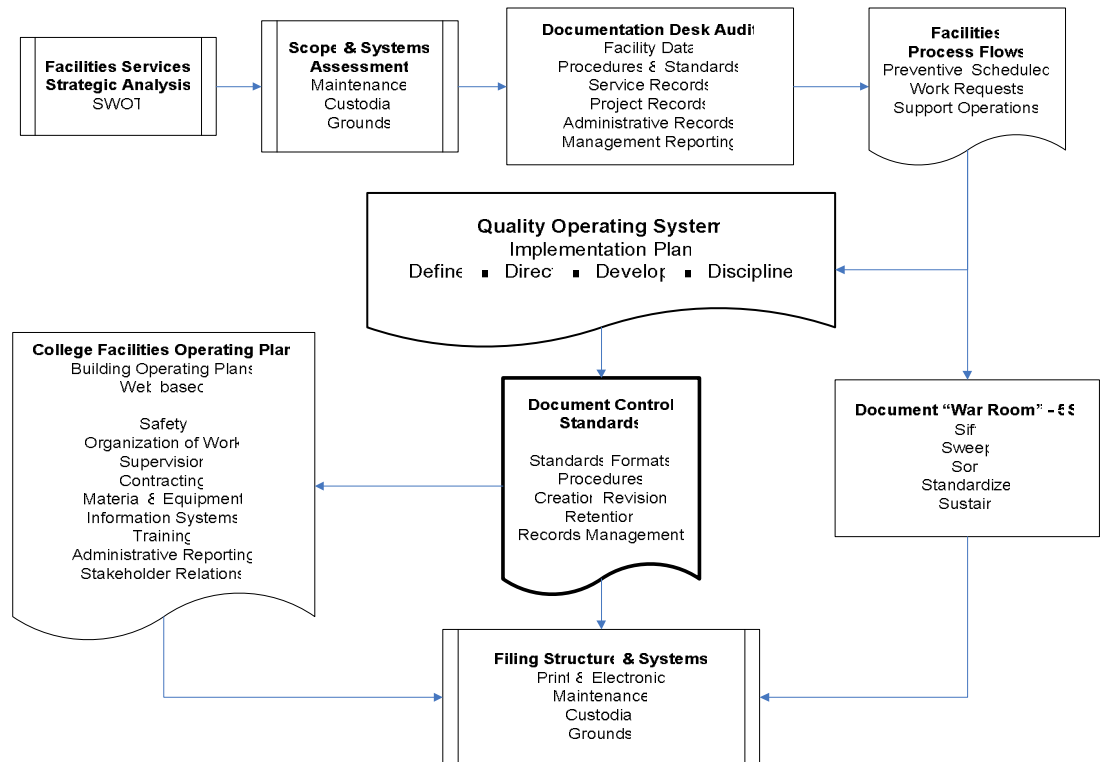


Case Study Organizational Readiness for CMMS – Process Control

Client	Mott Community College
Location	Flint, MI
Department	Facilities Services – Office of Physical Plant
Project	Quality Management System for Facilities Services
Deliverables	Quality Operating System, Document Control Standards Procedures & File Structures, College Facilities Operating Plan
Participants	Office of Physical Plant, Custodial Supervisor & Leads, Information Systems, Purchasing
Staffing	Principals, Documentation Technicians
Duration	Eleven Months
Background	<p>Mott Community College is implementing the Academic Quality Improvement Program (AQIP) sponsored by the North Central Association. At the same time, Facilities Services is launching TMA Systems, a computerized maintenance management system (CMMS), replacing an in-house legacy system. MartinCompany was engaged to structure and streamline the department’s operations to support both these initiatives.</p> <p>Historically, Mott’s operations for maintenance, custodial, grounds and construction were consolidated. The high visibility construction operation came to overshadow the services side of the house, gearing supervision and administration geared toward projects. Standards, procedures and management for service operations were minimal.</p>
Approach	<p>Interviews with facilities supervisors and key college staff profiled the operation; a desk study surveyed systems, documents and records ranging from asset lists to operating manuals to maintenance work orders. The profile characterized the longevity, familiarity and commitment of the facility staff that kept its “house” in order. However, the maintenance staff and contractors were self-managed, as service supervisors were caught in the “fireman syndrome” and deferred maintenance accumulated into capital projects. Procedures and standards were embedded in individual computer desktops, the yield of innumerable stand-alone memos and e-mails.</p> <p>The proposed CMMS system required inputs for up to forty-seven user defined menus and scores of data fields for preventive maintenance and work order management. Any quality management system would require the standards, procedures and records to direct the work and report compliance. Management formed a document team including the launch coordinator for the CMMS and a standards & procedures coordinator. Both roles support the supervisors and staff for the transition, to introduce the new systems as helpful tools, rather than an administrative burden.</p>

Approach (cont'd)

The development plan sought to create path of “wins” to guide the staff to a process-driven environment. The document team set up a “war room”, where all legacy documents were dumped, then sorted, purged, organized and restored in a new library. This immediately improved the staff’s access to plans, standards, records, contracts.



Hurdles

The quality management system drives accountability; its focus enlivens the work and raises quality. The implementation plan avoided imposing heavy-handed controls that might trigger paralysis and push-back. In a bold organizational move, the service teams and project teams were segregated; service is no longer a step-child. Facilities Services’ standards, procedures, best practices and records are solid evidence of the service team’s new status.

Benefits

Document control procedures enable the administrative staff to maintain file structures; performance reporting helps reinforce the new CMMS system for PM and work order management. Document control makes standards and procedures visible: everybody “gets the memo”. Training reinforces the quality policy: Define – Direct – Develop – Deliver, so that the systems and tools are applied consistently and effectively.