

**FAILURE
PREVENTION**
ASSOCIATES, LLC

INTRO

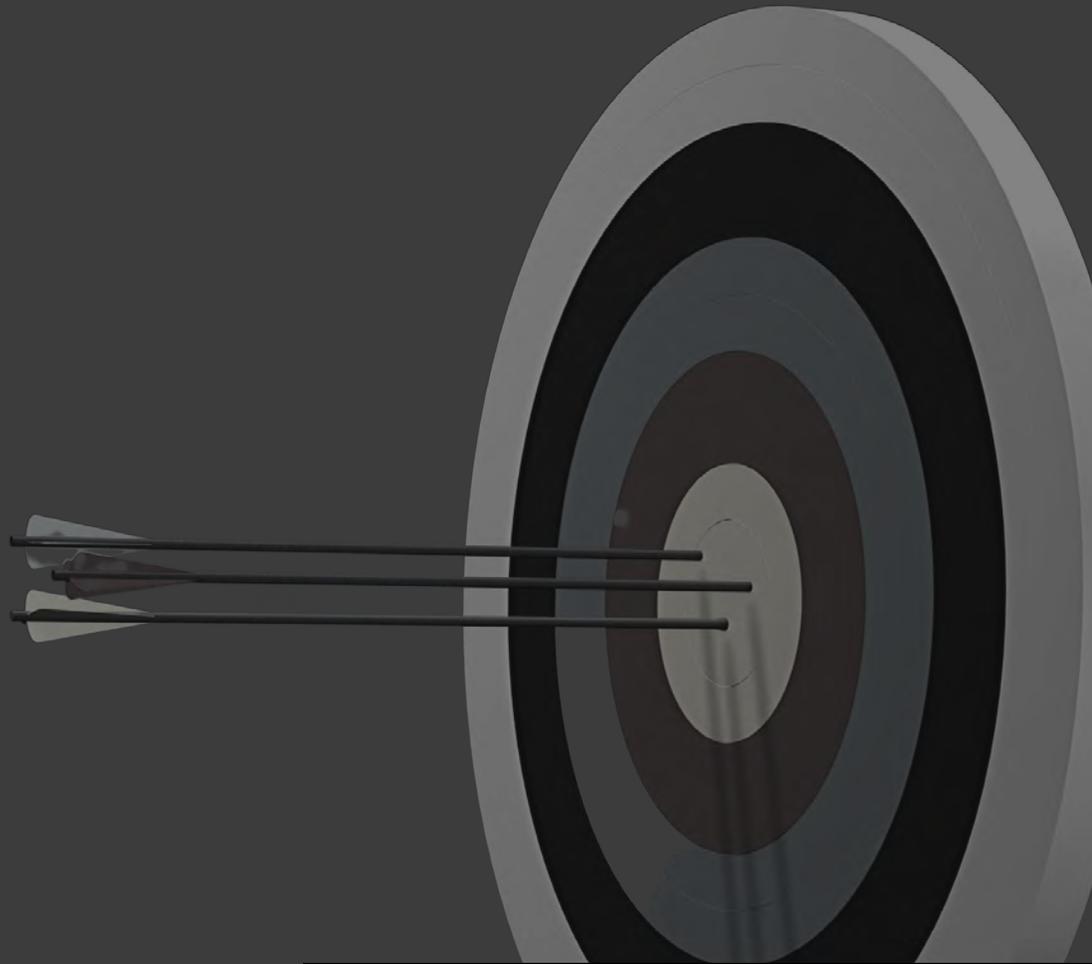
YOUR PRESCRIPTION FOR EXCELLENCE
P E O P L E | P R O C E S S E S | E Q U I P M E N T



**MAINTENANCE PROCESS
OPTIMIZATION PROGRAM**

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Failure Prevention Associates, LLC

www.failureprevention.com



Introduction to SystemRxM™ #INT0005

Introduction

The result
The problem

SystemRxM™

Impact of reactive maintenance
Why is this happening to us?

Authors' Note

Like most solutions, the idea behind SystemRxM™ was born from frustration...



So many companies are "stuck" struggling through each day.

With equipment failures, operational problems and emergency repairs taking over the daily schedule, surviving the daily frustration seems to be the sad goal for many maintenance professionals today.

As consultants, we've witnessed how smart, prescribed changes can turn around the roughest maintenance process. But what if you don't care to use a consultant or can't get the approval?

We started thinking, if we could just download our experience optimizing maintenance programs and give you access to the exact same steps we use ourselves with clients, maybe there would be less unneeded suffering? So, that's just what we did.

From the SystemRxM™ experts straight to your desk, this online program is the prescription you need to implement your own, self-guided maintenance optimization yourself, all on your schedule. With a convenient online, action-oriented curriculum, even those with the most limited budget will find an accessible option. We can't wait until you start to reap the rewards.

Carry on, maintenance leaders!

David Krings

DAVID KRINGS II
SystemRxM Creator

Lori Krings

LORI KRINGS, MSW
SystemRxM Creator

SystemRxM™ Learning Levels



Quick View

There are four modules in the SystemRxM™ method. Each of the modules is designed to accomplish a milestone that is absolutely required for your new maintenance system to be successful and strong.

Each participant arrives with a different set of skills and experience. When you leave the program, you will have a unified system that makes it easy for large groups to build a maintenance program together. You will be prepared to lead such an effort.

We provide the tools for change, but unlike a typical consultant we leave you in total control. Therefore your operation experiences no disruption.

Each participant receives online access to lessons that require approximately 2-4 hours of study time per week, having minimal effect on your normal work schedule.

Register today!

Go to www.failureprevention.com

INTRODUCTION

to SystemRxM™

BY DAVE KRINGS

**The system is
the solution.**

Welcome to SystemRxM™. When we say, “Welcome to the family” here, we mean just that. Your success as a maintenance professional is important to us and every product and service we offer is carefully designed to ensure your success. We always start with the result we wish to achieve and that is you getting better results from your reliability program. When your organization becomes more efficient, Failure Prevention Associates completes its mission.

The Result

SystemRxM™ Does One Job

SystemRxM™ is a unique and important breakthrough in the field of maintenance

and reliability. Our goal today is to show you why SystemRxM™ is so revolutionary, and why you should take advantage of its unique abilities.

SystemRxM™ does one simple job, and does it far better than any other option that was available in the past:

SystemRxM™ provides the structure for building a reliable, consistent maintenance program. Your new system-driven process will be the key to eliminating equipment breakdowns, forever. The system is the solution.

We will show you why the difficulties that maintenance organizations experience are not what they seem to be.



Equipment failures and emergency repairs are not unavoidable and the answer cannot be found by hiring consultants, adding staff or undertaking a costly initiative to make sweeping changes in a short period of time. In this situation, a systematic, longer-term approach is superior. It is our privilege to be your guide in taking control of your maintenance system.

The Problem

Maintenance professionals around the world are spending their time dealing with the daily events that most of us have experienced while working with equipment and processes. All too often, the focus is on repairing equipment that has failed without warning, or reacting to emergency issues without a predefined plan in place.

Prepare yourself as we go down the rabbit hole, and see maintenance in a whole new way.

Typical activities for the day include:

- Attending meetings to discuss equipment failures
- Reassigning personnel to support emergency repairs
- Hunting for spare parts, or arranging rush delivery
- Looking for instructions, manuals and drawings
- Arranging production support for the repairs
- Notifying other stakeholders on the status of repairs
- Calling in extra staff and authorizing overtime
- Canceling training to deal with the catastrophe
- Working long days with lots of stress
- Repeat until retired...

If you work under these conditions, you understand how this feels, and what it does to the morale and productivity of any team. It feels terrible to work hard every day when nothing ever changes. Even if you get paid for working overtime, it isn't good for you or your company to be working 60-80 hours every week, forever.

Who wants to be called in the middle of the night, or on the weekend, or worse yet, **on vacation** to come to work because "We need you, buddy." Life is too short to be controlled by a bunch of machines. Aren't we **supposed** to be in control of them? Of course we are!

It is truly astounding that many maintenance people believe that endlessly fixing equipment on an emergency basis is how maintenance is supposed to work. Nothing could be further from the truth.

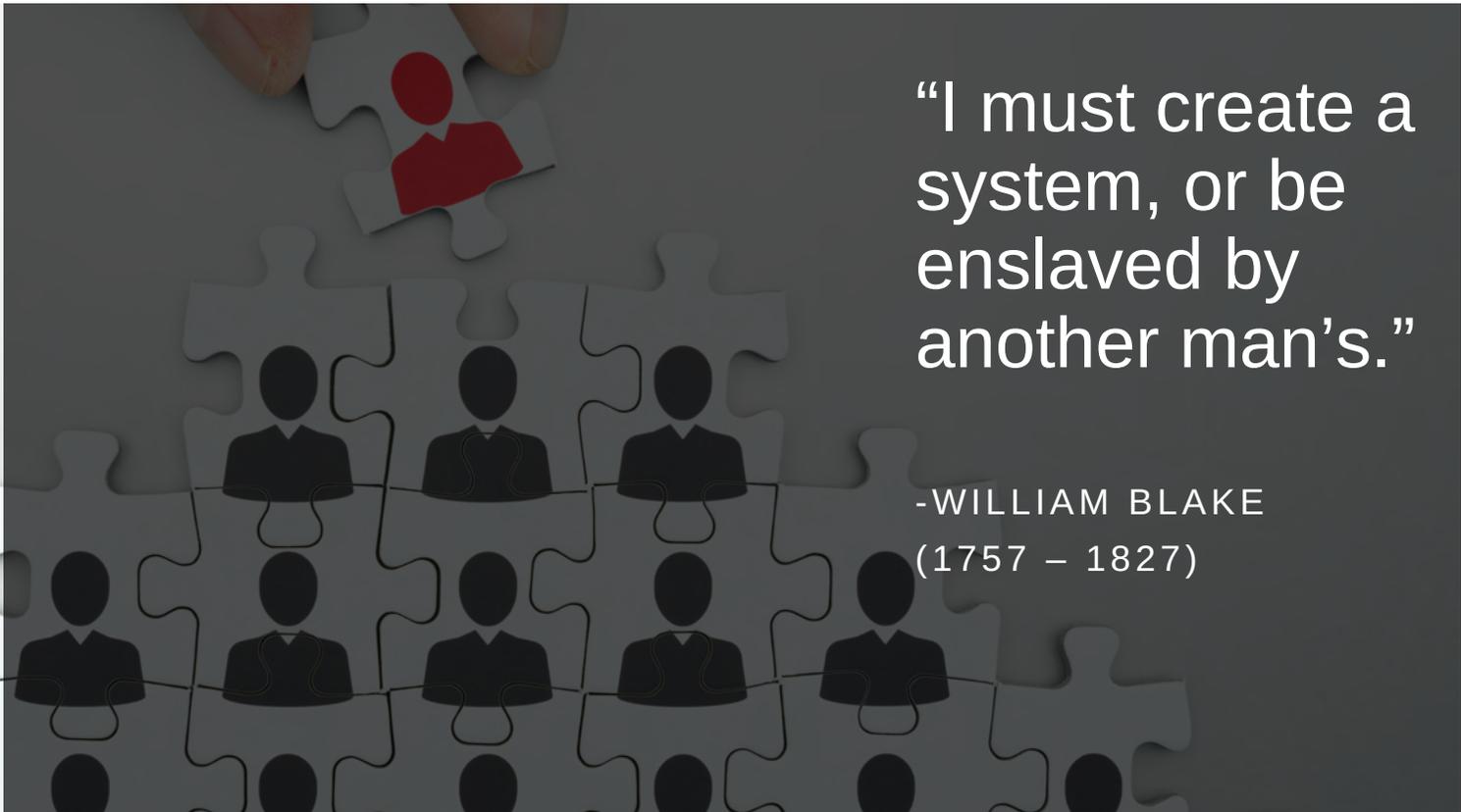
If you are skeptical, please give yourself a break and open up your mind to the possibility that you don't have to live like you do. You can be free and do a job that is infinitely more valuable and going to be fun!

We are going to show you a different picture of maintenance excellence and how you fit into the process. Buckle up. This is going to be fun!

The Impact of Reactive Maintenance

The main driver for most organizations seeking assistance to improve their maintenance program is excessive unplanned maintenance. This is commonly called reactive maintenance, as it forces the organization to react to the event without any prior warning.

*This is a costly way to manage maintenance work in terms of **money** and **resources**.*





WHY IS THIS HAPPENING TO US?

The impact of reactive maintenance can be catastrophic.

In our experience with hundreds of maintenance teams, we have witnessed maintenance cost reductions of up to 75% on a per unit of production basis when proactive maintenance is adopted. In addition, productivity, product quality, safety and environmental performance improve by remarkably large amounts.

*We have witnessed maintenance **cost reduction of up to 75%** on a per unit of production basis when proactive maintenance is adopted.*



You are not alone if you are grappling with difficult maintenance problems and have limited resources. Reactive maintenance forces you to waste massive amounts of time and effort, so it makes sense that you would feel overwhelmed. Furthermore, it probably stops you from making changes as well. Why? Changing would take even more resources, wouldn't it?

Yes, and no.

If you try to make the changes needed without a good strategy you will work yourself to death and perform even worse than you did before. We see this all the time and it is very difficult to convince people who have experienced it to try it again. If you are in this situation, take heart. There is hope for you and great rewards.

Reactive maintenance is not caused by incompetent people or bad leadership. It is also not caused by the type of equipment you have or the process itself.

Reactive maintenance is caused, 100%, by the lack of a system that supports proactive maintenance. Very few maintenance professionals or operations managers have experience with building such a system and it is not their fault.

Once you know how to do it, then it becomes a simple exercise in execution to get it done. Consider that with a system designed to give you a different result, you will get that result every time. Why? Because the system is created specifically to generate the result you desire and to eliminate the results you do not want.

If you are suffering from reactive maintenance now, your current system (which may be completely undocumented) is designed to generate failures. It's literally a failure machine. Let's scrap it.

Why Consulting Alone Doesn't Work

The main objective of a maintenance consultant when he arrives on your site is to determine your current situation, and compare it to other facilities that may be doing things differently. Once this task is completed, the consultant reports back to you with suggestions for changes that would be likely to increase performance.

Devising a plan of how to fix what's wrong takes time and preparation. The consultant brings facts and figures to show how world-class organizations operate, and then performs an assessment of your plant to show where you stack up. He then demonstrates why you are stuck where you are. He is focused on what you must do and will not be around to help you to figure out how to do it, unless you have very deep pockets.

His next step is to devise a plan of what it will take to turn things around and the steps to becoming a world-class organization. He then may tell you that using the guidelines he has laid out, you are ready to be on your own. His average stay is a month or two.



Consultant
- \$200 an hour



SOLUTION

Onsite consulting is not a realistic option for some companies. But what if you still need the help?

This is nowhere near long enough to answer all the questions that will arise. Implementation of the consultant's plan to take your maintenance department from reactive to proactive usually starts after the consultant has left the building. Because the consultant has only spent a short time in your facility, everyone involved has only had time to listen to what was said in a brief period of time.

People have short memories. Details tend to be forgotten in the time between the consultant leaving and actually starting to make changes. New questions about tiny details that weren't explained when the consultant was on site start to bog down forward progress and in many cases the consultant needs to be called back. He doesn't come back for free and even telephone consultation costs you money.

Consultants are very expensive. Our research has shown that most successful maintenance implementations cost between \$300,000 and \$500,000 US by the time they are completed. This crushing expense often leads to some serious shortcuts to reduce the hours of billable time for the consultant. Certainly, you can reduce the cost of the project to maybe \$50,000, but will you be successful? Without proper support, the results are typically not very good.

At Failure Prevention Associates, we are consultants. So, to say this may seem odd to you. But, to us, we know that onsite consulting is not a realistic option for some companies. But, what if you still need the help? If we do not believe that we can add significant value through our efforts, we are not shy about suggesting other options like SystemRxM™. Using the right tool for the job is a core element of good maintenance.

Another problem is that when a consultant is brought on site he gets to call the shots to a certain degree. As a maintenance leader, this can be a problem, since you may or may not agree with every single word that comes out of a stranger's mouth. Doing damage control when a suggestion made by a consultant is inconsistent with your plans can be quite a challenge. SystemRxM™ leaves you in total control of the communication portion of the project. You can craft the messages perfectly and deliver them at exactly the right time to the proper audience. A consultant cannot do that, no matter how good he is at his job.

Getting solid communication to everyone in the maintenance department in the shortest time frame usually means a lot of the technicians are sitting in meetings or classes while they are still needed to fight fires. This is uncomfortable at the very least. If an emergency arises, the technicians are pulled from the sessions to repair a breakdown, meaning they will have to be rescheduled at a later date or they miss vital information. In the worst case the training can seem counter productive, especially to production managers who depend on the technicians for support.

Can you see how being forced to do this kind of work inside a small window of time to accommodate a live consultant can be major burden? SystemRxM™ gives you fantastic flexibility for scheduling and delivering communications.

In a lot of cases when a consultant leaves the property, the motivation to pursue the recommended changes leaves with him. When the consultant is on site he or she is the driver. It has to be this way. His career is at stake, but without him around things slowly return to where they were. It may sound simplistic, but mastering change takes time. It is nearly impossible to sustain a major change of any kind by spending a few days in a room with a relative stranger who will never have to live with the results.

What is the proven formula for SystemRxM™ success?

Address BOTH the technical and people side of change at the same time.

The History of SystemRxM™

SystemRxM™ was created by Dave and Lori Krings to address both the **people side** of change and the **technical aspects of benchmarked, world class maintenance interventions**. It is a result of their collective work experience (and suffering).

Dave Krings, BSME, CMRP, is the Senior Reliability Director for Failure Prevention Associates and the technical expert on working in plants, experiencing equipment failures, endless overtime, emergency repairs, tight budgets, staff reductions and semi-permanent weekend duty. He's suffered, boy has he suffered!

From this suffering, two common scenarios played out. Some of the maintenance programs were optimized and others were completely in the ditch. It was always part of Dave's job to get his site and company back on track. In one instance, Dave and his maintenance team cut it's cost per unit of production from over \$250 to less than \$50.

Lori Krings, MSW, CISW, is FPA's Director of Change Management and the source behind the heart of the SystemRxM™ program, our behavioral based model of organizational change. As we go forward, you will learn more about how successful advancement through each of the four modules (Victim, Owner, Driver & Master) pivots on your organization's own unique ability to manage change through the Beliefs, Behaviors, & Consequences model we will share in more detail later.



THE SYSTEM BEHIND THE SCENES

The SystemRxM™ Approach

It is our hope that our experience and expertise in getting it done will save you time, money and agony.

If you decide to invest in SystemRxM™, you are purchasing an engineered system. It is specifically designed to provide the structure you need to be successful, combined with just enough flexibility to allow you to adapt it to your unique needs. We have found that one of the primary reasons that companies fail when they try to make improvements on their own is that they lack a system to do so, effectively.

We provide an organized method for you to get out of the ditch and stay smoothly on the road to improvement. SystemRxM™ consists of interdependent steps that fit together like the pieces of a puzzle. Once you complete a

step you are ready to proceed to the next one.

Unlike a regular consultant we are available every step of the way. Our focus is on how to solve your maintenance problems. Remember, this was missing from the consulting option. After we determine what your problems are and why you have them, we are available for a relatively long period of time to show you how to make improvements. This approach leaves you in control, but not alone.

A consultant charges an average of \$300,000 to \$500,000 for similar content. In comparison, SystemRxM™ delivers the same value, in a refreshingly affordable alternative, with plans ranging from the basic, single learner option up to discounted group plans for teams of 4 learners.

SystemRxM™ Overview

VICTIM

The Victim module is designed to assess the current condition of your maintenance program in detail and to compare it to known maintenance best practices and industry norms. Using this information, we will establish a clear understanding of your level of control over the assets in your area of responsibility.

This module is entitled “Victim” for a specific reason. When you are unable to predict and plan for the needs of your equipment and processes, you are forced to react when they demand attention. In this sense, you are a victim of your own system. Bad things are happening to you and you cannot find the way out of the situation.

By the end of the Victim module, you will have a very clear understanding of your current status and you will be ready to move into a position of greater control over your maintenance system.

Key elements of the Victim module

- Pre-Assessment Review
- Introduction to the Victim Module
- Best Practice Maintenance
- Performance Measurement
- Victim Module Measures

There are 4 modules in the SystemRxM™ method.

Each of the modules is designed to accomplish a milestone that is absolutely required for your new maintenance system to be successful and strong.

When you leave the program, you will have a unified system that makes it easy for large groups to build a maintenance program together.

You will be prepared to lead such an effort.

SystemRxM™ Overview

OWNER

The Owner module is designed to help you to prepare a strong strategy for becoming an organization that has mastered proactive maintenance. In this early stage, you will need to build a highly justified business case for change and a compelling vision for earning solid support from your leaders.

Later in the module, once the leadership has committed to support your project, you will design and execute a carefully planned communication campaign to share your strategy with the rest of the facility. You will need their help to proceed to the next step.

This module is entitled “Owner” because you will no longer be a victim of reactive maintenance. You will have taken responsibility for a new future where you and your team will ensure that your equipment remains reliable and easy to maintain. You will have a sense of control and confidence that will increase as you move ahead. You will have a maintenance organization that works.

By the end of the Owner module, you will have a justified plan for making important changes that are needed, documented support at all levels and the skills necessary to continuously improve. There will be additional work required to enhance and grow the Owner skills in the future. As equipment reliability increases, more time will become available for learning and building skills.



Key elements of the Owner module

- Understanding Your Learning Style
- Introduction to the Owner Module
- Finding Sponsorship/Champion
- Authority & Responsibility
- Budgeting
- Change Management
- Conflict Resolution
- Barrier Management
- Your Communication Plan
- Your Organizational Plan
- Your Training Plan & System
- Evaluating your CMMS/ERP System Readiness
- Strategy Sessions and Buy-in
- Owner Module Measures

SystemRxM™ Overview

DRIVER

The Driver module is designed to implement the work control system needed to manage all of your maintenance work. This module is entitled “Driver” because you and your partners will be driving the program toward a highly systemized method.

You are no longer a Victim and you have progressed beyond simply taking responsibility as an Owner. You are doing something about your situation and doing it with a clear strategy and intention. Your movements are directed with accuracy and purpose. Because you have a good plan, there is very little wasted time and effort. You are doing the right things at the right time.

By the end of the Driver module, you will reach a point where your maintenance program will begin to function differently. Failures will begin to become less common and you will learn together how to eliminate the remaining failures methodically.

People will be very supportive and will defend the program now. They will believe in its value and push for more changes. You might be surprised at how easily you can accomplish goals that seemed impossible in the past.



Key elements of the Driver module

- Introduction to the Driver Module
- Building Your Workflow Process
- Work Identification & Prioritization
- Work Planning
- Work Scheduling
- Work Execution
- Work Follow-Up & Refinement
- Work Analysis (Basic)
- Information Systems
- Equipment Information
- Equipment Criticality
- Your Functional Location Hierarchy
- Storeroom Inventory Management
- Bills of Material (BOM's)
- History & Reporting
- Drawings & Engineering Documents
- Preventive Maintenance (PM)
- Shutdown & Turnaround Management
- Performance Agreements
- All Systems Go?

SystemRxM™ Overview

MASTER

The Master module is designed to complete the work you have already done, enhancing your reliability system to increase your ability to analyze and manage complex failures. You will be able to study your equipment and learn about it using data gathered by your work control system.

In addition, after learning so much and communicating with precision, you will have earned the respect and trust of your colleagues. They will be looking to you to be a teacher and mentor for others. This is a great responsibility that should be taken seriously.

This module is entitled “Master” because you have become a master of systemization. You have proven yourself capable of creating order where there was once only failure and chaos. This is a rare set of skills you have collected and sharpened.

By the end of the Master module, you will be ready to take your organization well past the scope of the SystemRxM™ program and into more advanced projects. Much of what you have learned is applicable to processes outside of the maintenance profession.



Key elements of the Master module

- Introduction to the Master Module
 - Predictive Maintenance (PdM)
 - Work Analysis (Advanced)
 - Continuous Improvement
 - Reliability Engineering
 - Failure Hierarchies
 - Root Cause Failure Analysis (RCFA)
 - Failure Modes & Effects Analysis (FMEA)
 - Reliability Centered Maintenance (RCM)
- Introduction
- Using Technology
 - Becoming a Teaching Leader
 - Final Assessment
 - The Next Steps

Conclusion

SystemRxM™ is a program that helps you build your own system for maintenance excellence. This makes sense, doesn't it? The fact that we can build a system for systemization is logical. As we explained earlier, your maintenance system will give you the results you want if you simply design it to do so. SystemRxM™ follows this same principle. We insert a reactive maintenance program into the SystemRxM™ process and the output is a proactive maintenance program. In this case, that maintenance program is yours.

Are you ready to take command of your maintenance process?
Get Your Free 60 Minute Coaching Session

[Start Now](#)



YOUR PRESCRIPTION FOR EXCELLENCE
PEOPLE | PROCESSES | ASSETS