Top 20 Things I Wish I Had Known at SAP PM Go-Live

Item	What I Wish I had Known at SAP PM Go Live:	SAP PM Best Practice that Addresses that Issue
1	I did not realize how much my own commitment to SAP PM would affect the success of the implementation. My team reflected my lack of commitment in SAP PM, and we now have a tool that is not working well for us, and many times seems to work against us.	As a leader, it is my role to demonstrate the commitment to the SAP PM Tool. That is accomplished by learning SAP PM, directing the design to follow the processes that we need to improve Equipment Reliability, and use the tool on a daily basis, just as I expect of my team.
2	I made the choice to let the data we are getting from SAP PM be more reliable before I started using the Reporting Process. The organization got too comfortable with operating without hard performance measures and we have become complacent.	Establish the Reporting and Reporting Expectations from the beginning of SAP PM Go –Live. It will be true that the reports will not be accurate as people learn the processes, but it will serve as a goal and a clear expectation of the business information that SAP PM will deliver.
3	I did not realize that we as maintenance leadership had the ability to configure SAP PM to operate the way that best represents how we want to do Maintenance work. We tried to adapt to how SAP PM does thing rather than how we want to execute Maintenance and Reliability Processes.	Review and understand SAP Plant Maintenance capabilities and methods. There does exist a middle ground where leadership knowledge of SAP PM can marry up to the goals of Effective Maintenance Management and Equipment Reliability Methodology and Reporting.
4	I did not realize that the just recreating the metrics that we had in place now just maintained the status quo. We are still stuck reading newspapers while our competition is surfing the internet.	If goals are to achieve, they must be visable and accountability be held. During SAP PM, there are Equipment Reliability Goals, Maintenance Execution Goals, as well as SAP PM Usage Goals.
5	I did not realize that there are two distinct processes associated with SAP PM. The first process is accomplishing Maintenance Work, which we are very focused on, what we have yet to do is focus on the second process, which is building Equipment Reliability Inprovement.	Do not let SAP PM become only an after the fact record of what was accomplished. The Value Proposition truly lies in the ability to link with the other business functions of your company to plan operational success together.
6	I did not realize how critical effective SAP PM Training is to making SAP PM function well.	SAP Plant Maintenance is the only SAP module that relies on information mostly gathered from people that do not sit at a desk with a computer, which means it has to be taught differently. These students also are diverse in age and learning styles. Make the training fit the students, not the other way around.
7	I did not realize that SAP PM Navigation can be made so much easier by hiding fields that are not used, not having pages where you need to scroll down, and navigation menus that work for the users so they do not have to remember transactions.	Part of the leadership SAP PM Training should include the design choices you are allowed in SAP PM configuration. Typically this review should be lead by Maintenance people who have used SAP PM to actually run a Maintenance Team so that the review can relate to Maintenance scenarios, not IT (Information Technology) situations.
8	I did not realize how important it was to know the SAP PM nomenclature. People are still confusing Orders with Notifications.	While there do exist SAP PM Nomenclature that will at first seem confusing, it is important to establish a SAP PM Glossary that not only explains the wording, but going to the effort to explain why there may be confusion with the terms. There is also the capability before go live to actually change the SAP PM terms and labels to match your business.
9	I did not realize how important it was to set up system default List Reports and Layouts that are accessible to all. We chose to let people build their own versions of reporting, and now they have gotten so used to their own way of doing reporting, we have no common reporting tools to share and teach new users with.	For every report that will be used, set up a clear and concise template to default for every user. Begin from a position of standardization to eliminate confusion to those that are learning the SAP PM tool.
10	SAP PM has some interesting quirks to it that I was never told about. There was no Tips and Tricks in our SAP PM Training Documentation. For example, today we learned that a year is always 360 days and a month is always 30 Days to SAP, and we have been using SAP PM for years.	Many times there are logical reasons for some of the "quirks" of SAP PM. Take the time to educate yourself on the Tips and Tricks of SAP PM, as you would with any apprenticeship.

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11	When I made the statement that I wanted the SAP PM inputs to be as easy as possible, I did not realize that I was eliminating information that we need to run Maintenance better.	Do not underestimate the quality of data that Maintenance and Production Teams can enter to the value of Equipment Reliability Improvements. Much of the information needed requires human logic to take the business information to the next level. It is more important for the data input processes to be clearly understood than it is to make it easy. Anyone can do "easy".
12	I did not realize how important it was to set up a reliable process to make SAP PM Configuration improvements after Go-Live. Now I am stuck with an SAP PM tool that is not growing as we learn.	It is a sizable venture to design and implement an SAP module. Not everyone has the resources to roll out the perfect SAP Go-Live, so for those companies, it is vitally important to provide a living, breathing SAP PM improvement process lead by the user plants to incorporate the lessons learned into SAP PM design improvement.
13	I did not realize the setting up the Technical Object Structure Strategic Design was the one that has to be correct at Go Live. Even though I can add Functional Locations and Equipment, it is difficult to do Reporting.	Test the Technical Object Structure design against two factors. First the abilityfor the average user to find the exact equipment to write a Notification against, and ensure that all reporting is well supported by the Technical Object Structure. An example of the latter is can I see a report by Equipment Type on the Top 10 Root Cause Failures.
14	I did not realize that putting a computer on top of Chaos creates Computerized Chaos. My Maintenance Best Practices being unclear lead to SAP PM maginifying the flaws in my Maintenance Best Practices.	Do not let SAP PM attempt to drive your Maintenance Best Practices. It will not work.
15	I did not realize that in my effort to make SAP PM work best for my Plant, I was exlcuding my ability to benchmark against other plants and share learnings and information with them through SAP PM.	Any Continuous Improvement Focused Organization will focus on internal benchmarking, then grow to benchmarking within the company. This is only possible when standardization is demanded. Equipment Reliability is best accomplished as a company team.
16	When we excluded the Production Team from SAP PM participation from Go-Live, we did not allow them to grow with us as Equipment Reliability Partners. We gave them the impression they were optional to the the Reliability Effort. Now it is difficult to get them on board.	The operators of the Equipment are Equipment Reliability Stakeholders also, so the expectations of SAP PM knowledge and participation, from Notification generation as well as Maintenance and Reliability Reporting, should inlclude them from Day 1.
17	I had a diffucult time deciding whether it was better to progress in stages with SAP PM or "Pull the Band-Aid off with one Motion". People are not comfortable with change, and sometimes prolonging the process gets wearying.	While there do exist practical limits to how much an organization can stretch, particularly with less than optimal design, a well designed SAP PM Go-Live in the long term works better to implement the full design at the start. Everyone can see the final goal and work toward it faster.
18	I did not realize that having standard SAP PM Training documentation was important to the success and sharing the same message with new hires and giving refresher training. We actually did a good job at Go-Live Training, but when the team left, our ability to train well left with them.	Maintain a team of SAP PM Champions on the plant site for people to use for coaches for issues that come up. Provide good and logical training processes, and in this day, using well designed Electronic Learning that is self paced, is proving to be the most standard, through, and lasting training methodology for SAP PM.
19	We made a mistake in Failure Coding. In some cases we made it too complicated, and in some cases, we did not even install Failure Coding. In short, we have no ability to track and report Equipment Failure Coding effectively.	Design the Failure Coding that is reviewed with the Maintenance Technicians (or better yet, including them in the design – which builds ownership), that may even be overly simplistic at the beginning. The Reliability Engineering Team can own the Failure Coding and grow it over time, based on Maintenance Experiences. Set the expectation at Go-Live that this is a money maker for the company.
20	I did not realize it was important to have clear and documented definitions for the choices in drop down menus so that everyone uses and enters data accurately & standard.	Every time there is a a selection to be made in SAP Plant Maintenance, ensure that there is (1) a clear definiton of what each selection means, and (2) it is documented where the user can refer to that definition to give them the best opportunity to be accurate.