Zachary Maier

S00881929

IT2700 CRN 12071

Assignment 2

Strategic Plan and Mission Statement:

Yes, the absence of a strategic plan and mission statement does affect the current situation. A strategic plan outlines long-term goals and objectives, while mission statements typically articulate the organization's purpose and values. Without these guiding documents, it becomes challenging to align efforts and resources towards common objectives. In the context of the maintenance department's challenges, a lack of strategic direction may contribute to the ad-hoc approach to budgeting and decision-making, as noted by Martin, the equipment department manager. Furthermore, a clear mission statement could provide clarity on the department's core responsibilities and priorities, helping to inform decisions about whether to outsource maintenance or invest in a new information system.

SWOT Analysis:

Strengths: Dedicated and capable mechanics, as indicated by Phil, the maintenance supervisor. Commitment to performing maintenance in-house, voiced by Joe, the mechanic.

Weaknesses: Outdated and inefficient record-keeping system, described by Alice, the maintenance clerk. Lack of standardized procedures and codes for labor recording, leading to inconsistencies and inefficiencies, as highlighted by Alice and Joe.

Opportunities: Development of a strategic plan to provide long-term direction and planning, as suggested by Martin. Potential for improved efficiency and cost control through the implementation of a new information system, proposed by Dawn, the IT manager.

Threats: Rising maintenance costs, mentioned by Marie, the town manager. Pressure to cut costs and potentially outsource maintenance, which could lead to job loss for current employees, expressed by Marie and Joe

Preliminary Investigation Steps:

a. Interview Stakeholders: Conduct interviews with key stakeholders, including town management, equipment department personnel, maintenance supervisors, clerks, and mechanics, to gather insights into their perspectives, challenges, and needs related to vehicle maintenance

b. Review Existing Documentation: Examine any existing documentation related to vehicle maintenance processes, budgeting, and record-keeping systems to understand current practices and identify areas for improvement.

c. Data Analysis: Analyze historical maintenance data, including costs, work orders, and vehicle performance metrics, to identify trends, patterns, and areas of concern.

d. Benchmarking: Compare Eden Bay's maintenance practices with industry best practices and standards to identify gaps and opportunities for improvement.

e. Technology Assessment: Assess the suitability of existing technology infrastructure and software systems for supporting maintenance operations, considering factors such as functionality, usability, and scalability.

f. Cost-Benefit Analysis: Conduct a preliminary cost-benefit analysis of potential solutions, such as implementing a new information system or outsourcing maintenance, to evaluate their feasibility and potential impact on costs and efficiency.

By following these steps, we can gather comprehensive information and insights to inform decision-making and develop recommendations for addressing the maintenance department's challenges effectively.