

Work Execution Management – Planners Do's and Don'ts

“TOOL BOX TRAINING”



The Roll of the Maintenance Planner

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.

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 Prepared; i.e. 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

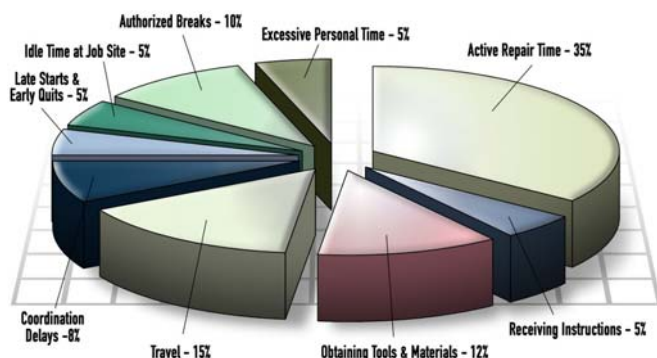


Figure 1: Wrench Time Losses

Work Execution Management Core Beliefs

1. Planners Remain Focused on FUTURE WORK
2. Planners Do Not Chase Parts for Jobs in Progress
3. Supervisors and Crew Leads Handle the Current Day's Work and Problems - Coordination
4. Faced With the Choice, a Line Supervisor must Concentrate on Today's Problems Rather Than Work on Future (Even Tomorrow's) Activities
5. Several Jobs Can Be Planned More Efficiently (In Terms Of Time) Than One Job at a Time
6. There is No Such Thing as a Perfectly Planned Job

Planners Must Add Value

- Planners Battle and Eliminate Losses and Delays from Maintenance and its Related Activities
- The Planners Efforts are Measured by:
 - Feedback on work orders which are completed by maintenance craft personnel.
 - High Wrench Time
 - Ready to Schedule Backlog is typically 2-4 weeks (measured in labor hours)

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Planners Efforts Contribute to Wrench Time Improvements

- 30 - 35% wrench time is typical of good “traditional” maintenance organizations
 - In a 10 hour shift, this is 3 ½ hours
 - 6 ½ hours spent on indirect activities
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- 50 – 55% is best practice
- Planners Move the Team from 30% to 50% Through Their Efforts
- 5 man crew at 30% wrench time
 - Yields 12 m-hrs work in an 8 hr day
- 4 man crew (with planner) at 50% wrench time
 - Yields 16 m-hrs work in that same day



Planners Do Not:

- Plan Emergency Work
- Expedite Parts
- Schedule Work
- Schedule Routine Activities
- Act as a Relief Supervisor
- Maintain a Storeroom

- Act as a Clerk
- Perform the Buyer Function
- Pick up the Tools and Fill in for Emergencies
- Engineer (Design) Jobs
 - Not the Plant Engineer
 - Or plant Engineer's Assistant

Conclusion:

The planning function is often filled by overworked and underappreciated personnel who operate without clear job expectations or performance measures. Both the planner and the organization they service quickly become disillusioned and fall back to a reactive mode.

Through establishing clear expectations (both do's and don'ts) we can keep our planners focused on the future and providing value in the form of wrench time returns.