

[performance]

performance consulting case history

Performance analysis, training development and employee communications enable Waste Management to save over \$20 million annually

procedures development

performance consulting

strategic competency programs

curriculum development

employee communications

marketing communications

work processes & software

Maintenance improvement programs critical to successful company make-over strategy

In 2000, Waste Management, Inc. brought in a new executive team to redesign the enterprise. Simplifying and modernizing maintenance processes and management were a key element of the strategy. Daniel Follette, Inc. has been engaged by Fleet Services directors and area fleet vice-presidents to help with a broad range of maintenance initiatives.

Addressing structural and reporting issues

Waste Management, Inc. has grown largely through merger and acquisition. As a result, the management team inherited numerous, inconsistent maintenance and management processes. Previous lives as independent entities also meant that locations were used to exercising a fair degree of autonomy. Two immediate management tasks were to institute standard maintenance processes and implement standard reporting. Daniel Follette, Inc. participated in these initiatives in a number of ways described below.

Skill and incentive issues

The need for new skills and improved skills was also critical. Operations and maintenance personnel as well as managers needed to learn the new systems.

Clear definition of performance expectations and consequences for substandard performance were also needed. As the company defined these performance standards, personnel in every part of

operations and maintenance would be expected to meet them. That, too, would require training.

The degree of autonomy operating units were used to made it harder to institute oversight. Also, because most site managers came from operations or marketing, they did not have exposure to maintenance and generally did not know how to discuss or manage maintenance.

Daniel Follette, Inc. applied diagnostic tools to these performance issues and provided measurement tools, monitoring processes, a wide range of training materials and communication pieces that touched every level of the organization.

Representative programs

The following programs are representative of Daniel Follette, Inc.'s work with Waste Management, Inc. The breadth of experience and capabilities of the firm enabled Waste Management, Inc. to complete a wide range of tasks through turnkey engagements with a single consultant. This also eliminated the need to educate multiple suppliers. The firm's experience designing and implementing safety programs was another important consideration.

Fleet Pride

Fleet Pride is a training, monitoring and communications program designed to improve vehicle inspections and stem the incidence of

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FOLLETTE**
Inc.



vehicle misuse/abuse. The program is estimated to save up to \$10 million per year. The concept and all program materials were created by Daniel Follette, Inc. The program included advance communications to all managers and executives; a manager's program guide; a "quick start guide" to help managers set up and manage the system; videos; testing; and employee training agendas.



WM Quick Start Guide to MAINTENANCE MANAGEMENT

Just six simple steps . . .

You've heard that before, haven't you? Well, Fleet Services means it, because we know how busy you are. Sure, there will be work and time involved. But what you see in THIS QUICK START GUIDE and in the TOOLKIT represents the processes, tips and shortcuts we've learned from successful District Managers. The six steps outlined here provide the quickest path to effective maintenance management and reduced maintenance costs. And we're talking about significant cost savings of 20 percent or more—not just fleet trouble.

Agendas to develop your maintenance management talent

The first thing each District Manager told us is, "You can't manage maintenance by yourself." You must rely on the programs and the people responsible for them. Your job is to make sure the systems are in place and working properly. Your job is to develop or find personnel with the talent to effectively manage them. The best way to do this is by working with the people involved. So this Toolkit provides meeting agendas with instructions that will guide your every step as you work with your staff to assess and improve your maintenance programs. Both operations and maintenance are included in the review because they need to communicate to make work flow smoothly.

So let's get started . . .

- 1 Run historical financial reports and look at financial performance of location.**
The data here is for an account . . . or you have a subsidiary. A useful look at your Profit&Loss report will tell you what you need to know. You'll be able to see where you are compared to the budget and if the data is clearly related and "spiky." Complete, step-by-step instructions are provided in the DISTRICT MANAGERS GUIDE TO MAINTENANCE MANAGEMENT.
- 2 Familiarize yourself with maintenance programs.**
Not really comfortable with talking with about maintenance? That's why the MANAGER'S GUIDE provides a comprehensive overview of each maintenance program. The reviewer tells you why each program is important and what kind of savings it can potentially generate. It walks you through the process and includes lists of maintenance disciplines for each program. You can see the reviewer's agenda, learn the processes and the language of maintenance.
- 3 Hold initial operations/maintenance review meeting.**
The agenda for this meeting introduces them to the business and to the information you gathered in step one. It guides you through discussing work the group will be doing to assess and improve each element of maintenance management. It enables you to identify the needs with each of the maintenance programs and assign responsibilities for reporting back on their status at a second meeting. Templates will help employees collect information on programs.
- 4 Review programs with operations and maintenance.**
The agenda for this step guides you through a review of all your maintenance programs. It walks you through the templates that employees have filled out and lets you identify strengths, problems or other changes you will need to make to get your maintenance programs fully functional. You will come out of this meeting with a punch list of gaps with assignments to get them fixed.
- 5 Put programs and responsibilities in place.**
Using the check list developed in the previous step, you and other personnel can get in place any programs, disciplines or metrics that are missing. The MANAGER'S GUIDE provides tips on prioritizing work on programs and gives you useful contacts for assistance.
- 6 Conduct ongoing daily, weekly and monthly meetings.**
When all maintenance programs are in place, the object is to make sure they are used and that they are reviewed. The agendas for daily, weekly and monthly meetings have built-in checklists to make the program work and to give you the information you need to review them.

MAINTENANCE MANAGEMENT TOOLKIT

Fleet Pride was possibly the first training program to establish verification of training and consequences for performance. Daniel Follette, Inc. built a relational database to track completion and employee performance. The firm also collected the necessary data to identify all location personnel and link them to their managers for tracking.

Manager's Guide to Maintenance Management

Managers recognize that closer control of maintenance is essential to meeting their location budgets. They were frustrated because their lack of familiarity and comfort with maintenance prevented fully effective management. The *Managers Guide to Maintenance Management* was created to overcome this problem. It provided encapsulated descriptions of each maintenance processes and the important variables to track. Through it, managers were able to recognize that they did not have to understand the *details* of maintenance, but rather *how to manage the maintenance processes*. The program guide included a series of agendas to help managers begin discussion of maintenance management and institute regular communications with maintenance personnel.

1911 McDuffie
Houston, Texas
77019

phone
713/527-9787

fax
713/527-9786

e-mail
enquire@follette.com

web site
http://www.follette.com



FMSS and Compass

FMSS (Fleet Maintenance Statistical System) and its successor, Compass, are Web-based tools used by managers and site personnel to track and manage maintenance. Daniel Follette, Inc. wrote and designed the operations manual for FMSS. The firm also built an Access/Visual Basic database to view and validate data as other developers created the Compass Web tools.

National conferences and corporate communications

Daniel Follette, Inc. provided scripting, speaker support, articles, graphics and consultation for several national events and ongoing corporate communications.

Additional Information

- For more information about defining critical enterprise competencies, request the white paper, *Strategic Repertoire Analysis*.
- For an enterprise view of operations competencies and training for E&P firms, request *How strategic personnel development can reduce operations costs*, a white paper by Daniel Follette that originally appeared in the *Oil & Gas Journal*, November 12, 2001.
- Daniel Follette, Inc. provides proprietary software and work processes for performance and work analysis, skill definition, training and procedures development. Detailed information about Repertoire™ processes and SkillForge™ software are available at www.Follette.com or by contacting us at 713 527-9787.

AREAS and Regions		Districts	Sites	Site Personnel	All Personnel	Reporting	Current Orders	Enter Orders			
Lookup Site by Number		Lookup Site by Name		Atlanta Hauling		Lookup Individual by ID					
Employees for Site: 2923								Show All			
Site	Last	First	Title	EmployeeID	Area	Orientation Date/Score	Inspection Date/Score	Abuse Date/Score	District No.		
9923	Wesley				Ops Maint	6/5/2002 96	6/5/2002 92		0		
9923	Enrique				Ops Maint	6/19/2002 93	6/19/2002 100		0		
9923	Leon				Ops Maint	6/4/2002 93	6/4/2002 92		0		
9923	Otis				Ops Maint	6/4/2002 93	6/4/2002 100		0		
9923	Larry				Ops Maint	6/5/2002 96	6/5/2002 90		0		
9923	Juan				Ops Maint	6/4/2002 87	6/4/2002 100		0		
9923	Edson				Ops Maint	6/4/2002 90	6/4/2002 97		0		
9923	Jim				Ops Maint	6/5/2002 96	6/5/2002 95		0		
9923	Richard				Ops Maint	8/1/2002 100	8/1/2002 100		0		
9923	Daniel				Ops Maint	6/4/2002 93	6/4/2002 100		0		
9923	Winston				Ops Maint	6/4/2002 93	6/4/2002 85		0		
9923	Gary				Ops Maint	6/4/2002 93	6/4/2002 100		0		
9923	James				Ops Maint	6/4/2002 93	6/4/2002 97		0		
9923	Michael				Ops Maint	6/5/2002 93	6/5/2002 84		0		
9923	Joseph				Ops Maint	6/5/2002 90	6/5/2002 92		0		
9923	Phillip				Ops Maint	8/1/2002 100	8/1/2002 100		0		
9923	Luther				Ops Maint	6/5/2002 87	6/5/2002 95		0		
9923	Jerry				Ops Maint	6/5/2002 93	6/5/2002 97		0		
9923	Emmanuel				Ops Maint	6/5/2002 93	6/5/2002 95		0		
9923	Brian				Ops Maint	6/5/2002 93	6/5/2002 100		0		