Work Scheduling Best Practices
Outline

- Introduction
- Scheduling principles
- Techniques
- Compliance
- Myths
- Scheduling and coordination
Objectives

• Upon completion of this module you will:
  ▫ Understand the work scheduling process
  ▫ Be able to develop a customized work scheduling process
Scheduling is:

• Specifically and definitely knowing what you propose to do with each asset each day
• Center from which all maintenance activity is conducted
• The process by which all resources required to complete specific jobs are allocated, coordinated, and synchronized
• A joint maintenance/production activity
Scheduling Principles

• Begin with a logical determination of your schedule week (Monday – Sunday?)
• Schedules represent:
  ▫ Best craftsman utilization
  ▫ Statement of priorities
  ▫ Means of communication
  ▫ Definition of foreman’s responsibilities
  ▫ Means of controlling time
  ▫ Plan for assigning work
Scheduling Principles

• Simultaneous operations
  ▫ Personnel scheduling
  ▫ Job scheduling

• Challenges
  ▫ Predicting break-ins
  ▫ Estimating job hours

• For the supervisor
  ▫ Schedule is most desirable objective
  ▫ Flexibility in sequencing specific jobs
Prerequisites

• Lead time – identify jobs early
• Reasonable backlog
• All needs available
• Schedule everyone for a full days work
• Emergency work done at expense of schedule
• Additional fill-in work (10-15%) posted to schedule
Scope of scheduling involves

- Production/maintenance liaison
- Determine resource availability
- Moderate weekly planning meeting
- PM scheduling
- Daily scheduling
- Support job execution
- Assignments to specific craftsmen
Essential abilities

• Determine priorities
• Focus efforts
• Maintain concentration
• Persevere – Don’t quit
KAHADA - Keep a half a day ahead ahead

- Maintenance personnel given assignments at least a half day ahead of time
- Planner meet with supervisor by noon each day to discuss next day's work
Scheduling techniques

- **Manpower deployment schedule**
  - Identify personnel and skills
  - Determine available hours for week for each

- **Job schedule**
  - Identify skills required
  - Estimated hours
  - Match skills with hours
Scheduling process

- Planner (with input from supervisor) identifies available work hours by skill
- Planner puts work orders in priority order
- Jobs assigned to skills
- All available hours scheduled
- Coordination activities identified
- Supervisor assigns names to jobs
- Supervisor identifies break-ins
Scheduling process

• People assigned lower priority work used for break—is when possible
• Review schedules in morning and at noon
• Planner fills out schedule compliance form each week
• Maintenance and operations superintendent review and approve schedule
Work scheduling exercise

- Team has 5 people
  - Tom, journeyman electrician (EJ)
  - Fred, electrician apprentice (EA)
  - Sue, journeyman mechanic (MJ)
  - Rick, helper (H)
  - Tim, welder (W)

- Work week is Monday through Friday
- Rick needs Tuesday off for a Dr. appointment
- Tom has a personal day approved on Friday
Work scheduling exercise

- 10 jobs ready to be worked. Listed in order of priority

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Work Scheduling Hints

• Carefully select most logical schedule week
• Communicate
• Collaborate
• Coordinate
• Plan strategy weekly
• Finalize tactics daily
Work Scheduling Hints

• Align personnel to jobs based on
  ▫ Knowledge
  ▫ Aptitude
  ▫ Training needs
• Balance equipment specialization with broad facility knowledge
• Provide technicians with challenge and opportunity to grow
Work Scheduling Hints

• Schedule what can be done not what needs to be done
• Distinguish between duration and man-hours
• Schedule multi-person jobs as the first job in the morning when possible
• Avoid duplicate shutdowns
• Follow schedule progress and adjust
Schedule compliance

• By approving the schedule
  ▫ Maintenance agrees to do the work
  ▫ Operations agrees to make equipment available
• Schedule is a contract between maintenance and operations
• More binding if operations manager chairs scheduling meeting
Schedule compliance

• How did we do on last week's schedule
  ▫ How many scheduled jobs were actually completed
  ▫ How many actual man-hours vs. scheduled man-hours
  ▫ How many jobs broke the schedule
  ▫ Why were they necessary
Myth of efficiency

- Myth – the harder one works the more that gets done
- Important tasks rarely need to be done today
- Urgent tasks call for immediate action
- With times perspective their deceptive prominence fades
- Consider both importance and urgency
Myth of efficiency

- Myth – The most efficient is the most effective
- Actually – The most efficient work on the wrong task is not the most effective
- Keep long range objectives in mind
- Be efficient in the right things at the right time
Myth of efficiency

- Exercise
- Think about the last time you approached your desk to start something new
  - What did you select
  - Did you think through your priorities and consciously select the most important
  - Did you select the item of most interest at the moment
  - Did you select the one your gaze fell upon
  - Did you select what was brought up by a drop-in visitor
Myth of efficiency

Efficient action that puts methods ahead of results, and disregards planned objectives may be totally ineffective and my have to be done again
Learning to say no

• The problem is not with priorities 1-3 but with priorities 4-infinity
• Every project has a priority advocate
• Trying to do everything at once results in nothing getting done
• Concentrate on critical areas to achieve excellence
• Use the phrase “This is nice but it is not our first priority”
Morning meeting

- A forum for making adjustments to the schedule
- Galvanizes the group into a single unit
- Focused on short term objectives and problems
- Just the facts should be discussed
- Be sure the information is important to the group and not just you
- Meeting is between general supervisor and maintenance supervisors
Scheduling and coordination

• Continues until work is completed and accepted by owner
• Includes completing the equipment, work and failure history data
• Ensure data is clear
• Work order transitions to completed status