

Tool-Box Talk

Top 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 accurately thus have ensuring accurate KPIs. This paper is all about this issue.

“Your System is Perfectly Designed to Give you the Results you Get”

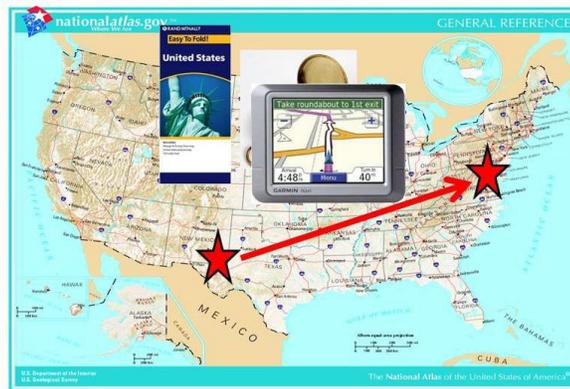
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Objective of Work Order Close Out:

Closing out work orders accurately is critical for leadership to make the *“right decisions at the right time with accurate data”* and it can only occur if work orders are *“Closed with the Right Information/Data”*.

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 probably are making decisions based on passion and not facts. If you were to parachute 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.



Example: If you had three days to travel 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 accurate data we are lost and making decisions based on lack of accurate data.**

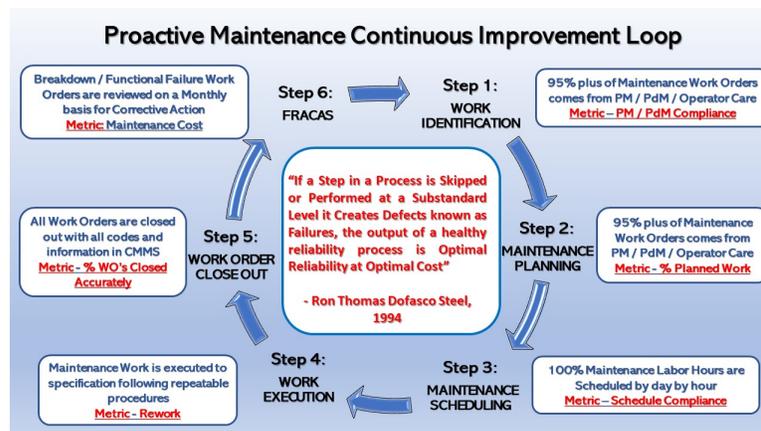
Let's look at the reasons people do not input the data so reports can be generated to tell us where we are, are the making process, when we arrive at our destination,

Reason #1: No one inputs the data Accurately / Consistently into the CMMS/EAM. Admit it, no one can make the right decisions without accurate data. I always ask the question who is in charge? "I guess no one or everyone so follow the process, and measure the process"

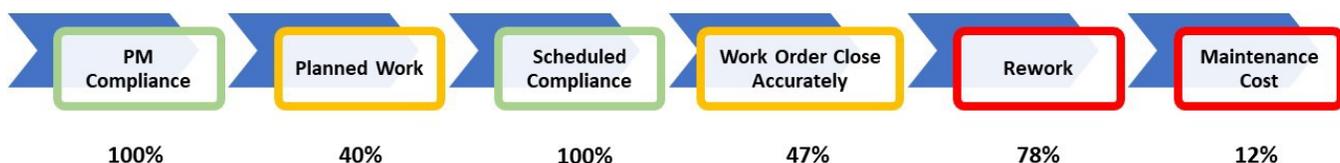
Solution: Begin by identifying 2-3 metrics with a group of maintenance team members. Identify the inputs in the CMMS or EAM which will provide the data for the metrics you requested. Train all people who input the data and tell them why the data is so important. A Standard Operating Procedure would be 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 **Mean Time Between Failure, Mean Time Between Repair, % of Planned Work, % of Rework, etc.** and post them all to see. *Never make a negative remark about any data even if it is bad. "The data is the data".*

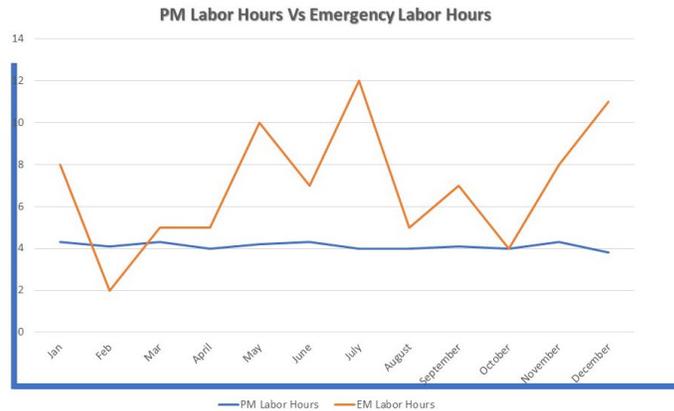


We want to focus our energy on how to improve the process, so the data shows increase in performance. It is like on a football team, no one would care to play very well if they had no data or scoreboard. Give your people a scoreboard, let them spread rumors about them for a week and then tell them what 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 book, anything but move forward and collect accurate data and disseminate the data with good metrics. We are data rich but analysis poor, time to change that philosophy.



Reason #4: It is difficult to collect the 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.

Work Order Close Out Roles and Responsibilities

Tasks Decisions / Functions → ↓	Maintenance Manager	Maintenance Supervisor	Maintenance Technician	Maintenance Planner	Reliability Engineer
Work Complete		A	R		C
Work Order Completed by Technician		A	R		C
Review of WO Data for Accuracy	A	C	C	R	C
Work Order Closed Out		A	C	R	C
Review of WO Close Out to Mitigate Failures	A	C	C	C	R

R esponsibility A ccountable C onsulted I nformed	"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.

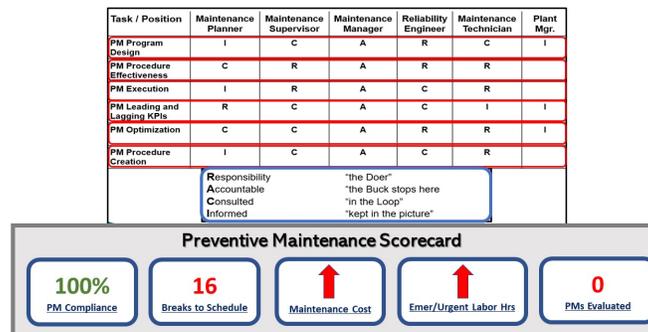
Solution: I wish I had a dollar for every time someone made that statement and I would be a rich man. People will do what you inspire them to do and want you measure. If you do not like the data change your actions or process.

“In the Absence of Accurate Data, you have someone’s Opinion”

Reason #6: Getting accurate data is impossible.

Solution: You should identify key people who influence others. Get them on your side and make them a part of your KPI Development Team using RACI as stated earlier. 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 / no valid information until everyone gets engaged.

Preventive Maintenance RACI Chart / Scorecard



PM RACI / KPI Example Chart

Reason #7: Our Maintenance Planner do not have time to ensure “Work Orders are Closed Accurately” because they busy with other personnel’s jobs.

- Assisting Techs with locating Parts (Maintenance Supervisor’s Job)
- Attending Non-Value-Added Meetings (Maintenance Scheduling and Safety meetings should be the only meetings they attend)
- Planners are turning wrenches (Planners must only focus Planning and Scheduling)
- Assisting Techs locate information (Maintenance Supervisor’s Job)
- **Solution: Schedule one Maintenance Technician for 2-4 hours every week (change technician every 4 weeks) to assist the Maintenance Planner in the following:**
- Writing or modifying Maintenance Procedures based on upcoming scheduled work
- Scoping jobs
- Staging and Securing Parts for next week’s work
- Assist in Planning Work Orders
- Review Data from closed work orders to determine the following:
- Report trends in EM / Urgent Labor Hours and identifying the Cause/Causes by Reason Codes
- Identifying Causes of Rework using RCA if required

