



Maintenance Department Organization Staffing and Structure for Success

In past newsletters I have talked about many tips and methods about organizing your maintenance team. In this issue I will discuss some details about: *How to structure your maintenance organization to provide the most beneficial results for your customers.* One key item is each organization has a different requirement and the need to satisfy your customers' demands. We must always keep at the top of our "to do" list our primary goal - *keep our customers happy and satisfied with our service as asset reliability managers.* We must not forget that in addition to our customers we must be accountable to our owners and management team for the cost we incur for the maintenance of the company's assets.

So the question is: *How do we organize and staff our team to provide that service?* One of the first things to discuss is: *What type of work is your organization performing?* Planned and scheduled work or emergency and reactive work. This is important because reactive or unplanned work will cost you 4-6 times what proactive or planned and scheduled work will. So based on this fact, we should strive to have the majority of our work, 70-80% of it, in the Proactive column.

Once we agree that is our goal for the future; the next question is: *How do we organize to achieve those numbers?* So let's assume we are moving forward with our new preventive maintenance program and we are starting to see a reduction in our breakdowns and reactive work. We now want to determine how much of our daily and weekly work requests are *true* emergencies, and/or work requests we want to 'bust' or change our pre-agreed work schedule to complete. The thing to remember here is anytime we change or bust our work schedule we **increase** our repair costs.

The key for all organizations is to identify the amount of weekly reactive work we have and assign portions of our maintenance team to do nothing but reactive work. This effort will allow the remainder of the crew to concentrate on planned and scheduled work which should consist of preventive maintenance, corrective and normal repair requests. Remember if you assign some of the crew to reactive work they become pretty good emergency repair folks and the others develop good skills in corrective and preventive work.

You must keep a close eye on the amount of reactive and planned and scheduled work and always be willing to adjust your staffing levels to compensate for the changes in the customer's needs. To keep this in the proper ratios you should be measuring the following each week:

- Percent of planned work completed each week
- Percent of reactive work completed each week
- Work schedule compliance each week
- Percent of all work completed which was preventive in nature



Once you have a good handle on the work you are completing each week by type it will be easy to adjust your reactive crew size to meet your organization's needs. Keep in mind you always want to minimize the amount of reactive work and maximize the amount of planned and scheduled work.

Good Luck!