

Maintenance Assessment Questionnaire

Please Print and Complete this Document.

When finished, you may mail this to our offices and we will be in contact with our recommendations.

Manufacturing Solutions International

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Name: _____
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Please answer the following questions by entering a number in the “Score” columns using the following rating system as a guide.

Rating System

- 5 The statement is true in all instances
- 4 The statement is true in most instances
- 3 The statement is somewhat true
- 2 The statement is somewhat false
- 1 The statement is false in most instances
- 0 The statement is false in all instances

Please feel free to write any comments in the comments field for each question. If the question does not apply or you do not have the information necessary to answer, then leave the line blank. A “0” entered will be scored as such.

Maintenance Assessment Questionnaire

Leadership

This is a measure of the value and importance attached to maintenance by the plant, at all levels, and a measure of the desire to continually improve business results through improved maintenance practices.

Score

1	Everyone values better maintenance as a way to improve business results It is a part of the plant's mission and strategy	
2	There are written goals, objectives and targets for maintenance improvement that improve business results	
3	There is a multi-level plant leadership committee that works on continuously improving the maintaining function	
4	Everyone understands that maintenance is a responsibility of everyone in the plant, not just the maintenance personnel	
5	The plant has an ultimate goal of zero downtime due to equipment breakdowns	
6	Maintenance System performance is routinely measured and reported against goals	
7	Maintenance corrective action is permanent fixes vs. constantly fixing recurring problems	
8	Housekeeping and equipment cleanliness have high emphasis, and are everyone's responsibility	
9	The plant insists that scheduled preventive maintenance tasks are done as a part of operational planning	
10	Everyone understands that equipment must be well maintained to be safe	
11	Everyone understands that equipment must be well maintained to produce a quality product	
12	Everyone understands that equipment must be well maintained to get best productivity	
13	Everyone understands that equipment must be well maintained to get the lowest product cost	
14	Ongoing work in maintaining and improving equipment reliability is valued more than good firefighting type maintenance	
TOTAL		

Comments:

Maintenance Assessment Questionnaire

Preventive Maintenance

This section is a measure of the level of understanding and commitment attached to preventive maintenance activity by the plant overall.

Score

1	There is a formal periodic equipment cleaning/inspection system (PM) in place that identifies potential problems before they become downtime issues	
2	Equipment listings and PM Procedures are current and accurate	
3	Inspections are always carried out exactly as specified, when specified	
4	Preventive maintenance work has the highest priority in the maintenance planning and scheduling effort. Only serious safety, quality and imminent breakdown issues have a higher priority than PM work	
5	There are procedures in place to make sure that preventive maintenance procedures, which do not happen as scheduled, are not forgotten and still get done	
6	Potential problems are identified and work orders are entered to correct them	
7	The majority of repair work orders are generated from preventive maintenance inspections	
8	The essential principle of "Clean to Inspect" is well understood by those performing PM work	
9	When a breakdown occurs, preventive maintenance procedures are reviewed and adjusted as necessary to prevent the problem from reoccurring	
10	Preventive Maintenance procedures are reviewed and updated when there are changes in equipment or practices	
11	There is a lubrication program that makes sure equipment is lubricated routinely and properly with the proper lubricant	
12	Lubricants and lubrication equipment are stored and maintained properly, to avoid contamination problems	
13	There are measurements in place to monitor the performance and the results of the Preventive Maintenance Process	
14	Operating personnel have most of the responsibility for preventive maintenance work that is done while equipment is running	
15	There is an ongoing review process involving operators and maintenance personnel to move as much PM from a downtime to a runtime activity	
TOTAL		

Comments:

Maintenance Assessment Questionnaire

Planned Maintenance

This section is a measure of the level of understanding, value and commitment to the major administrative aspects of the maintenance system.

Score

1	The plant strongly supports the concept of planned and scheduled maintenance as the most efficient, effective way of performing maintenance and all departments are committed to its success	
2	A work order system is in place to allow effective management of maintenance work	
3	There are individuals in roles dedicated to the planning, scheduling, and coordinating of maintenance work	
4	The value of planning work orders is well understood and accepted	
5	More than 80% of non-emergency Work Orders are planned	
6	The value of maintenance scheduling is well understood and accepted	
7	A weekly maintenance schedule is always prepared and agreed on by operations and maintenance in a weekly meeting	
8	The maintenance schedule is reviewed and updated daily and W/Os are assigned to individuals	
9	There is a priority system used for ranking and scheduling maintenance work that is understood and accepted across the plant	
10	More than 80% of the work scheduled to be done in a week gets done in that week	
11	The various reasons for scheduled work not getting done are reviewed and discussed in the weekly maintenance-scheduling meeting	
12	Emergency work is less than 15% of the normal weekly maintenance hours	
13	Routinely the right materials and resources are brought together at the right place and at the right time to work on properly prepared equipment	
14	The necessity of an adequate maintenance backlog is well understood	
15	The backlog of available scheduled work orders is maintained at the three to four week level	
16	Kits of parts planned for work orders are routinely prepared in advance for scheduled work orders	
17	It is understood and valued that accurately completed work orders greatly help the planning and scheduling of maintenance work	
18	It is understood and valued that the accurate recording of labor and parts allows accurate cost projections for budget and spending justification	
19	Previous work orders are routinely referred to and used for planning information on work orders	
20	Standard procedures and parts lists have been built and are used for planning repetitive maintenance work	
21	Adequate documentation, parts lists, manuals, drawings, etc are readily available, and used in maintenance planning	
TOTAL		

Comments:

Maintenance Assessment Questionnaire

Reliability Improvement

To what level does the plant value and use the collection and analysis of maintenance work order data to determine where repeated problems can be identified, and more permanent corrective actions developed and implemented.

Score

1	Work orders are always completed with all relevant actual information (parts procedures man-hours), to allow analysis for recurring problems	
2	Analysis of repair work orders is a regular, routine task, performed with operating teams to avoid breakdowns and improve reliability	
3	Trend information on maintenance downtime and maintenance costs is readily available for each piece of critical equipment and is referred to routinely to generate maintenance work	
4	There is a formal system to attack equipment problems that involves thoroughly determining the underlying root cause	
5	Maintenance personnel are available to assist operating teams with reliability improvement analysis and correction	
6	Technical resources, such as engineers or experienced technicians, are available to assist teams with reliability improvement	
7	Equipment downtime is tracked and reviewed periodically	
8	A reliability team with members from production, engineering, and maintenance review top downtime issues regularly	
TOTAL		

Comments:

Maintenance Assessment Questionnaire

Personnel Training

Do mechanisms exist to develop and maintain the necessary skills in individuals to properly care for and operate the equipment safely?

Score

1	There is a formal listing of the maintenance training and capability required by operators	
2	There are routine mechanisms and materials to periodically provide Maintenance Training to Operators and Mechanics	
3	Maintenance skills taught to operators and maintenance personnel are used immediately in their jobs	
4	Operators routinely assist maintenance personnel with repairs	
5	Maintenance personnel or Senior Operators routinely assist newer operators in developing preventive maintenance skills	
6	There is a formal listing of the maintenance training and capability required by maintenance personnel	
7	There are committed routine systems to communicate maintenance information between individuals	
8	There are job descriptions for maintenance & maintenance management personnel that have been reviewed with the employees	
9	Reviews of skills & skill requirements are held annually and reviewed with all employees	
10	Employees are required to attend "refresher" skills training periodically	
11	There are job descriptions for operations personnel that have been reviewed with the employees	
12	There are standard maintenance procedures that are reviewed and followed for maintenance jobs	
13	There are standard operating procedures that are reviewed and followed for all processes	
14	Operations personnel assist maintenance in developing operational skills	
15	There is a formal listing of the operational training and capability required by maintenance personnel	
16	Operational skills taught to maintenance personnel and operators are used immediately in their jobs	
TOTAL		

Comments:

Maintenance Assessment Questionnaire

Parts Administration

What is the philosophy behind the spare parts inventory, and the mechanisms used in the purchase and inventory of these parts?

Score

1	Everyone understands that lowering the levels of emergency and unplanned maintenance work, allows corresponding lower levels of in- house, spare parts inventory	
2	Guidelines for in-house maintenance spare parts stocking decisions and stocking levels are in place	
3	The reasons behind the guidelines are well understood by all plant personnel	
4	Maintaining as much inventory with suppliers as possible is a stated objective in the spare parts guidelines	
5	An objective of spare parts inventory turns per year has been set	
6	Stock outs of critical parts are at the <5% level	
7	Spare parts usage is always captured promptly on work orders or requisitions to keep inventory information accurate	
8	Vendor performance is evaluated annually using system information	
9	Spare parts storage is well organized	
10	Cycle counting of spare parts is performed regularly and frequencies of counting parts are based on their ABC classification	
11	Cycle counts have a small (<5%) variance against system counts	
12	Maintenance purchasing is a centralized efficient activity driven by inventory and scheduled work order requirements approximately three times per week	
13	Annual contracts are in effect with major suppliers, to reduce the purchasing effort	
14	Emergency Purchasing and Expediting is an infrequent activity	

TOTAL

Comments: