Operating system strategies and work execution management

The ATS Operating System informs how its standard of work is managed and executed so manufacturers can focus on production, planning and other priorities.

Operating system framework

"The operating system is our operational framework for process standardization and for how we engage our culture and create a level of autonomy that drives continuous improvement and exceptional performance results," said Mike Hutcheson, Sr. Director of Reliability & Operational Strategies at **Advanced Technology Services Inc.**

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The ATS Operating System informs how its standard of work is managed and executed so manufacturers can focus on production, planning and other priorities. It's centered around executing the ATS standard of work, a custom maintenance plan, process dependent focus and capturing maintenance service strategies and practices.

Hutcheson said that standards "drive consistency across our business. It generates and creates a streamlined process around how to solve problems, how to engage a team and how to communicate with the customer to encapsulate opportunities for cultural engagement and growth."

ATS focuses on processes to solve problems. "We lean on processes to drive consistent patterns of behaviors and drive performance," Hutcheson said. "If you create a system that focuses on processes, you replicate successful processes and get better each time you do it."

Measurable benefits

The ATS Operating System provides benefits at all levels of the organization: culture ownership, performance standards, continuous improvement and increasing operational efficiency.

"The more autonomous our teams can be, the more ownership they can have," Hutcheson said. "This type of culture allows openness. The best ideas in an organization typically come from the people doing the work, who have the real insight."

Hutcheson said the operating system is meant to engage the culture so it can grow as an organization, which links to performance standards. "The more we drive continuous improvement, the more impact it will have on our key performance indicators, which yields a higher level of confidence with the customer regarding our capabilities, so they see us as a strategic partner for their business."

Key pillars

Summing up an operating system into four categories simplifies the concept while reflecting how the business is driven. "We call them the

four pillars of management systems," Hutcheson said. "The pillars are safety, people, process and technology."

Inside of the key management systems are critical elements:

- The safety pillar includes clearly defined safety training and education practices, structured incident investigation, employee involvement and ownership, and regular evaluation.

- The people pillar involves standardized, transparent results and performance tracking, bottom-up involvement in management and process ownership and built-in education and development through processes.

- The process pillar includes consistently excellent service through well-defined planning and execution, transparent accountability measures, process analytics, root cause analysis, open communication and knowledge transfer.

- The technology pillar includes standardized equipment care and maintenance fundamentals, smart equipment monitoring, failure elimination and custom data-driven planning and action.

"This well-defined system is about value creation," Hutcheson said. "The critical element is where your tools and methods come into play. This is a key differentiator for ATS. The way the operating system was constructed is in a 'why, what and how fashion.' We've defined the 'why.' Incorporating the 'why' is a big part of our change management."

Execution and growth

"This is a journey," Hutcheson said. "There are levels of maturity necessary to institutionalize this properly. The levels of progression have an Olympic theme: bronze, silver and a gold."

According to Hutcheson, the bronze level is about operating system understanding. "Bronze is an understanding of the tools, the critical elements and the four key pillars. They're just getting started."

"When the team advances to the silver level, leaders spend less time teaching and more time coaching while the team does it," Hutcheson said. "There is a level of performance criteria that must be met to achieve silver. We want to ensure the maturity is linking up with the performance."

The final piece of the maturity levels is gold. "Gold is about mentoring. Teams are teaching new sites how to adopt the operating system standards and processes in a more expedited way," Hutcheson said.

Contact ATS | 855.834.7604 | www.advancedtech.com

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