

Five Myths About The Maintenance Profession

and

How to Bust Them

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We'll Cover:

- ❖ Biggest Myths Surrounding the Maintenance Function
- ❖ Converting Stereotypes into Opportunities
- ❖ Value of the MRO Team to Senior Management
- ❖ Challenging/Changing the Meaning Behind the Maintenance Professional Label

The Five Myths

Myth 1 - The Maintenance Function is a Necessary Evil

Myth 2 - We Don't Have Time to do Preventive Maintenance

Myth 3 – Deferring Maintenance Activities Saves Money

Myth 4 - Reactive Work is the Best Method to Complete Maintenance Work

Myth 5 - We Don't Need a Maintenance Training Program

Myth 1- A Necessary Evil

- Over Paid and Under Worked
- Never Fix Anything
- Takes Two or Three Times to Fix it Right
- Don't Seem to Care About the Customer
- We Don't Have Enough Maintenance People



Maintenance

- When it All Goes Well, Nobody Acknowledges its Existence
- When it All Goes Badly, They Say “We Don’t Have Maintenance.”
- When Money is Involved, They Say “It's Not Necessary.”
- But, When it Does Not Exist, Everybody Agrees it ***Should*** Exist

Myth 2- Don't Have Time for PMs

- Too Many Emergencies, No Time for PMs
- Waste of Time, We Need to Get Stuff Fixed
- The Customer Won't Let Us Have the Asset
- When They Do PMs it Never Runs Right Again

Where Are We Today?



Myth 3- Deferring Maintenance Activities Saves Money

- We Can Always Work on it Later
- It Costs the Same to Fix it Later as it Does Now
- We Need to Fix the Things that are Important Now
- I Won't Affect its Value or Life Cycle

Might Work for the Short-Term But...



Myth 4- Reactive Work is Best...

- It's Faster
- Can't Afford to Wait to Plan and Schedule
- We Need it Fixed Now!
- Just Need is Better Firefighters!
- Planners and Schedulers are Non-Value Added Employees

Creativeness May Not Be the Safest



Myth 5- We Don't Need Training

- Trained When We Hired Them
- What if We Train Them and They Leave the Company
- Maintenance Has Not Changed in Years
- Don't Have Time to do Training, too Many Things are Broken

We Don't Need Training!



Strategies to Change the Myths

Strategy for - Myth 1

- The Maintenance Function is a Necessary Evil
 - ✓ Demonstrate Value to Management
 - ✓ Track Performance as it Relates to the Organization's Performance
 - ✓ Migrate from *Reactive* to *Proactive* Maintenance
 - ✓ Change the Culture
 - ✓ Assess the Process and Develop Long Range Improvement Plans
 - ✓ Be Part of the Solution **Not** Part of the Problem
 - ✓ Chaos Causes Overstaffing

Maintenance Holds Up the World



Strategy for – Myth 2

- We Don't Have Time to do Preventive Maintenance
 - ✓ Change Management Culture About PMs
 - No late or canceled PMs
 - ✓ Improve Firefighting Abilities
 - Parts, tools, transportation, knowledge, and supervision
 - ✓ Develop Dedicated PM Crew
 - ✓ Track PM Effectiveness
 - ✓ Reactive Maintenance Costs Four Times that of Proactive

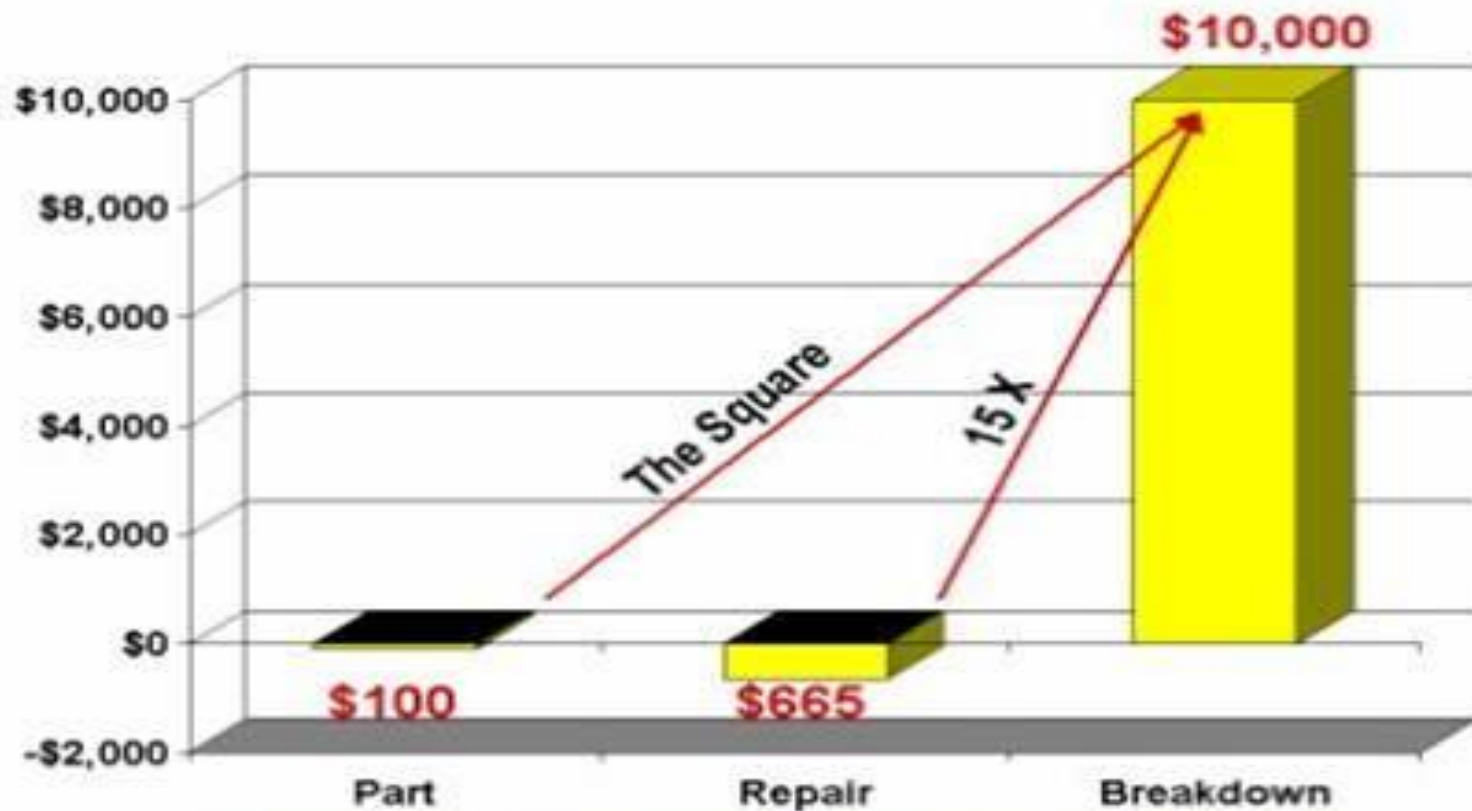
BETTER TO
PREPARE AND PREVENT
THAN TO
REPAIR AND REPENT!

Strategy for - Myth 3

- Deferring Maintenance Activities Saves Money
 - ✓ Analyze repair trends with accurate data
 - ✓ Track repair costs versus preventive maintenance costs
 - ✓ Estimate downtime or below normal operating conditions
 - ✓ Track downtime costs or sub par performance costs
 - ✓ Develop accurate asset priority system to provide guidance in repair strategy

Why *DEFERRED* Maintenance is **NOT** *PREFERRED* Maintenance

Inverse-Square Rule for Deferred Maintenance

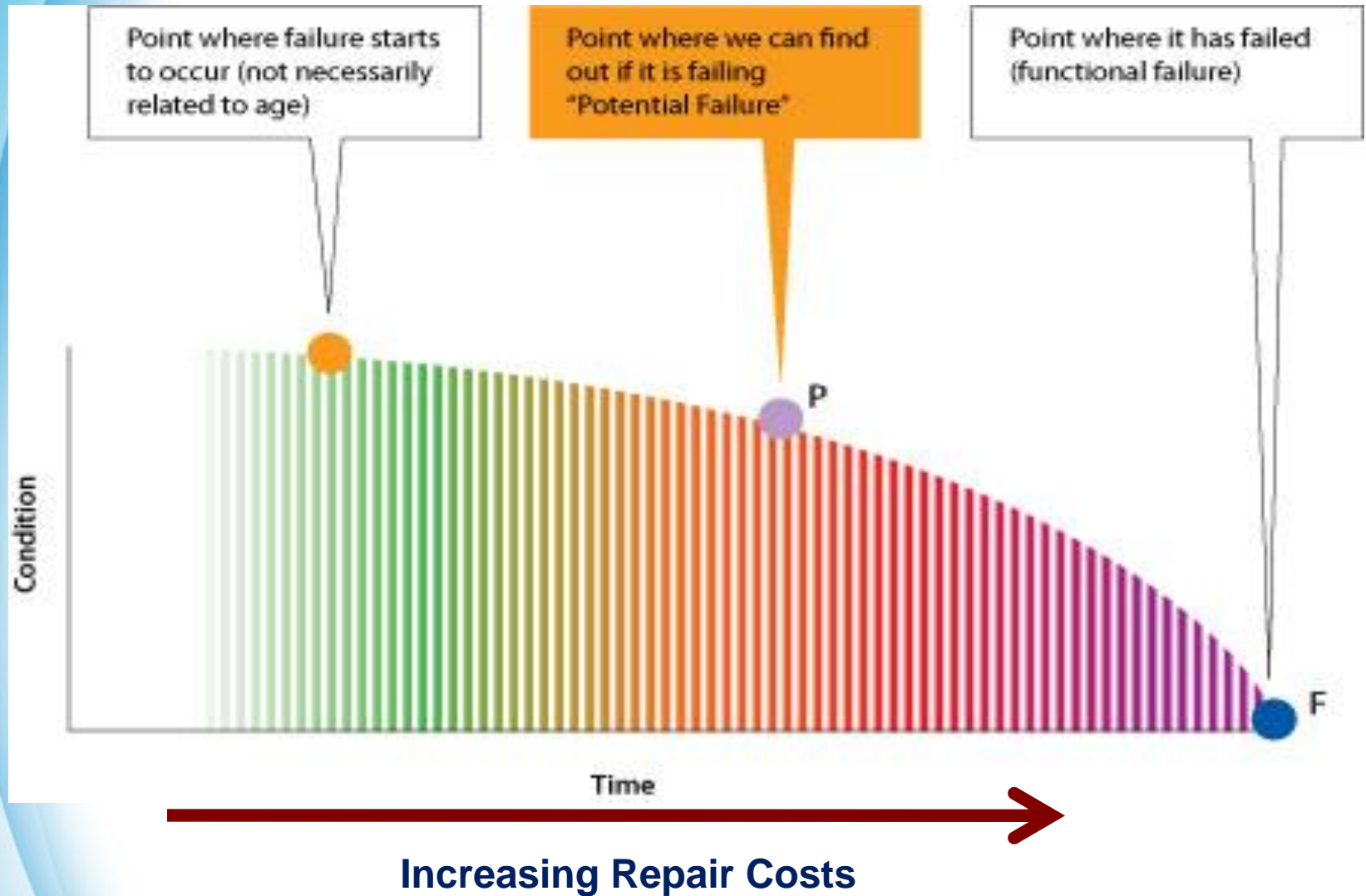


Whenever you defer a repair, you may be incurring a cost of 15 times that amount.

Strategy for - Myth 4

- Reactive Work is the Best Method to Complete Maintenance Work
 - ✓ Firefighting Increases Chaos
 - ✓ Reactive Work has Higher Labor Costs
 - ✓ Unplanned Work Creates Lower Repair Quality
 - ✓ Develop Maintenance Planner/Scheduler Position
 - Plan all not emergency work – 80% goal
 - Develop weekly maintenance schedule – goal 60%
 - ✓ Control Reactive Chaos Through Controlled Dispatching

The Maintenance Conundrum



Strategy for - Myth 5

- We Don't Need a Maintenance Training Program
 - ✓ Task Knowledge Diminishes After 18 Months
 - ✓ 25 - 40% of Maintenance Failures are Caused by Improper Maintenance Procedures
 - ✓ What if We Do Not Train and... They Stay 30 Years
 - ✓ If You are Not Continually Growing Your Knowledge, You are Falling Behind
 - ✓ Create Organized Training Programs Utilizing 5 - 10% of Total Man-Hours

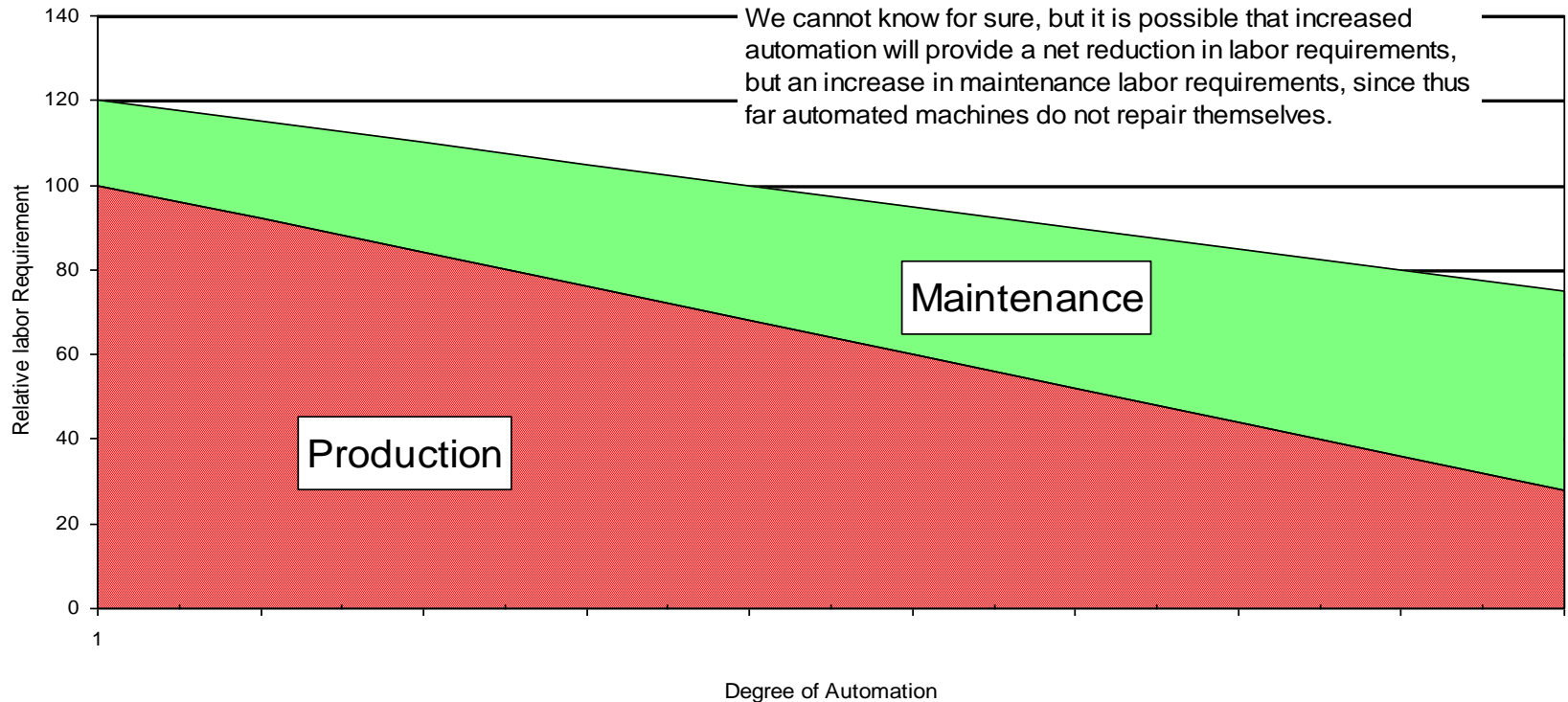
Headcount and Knowledge

vs.

Automation

Change in Labor Composition
as Degree of Automation Increases

■ Production Labor ■ Maintenance Labor



Solutions to the Myths

Most Myths

➤ Are Caused by Misinformation

✓ Correct:

- By Education
- Develop organization vision and strategy
- Knowledge Gathering, and
- Performance measures and analysis

What if it is Not a Myth?

- Assess Your Organization
- Develop a Vision
- Develop a Master Plan
- Assemble a Process to Measure Your Performance

Questions for the **Evangelist and Disciple?**

Visit Us in Booth # 630

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