Facilities Maintenance Restructuring
Phase 2
Process Overview
Alidade Team Members

- Rich Overman – Project Manager/Coach
- Blane Jarchow – Coach
- Al Lawler – Coach
- Verl Davis – Coach
- Tom Moriarty – QA/Oversight
Objectives

Strategic

• Move current good FM to more excellent and lean

• Leverage work done during previous studies

• Utilize U-M staff to drive changes

• Become data driven decision makers
Objectives

Tactical

• Develop future state operating model
• Develop pilot action plan
• Communicate plan to stakeholders
• Establish performance management framework
• Implement changes in pilot area
• Capture lessons learned
• Plan for campus wide roll out
## General Time Line

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Visioning session and project charter development</td>
<td>2 weeks</td>
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<tr>
<td>Implementation plan and pilot strategy</td>
<td>2 weeks</td>
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<tr>
<td>Asset database improvements and CMMS evaluation</td>
<td>13 weeks</td>
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<td>Solution design workshops for the pilot area</td>
<td>8 weeks</td>
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<tr>
<td>Implementation training and implementation</td>
<td>14 weeks</td>
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<tr>
<td>Case for action executive presentation</td>
<td>1 day</td>
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The Alidade Team Provides Insight, Advice & Support at All Levels

The Alidade Team consists of three main categories: EST, OSC, and PT. Each category has a specific role and team structure.

- **EST**
  - Core Team: 10
  - Additional: 3

- **OSC**
  - Core Team: 5
  - Additional: 5

- **PT**
  - Core Team: 5
  - Additional: 5

- **WPM**
  - Core Team: 5
  - Additional: 5

- **CMMS**
  - Approx. 5

- **CC**
  - Core Team: 5
Lean Tools for Process Design

- Flow charting and process mapping
- RASI Diagrams
- Process Guides
- Measures of effectiveness
A Consistent, Structured & Logical Approach

There are two axis to process architecture:

- Process Flow
- Process Hierarchy

Together, they define the scope of the process design.
Example of a RASI Diagram

**Scheduling**
- **R** – Responsible
- **A** – Accountable
- **S** – Support
- **I** – Informed

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<tbody>
<tr>
<td>S001 Check weather; daily and extended forecast</td>
<td>R</td>
<td>A</td>
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<td>S002 Run ready backlog report</td>
<td>R</td>
<td>A</td>
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<td>S003 Post backlog report by the end of the day on Tuesday</td>
<td>R</td>
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<td>S004 Production reviews backlog</td>
<td>R</td>
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<td>S005 Maintenance reviews backlog</td>
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<td>S006 Conduct weekly Work Scheduling Meeting</td>
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<td>S007 Commit to next weeks work schedule</td>
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<td>S008 Develop schedule report</td>
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Engagement of UM Staff

- U-M wants to do the work; with coaching
- Dedicated project team Monday – Friday
  - Implementation plan and pilot strategy
  - Work management program design for pilot area roll-out
  - Asset database and CMMS evaluation
  - Implementation training and implementation
- OSC monitors work of Project Team
- EST kept informed, removes barriers, keeps focus
A Word About the J-Curve

**START**

HOPE

**OVERWHELMED**

Optimism
Excitement
Pride
Energy
WOW!

Confusion
Resistance
Stress
Skeptical of results
Distrust
Do I belong?

**PESSIMISIM**

Pessimism
Despair
What am I doing here?
Where do I fit in the Team?
You’re not OK, I’m not OK

**SUCCESS**

ACHIEVEMENT

Focus
Use tools and refine
achieve & meet goals
focus, reflect
Celebrate
Rewards

**TOOLS**

FOCUS/OPTIMISM

I’m OK, we’re OK
We belong
We can work together
Develop tools & test

**UNDERSTANDING**

Problems will occur. Together we work through any problems with trust and confidence

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