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Five Myths About Maintenance

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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

- To 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

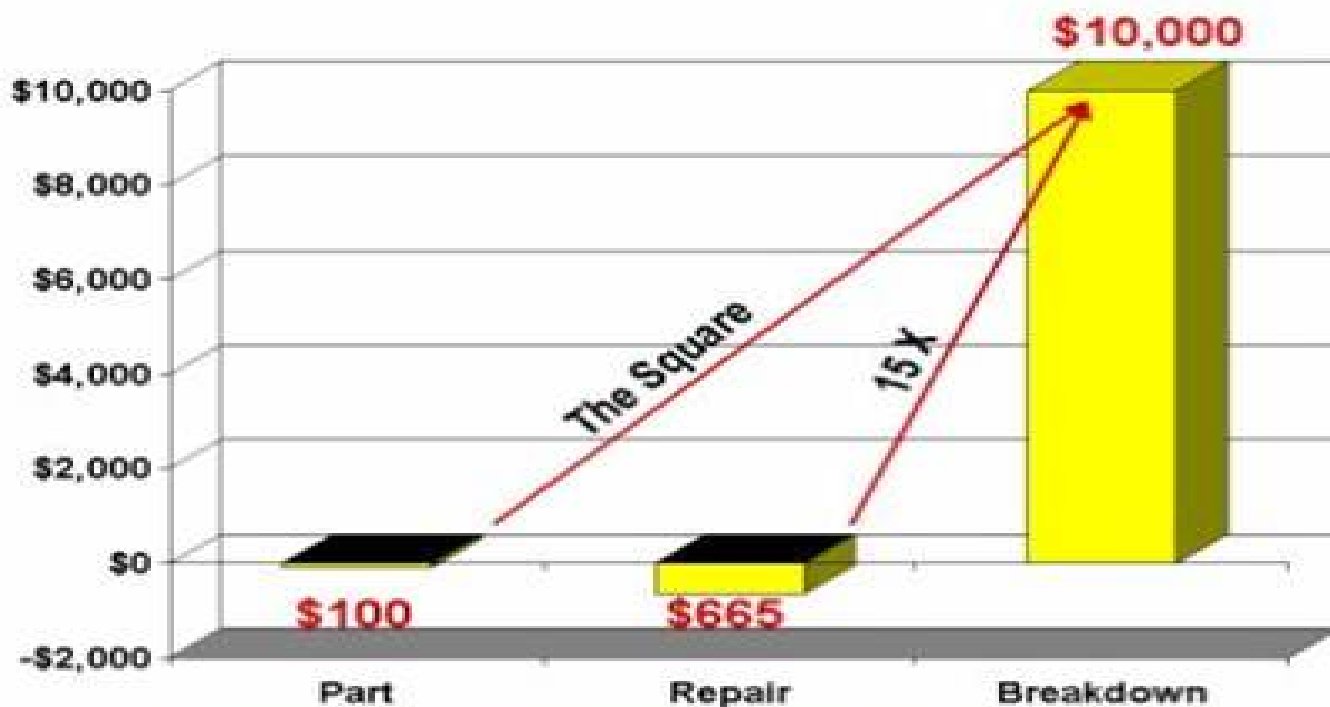
Strategy for - **Myth 3**

➤ Deferring Maintenance Activities Saves Money

- ✓ Tack 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.

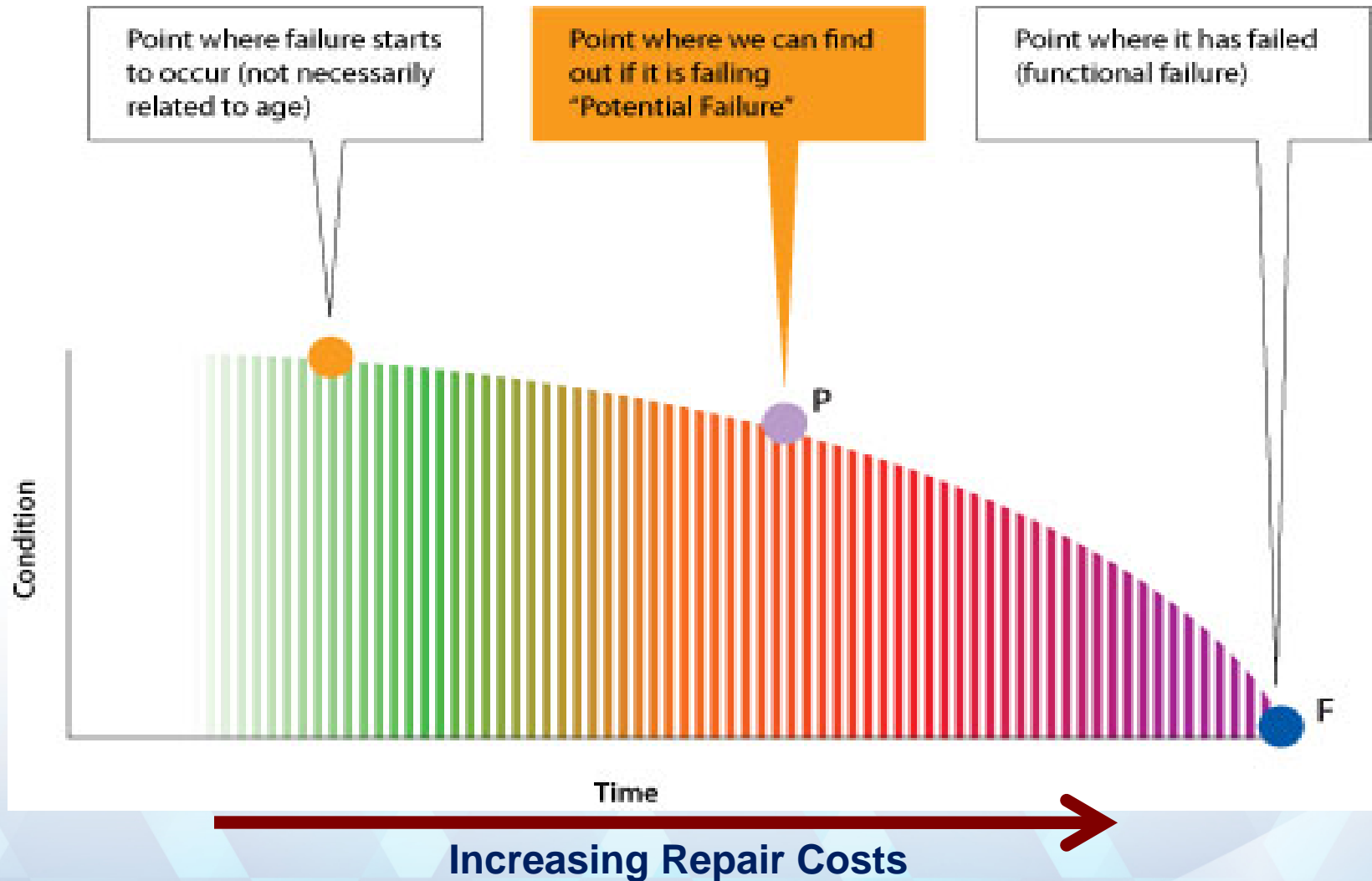
Strategy for - **Myth 4**

- 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

Strategy for - **Myth 4**

- Reactive Work is the Best Method to Complete Maintenance Work (cont'd)
 - ✓ 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

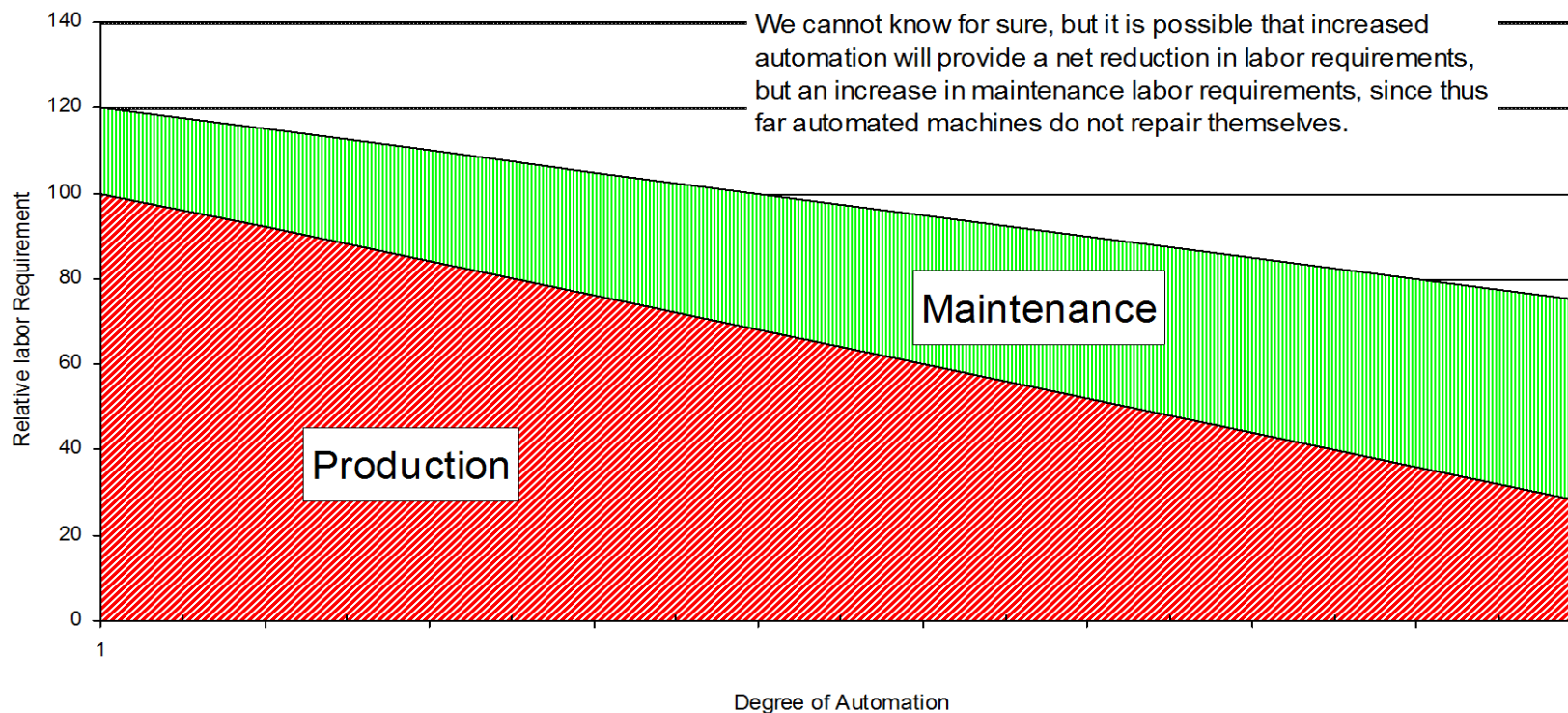
Strategy for - **Myth 5**

- We Don't Need a Maintenance Training Program (cont'd)
 - ✓ If You are Not Continually Growing Your Knowledge, You are Falling Behind
 - ✓ Create Organized Training Programs Utilizing 5 - 10% of Total Man-Hours

Headcount & 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

Michael Cowley, CPMM

Mike Cowley's background includes over 38 years of hands-on experience in the production maintenance, plant engineering, and facility management. He has extensive experience in all aspects of plant management, computerized maintenance management systems (CMMS), contract maintenance, utility operations, project engineering and senior engineering management.

Mr. Cowley spent the early years of his maintenance career in the textile industry working for Burlington Industries. While at Burlington, he was named Director of Engineering and Maintenance for the Lees Carpets Division. Mr. Cowley was instrumental in the successful implementation of Lees' maintenance improvement program, which took Lees' maintenance department from "Chaos to World Class."

Mike spent several years employed as a District Manager with Aramark Facility Services in their Specialty Markets Group where he managed multiple facility services and maintenance accounts.

He also assisted other groups within Aramark on a National basis with maintenance program assessments, planning, and implementation of improvement programs.

Mike is currently President of CE Maintenance Solutions which provides consulting services to facility and manufacturing maintenance organizations.

Mike speaks at several leading maintenance conferences and facility management conventions each year, and has assisted numerous organizations in developing plans and programs needed to implement and achieve plant-wide maintenance improvement.

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Questions

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