

## **Implementation Preparation**

**by Chuck Griffin**

*Without an implementation plan,  
change can lead to failure*

As maintenance organizations become more pro-active and strategically aligned within the corporate culture, a new corporate awareness is being directed at these organizations.

Facilities management is becoming a key component of corporate strategies. The difficulty is that a large majority of organizations and their staff do not understand the management of the implementation process. In a recent workshop I gave, I discovered that about 80 percent of the attendees did not understand how to manage an effective implementation process. This workshop was focusing on systems integration within organizational structures; as a result attendees included people who work in the areas of maintenance, space management, purchasing, capital renewal, facilities, and financial management professionals.

An implementation project of any kind implies that there is going to be transition taking place. We are going to implement systems and or procedures which will change and ultimately enhance business practices.

It is essential to achieve "organizational readiness" as a stepping block to the implementation process. Key elements of preparing for this readiness include:

### **Create a transition team**

The transition team concept helps to design success into the implementation process. This team should consist of key staff members as well as internal or external resources being used specifically for this project. As a formal component to the project, these transition team members will strategically manage and guide the integration of new systems and processes throughout the implementation process, and will be instrumental in:

- \* establishing a vision statement;
- \* developing a mission statement;
- \* defining implementation project goals;
- \* defining organizational goals;
- \* developing, implementing and managing the strategic plan;
- \* designing and implementing a communication strategy;

Organizations must strive to increase the speed at which the implementation process occurs to enhance their return on investment. To do this, the proper allocation of resources is critical to support the evolution to a total facilities management solution.

## **Understand change**

Change will create many opportunities. You will be dealing with change management in two distinct areas: organizational and procedural modifications, and the change management and transition processes needed to integrate the technologies needed to support and enhance your organization's business practices.

## **Strategically plan the implementation**

To realize opportunities that change will create, an effective implementation plan will require the following strategic phases:

- \* a detailed implementation schedule;
- \* a business process analysis;
- \* end-user training;
- \* designed-in success throughout the process;
- \* development of standard operating procedures;
- \* integration strategies;
- \* benchmarking;
- \* performance indicators;
- \* an implementation evaluation process.

## **Define facility management**

Facilities management is "the practice of coordinating the physical workplace (plant) with the (people) and work of the organization (process); it integrates the principals of business administration, architecture, and the behavioural and engineering sciences." - International Facilities Management Association (IFMA).

## **Identify integration solutions**

The focus of a total facilities management solution implementation plan is to provide organizations with solutions, both technological and procedural, to deal with facility management issues regarding: risk management, critical success factors, construction documents, human resource information, space management, life cycle strategies, deferred maintenance, capital renewal, document management and the due diligence process of collecting and maintaining information. The integration of these facility management solutions with the overall maintenance management strategies is essential.

## **Be aware of the financial impact**

Financing implementation plans such as these is always challenging at best. Once the decision has been made to implement total facilities management, however, other financial considerations must be incorporated. The financing of deferred maintenance, contribution to capital projects, perhaps the

generation of internal funding and the management of reserve funds all have to be strategically integrated with life cycle management concepts and solutions.

### **Design in success**

Once the needs are identified, it will be possible to determine the "key success variables," or what is important about how the service is provided. In other words, what factors constitute "excellence in service delivery."

### **Establish critical success factors**

From the key success variables, "critical success factors" can be established. Experience suggests that information needs to be analyzed and monitored. Performance management systems should be designed around the desired targets identified in the strategic plan.

These critical success factors need to reflect the mission of the organization, the values that the organization has and the vision of the corporation-they will assist in measuring the success of the total facilities management transition strategic plan.

A successful implementation should provide an organization with a seamless integration of systems, processes, training and documentation.