

# CASE STUDY: Maintenance Work Management Program

## Objective

To introduce a formal planning function and apply engineered performance standards using Universal Maintenance Standards (UMS). UMS provides a basis for continuous method improvement, developing and maintaining a backlog of planned work and enhancing service to the facility users while reducing cost per unit of maintenance service.

## Scope

Plan and measure maintenance work content of operators and the skilled trades such as mechanics, carpenters, painters, masons, pipefitters, electricians, sheetmetal workers, welders, laborers, custodians, automotive mechanics, electronic technicians, IT technicians and machinists to provide standard practices, method instructions and a means to maintain an efficient, cost-effective balance between the workload and workforce.

## Methodology

- Introduce a planning function into the organization
- Train client planning and supervisory staff in Universal Maintenance Standard principles and practices
- Validate existing bench mark data from PNI library
- Develop and apply UMS methods and times in each area based on improved methods
- Develop improved planning, scheduling, dispatching and backlog procedures in each operation
- Provide guided application using a team approach, each team consisting of the consultant, planners, supervisors and technicians
- Overall direction by joint client-consultant Steering Committee

## Results

- Trained planners and supervisors in activity analysis, method improvement, UMS development and UMS application techniques
- Developed mission and policy linked to measurable goals and control indices
- Achieved planned work coverage of 60% during the consulting phase and developed a backlog of planned, ready-to-work maintenance assignments to fully utilize staff.
- Completed the program on schedule and within budget, achieved cost reduction goals
- Trained client staff to expand the program beyond the initial coverage to other areas
- Accomplished more work with fewer workers, achieved savings vs cost breakeven in one and a half years, and a 4:1 return on investment.