EXPRO National Manual of Assets and Facilities Management
Volume 7, Chapter 2

Performing Work Procedure

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1.0 PURPOSE

The purpose of this Procedure is to provide guidance to the Entity and their Contractor, in the development of a best practice working process, for 'Performing Work'. It is intended to guide any Contractor and their staff on how to conduct their work in a professional and efficient manner, whilst also being able to manage their response to any changes in circumstances, in a consistent and resilient way.

2.0 SCOPE

The scope of this Performing Work Procedure is defined within the attached flowchart. The stepped process in the flow chart is further defined and explained throughout the text of this document.

The advice is applicable across varying types of contracts and operating models, including multi-site contracts, outsourced delivery models, and specialist environments.

This Procedure is intended for application within a hard services, maintenance environment. However, the same principles can also be applied to the soft services environment.

3.0 DEFINITIONS

Term	Definition
Abortive work	Work that is aborted (cannot be started) for an unforeseen reason, usually a late change in access availability, or outage permission.
Acknowledged	Work Order status after 'In-Planning' stage
Child Work Order	Work Order created from and relating to another Work Order (parent) e.g., 'Corrective Maintenance'.
Closed	Work Order status before 'Complete' stage
Complete	Work Order status after 'Closed' stage
Data Requirements	Describes the type of advice or information needed by the AMS/CMMS at identifiable steps in this Procedure.
End of Day (EOD)	Time when standard contract hours or business hours of facility, end. With a multiple shift attendance pattern, the EOD term may be used to refer to the end of shift time.
Influencers	A term used to describe inputs that require decision-making
Integrated Works	See Unplanned Work
Pending	CMMS awaiting status, sometimes referred to as On-Hold
Quick Work	An unplanned, work opportunity that can be integrated into the working day without delaying the main work.
Self-Performed Work	Work performed by the organization that wrote the Procedure
Status/ statuses	Refers to Work Order statuses as recorded in the AMS/CMMS.
Unplanned Work	Any piece of work that requires emergency or urgent response, or when a 'Quick Work' opportunity arises. Sometimes referred to as Integrated Work.
Work Control	Refers to the management of planning and execution of resources to meet the needs of planned and unplanned contractual and customer requirements.
Work Management Center (WMC)	The team responsible for the management of planning and execution of resources, to meet the needs of planned and unplanned contractual and customer requirements. For more information, refer to Volume 7.2: Work Control
Work Order (WO)	Formal instruction to work
Work Order Pack	The paperwork and materials compiled by the WMC team or others for use by the Technician. Likely to include the WO, RAMS, access permits, drawings, consumables, and replacement parts. Sometimes referred to as a Work Package.

Acronyms	
AMS	Asset Management System
BOM	Bill of Material
CMMS	Computerized Maintenance Management System
HSSE	Health, Safety, Security, and Environment
JHA	Job Hazard Analysis (see POWRA)
KPI	Key Performance Indicators
PDA	Personal Digital Assistant. A handheld device for the transmission of information between a Technician and the WMC or CMMS. May take the form of tablet, cellphone, etc.
PMT	Post Maintenance Testing
POWRA	Point of Work Risk Assessment
PTW	Permit-to-Work
RAMS	Risk Assessments and Method Statements
SOW	Scope of Work

Table 1: Definitions

4.0 REFERENCES

- National Manual of Assets and Financial Management – Volume 6 Chapter 2: Formality of Maintenance Performance
- National Manual of Assets and Financial Management – Volume 6 Chapter 27: Post Maintenance Testing (PMT)
- National Manual of Assets and Financial Management – Volume 7: Work Control
- National Manual of Assets and Financial Management – Volume 10: Health, Safety, Security, and Environment (HSSE)

5.0 RESPONSIBILITIES

A sample of key personnel involved in this Performing Work Procedure is given below:

Role	Description
Work Management Center (WMC) Team	Consists of Help Desk, Scheduling, and Planning staff. The Work Management Centre (WMC) Supervisor, and possibly some staff, may have authorization permissions when escalated decision-making is required.
Technician	Responsible for responding to notifications and instructions from the WMC, and carrying out the work. May be an 'on-call' Technician.
Supervisor	Responsible for making decisions on solutions, urgency, escalation, and quality. These are usually the Line Managers to the Technicians
Responsible Manager	Depending on the maintenance organization structure or the contract, this is the individual who is responsible for particular decisions. The Contract Manager, Supervisors and WMC Manager/Team Leader, usually have a wide range of work performance decision-making responsibilities
Building/Site Custodians	This is the group of both technical and non-technical staff, usually employed by the building owner or tenant. They are usually responsible for items such as access permissions, hosting/escorting visitors, and issuing of site-specific work or safety control documentation.
Contractor	Refers to the Maintenance Contractor who is required to follow this Procedure, as well as their subcontractors and suppliers.
Client	Refers to the Entity or organization with which the Contractor holds the maintenance contract. In a multi-tenanted building, 'the client' may refer to a tenant with whom the contractor has a contract, or a number of different tenants.

Table 2: Key Personnel – Performing Work Procedure

6.0 PROCESS

6.1 Introduction

A Performing Work Procedure is critical to the successful delivery of work requests that then become approved Work Orders within a work-controlled, operational environment.

Whilst this Performing Work Procedure outlines the main steps that need to be taken in most situations, each contract, contractor, and facility will have their own varying complexities, and should use this document as a basis for developing their own, bespoke procedures. This Procedure should be considered the minimum standard for best-practices.

A Performing Work Procedure is not always necessary, but many organizations document this activity to enable subsequent audit of work activities for quality, completeness and opportunities for improvement. A documented process helps ensure that the business operates to defined standards and practices.

A Performing Work Procedure also ensures that a maintenance organization has consistent documented evidence, of work statuses and maintenance history.

This document should be read in conjunction with other documents stated in the Section 4.0 References.

6.2 Performing Work Procedure

A Performing Work Procedure defines the activities and decision-making steps required for the execution of maintenance work. From post-scheduling to work closure, with activities involving technical and non-technical people at both the Work Management Center (WMC), as well as off and on-site.

A flowchart of high-level steps outlining this Performing Work Procedure is shown in Figure 1, below. A more detailed Performing Work flowchart, (Figure 2: Performing Work Procedure Flowchart), is included in the Appendix as Attachment 1.
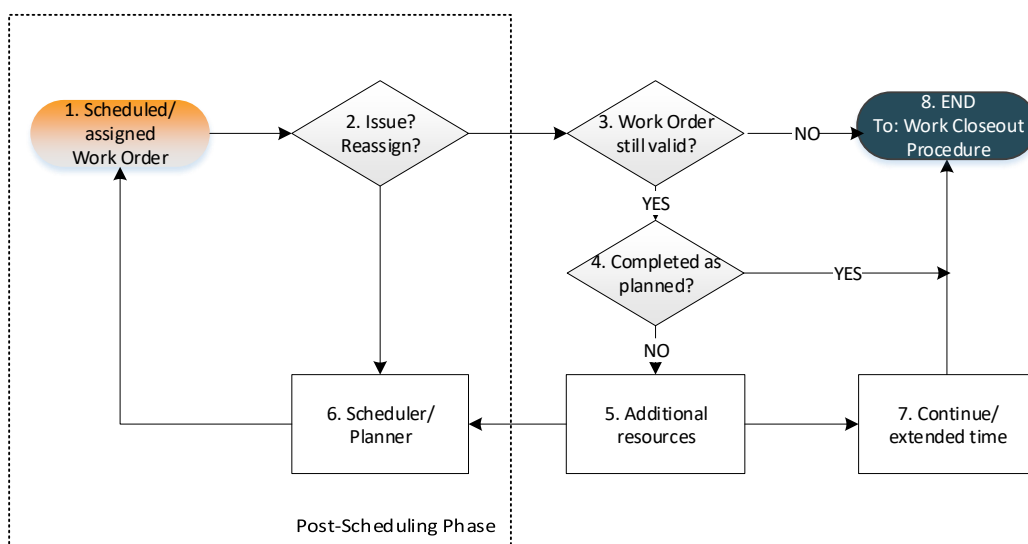
Figure 1: Performing Work High Level Flowchart

1. WO is created, scheduled, and assigned by the WMC
2. WO is accepted by the Technician, or returned to the WMC
3. Technician visits the site and confirms that the requirement is still valid
4. Work is completed as planned; or additional resources that are required are identified
5. Resource availability is determined by the WMC
6. If additional resources are not available, the Scheduler and/or planner re-designs the solution
7. If the additional resources can be delivered promptly, the work continues as intended
8. WO Closeout Procedure to be followed.

Figure 2 depicts the Performing Work Procedure Flowchart, and is structured in two horizontal swim lanes: 'Technician' and 'WMC'; and two work phases: 'Post-scheduling' and 'Work on-site'.

The following are aspects that the Performing Work Procedure addresses:

- **Stakeholders:** Represented using swim lanes and connection points, to and from other Procedures and stakeholders;
- **Inputs/Outputs:** Connection points from other Procedures, stakeholders and sources of work requests, and Work Orders;
- **Post-planning phase:** How is work managed if it fails to start on the original schedule?
- **Work on-site phase:** Most Technician activities with input/output points, are indicated by red or green connection points;
- **Dependencies:** 'Real-time' dependencies and impacts, such as material's readiness, tools delivery, site access, Point of Work Risk Assessments (POWRA), and Permit To Work (PTW)
- **Influencers:** These include decision-making steps that develop during the Performing Work effort, such as the Technician identifying additional work that needs to, and can be done without impact on the schedule of the planned work;
- **Other relevant procedures:** 'Work Control (Planning, Scheduling)', 'Equipment Troubleshooting Guide', 'Work Closeout', 'Post Maintenance Testing';

6.3 Documenting Performance of Work

In order to manage and measure work performance, a series of statuses within the AMS/CMMS should be used to ensure accurate information about all Work Orders. Some, but not all, Asset Management Systems (AMS) and Computerized Maintenance Management Systems (CMMS), are able to be configured to reflect all of the different statuses listed below. Where an AMS/CMMS is not used, or where configuration is not possible, a paper-based procedure should be used to capture the information, enable timely and accurate reporting and thus, improved Stakeholder feedback.

A Work Order may need to be put 'on hold' for several reasons, each of which may have a different contractual impact, and an impact on Stakeholder experience. Being able to clearly identify the reason for the work being placed on hold can assist in the mitigation of financial penalties for poor performance, and improve the experience of stakeholders.

Examples of commonly used AMS/CMMS work statuses are:

- In planning
- Scheduled
- Open
- Pending
- Complete
- Closed

Examples of commonly detailed used work statuses are:

- Pending – Admin
- Pending – EOD
- Pending – Equipment
- Pending – Labor
- Pending – Parts
- Pending – Permit
- Pending – Travel
- Stopped – Re-schedule
- Stopped – Re-plan
- Stopped – Not valid

These statuses cover, from a Work Request initiation, to beyond Work Closeout. This level of information is essential for performance analysis when trying to identify weaknesses in the maintenance operation. The Entity Client and Maintenance Contractor need to decide the extent, meaning and purpose, of the statuses function within the AMS/CMMS that they operate or purchase.

The detailed flowchart in Attachment 1 indicates the steps in the process when a Work Order status update is required, to enable the AMS/CMMS to have a real-time record of the work status.

If the Technician has a means of directly updating the AMS/CMMS, i.e. via a Personal Digital Assistant (PDA), then this can provide authentic, time-stamped records of activity. This in turn ensures accurate and recorded communications with stakeholders. Enhancing the AMS/CMMS through the use of conditional fields and pages, provides even higher quality of information and work control.

If the Technician does not have a means of directly updating the AMS/CMMS, then status updates can be communicated by telephone to the WMC, or written in the Technicians' Work Order notes, for updating at a later time. This type of manual updating can be open to incorrect and/or fictitious recording of time and activity. A system where data transfer is automated based on actions taken on a PDA that auto-update the AMS/CMMS will not only deliver labor utilization benefits, but will also improve stakeholder and customer satisfaction.

Time is a key resource that needs monitoring through accurate records, and is possibly the most important resource for efficiency gains, or poor business performance. The use of digital time-tracking tools, such as

a PDA can provide strong indications as to the speed with which work is being conducted, and whether Technicians could improve the timeliness of attendance and completion. 'Access control' data is another source of time-based information that can assist in the assessment of productivity.

An AMS/CMMS is key to the successful performance management of time, and improved work efficiency. Accurate tracking of time is also essential in the event that 'abortive work' is experienced, and has to be reported.

Correctly raising additional work, such as Corrective Maintenance Work Orders, is essential when understanding the performance of staff and the condition of equipment. For example, a system or item of equipment that has recently been maintained may develop a subsequent fault or a problem; This subsequent fault may be as a result of unidentified issues at the time of maintenance, or inadequate standards of maintenance work performed. In order to maximize the opportunities for improved labor utilization, the connection between the time/duration of the original work acknowledgement, work activity, follow up work, and assets and labor, are key to continuous improvement of the maintenance operation.

Technicians should not ordinarily carry out work without a Work Order specifically raised for the purpose, unless authorized to do so by a Supervisor. Technicians may also have to respond quickly to WO that may be raised following an Emergency Response situation.

Unrecorded work, undertaken as part of another Work Order prevents proper and accurate time/task analysis, and makes the Technician appear inefficient. The Technician must resist acting on unofficial instructions and requests made by either the building custodian, or other client representatives.

In an emergency, or a very urgent situation, the Technician should follow the correct Work Request Procedure, and communicate with the WMC before starting any work (if the WMC is operational at the time of the emergency). Responding to an emergency or very urgent situation should not necessarily preclude the requirement to follow the Performing Work Procedure.

6.4 Performing Work Procedure Narrative

1. Scheduled and Assigned WO
   a. A WO has been created (Planned) and Scheduled. Sources may be:
      i. Planned Maintenance;
      ii. Work requested by the client;
      iii. WOs and Work Requests generated by Technicians;
      iv. Corrective work;
      v. WOs generated by automatic alarm systems;
      vi. Work that has been rescheduled;
      All WOs have previously been accepted as 'valid', by the Scheduler as part of the Work Request Procedure
   b. Next Step: (4) Error! Reference source **not found.** WO before acknowledgement

2. Technician identifies 'Quick Work' or 'Corrective Maintenance':
   a. 'Quick Work' is an unplanned work opportunity that can be integrated into the working day, without delaying the main work. This opportunity may also be identified by the Scheduler, Supervisor or others;
   b. If this work is related to the main WO, then a 'child' WO should be raised for the "Corrective Maintenance';
   c. Next Step: (3) Create Separate, or 'Child' Work Order;

3. Create Separate, or 'Child' Work Order:
   a. The Planner needs to determine the resource requirement for the WO. Work may fall under one of the following resource categories:
      i. Self-Performed Work: (e.g., work that can be carried out by the team);
      ii. Warranty Work: (e.g., equipment that is under warranty, and maintained by the supplier);
      iii. Contract Work: (e.g. work where a wholly externally sourced contract has been set up);
   b. AMS/CMMS should be updated to 'IN PROGRESS'
   c. Next Step: (20) Point of Work Risk Assessment

4. **Error! Reference source not found.** WO before acknowledgement:
   a. Only Self-Performed work will progress through this WO Planning Process;
      i. Warranty or contract work are resourced/managed under separate processes;
   b. Next Steps: (5) WO arrangements complete?

5. WO arrangements complete?
   a. The Technician has taken ownership of the WO, and its progress is now their responsibility;
   b. This step is when the Technician checks the details and arrangements made, such as parts and permits, before the start date;
   c. This step is critical if abortive work is to be avoided;
   d. Next Steps:
      i. YES: (11) WO still valid?
      ii. NO: (6) Possible to resolve for schedule?
   e. Data Requirements:
      i. If NO, confirm WO status as 'IN PLANNING', and add an explanation to the AMS/CMMS;
      ii. If YES, update WO status to 'ACKNOWLEDGED'. This means that the WO has progressed beyond the PLANNING stage;

6. Possible to resolve for schedule?
   a. The Technician has noticed a problem with the WO. The Technician may be able to resolve a Scheduling problem, but other issues will need the WO being returned to the Supervisor, Planner or Scheduler;
      i. This status provides a marker for the planning effectiveness and productivity of the WMC team;
      ii. An updated status is also available to the Requestor on the progress of the WO
   b. Next Step:
      i. YES: (9) Resolve **Error! Reference source not found.**
      ii. NO: (7) Supervisor/WMC Resolvable?
   c. Data Requirements:
      i. Update WO status to 'IN-PLANNING'

7. Supervisor/WMC Resolvable?
   a. The Supervisor or WMC needs to understand the issues reported by the Technician, and resolve them as soon as possible, if the original schedule is to be met;
      i. The resolution may require escalation to a more senior, decision-maker; this may be within the Maintenance Contractor Organization, or 'client side';
   b. Next Steps:
      i. NO: (10) Update WO;
      ii. YES: (8) Resolve WO arrangement issues;
   c. Data Requirements: depending on the issues, the following information may need to be recorded in the AMS/CMMS:
      i. Technician's observations and advice;
      ii. Any known constraints in carrying out the work;

8. Resolve WO arrangement issues:
   a. The Planner needs to contact the Requestor (and others as required) to clarify fault, symptoms and/or work required, in order to update and detail the information, and allow for appropriate planning;
   b. Next Step: (13) Collect WO Pack;

9. Resolve WO arrangement:
   a. This is an optional step. A site visit may be required to confirm, diagnose or reconfirm the Scope of Work (SOW) required;
   b. Next Step: (13) Collect WO Pack;

10. Update WO:
    a. Next Step: END
    b. Data Requirements:
       i. Ensure that the 'admin' timesheet details are accurate;

11. WO still valid?
    a. The Planner or Technician needs to confirm the original, continued or latest Scope of Requirement against the proposed Plan and Schedule. This may require a separate site visit. If the Requirements and resources match, the work can progress to site
    b. Next Steps:
       i. NO: (12) Update WO 'ON HOLD'
       ii. YES: (13) Collect WO Pack

12. Update WO 'ON HOLD' or 'STOPPED'
    a. The Planner needs to update the WO to record the correct or modified diagnosis or work required.
    b. Next Step: END
    c. Data Requirements:
       i. Update the comments or work required details;

13. Collect WO Pack:
    a. Probable or purchased spares etc.;
    b. Recurring, Planned Maintenance should have a standard set of documents attached;
       i. If this is the first time that this work has been issued for this equipment, or it is a unique work project, then SOW, Risk Assessments and Method Statements (RAMS), Bill of Materials (BOM) and other required documentation should have been created and included in the WO Pack;
    c. Next Step: (14) Update WO 'ON ROUTE';

14. Update WO 'ON ROUTE':
    a. The Planner or Technician should update the AMS/CMMS to record the correct status of the work;
    b. This record is important for work progress status, financial accounting, and client updating purposes
    c. Next Step: (0) Arrive Site, progress entry?

15. Arrive Site, progress entry?
    Entering the 'Maintenance Procedure' stage, with 'Pre-Requisite Checks' and other preparatory tasks:
    a. The Technician has arrived at the entrance to the site or facility and needs to check if the necessary resources have also arrived, or are available. If at this stage a problem is identified that prevents the work starting, the Technician needs to try and find a solution quickly, or cancel the attempt.
    b. Next Steps:
        i. YES: (17) Access granted, complete Access Authorization
        ii. NO: (16) Update WO

16. Update WO
    a. Depending on geography, timing and ease of securing the missing resources, it is possible that the WO will have to be rescheduled.
        i. Resources: include a specialist contractor, and materials from a supplier;
        ii. Timing: this attendance might be on a holiday, out of normal work hours, and/or requiring specific arranging of resources. The site may also be closed and/or locked up, and nobody available to allow entry;
    b. Data Requirements:
        i. Technician or Planner to update the WO with the reason that site access has not been possible/permitted;
    c. Next Step: END

17. Access granted, complete Access Authorization
    a. The technician may need keys or passes to specific areas, or meet with a 'site escort' in case they are working in sensitive areas. This is the time when the Facilities Manager/building custodian contacts the hosts or clients for specific areas of the building or site, and confirms that the Technician will be working in their area;
    b. In situations where the client or their representative is responsible for the preparation and provision of safe access to parts of the facility or building, this is the first opportunity the Technician has to assess whether the preparations are adequate and acceptable;
    c. Next Step: (18) Update WO 'IN PROGESS'

18. Update WO 'IN PROGESS'
    a. Data Requirements:
        i. Ensure details are accurate and not approximate;
    b. Next Step: (19) Collect Permit;

19. Collect Permit
    a. Any site permits and coordination with site staff for isolation of plant, needs to be carried out and 'signed off' by the appropriate stakeholders;
        i. The Technician needs to check that the plant identifications stated in drawings, diagrams, instructions and Permits are accurate on site;
    Next Step: (20) Point of Work Risk Assessmentoint of Work Risk Assessment;

20. Point of Work Risk Assessment
    a. The Technician must carry out a POWRA/Job Hazard Analysis (JHA), in addition to following the safety requirements of Permits and RAMS;
    b. Next Step: (21) **Error! Reference source not found.**

21. Problem?
    a. Work starts or continues at this step;
    b. The Technician has assessed the access, safety and availability of the equipment, system and working area that the intended work will be carried out in;
    c. The Technician may identify the need for Corrective Maintenance, which can be carried out within the time allocation for the WO, and communicates with the WMC to raise a Corrective Maintenance WO;
    d. For technical problems, the Technician may use the 'Equipment Troubleshooting Guide' to help in resolving the problem:
        i. NO: (22) START/CONTINUE work;
        ii. YES: (25) Technician resolvable?
    e. Data Requirements:
        i. If YES, record details in the AMS/CMMS

22. START/CONTINUE work
    Work progresses as planned
    a. Next Step: (23) Work Complete?

23. Work Complete?
    The Technician needs to assess whether the technical work and supporting activities, such as cleanliness, are complete.
    a. Next Steps:
        i. YES: (33) Post Maintenance Testing (PMT)
        ii. NO: (24) EOD?

24. EOD?
    a. Depending on the complexity and extent of the work and the impact on the operation of the facilities or the client organization, and whether the work was expected to go beyond the End of day (EOD), the Technician may need to take different measures to close down the work:
    b. Next Steps:
        i. YES: (30) Make the workspace safe and tidy, close Permit
        ii. NO: (21) Problem?

25. Technician resolvable?
    a. Whether the Technician can resolve the problem depends on a number of factors:
        i. Is the problem within the Technician's skillset? The Technician may be able to resolve the problem with Troubleshooting advice via telephone from a colleague;
        ii. Does the problem require purchasing of parts? Someone with financial authority may need to be engaged;
        iii. If a spare part is required, can the Technician receive or collect this directly from the supplier or is the item too large and/or requires additional personnel to collect, unload or locate to the required plant room?
    b. Next Step:
        i. YES: (22) START/CONTINUE work
        ii. NO: (26) Supervisor/WMC resolvable?

26. Supervisor/WMC resolvable?
    a. Depending on the problem and the authorization level of the WMC and Supervisor, the solution may be able to be progress without higher authority;
    b. Next Steps:
        i. YES: (27) Resolve WO problem
        ii. NO: (**Error! Reference source not found.**8) Make the workspace safe and tidy, close Permit

27. Resolve WO problem
    a. The WMC or Supervisor makes arrangements for the problem to be resolved; which may be as simple as an instruction to the Technician, or may require additional resources brought to site;
    b. Next Step: (22) START/CONTINUE work;

28. Make the workspace safe and tidy, close Permit
    a. Following the acknowledgement of a problem on site that neither the Technician, WMC nor Supervisor can resolve, preparations need to be made at the workspace to make it safe and tidy;
    b. Mitigation may be necessary, and alternative service, or limited return of service, may be possible;
    c. Statutory and contractual compliance will need to be considered when putting in place mitigations or alternatives
    d. The Health and Safety, and Operational teams will have to be updated on the situation before the End of Day(EOD);
    e. Next Step: (29) Update WO 'ON HOLD'
    f. Data Requirements:
        i. Update WO with details of the problem, and communications confirming that a resolution was not possible at this time;

29. Update WO 'ON HOLD'
    a. The WO will need to be further planned and rescheduled to resolve the problem
    b. Next Step: END

30. Make the workspace safe and tidy, close Permit
    a. The Technician may need to carry out a temporary or mitigated service, such as portable smoke detectors, if the fire alarm system is compromised. The Technician may have to post signs, warning the occupants of reduced or no service, such as hot water;
    b. Health and Safety, and Operational teams will have to be updated on the situation before the EOD
    c. Next Step: (31) Update WO 'ON HOLD - EOD'

31. Update WO 'ON HOLD - EOD'
    a. The Planner or Technician should update the AMS/CMMS to record the correct status of the work; This record is important for work progress status, financial accounting, and client updating purposes;
    b. Next Steps: (32) Update WO 'TRAVEL TIME'

32. Update WO 'TRAVEL TIME'
    a. The Planner or Technician should update the AMS/CMMS to record the correct status of the work. This record is important for work progress status, financial accounting and client updating purposes;
    b. Next Step: (11) WO still valid?
    c. Data Provided:
        i. Site departure time;
        ii. Journey start and end locations;
        iii. Other requirements as per contract and company requirements;

33. Post Maintenance Testing (PMT)
    a. Refer to PMT Procedure for advice;
    b. The Technician needs to ensure that the completed work meets the requirements of the SOW and other contract requirements;
    c. Next Step: (34) Gather Data;

34. Gather Data
    a. Following Testing of the newly completed repair, replacement, alteration, extension or integration work, the Technician should gather data and carry out site and system performance measurements, as required by the Asset Management and Reliability Centered Maintenance teams. These teams will be able to use this data to reset their baselines;
        i. It is important that the data is collected before the reinstated equipment is handed over for operation, as this will confirm that the work has been carried out to an acceptable standard and that any future fault can be compared against a baseline record;
    b. Next Step: (35) Make the workspace safe and tidy, close Permit;

35. Make the workspace safe and tidy, close Permit:
    a. The Technician should follow the Work Closeout Procedure. At the minimum, they should ask the Facilities Manager to inspect the finished state of the workplace;
    b. In particular, the Technician should ensure that the workspace is as clean, or cleaner than before they started work, including cleaning of fingerprints from all visible surfaces and removal of any dust they created;
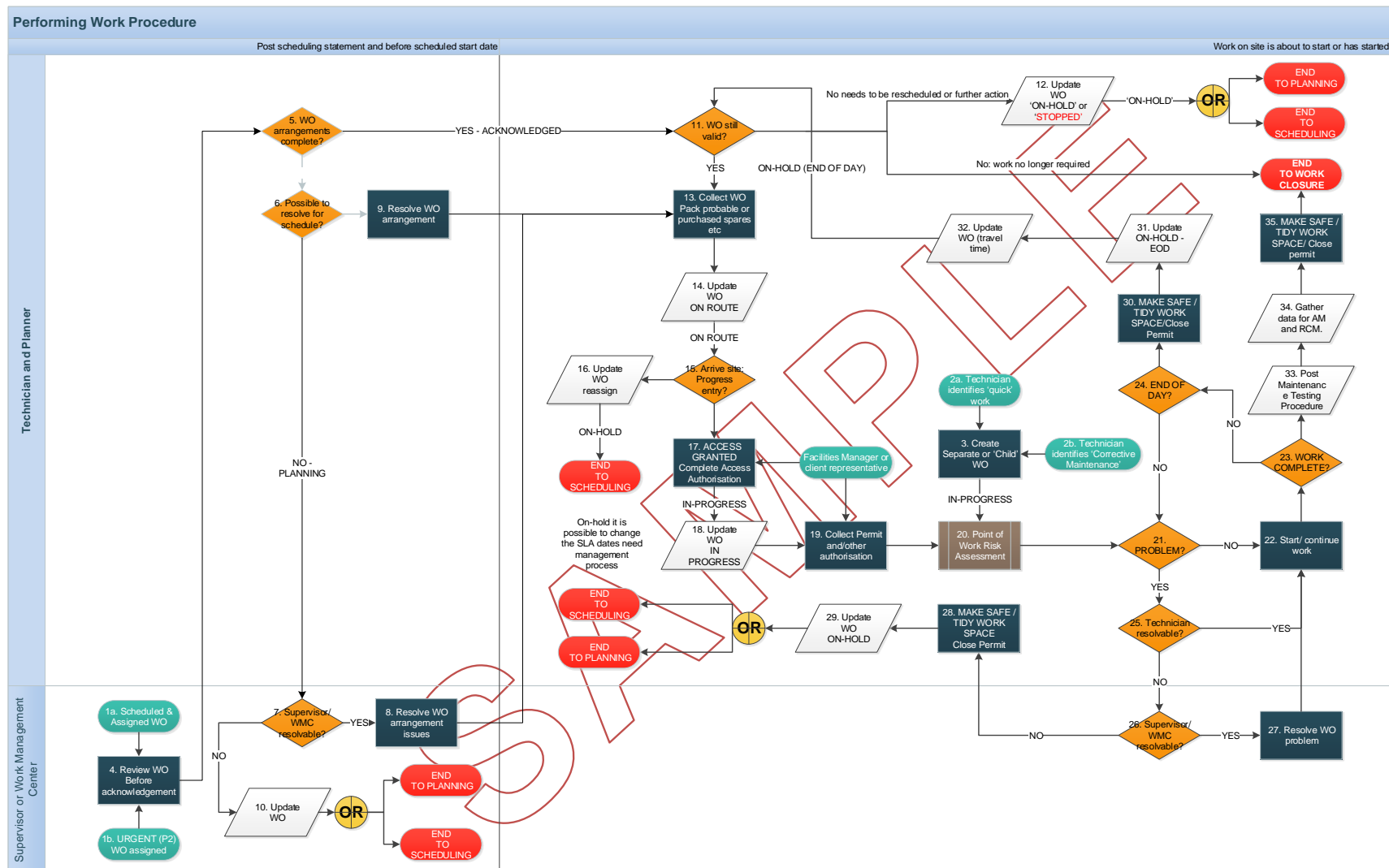   c. Next Step: END

7.0 ATTACHMENTS

1. Performing Work Procedure Flowchart

Attachment 1 - Performing Work Procedure Flowchart

Figure 2: Performing Work Procedure Flowchart