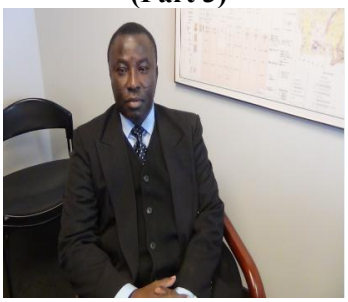
PROPRIETORSHIP AND THE ROLE OF THE PROPRIETOR (Part 3)



Albert K. Fletcher
CEO/PM Consultant
(Dataman System Consultancy)

MAINTENANCE'S DUTIES TOWARD THE PROPRIETOR

It is apparent from the foregoing that effective Proprietors require access to a great deal of information. Some information may be known to him/her to exist and may effectively be requested. Other information may develop without his/her knowledge and be equally important. In either case it must be gotten to him/her, usually through the Maintenance Foreman or Supervisor so that the Proprietor may be most effective in carrying out his/her duties. It is up to Maintenance to see that the Proprietor is properly knowledgeable on all factors which affect the Maintenance activity.

Although the Proprietor may be the Senior Partner in controlling the environment in which Maintenance must work, the steps necessary to achieve such control must be a cooperative effort. It is for the Maintenance's own good that it provide all help and assistance to the Proprietor in accomplishing his/her duties. In particular, Maintenance must assist in those steps (particularly measurement) which relate to control of the maintenance environment. The Proprietor may buy the services of Maintenance, as the seller, Maintenance must see to it that the Proprietor buys all that he needs, only what he needs and gets it when he needs it.

DETAILING THE PROPRIETOR'S DUTIES

The Proprietor will spend a substantial portion of his/her time participating in the effort which relates to daily maintenance planning and scheduling. He/she is the "buyer" of maintenance services and as such represents Production's point of contact with Maintenance. His/her is the obligation to optimize communications, prevent costly interruptions or interferences to the schedule and assure those Production activities essential to most economic maintenance. He/she is responsible for maintenance costs just as is the Maintenance Manager. To accomplish his/her assigned responsibilities the Proprietor must:

1. Tour his/her area regularly to identify the work which must be ordered. He/she must employ the audit techniques of the Equipment Condition survey to determine what must be done to sustain an acceptable industrial standard while never letting the equipment approach that need for maintenance which adversely affects its reliability. He/she sets for Production the standard of accountability insofar as equipment condition is concerned.
2. Keep appropriate Production people completely informed as to the need for maintenance while determining from time any needed work of which the have knowledge.
3. Contact the appropriate Maintenance personnel to determine whether they have knowledge of needed work.
4. Review equipment logs, records, tests and surveys to make certain that list of needed work are complete.
5. Examine all work to be able to describe it in the clearest possible terms whatever a description is needed.
6. Establish priorities for all known work resolving with his/her Supervisors any conflicts which may arise between his/her, and other areas should this ever become necessary.
7. Generate or cause to be generated, all needed work orders and approve same to authorize the work.
8. Secure any information needed to determine whether the cost of overtime work can be justified.
9. Participate in the preparation of the Maintenance Schedule, approve same, and authorize any changes for his/her Department.
10. Establish with the Planner/Scheduler and/or the General Foreman all maintenance work time requirements for use in schedule preparation or work performance analysis.
11. Assist the Maintenance General Foreman and the Planner/Scheduler in preparing the Maintenance Plan and Schedule for his/her area.
12. Appropriately deliver or direct the delivery of the published schedule within his Department; keep the appropriate people informed as to the status of work in proress.
13. Coordinate the Major Maintenance activity with the Production Department to aid Maintenance in the timely start and completion of the work.
14. Coordinate and approve for Production the Program for Preventive Maintenance as well as all changes thereto.
15.

(End Part 2 – To be continued)