Maintenance Policy and Procedures Manual
NOTES

UNIVERSITY OF EMBU

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Policy Contact Office: Deputy Vice-Chancellor (Planning, Administration & Finance)

Implementation Responsibility: Head of Estates

Approved: Vice-Chancellor 21/12/2016

Date
FUNDAMENTAL STATEMENTS

VISION
To be a dynamic epicentre of excellence in training and research for service to humanity

MISSION
To generate, advance and disseminate knowledge through training, research and innovation for the development of humanity

CORE VALUES
Integrity
Professionalism
Teamwork
Innovativeness
Customer focus

14.0 CONTRACTING FOR SERVICES
The University College will contract for maintenance services when it is in the best interests of the University to do so. The employees of the Estate Department will be the first choice to perform a given task. If the University staff does not have the requisite skills for a particular task, a contractor will be hired.

Once the decision has been made to hire a contractor, the process set out in the University Procurement Policy will be used. The Head of Estate will work with the Procurement Department to facilitate the contract award.

15.0 MONITORING & REVIEW OF THE POLICY
This policy shall be reviewed after every five years. However, a review can be done earlier if the need arises.
12.4 Interior Painting
The appearance and condition of the paint within each unit is important to unit condition and resident satisfaction. Accordingly, the Estate Department will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained. As part of this plan painting standards that will be developed include:

i. Surface preparation  
ii. Protection of non-painted surfaces  
iii. Colour and finish  
iv. Paint quality  
v. Methods of application approved

The plan will set out the conditions for the consideration of a painting request. These standards include the period of time that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included. The conditions under which a resident will be allowed to paint his or her own unit will also be catered for.

13.0 RESIDENT ON-DEMAND SERVICES
This category of work refers to all user generated work requests that fall into no other category. These are non-emergency requests made by residents seeking maintenance service. These requests for service cannot be planned in advance. It is the Policy of the University to complete these work requests within seven (7) days. However, unless the request is an emergency or entails work that compromises the habitability of the building, subject to availability of materials these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the Estate Department can achieve both resident service and a maintenance system that can complete the most important tasks first in the most cost effective manner.
FOREWORD

The University of Embu owns and operates an extensive portfolio of physical assets and land assets utilized to deliver its mandate for training, research and innovation programmes.

It is expected that the Maintenance Policy will provide the management framework to ensure that all University assets are maintained adequately to support University’s strategic objectives while maximizing the useful life of University assets and provision of best service. This document also outlines a consistent approach to the maintenance of all University assets and the roles and responsibilities of the Estates Department and stakeholders in the maintenance and preservation of the University of Embu assets.

I am confident that with the implementation of the Policy, the University assets will be maintained in a sustainable, safe and secure condition. I wish to assure the University Community and Stakeholders that the University is committed to the full implementation of this policy.

VICE-CHANCELLOR

Resident cooperation with the extermination plan is essential. All apartments in a building must be treated for the plan to be effective. Residents will be given information about the extermination program at the time of move-in. All residents will be informed at least one week and again twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment.

12.2 Landscaping and Grounds
The Estates Department will prepare a routine maintenance schedule which will include the following essential activities:

i. Litter control
ii. Lawn care
iii. Maintenance of driveways, sidewalks and parking lots
iv. Care of flower and shrubbery beds and trees
v. Maintenance of playgrounds, benches and fences

12.3 Building Exteriors and Interior Common Areas
The appearance of the outside of the University buildings as well as their interior common areas is important to their image. Therefore, the Estate Department will establish a routine maintenance schedule. The components to be maintained include:

i. Lobbies
ii. Hallways and stairwells
iii. Public restrooms
iv. Lighting fixtures
v. Common rooms and community spaces
vi. Exterior porches and railings
vii. Building walls
viii. Windows
EXECUTIVE SUMMARY

The purpose of the University of Embu Maintenance Policy is to ensure that all University assets are maintained effectively, and the maintenance funds are utilized to achieve the greatest benefit for the University buildings and associated infrastructure while maximizing the useful life of the assets and provision of best service.

The vision of the Maintenance Policy is to provide our customers and staff with the best support services through effective and efficient maintenance of all University assets and buildings.

The Maintenance Policy aims to ensure that all maintenance activities are carried out in a planned manner and consistent with University Standards. Within the constraints of available resources, University assets will be maintained to the best standard possible while meeting statutory obligations and the operational needs of the University Community.

The Policy shall be reviewed after every five years or earlier, as the need arises.
The inspection will encompass the following areas:

i. Dwelling units – staff residential and student hostels

ii. Building exteriors

iii. Building systems

iv. Common areas

v. Site (grounds)

vi. Health and safety

The Head of Estate will know at all times the condition of each building. The achievement of these goals may require more than the minimum inspection required annually.

For all non-emergency inspections, the user/occupants shall be given a written notice of the inspection. Unless it is determined that the inspection programme is contracted to an outside source, the Estate Department shall perform the inspection.

During each inspection, the maintenance staff shall perform specified preventive and routine maintenance tasks. Any other work items noted at the time of the inspection will be documented on the University form.

The staff shall endeavour to complete all inspection-generated work items within 30 days of the inspection.

All Technical Services Staff in the Estate Department are responsible for monitoring the condition of habitable buildings.

In this policy, nothing shall prevent any University staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the Head of Estate.
**10.0 LIFE SAFETY SYSTEMS**

The University shall have a comprehensive programme for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Head of Estate shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan are the following:

10.1. Fire alarms and fire alarm systems  
10.2. Fire extinguishers  
10.3. Fire hoses  
10.4. Emergency generators  
10.5. Emergency lighting  
10.6. Smoke detectors  
10.7. Sprinkler systems

The plan will include testing and servicing as per manufacturer’s recommendations. It will also include a determination of the most reliable and cost effective way to perform the work including the decision to hire a contractor.

**11.0 INSPECTION PROGRAMME**

The University’s goals of efficiency and cost-effectiveness are achieved by insuring that assets are maintained in a manner that is secure, safe, clean and in good repair. This programme calls for the utilization of the following standards:

i. Kenya Building Code Standards  
ii. Good practice in Architectural and Engineering Standards  
iii. Commission of University Education Standards

**DEFINITION OF TERM**

**Maintenance:** Work performed to a facility or the fixed systems and building service equipment therein, for the purpose of maintaining quality and function.

**Planned maintenance:** Upkeep of property, machinery, and facilities, including buildings, utility systems, roads, and grounds. It is often characterized by its routine or recurring nature.

**Preventive Maintenance:** Planned actions undertaken to retain an item at a specified level of performance by providing repetitive scheduled tasks that prolong system operation and useful life: inspection, cleaning, lubrication, and part replacement.

**Repairs:** The reconstruction or renewal of any part of an existing facility for the purpose of maintenance or restoration of its state.
1.0 COMPONENTS OF A MAINTENANCE SYSTEM
The Estate Department maintenance system shall include the following components:

i. Prioritization of work
ii. Comprehensive work procedures
iii. Performance standards and goals
iv. Work order system
v. Long-range planning

By developing a maintenance policy that has these components in place, the department will have the tools it needs to control the performance of maintenance work at the University.

1.1 Prioritization of Work
The work priorities adopted by the Estate Department exemplify its philosophy of delivering maintenance services. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. The maintenance priorities of the University assets and buildings are as follows:

i. Emergency repairs
ii. Planned maintenance
iii. Resident requests
iv. General cleaning
v. Inspection
vi. Preventive maintenance
vii. Miscellaneous

This will ultimately decrease on-demand work and maintain the property in a manner that will keep students and staff satisfied.

9.0 VEHICLE/EQUIPMENT MAINTENANCE
Estate Department will put in place a comprehensive maintenance programme for University vehicles and other motorized equipment. The vehicles and equipment to be covered include, but not limited to:

i. Cars, trucks and vans
ii. Tractors
iii. Leaf blowers
iv. Weed cutters
v. Lawn mowers
vi. Chain saws
vii. Power tools

The Head of Estate is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required.

The Head of Estate shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.
8.0  ROOF REPAIRS/REPLACEMENT
Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies. The Head of Estate is responsible for the development of a roof maintenance plan that includes these features:

8.1. Type, area and age of roof
8.2. Warranties and/or guarantees in effect
8.3. Company that installed the roof
8.4. Expected useful life of roof
8.5. History of maintenance and repair
8.6. Inspection schedule

The Estate maintenance staff will undertake only minor roof repairs while major repairs will be carried out by approved contractors.

1.2  Comprehensive Work Procedures
The Head of Estate will ensure that there are sufficient clear procedures in place to allow staff to implement the Maintenance Policy. All procedures will include the following:

1.2.1 A statement of purpose.
1.2.2 The job title(s) of the staff member(s) responsible for carrying out the activities in the procedure.
1.2.3 Forms needed to carry out the activities.
1.2.4 An annual review of the maintenance procedures.

1.3  Performance Standards and Goals
The Head of Estate will establish measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards, the University will take into consideration certain factors:

1.3.1 National/County building and fire safety by laws.
1.3.2 Building Codes.
1.3.3 University Agreements.
1.3.4 Job descriptions of works to be undertaken.

Nothing in the documents listed above will prevent the Estate Department from setting a standard that is higher than that contained in the documents.

These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.
1.4 Work Order Systems
The Estate Department shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost and days to complete. This information is required for the University to plan for the delivery of maintenance services as well as evaluate performance. To obtain the greatest effectiveness from the work order system, all work requests and activities performed by maintenance staff must be recorded on work schedules which will include at the minimum, the following:
1.4.1 Source of request (planned, inspection, resident, etc).
1.4.2 Priority assigned.
1.4.3 Location of work.
1.4.4 Date and time received.
1.4.5 Date and time assigned.
1.4.6 Worker(s) assigned.
1.4.7 Description of work requested (with task number).
1.4.8 Description of work performed (with task number).
1.4.9 Estimated and actual time to complete.
1.4.10 Materials used to complete work.

1.5 Long Range Planning
The Estate Department will put in place and maintain a long range maintenance planning capability in order to ensure the most cost-effective use of University resources and to maximize the useful life of University properties. By developing a work plan, the University will be able to anticipate its staff, equipment and material needs. It will also be possible to determine need for contracting particular services. The Head of Estate will develop long-range planning processes that include the following components:

The systems covered by the preventive maintenance programme include but are not limited to:
i. Storm drainage
ii. Emergency lighting
iii. Exterior lights
iv. Fire extinguishers and other life safety systems
v. Mechanical equipment and vehicles
vi. Sanitary drains
vii. Air conditioning systems
viii. Plumbing and drainage systems

A specific programme will be developed for each system. This programme shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed so that they will be on hand when needed. An assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor will be required to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

7.0 GENERAL OPERATING SYSTEMS
The heart of any preventive maintenance programme is a schedule that calls for the regular servicing of all systems. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the University.
5.0 PREPARE VACANT RESIDENTIAL HOUSES FOR RE-OCCUPANCY

It is the policy of the Estate Department to prepare vacant residential houses for reoccupation as soon as possible. This policy allows the University to maximize the income earned from its properties and operate attractive and safe facilities.

The Head of Estate is responsible for developing a system that ensures an average turn-around time of seven (7) calendar days. In order to do so, he or she must have a system that can perform the following tasks:

5.1. Forecast preparation needs based on prior years’ experiences
5.2. Estimate both the facilities to be maintained and the number of hours it will take to carry out repairs.
5.3. Control work assignments to ensure prompt completion.

The maintenance procedure for reoccupying vacant buildings relies on the prompt notification by the University Management of the vacancy, fast and accurate inspection of the buildings and availability of materials.

6.0 PREVENTIVE MAINTENANCE PROGRAMME

Preventive maintenance is part of the planned or scheduled maintenance programme of the University. The purpose of the scheduled maintenance programme is to allow the University to anticipate maintenance requirements and make sure the University can address them in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the University premises.

1.5.1 A property maintenance schedule.
1.5.2 An estimate of the work required to bring the property to the preferred standard.
1.5.3 An estimate of the work required to keep the property at the required standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on demand work.
1.5.4 An estimate of the on-going cost of operating the property at the preferred standard.
1.5.5 A cost estimate to provide the specified capital improvements.
1.5.6 A revised work plan and cost estimate of maintaining property at the improved standard.
2.0 SKILLS UPDATES AND TRAINING
In order to allow its staff members to perform to the best of their abilities, the Estate Department recognizes the importance of providing staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures.

The training subjects may include, but not limited to:
2.1 Safety procedures
2.2 Blood-borne pathogens
2.3 Lead based paint
2.4 Health and safety standards
2.5 Trade specific skills
2.6 Building code updates

The Head of Estate is responsible for developing a training programme for the departmental staff and working with Human Resource Manager to identify the most effective means of delivering the trainings.

3.0 MAINTENANCE OF PROPERTY
All maintenance work performed at the University premises can be categorized by the source of the work. Each piece of work originates from a particular source, an emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or user request.

4.0 RESPONDING TO EMERGENCIES
Emergencies are the highest priority source of work. The Estate Department will consider a work item to be an emergency if the following occur:

4.1. The situation constitutes a serious threat to the life, safety or health of students or staff or,
4.2. The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.

If a staff member in the Estate Department is unsure whether or not a situation is an emergency, he or she will consult with his or her supervisor. If a supervisor is not available, the employee will use his or her best judgment to make a decision.

For emergencies that occur after regular working hours, the Estate Department shall have a twenty four (24)-hour emergency response system in place. This response system includes the designation of a Maintenance officer on duty as well as a list of readily retrievable qualified pre-approved contractors, adequate stock levels of routinely used materials and a procedure of fast tracking urgent purchases of materials and equipment. The designated employee shall prepare a work order and report on any emergency within twenty four hours after abatement of the emergency.