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## Chapter 9 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!