Tool Box Talk – Why WO Closeout is Critical

Accurate Work Order Close Out is critical for the continuous improvement of Maintainability and Reliability of any organization.

The objective of accurate data collection is to assist management in making the right decisions at the right time.

General Rules:

Work Orders Closed Out correctly should have at the minimum the correct information for PM, CM, and/Emergency maintenance work.

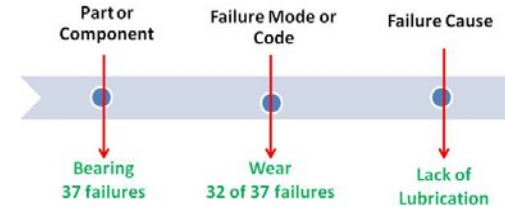> "WITHOUT ACCURATE MAINTENANCE DATA ONE CANNOT MAKE THE RIGHT DECISION AT THE RIGHT TIME"
>
> - John Day Engr/Maint Mgr.
> Alcoa Mt Holly 1997

Minimum Information Required:

- Correct Asset Number at the right level
- Total Hours required to perform work (start to finish)
- Total Labor Hours required to execute work
- Start time and completion time to execute work to include lockout/tagout
- Comments from the maintenance person as to what work was performed
- Any recommendation to changes to maintenance strategy or procedure (Red Line items needed to be changed)
- Part and Material used whether from the storeroom or not.
- Maintenance person's signature.
- Without the above information one cannot determine.
  - Actual maintenance cost for specific assets
  - Mean Time Between Failure
  - Mean Time To Repair
  - Mean Time To Restore
  - Mean Time Between Repairs
  - Rework

Repair or Corrective Work orders should apply everything as stated previously plus, component code, failure code, and cause code.

- Without the above information one cannot determine;
  - **Dominant Failure Thread** – which component has the most specific Failure modes with a specific cause across multiple assets

Part or Component	Failure Mode or Code	Failure Cause
Bearing 37 failures	Wear 32 of 37 failures	Lack of Lubrication

  - **Dominant Failure Pattern** – which failure pattern is the most dominant and what are the major causes of failures for this pattern. This allows one to develop strategies to eliminate unacceptable failures which impact the organization.

Roles and Responsibilities should be defined for WO Closeout – see RACI Chart below

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

Responsibility — "the Doer"
Accountable — "the Buck stops here"
Consulted — "in the Loop"
Informed — "kept in the picture"

Next Steps:
1. Educate your Staff on the importance of accurate work order close.
2. Create a Maintenance Dashboard to measure effectiveness of your Maintenance Process.

Target – 100%	Target – 90%	Target – 0	Target - EM Lb. hrs. Down
100%	40%	14	
PM Compliance	Schedule Compliance 10% Rule Applied	Stockouts	EM Labor hrs.

Maintenance Dashboard
"You cannot manage what you do not measure"
"... and You cannot Measure a Process if it is not in Control"