Maintenance and Organizational Goals/Success

AAPA Panel Discussion

How can we improve facilities maintenance performance?

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The Problem:
At the end of the line you get what you get...
Then you’re expected to maintain assets with high reliability with inadequate resources.

Maintenance personnel often not asked for input on assets designed into facilities.

If they are reactive in maintenance management, do they have the time to give feedback?

When they do give input is the input used?

If input doesn't get used will they keep giving it?

Redundancy
Material selection
OEM equip quality
Elect panel schedules
Equipment labeling
Pipe insulation
Training
Special tools

Source: Blanchard, B.S., Design and Manage to Life Cycle Cost, Forest Grove, OR, MA Press, 1978
Asset Management is a lust to dust endeavor. Decisions made during planning, design, construction and commissioning have a profound effect on deferred maintenance, FCI & total life-cycle costs.

What is the problem we are trying to solve?

Similar to LEED investments, right?

Source: “How to Lead Design for Reliability (DfR) with Stage Gate Triggers” Williams, G; Getsug, M; presented at Reliability 2.0 Conference, Las Vegas, NV; April 27, 2017
ISO 55000 (series)
The Standard for Asset Management

Organizational Objectives

Asset Management Objectives

Asset Management Strategy

Asset Management Policy

Asset Management Plans

Planning | Design | Construction/Installation | Commissioning | Operation & Maintenance | Restoration, Renewal & Modifications | Disposal

Applies over the entire asset life-cycle.

Aligning organizational objectives with asset management objectives is critical!!!
Asset Management System

Strategic Plans, Roles & Responsibilities, Policies, Core Management Process...

Executive Support, Customer Alignment, Leadership, Craftsmanship, Accountability...

Budget, Personnel, Software, Equipment, Tools, Parts...

"Without data you're just another person with an opinion."
- W. Edwards Deming, Data Scientist

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If you have adequate resources are they deployed effectively and efficiently?
# Guidance & Execution

## Process Task

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## Phase Status

- **New**
- **Callback**

### 1.0 Create Work Order

1.1 On-Line or by Email

- Need for work

1.2 Call in

- 1.12 Customer Callback?
  - Yes
  - 1.13 Change Work Order status to "reopen" and change phase status to "Callback"
  - 5.12 Contact Supervisor

- No

1.3 Work Request Complete?

- Yes

1.4 Work Request Complete?

- No

1.9 Inform Contact

### 1.5 E&G or Auxiliary?

- Yes

1.6 Confirm approval for expense

- AUX

1.8 Create Work Order

- E&G

- End

- No

1.10 Information Provided?

- Yes

1.7 Work Request Approved?

- Yes

1.11 Cancel Work Order with Notes

- No

CMMS sets work order status to open and phase status to new.

1.12 Contact Supervisor

2.0 Prioritize Work Order

Send email to contact

Supports AM Strategy by documenting processes, accountabilities, measures, etc.

Execution through disciplined leadership leads to effective and efficient maintenance.
• **Recommendations:**

1. **ISO 55000 (series).**
   - Align Org objectives with AM objectives.
   - Increase awareness of risk, cost and value over asset life-cycles.
   - Make decisions with life-cycle impact in mind; planning, design, construction, commissioning...

2. **Control & stability of maintenance management.**
   - Max value from available resources.
   - Planning & scheduling discipline
   - Generate data. (Best chance for more resources.)

3. **Know your current status.**
   - Assess against best-practice. (Experts)
   - Create an action plan, execute.

4. **Learn more:**
   - SMRP [www.smrp.org](http://www.smrp.org)
   - ReliabilityWeb [www.reliabilityweb.com](http://www.reliabilityweb.com)

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University of Central Florida receiving the 2015 International Maintenance Conference Award for Best Work Execution Management Process.

Cross-Pollination!