

## Case Study Supervisors' "Workbook" (Quality Process Control)

<b>Client</b>	Mott Community College
<b>Location</b>	Flint, MI
<b>Department</b>	Facilities Services – Office of Physical Plant
<b>Project</b>	Quality Process Control Initiative
<b>Deliverables</b>	Quality Operating System, Statements of Work, Critical-to-Quality Standards, Auditing Procedure & Template, Performance Improvement Procedure & Template Quality Work Instructions (Remedial Action)
<b>Participants</b>	Office of Physical Plant, Operating Supervisor & Leads, Standards & Procedures Coordinator, Administration Coordinator
<b>Staffing</b>	Principals, Documentation Technicians
<b>Duration</b>	Seven Months

**Background** 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.

Historically, at Mott's facilities operations, supervisors' efforts revolved around requests, problems and projects—the "fireman" syndrome. The workforce routinely self-defined and self-directed its work; the department's standards, procedures and performance reporting were minimal.

**Approach** An initial assessment confirmed that the facilities team's experience and expertise could be captured and structured. Although work procedures and standards were personal trademarks and documentation was buried in files and embedded in computer desktops, the operation was fundamentally sound.

The quality management system was devised to capture these legacy resources. A quality policy, "Define – Direct – Develop – Deliver" is the foundation for systems development and training. Work processes, standards and procedures are documented. Facility data is loaded and maintained in the new CMMS system and menus are defined for preventive and work order management.

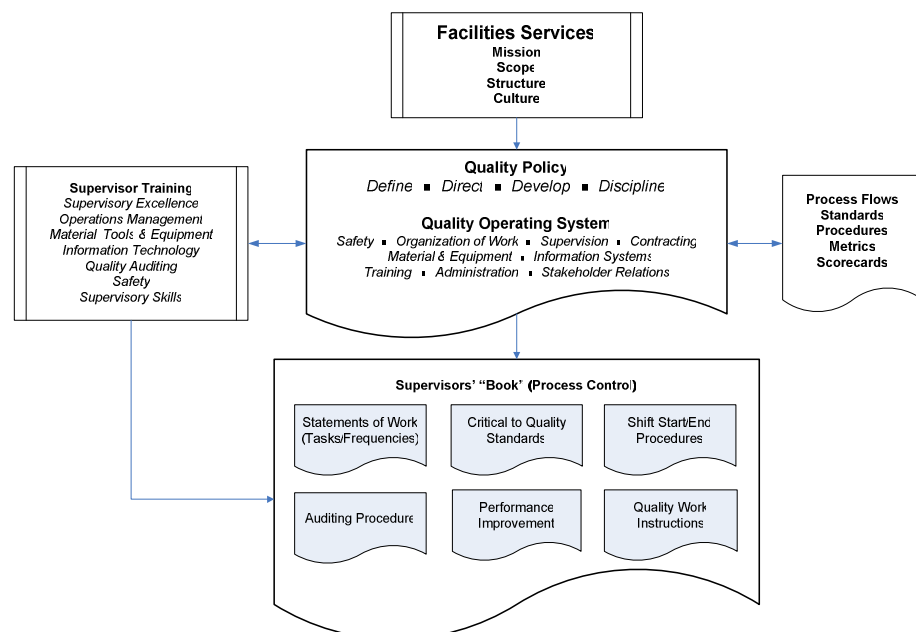
Yet, regardless of how the work is defined and organized, supervisors must direct the workforce and marshal the resources to complete the work, on time, within budget and to specific quality standards.

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**Approach** (cont'd) Working closely with the supervisors in solving day-to-day operating conditions, we created an arsenal of tools and templates, collectively known as the "Supervisors' Book":

- **Statements of Work** tabulate the tasks, locations, frequencies, standards and resources for major work classifications.
- **Critical-to-Quality (CTQ) Standards** visually describe the criteria for completing auditable tasks within every assignment, without micro-managing the workforce.
- **Auditing Procedures** review performance against CTQ Standards and identify causes for deficiencies, such as invalid standards, weak methods, inadequate tools, poor training, as well as inferior performance.
- **Performance Improvement Plans** evaluate conditions and causes for failure, then devise comprehensive plans to remedy deficiencies and improve the work process.
- **Quality Work Instructions** document the corrective action and are used to universally apply the higher standards and procedures identified in the process.
- **Shift Start/End Procedures** cover attendance, safety and assignments, resources, work completion, missed assignments and customer issues.

Several training sessions over a three month span develop the supervisors' skill in using these techniques, which are modified to meet their specific experiences and preferences.



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**Hurdles** The transition to quality processes invites two challenges. The first is focus and enliven the workforce and secure their commitment to a quality regimen. The second is to develop supervisors' capacity to evaluate the causes of demands and crises, and begin to solve problems at their source. In a bold organizational move, top management segregated the service team from capital projects; the service operation is no longer a step-child.

**Benefits** The credibility and authority of the supervisory team is building a new standard of accountability across the institution. Facilities Services, as the steward of the college's physical assets, holds itself accountable; in turn, Facilities Services can engage the administration, faculty and students to bear their shared responsibilities to protect and preserve the physical plant.