MAINTENANCE PLANNING PRINCIPLES

1. The planners are organized into a separate department from the craft maintenance crews to facilitate specializing in planning techniques as well as focusing on future work.

2. The Planning Department concentrates on future work--work that has not been started--in order to provide the Maintenance Department at least one week of work backlog that is planned, approved, and ready to execute. This backlog allows crews to work primarily on planned work.

Crew supervisors handle the current day's work and problems. Any problems that arise after commencement of any job are resolved by the craft technicians or supervisors.

After every job completion, feedback is given by the lead technician or supervisor to the Planning Department. The feedback consists of any problems, plan changes, or other helpful information so that future work plans and schedules might be improved. The planners ensure that feedback information gets properly filed to aid future work.

3. The Planning Department maintains a simple, secure file system based on equipment tag numbers. The file system enables planners to utilize equipment data and information learned on previous work to prepare and improve work plans, especially on repetitive maintenance tasks. The majority of maintenance tasks are repetitive over a sufficient period of time. File cost information assists making repair or replace decisions.

Supervisors and plant engineers are trained to access these files to gather information they need with minimal planner assistance.

4. Planners use personal experience and file information to develop work plans to avoid anticipated work delays and quality or safety problems.

As a minimum, planners are experienced, top level technicians that are trained in planning techniques.

5. The Planning Department recognizes the skill of the crafts. In general, the planner's responsibility is "what" before "how." The planner determines the scope of the work request including clarification of the originator's intent where necessary. The planner then plans the general strategy of the work (such as repair or replace) and includes a preliminary procedure if there is not one already in the file. The craft technicians use their expertise to make the specified repair or replacement. The planners and technicians work together over repeated jobs to develop better procedures and checklists.

6. Wrench time is the primary measure of workforce efficiency and of planning and scheduling effectiveness. Wrench time is the proportion of available-to-work time during which craft persons are not being kept from productively working on a job site by delays such as waiting for assignment, clearance, parts, tools, instructions, travel, coordination with other crafts, or equipment information. Work that is planned before assignment reduces unnecessary delays during jobs and work that is scheduled reduces delays between jobs.

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