

The TOP 10 Programmatic Failure Modes of your...

Work Management Program

Elements	Failure Symptom	Problem	Countermeasure
Organizational Structure	Total Backlog is unmanaged, and the Ready Backlog essentially does not exist	Not enough Maintenance Planners to keep up with the planning & scheduling tasks	Build an org. structure based on number of crafts and system maturity
Detailed Work Procedures	Job execution is inefficient, non-standardized, and often produces too many errors and near misses or first aid calls	Job packets do not contain detailed work procedures that ensure accurate and efficient work execution	Institute a work planning standard that varies with job scope and complexity
Work Order Closing Codes	Nearly impossible to perform a Work Order history analysis to determine trends and patterns in equipment failures	No use of Work Order closing codes; codes do not match-up with failure modes making analysis nearly impossible	Institute the use of Work order closing codes that captures part + problem + reason
Corrective Work Job Packages	Even when Planner details work procedures, crafts personnel don't use them	Crafts personnel are not being collaboratively engaged to develop meaningful work procedures	Utilize a planning process that leverages the knowledge and experience of crafts personnel
Work Identification	Always having to break the schedule to keep something critical from failing	Priority 4 and Priority 5 work is not being leveraged to prevent emergencies	Ensure 40% of the weekly schedule is Priority 4 & 5 work
Roles & Responsibilities of Planners	Planners constantly commenting they do not have adequate time to build detailed job plans	Planners are used as fill-in supervisors, project managers or parts chasers	Insulate Planners from day-to-day work; focus on building out the Ready Backlog
Metrics and KPI	Constantly changing initiatives and objectives after the last round of changes didn't work	Over reliance on RESULTS metrics and not enough focus on BEHAVIORAL metrics	Ensure +70% of metrics used to make decisions are <i>behavioral</i> metrics
Emergency Work Definition	Constant arguments over whether new problems are fixed today or have to wait	No clear definition of what constitutes Emergency & Urgent work; no discipline to follow the definition	Institute a formal, written, and posted definition of Emergency & Urgent work
Scheduling Algorithms	Frustration and confusion over how to populate a weekly maintenance schedule	Inconsistent scheduling methods, seems to change every week; "whoever yells the loudest" style scheduling	Formalize the use of BOTH equipment criticality AND defect severity to prioritize work
Natural Work Teams	Tend to use a 'production at all costs' mentality	Myopic view of organizational needs when it comes to determining the work schedule	Create advocate for BOTH Asset Health AND the Work Management process in scheduling decisions

