



EngPro have considerable experience working with rail, aviation, buses, and automotive maintenance organisations. We work specifically in the field of maintenance efficiency and planning. The biggest single area of weakness in most systems is that of 'control of maintenance', perhaps less so in aviation, as it is regulated (part M).

Now, I know as I write this, suggesting that '*control of maintenance*' is not where it should be always gets the heckles up of professional engineers, so I will add that this observation is nothing to do with a lack of commitment and dedication that is witnessed in all organisations. But the warning signs of '*control of maintenance*' issues will often be there; deferred defects, repeat defects, modifications and campaigns not completed, passenger facing defects and concessions for exams that have run past mileage or day due dates.



In rail maintenance there are three important controls:

- **Control of rolling stock** - ensuring that rolling stock due maintenance is targeted back to the appropriate maintenance facility, creating input stability, and allowing the production lines to get ready (materials, tooling, people etc.)
- **Control of maintenance** - ensuring that all maintenance is completed on time, in the right priority and, recorded appropriately. This includes all maintenance, such as exams, defects, restrictions, concessions, seasonal preparedness and, tire turning as examples.
- **Control of production line** - ensuring that maintenance quality standards are exemplary allowing higher reliability and managing the cost of maintenance through efficient delivery.

Typically, when EngPro analyse rail organisations, the 'control of maintenance' often floats around several different people without any single person or department having accountability. A Production Manager at a depot/facility is assigned the 10-day plan task, but this is as a secondary duty not their primary function. HM and strategic planning sit elsewhere, Maintenance Controller in the ROC's often have input too. Many hands, much confusion, limited control! For organisations to truly liberate the advantages of planning ahead, using a small team of professional planners in the 'control of maintenance' region adds significant value. (People who have been in planning all their professional career) This team is sometimes called production planning.



This production planning team is not a huge team but, introducing professional planning capability into this small team will have a profound effect as part of any plan-led maintenance organisation.

Usually, we identify parallel structural, operational and, (sometimes) cultural issues. If you would like to benefit from our considerable exposure to different systems; this summer, we are offering a free half-day webinar (or on site if local) introduction to plan-led philosophy. Suggest a small, but key group of people to allow plenty of time for questions and answers.

Please PM, [email](#) or, call me for details. Howard.
Ends 31st August 2021.

EngPro also provide Engineering Leadership development through our [Management Excellence Pathway](#)TM

