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## HOW TO MANAGE THE MAINTENANCE MANAGER

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# HOW TO MANAGE THE MAINTENANCE MANAGER

## *The role of the Maintenance Management Team*

To oversee maintenance resources so that the organization does not experience unplanned downtime or waste from broken or poor performing equipment while managing the department spending at the lowest cost per unit possible.



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# HOW TO MANAGE THE MAINTENANCE MANAGER

## *The role of the Maintenance Management Team*

Keywords:

accountable, maintenance, resources,  
unplanned downtime, waste, schedule,  
efficiency, budget, asset life, CPU, investment,  
training



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# HOW TO MANAGE THE MAINTENANCE MANAGER

*So what's the role of the Maintenance Manager's Boss?*

Set Goals/Expectations

Measure Performance

Hold Accountable



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# HOW TO MANAGE THE MAINTENANCE MANAGER

- Set Goals/Expectations
  - Downtime
  - Waste from downtime
  - Spending
  - M%/CPU\$
  - Projects
  - Development
  - Top Hitters



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# HOW TO MANAGE THE MAINTENANCE MANAGER

- Measure Performance
  - KPI's = Key Performance Indicators
    - Total lost time and by line
    - Total waste and by line
    - Building Maintenance Spend to Budget (Fixed)
    - LBS per Line/Asset Maintenance Spend (Variable)
    - LBS per Maintenance Manhour (Variable)
    - Maintenance Cost per Pound/Unit
    - Work Audits: Don't expect what you don't inspect



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# HOW TO MANAGE THE MAINTENANCE MANAGER

- Measure Performance
  - Project(s): Planning, Development, Execution, Deliverables
  - People Development/Training
    - Should include succession planning
  - Top Hitters/Root Cause



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# HOW TO MANAGE THE MAINTENANCE MANAGER

- Accountability
  - The Main Ingredient
  - The Three “F’s” with the option of a Fourth
    - Fair – Firm – Friendly.....Freed
  - Down day planning and Review
  - GOAL: Get Out And Look
    - Work Audits & Top Hitter Inspection (Q&A)
  - Account for Net Hours: Scorecard
  - Root Cause: Solve Top Issues



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# HOW TO MANAGE THE MAINTENANCE MANAGER

- Pitfalls
  - Percent of completed PM's
  - Trying to save yourself into a profit
  - Filling an opening(s) with warm bodies
  - No evidence of development or progressive discipline
  - No skill assessment or development plan
  - No way to keep score
  - No plan with Who-What-When



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# HOW TO MANAGE THE MAINTENANCE MANAGER

Remember:

Hopes not a Strategy

Effort without Results is not Value Added

Trust but Verify





# HOW TO MANAGE THE MAINTENANCE MANAGER

This topic will be the focus of a future two day  
ASB Workshop





# HOW TO MANAGE THE MAINTENANCE MANAGER

*Questions*  
*Discussion*  
*Comments*





## HOW TO MANAGE THE MAINTENANCE MANAGER

# *Thank You!*

