PLANNING & SCHEDULING

- Most companies “schedule”
- Some companies “plan”
- Best companies “P&S” at 80 % plus
- Most companies “P&S” at 20 to 40 %
- Most companies schedule at 40 - 60 %
- Planned work is 4 to 12 times more efficient than reactive work
PLANNING & SCHEDULING

• Designated Planner/Scheduler (accountability)
  – Dedicated top supervisor or craftsperson
  – Part-time supervisor or craftsperson
  – Leadman
• Complete Job Package
  – Scope -Instructions -Safety
  – Drawings -Material List -SOP’s
• Operating/Maintenance Communication

PLANNING & SCHEDULING

METRICS

• 80 % Work Planned
• 95% Work completed as planned
• 90 - 95% Work completed as scheduled
• 1 planner per 10 - 20 craftspersons
PLANNING & SCHEDULING

• Computerized Maintenance Management Systems (CMMS)
  – Stand Alone
  – Part of “Shop Floor” system
  – Part of “Enterprise Integration System”

  – Needs to be utilized !!

WORK EXECUTION & FOLLOW-UP

• WORK EXECUTION - The process of safely and efficiently carrying out the identified maintenance tasks

• FOLLOW-UP - Routinely reviewing the planning, scheduling, and execution of completed tasks in order to identify more efficient techniques for the future
WORK EXECUTION & FOLLOW-UP

- Safety is given highest consideration
- Job plan reviewed beforehand
- Right people with right tools and right equipment at right place at right time
- Team approach with excellent communications
- Team reviews and critiques tasks after completion

WORK EXECUTION & FOLLOW-UP

METRICS

- Safety Record
- 50 - 65 % “Wrench Time”
- 90 % Tasks completed as scheduled
- # Suggestions to improve tasks
MATERIALS MANAGEMENT

The process by which maintenance materials (spare parts, operating supplies, etc.) are managed to insure maximum reliability at the lowest possible life cycle cost with an acceptable level of risk.

MATERIALS MANAGEMENT

• Very “user friendly” materials information system
• Materials evaluated on cost/risk basis
• Right material in right place at right time
MATERIALS MANAGEMENT

STRATEGIES
• Integrated Suppliers
• Channel Suppliers
• Direct Purchase
• Supplier Consignment
• Supplier Warehouses
• Supplier Delivery
• Pay on Receipt
• Open Cribs
• Charge Cards

Survey Results

• Maintenance and Repair
  – Only 39% of plants have all maintenance jobs covered by Work Orders (WO)
  – Only 44% of respondents have a dedicated maintenance planner
  – On average, 5 hours/day are spent by craftsmen performing hands-on work activities
  – Overtime averages 15% of total time.
  – Although 90% of plants have a CMMS, only 23% of plants are planning and scheduling all their work activities through the system
Survey Results

• Materials Management
  – Significant amount of stock out of items
  – Maintenance is only responsible for their inventory in 75% of plants
  – 55% of plants agree there is cooperation between maintenance and purchasing functions