



Smithsonian Facilities

Transformative Action Plan

2020–2023

 **Smithsonian Facilities**

INTRODUCTION

Smithsonian Facilities (SF) is making transformative changes to better align our organization with our customers' expectations and needs, as well as enhance our ability to respond to emergent crises. We are committed to promoting greater engagement and accountability by becoming more transparent in our processes, more dependable in our actions, and more cost efficient in our work.

Over the next three plus years (2020–2023), SF will embark on the Transformative Action plan which focuses on three goals and related objectives to prepare SF for our next Strategic Plan. These goals are to:

- Develop and apply a One Smithsonian approach to managing SF.
- Work more closely with our customers to understand their needs and build beneficial partnerships.
- Adopt transformational changes throughout SF to sustain success.



GOAL ONE

Develop and apply a One Smithsonian approach to managing SF.

Work to transform SI's resource allocation and risk management processes to increase accountability.

- Set up a Smithsonian-wide working group to design clear, equitable, and more-integrated processes for facilities capital, maintenance prioritization, and resource allocation decision making.
- Using a facilitated Smithsonian-wide working group, develop a collaborative process for defining and deciding on acceptable levels of facilities-related risk.

Work with SI leadership to develop a Smithsonian-wide sustainability plan.

- Explore various avenues to raise awareness of SI's sustainability efforts.
- Aim to incorporate Living Building Challenge principles into projects.

Build a SF culture that supports and sustains transformative change.

- Foster a culture of active listening, civility, and customer-focused service.
- Empower staff to work with customers directly to identify creative solutions and suggest potential improvements.
- Ensure quality assurance is part of all we do.

GOAL TWO

Work more closely with our customers to understand their needs and build beneficial partnerships.

Align SF with SI units and partners to better identify needs and requirements, deepen understanding of goals and realities, institutionalize the new normal into our shared operations, , and create a platform for mutual success.

- Meet with all SI units and partners to develop baseline agreements related to:
 - › Priority needs and expectations.
 - › Cultures and processes.
 - › Critical maintenance issues, condition assessments, and risks.
 - › Communication practices.
 - › Assessing schedule, quality, and cost effectiveness.
- Hold SF accountable to agreed upon metrics for success.

GOAL THREE

Adopt transformational changes throughout SF for continued success.

Hire and retain qualified staff while planning and preparing for future workforce needs.

- Complete a comprehensive workforce plan that includes pre-employment evaluations.
- Empower creativity and innovation throughout SF by rewarding problem solving.
- Develop a SF training center to produce professional development and training opportunities available to all staff.

Improve internal SF coordination, communication, and teamwork.

- Institute changes that support a more integrative approach to quality assurance, innovation, and sustainability.
- Create a procedure that clearly outlines when and how large maintenance work will be delegated to OPDC.
- Improve staff's ability, on and off-site, to respond to rapidly evolving situations and long and short term emergencies by providing an electronic resource for easy access to building maps, procedures, and related documents.

Provide consistently effective Integrated Facilities Teams (IFTs).

- Showcase what is working and what hasn't to increase transparency and learn from successes and failures.
- Replicate the model used by high-performing IFTs.
- Leverage the intellectual knowledge and increase IFT member accountability to improve flexibility and response to customer priorities.

Increase the reliability and efficiency of buildings and systems.

- Strengthen the Smithsonian asset management program.
- Identify and limit cost inefficiencies and explore areas for cost savings.
- Strengthen the facilities program in New York.
- Refine Key Performance Indicators to drive results and increase accountability.

Improve SF's stewardship responsibilities.

- Incorporate prevention through design to reduce staff and visitor injuries.
- Working with SI partners, ensure staff are well prepared for emergent crises.
- Help Smithsonian Gardens to reach more visitors and increase impact.
- Treat Smithsonian buildings and gardens with the same level of care as Smithsonian collections.



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