Measure Your Maintenance Performance

Are You Making a Difference?

Hope everyone had a great summer, after the unusually hot summer we had in the East I am really looking forward to the fall weather and the autumn colors. For this month’s topic we will talk about measuring the performance of your maintenance organization. Over the years I have taught many classes and written a few magazine articles on this topic. I will do my best to condense the information so it will fit in the space Anne allows in the news letter.

If you would like more info after reading this contact Anne and she will send you a copy of my white paper on this topic. It will give you more detail and information on the whole measurement and scorecard topic.

There are hundreds of possible measurements for the average maintenance organization but I, as most of you know, will keep it simple especially for the news letter. One very important thing to keep in mind before we get into the details of performance measurements is the prerequisites. In order for any measurement program to be meaningful you must first have accurate data. You must have a completely install, well-maintained, and disciplined work order management system (CMMS). You must populate it with well documented work orders for all work.

Below I have listed the common measurements for most organizations and maintenance teams. You will notice I normally do not talk too much about $\$ per square foot. The reason is that to accomplish the square foot unit cost data you must have the measurements I have listed below. The per-square foot measurements are very easy to calculate once you have the others mastered.

Classic Measurements:

- **Back Log** – Measured in backlog weeks, it is a measurement of the amount of work waiting to be completed. It’s not emergent work but just things on your to do list. Sorted by location, asset, craft, crew, etc. – Goal for most organizations is 4-6 weeks.

- **Work Distribution** – measured several ways, man-hours, manpower, or percent of total hours available. This measurement tells you where you historically used you man power or resources. – No goal for this measurement just information.

- **Reactive Work** – measured in man-hours or a percent of total man-hours available. This measurement tells you how much of your work had some element of chaos associated with it. Remember reactive work is 4-6 times more expensive as planned and scheduled work – Goal is less than 20% of total maintenance man-hours.

- **Preventive Maintenance (PM)** – this is measured in percent of man-hours performed on all types of PM work. This is a great indicator of where your organization is on its path as it heads away from chaos to world class maintenance – Goal is approximately 50%.

- **Late Preventive Maintenance** – measured in numbers of late PM work orders based on the scheduled due date or the PM. If you are serious about asset reliability and improvement late PM’s must be less than 2%. Remember a late PM is one that is completed within 10% of the PM frequency.
• **Planned Work** – measured in percent of total man-hours that are spent on work that has some level of planning. This is also a good measure to see if you are heading in the right direction as it relates to proactive work – Goal should be approximately 80% of total work completed.

• **Scheduled Work** – you measure this right after you have planned some work. Now put it into a weekly work schedule. The schedule process causes the team to think and discuss the upcoming work which will improve efficiency, quality, and lower costs – goal should be 50-60% of all man-hours completed each week.

• **Total Asset Maintenance Costs** – measured in dollars per year per asset. Great measure that will let you know when you are spending too much on an asset as compared to its estimated replacement value. Don’t forget to include your contractor costs for that asset also. Talk to your financial officer and they will talk you through the calculations and explain the goals and objectives of your organization.

So this is the “KISS” principle explanation of measuring your maintenance performance. Call or email us if you would like to discuss, or any topic, in more detail.