
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!