

COORDINATION IS THE LUBRICATION SO PLANNING AND SCHEDULING RUNS SMOOTHLY

Coordination and Scheduling is an important part of work preparation because this is where the scope of work for the next week is agreed to and set. If these processes are poorly performed, a schedule will be incomplete with poor expectations on how to execute the desired work. The result will be inefficiencies and lost productivity. Performance is optimized when partners and team mates are challenged with realistic and clear objectives. A weekly schedule showing both operation and maintenance activities is fundamental to setting objectives and optimizing shop floor performance.

Coordination is a weekly effort performed cooperatively between Operations and Maintenance. Operation set the schedule to meet customer requirements as well as scheduling PMs from the Master PM calendar. These partners need to discuss the short and long term issues and build a consensus on priorities for both Production and Maintenance. Typically Production is looking at detailed capacity planning for 1-3 weeks. Maintenance is focusing on keeping capacity over time which can be 1 week to 6 months. Through this cooperation, a weekly schedule is agreed too and published detailing how equipment capacity will be used for both operation and maintenance activities.

Coordination involves everyone getting prepared for the weekly meeting to discuss required work, opportunities and barriers and includes all of the partnering functions: Engineering, Purchasing, Maintenance Supervision, Maintenance planning, Operation Supervision, Operation planning, Storeroom resources and Management. Each of these functions have information or ideas to assure coordination identifies and obtains all the information, job plans, material, tools, site access requirements and required resources to successfully complete the job. It is only at this point when all of these requirements are met and available does the Maintenance Planner change the Work Order status to “ready to schedule”.

In setting the schedule, each of the Maintenance and Production activities are prioritized so customer service is maximized. When a schedule breaker occurs, the operation and maintenance supervisors will shift resources based on the agreed priority so the lowest priority task is dropped. The supervisors may have to coordinate large changes in priority to take advantage of an opportunity of equipment being down. This may mean pulling jobs ready for next week forward to prevent future shutdown hours. The role of the supervisors is to coordinate the resources to minimize productivity losses during these events and maximize schedule compliance for both production and maintenance activities.

Coordination is partners working together to maximize capacity next week and into the future to assure high customer service and low costs. When this is practiced, personnel soon understand the benefit and see that by working together and using a formal planning, coordination and scheduling process, schedule compliance, profits and customer service remain high and can go higher.