

MartinCompany

Management Consultants, Inc.

Quality Process Development and Training
Facilities Management, Operations and Maintenance

Blueprint for Facilities Excellence

“Zero Waste” Quality Vision



Facility Operations Create Value Out of Tiny Components



Facility Operating Plans (FOP)
vs.
Seat of the Pants (SOP)

Are some things important
because we pay attention?
Or, do we pay attention to important things?

Where do we get our cues?
How do we make our choices?
How do we anticipate consequences?
How do we drive value?

“Learning to see...”

Rother, Shook, Womak, Jones on VSM



Tribal knowledge aggregates scope, standards and methods; “the way we do things around here”

It defines necessary work, adequate means, sufficient results and even, acceptable losses.

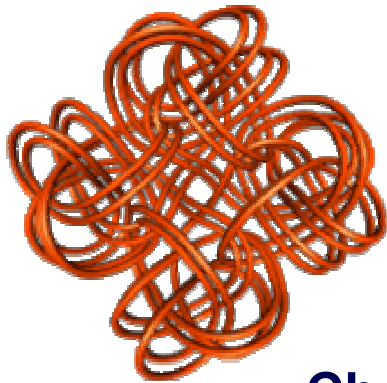
It is subject to examination only under the microscope of failure.

We must learn to see the causes of filth and failure, and incremental degradation.

Waste: effort and resources that do not add value

How do we determine what adds value?

How do we assess value?



Cues provide information about the nature of things, and about what to do to with them or about them.

How do we read, measure, test and trust cues?

And, if there are no cues?

Choices are our decisions to allocate effort and resources after reading and weighing all the signals, our personal references, beliefs and experiences, our catalogue of options, and our resources.

We choose to improve.

Consequences are the impacts of our choices on assets, building operations, retail operations, business operations and every relationship we have.

Attack Facility Management Waste

Total Waste = Facility Operations + Downstream Impact on Business Operations

Useless Work

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

Untimely Work

- *Leverage the costs of now vs. later.*

Inefficient Labor

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

Inefficient Material Handling

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

Corrective Work

- *Study (PIP) work or repairs caused by prior failure (any failure!).*

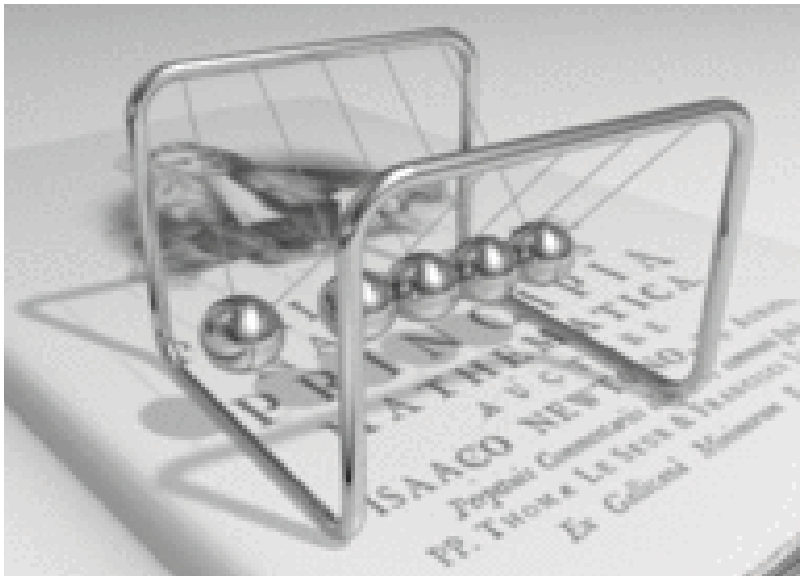
Interference & Delay

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

Excessive Work

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

Useless Work



Work must be worth doing and contribute to the performance of the enterprise, the satisfaction of its customers, the rewards to its owners and the well-being of the community.

If it's not worth doing well, don't do it at all.
And if it's not worth doing, move on to something that is.

Excessive Work



Too much of a good thing,
or just too much.
Too often.

Motive is a cue,
a clue to the reasons for overwork.
To keep up appearances, exaggerate.
Inflate busywork to avoid harsh duty,
or stay within the comfort zone's borders.

Ignorant or unaware.
Simple good intentions gone bad.

Corrective Work



Incompetent screw-ups.
Careless “Do-overs”.
Patches and expedients.
Miscommunication.

By definition, all repair work is corrective,
but, not all repairs are correct.

Do work requests state
needs or desires?

Work is done, every day.
But, is it necessary work,
and is it performed correctly?

Inefficient Labor



Plan.
Prepare.
Perform.
Polish.

Every assignment.

Every time.

Not just “give it a shot”.
Hit the target.
Or stay out of the woods.

Inefficient Material Handling



How many touches from the shipping dock to the crib, then on to the rooftop unit?

Duplication.
Obsolescence.
Overstock.
Storage churn, shrinkage, FOT.
Backorder, outages.
Wait time.
Circular routes before the supply reaches the demand for some other thing.

Untimely Work



“Come back later.”

“Why didn’t you come sooner?”

“Where were you when we called?”

“Better late than never.”

“Please give it a final going over.”

“We’ll be back when the parts arrive.”

“This is not a good time for us.”

Is it always a surprise?

Timing is an element of scope.

Before, Now and Later all drive costs.

Interference and Delay



Plan.

who, what Cooperate.
where, when Coordinate.
why, how Communicate.
what if Contingency.

Question everything, assume nothing.
Tasks, deliverables, assignments, events, dates

"Zero-Waste" Strategies

20% FOP : 80% SOP Facility Operating Plan : Seat of the Pants

Define

Commitments, work requirements, scopes and standards, work processes

Direct

Assign, instruct, evaluate, improve = Plan, Do, Check, Act

Develop

Organization, training, technologies, materials & equipment, resources

Discipline

Procedures, systems, metrics and performance analytics, communication

Data-centric / Docu-centric



Access accurate, complete and timely cues.

Leverage history.

Shift from reactive to process-driven work.

Spot false, misleading and fragmented cues.

Synchronize the gut and the brain.

Harmony.

Support experience,
judgment, opinion, hunches and intuition,
with data and documentation.

Better cues, better choices.

Better consequences.

It's called "continuous improvement".

“Blueprint for Facilities Excellence” – Facility Operating Plan



Customer Service Agreement – Workscope Statement

Define work requirements and standards, set goals and priorities, and confirm customer expectations

Work Process Development – CMMS

Focus on work design and job assignments, applying information management technologies to raise performance, extend asset life and reduce costs

5S Workplace Organization and Visual Management

Bring clarity, order and efficiency to workspaces, storage, and the selection, maintenance and use of equipment, tools and material

Service Contractor Management

Transform vendors into partners, allies in lean process development and cost savings

Customer Surveys and Communication

Focus on opportunities for continuous improvement, cost reduction and customer support

Value Scorecard Reporting

Identify and track opportunities for lean, sustainable facility operations



“Go and see for yourself”



Genchi Gembutsu.

Work in the real world, in real time.

Gemba.

Tribal knowledge is not “tribal” at all;
it is individual.

It is not “how we do things here”.
It is me stuck within my comfort zone.

Genchi Genbutso:

Take me beyond my fear of change.

Guide me into a better way
to think, speak and act.

Plan, Do, Check, Act