
STATSBYGG'S
OBJECTIVES AND
KEY STRATEGIES

2011-2015



Introduction

Statsbygg is Norway's largest building commissioner and property manager in the civil sector. As such, the impact of our choices is far-reaching, touching on the day-to-day activities of not only those who use our buildings, but also the residents who live in the areas around our buildings, and, not least, the entire construction and property industry, where our procurement practices sets the standard. We work closely with our clients to deliver sustainable results within each project's budget and time constraints.

In order to think and act long-term, we have to set ambitious and responsible objectives. Our objectives and key strategies for the next four or five years must aim to an organisation that sees our clients' short- and long-term needs, delivers what it promises and lead the way in several key areas by using advanced digital tools and making green choices. We must also continue to be an attractive employer whose commitment to developing our expertise enables us to achieve our objectives.

Achieving objectives requires action. We are a large organisation that has to pull together to go in our chosen direction. The efforts of our entire organisation have to be closely linked to strategies that are designed after our objectives. Everyone who works at Statsbygg must know exactly how their efforts are contributing to those objectives.

This document illustrates our perspective at present and our course for the next few years. We must, however, be prepared to modify our tasks and priorities in line with unexpected events, as 22/7 was a terrible reminder of. I hope that our new objectives and strategies will serve as a roadmap and inspiration for the job at hand. Let us keep working together to make Statsbygg the government's first choice in the years to come!

A handwritten signature in white ink that reads "Øivind Christoffersen". The signature is written in a cursive, flowing style.

Øivind Christoffersen

Director General



PERFORMANCE MANAGEMENT AT STATSBYGG

In order to get our whole organisation to pull in the same direction, we are working systematically to link objectives, strategies and initiatives.

Our performance management is based in part on the guidelines laid down by the Ministry of Government Administration, Reform and Church Affairs (Statsbygg's parent Ministry), the Director General's situation analysis (risk analysis, including the Management Review), tri-annual reporting and Statsbygg's own themed strategy documents (e.g. environmental strategy, client and marketing strategy, procurement policy).

About once every four years, the Director General decides on Statsbygg's long-term objectives and strategies in collaboration with his management team. This booklet sets out the five target areas we have singled out for the coming four or five years.

In addition, we draw up an operating plan every year, which consists of two levels:

- a strategic section (sub-strategies and performance measures) prepared by the management team
- an operational section (work schedule with initiatives) prepared by the various departments

The next page illustrates the role of performance management at Statsbygg.

Figure: Illustration of Statsbygg's objectives and main strategies for 2011–2015 and annual operating plan

Our four-year objectives and strategy document

Vision and values

Objectives

Key strategies

Statsbygg's objectives and key strategies 2011–2015

Our annual operating plan

Sub-strategies and performance measures

Work schedules

Statsbygg's annual operating plan

STATSBYGG'S OBJECTIVES 2011-2015	We have satisfied, loyal clients	We deliver within budget, on time and to the agreed standard	We are a role model for the building, construction and property management industry	We are environmental leaders	We are an attractive employer
KEY STRATEGIES 2011-2015	We shall be ahead and satisfy the client's needs and expectations, and clearly communicate our strengths to new and existing clients	We shall guarantee results through systematic work and continuous improvement	We shall take a leading role in the building, construction and property management industry in terms of digital tools, accountability, cultural heritage, architectural quality and universal design	We shall strive for lower energy consumption, green materials and building locations, and a systematic internal commitment to the environment	We shall develop, retain and recruit capable employees

ANNUAL SUB-STRATEGIES	Sub-strategies	Dpt	Sub-strategies	Dpt	Sub-strategies	Dpt	Sub-strategies	Dpt	Sub-strategies	Dpt
Building commissioner function										
Property management function										
Development and consultancy function										
Support functions										
WORK SCHEDULE	The departments prepare a work schedule based on the sub-strategies									

VISION, MISSION, VALUES, MANAGEMENT PRINCIPLES

VISION: Statsbygg—the Norwegian government’s first choice

MISSION

Statsbygg shall:

- provide construction client services
- manage the property stock
- advise on the use of premises in order to develop the state civil sector in a sound, appropriate manner

VALUES

Statsbygg must be known for its:

- loyalty
- client and result orientation
- openness and honesty
- generosity and respect
- commitment and adaptability

MANAGEMENT PRINCIPLES

Statsbygg’s management system must satisfy the state’s financial management regulations. With this in mind, Statsbygg has established the following principles for the conduct of management:

- sound ethics
- sound commercial principles
- social responsibility
- working systematically and constantly improving
- setting requirements and giving development opportunities to managers and employees
- fact-based, comprehensive decisions
- compliance with ISO 9001

OBJECTIVES AND KEY STRATEGIES 2011-2015

We have defined five target areas aimed at:

- treating our clients well
- guaranteeing good performance
- being a role model for the industry
- taking environmental leadership
- being an attractive employer



■ TARGET AREA: CLIENTS

OBJECTIVE 1: WE HAVE SATISFIED AND LOYAL CLIENTS

KEY STRATEGY: We shall be ahead and satisfy the client's needs and expectations, and clearly communicate our strengths to new and existing clients

In close cooperation with the client, Statsbygg shall give advice and develop functional facilities. We are in a competitive situation and must see the client's needs from an overall perspective. Statsbygg must focus on the client throughout our value chain while being coordinated, service-minded and accessible.

■ TARGET AREA: PERFORMANCE

OBJECTIVE 2: WE DELIVER WITHIN BUDGET, ON TIME AND TO THE AGREED STANDARD

KEY STRATEGY: We shall guarantee results through systematic work and continuous improvement.

Statsbygg must take a leading role in project implementation and property management. Our suppliers know us as a demanding client: we shall challenge and contribute to development in the supplier market. Professional procurement and good contract strategies are key to this development. Through effective management systems and good internal controls, we deliver the contracted quality in accordance with our clients' needs, expectations and budget.

*The Norwegian Coastal Administration,
Kabelvåg. Photo: Jaro Hollan. Architects:
Prosjektservice Olav Hansen*



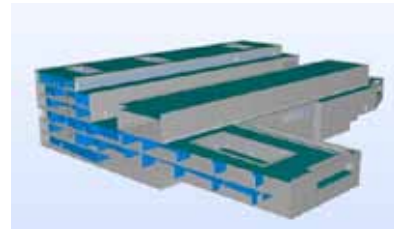
■ **TARGET AREA: ROLE MODEL FOR THE BUILDING, CONSTRUCTION AND PROPERTY MANAGEMENT INDUSTRY**

OBJECTIVE 3:

WE ARE A ROLE MODEL FOR THE BUILDING, CONSTRUCTION AND PROPERTY MANAGEMENT INDUSTRY

KEY STRATEGY: We shall take a leading role in the building, construction and property management industry in terms of digital tools, accountability, cultural heritage, architectural quality and universal design

Statsbygg shall be a conspicuous public actor. This means taking the initiative and having a long-term, innovative perspective that contributes to development of the industry. Accountability and reputation are some of the construction industry's biggest challenges, especially when it comes to health, safety and the working environment, illegal hiring and social dumping.



Digital building information model (BIM) for the new National Museum at Vestbanen. Statsbygg required that tenders be submitted as an open BIM so that the functional area, volume and position of the building could be checked as soon as possible.

The new National Museum at Vestbanen. Architects: Kleihues + Schuwerk Gesellschaft von Architekten mbH, ill. MIR kommunikasjon.

OBJECTIVE 4: WE ARE ENVIRONMENTAL LEADERS

KEY STRATEGY: We shall strive for lower energy consumption, green materials and building locations, and a systematic, internal commitment to the environment.

Statsbygg must be at the forefront of planning, construction, development and administration of environmentally responsible buildings and outdoor areas. For Statsbygg this is about raising the environmental standard of our entire portfolio, as well as establishing pilot projects. This will happen in active collaboration with our clients so that they can call attention to their green ambitions in award letters and leases.

The Svalbard Global Seed Vault ensures that crops are preserved for future generations. Architects: Peter W. Soderman/ Barlinghaug Consult. Photo: Hollan Studio.

OBJECTIVE 5: WE ARE AN ATTRACTIVE EMPLOYER

KEY STRATEGY: We shall develop, retain and recruit capable employees.

Statsbygg must have a targeted approach to build up the necessary expertise and give our employees development opportunities. Through active follow-up, communication and involvement, we shall provide for motivated, satisfied employees who are proud of Statsbygg and the services we provide. We set clear requirements and expectations for our employees, and we must continue to foster a positive outlook and enhance expertise through employee interaction.



About Statsbygg

Statsbygg is a public sector administration company, responsible to the Ministry of Government Administration, Reform and Church Affairs, with 830 employees divided between the head office in Oslo and five regional offices. Statsbygg provides appropriate, functional premises to public sector enterprises, as well as realising prevailing sociopolitical objectives in relation to architecture, governmental planning interests, preservation of heritage sites and the environment. Statsbygg is Norway's largest building commissioner and property manager in the civil sector. Our annual investments total around NOK 3 billion, and we manage 2.7 million square metres of floor space. This combination makes us an industry leader in construction and property, and our role as a public procurer gives us a unique position of influence. We do our utmost to set high standards for the building, construction and property industry.

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