

Maintenance Excellence

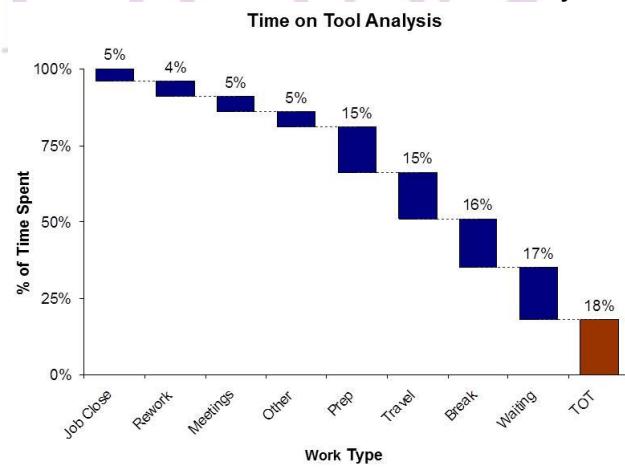
“...companies can achieve higher levels of reliability and yet reduce maintenance spend.”

Has your plant uptime flat lined? Do you know the time-on-tools (TOT) for your maintenance technicians and contractors? What is the level of reactive maintenance? Are PM and maintenance backlogs high? Have programs like Reliability Centered Maintenance or Predictive Maintenance failed to deliver on their promise?

Chances are other than spend and reliability numbers you may not have the statistics to accurately answer these questions.

We believe that companies can achieve higher levels of reliability and yet reduce maintenance spend. Unfortunately, most maintenance improvement programs seek to achieve leading practices prior to fixing the basics. The basics require increased process discipline and a re-focus towards non-reactive maintenance.

1. Tackle Maintenance Process Efficiency



Time-on-tools (TOT) should be the first stage of maintenance improvement. We

typically find TOTs in the 15-25% range (some companies report higher numbers but these are typically adjusted numbers). This represents a substantial waste of resources.

2. Invest in Non-Reactive Maintenance

With the savings from improved TOT, the company can re-invest in clearing maintenance and PM backlogs. This reduces the risk of breakdowns and small maintenance issues becoming bigger problems.

3. Pursue RCM / Predictive Practices:

With an efficient and effective maintenance foundation, the company can invest in Reliability Centered Maintenance programs. Best practice targets are over 50% predictive maintenance and 10% reactive maintenance.

This requires substantial commitments to building data historians to track equipment performance as well as equipment bills of materials and the likes. To avoid over investment, the company needs to apply strict criticality segmentation to invest in the most critical equipment and frequently used parts. Most likely, 80% of the equipment and spares do not need this level of analysis.

* * *

Lion & Stutz is dedicated to assisting companies to achieve their full potential through practical solutions. Our size ensures that experienced consultants are personally involved on a daily basis.

