

# **DIAMOND LIGHT SOURCE**

**LEE WALTERS**

**MAINTENANCE MANAGER**



## **MAIN AREAS OF RESPONSIBILITY**

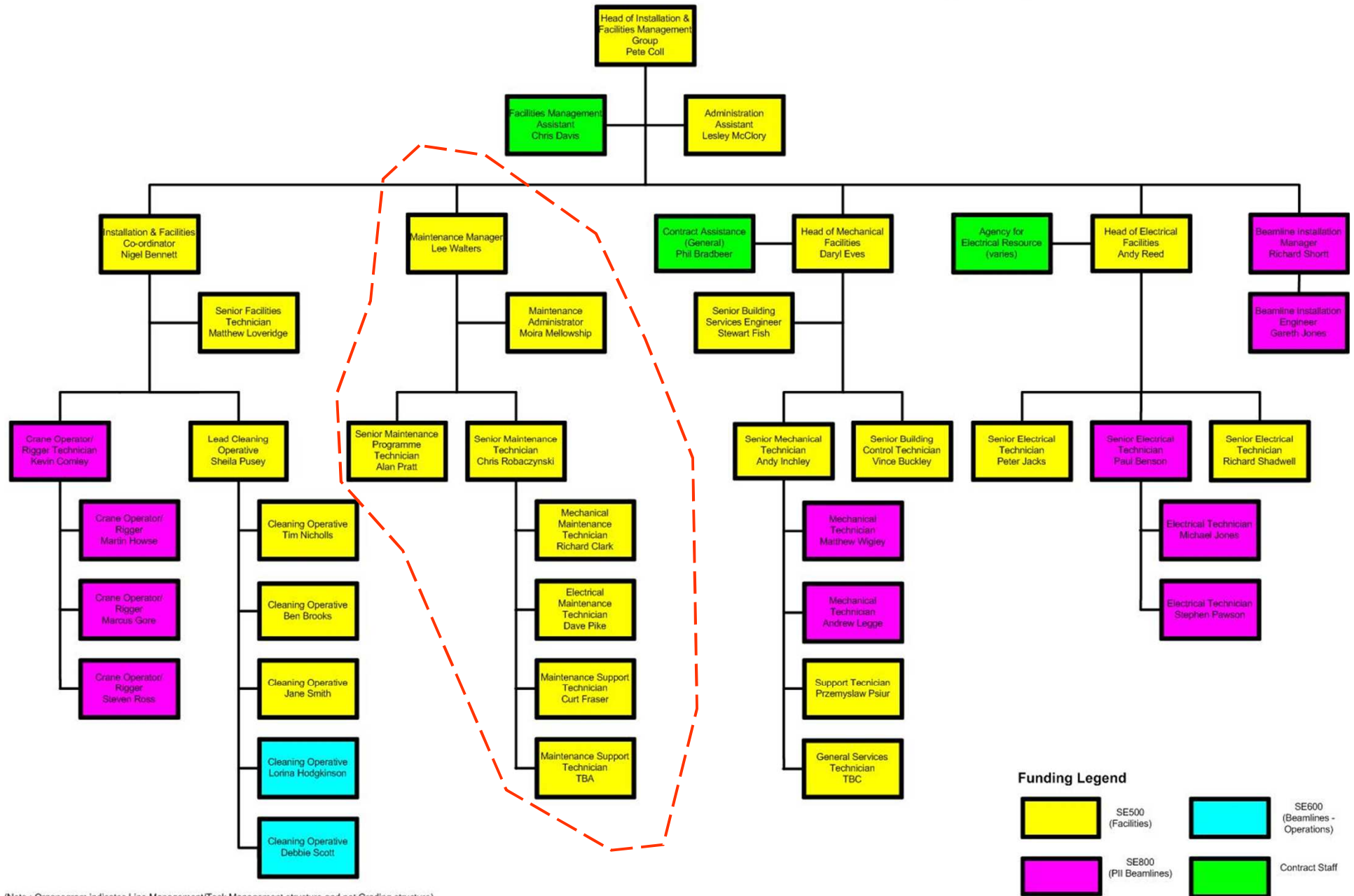
- Undertake Planned Preventive Maintenance for the Mechanical & Electrical building systems, equipment and building fabric for the Synchrotron, Diamond house office buildings and other satellite buildings.
- Undertake corrective and small project works as identified via the planned maintenance regime.
- Respond to repairs / call outs as recorded through the helpdesk system.

## **OVERVIEW OF SERVICES MAINTAINED**

Services include:- HVAC Systems (chillers, MTHW and LTHW boilers, pumps, air handling units, close control air conditioning units and associated ductwork and pipe work systems), electrical systems (11 kV and 3.3 kV – HV transformers, RMUs and switchgear, LV switchgear and distribution systems), lighting, UPS systems, LV standby generators, fire detection and smoke control systems, lightning protection, COSHH and fume extraction systems, compressed air system, domestic water systems, above and below ground drainage systems, liquid nitrogen and industrial gas systems, passenger and goods lifts, cranes, electrically powered driven doors etc.

# Installation & Facilities Management Group Organogram

Dated : 1 June 2011



(Note : Organogram indicates Line Management/Task Management structure and not Grading structure)

## **HOW DID WE ARRIVE AT THE CURRENT MAINTENANCE MANAGEMENT?**

Following the use of two separate external maintenance contractors over the last 6 years, several issues have been identified within both contracts. This primarily include the following:-

- Staff recruitment and retention was poor.
- Staff skill knowledge and Management direction lacking.
- Management of sub contractors continued to generate problems.
- Not use to client challenging working processes.
- Items missed as identified from original tender.
- A lot of diamond light resource management required to supplement contractor work.
- Could not readily provide a clear financial procedure for payment

## IN – HOUSE OR EXTERNAL CONTRACTOR?

Advantages and Disadvantages considered:-

### Advantages

- Better direct management control
- Long term retention of work force / skills.
- No further tendering required (reduces workload)
- Potential savings ??

### Disadvantages

- Takes significant effort to introduce.
- Workload varies during year (additional labour support via contractor).
- External contractor has access to market place and discounts etc.
- Potential risk of redundancy liability

## OUTCOME?

After consultation, the existing external contractor workforce TUPE'd into Diamond as from June 2011.

Main factors:- 1) Better direct control (long term)  
2) Cost savings



## CURRENT MAINTENANCE CHALLENGES

- Resourcing for machine shutdown periods and high workloads (Temporary / permanent labour?)
- Excessive planning time via the computerised maintenance system (concept) due to non-uniform maintenance regimes.
- To reduce the paperwork usage and embrace use of PDA's without lose of data / information.
- Co-ordination of a combined stores / stock control.
- And finally, improve communication / feedback to design teams to prevent.....



access issues to maintain equipment!







