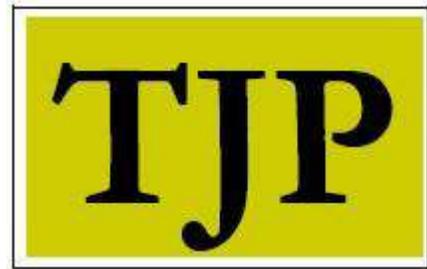


Building Assessment

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General

Successful organizations often undergo periodic assessments to ascertain existing strengths, challenges, and opportunities. Assessing or benchmarking is the practice of evaluating performance against a standard. Assessments often reveal gaps between actual and desired conditions, as established by industry best practices or another applicable standard. Gaps often provide opportunities for improvements.

Accordingly, there are three types of benchmarking exercises: (1) Internal, where a multi-facility organization establishes organizational standards for all facilities, (2) Industry, where the organization measures performance against other organizations in the same industry, and (3) Best-practice, where the organization measures performance against industry leaders, regardless of industry.

Initially, organizations should assess performance internally; and later, assess performance against leaders in their industry and finally against industry leaders. Facility leaders or knowledgeable facility personnel can perform internal audits. However, industry and best-practice assessments may require external consultants.

A quantitative assessment (metrics) is more suitable for tracking and measuring progress in terms of percentage change. TJP Facility Maintenance Condition Report can be used for conducting quantitative assessment. Metrics, however, are difficult to maintain. Nonetheless, they influence behavior and determine the condition of monitored systems.

Purpose

To assess current facility practices, identify opportunities for improvements, develop training support mechanisms, and transfer best practices and standardization across the organization.

Assessment Process

Assessors perform a systematic review of key facility procedures and facility assets at the auditee site. Assessors gain information by conducting interviews with key site personnel (including customers, contractors, and suppliers), attending staff and scheduling meetings, evaluating relationships; inspecting procedures, equipment, and facilities, as well as mapping organizational functions and controls (work orders planning and

scheduling, preventive maintenance, asset history, etc.); and reviewing safety, inventory practices, personnel training, incentives, documentation, and cost management and control.

Organizational effectiveness is often contingent on management, systems and procedures, personnel and available resources (See Figure 1). Management, with input from employees, establishes the organization's shared vision and expectations. Systems and procedures are instruments for effective implementation of the organization's shared vision and other initiatives. Personnel and available resources are instrumental in achieving the organization's shared vision.

The effective alignment between these three components (management, systems and procedures, personnel and available resources) determines the effectiveness of the organization. For instance, the ongoing reliability of an asset is contingent on initial design, as well as on the ability to effectively coordinate planned stoppage with operations for inspecting, repairing or performing preventive maintenance on critical assets. Planned stoppages often prevent costly and disruptive unplanned stoppages.

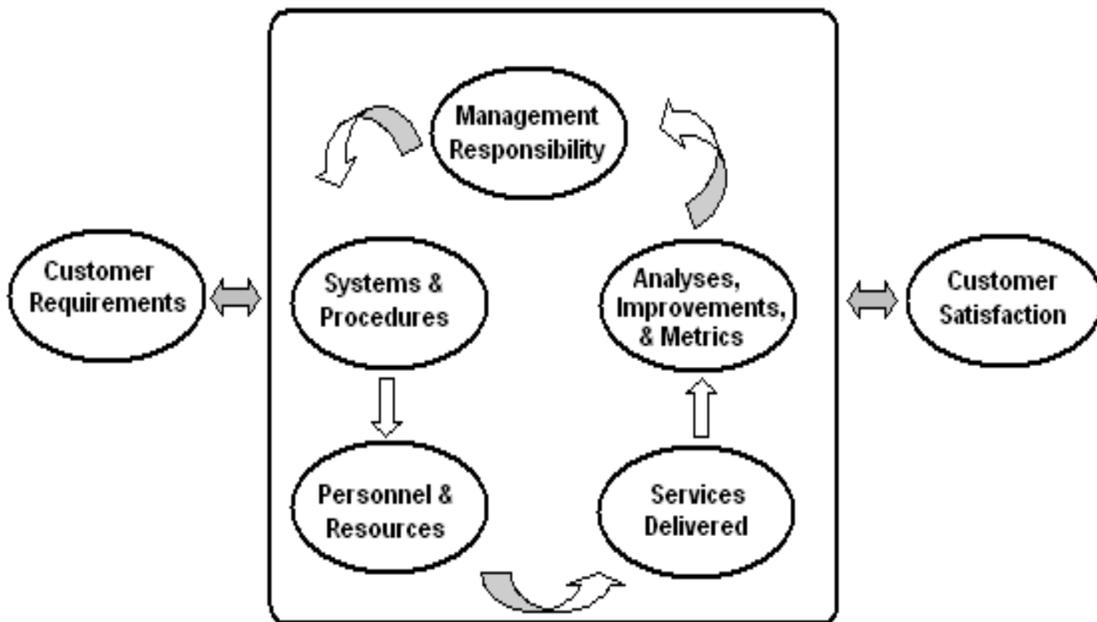


Figure 1

Initiating the Assessment

Before conducting the assessment, the scope and criteria must be defined, as well as the criteria for selecting the audit team. Additionally, the organization should develop a binding contract with the assessed site to unambiguously determine their post assessment responsibilities.

Likewise, the assessment team work assignments should be planned and agreed to in advance of the assessment, including all required work documents, the opening and closing meetings, the information that the auditors will collect and verify, as well as methods to identify audit findings and to communicate during the audit, and preparing for the closing meeting.

Assessment Benefits

Independent assessments provide an outsider's perspective, which is likely to enhance knowledge transfer. It also provides sources of contact and the temporary introduction of potential change agents. Moreover, when assessments are supported by the organization, adherence to the business model provides a basis for proactive decision-making. The business model aligns facility activities with the larger business plan. Thus, assessments often refocus personnel on value added services and on the shared value of reducing unplanned work and improving productivity.

Audit Results

The assessment results should document the customers' requirements and procedures and/or training development that can improve customer satisfaction. Moreover, audit reports should be parsimonious and user-friendly with short and long term recommendations. Additionally, it should determine whether support systems are in place, such as personnel development. More importantly, however, it should determine who will be responsible for facilitating improvements to close the gap between actual and desired performance.

The function of the assessors is not to sell a program, rather to initiate an effective partnership with the site, whereby a learning organization can flourish.

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