

# MiAPPA

Michigan Association of College & University Physical Plant Administrators

## Outperform the Norm

CMMS + Process Design + Team Potency

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# What about the “norm”?

The Norm is under siege.

- Demand for customer focus (outside service contractors' bonanza)
- Resources are shrinking (wages/benefits vs. outpace revenue)
- Accountability (performance reliability and savings improvement)
- Upward communication (priorities, resources and value)
- Downward communication (efficiency, effectiveness)

**CMMS\*** Is it a superhighway? a mere roadmap? at worst, a smokescreen?

- **Process** design can help leaders, at every level, improve performance.
- **Team** development fosters the commitment to process control.
- **CMMS** implements work design, process control and team potency

**Goal** - Great warriors using great weapons to great effect.

\*CMMS = Computerized Maintenance Management System



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# Outperformers' Principles

- ❏ **Be prepared.** Everything changes.  
*Team readiness, data acquisition and scrub, workplace organization, cultural orientation and customer expectations.*
- ❏ **Be proficient.** Hone new skills.  
*CMMS encompasses data accuracy, failure coding, asset hierarchy, work order history, training, reporting, administration.*
- ❏ **Be a process fanatic.** Adopt sustainable quality.  
*Discipline to foster efficient, consistent, reliable, precise work.*
- ❏ **Be people-powered.** Set meaningful goals and priorities.  
*Give direction and encourage initiative, stimulate questions, reinforce training, foster communication.*

[www.cmmscity.com](http://www.cmmscity.com)



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# Quality Management Processes – Respond vs. React

## Lean Scope

Objectives – Standards – Processes – Flows

Performance Analytics

Process Control

## Facility Management Quality System

Document Management

### Compliance

ISO 9001:2000 – TS 16949 – AQIP

### Sustainability

LEED-EB: O&M



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# Outperformers' Objectives

## Customer Strategy

- *Know customer's goals, values and priorities*
- *Know facilities' impacts on customer success*
- *Engage customers to anticipate needs, wants and conditions of use*
- *Engage customers to improve priorities, standards and processes*

## Facilities Operations and Priorities

- *Clearly state customers' goals as centerpiece of organizational vision*
- *Transform customer goals into facilities operating plan*
- *Prioritize, perform, measure and communicate with customer about results*
- *Involve customer in continuous improvement processes*

## Institutional Resources and Asset Reliability

- *Develop community value around principle of "Mutual Stewardship"*
- *Build financial credibility around principle of extending asset life*
- *Build operational integrity around principle of operational readiness*



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# Facilities Organizational Readiness for CMMS

## Executive

- *Upward communication about goals, values and priorities*
- *Recast preconceptions and closed thinking about facilities*
- *Transform “old school” legacy operations into lean, data-driven team*
- *Close resource gap to implement lean processes and technology*

## Manager - Supervisor

- *Plan for a cohesive, committed team*
- *Assumptions about priorities, standards and methods*
- *Customer strategy on requirements, risks and results*
- *Fear, failure, backbiting, rumor*

## Technician - Administrator

- *Define, develop and document best practices*
- *Objective accountability and operational authenticity*
- *Consistent priorities, justification*
- *Data-dread, overload, artificial metrics*



# CMMS Implementation Success Factors

## Technology “-able” Factors

- *Functional, powerful and efficient*
- *Affordable, compatible*
- *Viable, reliable*
- *Expandable, scalable, adaptable*

## Data Factors

- *Available, accessible, accurate, relevant*
- *Sift, purge, scrub, format, load, test*
- *Protect, maintain, update,*
- *Integrate with operational routines*

## User Factors

- *Value Added: “What’s in for me?”*
- *Intuitive: “So easy a caveman can use it.”*
- *Inviting: “I not afraid to ask questions.”*



# CMMS Development

## DO

- *Target specific systems or operations for pilot*
- *Designate “champions” for critical roles*
- *Fully develop pilot functionality*
- *Fully implement pilot process improvements*
- *Commit to proficiency. (No casual users)*
- *Capture and measure gains before roll-out*

## DO NOT

- *View CMMS as “plug ‘n’ play”. It is work!*
- *Discount foot-draggers. Engage their goals.*
- *Produce generic reports. Make headlines!*

## Consider

- *Customer & team feedback.*
- *“Pay as you go” tracking of return on investment*



# CMMS Output

## Organizational Tools

- *Work requirements, standards and priorities*
- *Resource planning and allocation*
- *Technology / mechanization*
- *Customer strategy, asset strategy*

## Supervisory Tools

- *Work assignments and status*
- *Maintenance planning, analysis, improvements*
- *Staff and service contractor development*
- *Standards, performance improvements*

## Communication Tools

- *Project Level: F2F, phone, e-mail, notes, etc.*
- *System Level: Work progress, reports, etc.*
- *Strategic Level: Customer & team commitments*



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# Outperformers' Payoffs

## Quick - Wins

- *Confidence: a plan and a system to support it!*
- *Work request process, a customer interface*
- *Priorities for asset maintenance, scheduled work*
- *Control of critical parts, chemicals, tools, equipment*

## Mid-Term

- *Communication: Hearing the customer's voice!*
- *Improved deployment of workforce*
- *Improved performance of service contractors*
- *Improved costing of work activities*

## Long-Term

- *Accountability: Measured results, credible message.*
- *Value of work, data-driven priorities*
- *Potent and proud facilities team*



# CMMS Attacks Total Waste\* in Facility Management

## Useless Work (Lean = Purpose)

- *Make sure work is beneficial (not merely justifiable or habitual).*

## Excessive Work (Lean = Plan)

- *Define requirements to avoid busywork, inflated standards, grandstanding.*

## Inefficient Labor (Lean = Skill)

- *Direct people to plan, prepare, perform and polish every task.*

## Inefficient Material Handling (Lean = Resources)

- *Order, ship, receive, store, maintain and dispose of material methodically.*

## Untimely Work (Lean = Access)

- *Leverage the costs of urgent vs. convenient, vs. necessary.*

## Interference & Delay (Lean = Support)

- *Plan cooperation TDAD (Task, Deliverable, Assignment, Due Date).*

## Corrective Work (Lean = Closure)

- *Stop unnecessary work or repairs caused by prior failure (any failure!).*



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