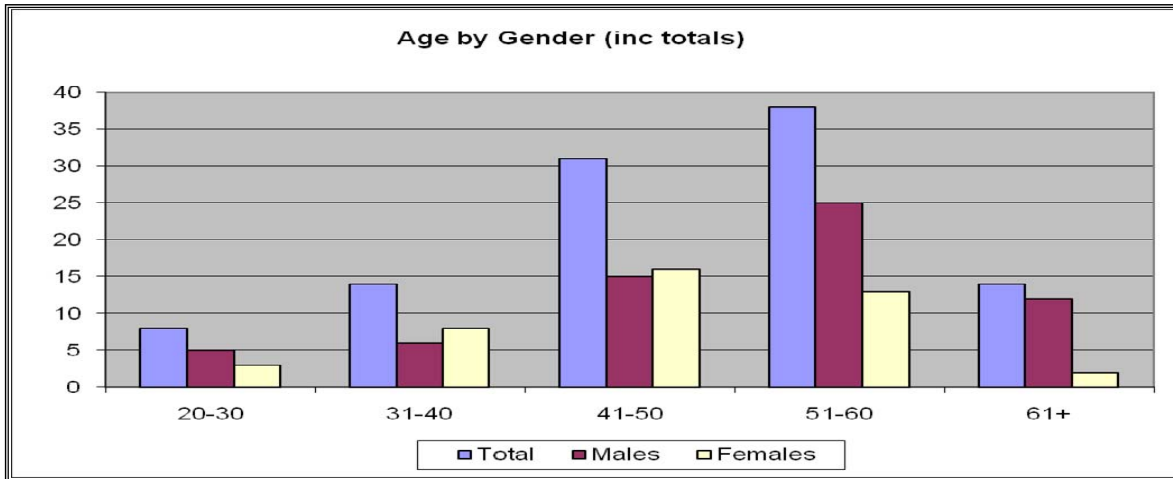
- [What is Salary Packaging?](#)
- [What's on Offer?](#)
- [SmartSalary](#)
- Staff Discounts - [What's on Offer?](#)

**Deployment:**

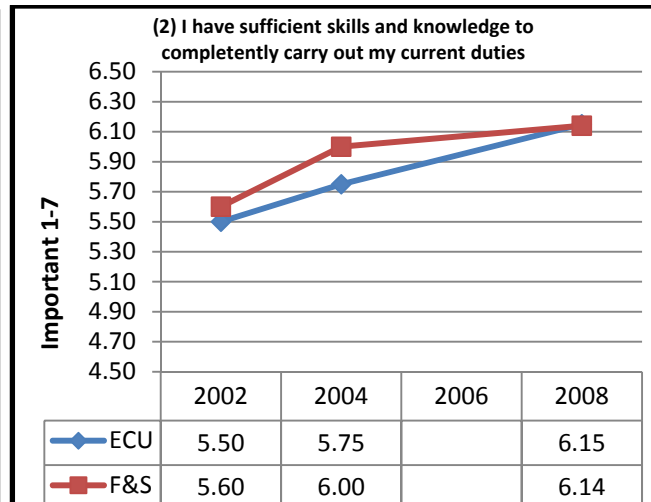
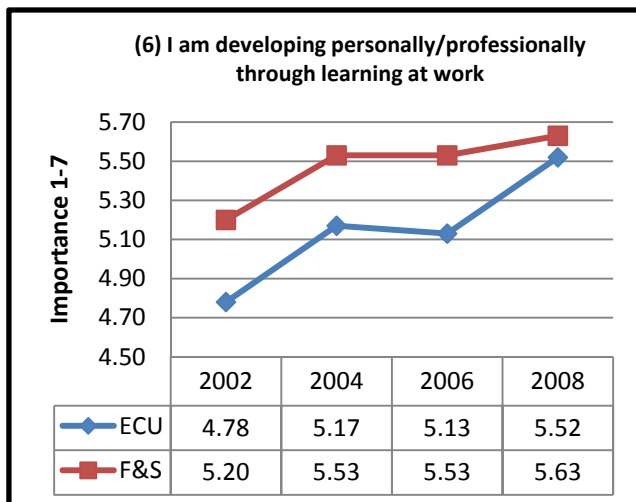
- The University's Management for Performance System (MPS) is the University's key tool to manage people and develop and value their capability and release their skills, resourcefulness and creativity. Refer: <http://www.hr.ecu.edu.au/mps/html/index.cfm>
- F&S incorporate this process into their Integrated Management System through their Operational Planning procedure. Refer: <https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- The Centre encourages appropriate secondments and initiates Higher Duties arrangements to enable staff to grow with the organisation and place them in the right roles.
- Professional Development activity is recorded and measured as part of the F&S Balanced Scorecard.

**Results:**

**Facilities and Services Centre Staff by Age and Gender**

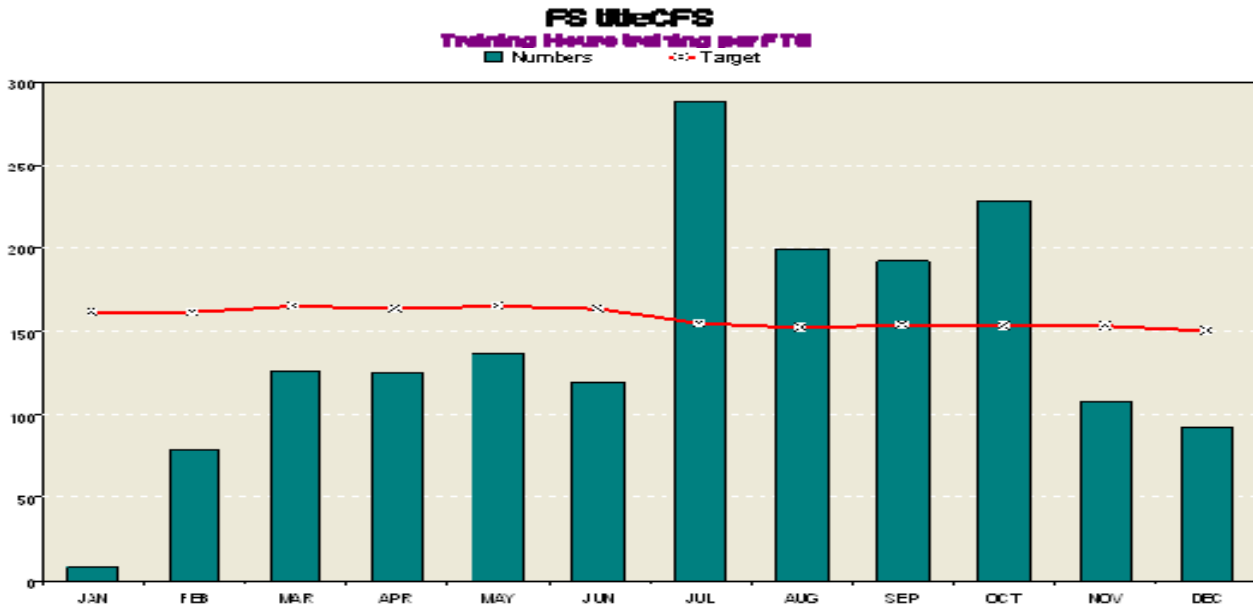


Trend analysis from the ECU Staff Surveys across the category “About Me” shows F&S having a high level of satisfaction and scoring above the ECU average.





Data collated for professional development undertaken by F&S staff for the first three quarters of 2009 show that targets are being met.



### Improvement:

- The ECU Staff Survey trends are positive, however to maintain this level of satisfaction and performance the issues recognised by the Workforce Planning team will need to be addressed.
- The F&S People Team developed a work instruction outlining the process for appointment of graduate, trainees, school based trainees and unpaid workers as part of the F&S Integrated Management System. Refer:  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>

# Business Excellence Framework Customer and Market Focus



## F&S Business Management System

### Category 5: Customer and Market Focus

#### F&S Management System Objective:

Understand what markets and customers value, now and into the future, and use this to drive organisational design, strategy, products and services.

#### BEF Item: 5.1 Gaining and Using Knowledge of Customers and Markets:

Excellent organisations use processes to find out what their customers and markets want now and what they will want in the future. They then use this information to design products and services as well as the processes that underpin the lifecycle of experiences desired by customers and markets.

#### Approach:

- **Effective segmenting the market**

- Our customers and stakeholders are defined as:

##### Customers

Students

- Mature Age
- External
- International

Staff

- Faculties and Centres

Visitors

##### Stakeholders

University Council

University Committees

Contractors

Precinct Partners

- West Coast TAFE
- WA Police Academy
- Mt Lawley Senior High School
- Manea College/Bunbury
- Health Campus/Bunbury TAFE
- Government Agencies

Lessees/Lessors

The community

- **Listening and learning strategies**

- Facilities and Services listens to customers and learns about their requirements through:
  - Student surveys. Refer:  
<http://www.ecu.edu.au/student/student-experience/results.php>
  - Staff surveys – other than Facilities and Services staff. Refer:  
[http://www.hr.ecu.edu.au/shr/html/staff\\_feedback\\_survey\\_homepage.cfm](http://www.hr.ecu.edu.au/shr/html/staff_feedback_survey_homepage.cfm)
  - F&S Improvement Action and supporting register:  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
  - Deployment of improvements from F&S suggestion boxes and Business Unit's on-line feedback websites

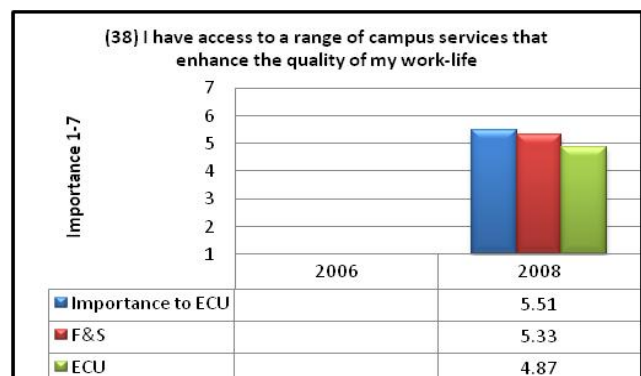
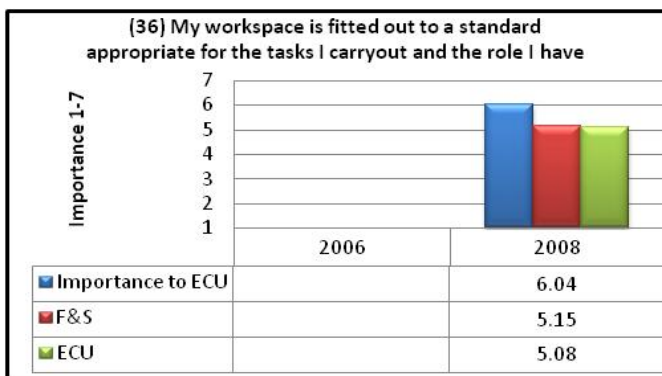
- Campus based focus groups
  - Information used by BEF Team to drive improvement
  - Sector involvement, including workshops, training and investigations
  - Benchmarking with like organisations.
- **Defining current future need**
    - Information on future requirements for design is undertaken via Strategic Asset Management Feasibility studies.
  - **Using the information for design**
    - Information on future requirements for design is undertaken via Strategic Asset Management Feasibility studies.

**Deployment:**

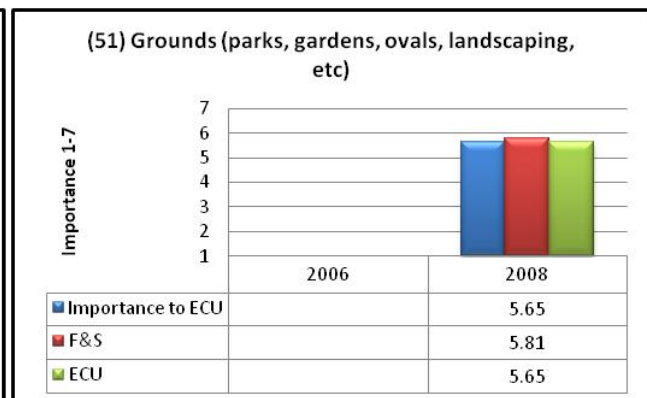
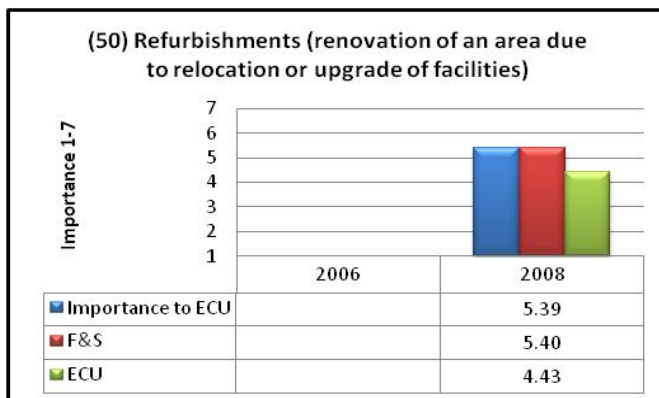
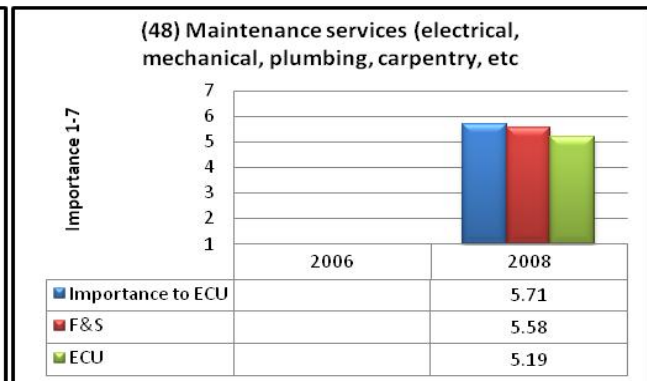
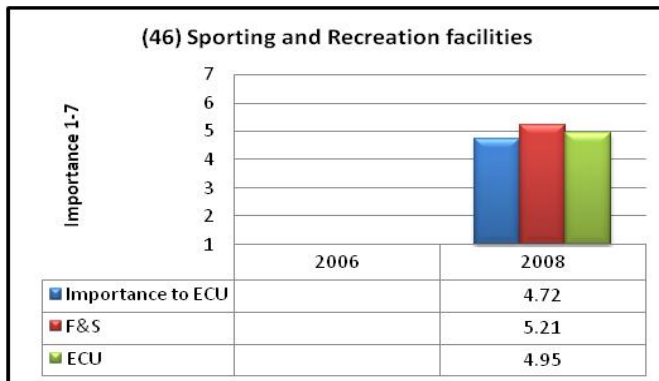
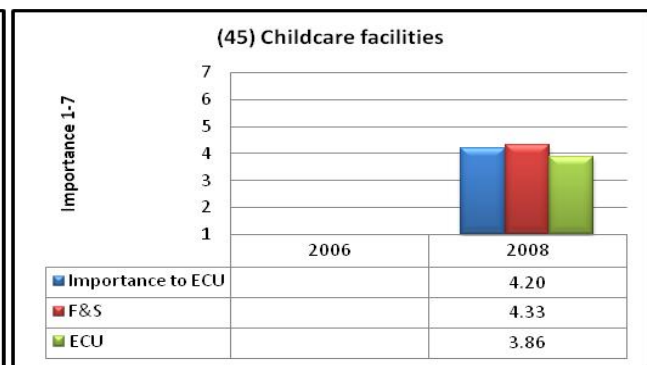
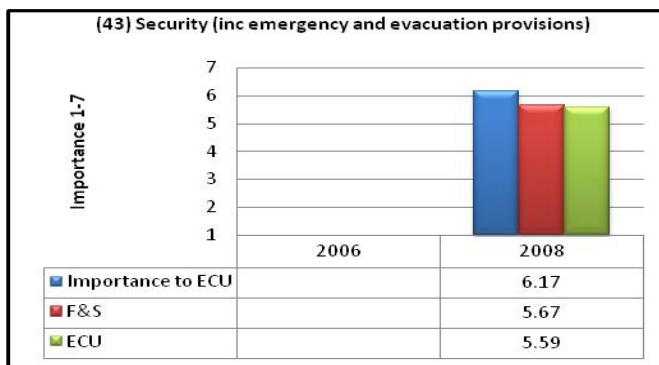
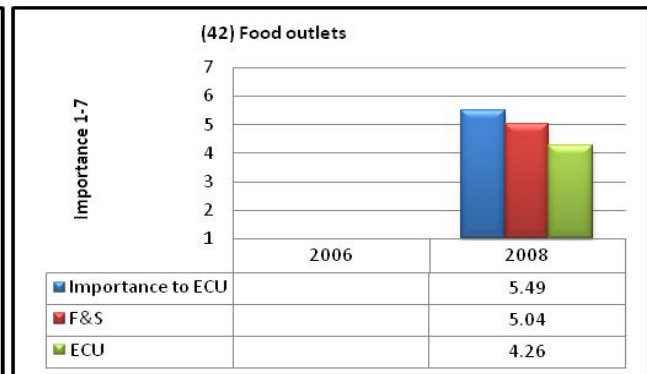
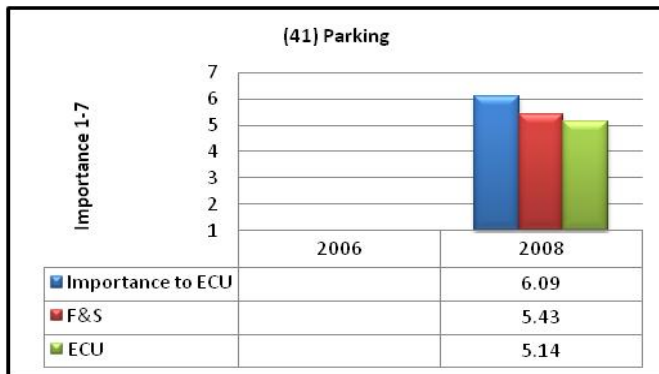
- Operational Plan.
- Customer and Market Focus BEF team.
- Business Unit Managers' meetings.
- Centre Management Review meetings.

**Results:**

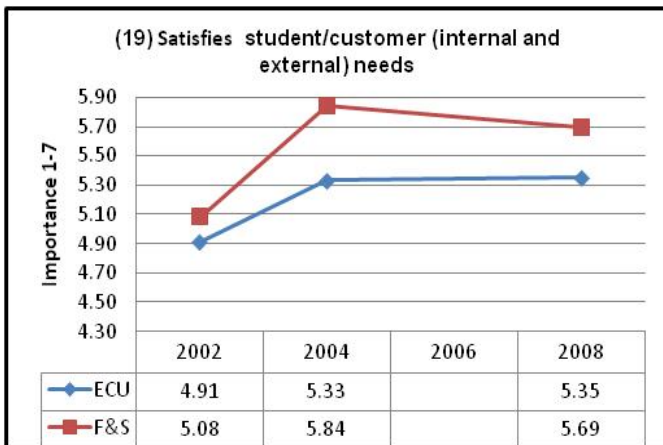
- Trends in Student Experience Survey.
- ECU Staff Survey.



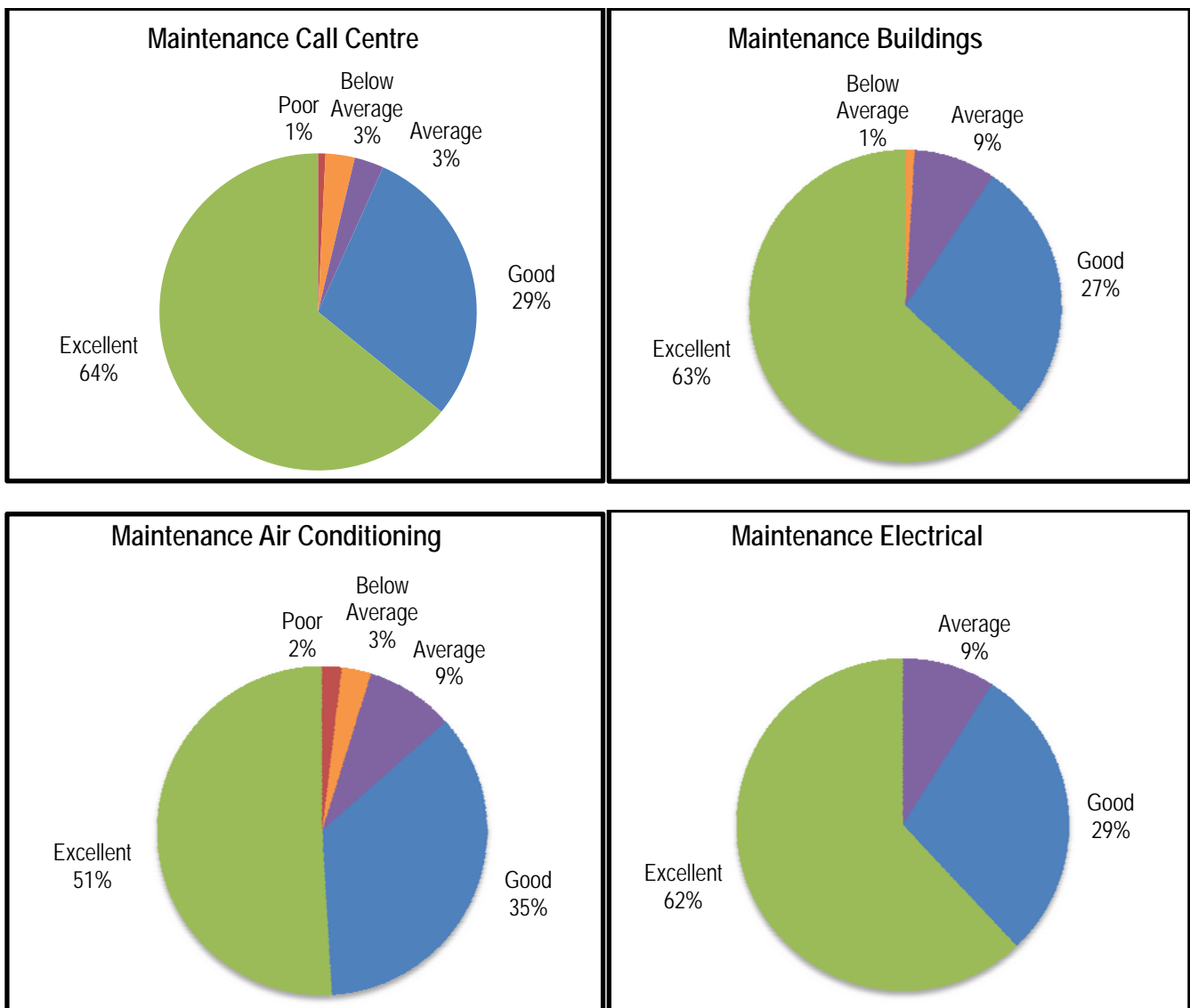


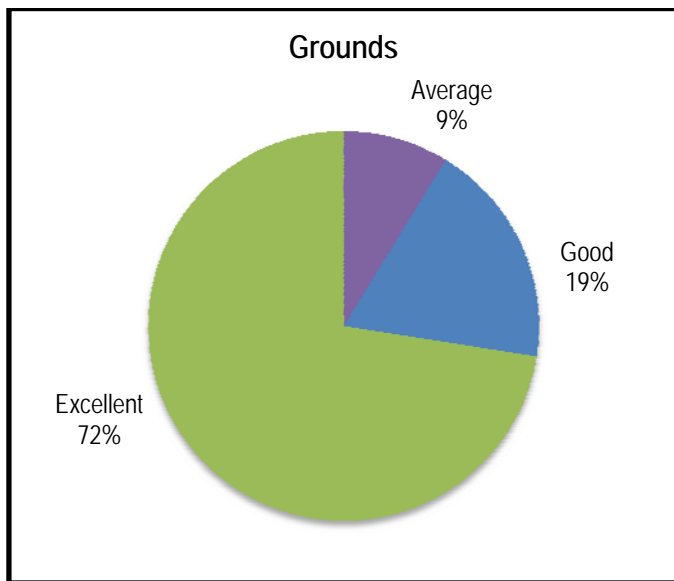






Trends in Buildings and Services August 2009 survey:





**Improvement:**

- Develop Operational Plans for Business Units within Commercial Services.
- Establish a strategy to look at providing Commercial Services to Faculties, students and staff from 8.30am to 9.30pm Monday to Friday, and Saturday mornings in the medium to longer term.
- Continue to assess and improve customer processes with a focus on customer segments and actioning surveys.

## F&S Business Management System

### Category 5: Customer and Market Focus

#### F&S Management System Objective:

Understand what markets and customers value, now and into the future, and use this to drive organisational design, strategy, products and services.

#### BEF Item: 5.2 Effective Management of Customer Relationships:

Excellent organisations design and tailor processes for building and managing customer relationships to suit markets with the aim of acquiring new customers, retaining existing customers, and developing new market opportunities.

#### Approach:

- **Building customer relationships**
  - Through the provision of clear contact points and access mechanisms the Centre is building customer relationships. These mechanisms include:
    - Development of Feasibility Assessments for asset improvements
    - The Maintenance Call Centre which is the vehicle for reporting all maintenance and OSH hazards
    - The Security Call Centre for all security issues and emergencies.
    - Counter staff across a number of areas who are there to take front line responsibility
    - The Facilities and Services website which is continually being upgraded to provide better and more user friendly access to our services
    - A variety of customer feedback forums.
- **Ensuring a positive customer experience**
  - Facilities and Services continually seek to provide positive customer experiences. This is undertaken via:
    - Training and development
    - Updating industry and workplace knowledge through industry sector conferences and workshops
    - Benchmarking our services
    - Building customer relationships
    - Developing a Customer Service Charter in late 2009.

• **Facilitating and acting on customer feedback**

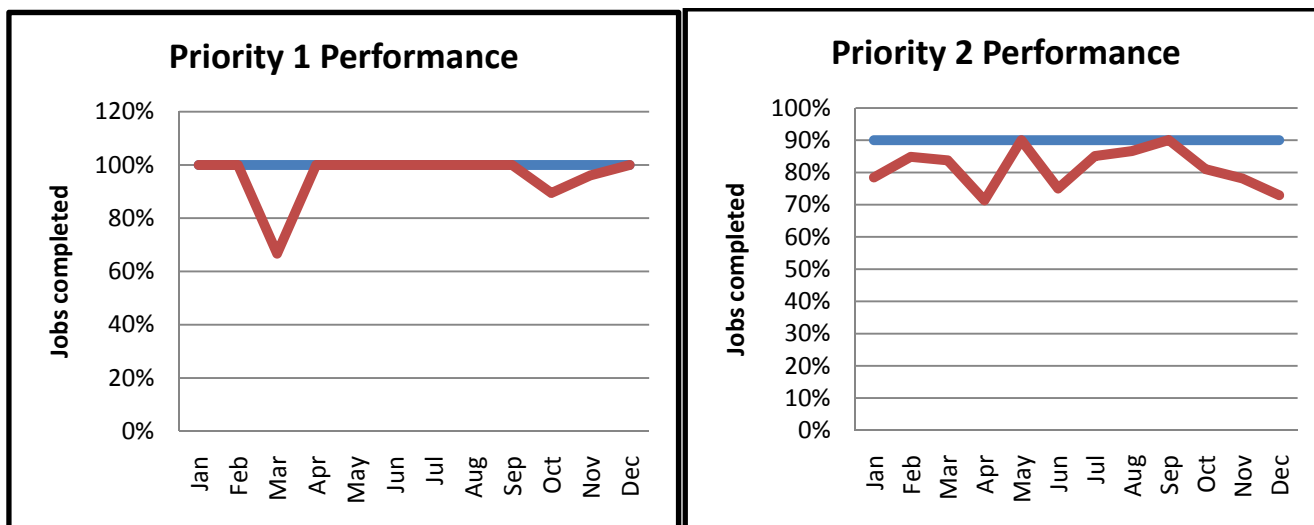
- The mechanisms for Facilities and Services feedback are provided through: The Facilities and Services Improvement Action procedure at: <https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>
- Individual departments have feedback options on their websites. These include:
  - Food Services at: <http://www.ecu.edu.au/fas/FoodServices/feedback.php>
  - Facilities Management Office at: <http://www.ecu.edu.au/fas/fmo/forms/feedback.php>
  - The Sport and Recreation Centres at: <http://www.ecu.edu.au/fas/sport/feedback.php>
  - Fleet Services at: <http://www.ecu.edu.au/fas/fleet/feedback.php>
  - The Bookshops and Sport and Recreations Centres have suggestion boxes
  - Buildings and Services undertakes an annual survey of their customers.

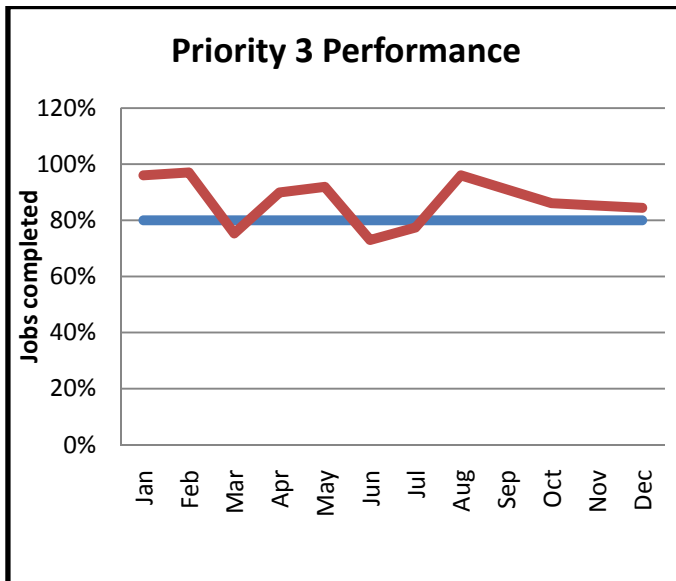
**Deployment:**

- Number of improvement actions generated via the Feedback Register for Facilities and Services for 2009 were 37.
- Number of suggestions from the Bookshop suggestion box from June 2009 was 12.
- Number of suggestions from the Sport and Recreation Centre’s suggestion box for 2009 was 19 for Mt Lawley and 54 for Joondalup.

**Results:**

- Facilities Maintenance and Management Systems (FMMS) priority graph as below:





- Compliments registers:
  - 6 of the items from the Bookshop suggestion boxes were compliments.
  - ECU Sports and Recreation manage positive customer feedback through an “Angel Sighting” process. In 2009 ECU Sports received 38 ‘Angel Sightings’.
  - Buildings and Services received 10 compliments and one complaint through their register in 2009.
- The Vice Chancellor’s Award for Customer Service was to a Facilities and Services Staff member both in 2008 and 2009.
- Benchmarking is undertaken by Commercial Services.

### **Improvement:**

- Deploy the F&S Customer Service Charter.
- Undertake more targeted focus groups.
- Explore the ability to undertake more student surveys within targeted areas.



## F&S Business Management System

### Category 5: Customer and Market Focus

#### F&S Management System Objective:

Understand what markets and customers value, now and into the future, and use this to drive organisational design, strategy, products and services.

#### BEF Item: 5.3 Customer Perception of Value:

Excellent organisations measure customer satisfaction and loyalty, compare the results with those of their competitors and use the information to improve internal processes, products and services and so deliver increasing value for customers, markets and other stakeholders.

#### Approach:

- **Measuring value through focused feedback**

- The University has a Survey Policy and Survey Guidelines. Refer: [http://www.ecu.edu.au/GPPS/policies\\_db/policies\\_view.php?rec\\_id=0000000339](http://www.ecu.edu.au/GPPS/policies_db/policies_view.php?rec_id=0000000339)
- The 2007 ECU Student Services and Facilities Feedback Survey was redesigned and delivered on-line in September and October 2007. The survey campaign produced 5467 responses from a population of 18094 students. This represented a response rate of 30%.
- The survey campaign was successful with improved response rates and engagement with the updated instrument. On the whole, results indicate that students are satisfied with services and facilities at ECU.
- Results from the ECU Staff Satisfaction Survey have been comprehensively analysed and improvements developed by the BEF Teams.

- **Measuring the total customer experience**

- This is undertaken via:
  - The ECU Student Services and Facilities feedback
  - The ECU Staff Satisfaction Survey
  - The Facilities and Services non-conformance, corrective and preventative action process whereby non-conformances, improvement opportunities and feedback are controlled by the Improvement Action procedure. Actions raised are reviewed at the monthly Centre Management Review (Operational) meetings
  - Individual Business Units receiving and recording feedback and developing improvement opportunities
  - Focus groups.

- **Increasing the value of the feedback**

- The Customer and Market Focus Team undertook a detailed analysis of some 5000 comments from the 2007 ECU Student Experience Survey specifically relating to services within all areas of Facilities and Services.

**Deployment:**

- Following receipt of the 2007 ECU Student Experience Survey several areas within Facilities and Services were identified as having low satisfaction.
- Specific units within Commercial Services undertook to address the concerns relating to them and in addition the BEF team analysed all of the comments and the more detailed data to determine additional areas for improvement.
- A working party, which included various members of Facilities and Services, was formed to review parking and transport issues.
- In preparation for the 2009 survey the BEF team, the Directorate Management Group and the Business Unit managers within Commercial Services were invited to review and refine the questions used in the 2007 survey. The results of the 2009 survey are expected to be published late 2009. Following receipt of the results the BEF team will then analyse the feedback and recommend a program of improvements.
- Continue to analyse the ECU Staff Survey results.

**Results:**

- Items from the survey with the lowest mean satisfaction overall (bottom 10):

Item	Mean	N	Code
I get too many emails from the University on my ECU email address	-7	2826	O
I am aware of the scholarships available at ECU	-3	2502	O
I am satisfied with the hours of food outlets	6	2269	O
Childcare services on campus meet my needs	6	1733	O
ECU Housing services meet my needs	8	822	O
I am aware of opportunities to gain international experience during my studies	9	2667	O
My needs are met by the services provided by the Multifaith Chaplaincy Service	15	1166	O
ECU provides adequate support for student social activities	15	3892	O
The sporting and recreation facilities on campus meet my needs	16	3125	O
I am able to communicate with fellow students effectively	17	508	E

- As a result of analysing the feedback the following improvements have been achieved:
  - Opening hours for food outlets have been extended.
  - An additional 357 beds for student accommodation are being built on the Mt Lawley campus and a program to develop more student housing at Joondalup is being progressed.
  - F&S Sports and Recreation have initiated the following:
    - A crèche is being built within the Mt Lawley Sports Centre and, as the pilot crèche program at Joondalup was successful, this service has been continued and expanded
    - School holiday programs are being run at both the Mt Lawley and Joondalup Centres
    - More on campus student social and sporting activities are now organised during the lunchtime periods
    - Bunbury now has a new sporting facilities, including tennis courts, an indoor basketball court and a fitness gym
    - A plan to enhance the facilities at Joondalup has been developed and is awaiting final endorsement
    - The facility at Mt Lawley is being enhanced in 2009 with the addition of a Ladies only gym and Personal Training area
    - An Indoor Cycling room at Joondalup is being provided.

### **Improvement:**

- Continue to work with the ECU corporate team to develop a better survey that meets Facilities and Services' requirements.
- Work with the ECU corporate team to determine whether individual Business Units may be able to re-introduce their own unique customer surveys.
- Continue to contribute to and closely monitor the Student Experience Survey, analyse trend data and develop improvement opportunities.
- Continue to analyse and trend the ECU Staff Survey results and develop improvement opportunities.

# Business Excellence Framework Process Management, Improvement and Innovation





## F&S Business Management System

### Category 6: Process Management, Improvement and Innovation

#### F&S Management System Objective:

Continuously improve the system and develop agility, adaptability and responsiveness based on a culture of continual improvement, innovation and learning.

Attain and maintain accreditation to AS/NZS ISO 9001:2008.

#### BEF Item: 6.1 Identification and Management of Processes:

Excellent organisations identify, document and manage their value-creating, support and leadership processes in order to achieve their objectives. They map and understand the interdependencies in their end-to-end sets or organisational processes that delivery their products or services. They manage and optimise their system of processes as a whole and regularly review processes for relevance and suitability in assisting the organisation to achieve its objectives.

#### Approach:

- **Translating stakeholder requirements, and partner and internal capabilities into process design and management requirements**
  - Facilities and Services are the prime deliverer of ECU's building and related infrastructure and a major deliverer of support services. To ensure this infrastructure and support services meets stakeholder needs the Centre utilises the:
    - F&S Management System.  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>
    - Strategic Asset Management Framework.  
<https://secure.ecu.edu.au/fas/samf/>
- **Defining, recording and managing end-to-end processes**
  - F&S Management System.  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>
  - F&S Procedures and Work Instructions.  
<https://secure.ecu.edu.au/fas/procedures/listingFull.php>
- **Measuring processes to manage conformance to requirements and improvement opportunities**
  - Assurance reviews of the Management System by F&S internal auditors as well as external auditors.
  - Process audits by Risk Management and Audit assurance (RMAA).



- Improvement Action (1.1.06).  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- F&S Annual Scorecard and Annual Review.

### Deployment:

- Management System Assurance Reviews – each F&S Business unit will have an annual review.
- Improvement Action Procedure (1.1.06).  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- Non Conformance/Improvement Action/Feedback Register – TRIM folder sub/8376.

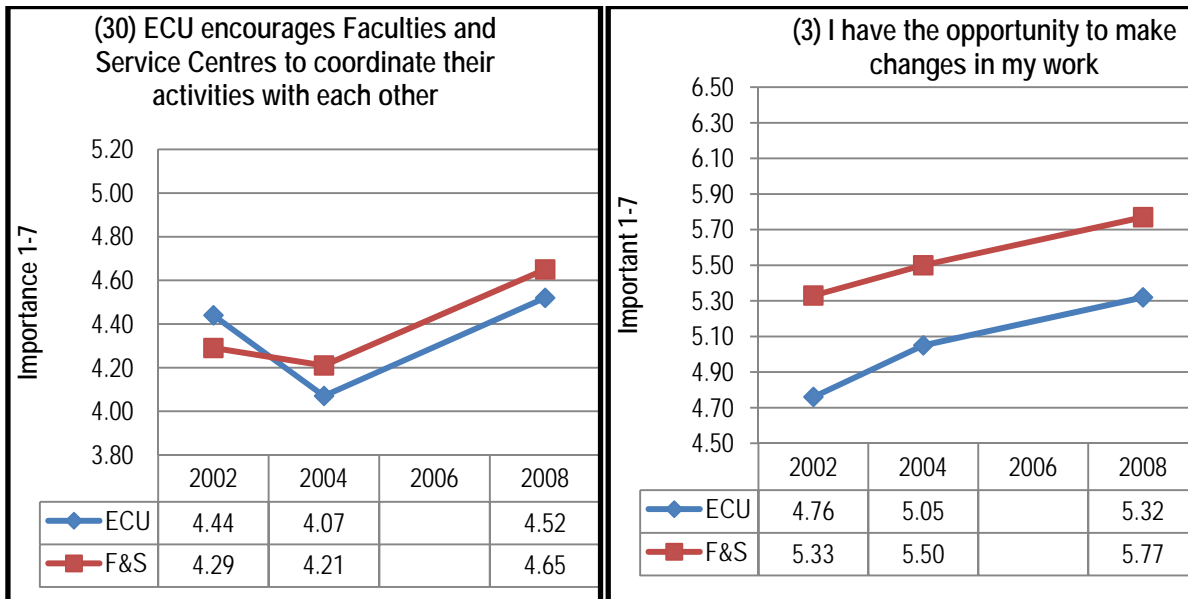
Totals for 2009

Category	Number
Non Conformances (from customers)	3
Non Conformances (from Internal Assurance Reviews)	18
Non Conformances (from 2009 ISO Certification process)	6
Non Conformances (from RMAA Audits)	1
Improvement Actions (from customers)	14
Improvement Actions (from 2009 ISO Certification process)	24
Improvement Actions (from BEF Teams)	2
<b>TOTAL for 2009</b>	<b>68</b>

- Document Control Procedure (1.104).  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- RMAA Audits.
- Certification Audits.

### Results:

- Certification to AS/NZS ISO 9001:2008.
- Audit Reports.
- Assurance Reviews.
- Completion of Improvement Actions (1.1.06).



**Improvement:**

- Develop annual internal audit and internal assurance programs.
- Develop a strategy for future building access control.

## F&S Business Management System

### Category 6: Process Management, Improvement and Innovation

#### F&S Management System Objective:

Continuously improve the system and develop agility, adaptability and responsiveness based on a culture of continual improvement, innovation and learning.

Attain and maintain accreditation to AS/NZS ISO 9001:2008.

#### BEF Item: 6.2 Process Improvement and Innovation:

Excellent organisations use structured methods to improve their processes and achieve efficiency and effectiveness for all stakeholders. They learn, prepare for change and maintain the agility needed to meet new challenges as they arise.

#### Approach:

- **Defining and deploying a consistent methodology to facilitate process improvement**
  - F&S Management System.  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>
- **Establishing processes to capture and exploit innovative opportunities**
  - F&S Management System that is built around ECU core processes.  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12>
  - Improvement Action Procedure (1.1.06).  
<https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
  - Non Conformance/Improvement Action/Feedback Register.
- **Involving staff in the improvement process**
  - BEF Teams.  
<https://secure.ecu.edu.au/fas/abef/index.php>
  - Management for Performance System (MPS).  
<http://www.hr.ecu.edu.au/mps/html/index.cfm>
- **Learning from others**
  - Attendance at conferences, e.g. annual Tertiary Education Facilities Management Association (TEFMA) conference.
  - Dissemination of information from conferences.
  - Benchmarking, e.g. TEFMA.

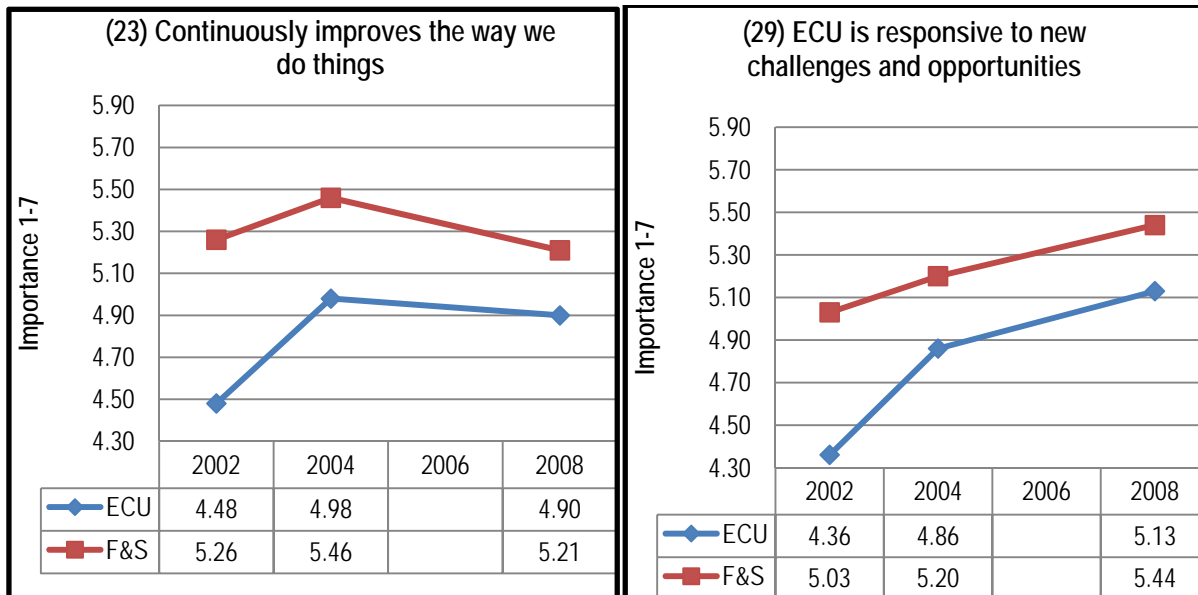
- The University has a Benchmarking Policy. Refer: [http://www.ecu.edu.au/GPPS/policies\\_db/policies\\_view.php?rec\\_id=0000000353](http://www.ecu.edu.au/GPPS/policies_db/policies_view.php?rec_id=0000000353)
- Networking and partnering.
- Membership of professional and industry associations.

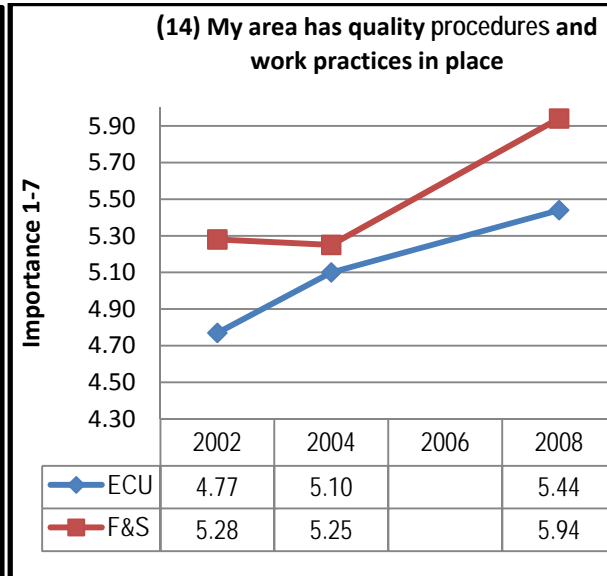
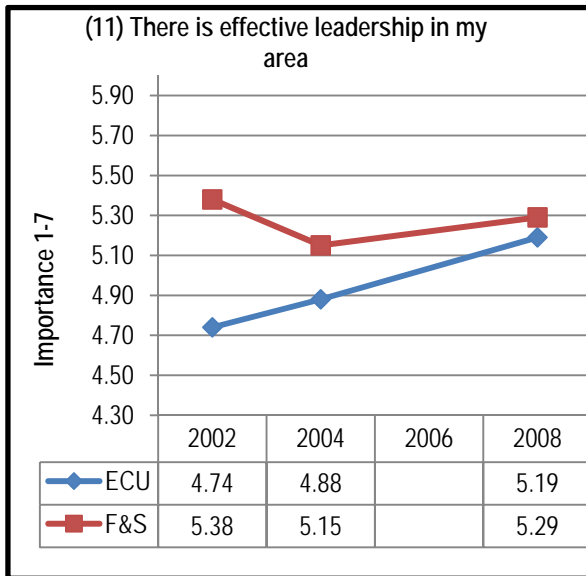
**Deployment:**

- F&S staff participate in a positive manner on the various Business Excellence Framework teams.
- Process Improvements, i.e.
  - All Abloy master keys are managed in accordance with the ECU Key Management Policy. [http://www.ecu.edu.au/GPPS/policies\\_db/policies\\_view.php?rec\\_id=0000000314](http://www.ecu.edu.au/GPPS/policies_db/policies_view.php?rec_id=0000000314)
  - Contractors Induction System.
- F&S staff understands the Centre’s Critical Incident Management Work Instructions.

**Results:**

- ISO 9001 Certification achieved.





**Improvement:**

- Establish and deploy a 'Process Management' process for F&S.
- Develop a new contractual framework for the delivery of cleaning and waste services.
- Improve F&S contract register, and contractor induction and management process.



## F&S Business Management System

### Category 6: Process Management, Improvement and Innovation

#### F&S Management System Objective:

Continuously improve the system and develop agility, adaptability and responsiveness based on a culture of continual improvement, innovation and learning.

Attain and maintain accreditation to AS/NZS ISO 9001:2008.

#### BEF Item: 6.3 Process Outputs:

Excellent organisations continuously improve their products and services, based on determinations of how they perform against required standards, customer expectations and competitor performance.

#### Approach:

- **Using measures to provide confidence**
  - As part of the development and deployment of the Centre's Balanced Scorecard, measures have been developed for internal measures.
  - Each Business Unit has developed a set of measures for key processes.
- **Making external comparisons**
  - ECU is a member of the Tertiary Education Facilities Management Association (TEFMA). Each year the majority of Australian Higher Education Institutions and some Overseas Higher Education providers participate in a benchmarking survey.
  - ECU analyses the annual information and provides comparative information with other WA Universities (its competitors) and other like Universities in Australia.
  - ECU is a member of the Association of Commonwealth Universities (ACU). ACU run a benchmarking program which ECU participate in. Refer: [http://www.acu.ac.uk/member\\_services/benchmarking\\_programme/benchmarking\\_programme](http://www.acu.ac.uk/member_services/benchmarking_programme/benchmarking_programme)

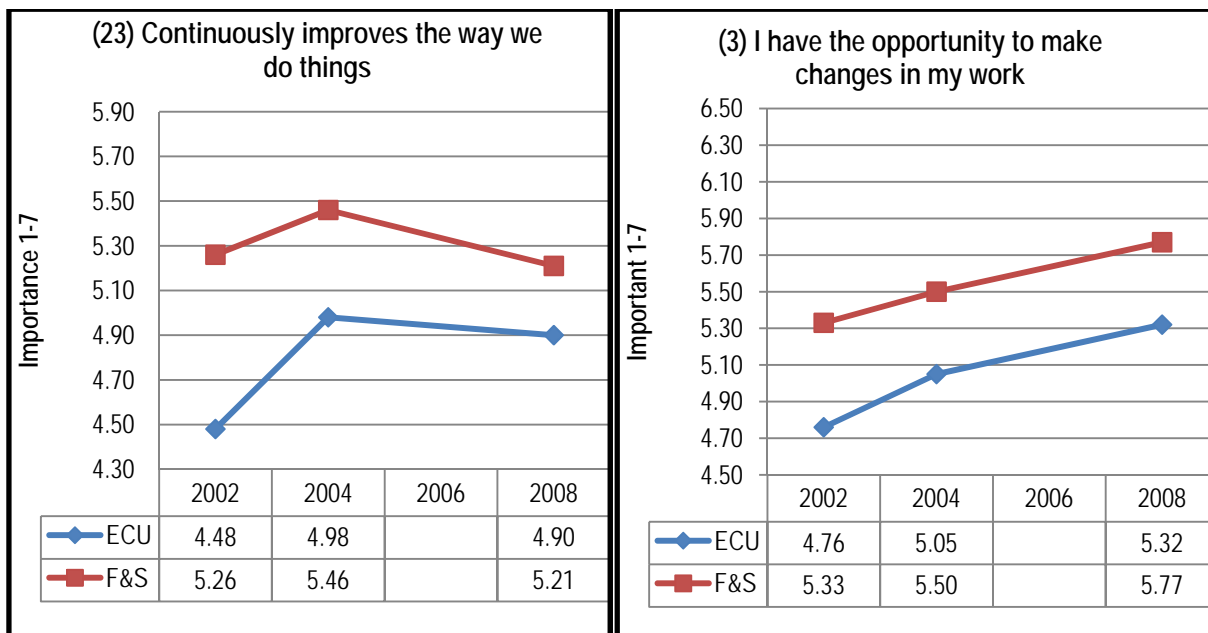
#### Deployment:

- All Business Units have developed and deployed internal process measures as part of the Balanced Scorecard.
- Each year each Business Unit provides a presentation to the Business Unit Managers' Quarterly meeting.
- F&S participates in annual TEFMA conferences and workshops.

- F&S participated in ACU benchmarking in 2007 for Estates and Facility Management and in 2009 for Management of Sustainability.

**Results:**

- In 2007, the University undertook benchmarking of its Estates and Facilities Management Process. Out of eight Universities participating in the benchmarking ECU was ranked the best.



**Improvement:**

- The Balanced Scorecard is being continually improved and all Business Units are working to improve results from key processes.
- ECU has participated in workshops with TEFMA to improve the Annual Benchmarking Report.
- Information from ACU benchmarking has been incorporated into F&S Operational Plans.

# Business Excellence Framework Success and Sustainability



## F&S Business Management System

### Category 7: Success and Sustainability

#### F&S Management System Objective:

Focus on sustainable results, value and outcomes.

#### BEF Item: 7.1 Measuring and Communicating Organisational Performance:

Excellent organisations use systems and processes to measure and understand their performance. They use the data provided to show how well they are performing and as the basis for the ongoing review and improvement of their systems and processes. They also address 'big picture' data and correlate their improvements to systems and processes with better outcomes.

#### Approach:

- **Understand key stakeholder objectives**
  - The objectives of the 2010 Management System are measured through the Business Excellence Framework of Approach, Deployment, Results and Improvement. This information is stored on the Business Excellence Framework website. Refer: <https://secure.ecu.edu.au/fas/abef/>
  - Key Performance Indicators of services provided by F&S is through the Balanced Scorecard.
- **Measuring progress**
  - For results in the Business Excellence Framework trend data has been provided from staff surveys undertaken in 2002, 2004, 2006 and 2008.
  - Progress against the Balanced Scorecard is provided in a variety of formats including:
    - Budget monitoring using waterfall charts
    - Internal process against agreed targets
    - Customer data from student and staff surveys
    - Monthly reporting of innovation and learning measures.
- **Taking a holistic approach**
  - F&S is monitored against two dimensions:
    - Long-term organisational improvement using the Business Excellence Framework
    - Service performance using the Balanced Scorecard that includes:
      - Financial
      - Internal Processes



- Customers
  - Innovation and Learning.
- **Defining and meeting the reporting requirements of all decision-makers within the organisation**
    - F&S provides a quarterly report on operational performance to the Vice President (Resources) and Chief Financial Officer.
    - Each year Business Unit Managers provide a presentation to the Business Unit Managers' Quarterly meeting.
    - As part of the University's Annual Review process, F&S provides an annual scorecard and selected corporate items to the University's Executive. The annual scorecard incorporates an analysis of F&S performance against other University's from the Tertiary Education Facilities Management Association (TEFMA) Benchmarking Survey.
  - **Ensuring that the output of improvement initiatives positively impacts on strategic outcomes**
    - Improvement initiatives are aligned in the F&S Operational Plan:
      - The University's strategic objectives
      - The University's annual goals
      - F&S Management System Policy and Objectives.
    - As part of the Management Review process the Operational Plan is reviewed each year.

### **Deployment:**

- Quarterly Reports.
- Annual Scorecard.
- Business Unit presentations.

### **Results:**

- Financial – never exceeded budget.
- ECU compares favourably against other Universities using the TEFMA Benchmarking survey.
- F&S performs above ECU in almost all staff survey results.
- Some F&S services are rated among the best by students, e.g. security and gardening.

### **Improvement:**

- Continue to deploy and improve the Centre's Balanced Scorecard.



## F&S Business Management System

### Category 7: Success and Sustainability

#### F&S Management System Objective:

Focus on sustainable results, value and outcomes.

#### BEF Item: 7.2 Achieving Sustainability

Excellent organisations use the systems and processes by which they measure and interpret internal and external indicators to help ensure their future sustainability in relation to their economic, environmental and social viability.

#### Approach:

- **Using risk management in the development of strategies**
  - Risk Management at ECU is guided by the Risk Management and Audit Assurance Centre. Refer: <http://www.ecu.edu.au/RMAA/rm/rm.html>.
  - F&S strategic risks are documented within the annual F&S Operational Plan and are consistent with the ECU Strategic Risk Register which underpins the Integrated Risk Management Framework. This framework forms the risk management bridge between the University Strategic Priorities and Faculty and Centre Plans.
  - As part of the Management Review procedure, F&S Strategic Risks are reviewed annually with the session facilitated by the Director Risk Management and Audit Assurance Centre.
  - Working with Risk Management and Audit Assurance Centre's Business Continuity Coordinator, F&S have developed their own Business Continuity Plans. Refer: <https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
  - To manage and respond effectively to critical incidents or potential critical incidents that may affect the ongoing business of the University F&S has developed a Critical Incident Management procedure and supporting Work Instructions. Refer: <https://secure.ecu.edu.au/fas/procedures/listing.php?dvid=12#F&S%20-%20ALL%20STAFF>
- **Assessing relevance to market**
  - F&S undertakes:
    - Benchmarking of service delivery via the annual Tertiary Education Facilities Management Association (TEFMA) survey
    - Benchmarking of processes through the Association of Commonwealth Universities (ACU) benchmarking process
    - International and national trips to attend conferences and visit other Universities' Facility Management areas to benchmark services and gain ideas for improvement

- F&S work with a small number of Universities across Australia that are on a similar journey, e.g. University of South Australia, University of Western Sydney, University of Tasmania, Queensland University of Technology and Griffin University.

- **Measuring the rate of change of organisational capability**

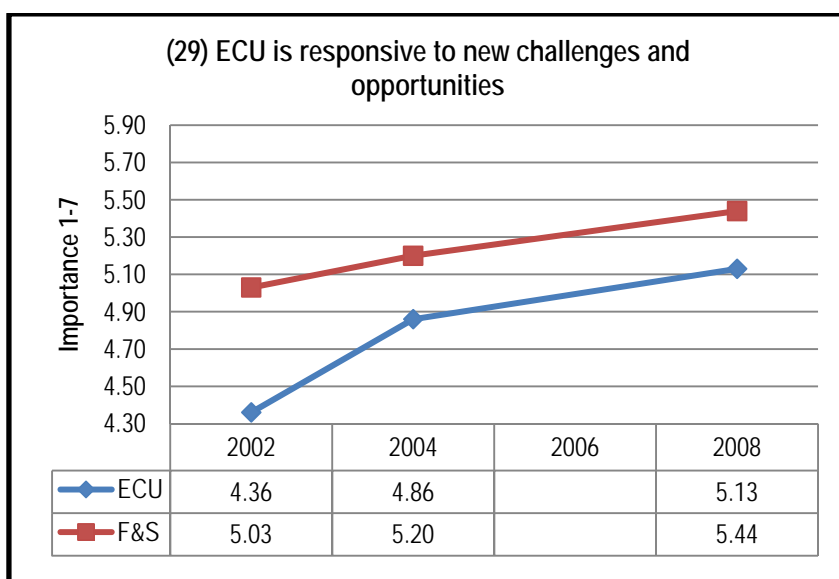
- F&S undertake Workforce Planning and have a Workforce Plan 2008-2011.
- The Business Excellence Framework website provides detailed information on F&S organisational processes, action undertaken to deploy these processes, results used to assess improvement and the current improvement activity being undertaken.

**Deployment:**

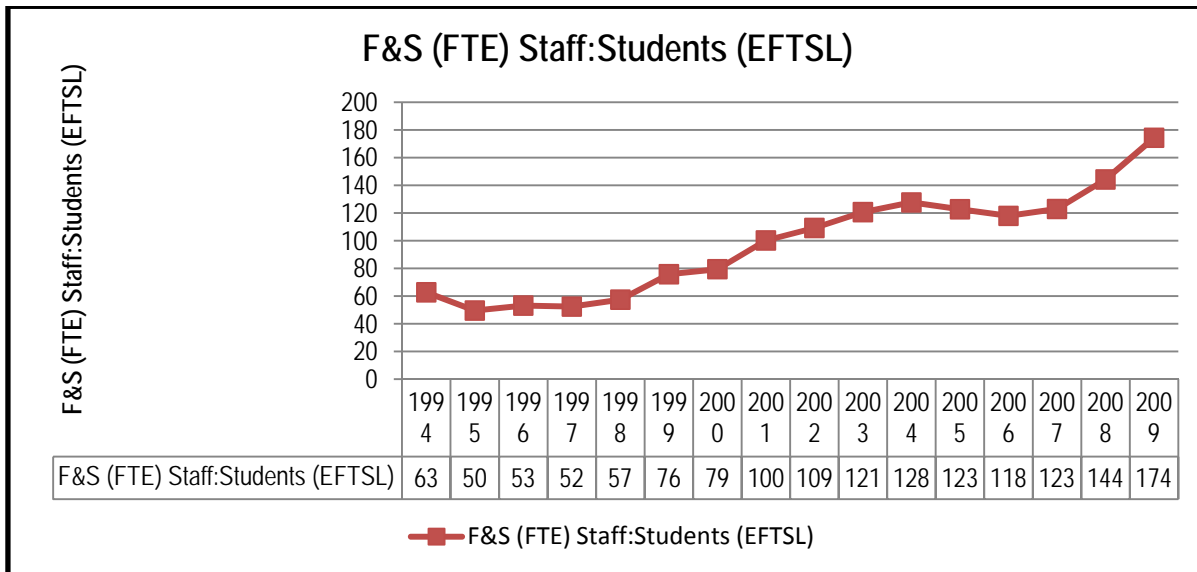
- Workforce Plan 2008-2011.
- 2010 F&S Operational Plan that incorporates strategic risks.
- Annual Scorecard and benchmarking marking of services.
- Scenario testing of critical incidents undertaken at Joondalup Campus in 2009 and Bunbury Campus in 2010.

**Results:**

- ECU as an organisation has been operating in various forms since 1904. Management of F&S is a core part of the University's operations.



- Improved productivity through less F&S staff to service more students.



**Improvement:**

- Continue to improve business sustainability through undertaking organisational reviews in Buildings and Services and Planning and Development.
- Continue scenario testing for critical incidents.