

Miami-Dade Community College



**MAINTENANCE PROCESS
REENGINEERING TEAM**

RECOMMENDATIONS



RECOMMENDATIONS

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RECOMMENDATIONS

EXECUTIVE SUMMARY

CHARGE: To discover the most effective and efficient means by which the College's maintenance processes can help fulfill its essential mission - serving students.

RECOMMENDATION ONE:

Establish a Collegewide Customer Service Center to respond to maintenance/custodial needs of the College.

- central calling system
- computerized reporting system for service provider, customer and manager

Rationale for change:

Customers did not know who to call; did not know who was responsible for, or who had authority to, respond to a request; did not receive feedback; and did not feel the request was completed in a timely manner.

RECOMMENDATION TWO:

Establish collegewide standards for products, equipment, supplies and services, and conduct periodic evaluation of maintenance/custodial services' performance.

Institute a communication structure to:

- establish collegewide standards;
- coordinate collegewide services to the campuses, major events and projects drawing upon collegewide resources;
- identify fiscal and human resources required to maintain established service requirements, and;
- provide collegewide safety training for maintenance/custodial employees and, when appropriate, the customers they serve

Institute performance standards to measure:

- How well the service satisfies customer requirements (effectiveness measure);
- How well the service satisfies standards of performance norms (quality measure);
- How responsive the process is to customer requests (time measure); and
- How efficient the process is in its consumption of resources (cost measure).

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Rationale for change:

Interviews with maintenance/custodial staff documented inconsistent product standards resulting in customer complaints, damage to the physical plant, and threats to employee health and safety. We found minimal evidence of collegewide planning, coordination of large projects/events, or cooperation between maintenance and custodial services.

RECOMMENDATION THREE:

Unify maintenance and custodial services under a collegewide structure supported by a networked project/inventory control system.

- Unified administration with zone-based teams
- Zones and number of service providers determined by standard-based formula

Rationale for change:

Interviews with both customers and providers of the maintenance/custodial services documented inconsistent operating standards; inconsistent reporting and service request procedures; inconsistent training opportunities for service providers; and inadequate (or non-existent) customer feedback among the campuses. Locus of accountability/responsibility was unclear and funding was believed to be inadequate, as was coordination of related jobs. As a result, project completion was unreliable.

IMPLICATIONS :

These recommendations posit a system that will promote uniform safety standards, generate cost savings through volume purchase of designated supplies and services, reduce premature aging of our physical plant, standardize collegewide performance and product standards, and facilitate management reporting and analysis while reducing paperwork and improving customer satisfaction.

Benefits of recommendations:

improved customer satisfaction
optimized bulk buying
centralized responsibility/accountability
establishment of collegewide product & performance standards
increased supervisory & team training
increased staffing assignment flexibility

reduced paperwork
reduced signature authorizations
empowered employees
improved resource allocation
improved customer feedback/communication
extended useful life of College facilities



MAINTENANCE PROCESS REENGINEERING TEAM

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I. BACKGROUND:

The Maintenance Process Reengineering Team defined its customers as those individuals who use College facilities and grounds. As we interviewed individuals in the District Maintenance and the Campus Services Departments, it became clear that these employees try very hard to fulfill all requests that come their way. In spite of this effort, our research has found the customer is often unhappy. After interviewing numerous individuals within the College, the Maintenance Process Team found four areas of difficulty concerning customer expectations when requesting and receiving service or reporting a problem:

1. Not knowing whom to call (maintenance, campus services, department supervisor);
2. Not understanding who is responsible or has authority to carry out the request;
3. Not receiving feedback after a request or report is made; and
4. Not having work completed in a timely, efficient and/or satisfactory manner.

The Maintenance Process Reengineering Team concluded that we needed to consider the College as a whole (not individual campuses) when serving the customer. Therefore, it was important to take the four major issues above and view them from a fresh perspective, looking at how the College can best communicate with the customer and satisfy the request. This led us to consider a single customer point of contact and a way to provide feedback so the customer can monitor project status. An important consideration was how to handle the one point of contact. Should it be on the campus or located at District? To the customer, it should be just one location. From that point of contact, the dispatcher can initiate an appropriate response.

Interviews with customers and service providers also identified inconsistent product standards resulting in:

1. Customer complaints;
2. Damage to the physical plant (e.g., floor treatments and restroom fixtures); and
3. Threats to employee health and safety.

These three recommendations provide for maintenance and custodial services to be administered as a single unit which, if charged with a maintenance/custodial need, seeks assistance through a single point of contact for both service and feedback. They further address standardized performance measures, collegewide product and equipment specifications and periodic evaluation of services provided.

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I. BACKGROUND (cont.):

The Maintenance Process Reengineering Team gathered and examined relevant information through:

1. Conducting group and individual interviews with College staff in District Maintenance, Campus Services, Central Stores, Purchasing and Facilities Management departments;
2. Bench marking various other University/College maintenance/custodial processes/operations;
3. Reviewing Internet information on 30 other University/College maintenance/custodial operations/processes (best practices analysis);
4. "Process mapping" various maintenance/custodial processes;
5. Conducting town hall meetings at each campus to provide information concerning the team's progress and to solicit input;
6. Surveying customers;
7. Brainstorming to generate creative ideas and process visions;
8. Convening focus groups to gather in-depth information on specific topics;
9. Meetings with campus leadership; and
10. Site visit.

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II. RECOMMENDATIONS

RECOMMENDATION ONE:

ESTABLISH A COLLEGEWIDE CUSTOMER SERVICE CENTER TO RESPOND TO MAINTENANCE/CUSTODIAL NEEDS OF THE COLLEGE.

Current Process:

Presently each campus has a phone number for customers to initiate some requests. However, the process by which customers request maintenance/custodial services is not consistent among the campuses. Some campuses allow for routine requests to be submitted over the phone and others require these requests to be in writing. All campuses accept trouble/emergency reports over the phone. Feedback on the status of the request is not always provided. Presently, the customer must often call two numbers, many times not knowing which department is most appropriate.

Recommended Process:

The Maintenance Process Team suggests one collegewide point of contact to the Customer Service Center to begin the process (report a problem/request a service) and provide feedback to the customer throughout the process.

TECHNOLOGY NEEDS:

To facilitate this recommendation, the College will need to establish a computerized reporting system which will permit multiple access points by both the customer and provider of the Maintenance/Custodial Services. This system would provide on going feedback to the customer regarding the requests made, provide coordination between related jobs, and tracking of time/cost requirements related to Maintenance/Custodial Services.

To further assist the Maintenance/Custodial Services, the College will be required to implement a communication system which provides timely responses to customer needs. This system would facilitate communication between the Collegewide Customer Service Center and the individuals providing the Maintenance/Custodial Service. Systems which may facilitate this communication may include, but are not limited to, alpha numeric paging systems, phonemail, and two way communication devices.

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RECOMMENDATION TWO:

ESTABLISH COLLEGEWIDE STANDARDS FOR PRODUCTS, EQUIPMENT, SUPPLIES & SERVICES, AND CONDUCT PERIODIC EVALUATION OF MAINTENANCE/CUSTODIAL SERVICES' PERFORMANCE.

Current Process:

Presently Campus Services Directors are responsible for the review, selection and purchase of materials used on their respective campuses. Minimal communication and collaboration exists between campuses, contributing to a lack of collegewide standards. Maintenance performance and custodial performance are evaluated separately at each campus.

Recommended Process:

It is recommended that there be a collegewide coordinating group to establish and monitor standards for products, equipment, supplies and services. The development of collegewide standards for maintenance and custodial products, equipment, supplies and services, and buying in bulk, will improve the effectiveness, and efficiency of providing maintenance/custodial services.

The development of collegewide product standards will require analysis of options and selection of items which are best suited to the College's maintenance/custodial needs. Factors such as ease of use, safety, product quality, suitability for job, availability and cost will help determine the appropriate items to purchase.

Collegewide use of standard products, equipment and supplies, training employees in the proper use of these items, and cost savings realized from bulk purchases will contribute to increased customer service satisfaction.

Issues related to the development of collegewide performance standards include:

1. Process management based on performance measures;
2. Measures related to customer satisfaction;
3. Measures related to levels of service provided;
4. Guidelines related to charge backs for defined services; and
5. Systems to monitor, manage and improve service quality.

Performance standards and targets will provide a means of measuring:

1. How well the service satisfies customer requirements (effectiveness measure);
2. How well the service satisfies standards of performance norms (quality measure);
3. How responsive the process is to customer requests (time measure); and
4. How efficient the process is in its consumption of resources (cost measure).

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RECOMMENDATION THREE:

UNIFY MAINTENANCE AND CUSTODIAL SERVICES UNDER A COLLEGEWIDE STRUCTURE SUPPORTED BY A NETWORKED PROJECT/INVENTORY CONTROL SYSTEM.

Current Structure:

Presently the District Maintenance Department is responsible for various preventative and corrective maintenance functions at the College while each Campus Services Department is responsible for the general appearance and cleanliness of their respective campus facilities. The District Maintenance and Campus Services Departments also perform various other work (including intercampus mail transport, central stores delivery, inter/intracampus moving, special events support, etc.).

- Maintenance under collegewide management.
- Custodial services under campus management.
- Separate maintenance & custodial phone numbers at each campus.

Recommended Structure:

The Maintenance Process Reengineering recommends a structure that unifies administration of maintenance and custodial services, developed zones by formula, and creates zone-based teams. This structure (see attached) would reduce paperwork and signature authorization by using technology for reporting and feedback; provide a system for establishing collegewide product and performance standards, improve training of personnel; increase staffing assignment flexibility; and improve resource allocation.