Sun Paradise Hotels Management

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SPHM

FACILITY MAINTENANCE BENCHMARKING

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Chief Executive Officer

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Facility Maintenance Benchmarking

Background. For general information on benchmarking, you are encouraged to read Basics of Benchmarking prior to establishing a system of benchmarks for your operation.

Purpose. Facility Maintenance benchmarking allows the club to monitor key statistics of the facility maintenance operation. Such benchmarking will show the distribution and seasonality of work orders by department and task, as well as the work hours and average time by task.

Sources of Information

Data tracking by Facility Maintenance Manager. The following information can be tracked daily by the Facility Maintenance Manager:

Work orders by department and

task. Work hours by task.

Data Collected

The data collected and the data source for the facility maintenance operation are summarized in the following table along with the proposed time periods to summarize the information.

Data Collected	Collection Frequency	Summarize by			Data Source
		Mo	YTD	Yr	
Work Orders by Department	Daily	X	X	X	Daily Tracking
Work Orders by Task	Daily	X	X	X	Daily Tracking
Work Hours by Task	Daily	X	X	X	Daily Tracking

Benchmarks

Benchmark	Underlying Data		Calculation	Purpose
Average Time per Repair Work Order	Total Repair Order Hours	Total Repair Work Orders	Total Repair Order Hours divided by Total Repair Orders	To determine the amount of time used for Repair Work.
Average Time per Preventive Maintenance Work Order	Total PM Work Order Hours	Total PM Work Orders	Total Pm Work Order Hours divided by Total PM Work Orders	To determine the amount of time used for PM Work.
Average Time per Project Work Order	Total Project Order Hours	Total Project Work Orders	Total Project Work Order Hours divided by Total Project Work Orders	To determine the amount of time used for Project Work.
Distribution of Work Orders by Department	Total Department Work Orders	Total Work Orders	Total Department Work Orders divided by Total Work Orders	To monitor the distribution of Work Orders by Department

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Benchmark	Underlying Data		Calculation	Purpose
Distribution of Work Orders by Task	Total Task Work Orders	Total Work Orders	Total Task Work Orders divided by Total Work Orders	To monitor the distribution of Work Orders by Task
Distribution of Work Hours by Task	Total Task Hours	Total Work Hours	Total Task Hours divided by Total Work Orders	To monitor the distribution of Work Hours by Task

Benchmarks Computed from Collected Data. The following benchmarks are automatically computed by the benchmark spreadsheet (shaded cells).

1. Work orders by department by month and annually.

2. Work order by task by month and annually.

3. Work hours by task by month and annually.

4. Average time per task.

Spreadsheets

Club Resources International has designed MS Excel® spreadsheets to track facility maintenance benchmarks.

Each spreadsheet is designed with two tabs at the bottom of the window. Each tab allows you to enter data only in the data entry cells; all other cells are protected to avoid inadvertent erasure or modification of the formulas.

1. The Year-to-Date tab provides a location to enter your monthly totals month by month throughout the year.

2. The Year-to-Year tab provides a location to enter your annual totals at the end of the year. Once the Year-to-Date information has been transferred to this tab at the end of the year, the Year-to-Year file should be "Saved" for that year. Then the file should be "Saved As" for the next year and the Year-to-Date tab cleared of the previous year's data. It's now ready for you to start entering the data for the new year.

Saving and Printing Copies

It is recommended that Department Heads save each year's spreadsheet as a separate Excel® file allowing you to keep an electronic copy of each year's month to month detail. This permits you to go back and electronically copy data from previous years for any sort of comparative analysis that you might wish to do in the future.

Department Heads may also want to keep a handy paper copy reference. Each tab has been formatted to print on one or more numbered pages. Simply double-check the PRINT PREVIEW option under the FILE menu to ensure the material fits onto the page(s) properly. Adjust as necessary and then print.

Spreadsheet Instructions

Individual spreadsheets have been designed for fifteen areas of club operations. Each area has a designated Manager or Department Head with the assigned responsibility to ensure that the necessary data is collected and recorded consistently and accurately. [Benchmarking Responsibilities], A-5502, spells out benchmarking responsibilities.

See the sample spreadsheets, both Year-to-Date and Year-to-Year on the following pages.

Year-to-Date Maintenance Operations Report **Club:** Oak Hill Country Club **Year:** 2007

Work Orders by Dept	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	%
F&B Kitchen	8	6	2	4	2	8	2	4	6	8	2	8	60	17.3
F&B Dining Rooms	2	6	4	4	8	3	4	6	4	4	6	2	53	15.3
F&B Catering Space	1	2	0	4	2	6	1	1	2	4	2	4	29	8.4
F&B Snack Bar/Bev Crt	0	0	0	1	6	6	4	2	1	5	2	0	27	7.8
Golf	2	0	2	5	2	3	1	4	2	5	1	3	30	8.6
Tennis	0	0	1	2	2	3	1	3	1	2	2	0	17	4.9
Admin/Acctng	1	2	0	2	1	2	0	2	1	2	1	0	14	4.0
Activities	4	4	2	6	5	3	4	5	6	2	3	0	44	12.7
Maint/Hskpg	2	1	4	5	6	2	7	2	5	4	6	2	46	13.3
Membership	0	2	1	1	1	2	1	0	2	1	2	0	13	3.7
GC Maintenance	0	2	0	4	1	0	3	0	2	1	1	0	14	4.0
TOTAL	20	25	16	38	36	38	28	29	32	38	28	19	347	100.0

Work Orders by Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	%
Repairs	14	18	12	28	30	27	16	21	20	27	20	12	245	70.6
Preventive Maintenance	4	4	4	4	0	0	0	0	4	3	3	2	28	8.1
Project Work	2	3	0	6	6	11	12	8	8	8	5	5	74	21.3
TOTAL	20	25	16	38	36	38	28	29	32	38	28	19	347	100.0

Work Hours by Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	%
Repairs	38.4	22.8	28.4	32.3	42.3	39.8	34.2	45.3	51.8	49.4	42.8	25.9	453.4	46.9
Preventive Maintenance	9.7	12.4	15.8	11.2	0.0	0.0	0.0	0.0	10.8	7.9	8.2	5.6	81.6	8.4
Project Work	22.1	41.3	0.0	54.3	32.8	64.2	48.9	41.9	36.1	48.6	19.7	21.4	431.3	44.6
TOTAL	70.2	76.5	44.2	97.8	75.1	104.0	83.1	87.2	98.7	105.9	70.7	52.9	966.3	100.0

Average Time per Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL	
Repairs	2.74	1.27	2.37	1.15	1.41	1.47	2.14	2.16	2.59	1.83	2.14	2.16	1.85	
Preventive Maintenance	2.43	3.10	3.95	2.80	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.70	2.63	2.73	2.80	2.91	
Project Work	11.1	13.8	#DIV/0!	9.1	5.5	5.8	4.1	5.2	4.5	6.1	3.9	4.3	5.8	

SpreadsheetDate-to-Year–BenchmarksMaintenanceFacility

MaintenanceFacility

Benchmarking

Year-to-Year Maintenance Operations Report **Club:** Oak Hill Country Club

Work Orders by Dept	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	AVG	%
F&B Kitchen	55	49	60										54.7	16.5
F&B Dining Rooms	42	53	53										49.3	14.9
F&B Catering Space	26	32	29										29.0	8.7
F&B Snack Bar/Bev Crt	22	29	27										26.0	7.8
Golf	25	26	30										27.0	8.1
Tennis	17	15	17										16.3	4.9
Admin/Acctng	16	12	14										14.0	4.2
Activities	45	38	44										42.3	12.8
Maint/Hskpg	42	45	46										44.3	13.4
Membership	10	9	13										10.7	3.2
GC Maintenance	22	18	14										18.0	5.4
TOTAL	322	326	347	0	0	0	0	0	0	0	0	0	331.7	100.0
Work Orders by Task													AVG	%
Repairs	220	233	245										232.7	70.2
Preventive Maintenance	26	30	28										28.0	8.4
Project Work	76	63	74										71.0	21.4
TOTAL	322	326	347	0	0	0	0	0	0	0	0	0	331.7	100.0
Work Hours by Task													AVG	%
Repairs	443.4	452.4	453.4										449.7	46.7
Preventive Maintenance	76.4	84.0	81.6										80.7	8.4
Project Work	442.6	425.7	431.3										433.2	45.0
TOTAL	962.4	962.1	966.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	963.6	100.0
Average Time per Task														
Repairs	2.02	1.94	1.85	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1.93	
Preventive Maintenance	2.94	2.80	2.91	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.88	
Project Work	5.8	6.8	5.8	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	6.1	

SpreadsheetYear-to-Year–BenchmarksMaintenanceFacility

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