



Facility and Manufacturing Asset Management

“Generating Results from the Boiler Room to the Boardroom”

Measuring the Performance of Your Maintenance Planning and Scheduling Program and Process

As many of you know Maintenance Planning and Scheduling (or MPS for short) is one of my company’s specialties. The MPS process is, without a doubt, one of the most if not the most important process within the maintenance organization. A well-run program is guaranteed to lower:

- your labor costs,
- reduce your supplies and parts costs,
- improve customer satisfaction,
- improve department morale,
- increase the life cycle of equipment, and
- lower future repair and capital forecast dollars.

With all of those benefits it sounds like a miracle program, and it is!

If you don’t have a MPS program now I suggest you review our archives on the web site and check out all of the articles in the [Newsletter](#) section as well as the magazine articles related to setting up and managing a MPS program.

For this month’s Tip of the Month, I will focus on those of you that currently have a MPS program but need guidance and ideas around how to measure the performance of the program to ensure it is providing the benefits and return-on-investment you desire and intended when you put the program in place.

There is no one single performance measurement that will provide a score each month that says your MPS program is an 8 this month on a scale of 1-10. You will need to look at several different metrics to get a good feel for the overall performance. Before we get to the recommended metrics to use I need to remind you of one very critical component of the performance measurement process, you **must** have something real to measure. Ah, and the answer is, well written work orders, completely and properly filled out with accurate man-hours for **all** completed work, yes all work.

Here are the top measurements you should be using to begin to get an accurate handle on the performance of your MPS program.



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- **Percent of reactive or emergency work as compared to your total man-hours available**
 - This is a great performance or “Scorecard” as I like to call them to indicate whether your organization is reactive or proactive. Manufacturing organizations should be 10% or less. Facility organizations should be around 20-30% depending if you have a campus layout or if you deal with the public.
- **Percent of planned and scheduled work compared to you total man-hours available**
 - This scorecard should be the opposite of the one above. You can use either one depending if you are an optimist or a pessimist.
- **Actual work man-hours completed compared to the planned man-hours your planning function placed on the work order prior to the work being scheduled**
 - This scorecard measures the accuracy of the planned work compared to how the technicians perceive the plan and follow its guidelines. If these numbers are way off it could mean you have a planner problem and/or it could lead to technicians that refuse to follow the plan. Either one can destroy the process.
- **Weekly written work schedule compliance**
 - Everyone should have a written and documented weekly work schedule prior to work being assigned. If your compliance to the schedule is lower than 95% you have a problem.
- **Management audits while work is in process**
 - Managers and supervisors should be in the field reviewing work on a daily basis. Unplanned work is easily seen.
- **Unplanned trips to local supply houses to retrieve parts and supplies omitted from the original plan**
 - Document each time ‘Bubba and Skeeter’ ask for the truck keys to go to town and get parts. Unless it is an emergency you should be asking “why?”
- **Customer satisfaction surveys after the work is coded as completed**
 - Ask your customers how the recently completed job went? They will willingly tell you what they thought the planning process looked like to them. Many organizations send out email satisfaction surveys on a regular basis.



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All of these scorecards should be presented for all to see using graphs to display trends for all crews, crafts, department, buildings, etc.

And lastly if you are not 100% sure what a well-planned and scheduled work request should contain and look like, when you get home go into the kitchen and take out your favorite cook book. Open it up to any recipe. That’s what a well written and scheduled work order should look like. The cook book won’t tell you what night to have the pork roast but if you have a good plan the maintenance scheduling part is easy.

If you would like to know more about Scorecards download this PPT: [Maintenance Scorecards](#) You can also find it in our Resources section of the website.