Agenda

8:35  Welcome

Lowell Hanson, Facilities Maintenance

UPDATES FROM APRIL 2015 MEETING

8:45  Disposition of Excess Materials

Scott Babut, Finance

8:55  e-MRF Implementation Progress

Lynette Wright, Material & Moving Services

9:05  Staffing: Changes and Recruitment

Lowell Hanson

PROGRESS REPORT: FM-SAG Subgroups

9:20  Scheduling and prioritization of all work other than shutdowns

Rocky Kohler

9:30  Work orders get completed and the job is not finished to expectations

Wayne Zdrojkowski

9:40  Communication – improving work order information obtainment

Dennis Krieg

9:50  Review of work orders COMPLETED/CLOSED without craft time application

Steve Brabbs

10:00  BREAK

COMMUNICATIONS & EVOLVING TOPICS

10:15  BAS Pricing Model

Tim Kennedy, Building Automation Services

10:25  Operational Metrics

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10:35  B&F Customer Satisfaction Survey Results

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10:50  Sightlines Survey Results

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DISCUSSION

11:05  Current Concerns

For Your Calendars

Tentative FM-SAG Meeting Schedule for 2015-16

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<tr>
<th>Date</th>
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<tr>
<td>Tuesday, November 10, 2015</td>
<td>2:00 – 4:00 PM</td>
<td>Location TBD</td>
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<tr>
<td>Thursday, February 18, 2016</td>
<td>9:00-11:00 AM</td>
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<tr>
<td>Friday, May 20, 2016</td>
<td>9:00-11:00 AM</td>
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**Background**

- Why is this important?
- Why should the reader care about this situation and be motivated to participate in improving?

**Assessment Questions**

1. Is there a clear theme for the problem report that reflects the contents?
2. Is the topic relevant to the organization’s objectives?
3. Is there any other reason for working on this topic (e.g., learning purposes)?

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**Plan**

**Current Condition**

- How do things work today?
- What is the problem?
- Baseline Metrics?

**Assessment Questions**

1. Is the current condition clear and logically depicted in a visual manner?
2. How could the current condition be made clearer for the audience?
3. Is the current condition depiction framing a problem or situation to be resolved?
4. What is the actual problem in the current condition?
5. Are the facts of the situation clear, or are there just observations and opinions?
6. Is the problem quantified in some manner or is it too qualitative?

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**Goal / Target Condition**

- What outcomes are expected for what reasons?
- What changes in metrics can be plausibly expected?

**Assessment Questions**

1. Is there a clear goal or target?
2. What, specifically, is to be accomplished?
3. How will this goal be measured or evaluated?
4. What will improve, by how much, and when?

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**Root Cause Analysis**

- What is the root cause(s) of the problem?
- Use a simple problem analysis tool (e.g., 5 why’s, fishbone diagram, cause/effect network) to show cause-and-effect relationships.

**Assessment Questions**

1. Is the analysis comprehensive at a broad level?
2. Is the analysis detailed enough and did it probe deeply enough on the right issues?
3. Is there evidence of proper five-whys thinking about the true cause?
4. Has cause and effect been demonstrated or linked in some manner?
5. Are all the relevant factors considered (human, machine, material, method, environment, measurement, and so on)?
6. Do all those who will need to collaborate in implementing the countermeasures agree on the cause/effect model reasoning?

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**Countermeasures (Experiments)**

- Proposed countermeasure(s) to address each candidate root cause.
  [This should be a series of quick experiments to validate causal model analysis.]
- Predicted results for each countermeasure.

**Assessment Questions**

1. Are there clear countermeasures steps identified?
2. Do the countermeasures link to the root cause of the problem?
3. Are the countermeasures focused on the right areas?
4. Who is responsible for doing what, by when (is 5Why-1How clear)
5. Will these action items prevent recurrence of the problem?
6. Is the implementation order clear and reasonable?
7. How will the effects of the countermeasures be verified?

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**Confirmation (Results )**

- Actual result of each countermeasure (experiment).
- How does the system actually behave with the countermeasures that are being proposed for implementation in place?

**Assessment Questions**

1. How will you measure the effectiveness of the countermeasures?
2. Does the check item align with the previous goal statement?
3. Has actual performance moved line with the goal statement?
4. If performance has not improved, then why? What was missed?

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**Follow-up (Actions)**

- What have we learned that does or does not improve the situation?
- In the light of the learning, what should be done?
- How should the way we work or our standards be adjusted to reflect what we learned?
- What do we need to learn next?

**Assessment Questions**

1. What is necessary to prevent recurrence of the problem?
2. What remains to be accomplished?
3. What other parts of the organization need to be informed of this result?
4. How will this be standardized and communicated?