

World Class

Maintenance Management

The 12 Disciplines



Based on the Original Concept of the
12 Disciplines

Rolly Angeles

World Class Maintenance Management The 12 Disciplines

Rolly Angeles



World Class Maintenance Management The 12 Disciplines:

World Class Maintenance Management Rolly Angeles, 2018-03-18 About this WCM Book My intent in writing this book is not only to provide a strategic framework on what it takes for an industry to achieve a World Class Maintenance Management structure but to let each one of us understand the role of maintenance in our industry The role of the maintenance function is not about eliminating failures but understanding that each failure has its own unique and distinctive consequences Maintenance is not about repairing and scheduling equipment for repair It is much more than that and that each of us who belongs to the maintenance function should stand proud because maintenance plays a major role in the success or failure of any industry Achieving an excellent maintenance structure is not only about having the best Predictive Maintenance instruments and computer software in town but it has more to do with the people their culture and how each maintenance thinks This book is divided into three parts Part 1 covers about the basic discipline that has often been neglected in our equipment Part 2 refers to the intermediate discipline which refers to the different strategies which must be adapted on maintenance to improve our equipment reliability and Part 3 covers about the more advanced disciplines Part 1 Basic Discipline Back to Basics Discipline 1 Training and Education Discipline 2 Set up Maintenance Indices and KPI s Discipline 3 Autonomous Maintenance Discipline 4 Addressing Basic Equipment Condition Discipline 5 Preventive Maintenance Part 2 Intermediate Discipline Maintenance Strategies Discipline 6 Spare Parts Management Discipline 7 Life Cycle Management Discipline 8 Lubrication Strategy Discipline 9 Root Cause Failure Analysis Discipline 10 Reliability Initiatives TPM and RCM Part 3 Advance Discipline Specialized Strategies Discipline 11 Predictive Maintenance Discipline 12 Computerized Maintenance Management Software CMMS It is not easy to change a maintenance system that had been in place in the industry for many years but it is possible for every company to transform from a firefighting to a world class maintenance structure and this is the objective of writing this book I have detailed every step so you can follow them thoroughly Let us face the facts about your system of maintenance so we can learn from them Many companies are struggling to survive together with their competition Maintenance is one big factor where a company can save on cost if one has the right tools and knowledge to convert their maintenance task into an excellent maintenance structure Reliability cannot be achieved by cutting costs but rather improving reliability will definitely reduce our maintenance and operating costs There is no such thing as plant overnight success or one day transformation It will take several years to achieve a state of world class maintenance structure Being world class is a long term and not a short term approach It is a long journey yet the time spent will be very rewarding Achieving a world class maintenance structure is not about being the best but giving it our best and doing it better Having a world class maintenance structure is not about improving our equipment but improving the people maintaining our equipment The focus will always be on the people You need three things to make this happen a plan a team and a big heart This book is about the first part which is having a plan I leave the other two elements with you

which are a team and a big heart When your people unite into a common goal only then can you realize that your maintenance people can move mountains Millions of dollars can be saved on maintenance by adopting a change in your maintenance system This is a book for every industry that dares to improve their maintenance human resources

Reliability - A Shared Responsibility for Operators and Maintenance Rolly Angeles,2020-06-07 Industries must learn to understand that reliability is always a shared responsibility for operators and maintenance For as long as these two remain as a separate function industries will continue to remain reactive

Cutting Edge Maintenance Management Strategies Rolly Angeles,2020-06-07 Cutting Edge Maintenance Management Strategies is a book written for industries seeking ways on how to improve the way they do maintenance on their equipment and assets to increase its reliability

Reliability is not just for reliability and maintenance but it is everyone s responsibility for industries

Maintenance - Roadmap to Reliability Rolly Angeles,2016-04-29 This book depicts the life and struggle of maintenance in seeking better ways and means to improve the reliability of the equipment and assets The author shares his experience on how to achieve such feat Transitioning from a reactive to a proactive maintenance stage is not an easy tasks but it is not also an impossible tasks What the author believes is that the key to everything is educating the maintenance people on what maintenance is all about Training is where we acquire knowledge to develop the skills required to do our job right This book contains real life stories struggles and actual experiences by the author in his career in maintenance and currently as a Reliability and Maintenance Consultant Every industry must change their paradigm and realize that maintenance are not repair people The meaning of the word maintain is simply to preserve our equipment and assets And we can only preserve our assets if maintenance are equipped with the right knowledge on how to perform their jobs right the first time around I have written this book in order to reach out to industries in search of discovering ways to improve not only their equipment and assets but as well as their maintenance human resources Remember that maintenance is not a department it is not a function or any organization but rather maintenance are humble and down to earth human being hence let us provide them with the respect that they truly deserve because that is all they ask for The message of this book is simple and straightforward There is no better way to start the journey to reliability other than to go back to the basics and addressing these very small problems we have in our plant Big problems unplanned breakdowns and catastrophic failures are just an accumulation of small problems that has always been ignored in the first place Maintenance is always a shared responsibility for operators and maintenance working together in complete harmony It will be difficult for maintenance to transition from a reactive to a proactive mode if operators will not be involved in doing maintenance since maintenance is always a shared responsibility for operators and maintenance This book explains in detail on how to proceed with the 4 Phases of Planned Maintenance and how to integrate RCM into the TPM process It also covers the importance of doing Autonomous Maintenance as well as Spare Parts Management which is believed to be the missing link theory on any reliability and maintenance strategy Chapter 11 is a

classic case study on what maintenance can achieve if there is a clear roadmap to follow The last chapter states that maintenance are just human like you and me What is important is not to blame them for every single failure that occur in the plant but for both operations and maintenance to work together on the problem Many industries are looking for a structured and detailed approach on how they can improve their maintenance asset and resources This book provide that level of information Each chapter begins with a quote on wisdom of maintenance and at the end of each chapter will be a quiz for you to answer

Maintenance Roadmap to Reliability Rolly Angeles,2020-06-07 *Cutting Edge Maintenance Management Strategies* Rolly Angeles,2020-06-07 **Reliability - a Shared Responsibility for Operators and Maintenance** Rolly Angeles,2021-05-02

One of the biggest missing link in reliability is the separation between operators and maintenance This book had to be written for industries to realize what they are missing For as long as operators and maintenance in industries remain a separate function Industries will continue to be reactive My goal is to reach out to industries and convince them that these two cannot co exists without each other and that it is time for both operators and maintenance to finally work together to improve not only the productivity but also the Reliability of their equipment and assets Separating these two only creates feuds and friction between them When I sometimes think about this all I can say is that the problems in industries remain deeply rooted in their organization from how their organization was structured their policies procedures they wrote and the rules they imposed upon their employees This book may sound contradictory to many of the policies industries imposed and all I ask from the reader is to finish reading this book so that the reader can understand my reasons behind the contradiction Industries hire me for one reason to tell them what is wrong with them on how they do maintenance and what can be done about it Why Operators are Important in the Reliability Strategy What Maintenance is all About Survey on Top Problems of Preventive Maintenance Revisited 2018 Why Preventive Maintenance cannot prevent ALL failures Why Safety cannot be First Operations and Maintenance Will the Feud Ever Stop Reducing Human Errors in Maintenance Why Operations and Maintenance Went their Own Separate Ways Understanding Human Errors The Common Thing RCM and TPM Both Believes Strengthening Operator and Maintenance Partnership Detailed Guidelines in Implementing 7 Steps of Autonomous Maintenance Tips in Implementing Autonomous Maintenance Detailed Guidelines in Implementing the 4 Phases of Planned Maintenance Tips in Implementing Planned Maintenance Why Do Most RCM Initiatives Fail Detailed Guidelines in Implementing RCM Analysis for Equipment Tips in Implementing the RCM Analysis Detailed Guidelines on How to Perform Root Cause Failure Analysis Probe Tips in Implementing Root Cause Failure Analysis Guidelines in Conducting Equipment FMEA FMECA Tips in Implementing FMEA FMECA Small Problems matters most The Biggest Missing Link in Any Reliability Strategy Changing the Image of the Maintenance Function It Will Definitely Take Time for Industries to Accept The Separation Needs to End and a Partnership Needs to Begin Managing Human Errors in Maintenance How to Strengthen Operators and Maintenance Partnership Tips and Guidelines in Implementing TPM Focused Improvement and many more In

my cases operators remain switch flickers and are frequently provided with a job description to operate the equipment This book explains that operators are always the first line of defense on any equipment related failures and breakdowns since they are the closest people that will experience the failure first before maintenance Operators need to understand the earliest symptoms of failures One sentiment I often hear from maintenance is that if breakdowns happen simultaneously what they think is that they are undermanned I do not believe so The main reason for this mindset is simple operators are not involved in the shared responsibility of doing maintenance Operators are important in any reliability and maintenance strategy because operators are the first line of defense on any failure that can occur on the equipment since they are the people closest to the equipment when the failure occurs and not maintenance

Cutting-Edge Maintenance Management

Strategies Rolly Angeles,2020-04-26 During the start of this year 2020 I have been thinking a lot about the need to right my fourth book on maintenance What title should I give this book and why What industries need today are Cutting Edge Maintenance Management Strategies that can be explained in a straightforward and simple manner for industries that they can easily adopt Today what every industry need is a way on how to survive their competition and remain in business I started drafting this book on March 16 2020 We all know about this pandemic on covid 19 which have struck the whole world and affected so many businesses and industries in all countries globally Many industries have been halted by this pandemic and many jobs were lost as a result Honestly speaking I am not certain when this pandemic will end since as of this writing the number of cases is increasing exponentially and vaccine is still unavailable It is my hope that once everything goes back to normal leaders in industries can learn from experience to manage the risks involved and sustain their assets more intelligently When I first published my first book on World Class Maintenance Management the 12 Disciplines in 2009 I thought I have written everything there is to know in order to achieve a level of World Class Maintenance Management Through the years what I learned so far is that having a World Class Maintenance is very different from achieving a World Class Reliability in the organization There are also many developments and changes today in maintenance that we need to adopt The reason for writing this book is not only for the readers to understand the new trends in maintenance but also for them to understand the reason for using them These strategies must be adopted by industries for their own advantage because in today s phase the law of the jungle applies and that is survive now or be left behind Cutting Edge Maintenance Management Strategies This book also a sequel deals with the different cutting edge maintenance strategies that must be adopted by industries in order for them to survive their competition In industries today the law of the jungle applies survive or be left behind Learn how these strategies can link together in building a solid maintenance structure in the plant Finally understand Learn these cutting edge maintenance strategies in helping build the reliability culture for industries

World Class Maintenance Management - The 12 Disciplines Rolly Angeles,2020-06-07 If you have been living the day to day pressures and struggles of doing maintenance then this is definitely a book for you Life of a maintenance is typically a

struggle as most industries end up being reactive all the times

RSA Reliability and Maintenance Newsletter Vault Collection Rolly Angeles, 2021-07-12 This is the eighth of a series of books I have written based on the original concept of my first book on World Class Maintenance Management The 12 Disciplines In as much as I can I have written all my books in the simplest way i can for the benefit of the readers to understand Perhaps the reader would want to know what RSA is The first letter R and the last letter A stand for my first and last name which is Rolly Angeles The letter S is my middle name or better yet it also stands for Stones which is my favorite band that I always featured and discussed in my previous books This book is a collection of all my reliability and maintenance newsletters I wrote which I started from May 2007 until December 2020 It contains around 164 newsletters on different topics about our common interest which is all about reliability and maintenance The majority of these newsletters are included in my books based on their particular maintenance discipline This is a supplementary book to the sequel on World Class Maintenance Management The 12 Disciplines Unlike my other books which is specifically dedicated to a particular discipline on World Class Maintenance Management this book is a collection and covers a wide range of disciplines into one reading I have used most of these newsletters in my other books depending on what particular maintenance discipline it fits in The chapters of this book are chronologically arranged according to the year the newsletter was written starting from May 2007 to December 2020

Reliability - A Shared Responsibility for Operators and Maintenance: Sequel to World Class Maintenance Management - The 12 Disciplines and Maintenance Rolly Angeles, 2018-08-21 This book had to be written for industries to realize what they are missing My goal is to reach out to industries and convince them that these two cannot co exists without each other and that it is time for both operators and maintenance to finally work together in improving not only the productivity but as well as improving the reliability of their equipment and assets Separating these two only creates feud and friction between them When I sometimes think about this all I can say is that the problems on industries remain deeply rooted down in their organization from how their organizational was structured their policies procedures they wrote and the rules they imposed upon their employees This book may sound contradicting to many of the policies industries imposed and all I ask from the reader is to finish reading this book so that the reader can understand my reasons behind the contradiction Industries hire me for one reason so that I can tell them what is wrong with them on how they do maintenance and what can be done about it In today s industry s norm maintenance are often provided with blinkers or blinders This is an eye patch they place on the eyes of the horse so that the horse cannot see the rear or what is on their side and can only see the front The moment they were hired they wore this blinkers so that maintenance can only see the things you learned from the University of Hard Knocks When it is time for them to retire then this blinders needs to be pass on to the new maintenance generation and that is how it goes for industries It is time to remove those blinkers blinders so that maintenance can see at a wider range and found out what they are missing at all There are many things that we need to change so that industries can move forward

and remain in business This book is composed of twelve chapters in which I include a quiz at the end of each chapter for the reader to answer in order to grasp the level of understanding they got from reading each chapter Chapter 1 discuss about why operators are important on any maintenance and reliability strategy As our equipment continues to be upgraded and automated we need operators who are not only switch flickers and operate the equipment but what we need are operators who can sense if something is wrong with their equipment at its earliest possible stage Dealing a small problem is less expensive than waiting for the failure to come The breakdowns and failures we experience on our equipment are just merely an accumulation of small problems that had been neglected so far The problem was that when these problems were small nothing had been done to correct them until another small problem emerge and another and another in which finally the equipment can no longer bear which ended up in a breakdown And when the machine fails then that is the time we react Chapter 2 explains what maintenance is all about What it can do and what it cannot do Maintenance is simple but often times industries complicate matters For example Preventive Maintenance is one of the strategies on maintenance This is a very good strategy indeed as its role is to extend the lifespan of the asset instead of doing maintenance on a reactive or crash basis but the problem is that most industries misuse abuse or overuse this strategy ending up in more breakdowns instead of the other way around Chapter 3 discuss about human errors This is a very important topic as most of the world s lists industrial incidents I mean almost all industrial accidents that happened all around the world was mostly a matter of maintenance and human errors Although technically speaking there is indeed no way to eliminated human errors since this is part of being human Human errors has many origins and even the best and smartest employee we have can commit the worst errors and mistakes but the good news is that human errors can be manage more intelligently

Developing Performance Indicators for Managing Maintenance Terry Wireman,2005 This unique reference utilizes techniques based on other management measurement systems such as the balanced scorecard It also presents a maturing of measurement technique for maintenance and asset maintenance and development techniques allowing companies to be competitive into the future

Reliability - A Shared Responsibility for Operators and Maintenance Rolly Angeles,2020-06-06 The purpose of writing this book is for industries to realize that operators will also play a major role in maintenance and that maintenance can never escape the vicious cycle of being reactive if operators will not be involved with maintenance itself

Advances in Production Management Systems. Sustainable Production and Service Supply Chains Vittal Prabhu,Marco Taisch,Dimitris Kiritsis,2013-09-05 The two volumes IFIP AICT 414 and 415 constitute the refereed proceedings of the International IFIP WG 5 7 Conference on Advances in Production Management Systems APMS 2013 held in University Park PA USA in September 2013 The 133 revised full papers were carefully reviewed and selected for inclusion in the two volumes They are organized in 4 parts sustainable production sustainable supply chains sustainable services and ICT and emerging technologies

Advances in Asset Management and Condition Monitoring Andrew Ball,Len Gelman,B. K. N. Rao,2020-08-27

This book gathers select contributions from the 32nd International Congress and Exhibition on Condition Monitoring and Diagnostic Engineering Management COMADEM 2019 held at the University of Huddersfield UK in September 2019 and jointly organized by the University of Huddersfield and COMADEM International. The aim of the Congress was to promote awareness of the rapidly emerging interdisciplinary areas of condition monitoring and diagnostic engineering management. The contents discuss the latest tools and techniques in the multidisciplinary field of performance monitoring, root cause failure modes analysis, failure diagnosis, prognosis and proactive management of industrial systems. There is a special focus on digitally enabled asset management and covers several topics such as condition monitoring, maintenance, structural health monitoring, non-destructive testing and other allied areas. Bringing together expert contributions from academia and industry, this book will be a valuable resource for those interested in latest condition monitoring and asset management techniques.

Decoding Reliability-Centered Maintenance Process for Manufacturing Industries Rolly Angeles, 2021-03-07. In this book I have explained two definitions of RCM which is looking on the equipment side and the human side of doing it. Reliability Centered maintenance is a process used to determine any physical asset's maintenance tasks, decisions and requirements in its current or present operating context. It is also a process used to determine what must be done to ensure that any physical assets continue to do whatever their users want them to do in their present operating context. On the human and softer definition, RCM is a way or process of capturing and extracting the knowledge, understanding and wisdom of the most experienced people in the plant and transforming it into a living document and their legacy. In most cases, when these good old folks go away and retire for good, they bring everything they know to their grave and the plant hires fresh employees with little or no experience and starts everything from the very beginning. We just want to put a stop to this never-ending cycle. The main reason why I wrote this book is that doing RCM in a manufacturing plant is a bit different from doing RCM in oil and gas power plants and other similar plants because their equipment losses are different, although the process on how RCM is done will be the same. If you worked in a semiconductor plant, breakdowns and failures are not the main issues but minor stoppages, changeover or quality problems are. You must know the boundary between what RCM can address and what it cannot. RCM will address failures and breakdowns by proposing tasks; it is not designed to address every possible equipment loss. What I am saying is that failures are just a subset of the entire equipment losses. Suppose you have chronic quality problems caused by the equipment; RCM can address some of them but not all, since quality problems and defects are much broader than breakdown and failures. I have a detailed explanation of what particular losses RCM can and cannot address in Chapter 3.3.2 of this book. This book is written to help industries implementing RCM on their machines, equipment and assets. Here is a summary of the Chapters of this book. I have also explained in this book how to implement RCM more successfully by restoring the equipment first. If the plant is implementing Total Productive Maintenance, the integration of these two methodologies is explained in detail in this book.

Total Productive Maintenance Terry Wireman, 2004. The

financial approach to Total Production Maintenance *Maintenance Costs and Life Cycle Cost Analysis* Diego Galar, Peter Sandborn, Uday Kumar, 2017-09-18 Authors have attempted to create coherent chapters and sections on how the fundamentals of maintenance cost should be organized to present them in a logical and sequential order. Necessarily, the text starts with importance of maintenance function in the organization and moves to life cycle cost (LCC) considerations followed by the budgeting constraints. In the process, they have intentionally postponed the discussion about intangible costs and downtime costs later on in the book, mainly due to the controversial part of it when arguing with managers. The book will be concluding with a short description of a number of sectors where maintenance cost is of critical importance. The goal is to train the readers for a deeper study and understanding of these elements for decision making in maintenance, more specifically in the context of asset management. This book is intended for managers, engineers, researchers, and practitioners directly or indirectly involved in the area of maintenance. The book is focused to contribute towards better understanding of maintenance cost and use of this knowledge to improve the maintenance process.

Key Features Emphasis on maintenance cost and life cycle cost especially under uncertainty. Systematic approach of how cost models can be applied and used in the maintenance field. Compiles and reviews existing maintenance cost models. Consequential and direct costs considered. Comparison of maintenance costs in different sectors: infrastructure, manufacturing, transport.

Decoding Reliability-Centered Maintenance Process for Manufacturing Industries Rolly Angeles, 2021-04-05 There are cases where breakdowns and failures are not the primary cause of equipment downtime, especially in manufacturing industries. Although RCM is a popular strategy, still many manufacturing industries are not implementing this process and continue to remain stuck in their PM tasks. The main reason why I wrote this book is that doing RCM in a manufacturing plant is a bit different from doing RCM in oil and gas power plants and other similar plants because their equipment losses are different, although the process on how RCM is done will be the same. If you worked in a semiconductor plant, breakdowns and failures are not the main issues, but minor stoppages, changeover, or quality problems are. You must know the boundary between what RCM can address and what it cannot. RCM will address failures and breakdowns by proposing tasks; it is not designed to address every possible equipment loss. What I am saying is that failures are just a subset of the entire equipment losses. Suppose you have chronic quality problems caused by the equipment; RCM can address some of them but not all, since quality problems and defects are much broader than breakdown and failures. I have a detailed explanation of what particular losses RCM can and cannot address in Chapter 3.3.2 of this book. This book is written to help industries implementing RCM on their machines, equipment, and assets. Some of the highlights of this book include: 27 Frequently Asked Questions (FAQ) on RCM, 22 Tips on Implementing RCM, 15 Don'ts About RCM, Why the RCM Preparatory Stage is Important, Can RCM Address All Equipment Losses, Actual Case Study on RCM, How to Integrate RCM into the TPM Process, Bonus RCM Forms I used in Excel format, The RCM and TPM Crossroads, Strengthening the SAE JA1011 Criteria, Addressing MRO Spare Parts after Implementing

RCM How to Determine the Correct Interval for PM PdM FFT and Switching Standby Components MRO Decision Diagram on Whether to Stock or Not to Stock Difference Between a Failure Mode and a Root Cause Secondary Tasks for Doing On Condition Tasks Details in Writing the RCM Decision Worksheet Explained Details in Writing the RCM Information Worksheet Explained Details in performing Horizontal Replication for Similar Equipment with the Same Operating Context Details in Conducting the RCM Audit And more In this book I have explained two definitions of RCM which is looking on the equipment side and the human side of doing it Reliability Centered maintenance is a process used to determine any physical asset s maintenance tasks decisions and requirements in its current or present operating context It is also a process used to determine what must be done to ensure that any physical assets continue to do whatever their users want them to do in their present operating context On the human and softer definition RCM is a way or process of capturing and extracting the knowledge understanding and wisdom of the most experienced people in the plant and transforming it into a living document and their legacy In most cases when these good old folks go away and retire for good they bring everything they know to their grave and the plant hires fresh employees with little or no experience and starts everything from the very beginning We just want to put a stop to this never ending cycle I have also explained in this book how to implement RCM more successfully by restoring the equipment first If the plant is implementing Total Productive Maintenance the integration of these two methodologies is explained in detail in this book **Official Gazette of the United States Patent and Trademark Office**
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