



## Maintenance Planning and Scheduling: Who, What, Where, When and How

By Robert E. "Bob" Gaskins

Vice-President – The Maintenance Excellence Institute International

**"We first make our habits, and then our habits make us." -John Dryden**

Daily action towards our goals in our personal and business life will determine our success in all roles of our life. Today, give yourself the gift of becoming proactive in making your life exactly what you want it to be. [Simpletruths.com](http://Simpletruths.com).

Daily action towards our Maintenance goals and objectives will determine the speed with which we reach success in our pursuit of Maintenance Excellence. Today, give yourself and your maintenance colleagues the gift of becoming proactive in making your maintenance organization what you want it to be.

Review this link to find out how to make change: [Change is Good You Go First](#)

I have found it to be very true that habits drive us every day. I have a close friend that has always bitten his nails. He knows that this is a self-destructive habit, possibly dangerous to his health and he wants to change the habit, but he cannot. He heard somewhere that if he could change the habit for a period of 6 weeks then he will be able to break his nail biting habit forever. He decided to wrap each nail with a half a band-aid, with the band-aid pad removed, so that each time he felt the band-aid in his mouth, he would be reminded of his bad habit and stop biting that nail. After using a couple of boxes of band-aids, this solution worked and he now has normal, healthy nails. The only down side is that he has to keep clipping his nails.

I bring this up today because you as a Maintenance Manager, Maintenance Employee, or Maintenance Supporter also have bad habits that need changing. Your bad habits are costing you and your company extra money each day that they continue.

Today we'll talk about Planning and Scheduling for instance. How many times do you start out to do a job and find that you do not have the parts you need to complete your current maintenance activity or task? When you visit the stock room and ask them for parts, you find that they do not have the parts either. Next, or perhaps first, you visit the bone yard or your "obsolete stock" room. Or perhaps you visit that secret place where you keep your own private stock, just for such emergencies. Let's assume that you do not find the parts and need to travel to your local parts house, to buy the supplies you need.

A visit to the local supplier gives you the opportunity to *stock up* on current and future parts, not only just the ones you need for the job at hand but tools and parts for future possible needs. Remember, the parts are cheap, it is the travel time, and the down time away from the job, that is really costing your company the big bucks. I just visited my local hardware store the



other day to buy 4 ea. 3.5"x1/2" lag bolts. It took me an hour and a half to go, buy the bolts, and get back home. Knowing this time impact, I decided to buy not only the lag bolts that I needed today, but 4 ea 3.0"x3/8" lag bolts for spares, options and future projects. Of course, each bolt needed a cut washer and lock washer. My little bag of 24 items cost me around \$18.00. I came home knowing that I could not only complete today's job but that I could save a future trip to the Home Depot. I felt good about my decision and had to find a place to store the extra stuff, so I threw it into my spare stuff drawer along with the other stuff I purchased for the same reason in the past. Would you say that this was a good decision or simply a bad habit? Please don't tell my wife, she knows what it is and never fails to call it, as it is when she finds out. The other day she asked me if I had any of those plastic bags with parts that I could return for credit. I have 4 or 5 different type hammers, numerous screwdrivers, tools, etc. in my spare tools inventory (secret stash). Is this how you run your maintenance organization?

One good Planner Scheduler can normally provide a 5 to 1 return on investment. In most large organizations, when you invest in a single Planner Scheduler position for your maintenance organization, you can expect the return of 5 equivalent maintenance positions in terms of maintaining optimal inventory, increased wrench time and overall craft productivity,. Your Planner Scheduler helps to ensure that the right parts are available 100% of the time and that the right jobs are being done at the right time to maximize the value of each one of your maintenance professionals. Your Planner Scheduler can help you turn the Pareto's law, the 80/20 rule, in your favor. Generally, (in a large maintenance organization) one Planner Scheduler per 20 to 30 maintenance professionals can help you move from 80 % emergency work and 20 % planned work to 80 % planned work and 20% emergency work. Now that is a worthy objective for any maintenance organization! Please click on this link and download your copy of the [Maintenance Planner Scheduler Position Description](#) as a guide for your new or existing maintenance Planner Scheduler position.

Imagine having this situation. You are in charge of a large maintenance staff that is maintaining the equipment and facilities for a secure military base that is 100 miles in diameter with secure fences all around the base. Personal operated vehicles (POVs) are not allowed and your maintenance professionals must travel some 25 plus miles from the main maintenance shop to their assigned job each day. Does it make sense to send them out without the tools and equipment that they will need for the job at hand plus any emergency that they may face while they are at the job location? The local hardware store option is not available. During an emergency, you most certainly don't want them to have to go back to the shop to get some special tool that they need. In this case, a good Planned Maintenance (PM) program can prevent a great deal of travel just for future emergencies. The same thought applies to other situations where local travel may involve heavy traffic, etc.

The maintenance group of Sarasota County Government, Florida instituted a "supply the maintenance vehicle" idea for maintenance crews. Each day the maintenance crew parks their vehicles outside the stock room and every night, the Work Order program identifies the special equipment and parts needed for the next day's work. Stock room personnel simply check the current inventory on the vehicle, updates the stock items, and stocks the special parts and equipment for the next day's needs, all from the Computerized Maintenance Management



System's (CMMS) list of planned jobs. The crew shows up the next day, drives to the maintenance location, and is able to perform the needed maintenance plus any PM work that is scheduled for that location. This provides maximum utilization of the maintenance crew plus it ensures minimum travel and optimal parts inventory. The Maintenance Planner Scheduler plays a key role in ensuring that the CMMS system is up to date with the latest requirements for any given job and maintenance location. Would this idea work in your maintenance organization, either on a macro or on a micro level?

Today's challenge is to investigate the potential impact of a Maintenance Planner Scheduler position on your organization. Do you have a Maintenance Planner Scheduler? If not then get one! I assure you that you are paying someone to do the maintenance planning and scheduling. Perhaps your maintenance supervisor is also your Planner Scheduler for the crews he or she manages. Your supervisors are able to do the job, that's for sure, but ask yourself is this the right way for them to be spending their time?

Call Pete or me if you have additional questions regarding the Maintenance Planner Scheduler position for your organization.

Bob Gaskins, Vice President  
The Maintenance Excellence Institute International  
Raleigh and Oak Island, NC



## The Maintenance Excellence Institute

6809 Foxfire Place, Suite 100, Raleigh, NC 27615 ♦ 2625 East Beach Drive, Oak Island, NC 28465  
Office / Direct Cell: 919-270-1173 ♦ Web: [www.PRIDE-in-Maintenance.com/](http://www.PRIDE-in-Maintenance.com/) ♦ Skype: [ridenwork](https://www.skype.com/user/ridenwork)

Bob Gaskins 919-841-0705  
E-Mail: [Bob@PRIDE-in-Maintenance.com](mailto:Bob@PRIDE-in-Maintenance.com)

Ralph W. "Pete" Peters 919-270-1173  
E-Mail: [Pete@PRIDE-in-Maintenance.com](mailto:Pete@PRIDE-in-Maintenance.com)