



Human Resource Management and Organization of MMS



Department of Research, Planning
and Coordination

R&D Directorate

Maintenance Management System
(MMS) Project

What is Human Resource Management and Organization?

Involves recruitment, employing, planning, organizing, monitoring and providing direction for people in the competitive market and today's world.

- Most valuable asset of an organization
- Difficult to handle due to its nature
- Uncertainty of performance due to working environment and other conditions (personel characteristics, management, education&training history, Hawthorne effect etc.)
- No unique cure for problems encountered, contingency required in most cases



Classical Organization

Three major approaches by Frederick Taylor, Henri Fayol and Max Weber

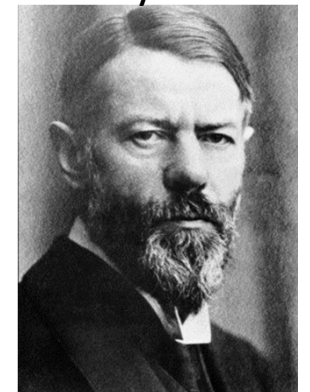
- ❑ Mostly focused on the factors other than human being
- ❑ Rationalism and mechanical processes are the main starting points.
- ❑ Considers organization as a closed system, ignores outside the boundaries of the organization



1856-1915
Taylor



1841-1925
Fayol

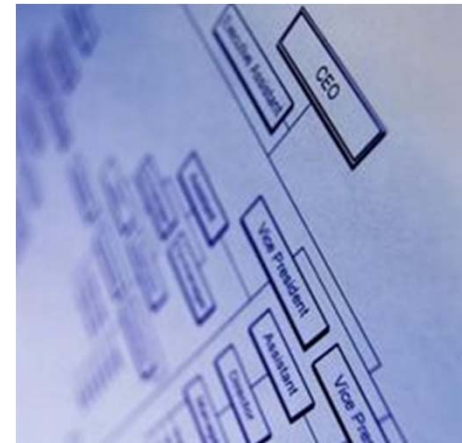


1864-1920
Weber

Neo-Classical Organization

Compensates the “human factor” gap not considered in the Classical Theory

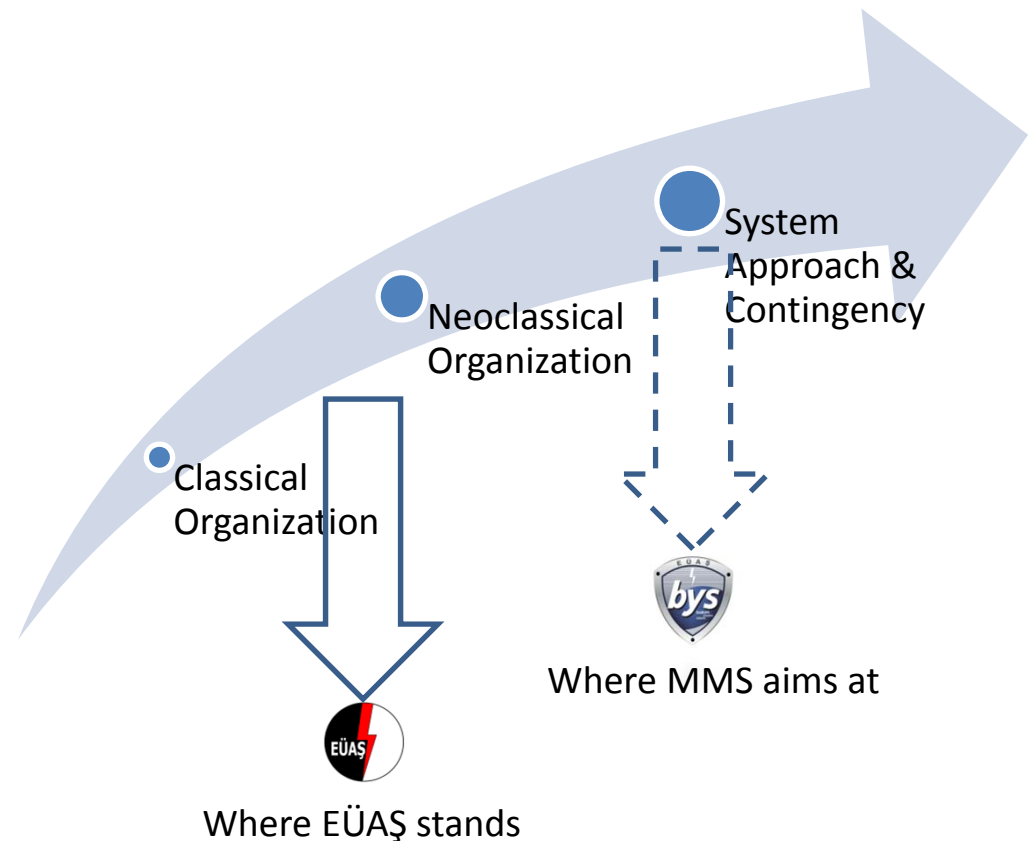
- Human Attitude
- Social network
- Groups and group behaviour
- Organic organization
- Perception and attitude
- Motivation
- Leadership
- Organizational developmenty and progress
- Hawthorne Studies



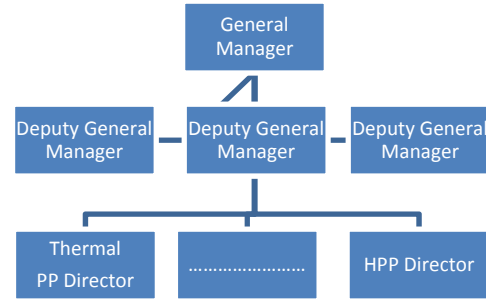
Some more theories...

System Approach accounts a component and its relationship with other components of a process. Considered to be effective in understanding, estimating and monitoring the phenomena studied.

Contingency Rather than a “Best Organization” template, all cases have to be considered independently and uniquely.

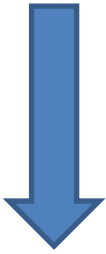


Current Organization: Headquartes and Power Plants



Power Plant Manager

- Chief Engineer
- Engineer
- Chief technician
- Foreman
- Craftsman
- Workers



Deep and complex structure



Phase I and partly Phase II Studies: Domestic and International Cases



- STEAG (Sugözü TPP)

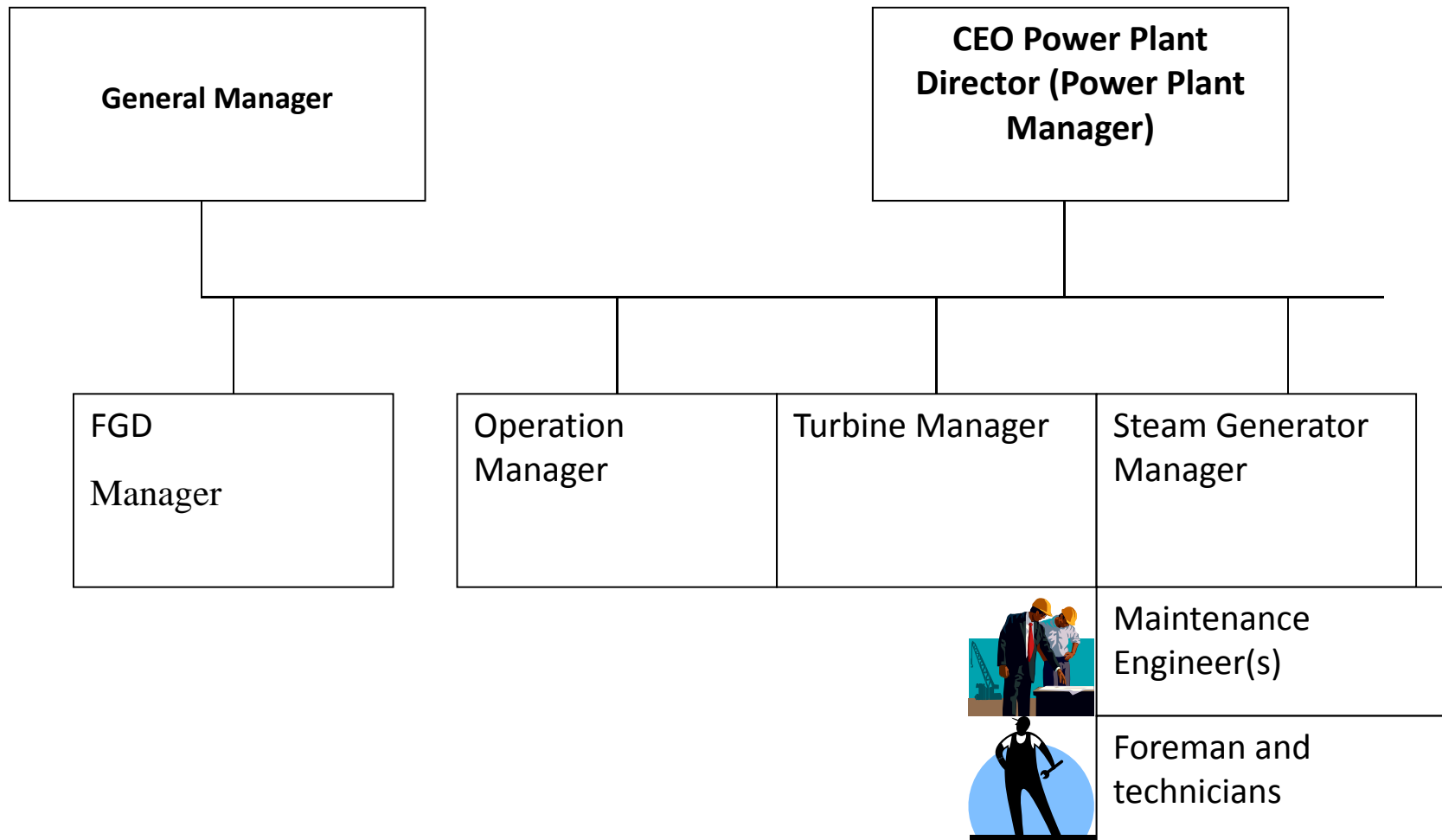
- UNION FENOSA (La Robla TPP)

- ONTORIO HYDRO

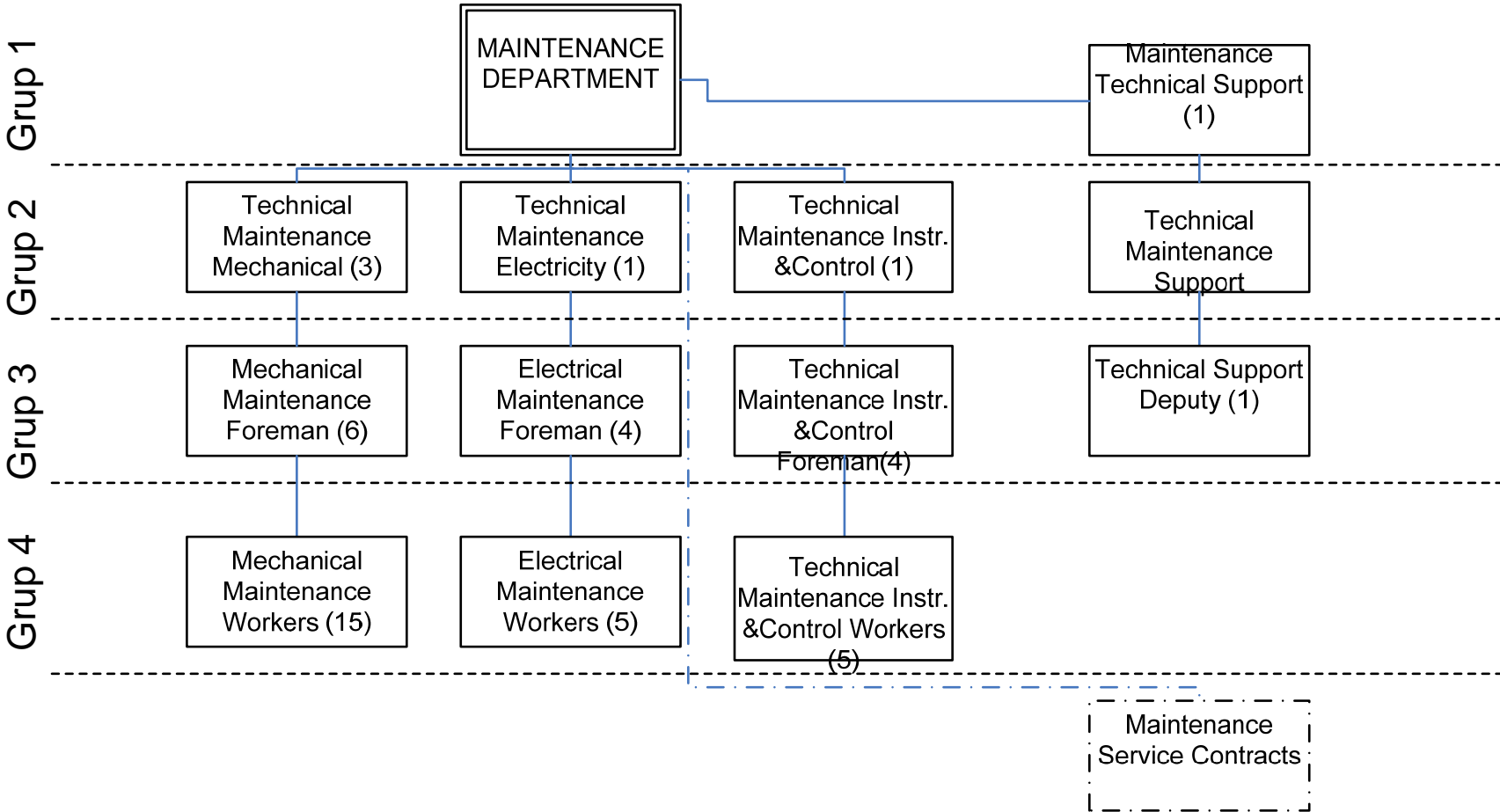
- **ABB**
- ALESTA TEKNOLOJİ
- ANEL ŞİRKETLER GRUBU
- ARTESİS
- BGS BİLİŞİM
- BİMSER
- BOĞAZIÇI YAZILIM
- BOT ŞİRKETLER GRUBU
- **INSPARK**
- **MAPCON**
- **MITSUBISHI**
- **TETRA ENGINEERING**
- TEPUM SİGMA
- TOPAZ
- ZORLU

Sugözü Thermal Power Plant (2x660 MW)

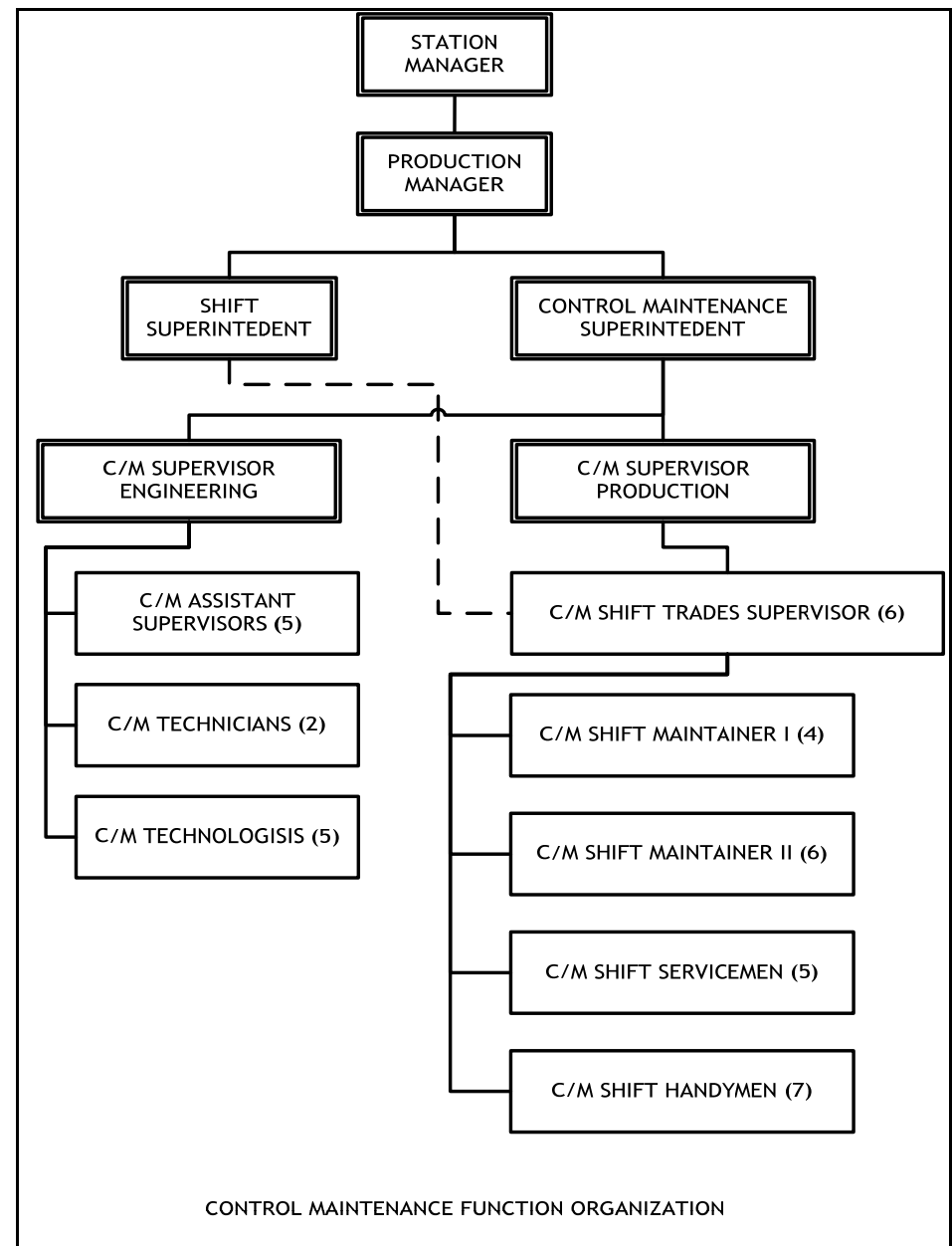
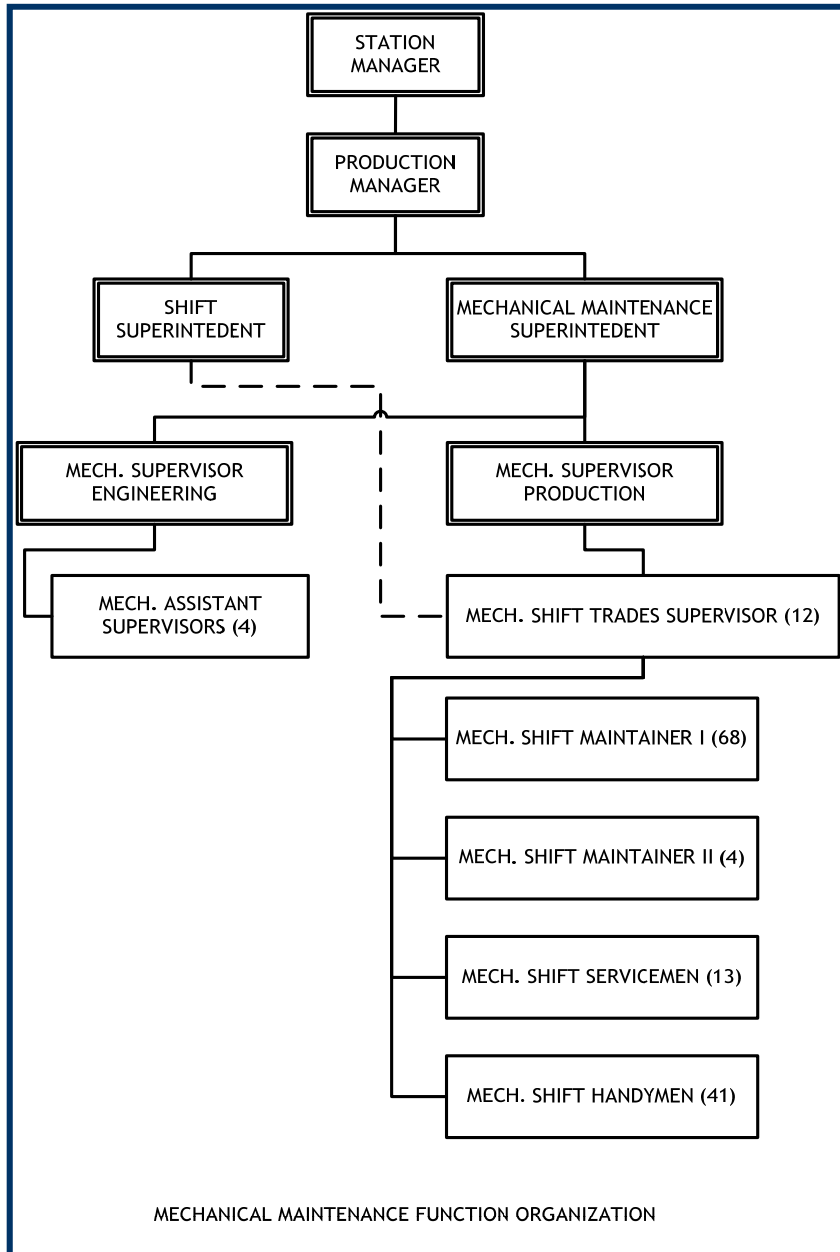
STEAG GMBH



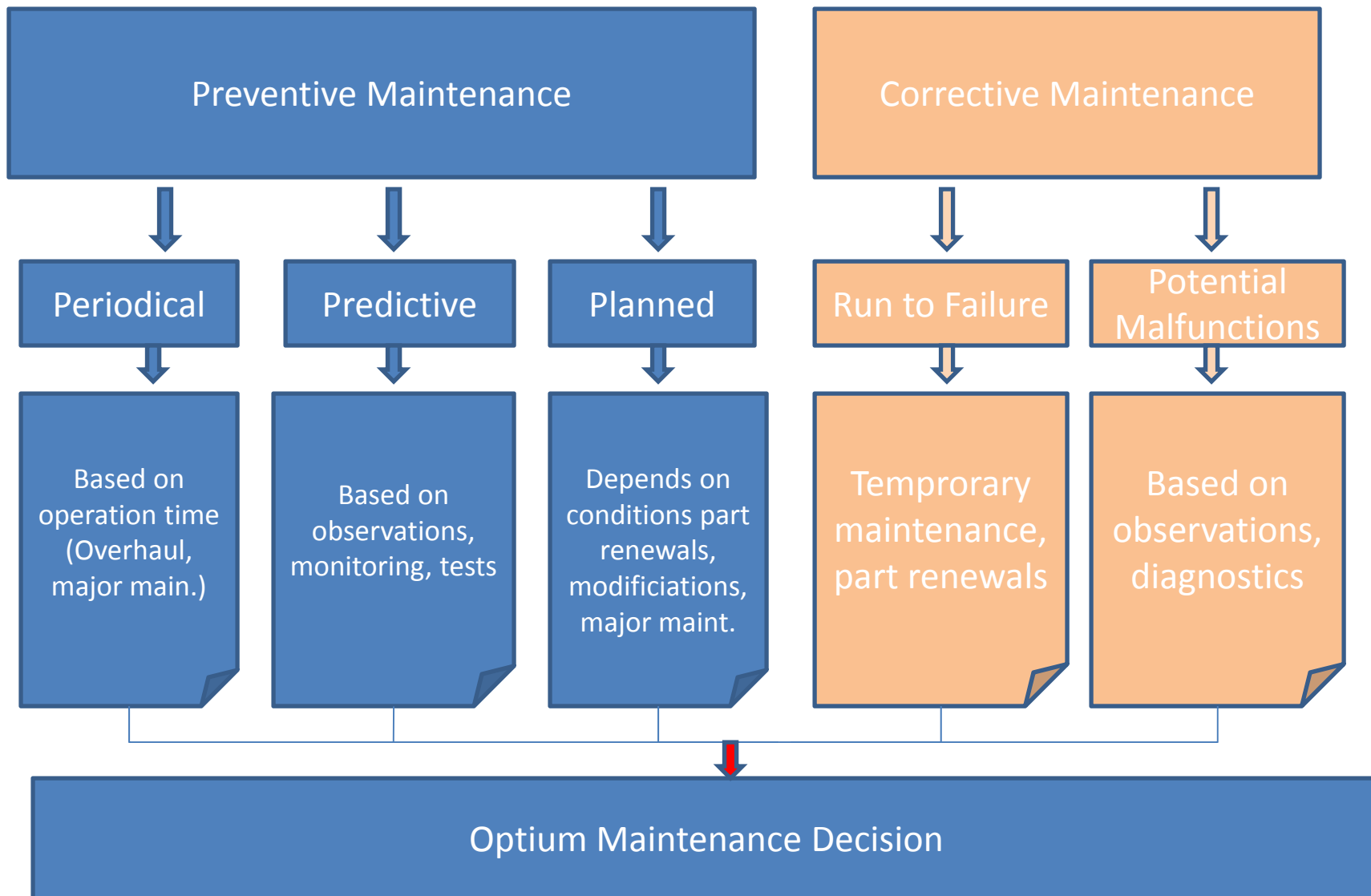
La Robla Thermal Power Plant (650 MW) UNION FENOSA



ONTORIO ONE (ONTORIO HYDRO 8X500 MW)



Innovations brought by MMS: A New Strategy



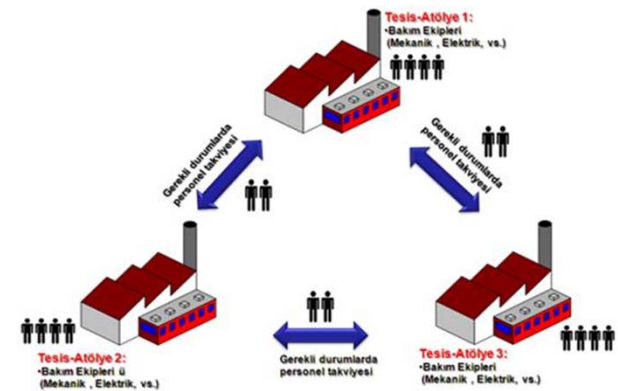
Organization

1. Full maintenance contract (locally)
2. Renewal of current organization structure (brings specializing both in the power plants and headquarters)

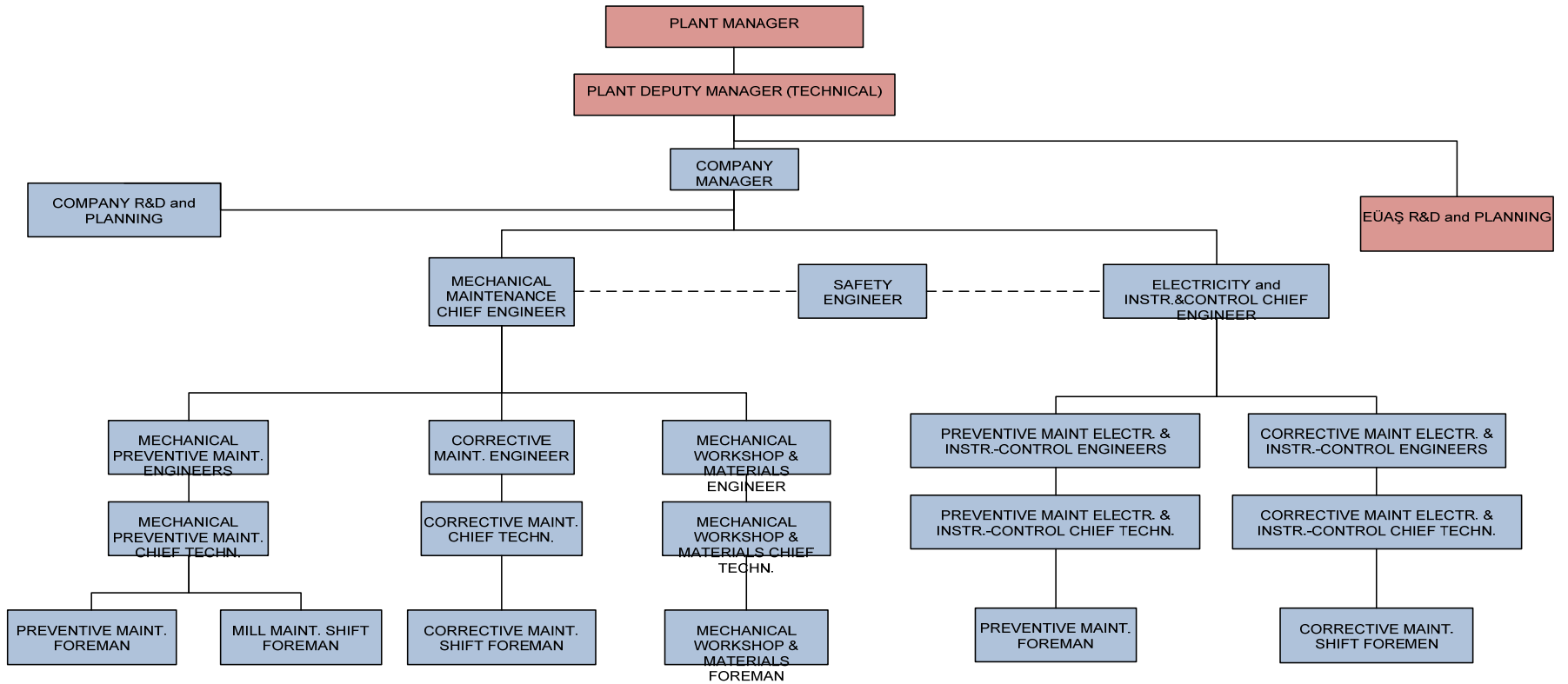


Full Maintenance Contract (locally)

- Outsourcing all maintenance activities including periodical, preventive, predictive maintenance as well as overhauling, repairs of Seyitömer, Tunçbilek ve Orhaneli thermal power plants
- Quite large tender; order of tens of million dollars

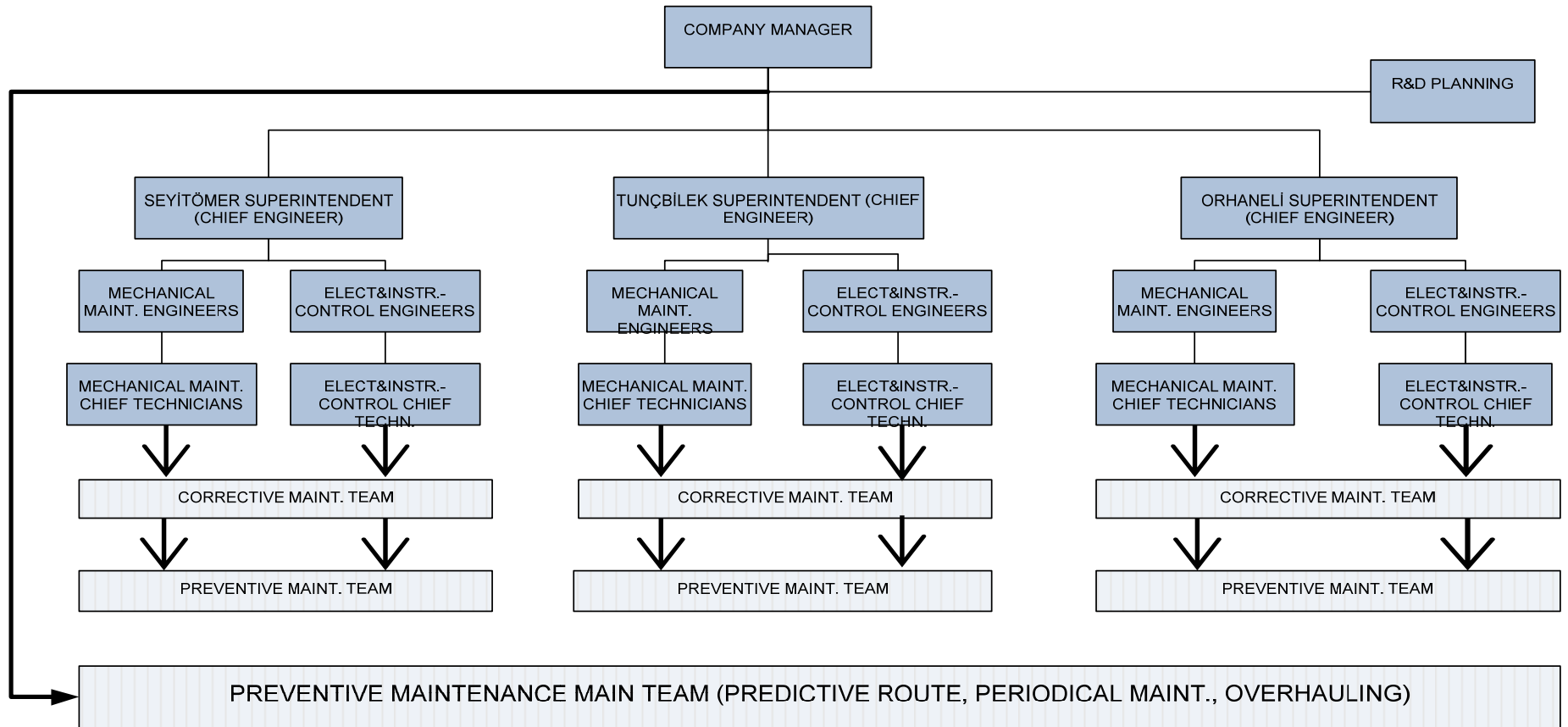


MMS GENERAL ORGANIZATION CHART



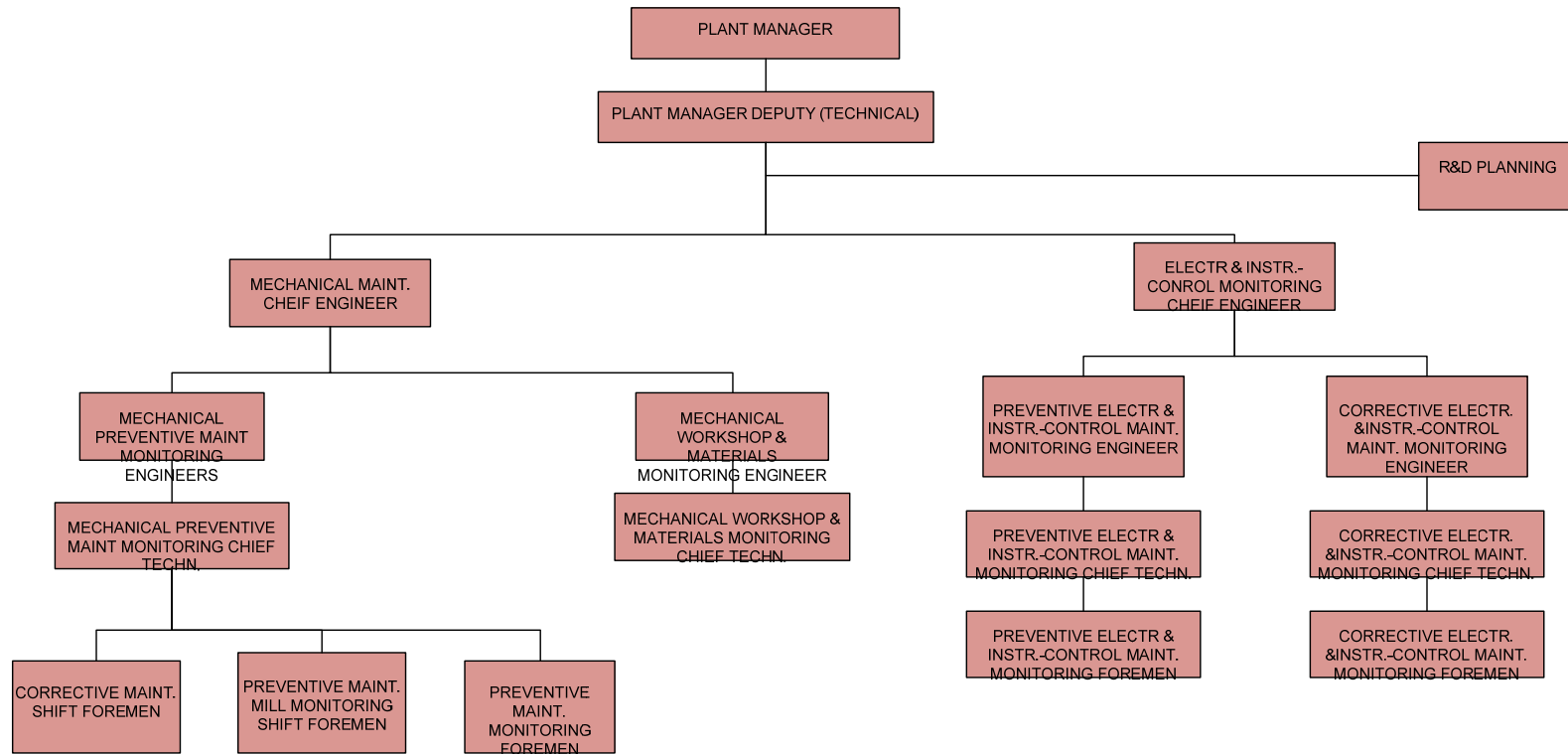
EÜAŞ Staff
 Company Staff

FULL SERVICE AGREEMENT(LOCALLY) COMPANY GENERAL ORGANIZATION CHART



- Company Management Staff
- Company Maintenance Staff

FULL SERVICE AGREEMENT (LOCALLY) EÜAŞ MONITORING ORGANIZATION CHART



EÜAŞ Staff

MORE ORGANIZATION STRUCTURES...

- Alternative organization plans include modernization of current structure in case Full Service Contract can not be achieved.
- Main structure will be based on MMS General Organization Chart mentioned before.
- Norms and standards for staff pattern has also been studied by Havelsan. Havelsan utilized from a previous study by EÜAŞ in the first half of 2000's.



CONCLUSION



- EÜAŞ stands between classical and neoclassical organization structure.
- MMS plans a transformation into a modern organization.
- New legislation compatible design is applied during Phase II studies.
- A specialized department on maintenance will be employed in the headquarters.
- Transformation into a new organization is a challenging process and requires a strong top management support even if it is going to be restricted with MMS only.