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for maintenance reliability and asset management professionals



## THE CULTURAL SHIFT THAT CAN SAVE LIVES





# The RELIABILITY® Conference

Las Vegas

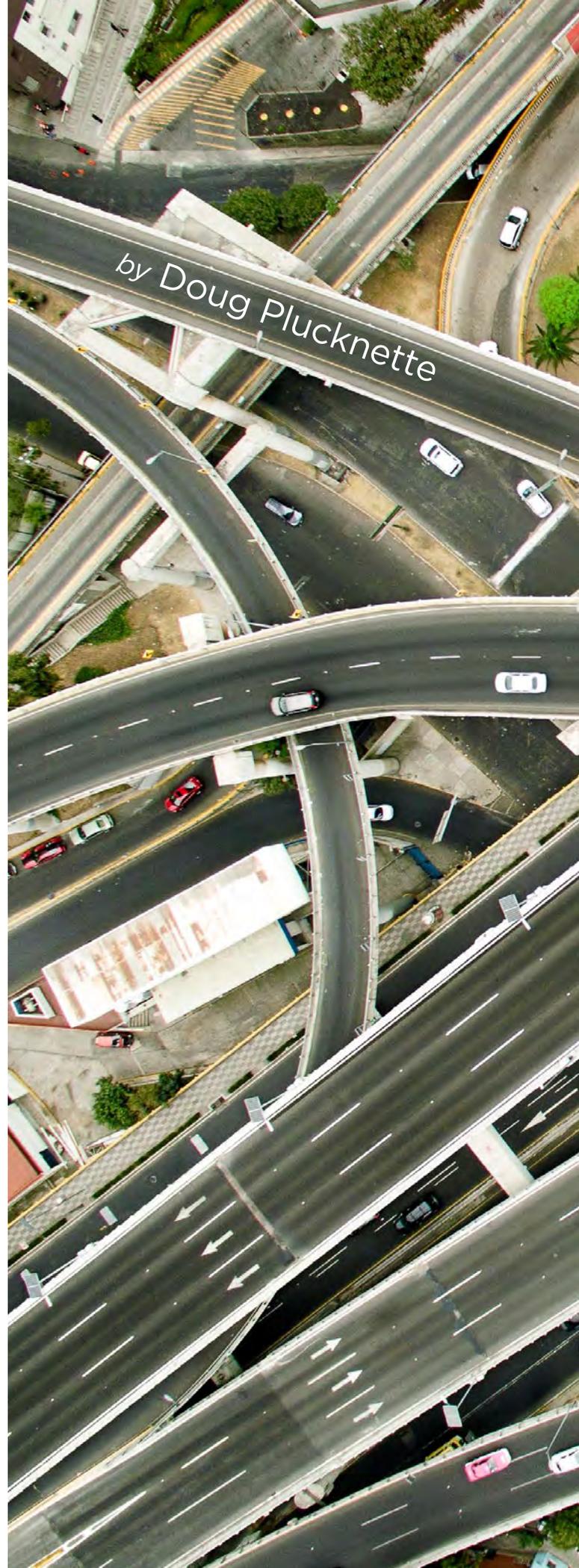
The RELIABILITY Conference is designed for those who lead, manage and contribute to a reliability and asset management program. Reliability leaders, asset managers, maintenance managers and asset condition management experts will deliver information you can put to use immediately.

## Topics Include

- Reliability Centered Maintenance
- Predictive Maintenance
- Work Execution Management
- Asset Condition Management
- Reliability Engineering for Maintenance
- Defect Elimination
- Lubrication
- Key Performance Indicators
- ISO55000 Asset Management
- Computerized Maintenance Management Systems
- Maintenance Planning & Scheduling
- Managing Maintenance
- MRO Spare Parts Management
- Failure Mode and Effect Analysis
- Root Cause Analysis
- Leadership



# The Importance of Planning to Sustain **CONTINUOUS IMPROVEMENT**



**L**eaders. They used to be represented at almost every maintenance reliability conference around the world. They were seen as the best in asset management with a seemingly limitless number of case studies that clearly showed the benefits of root cause analysis (RCA), condition monitoring, reliability-centered maintenance (RCM), planning and scheduling. Their people gave presentations that clearly showed the value of the foundational elements of walking down your assets, developing an accurate equipment hierarchy and performing a thorough criticality analysis.

And then the clock ticked.

Father Time simply aged a few leaders. The time everyone hopes for, known as retirement, showed up and left a few key positions open for new leadership.

Everything changed. The new leaders had a different vision; one that might not necessarily be wrong, but clearly different from the past. Suddenly, they no longer had time for RCA; the rising number of assets in alarm on condition monitoring reports was simply a sign of aging equipment and the number of backlogged work orders required the maintenance group to work Saturdays to ensure the important things were getting done.

In less than one year, the leaders had fallen so far that they stopped recording the measures they proudly presented at conferences 18 months earlier.

## **What Went Wrong?**

The easy and incorrect answer is to blame it on change; the incompetence of new managers failing to understand the importance of a sound asset management strategy. This couldn't be further from the truth.

The blame here should fall squarely on the shoulders of those who developed the asset management program and those who were left to carry it on.

## **If You Don't Plan to Sustain Your Efforts, They Are Doomed to Fail!**

Everyone would agree that change is inevitable. The trick is to ensure future change brings continuous improvement to the company.

If you are leading the pack in terms of asset management and equipment reliability, should you then ignore those things to focus on operator care or Six Sigma quality? Of course not, but this is the trap several companies fall into.

As you venture into your latest continuous improvement effort with the hope of making positive change, do you take the time up front to create a vision of what that change will look like and how you plan on sustaining that change when the next improvement effort starts?



### Start With Your Current State

Looking at asset management/equipment reliability, what were some of your key measures before you started the effort?

### Some Key Measures

- Maintenance spend
- % Emergency maintenance
- % Demand maintenance
- % Corrective maintenance
- % Preventive maintenance
- % Condition-based maintenance (CBM)
- Unit cost of key products
- Overall equipment effectiveness (OEE)/Total effective equipment performance (TEEP) of critical assets
- Maintenance cost/Asset replacement value
- Spare parts inventory value
- Maintenance crew balance (e.g., planners, tradespeople, supervisors, CBM techs)

With these numbers in hand, compare and rank your company against others in your industry for each measure.

Do you actually know where you started before you began your latest effort to improve?

Very rarely do companies take the time to measure where they started before they begin their effort. When companies were informally surveyed as to why they didn't make the effort, the most common answer was the cost of benchmarking. If this is a concern for your company, there are tools available to meet your needs.

### Create Your Vision

Looking one, five and 10 years into the future, where would you like your company to be in terms of each of the key measures? This is where a good benchmarking exercise really comes into play. In addition to the previously noted key measures, benchmarking, if done correctly, can point out some critical skill sets and behaviors that need to be changed to achieve your future state.

Starting with that one-year vision, which areas do you need to improve to make that first goal a reality? This is where the planning begins. Remember to start with the stark reality that **change isn't free!** If you are going to spend money with a simple promise to improve, you must then also show how you plan to get a return on investment for the money spent.

The same process must be used as you look ahead to five and 10 years. What should this change deliver and how will the change pay for itself and still provide long-lasting benefits for the company?

### Test the Internal Waters

One of the sure signs your effort will struggle to survive even the slightest changes is if it cannot be repeated internally. There have been dozens of companies who had tremendous success with RCM Blitz® at one company site, yet could not get a single task implemented at another. If you want to sustain the gains from an improvement effort, you first must prove it can be successful at another site. This shows you have what it takes to get other managers to understand and implement the changes.

Why is this so important?

A large percentage of today's managers want successful change to be their idea, brainchild, or effort. You need people to understand that the changes that need to be made will be different from site to site. The road map to success will never take the exact same route from one plant to the next. Think about it for a minute. What are the chances of every site your company owns having the exact same strengths and weaknesses? Some will have done a great job setting the foundational elements, while others will have a group of tradespeople trained



to work with precision maintenance techniques. The journey will be different for each site, but the things you need to do the same across the board are measure, benchmark, set a vision and communicate.

### Regularly Publish and Communicate Success

While the company that inspired this article did a fantastic job communicating its success to the conference community, it doomed its efforts by believing the program would stand on its own without the real data that told the story of the journey. It's as if the company expected the people it trained (e.g., planners, schedulers, CBM technicians, supervisors and tradespeople) to somehow tell a corporate manager that the changes he or she was about to make would ruin 10 years of hard work in a matter of months.

Without the story and the data showing how far you have come, the successes that provided a return on investment and what would happen if you reverse course for the sake of change, your effort will soon be on life support simply because someone thought you needed to go in a different direction.

Efforts do not have to compete. In fact, they should complement one another. One sure sign of a great leader is the ability to sustain the gains of his or her predecessor while heading up a new continuous improvement effort.

### Halting the Trend

If one request could be granted today, it would be to give companies, managers and teams the guidance and advice needed to keep failed efforts

from ever happening again. This does not have to happen every time someone makes the decision to move on, take a break, or retire. The formula is simple and the computer makes it even easier. If you skipped step one, go back in time and measure. If you have not benchmarked your company against others, today is the day to start. If you never created a vision for change, it is time to get started. And if you need to show a return on investment, know that it is possible to get it all done in six months. You simply need to be disciplined enough to get started.

The reality is that everyone wants their name associated with some kind of meaningful change. As you look to make your change, be smart enough to understand that the person selected to fill your shoes will not think to sustain your efforts unless you have a plan in place to show the data, tell the story and sell the need to continue!



*Doug Plucknette is the Principal, RCM Discipline Leader for Allied Reliability Group. Prior to his work as a consultant, he worked nineteen years at Eastman Kodak Company in Rochester. Mr. Plucknette is the founder of RCM Blitz™ that provides reliability-centered maintenance training and services to numerous companies around the world. [www.alliedreliabilitygroup.com](http://www.alliedreliabilitygroup.com)*

## EXPO SCHEDULE

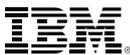
Tuesday 5:00pm-7:00pm  
Wednesday 9:00am-3:45pm  
Thursday 9:00am-1:30pm



The 31st International Maintenance Conference

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## Is it OK?

The fundamental question; Will my asset deliver reliable value? SDT has the tools to predict failures and extend asset life cycle.

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