

Facilities management By Chuck Griffin

Developing an action plan framework: Part I

Facility management professionals and facility management organizations should strategically manage three key elements -- plant, people and process -- which together form what is called the "connectivity equation".

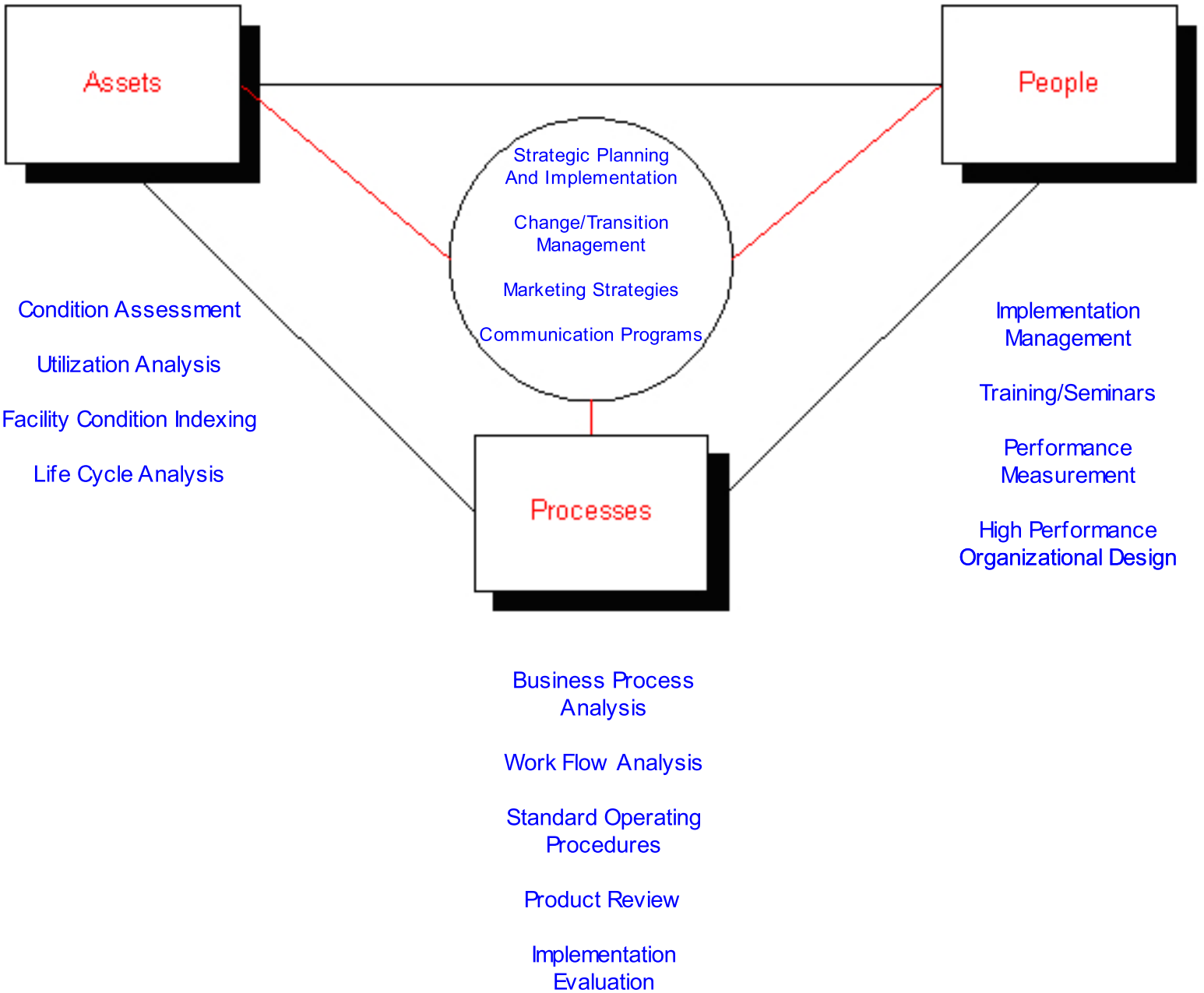
These three elements integrate at all levels of the decision making process. My experience is that by only focusing on any one of these elements you may achieve short-term gain but fall far short of your long-term goals and objectives.

The combination of plant and people leads you to develop strategies for your facilities, the combination of plant and process leads you to develop implementation strategies, and the combination of people and process leads to a strategic vision for development of service delivery, performance and monitoring.

Most often, the focus is primarily on the facility condition assessment, with no vision or strategic plan of integrating the information from plant to people and process.

To maximize the effectiveness of the implementation of a Comprehensive Facility Asset Management Program and protect the investment, The Total Approach Method is critical. My experience from major projects completed to date suggests the following transition strategy to be the most successful approach.

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Asset

As I discussed in the previous issue, the first element that should be dealt with are physical facilities. This is the first key element that we will deal with in Part 1 of this three-part series -- the physical facilities (bricks and sticks). The plant is where you define performance, current condition and remaining useful life of the facilities and their components. This is done through a facilities assessment, which is essential for forming the fundamental starting point of the Comprehensive Facility Asset Management Program.

By establishing the current condition of your facilities, resulting documentation should provide, at minimum, the existing deficiencies with an estimated cost to deal with each deficiency. One would also expect the funding levels required to maintain the facilities at a functional and financial balance.

A properly prepared condition assessment report should provide meaningful information such as:

- * confirmation of the level of deferred maintenance and backlogs
- * maintenance priorities and capital renewal needs
- * the effectiveness of any maintenance programs currently in place
- * a forecast of capital renewal funding requirements
- * identification of potential and/or existing hazards
- * detect potential equipment/component failures
- * a plan to reduce overall maintenance costs by establishing early corrective action
- * maintenance and repair activities
- * productivity improvements by incorporating maintenance and repair work with priorities, resources and scheduling
- * the establishment of a maintenance program to achieve estimated remaining life of equipment/facility components
- * the establishment of a proactive approach to maintenance, reducing trouble/service calls and equipment failures. This approach will allow a more efficient use of resources enhancing the effectiveness of the preventive maintenance program.

Experience has proven that to develop a Comprehensive Facility Asset Management Program, there will most definitely be transition and change. Both of these activities must be managed and monitored. As employees continue with their daily responsibilities, in-house resources may be unavailable. The strategic transition process already established will serve in this regard. However, careful consideration should be given to all available resources.

By incorporating the transition process as described in the transition model, you will have the basis for maintaining continuity. The Total Approach to establishing and managing your physical facilities, will provide the necessary framework to identify a fundamental starting point.

This framework will provide the initial information and strategies for the development and implementation of a Comprehensive Facility Asset Management Program.

The fundamental starting point (Plant) for the development and implementation of a Comprehensive Facility Asset Management Program has been established and the required information identified. Upcoming articles will address the integration of this information into the connectivity equation.