

Repair and Maintenance

East Zone Pilot Customer Meetings

August 7-11, 1995



Agenda

2

dbaron-R-M 4
1/14/96 6:57 PM

- Reengineering Repair and Maintenance at M.I.T.
 - Redesign
 - Implementation - Pilots and Rollout
 - Comments or questions? - **rep-maint@MIT.EDU**
- East Zone Pilot
 - What is included in the pilot
 - Communications with East Zone team
 - How to report problems
 - How to give us feedback during the pilot
- Maintenance issues in your buildings



What We Did to Understand the Current System

3

dbaron-R-M 4
1/14/96 6:57 PM

- Mapped the current work processes
- Interviewed customers, employees, supervisors, and managers
- Analyzed samples of work orders
- Reviewed existing reports (customer survey, strategic plan, operations center study)
- Analyzed organizational documents and data (organizational charts, attendance records, etc.)
- Interviewed members of closely linked departments (grounds, operations center, design and construction, etc.)
- Consulted with resource group (process mapping, interviews, culture, etc.)



Major Features of the Redesign

4

dbaron-R-M 4
1/14/96 6:57 PM

- Hybrid system:
 - Local zone teams responsible for groups of buildings
 - Central group that performs large repairs, maintains central systems, provides specialized support, and undertakes some new construction and renovation work
- Empowered multi-trade teams familiar with, and accountable for, building maintenance
- New building maintenance mechanic position to perform a broad scope of non-trade-specific repair tasks
- Customer communicates directly with local zone
- Less time getting people and material to jobs
- Less paperwork
- Greater emphasis on Preventive Maintenance

Pilot Work Process

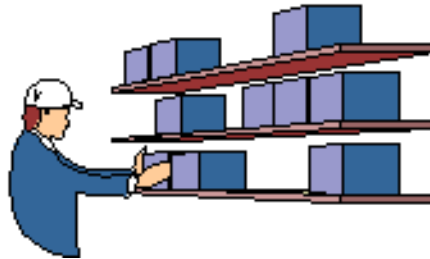
How the East Zone Will Work

5

dbaron-R-M 4
1/14/96 6:57 PM



- 1 Each morning, Zone Mechanics coordinate work requests (from customers and Mechanics) and PMs for the day



- 2 Mechanics pick up materials from zone stock area and proceed to work site



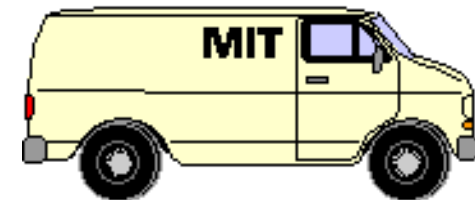
- 3a Mechanic goes out to a job, does what is requested, inspects space, repairs another problem, notifies customer, and then moves on to the next job



- 3b Mechanic goes out to perform a task, notices another problem in the area/room, but does not have time/parts. He/she reports problem back to team, and the team takes action. The customer is notified of the work completed and the work that needs to be done



- 4 End-of-day team meeting to discuss the day's activities, prioritize work requests, schedule PMs, order materials from central stock room, and review building costs and charges



- 5 Central stock room materials delivered to zone before 6:00 a.m. the next day



Expected Outcomes (Benefits) of the Redesign

6

dbaron-R-M 4
1/14/96 6:57 PM

Quality

- Better maintained spaces and systems (fewer breakdowns)
- Reduced backlog of deferred maintenance

Service

- Hassle-free service
- Customers are familiar with tradespeople

Time

- Fast response; fast repair
- Many repairs will get done before customer notices (or reports) them

Cost

- Lower cost per repair
- Positions plant to do in-house renovations
- Some previously contracted work will be done by Repair and Maintenance
- More time spent on work (less non-productive time)



East Zone Pilot

7

dbaron-R-M 4
1/14/96 6:57 PM

- Begins August 14, 1995 and runs for approximately six months
- East Zone team - 100 years of M.I.T. experience
 - Electrician
 - Heat & Vent Mechanics
 - Plumber
 - Maintenance Mechanics
 - Coach
- Weekdays - 7:00am to 3:00pm
- Zone office - E20-103
- Phone - X2-1497
- Email - e-zone@MIT.EDU



East Zone Pilot

9

dbaron-R-M 4
1/14/96 6:57 PM

- What is included in the pilot
 - All maintenance and repair for selected buildings
 - Electrical problems
 - Heating and cooling problems
 - Plumbing problems
 - Structural and mechanical problems
- What is **not** included in the pilot
 - Emergencies - Eg: Fire response
 - Off-hours and weekend coverage
 - Custodial and Mail services
 - Grounds services
 - Most work chargeable to departmental accounts



How to Report Problems

10

dbaron-R-M 4
1/14/96 6:57 PM

- via the WWW
 - <http://web.mit.edu/plant/www/r-m-request.html>
 - or from The MIT Home Page
 - ➔ Administration & Services
 - ➔ Physical Plant
 - ➔ Maintenance Request Form
- via email
 - fix-bldg@MIT.EDU where *bldg* is where the problem is located
 - eg: fix-E10@MIT.EDU
- via telephone
 - [X2-1497](tel:X2-1497)
 - paging available for critical problems