

Implementation Process

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The Implementation Process

Just when our Maintenance organizations are becoming 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 which I had given, it was determined that approximately 80% 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: Maintenance, Space, 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 are:

1. Create a Transition Team

The Transition Team concept has been established 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;
- The Development of a Mission Statement;
- Defining Implementation Project Goals;
- Defining Organizational Goals;
- The development, implementation and management of the strategic plan;
- The design and implementation of a communications strategy;

Organizations must strive to increase the speed at which the implementation process occurs to enhance their return on investment. To this end the proper allocation of resources is critical, in supporting the evolution to a Total Facilities Management Solution. This evolution will have two key components:

2. Understand Change

As has been discussed in previous articles, change will create many opportunities. Remember to consider, change will be dealing with change management in two distinct areas: organizational and procedural modifications and the change management and transition processes involved in the integration of the required technologies to support and enhance organizational business practices.

3. 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 through-out the process; Development of standard operating procedures; Integration strategies; Bench marking; Performance indicators; An implementation evaluation process;

4. 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.* IFMA

5. 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.

6. Be aware of the Financial Impact

Financing implementation plans such as these is always challenging at best, however, once the decision has been made to implement Total Facilities Management; other financial consideration 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.

7. 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.*

The relations between the Facilities Management Organization and its environment will be considered along with the strength of the interactions with functions outside the organization.

The reasons for the services provided by Facility Management are defined by this process.

8. Establish Critical Success Factors

From the key success variables, *critical success factors* can be established. Experience has suggested 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.

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