

Single Point Lesson – The Role of a Maintenance Planner

By Ricky Smith CMRP

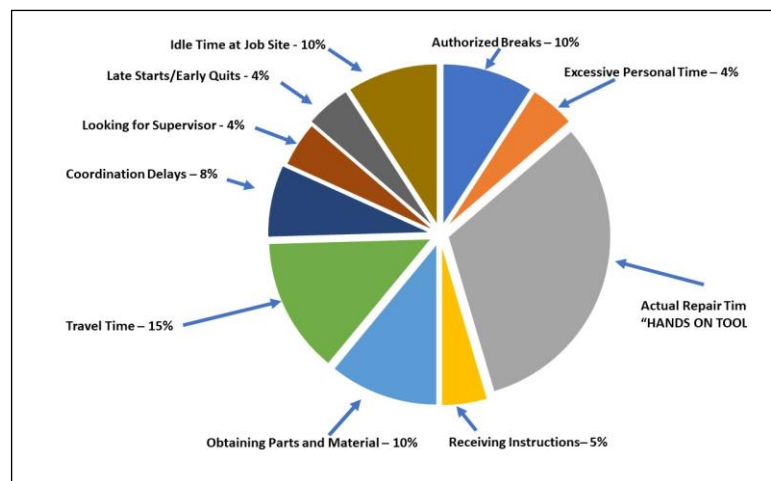
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Maintenance Planners are one of the most misused resources in the maintenance organization. We must always remember that the Maintenance Planner represents that single resource in the organization who is strictly dedicated on preparing for the future.

Without this focus, we fall victim to the typical maintenance wastes associated with a reactive organization. Reactive Maintenance Organizations have a “Low Wrench-Time” because of all the sources of Maintenance Waste.

Sources of Maintenance Wastes:

- Waiting for Instructions or Drawings
- Winging it Without Instructions or Drawings
- Waiting for Parts
- Looking for Supervisors for Instructions
- Making Multiple Trips to the Job Site
- Looking for the Right Tools
- Making the Wrong Tools Work
- Waiting for Approval/Permits
- Waiting for the Equipment to be released
- Shutdown, Cooled Down, Drained, etc.
- Waiting on a Crane Lift
- Having too many/ too few craft-workers per job
- Not placing the right craft / skill for the job
- Repeat Repairs and Rework



- World Class Wrench-Time = 55-65%
- Typical Wrench-Time = 15-25%
- Worst in Class Wrench-Time = 5-10%

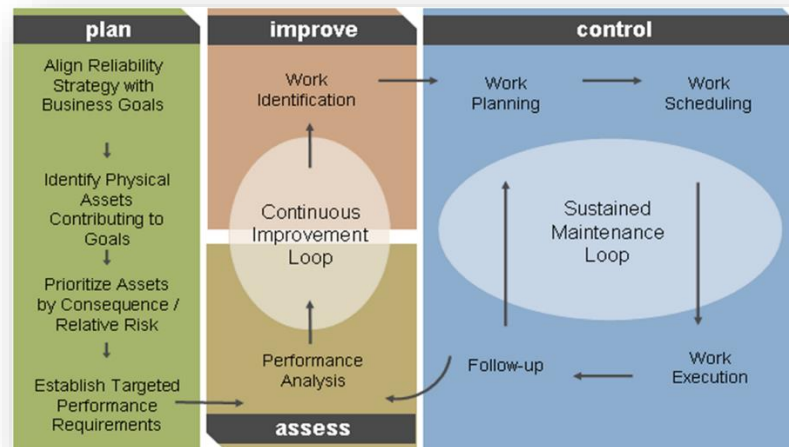
- **Wrench-Time** is a measure of crafts personnel at work, using tools, in front of jobs.
- **Wrench-Time** does not include obtaining parts, tools or instructions, or the travel associated with those tasks.
- **It does not include** traveling to or from jobs.
- **It does not include** time spent obtaining work assignments.

The only method to achieve optimal and stable wrench-time is through Maintenance Planning and Scheduling. Maintenance Planning and Scheduling are two different functions which are dependent on each other.

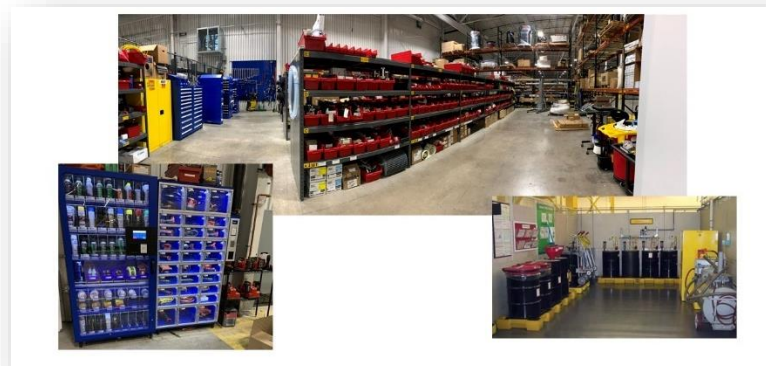
If an organization increases by wrench-time by 10% it could make a serious impact of equipment reliability.

Definitions (without definitions we are dependent on everyone's opinion)

- **Maintenance Planning** – the process of future maintenance work which the job has been scoped, parts and material identified, # and type of maintenance craft, downtime required (if required).
- **Maintenance Scheduling** – the process of scheduling maintenance resources with productions by day by hour



- **Weekly Maintenance Scheduling Meeting** – a weekly scheduled meeting with production, maintenance, engineering (if required) to ensure all stakeholders are in agreement with the preliminary schedule which was created with Production and Maintenance Leadership based on the needs of the site.
- **Parts Kitting** – the process to identify and stage parts required for upcoming Maintenance Scheduled Work



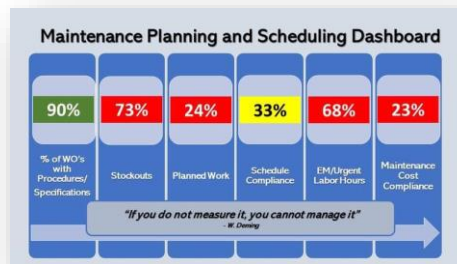
- **Maintenance Rework** – Rework is Corrective Work completed on previously maintained equipment that has prematurely failed due to maintenance operations, or material problems.

Maintenance Planning and Scheduling Roles and Responsibilities is critical to success to ensure all stakeholders understand their role and responsibilities in this process. See example below of a Maintenance Planning and Scheduling RACI.

Task/Functions	Maintenance Planner	Maintenance Supervisor	Maintenance Technician	Stores Attendant	Production Manager	Maint. Manager
Work Identification (From PM/PdM and Work Request)		A	R	C	C	
Plan Work	R	C	C	I		A
Schedule Work	R	R	I	I	R	A
Execute Work		A	R		I	I
Work Order Close Out		A	R	C		I
Failure Reporting, Analysis, Corrective Action System	C	C	R	C	C	A

Responsibility Accountable Consulted Informed	"the Doer" "the Buck stops here" "in the Loop" "kept in the picture"
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Measuring how effective and efficient Maintenance Planning and Scheduling in any organization is critical to success of Maintenance and Production. Lord Kelvin, 1824-1917, stated, "If you cannot measure it, you cannot manage it" and Planning and Scheduling thus must be measured or it will not be managed.



MAINTENANCE PLANNING AND SCHEDULING

THREE DAY WORKSHOP WITH RICKY SMITH, CMRP, CMRT, CRL

DATE: JANUARY 19-21, 9:00AM - 4:00PM EST
 VIRTUAL: EACH PERSON WILL JOIN A ZOOM LINK TO JOIN EACH DAY

"Zoom" is an Internet Software Tool which provides the training to you with live interaction

Workshop Key Points

- Learn how to execute Proactive Maintenance Planning and Scheduling
- Create a Planning and Scheduling scorecard used to manage the process effectively and efficiently
- Identify how "Wrench-Time" impacts success of any Maintenance Organization
- Create Process Maps for Maintenance Planning and Scheduling which guide the functions of these 2 processes which are dependent on each other
- Define how to define Roles and Responsibilities for Planning and Scheduling when you return to work
- Understand the process of Maintenance Parts Kitting and why it is critical to success
- Learn how to convince the plant leadership why Maintenance Planning and Scheduling is critical to success of your organization
- Roles and Responsibilities will be defined in order for everyone understanding how they impact success of Planning and Scheduling
- Guiding Principles for Planning and Scheduling will be created to ensure alignment of everyone ... and so much more



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