

# 7 Reasons Why Work Orders are Not Closed Properly

(How to get people to close out work orders the right way)

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Over the past 30 years I have seen very few companies who truly take action to ensure work order data is input every time and reported accurately. This paper is all about this issue.

*"Your system is designed to give you the results you get"*

— W. Deming PhD



If metrics and Key Performance Indicators are so important where are people pulling the data from without their work orders having the right data on them when they are closed into that dark hole called the CMMS or EAM.

Without good data you are lost, and you are making decisions based on passion and not facts. Think about this, "If were suddenly thrown out the back of an aircraft at 20,000Ft would you know where you are?" Unless you had a GPS you would be lost. Most companies have this same problem. They do not know where they are or how to get to the destination they wanted to arrive at.

If you had three days to get to Washington, DC but had no idea where you were or which direction to go, admit it you will never arrive on time or even at the right location. In maintenance we are the same way. Without good data we are lost.



Let's look at the reasons people do not input the data so reports can be generated to tell us where we are, are the making process, when we arrive at our destination.

## ***The Sevens Reasons Why Work Orders are Not Closed Accurately***

**Reason #1:** No one inputs the data into the CMMS/EAM for reports. I always ask the question who is in charge. I guess no one or everyone. Let's establish a process, follow the process, and measure the process.

**Solution:** Begin by identifying 2-3 metrics with a group of maintenance team members. Identify the inputs in the CMMS or EAM which will provide the data for the metrics you requested. Train all people who input the data and tell them why the data is so important. A Standard Operating Procedure would be a great way to begin.

**Reason #2:** No one cares about the data; all they want to do is report the data corporate wants such as PM Compliance, Schedule Compliance, Uptime, Downtime, etc.

**Solution:** Begin measuring the data you need to manage with such as PM Compliance, % of Planned Work, Schedule Compliance, Rework, Maintenance Cost.



Never make a negative remark about any data even if it is bad. "The data is the data". We want to focus our energy on how to improve the process, so the data shows an increase in performance. It is like on a football team, no one would care to play very well if they had no data or scoreboard. Give your people a scoreboard, let them spread rumors about them for a week and then tell them what the data says and ask for recommendations to improve the data. Never beat up anyone over bad data or you will get great data from now on, however nothing changes. The problems still exist.

**Reason #3:** No one knows how to trend data, so they are afraid to show data in an ineffective manner.

**Solution:** If you do not know how to trend specific data then ask an expert. Never allow this issue to hold you back. Do your research; send me an email, read a book, anything; but move forward with data collection and metric dissemination.

**Reason #4:** You cannot collect all the correct data required.

**Solution:** Make accurate data collection a requirement and hold people accountable. Develop a RACI Chart which determines roles and responsibilities of specific people. Trend the data on a line graph reported by day over a one-year period.

Maintenance Work Order Roles and Responsibilities "RACI"						
Tasks Decisions / Functions → ↓	Maintenance Supervisor	Maintenance Planner	Production Supervisor	Maintenance Manager	Production Manager	Technician
Create a Corrective Maintenance Work Order	R	C	R	I	A	R
Create an Emergency / Urgent Work Order	R		R	A		
Approve Work Order	R	R	C	A		
Parts charged to Asset via Work Order	R	A				R
Ensure WO Info Correct Before Closure	R	A				C
Close Out WO	C	R	C	A		C
Leading/Lagging KPIs Reported	I	R	I	A	I	I

Responsibility Accountable Consulted Informed	"the Doer" "the Buck stops here" "in the Loop" "kept in the picture"
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**Reason #5:** You know the data is bad so why show it to everyone.

**Solution:** I wish I had a dollar for every time someone made that statement, and I would be a rich man. People will do what you inspire them to do and want you to measure. If you have one bad apple, get rid of it. Do not allow one bad apple to spoil the crop.



**Reason #6: Getting accurate data is impossible.**

**Solution: You must identify key people who influence others. Get them on your side and make them a part of your KPI Development Team. When you report the data talk to people and explain what the data is doing and why. Most of the time you will get false until everyone gets engaged.**



**Reasons #7: Our data does not meet verify the current state of Maintenance and Reliability Processes.**

**Solution: All completed work orders must be reviewed by the Maintenance Supervisor and Closed out by the Maintenance Planner**

**Source of this solution: Alcoa Mt Holly (World Class Maintenance Model)**

**Founder of "Maintenance Planning and Scheduling" was  
John Day PE, Engineering/Maintenance Manager at  
Alumax Mt Holly  
(purchased by Alcoa Mt. Holly in 2014 and spread this process worldwide)**

	Mt. Holly	Typical
Planned/scheduled	91.5%	30-50%
Breakdowns	1.8%	15-50%
Overtime	0.9%	10-25%
Inventory level	½ normal	Normal
Call-ins	1/month	Routine
Off-shift work	5 people	Full crew
Backlog	5.5 weeks	Unknown
Budget performance	Varies, 1-3%	Highly variable
Capital replacement	Low	High
Stock outs	Minor	Routine

John Day created Maintenance Planning and Scheduling to: "Minimize Human Induced Failure", "Increase Hands on Tool Time (Wrench-Time)", and to "ensure the right work was performed at the right time to specifications"

***"World Class Wrench-Time is 55-65%, Typical Wrench-Time is 15-30%"***