

**“100% of your Operational Assets flow through the hands of your Maintenance Department”**

## Fundamental Elements of Maintenance Reliability

Maintenance Reliability or Total Productive Maintenance has increasingly become a major element in operational success. The Powers Company has developed a proven method to create a Management Operating System with a strong central core to deliver the results for sustainability. Our Plan vs. Actual vs. Variance approach drives the heartbeat of a strong Maintenance Operating System. We focus on the following core elements:



- Planning and Scheduling
- Front Line Supervision
- Contractor Spend
- Crewing
- Maintenance Systems Utilization
- KPI reporting
- Parts Purchasing
- Supervisor Training

## Importance of Planning and Scheduling

The first element in a solid Maintenance Reliability System is Planning and Scheduling. This is the foundation of the any effective Management System. Planning and Scheduling leads to accountability: Who is doing the work? What is being worked on? When will this activity take place and how long it will take to accomplish? This results in increased mechanic utilization and productivity, better coordination between departments, and ultimately, more “wrench time”.

Typical Maintenance Craftsman's Day Planned vs. On The Run	Reactive WITHOUT Planning & Scheduling	Proactive with Planning & Scheduling
Receiving instructions	5%	3%
Obtaining Tools and materials	12%	5%
Travel to and from job (both with and w/o tools and materials)	15%	10%
Coordination Delays	8%	3%
Idle at job site	5%	2%
Late starts and early quits	5%	1%
Authorized breaks and relief	10%	10%
Excess personal time (extra breaks, phone calls, smoke breaks, slow return from lunch and breaks, etc.)	5%	1%
Sub-Total	65%	35%
Direct actual work accomplished (as a % of whole day)	35%	65%

## Front Line Supervisor Training

Leadership skills must be developed in people. Frequently, the most skilled worker is promoted to be the new supervisor. Lacking extensive training, the individuals fend for themselves, often repeating the approach of a previous

supervisor. Enhanced approaches to leading, guiding, directing, and following-up are needed. The future retirement bubble also may lead to a loss of valuable experiential knowledge for the organization.

## Unique Approach to Supervisory Training

The majority of the training (>95%) is delivered in real-time as the action of the day unfolds. Our team of Unsultants™ provides coaching and mentoring side-by-side with your frontline leadership team to illustrate not only the supervisory skills, but how those abilities and tools impact

actual performance, avoiding problems and motivating employees. By applying fundamental concepts to real life problems and situations, retention levels are high and behaviors are sustained because



they are connected with specific benefits. Moreover, repetition is necessary to change deeply rooted behaviors and instill the culture that you need to run your operations most effectively.

## Management Development Workshops

While skill and behavior development is conducted side-by-side on the plant floor or in the work environment, we do provide workshops to introduce each leadership concept.



1. Roles & Responsibilities
2. Line Balance / Capacity
3. Culture / Change
4. Lost Time / Opportunity
5. Work System Process (MOS)
6. Follow up & Coaching
7. Problem Solving / Root Cause
8. Organization – Time Mgt.
9. Reporting and Data Analysis
10. Attitudes and Behaviors
11. Coaching & Confrontation
12. Continuous Improvement

*A Manual to Develop Effective Supervision*

After each brief course, the team applies the concept as a focal point of development during day to day activities with the supervisors. The final exam is the measurable quality and productivity improvements in the work environment.

## Outside Contractor Management

As many facilities install advanced equipment or lose experience due to turnover or promotions, the use of outside contractors increases. With a total Maintenance Reliability system, your organization will manage those resources in concert with our own to support production needs. Our approach begins with maintaining skills inventories, identifying potential need for outside assistance, implementing an approval process, then integrating the resources into Preventative Maintenance planning and scheduling.



## Proper Crewing Management

This key element of Maintenance Reliability is often overlooked. Do you have the right number of mechanics? TPM studies indicate that some companies do not have enough resources. The Powers Company will assess the current crewing and determine the optimal number to perform all required work to keep your operation running to its full potential. Key elements to implement include planning and scheduling, skills identification, training plans, overtime control, potential concurrent activities, and accurate work estimates. Together these give you the tools to identify the optimum crewing for your facility.



## Current Maintenance Systems Utilization

The Unsaltants™ at The Powers Company will work side-by-side with your management team and build upon your current computerized maintenance systems (CMMS or EAM). We will implement tools to supplement that system and create the ultimate Maintenance Reliability System: People/Processes/Systems. This will facilitate more fully utilizing the current systems and drive the proper behaviors and desired results.

## Key Performance Indicators and Reporting

An essential element to running your Maintenance Reliability System is measuring key metrics and evaluating any variances. Designing and executing the ideal corrective action for a negative variance and supportive behaviors for a positive variance drive results. These metrics are communicated in a structured manner daily and weekly:

- Schedule Attainment/Adherence
- PM Compliance
- Utilization
- Labor Hours
- Overtime %
- Contractor Spending
- Parts Usage
- Downtime accountability



## Parts Purchasing (MRO Spend)

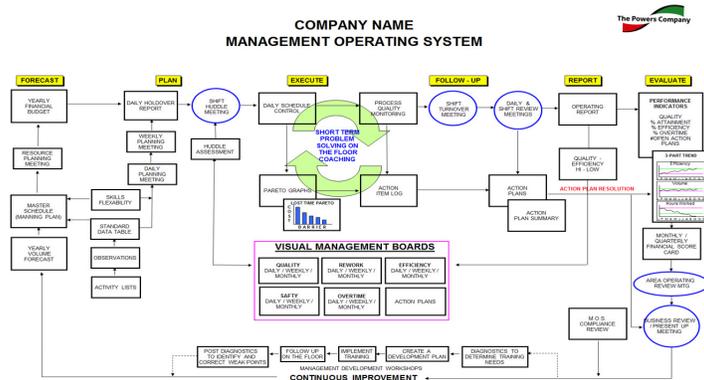
Parts Purchasing (MRO Spend) is a key element in any successful Maintenance Reliability System. This is where the right parts are available at the right time to keep the facility operating to its full potential. This element is dependent upon a number of essential factors. We provide tools and develop processes to maintain accurate equipment histories derived from corrective work as well as Preventative Maintenance. These determine what parts are needed to have on hand. Some of the key metrics that drive a well-managed Purchasing and Parts department are as follows:

## Parts Purchasing (MRO Spend)

- Spend Reporting
- Spend Variance
- Coordination (Parts Kitting)
- Parts Usage
- Inventory Control (Cycle Counting)
- Cycle Counting Accuracy
- Parts Delivery / lead time tracking / correct parts
- Obsolete parts reporting
- Vendor Scorecard / Performance review

## MOS Specific Leadership Elements

Maintenance Reliability or Total Productive Maintenance and the resultant efficiency of your minute-by-minute manufacturing operations is dependent upon the custom designed Management Operating System (MOS) that your leaders employ to run their area without problems and to its full operational potential.



This encompasses forecasting, planning, scheduling, preparation, coordination with other departments, execution, follow-up, measurement, and evaluation. It is supported by skills, behaviors, tools, controls, KPI's, Standard Operating Procedures, and the daily, weekly, and monthly cadence that sustains the MOS. We design your custom leadership training and development program around the skills needed to operate your unique MOS.

## Cultural Performance Management

Your culture is the sum of the behaviors and attitudes of your entire team. It drives the actions of individuals to deliver upon your mission statement, and to achieve

corporate goals and strategies. It helps employees and leaders understand the reasons behind their job responsibilities, priorities, processes and measurements, as well as their importance in the overall success of the company. Culture is the approach that people bring with them to start the day, and it is the way they perceive their accomplishments at the end of the day.

A key element of The Powers Company approach to Leadership Training and Development comes from implementing key metrics that measure and promote the behaviors necessary to sustain your culture. Good results without the proper behaviors are a fortunate accident that may not repeat itself tomorrow.



## Sustainability

Sustaining and building upon the skills and behaviors that are developed during a Leadership Training and Development program is a hallmark of The Powers Company's unique approach. Classroom training alone rarely sustains beyond the end of the PowerPoint slides. By working side-by-side with your frontline leaders and applying the skills in the context of fixing issues, avoiding problems, and improving performance, they internalize these new practices.

A series of metrics are installed that measure leading behaviors as well as financial results. We further this effort by installing a cadence of meetings with specific objectives and content. These are led by senior management with the specific objective of sustaining the newly developed skills. Another product of our engagements is a set of skill and behavior lists for all leadership roles that become tools for on-boarding, skill/gap assessment, and future training needs. We also provide a set of tools that help you audit the compliance of leaders to their new expectations.



# symfini™ Maintenance Reliability

## What is the expected ROI?

Through multiple client engagements, The Powers Company had helped companies reduce their maintenance and repair expenditures and their parts inventories while improving maintenance effectiveness. It is an area of focus where substantial financial benefits can be realized quickly.

Our efforts have produced the following results within a matter of months:

- 30-40% reduction in annual rate of M&R spend
- 20-30% decrease in parts inventories
- 50-60% drop in outside maintenance services expense
- 20-30% reduction in overall maintenance cost
- 40-50% improvement in maintenance utilization and reliability

## About The Powers Company

The Powers Company is headquartered in north Atlanta and assists companies in substantially improving operational performance. Their methodologies are effective in improving sales, operations, quality, engineering, project management, procurement, scheduling, inventory control, logistics and customer service. The company serves businesses in the manufacturing and service sector as it relates to the operations side of the business.

Founded by C-level executives with strong operational experience, The Powers Company is a results-based management consulting group.

## Now let's talk about the keys to significant improvement.

The success we've helped companies all around the country achieve stems from four key factors:



*Working closely with front line supervisors*



*Providing easy access to our top leadership*



*Delivering guaranteed, measurable results*



*Making sure improvements are sustainable and real*

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