

# **Maintenance Team and their Roles and Responsibilities with CMMS**

**By Ricky Smith CMRP**

**“A CMMS is an Organization’s Navigational Tool which ensures Equipment Reliability is meeting the requirements of Production/Operations”**

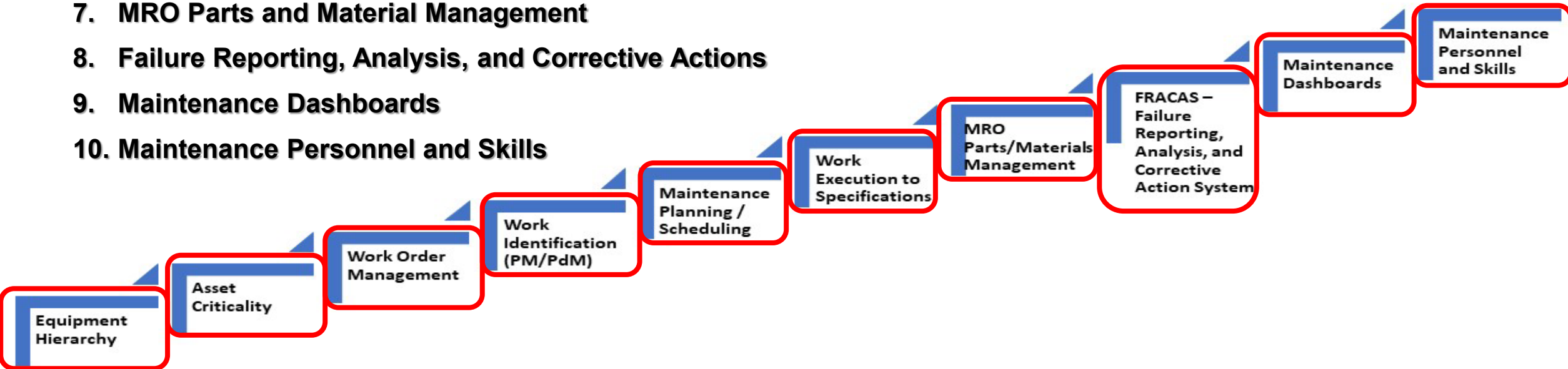


**“A CMMS/EAM is an Investment” ...  
...which provides visibility of assets so management can make  
the right decisions at the right time at the lowest cost.**

*“All the best companies in the world have a fully functional CMMS”*

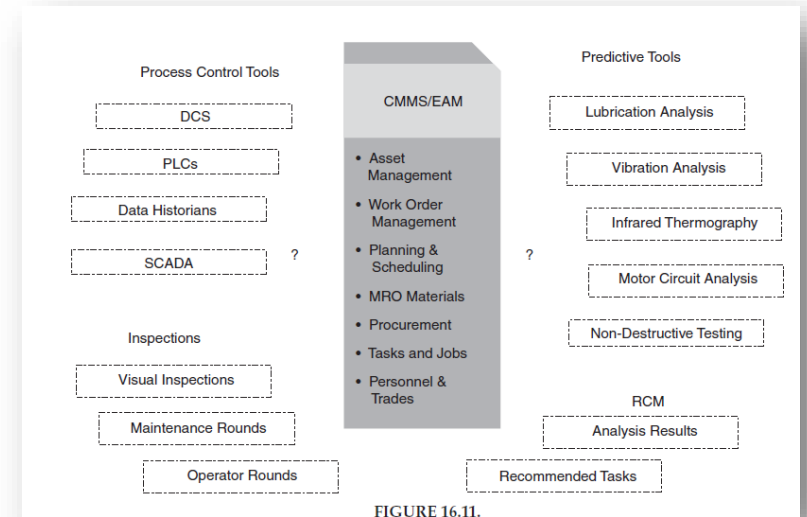
# CMMS Functions

1. Equipment Hierarchy
2. Asset Criticality
3. Work Order Management
4. Work Identification (PM / PdM)
5. Maintenance Planning and Scheduling
6. Work Execution to Specifications
7. MRO Parts and Material Management
8. Failure Reporting, Analysis, and Corrective Actions
9. Maintenance Dashboards
10. Maintenance Personnel and Skills



# Why Companies do not use their CMMS to it's Full Capabilities?

1. No one has ever seen a fully integrated Maintenance Software
2. No one understands the value or impact of the CMMS
3. CMMS is too difficult to use
4. Standing work orders are used in place of work orders charge to specific assets
5. Companies pick and choose what they want in a CMMS without a focus on Maintenance Best Practices

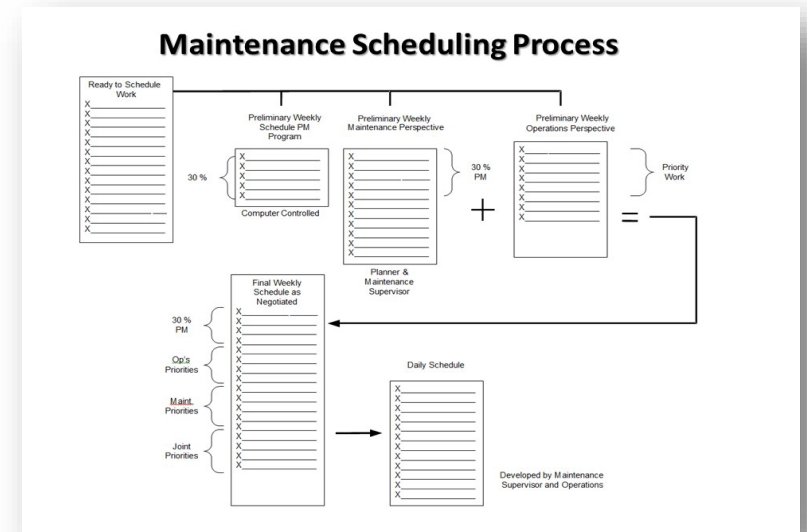


“World Class Maintenance enables World Class Production”

4. No alignment with Process Maps
5. Reactive Maintenance dominates (everyday is different)
6. Lack of Discipline

TABLE 7.2. Maintenance Costs in Typical and World-Class Companies

Metric	Typical	World Class
Maintenance cost/replacement asset value	3.5-9%	2.0-3.0%
Maintenance cost must include labor (including overtime), materials, contract maintenance, and capital replacements, and maintenance (replacing worn-out assets because they were never properly maintained)		
Maintenance materials cost/replacement asset value	1.0-3.5%	0.25-0.75%
Maintenance materials cost must include material in storeroom stock plus material in other locations (maintenance shop, plant floor, etc.)		



# Proactive Maintenance “Roles and Responsibilities”

Position → Tasks ↓	Maint. Supervisor	Maint. Manager	Maint. Planner	Stores Management	Production Supervisor	Maint. Tech	CMMS Adm.	Plant Mgr.
CMMS Management	R	A	R	R	I	C	R	I
Work ID (PM/PdM/OpCare)	A	C	R		R	R	C	
Planning	C	A	R	C			C	
Scheduling	C	R	R	R	C		C	C
Scheduling Meeting	R	C	R	C	R		C	
Work Execution	R	A		R		R	C	
Work Order Close Out	R	A	R	C	C	C	C	
Maintenance KPIs / Reporting	R	A	R	R	I	I	C	I

<b>R</b> esponsibility	<u>“the Doer”</u> (could be more than one)
<b>A</b> ccountable	<u>“the Buck stops here”</u> (One person only)
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# Managing a CMMS - Roles and Responsibilities

Maintenance Leaders at all levels must understand their roles and responsibilities to ensure success of any CMMS - this aligns everyone to enable the CMMS to be effective in Managing the “Maintenance Function”

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# Maintenance Manager - Strategic

The goal of a Maintenance Manager? To ensure that all maintenance personnel are aligned and executing the company's proactive work to standard so that the company meets its business goals 100% of the time.

"A great Maintenance Manager sees the relationship of poor performance and the lack of good maintenance routines."

"Poor performance always leads to the lack of maintenance routines or poor execution of existing routines."

- Rick Mullen, Global Reliability Leader, AB-InBev

Mr. Mullen's statements drive home the fact that a Maintenance Manager holds the key to a plant, site, or a mine's success. Their knowledge of their site's maintenance strategies and how they are executed, as well as how effective they are, is key to a successful Maintenance Manager. It is also the difference between high performing and poor performing operations.

The Maintenance Manager is accountable for Maintenance activities.

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# Maintenance Supervisor - Tactical

- Ensures everyone know what work they are to accomplish that day and his/her expectations
- Speaks coordinates with Production Supervisor to ensure no problems meeting the maintenance schedule for the day
- Visits job sites to ensure no problems exist that will cause problems with the execution of the maintenance schedule
- Coordinates any movement of technicians if a crisis arises such as a breakdown or equipment is not ready as scheduled

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# Maintenance Planner/Scheduler

1. Focuses on Future work only
2. Maintenance Planner plans all work orders which are proactive – reactive work is handled by Maintenance Supervisor
3. Maintenance Planner plans each work order by identifying parts/materials, estimate labor hours, shutdown requirements, safety and environmental requirements
4. Ensures the Maintenance Dashboard is updated



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# Maintenance Technician

1. A proactive maintenance technician is a highly trained professional who is an expert in his or her skills area, has knowledge of other skills areas, including safety and production, and has a desire to learn more.
2. This professional knows and can implement a failure-modes driven maintenance strategy for any piece of equipment.
3. A proactive maintenance technician uses knowledge and experience to ensure the maintenance process is optimized by making constructive recommendations to management concerning improvement areas.
4. To ensure success, a proactive maintenance technician is proactive in everything he or she does.
5. This person constantly reviews information to ensure procedures are accurate and issues are resolved quickly and does what is required to ensure the work is repeatable.
6. Is a professional that leads by example and takes responsibility for training new employees on how to be a proactive and effective maintenance technician.

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# Maintenance Storeroom Manager

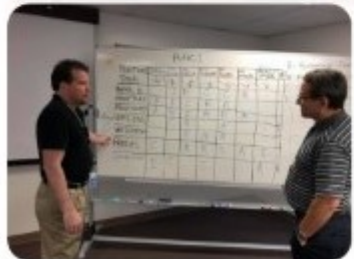
1. Maintenance storeroom manager / supervisor / attendant ensures the right part is in stock and ready for issue to Maintenance or Operations
2. Ensure parts are managed based on:
  - Min / Max
  - Reorder Point
  - Safety stock
  - Stored to specifications
  - Stockouts
3. Storeroom should be secured 24/7

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# Questions

Join us for Maintenance Best Practices April 27-29



## Maintenance Best Practices / SMRP Body of Knowledge Workshop (3 Days) Live and Virtual

April 27-29, 2021

### What “you” should expect to take away from this training:

- Better understanding of Maintenance and Reliability Best Practices and how to apply in any organization.
- Recognition of the gaps in your Maintenance Organization and how to close those gaps.
- A simple plan one can implement when they return.
- Feel pride in your Maintenance Work through the knowledge one has gained.
- Less stress through new knowledge and skills gained.
- Possibly feel confident to take the CMRP Exam.

... and so much more



For more information:

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