Chapter 11  Ten Steps to Operational Efficiency

Step 1: Strive to increase management awareness and appreciation of the operations and maintenance program/department.

- Consider developing a maintenance mission statement and requesting/requiring management sign-off.
- Consider developing a maintenance plan and requesting/requiring management sign-off.
- Begin the development of the OMETA linkages.
  - Develop key points of contact within other departments that can participate in the O&M mission.

Step 2: Commit to begin tracking Operations and Maintenance activities.

- Need to understand where O&M time is spent.
- Need to understand where O&M dollars are spent.
  - Consider (strongly) purchasing or enhancing a Computerized Maintenance Management System and commit to its implementation and use.

Step 3: Through tracking begin to identify your troubled equipment and systems.

- Make a list of these systems and prioritize them.

Step 4: Commit to addressing at least one of these troubled systems.

- Begin base-lining/tracking this system.
  - System operations and history.
  - System maintenance and history.
  - System costs, time to service, downtime, resulting overtime, etc.

Step 5: Commit to striving for Operational Efficiency of this system.

- Strive to understand how to properly operate this system.
  - Define and complete operator training needs.
- Strive to understand how to properly maintain this system.
  - Define and complete maintenance training needs.

Step 6: Commit to purchasing or contracting for some form(s) of diagnostic, metering, or monitoring equipment.

Step 7: Commit to trending the collected tracking and diagnostic data.
• Take to time to understand the data.
• Look for and develop “project opportunities.”
  - Develop appropriate cost justification metrics.

**Step 8**: Select, request funding for, and *complete first “Operational Efficiency” project*.

• Start small, pick a project that will be a winner.
• Carefully document all findings.
• Present success in terms management will understand.

**Step 9**: Strive to **highlight this success – capitalize on visibility opportunities**.

• Consider writing an internal success story/case study.
• Submit finding to trade publication or industry conference.

**Step 10**: Commit to *choosing the next piece of equipment…go to Step 3*.

• Steps 1 and 2 are ONGOING ACTIVITIES!