

Tool-Box Talk

Preventive Maintenance 104

Defining and Assigning Roles and Responsibilities is critical to success of any process along with how one's action add value to the process. Preventive Maintenance is no exception requiring everyone on a team works together toward a desire result.

Roles — Roles are the positions team members assume or the parts that they play in a specific process. (i.e.. Preventive Maintenance)

Responsibilities - Responsibilities are the specific tasks or duties that members are expected to complete as a function of their roles.

Why should you define Roles and Responsibilities?

- To ensure everyone is **aligned to ensure success** of Preventive Maintenance.
- To train and educate people in specific positions focused on their one goal, **“Optimal Asset Reliability at Optimal Cost”**
- **Provides clarity, alignment, and expectations** to those executing PM resulting in keeping a plant running to expectations
- Enables effective communications between **maintenance and production facilitating focus on PM Effectiveness**
- To ensure Operator and Care and Preventive Maintenance is **aligned toward a common goal**
- **To reduce Production Losses due to unexpected breakdowns**
- **Bottom line, the RACI Chart reduces uncertainty and minimizes stress and downtime**

Steps to Define Roles and Responsibilities

1. Identify stakeholders, ie. Technicians, Maintenance, Production Supervisors, etc.

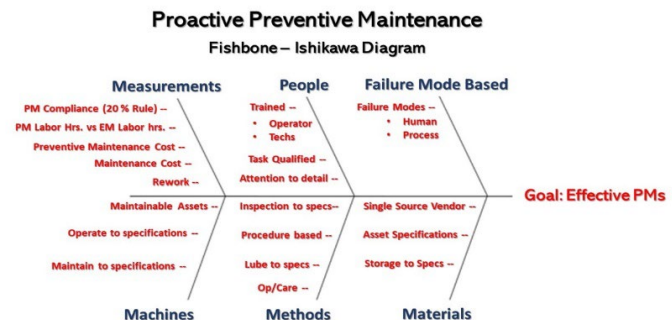
**Preventive Maintenance
“Roles and Responsibilities”**

Task ↓	Position →	Maint Mgr.	Rel Engr.	Maint Sup.	Maint Techs	Maint Planner	Prod Mgr.	Plant Mgr.
Create / Manage Asset Criticality		C	R	C	I	I	C	A
ID all Components		A	R	C	R	C	R	I
ID how each Component will Fail		A	R	C	R	R	C	
Write Repeatable PM Procedures		A	R	C	R	C	C	
Measure / Monitor PM Effectiveness		A	R	C	C	R	C	I
Modify PMs		A	R	R	R	C	C	I
Manage Maintenance Dashboard (Leading / Lagging KPIs)		A	R	R	I	C	I	I

Responsibility Legend:

- Accountable**: “The Doer” (could be more than one)
- Consulted**: “the Buck stops here” (One person only)
- Informed**: “two-way communication” (In the Loop)
- Responsible**: “one-way communication” (kept in the picture)

2. ID each Task in the PM Process and collaboratively agree on who is responsible, account, consulted and informed for each task.
3. Post the RACI Chart in place where stakeholders host meetings
4. If a problem arises with Preventive Maintenance an RCA should be performed with the right people to identify the cause or causes. (apply RACI)



“The Journey of a Thousand Miles Begins with the first step”