

TRANSFORMATION PLAN OF DEVELOPMENT AND MAINTENANCE UNIT, PSA

1.0 Introduction

According to business dictionary, the definition of change is to make something different, you can cause something to change or you can bring change upon yourself. On the other hand, transformation as defined in an organizational context, a process of profound and radical change that orients an organization in a new direction and takes it to an entirely different level of effectiveness. Unlike 'turnaround' (which implies incremental progress on the same plane) transformation implies a basic change of character and little or no resemblance with the past configuration or structure (<http://www.businessdictionary.com>). Based on the survey from 130 managers representing a broad range of public and private organizations (Tom McConalogue), the main benefits of change (in rank order) are :-

- i) Changed behaviours
- ii) Better communications flow
- iii) Increased customer satisfaction
- iv) More customer focused
- v) Shared information at all levels
- vi) Speed-up in production, delivery and follow-up
- vii) Increased revenue or profit
- viii) Changed relationships (staff, customer and suppliers)
- ix) New behaviours
- x) Better integration
- xi) Better-educated and informed workforce
- xii) Better systems

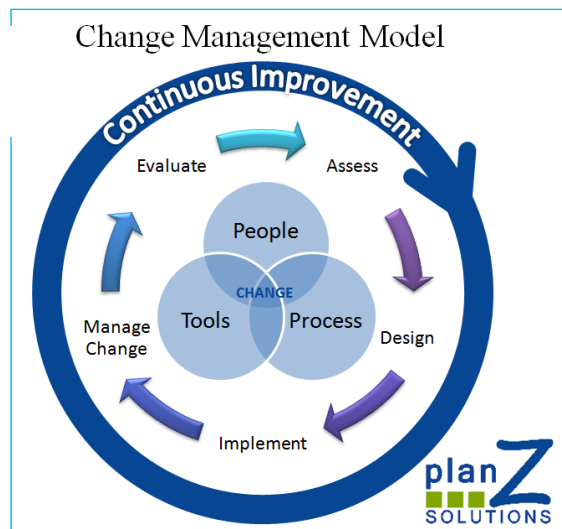


Figure 1 : Change Management Model

Figure 1 above shows an example of a change management model that involves people, process and tools which lead to continuous improvement of the organization (Business Information Technology).

2.0 Problem Statement

Polytechnic Sultan Salahuddin Abdul Aziz Shah (PSA) was located at Shah Alam, Selangor and established in 1997 with an area of 112 acres consisting about 40 buildings of various sizes and uses. Development and Maintenance Unit or UPSG (Unit Pembangunan Dan Senggaraan) is one of the entities in the organizations of PSA which plays a critical role in maintaining of building and infrastructure for the whole campus in order to ensure all the facilities are well maintain and in good condition at all time.

PSA was originally design with the capacity for approximately 3600 people but the population has increased almost double over the years without any additional building and facilities. The increasing population in polytechnic has caused an atmosphere of learning and living a less comfortable. This is a challenge to be faced by UPSG to solve the report of defects or damages for buildings and infrastructure facilities which are consider high with approximately 1600 complaints per year. There was also recurrent defect such as clogging or leaking pipelines, air conditioners not function properly, electrical trip and some other repeatedly complaints despite being repaired and maintained at the initial stage. This may be due to higher consumer rates compared to facilities provided or repairing work is not carried out in a good working order. Since February 2012, UPSG has been entrusted to take over from PSA Administration Department the management of landscaping and building cleanliness contract that still has not reached the level of satisfaction.

Generally, UPSG services have not achieved the satisfaction levels by their stakeholder in the polytechnic. Thus, the proposal of transformation plan is expected to reengineer the Development and Maintenance Unit so that it will increase the better level of performance and provide value-added in their services.

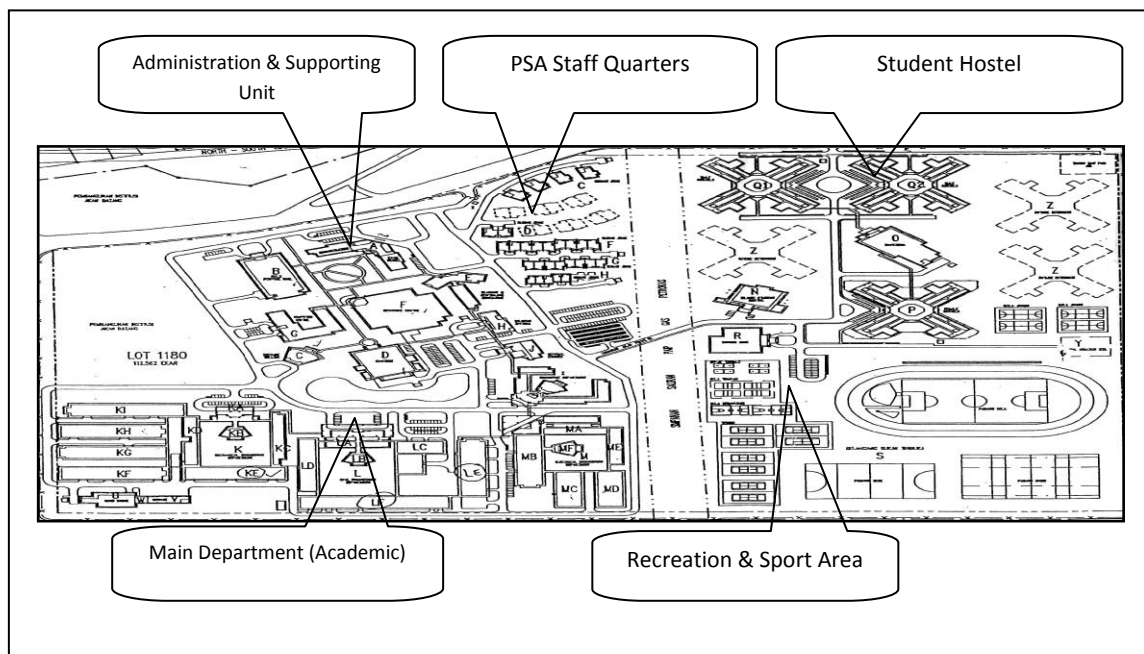


Figure 2 : PSA Layout Plan

3.0 Root Cause Analysis

Based on the problem statement above, following is the root cause analysis using Cause Map(Think Reliability). Read the map from left to the right by asking ‘why’ questions:-

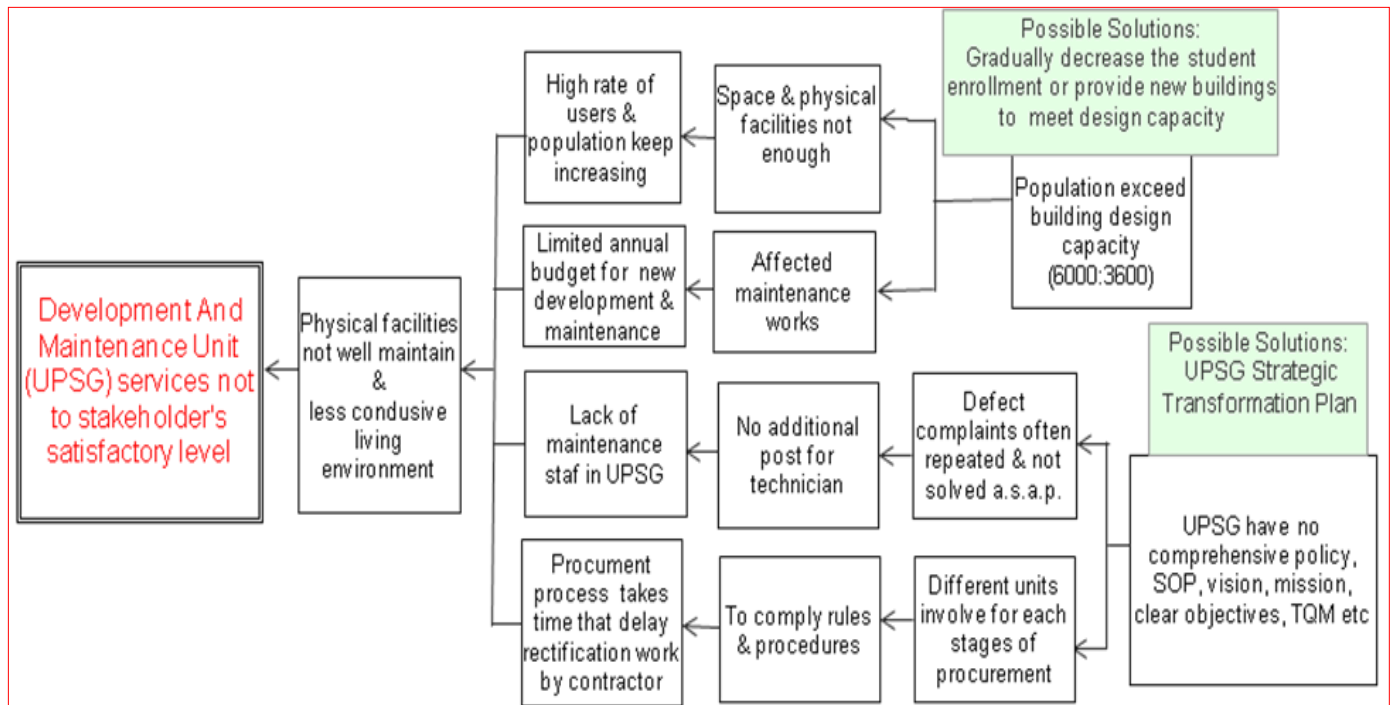


Figure 3 : Root Cause Analysis

Figure 3 above shows besides having population that exceed building design capacity that probably caused physical facilities cannot be well maintained, it shows that UPSG have no comprehensive maintenance policy and no written vision of its operation processes.

4.0 Current Status of UPSG

Polytechnic Sultan Salahuddin Abdul Aziz Shah or PSA in short is the first polytechnic awarded MS ISO 9002:1994 certification from SIRIM in September 1999. In 2002, PSA has successfully made the transition of quality system to the MS ISO 9001:2000. It is evidenced that PSA as a learning institution practicing a systematic approach to a quality improvement in its organization. In addition, PSA has been chosen as nation's premier polytechnic besides two others polytechnic by Deputy Prime Minister in February 2010.

However, UPSG as a maintenance unit in PSA has not established its comprehensively revised quality system as per to date. Based on Figure 2 : Root Cause Analysis above shows UPSG has to improve its documented quality system to overcome the problems. The only strategy being used by UPSG is trying to resolve complaint receives from the internal stakeholder on a day to day basis.

Table 1 below shows the existing UPSG's objective and performance measurement as stated in its quality document.

Table 1: Development And Maintenance Unit (UPSG) Performance Indicator

Objective	Performance Indicators	Measurement Methods
Ensuring that buildings and infrastructure of PSA in conducive conditions throughout the year.	Resolve damage complaints within 5 working days and if there is no stock of spare parts, the complaint should be completed within 5 working days after the spare parts available.	Provides report for complaints data covers percentage of work done during the period of excellence (5 days)

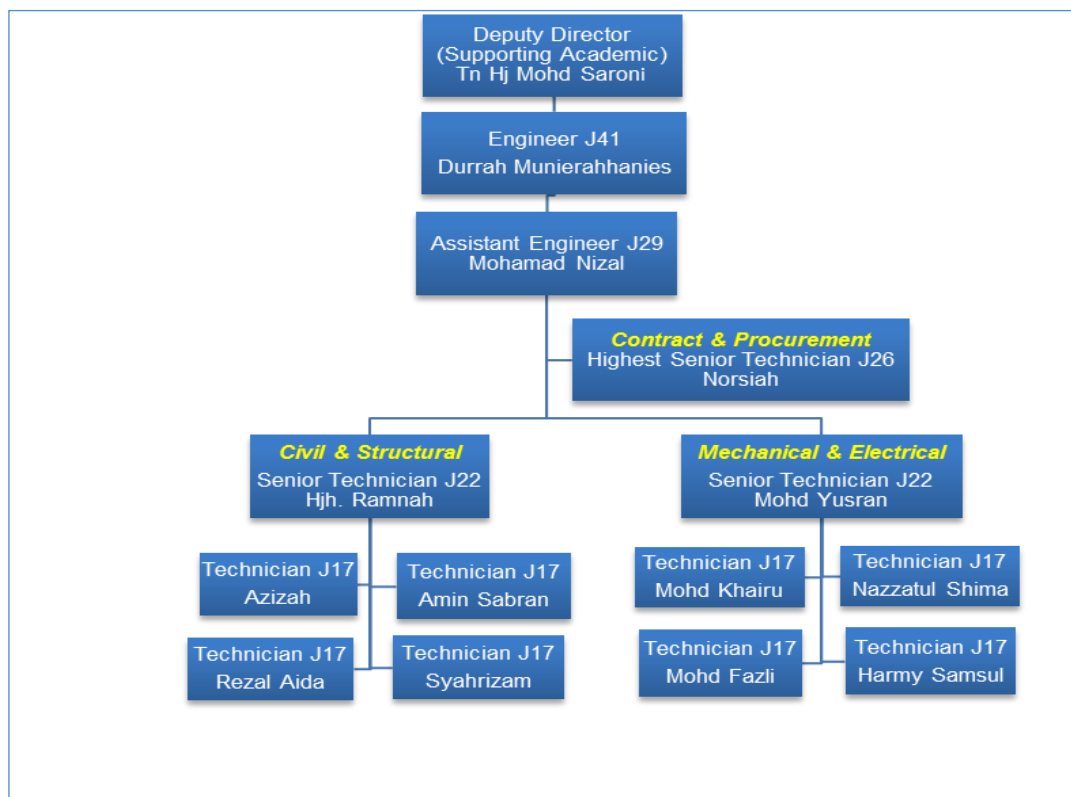


Figure 4 : UPSG Organization Chart

In addition, Figure 4 above shows the organization chart of UPSG that has been structured to maintain the 112 acres campus including 40 buildings. All the technicians have to rectify reported defects in less than 5 working days as an indicator of excellence performance. However, the approximate achievement of UPSG not only less than 50% per year but many complaints have not been resolved that causing dissatisfactory among stakeholder. This proposal of UPSG transformation plan which includes such as developing a strategic planning, modification of UPSG processes and procedures should be implemented in order to upgrade the UPSG's performance and to ensure its continuous acceptance by all stakeholders.

5.0 Proposal of UPSG Transformation Plan

First and foremost, UPSG must develop a strategic transformation plan completes with written policy, objectives, mission and vision. After that, UPSG require a detail documented of Performance Measurement System (PMS) instead of using indicator shown in Table 1(above) to ensure the success achieved. These two major steps in the transformation plan **play the most powerful measures for a successful outcome**. It will certainly change UPSG positively if it can be carried out with full cooperation from the people in PSA.

The true challenge in this transformation plan is changing people mind set. Peter Bregman (2009) has quoted that “people don't resist change, they resist being changed”. Therefore, the transformation plan must be planned and executed correctly for successful transformation.

In the Figure 5 below shows the draft proposal of UPSG transformation plan. Direction of the proposed transformation for UPSG involves two transformation thrust which are **“become a high performance & execution-focused unit”** and **“develop an excellent competent staff”**. It is a combination of technical aspects (revised procedures and policy) and soft skill (related to people/staff). A comprehensive performance measurement system has been proposed for UPSG using **Balance Score Card** that includes 4 perspectives namely Learning & Growth, Internal Business Processes, Customer/Stakeholder and lastly Financial.

Transformation objectives that drive UPSG into action are simple, easy to understand and specific so that it can be quantify and measure the end result. The first objective is to increase stakeholder's satisfaction level on the services by UPSG, second to reduce the amount of complaints and its continuously decline and third to develop a sustainable campus in polytechnic. These performance measurement system and transformation objectives need to be supported by lots of key performance indicator, action plan and initiatives to ensure success along the period of three years. It is a very challenging from 2013 to 2015 as per targeted period instead of five years and above for typical strategic plan by others.

The other important elements are the transformation policy, motto, mission and vision that all in can be considered as the strategic transformation plan. The policy stated as **UPSG committed to maintain all PSA's buildings and infrastructures effectively and efficiently including continuous improvement**. Transformation motto **‘fast and excellent’** is created to give UPSG instant recognition by stakeholder that integrates with mission **‘implementing and provide excellent work culture in maintenance services’** and vision statement of **‘PSA to be a sustainable campus’**. Mission statement express the core value of UPSG i.e. who we are, what we do, why we exist and vision statement is an expression of the desired end state i.e. what we want to be.

PROPOSED UPSG TRANSFORMATION PLAN

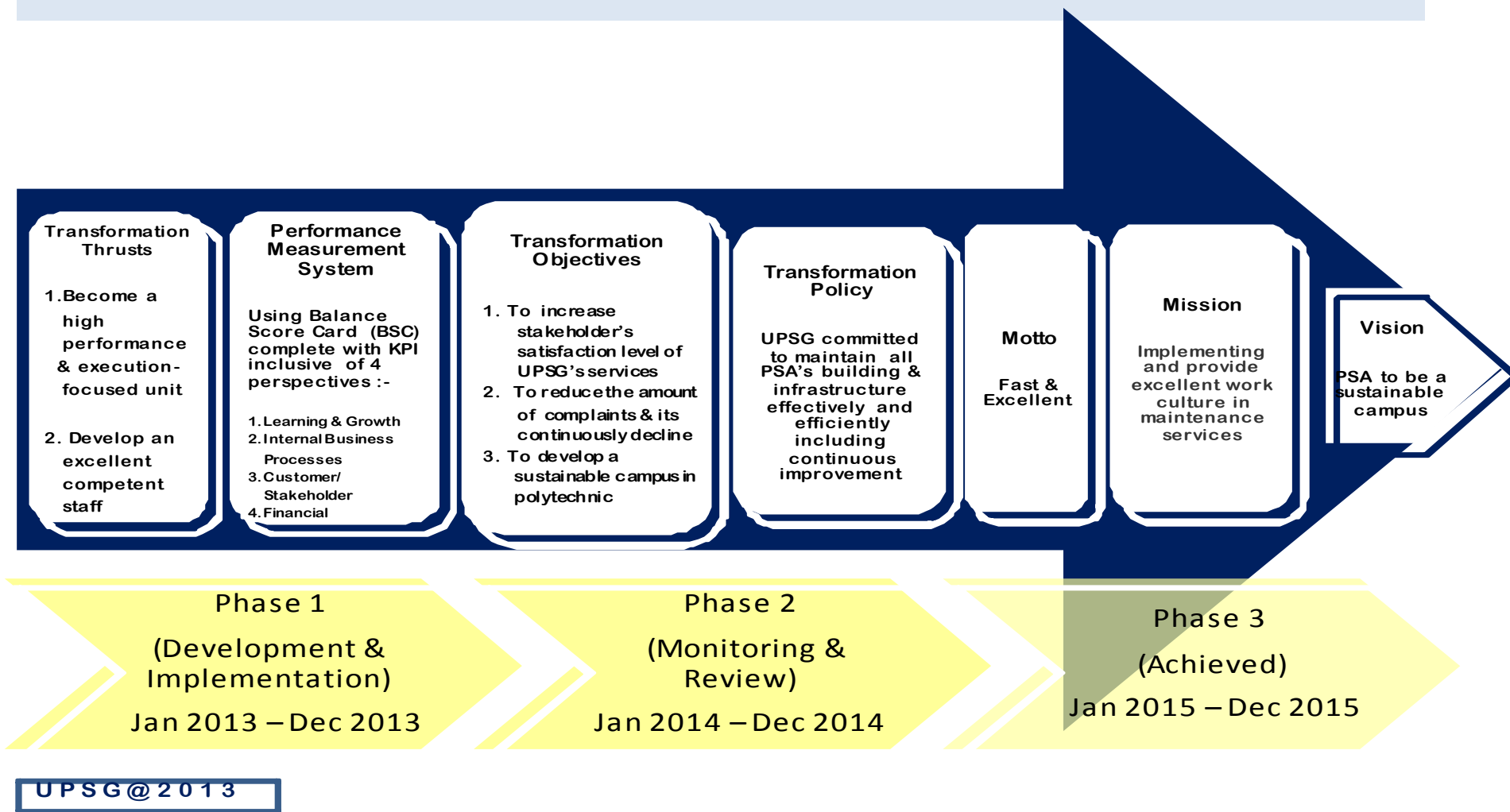


Figure 5 : Proposed UPSG Transformation Plan

6.0 Conclusion

Based on the proposed transformation plan with initiatives, action plan and some other elements that are need to be elaborated in more details, the concept of change for UPSG will definitely provide a good platform for delivering their services better than before. In addition, a leadership skill is highly important to lead the people implementing the new work system. It require us to always strive for continuing success.

There is one quotation by Saidina Ali (r.a.) " For those who is today is worse than yesterday and tomorrow is worse than today, he is among the loser, but for those who is today is better than yesterday and tomorrow is better than today, he is a among the winner ".

References

1. <http://www.businessdictionary.com>
2. Tom McConalogue, 2006, Dealing With Change-Lessons for Managers, Prentice Hall India
3. <http://www.thinkreliability.com>
4. Peter Bregman, 2009, Harvard Business Review
5. Andrew Pettigrew & Richard Whipp, 2001, Change Management For Competitive Success
6. Robert S.Kaplan & David P.Norton, Nov-Dec 2005, Balance Scorecard Report, Harvard Business School Publishing

Appendix 1: List of Technical Staff in PSA

	ENGINEER J41		ASSISTANT ENGINEER J29		HIGHEST SENIOR TECHNICIAN J26		SENIOR TECHNICIAN J22		TECHNICIAN J17		TOTAL
		F	M			P	M	F	M	F	
UPSG		1	1			1	1	1	5	3	13
JKM							1		1		2
JKA									1	2	3
JKE								1		2	3
JMSK									1		1
BPENT									1		1
SUBTOTAL		1	1			1	2	2	9	7	
GRAND TOTAL	1		1		1		4		16		23

Notes:-

F = Female (11 person)

M = Male (12 person)

Appendix 2 : Sample of Balance Score Card

CAPITAL PROGRAMS & FACILITIES MANAGEMENT - DEPARTMENT LEVEL								
Strategic Objective	Freq.	Champion/Owner	09-10 Target	Red Flag	Q1 FY 0910	Q2 FY 0910	Q3 FY 0910	Q4 FY 0910
Customer Service								
C1: Improve Customer and Stakeholder Satisfaction through C.A.R.E.	Annual	Hsu/ Peterson, Maglera, Curtin	4.00	3.92	N/A	N/A	N/A	N/A
Financial Performance								
F3A: Improve Cost Effectiveness	Quarterly	Giacomi/ Tran, DeGroot, Wong	\$2M	\$1.5M	\$566K	\$1.11M	\$1.509M	\$2.154M
Internal Processes								
I6: Promote a Culture of Integrity, Innovation, and Teamwork	Quarterly	Bade/ Salyer, Price, Pena	90%	80%	100%	100%	100%	100%
Learning and Growth								
L3: Strengthen Supportive Work Environment (EOS questions)	Annual	Munn/ Salyer, Quan, Balanza	3.93	3.90	N/A	N/A	N/A	3.74
FACILITIES MANAGEMENT - UNIT LEVEL								
Strategic Objective	Freq.	Champion/Owner	09-10 Target	Red Flag	Q1 FY 0910	Q2 FY 0910	Q3 FY 0910	Q4 FY 0910
Customer Service								
C1: Improve Customer and Stakeholder Satisfaction through C.A.R.E.	Annual	Maglera / Perez	4.00	3.90	N/A	N/A	N/A	3.56
Financial Performance								
F3A: Improve Cost Effectiveness	Quarterly	Munn / DeGroot	\$1.5M	\$1.125M	\$319K	\$638K	\$1.473M	\$1.680M
F3B(a): Reduce Resource Consumption (Campus Energy)	Semi-Annual	Kwoffe / Engle, Hyde, Bluestone	255.5	260	N/A	127.4	127.4	255.2
F3B(b): Reduce Resource Consumption (Enhanced Non Construction Waste)	Semi-Annual	Kwoffe / Engle, Hyde, Bluestone	50%	45%	N/A	54%	54%	55%
Internal Processes								
ID: Develop Service Innovations to Improve Effectiveness (Prev.Maint)	Quarterly	Shapiro / Perez	90%	75%	29%	36%	40%	57%
IF: Enhance Operational Efficiency (Facility Design Guidelines)	Annual	Fasano / Dwyer, Degu	80%	70%	N/A	N/A	N/A	80%
IG(a): Provide Trusted and Responsible Stewardship (PM Program)	Annual	Munn / Kawabata, DeGroot	1 (BL)	0	N/A	N/A	N/A	0
IG(b): Provide Trusted and Responsible Stewardship (Custodial Program)	Annual	Munn / Kawabata, DeGroot	1 (BL)	0	N/A	N/A	N/A	0
Learning and Growth								
LA: Increase Staff Ownership of Outcomes and Relationships	Quarterly	Shapiro / Nurisso	1	0	0	0	0	1
L3: Strengthen Supportive Work Environment (EOS questions)	Annual	Quan / Lee	3.60	3.50	N/A	N/A	N/A	3.66
L5A: Improve Critical Management Skills (Custodial Supervisor Training)	Quart.	Crouse / Price	75%	50%	14%	43%	71%	70%
RESOURCE PLANNING & MANAGEMENT - UNIT LEVEL								
Strategic Objective	Freq.	Champion / Owner	09-10 Target	Red Flag	Q1 FY 0910	Q2 FY 0910	Q3 FY 0910	Q4 FY 0910
Customer Service								
C1: Improve Customer and Stakeholder Satisfaction through C.A.R.E.	Annual	Balanza / Aloise	4.00	3.85	N/A	N/A	N/A	3.95
Financial Performance								
F3: Improve Cost Effectiveness	Quarterly	Tran / Wong	\$500K	\$375K	\$247K	\$474K	\$474K	\$591K
Internal Processes								
IA: Target and Develop Key Relationships	Annual	Aralar / McCoy	3.90	3.80	N/A	N/A	N/A	4.10
I5: Improve Business Processes & Access to Information	Quarterly	Tran / Kincald	70%	60%	28%	56%	50%	71%
I6(a): Promote a Culture of Integrity, Innovation, & Teamwork (New Employees)	Quarterly	Gilmore / Pena	100%	75%	100%	100%	100%	100%
I6(b): Promote a Culture of Integrity, Innovation, & Teamwork (Trainings)	Quarterly	Jones / Meyer	3	2	0	1	2	3
Learning and Growth								
LA: Increase Staff Ownership of Outcomes and Relationships	Quarterly	Lau / Curtin	1	0	0	0	0	1
L3: Strengthen Supportive Work Environment (EOS questions)	Annual	Balanza / Camarillo	3.97	3.94	N/A	N/A	N/A	3.81
L5: Improve Critical Management and Staff Skills (Supervisor Training)	Quarterly	Gilmore / Pena	100%	75%	22%	33%	66%	100%