The Role of Work Procedures in Maintenance
A research project by the UWA Centre for Safety

Why was this Project Initiated?

1. Maintainers are skilled workers
2. Maintainers have a critical role. Equipment reliability has substantial impact on the business.
3. Maintainers have dangerous jobs

How was the Project Implemented?

- **Interviews**
  - 9 interviews at Site 1 - Group Z
  - 12 interviews at Site 2 - Group X and Y

- **Survey of maintainers and supervisors**
  - Site 1 response rate: 99 (55%) maintainers & 52 (100%) supervisors
  - Site 2 response rate: 91 (58%) maintainers & 10 (71%) supervisors

- **Site data for safety and reliability**

Survey Results 1: Views about work procedure quality

<table>
<thead>
<tr>
<th>Strength of Agreement</th>
<th>Relevant</th>
<th>Logical</th>
<th>User Friendly</th>
<th>Accurate</th>
<th>Complicated</th>
<th>Unnecessary</th>
<th>Desired Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Group X</td>
<td>Group Y</td>
<td>Group Z</td>
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<tr>
<td>Strongly Disagree</td>
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<tr>
<td>Neutral</td>
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Survey Results 2: Views about procedure management

- Maintainers are involved in writing new procedures
- Maintainers are consulted before a procedure is introduced
- Maintainers are informed when a new procedure is introduced
- Procedures are written by someone who is experienced in the job
- There are channels through which procedures can be improved
- These improvement channels are easily accessible

Key Findings and Recommendations

<table>
<thead>
<tr>
<th>Key Finding</th>
<th>Recommendation</th>
</tr>
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<tbody>
<tr>
<td>Procedures</td>
<td>Procedures that are not relevant, not accurate, or hard to access are reducing safety and reliability. Improve access to procedures and maintainers’ capacity to influence procedures.</td>
</tr>
<tr>
<td>Maintainers</td>
<td>Maintainers lack autonomy and capacity to improve the quality of their work tasks and procedures. Increase maintainer involvement in procedure development and capability to improve procedures.</td>
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<td>Teams and their site culture</td>
<td>Site culture is influencing the way maintainers use procedures both positively and negatively. Support development of leadership skills and remove barriers that prevent supervisors spending time leading their team.</td>
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Thank you to all who participated!