

# IMPROVING REACTIVE MAINTENANCE PROCESSES

Even in World Class organizations there is a level of Reactive Maintenance, they require an effective and efficient processes to handle emergencies. The level is very low in these organizations compared to a reactive organization that might have 40-60% of their Maintenance Labor reactive. However the point remains that a Reactive Maintenance organization can gain big results by simply improving your Reactive Maintenance process to mirror that of a World Class Organization's emergency process.

It starts with the Mechanics and Operators working together and answering three questions:

1. ***What Happened?*** (who, what, where, when, why, observations before and after)
2. ***How did it happen?*** (Draw conclusion and state a problem statement.)
3. ***What can we do to insure it never happens again?*** (Getting started on proactive.)

Why-Why analysis is great tool for this type of analysis. The supervisors, operator and mechanics need to continue the process and evaluate how well they responded to the emergency.

1. ***What was the first sign or when did we first learn of the emergency?*** (What conditions can be monitored?)
2. ***How effective was the response?*** (Did we have the correct shutdown and isolation procedures? Did we have enough warning /alarms? Did the actions minimize business risk and losses?)
3. ***How well were things communicated for those involved to make timely decisions?***
4. ***Who should have been involved that was not contacted or not properly communicated to?***
5. ***Why did the operator standard work instructions and/or Maintenance PM's not prevent this failure? What can we do different?***

You can easily see that be dealing with the "Schedule Breakers" and getting the front line information quickly and accurately. Proactive actions to improve operator checklists and PM's as well Maintenance Predictive and Preventive Maintenance activities will prevent the failure from occurring again.

The million dollar question is, if you trained Supervisors, Operators, and Technicians on these new expectations and provide support to implement appropriate recommendations and countermeasures, how much money would be saved this year and next year because repeat failures go away.

Many people who have a lot emergency breakdowns say, but we are good at being reactive. For these organization I say let's raise your standards and define good reactive maintenance to mean we are learning from the first failure and not letting it happen again.

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