

### How Roles & Responsibilities Make a Difference

Why does this work? It works because it aligns the team and allows the individuals to focus on their core function within the process. When the individuals know who they can depend on, and for what tasks or deliverables, a culture of accountability begins to emerge. I recently read an article, that "discipline equals freedom". Roles and responsibilities do equal discipline. Discipline to the role, which allows the team, not the Manager, to make significant improvements in the performance of process.

The site that was mentioned in the abstract made significant improvements after defining their process, roles, and responsibilities. The Planner had the schedule ready on Thursday morning, the Storeroom had the parts and they were staged (e.g. "kitted") by the end of day Friday. Also, the Supervisors had time to coach the Technicians and take part in Root Cause Analysis. The site not only met their production goals for the first time in 3 years, they exceeded them.

Do you have more than a job description to define roles and responsibilities? Do you feel it is enough to move your team in the right direction? Remember, to find success, you must first solve the problem, then achieve the implementation of the solution, and finally sustain winning results.

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# White Paper

INSTRUCTION.LEARNING.APPLICATION.COACHING



**STOP! Break the Reactive Cycle with Roles & Responsibilities**





#### APPLIED SKILLS

- GRAPHICAL ANALYSIS.
- PROJECT CHARTERS.
- BUSINESS CASE DEVELOPMENT.
- ROOT CAUSE ANALYSIS.
- FAILURE MODE & EFFECTS ANALYSIS.
- PROCESS MAPPING.
- WORK PLANNING & SCHEDULING.
- BACKLOG MANAGEMENT.
- STANDARD WORK INSTRUCTIONS.
- PM EVALUATION & OPTIMIZATION.
- RELIABILITY MODELING.

## Abstract

The key to driving performance to new heights is Roles & Responsibilities. Your Maintenance Planner is putting together a schedule at 8:00pm on a Friday night for the outage beginning Saturday morning. Your storeroom doesn't have the parts you need, and your Maintenance Supervisor is running back and forth. On top of this, you are unable to meet your maintenance goals, preventing the organization from achieving its goals.

## STOP! Break the Reactive Cycle with Roles & Responsibilities

Depending on your organization, you may walk into this type of chaos every morning, and those that don't, chances are you did at one point. So, what separates the organizations that have this chaos and those that don't? Clear Roles and Responsibilities is what separates these two types of organizations.

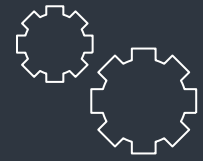
#### How to Define Roles & Responsibilities

Roles and Responsibilities enables the organization to break free of the reactive cycle and deliver significant improvements. Clarity of roles is provided, teamwork is established, and every person clearly understand their expectations. With clear responsibilities, everyone knows what they are measured on, and as such, they will work on that. This prevents duplication of work and eliminates inefficiencies not systematically governed by the business process itself.

Defining Roles & Responsibilities is not as simple and writing down who is going to do what, but it is a key part of the process. When defining the roles and responsibilities, there is a recommended process to follow:

1. Define the maintenance goals, and make sure they aligned with the business goals.
2. Define how the maintenance goals will be achieved using established processes.
3. Identify the gaps in the processes that are preventing you from achieving each goal.
4. Optimize the process to close the gaps.
5. Define who will do each step in the process, and how each person will be measured.
6. Define how process information will be communicated during each step.
7. Share the new process, pain points eliminated, and the roles and responsibilities with your team.
8. Develop an implementation plan, with your team, to put the new process in place and trigger a shift in role responsibilities.
9. Measure compliance to the new process and signal the release of the old process.
10. Measure performance of the new process and confirm that goals and objectives are met.

Using this process, more than a few sites have made significant improvements in Maintenance workflow performance.



#### DELIVERING RESULTS

- Eliminate "Bad Actors",
- Optimize Labor Utilization,
- Increase Reliability, and
- Reduce Costs.



#### WEB SOLUTIONS

300 online, on-demand learning modules, mapped to your role and responsibilities. Delivering the training you need, when you need it.



#### CORPORATE SOLUTIONS

The iBL® program, and University of Tennessee Reliability & Maintainability Implementation Certification® is designed to develop subject matter experts in the fields of:

- Reliability Engineering,
- Maintenance Management,
- Maintenance Planning, and
- MRO Inventory Management.

