

VALUE STREAM MAPPING A TOOL FOR MAINTENANCE

Some organizations have difficulty in applying Lean tools within the Maintenance organization. If you are working in this type of organization, we hope this discussion and attached table will help you demonstrate how your crew is implementing improvements in the maintenance process.

One of the core tools of Lean is Value Stream Mapping. Value stream mapping is taught as an eight step process and is used to eliminate waste from our business process to improve performance and productivity. The attached table shows how to approach Value Stream Mapping the Maintenance Supply Chain. (Identifying, approving, prioritizing, planning, procuring, scheduling, executing, delivering performance, close-out)

VSM 8 – Step Process	Comments and Thoughts
Commitment to Lean and Choosing the value stream to be worked on.	Select and charter a team of key shareholders that are involved in using the Maintenance planning process.
Learn about Lean Fundamentals	Learn about the seven waste and six major equipment losses and how value stream mapping can be used to improve the process and productivity.
Identify the Current State	Map the current state of the value stream from how the need for maintenance work is identified to closing out and documenting the work performed.
Map the Future State, Customer Demand Stage	Investigate how to eliminate waste and six major losses to improve customer satisfaction. Operation requires equipment available and able to run predictability and more frequently. Waste in handling information, managing resources, equipment and schedules across all functions and crews.
Map the Future State-Continuous Improvement Flow	Reduce order processing time, mean time to repair, increase mean time between repair, reduce total cost and decrease emergency maintenance orders by making the process clear with roles and responsibilities for improvements.
Map the Future State- Leveling Stage	How can the maintenance work be leveled to optimize delivery to company's customers.
Kaizen Plans	Create an implementation plan and with specific milestone events to pilot and set precedence to meet a roll out strategy and business case.

Remember idle and misused equipment, people and material are wasteful and cost the company. When you are working on improving the Maintenance Planning and Scheduling process, keep asking questions on how to minimize time for every step so this waste can first be minimize and second eliminated. As a reminder the six major losses and seven types of waste are listed below:

Waste	Six Major Losses
Transportation	Breakdowns
Waiting	Minor Stoppage
Defect	Setup and Adjustments
Motion	Rate Performance
Over Processing	Defects
Over Production	Start-up losses
Inventory	