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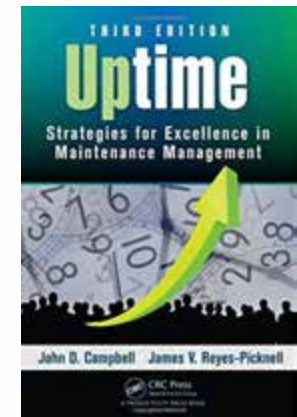


Reliability Program Management

James Reyes-Picknell

Principal Consultant

conscious | asset



Reliability program management

Why do we want reliability?

Do we achieve it?

Maintenance and reliability – are putting attention where it is needed?

Maintenance and reliability today

Maintenance and reliability in the future

What is reliability?

Reliability is the **probability** of completing a defined **mission** without failure over a **specified period of time under specified conditions**

Probability – not a certainty

Mission – “function” (usually several; defined using RCM and RCM-R)

Period of time – your campaign or production run. We often want “forever” so we end up targeting maximum MTBF

Specified conditions – stay within the capabilities of the machine / system or “bets are off”

Important functions

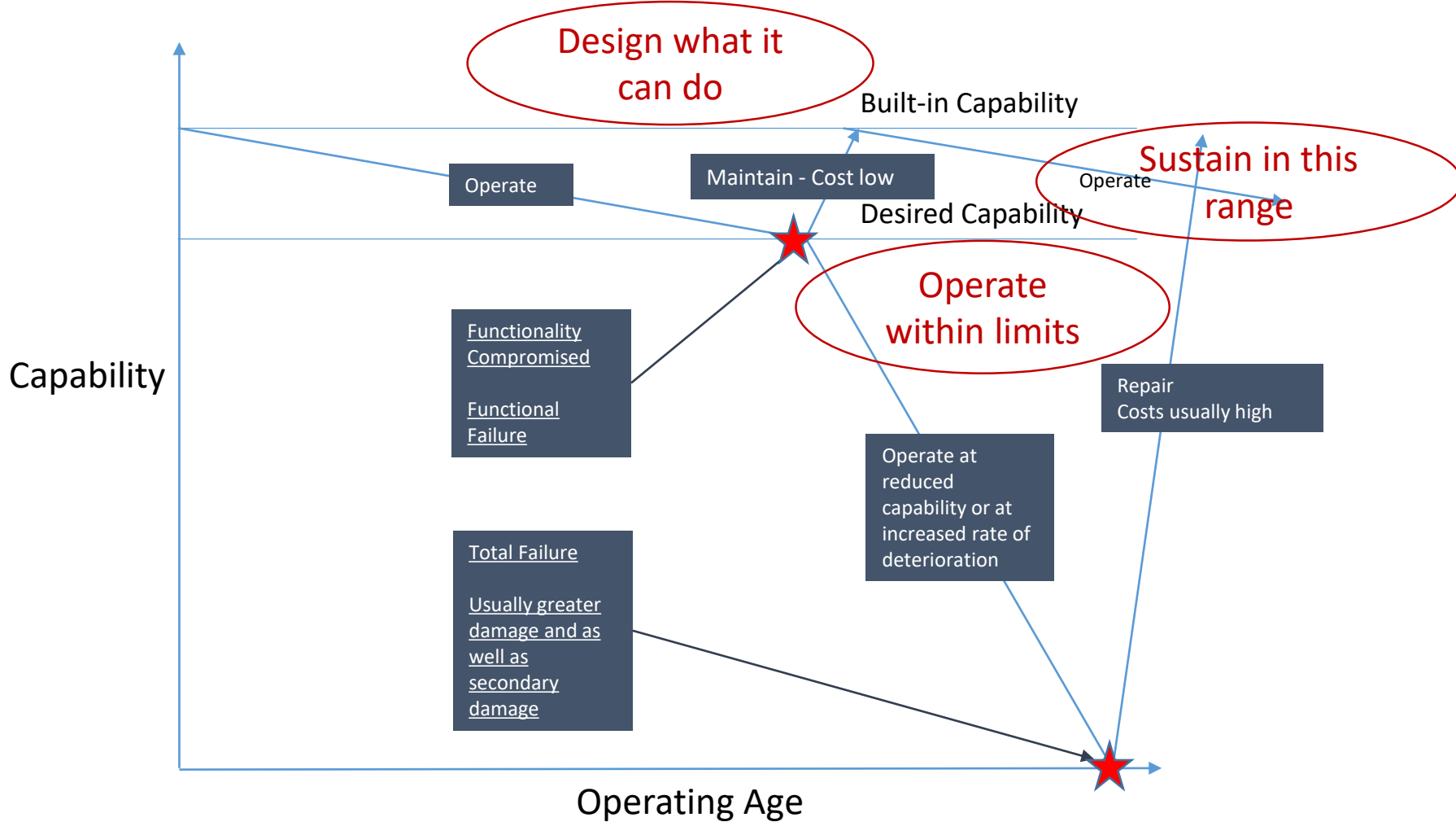
Reliability is a function of design, operational and maintenance performance

Design – defines what reliability is achievable. We get what we pay for.

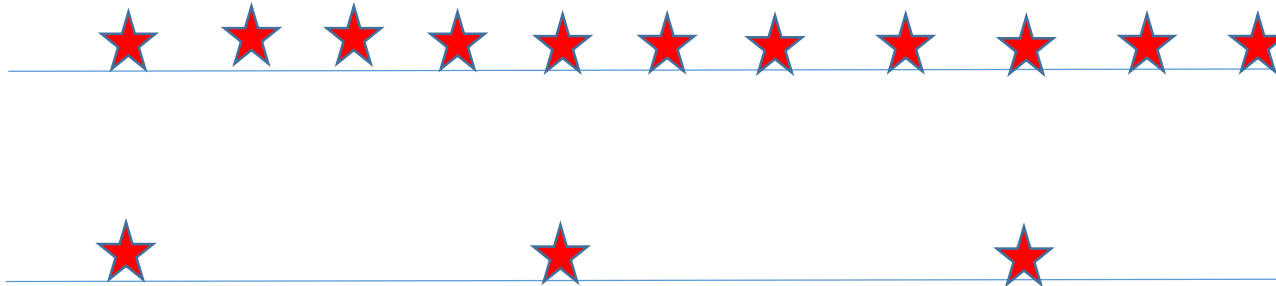
Operation – keeps within the operational envelope or asset will fail.

Maintenance – sustains performance within design capability

Who does what



Why reliability?



- Longer “mission” time
 - Increased production potential
 - Less disruption to operations
 - Fewer repairs and lower cost

Uptime Pyramid of Excellence in Maintenance Management

Choosing Excellence
Reliability is here
RCM
Continuous Improvement
EBAM

Effectiveness
Methods, technology, empowerment

Essentials
Maintain is here
Work Management
Basic Care
Materials Management
Performance Management
Information Systems

Efficiency
People and Processes

Leadership
Strategy
People & Teams

Enable
You with your people

Are we achieving reliability?

- Yes and no – often inconsistently
- We struggle
 - Systems
 - Processes
 - Process discipline
 - Right skills
 - Enough people
- Root cause – often lack of understanding
 - Leads to lack of funding – because of the wrong attitude
 - Maintenance is a cost, not an investment

Inner reflection

- Maintenance managers
 - Many of us tend to focus on work management, problems with materials supply, schedules, planning and reporting with KPIs and your CMMS / EAM in support
 - This is all needed too
 - But it is also focused on the tactical approaches to achieving reliability
- Reliability engineers
 - Often don't exist – where it exists it is an engineer role
 - Too junior to have real impact on the organization
 - Focused on individual problems, not the big picture
- Reliability managers?

Today the emphasis is misplaced

- To the financial world maintenance is a cost
 - Tactical activities are needed but let's get away with as little as possible
 - Sadly they don't quite understand that we are not that simple
- But reliability is something different to them
 - It requires capital investment – more strategic to company goals
 - Investment requires management to sustain value
 - Some may even consider that by managing maintenance alone, we are missing the point

A shift in emphasis might help

- Focus on reliability management, not maintenance
 - Put the emphasis on results – sustaining value
 - Value = productive capacity
 - Define the tactical activities needed to deliver that value
- Maintenance
 - Sustaining activities are needed to achieve reliability
 - Stop trying to change the financial world
 - Admit it - maintenance IS A COST spent on tactical activities
 - It needs management
 - Do the right things
 - Do them the right way

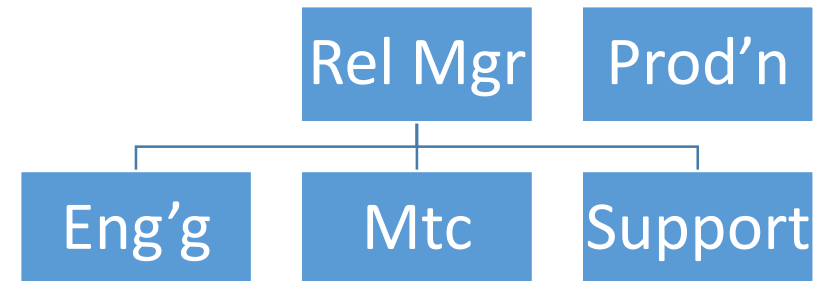
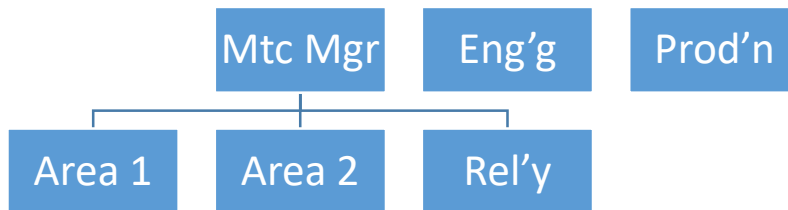
What do we really want?

- Maintenance tactics and activities

Or

- Reliable operations?

Proposition – turn the org chart upside down



Emphasize what we want to achieve

Professional engineering / management background and training

Ensure you get the designs you need to achieve what you want

Ensure you get the maintenance needed to achieve the reliability you designed into your systems

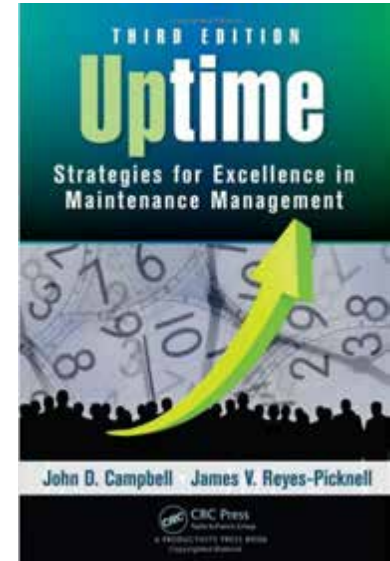
Elevate the reliability function to the level of investment

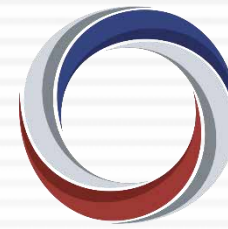
Keep the spending (maintenance) yet target it more effectively

Emphasis is on the result, not the method

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- James Reyes-Picknell
- www.consciousasset.com
- +1 705 408 0255
- james@consciousasset.com





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James Reyes-Picknell

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