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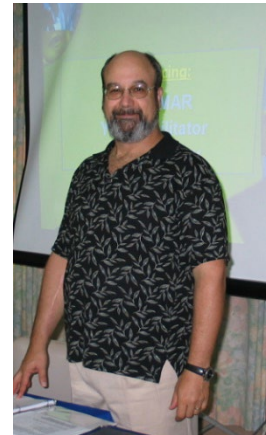
### **Who are your customers, vendors, and providers?**

**A new type of Organization Chart shows customers and service providers.**

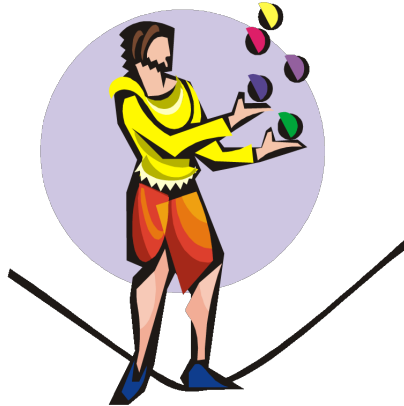
When a maintenance function is audited, an essential early step is to isolate all the users for services and the resources available to deliver the service.

#### **Demands for maintenance services:**

1. On an 11x17 quad ruled tablet (or in software Visio or OrgChart), diagram all of the people (Users) that can legitimately request (demand) your resources.
2. Use an organization chart format. There is excellent software available to draw the chart.
3. Include as much detail as possible for production departments, tenants, delivery drivers, administrators, facility maintenance, safety office, security, housekeeping, fire/life support, warehouse, and wherever equipment can be maintained. The level of detail should go to the supervisor, team, or requestor level.
4. Estimate the skills needed to support that customer. Are any unique skill sets required?
5. How much effort does that customer need? Make a quick estimate.
6. Review the last year or two for unusual non-maintenance requests. These are called hidden demands. They include pick-ups at the airport, party clean-ups, special functions, pet projects, moving furniture, and decorating. Also, don't forget the semi-legitimate requests (the Governor's son's Go-Cart or the washing of the president's spouse's Mercedes, etc.). There may be employees for whom you work to help "get things done" from other departments.
7. Include your department if you maintain compressors, doors, lifts, etc.



8. One idea is to glue pictures of all requestors to the chart. Pictures help humanize the users. Remember, it is hard to provide world-class service as long as members of the maintenance department view your customer as a jerk!



**On the other side of the balance are your resources.** Your resources consist of your ability to deliver completed maintenance jobs to satisfied users.

1. List all of your mechanics in organizational chart format. List them under their supervisors or teams and include their skills.

2. Include maintenance-related ancillary people, including stock room people, material handlers, janitors, spotters, inspectors, and helpers.

3. Include contractors with whom you have established a long-term relationship or partnership.

4. Uncover hidden resources that you could use for some of the maintenance tasks but may not be used to their fullest, such as vendors, drivers, operators, warehouse people, stock clerks, maintenance craftspeople from other areas (if you are a fleet, what about the plant maintenance folks). Housekeeping staff should have an active role in maintenance inspection. Housekeepers should be provided with forms and instructions. This is one example of maintenance in-sourcing when you transfer the maintenance workload to other groups in the organization.

In a fleet, when your driver is fueling, they can check the oil and go through a simple checklist of safety items. The CDL (Commercial Drivers License) requires safety checks. Crane operators are required to complete safety checks every shift. In a factory, the machine operators can provide a wealth of labor for basic maintenance. Operator maintenance is known as TPM. Are there any other opportunities for operator involvement?

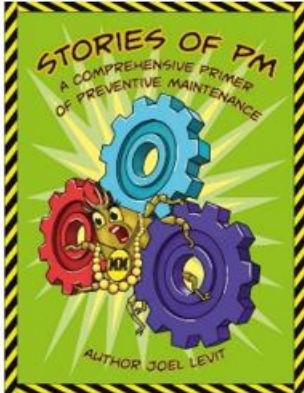
One of the most significant changes in the production and process world is the operators' involvement in substantial maintenance work. Operator involvement is called TPM (Total Productive Maintenance).

Many vendors have programs for stocking shelves and refilling inventory.

The stockroom clerk can enter parts used on WO into the CMMS. Many firms have stock clerks as primary data entry people.

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Preventive Maintenance



Defect Elimination



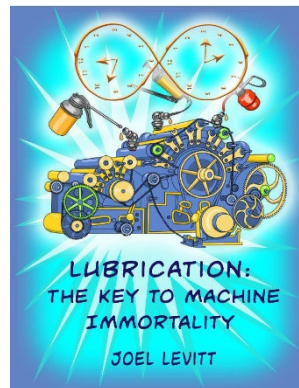
Reliability and fundamentals



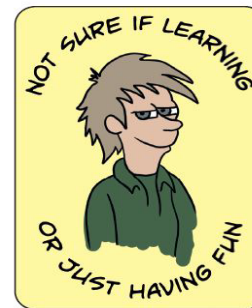
Maintenance quality



Maintenance Planning



Lubrication



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