Internal Audit Report - FMOT Response and Actions

Findings	Audit Recommendations	Strategies	Response	Lead Resp	Support	Start	Comp	Comments/Status
1. Maximo Software (IBM) for Fleet Maintenance Is Not Used At Optimal Capacity	**A)** Use Maximo's automatically assigned six-digit asset number.	Port will discontinue the use of a vehicle numbering system.	Beginning January 1, 2012 vehicles and equipment purchased in the new calendar/budget year will be assigned numbers by utilizing the automatic feature that currently resides in Maximo	Fleet Managers	Business Systems; AV & RE CMMS and ICT	12/31/12	TBD	This ties into the classification piece of 1.B. Since the numbering will be random classification is very important for extracting information. Delayed due to ongoing effort to standardize MAXIMO data set, common fleet asset screen, and standarize fleet asset nomenclature. We are concerned that this will create more challenges than benefits.
	B) Ensure that Maximo captures a single data set that can be easily tapped for reporting to internal and external entities.	Aviation and Marine Maintenance will work together to develop common fleet asset data points and classifications that allow for standardization of fleet data	Identify common data points and classifications. Develop common fleet management reports such as utilization and cost per mile to operate to assist managers and administrators.	Fleet Managers	Business Systems; AV & RE CMMS and ICT	12/31/12	TBD	Benny, Mary Ann & Charles identifid required fields and are currently working with the CMMS support group to develop a common fleet asset screen. Target date to implement is end of year 2012. Meeting with Maximo support team every 3 weeks. This will be steady but slow implementation as they are heavily involved in activities that were planned and budgeted for in 2012.
	C) Consider developing on-demand result sets to be made available on "Fleet" SharePoint site for internal department requests (e.g., pool vehicles, mileage, fuel costs, trips) using Maximo's key performance indicator tools.	Provide access to fleet management reports that provide administrators access through a common SharePoint.	Develop reports that can be used by fleet managers and administrators. Provide on SharePoint. Implementation will require priority and resourcing to support report writing, fuel interface and linking source information from Maximo to SharePoint.	Fleet Managers	FMOT, Business Systems, Fleet Admin, ICT	2nd Qtr 2012	TBD	Ask fleet admins & departments that have a stake in fleet information what kinds of reports they need, See 2.D and 1.B. Fleet managers will provide examples. Data needs to be entered and reports generated. Fuel interface between fuel stations to MAXIMO has been implemented.
	D) Discontinue maintaining separate Excel spreadsheets to track assets that are in Maximo.	Discontinue using data outside of Maximo when data and reports are readily available from Maximo.	Requires above actions for success.	Fleet Managers	Business Systems		TBD	Once all the information is captured in Maximo and reports are written then the separate spreadsheets will no longer be maintained. Upon completion of 1.B separate Excel spreadsheets no longer necessary.
	E) Consider performing a Business Intelligence (BI) assessment, to include a broad spectrum of stakeholders in collaboration with ICT	Conduct assessment or determine if work during upgrade to Maximo 7.2 has provided the information that would come from a BI assessment.	Coordinate with ICT and department maintenance management system managers. Determine if we can benefit from BI or if BI is essential.	Business Systems	Fleet Managers	n/a	n/a	This process was performed when the business case was performed for fleet software and again for the Maximo upgrade. We believe the cost outweighs the benefits of another such study. Stand alone fleet software is not feasible and Maximo fleet module is too costly (approximately $800k+).

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2. Certain Requirements of the Fleet Management Policy (EX-17) Are Not Being Met	**A)** Revisit the requirements of Ex-17 and determine whether they are appropriate and/or reasonable. Reexamine the length of this policy.	Review the audit recommendation. Make assessment and recommendations to senior management and the executive sponsor.	Evaluate and assess audit recommendations, get feedback from users, evaluate feedback, make recommendations, updated policy with approved changes.	FMOT	Fleet Admin	11/4/11	TBD	FMOT has been reviewing the fleet policy. A draft of proposed changes is nearly complete. Currently coordinating a meeting with Fleet Admins for input.
	B) Institute a Port-wide cycle of training in the requirements of EX-17.	Institute annual employee training on EX-17	Determine if feasible. Make recommendations to senior managers and executive sponsor.	FMOT / Russ S.	HR LMS	2nd Qtr 2012	TBD	Need lead time to develop the training and secure the budget (eta 2nd quarter of 2013). Need to determine the type of training, subject matter, etc. Could this fit into the fleet assessment project Environmental is performing?
	C) Develop a common tracking system for vehicle usage that all fleet administrators can access and utilize to monitor usage, usage compliance to policy and provide usage reports to appropriate senior managers.	Provide tool for fleet administrators to help them be compliant with EX-17 requirements.	Determine requirement for administrators, solicit input from administrators, develop tool/solution and implement.	Fleet Managers. Fleet Admin.	FMOT, Business systems, ICT		TBD	See 1.C.
	D) Consider expanding the FMOT to include representatives from departments with larger fleets and unique needs and/or a rotating member from one of the other departments	Integrate fleet users in the FMOT process and information flow.	Rather than expand the FMOT, we propose that the most effective way to actively integrate fleet users in process and information flow is to establish quarterly Fleet Administrative Coordination meetings.	FMOT	Fleet Adminds	11/7/11	TBD	FMOT is reviewing the possiblity of adding participants to FMOT and/or expanding stakeholder involvement through meetings and communications.
	E) Encourage more ridesharing and ensure that the trip request reflects/tracks multiple users/destinations, as appropriate. Consider using existing Port resources to share information about scheduling/destination of pool vehicles, to improve overall pool fuel efficiency	Use fleet assets effectively and efficiently to reduce impact on environment.	In many cases traffic and parking availability makes us rideshare when going to meeting. We can emphasize with fleet administrators and may make improvement if we implement Port wide training.	Fleet Managers. Fleet Admin.	FMOT, ENV & HR		TBD	Ongoing effort and training. How to change mind sets?: * Cross reference the Commute Reduction policy. * Have separate meetings with all share holders to strategize ideas. * Include this as a subject during Fleet Admin meetings. * Include this in the training portion, 2.B. FMOT will review evaluate its role to affect rideshare. Will seek input from fleet admins for improving rideshare.