

**Synopsis of a proposed paper to The Fourth World Congress on Maintenance in HaiKou·China during November 2008**

**WORK MANAGEMENT  
AN OVERVIEW OF THE APPROACH AND BENEFITS IN A  
VALUE CHAIN OPERATIONAL BUSINESS**

**1. Work Management in the Distribution business**

Work Management is the co-ordination of fieldwork that leads to the effective utilisation and application of resources. Work Management consists of business processes, resources, infrastructure and supporting systems. The specific objective of Work Management is to optimally planned work and resources for work to be done.

Maintenance work management entails the effective matching of work demand with available resources, including, personnel, plant, information, tools, transport, infrastructure and spares. This environment is complex which results from ever-changing network, plant condition and customer requirements.

**2. Benefits of Work Management**

The following describes the benefits from effective Work Management system:

- It is anticipated that the correct resources and information to be assembled in a shorter time period, i.e. reducing search time and waiting time. This would result from the improved accuracy, completeness and timeliness of information when maintenance tasks are reported, executed and closed.
- There would be a significant improvement in the timely response to faults. An improvement in customer satisfaction is therefore envisaged.
- There would be an improvement in the effective assignment of resources. This will be due to improved tracking of maintenance teams and their progress on tasks.
- A more effective frequency could be established for preventative maintenance tasks through improved reporting and analysis of faults and equipment status. Deferment or expediting of tasks can thus be optimised. This will result in a reduction in unnecessary work and the rate of breakdowns can be improved.

- Customer service and image of the business is expected to improve
- Every time material is used on work orders a history is kept. This information can be used to refine minimum and maximum stock values accordingly, thus ensuring accurate stock holding.
- Better definition of expenditure to categories like insurance, planned maintenance and customer care, etc. is possible
- The single most useful benefit is the ability to measure and benchmark response to customer complaints.

**3. Work Management status in Eskom Distribution**

Work Management was identified as one of the processes that could help the Distribution business to manage the change. The change drivers defined for the Distribution business are customer satisfaction, electrification targets, business costs, organisational capability and public safety.

Work Management recognises that the workload is increasing and that a specific intervention is required to avoid additional, future costs and to allow the business to cope with this increased workload to maintain the required levels of customer satisfaction and electrification targets.

The Work Management business intent is therefore defined as ensuring the more efficient utilisation of people resources, equipment and available time through optimised work scheduling and resource dispatching for critical, unplanned work within Field Services in Eskom Distribution Business

**3. Lessons Learned**

**During the implementation of work management process the following were encountered:**

- Synergy with other systems and interfaces are important

- Unavailability of acquisition, validation and conversion of the information about plant data, personnel, transport, materials, and costing.
- Fundamental supervisor training for operating the systems is a requirement
- The acceptance to limit resistance to change

**Resistance to change and the application of appropriate change management techniques.**

- Communication and ensure relevant people are informed.
- The concern is that the roll-out of Work Management requires the people to be appointed and these people will have to be transferred from other business areas, e.g. Field Work Execution. If these people are appointed too early, they will be under utilised and create a bigger burden for Fieldwork Execution.
- Training is a major issue. Training plans need to be clear, who will be the training co-ordinator, who will perform the actual training or what training is required for the different roles.
- IT support after implementation.
- Development budget. The perception is that too much funds are being allocated to the maintenance application and not enough funds to other applications, i.e. forecasting, providing for other work, etc
- Existing infrastructure needs to be upgraded before the full work management can be rolled-out. This concern revolves around the volumes on information that needs to be transferred between the different work institutions.
- Consideration should be given to split Fault Management from Work Management businesses.