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The plant manager can't succeed without a well-defined maintenance program. Here's how to make things happen.

Click here for an effective flowchart example and legend. P art I of this article in the January 2013 issue of MT explained two key connections that must be made for improvements to take hold: First, a solid maintenance program is required. Second, the plant manager drives the creation of a solid maintenance program, along with the plant culture needed to support

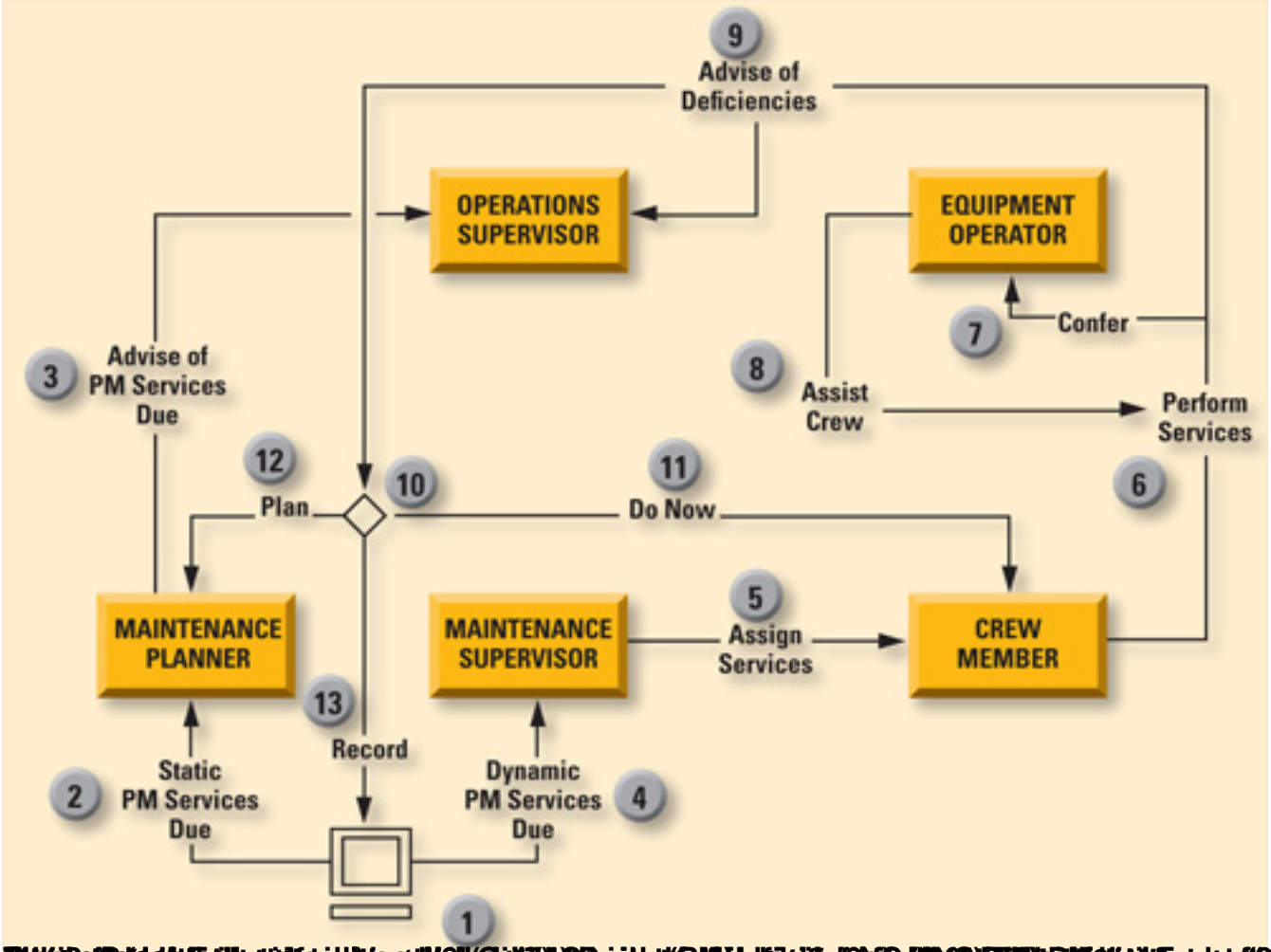
cross-departmental cooperation. In this concluding installment, the author details how to define a world-class maintenance program. There's much more to that definition than management might think. By sharing it with your plant manager, you can help him/her help you.

Defining the maintenance program requires careful assessment of the audience to which the program applies. Program definition must be presented in a clear, concise way that everyone will understand, because maintenance requires the support of all plant personnel.

Avoid using a 2-inch-thick binder that no one will read. There are simpler techniques, including flowcharts. (A particularly effective one with supporting documentation can be found here .) Finally, remember that the best way for supervisors to explain a program to crew members is by way of commonly understood terminology.

The objective of explaining the maintenance program is to ensure that each person understands how his individual role fits into it. No one can be omitted from this process. Remember that the electrician who fills in when his supervisor is on vacation may be the one who unintentionally fails to follow a critical procedure because he did not get the word.

To best explain the process, our experience suggests that a combination of a schematic diagram and a legend works effectively. For example, consider the preventive maintenance portion of the total maintenance program in Fig. 2 and its explanation.


9
Advise of Deficiencies
OPERATIONS SUPERVISOR
EQUIPMENT OPERATOR
7
Confer
3
Advise of PM Services Due
8
Assist Crew
Perform Services
12
Plan
10
11
Do Now
6
MAINTENANCE PLANNER
MAINTENANCE SUPERVISOR
5
Assign Services
CREW MEMBER
13
Record
2
Static PM Services Due
Dynamic PM Services Due
4
1

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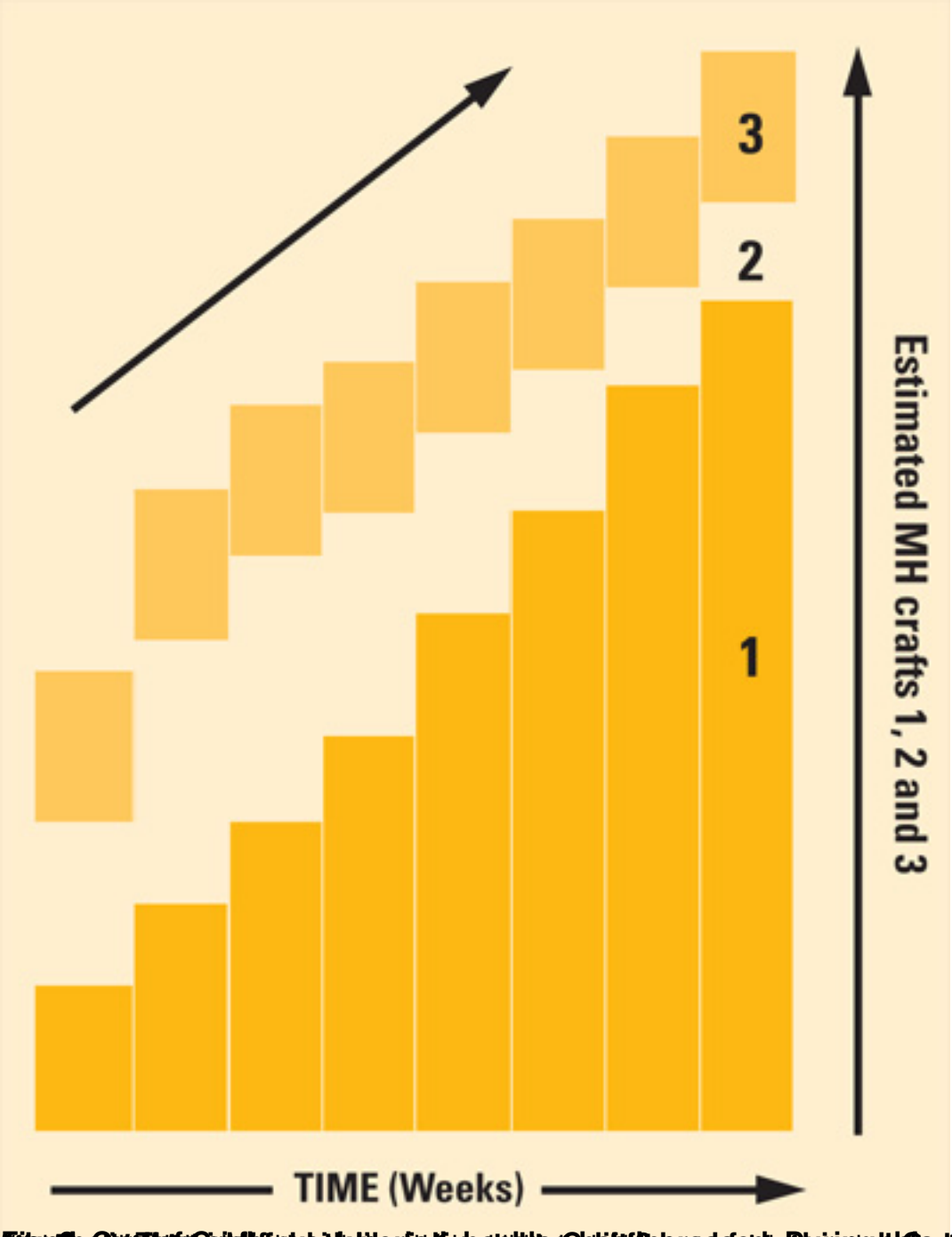
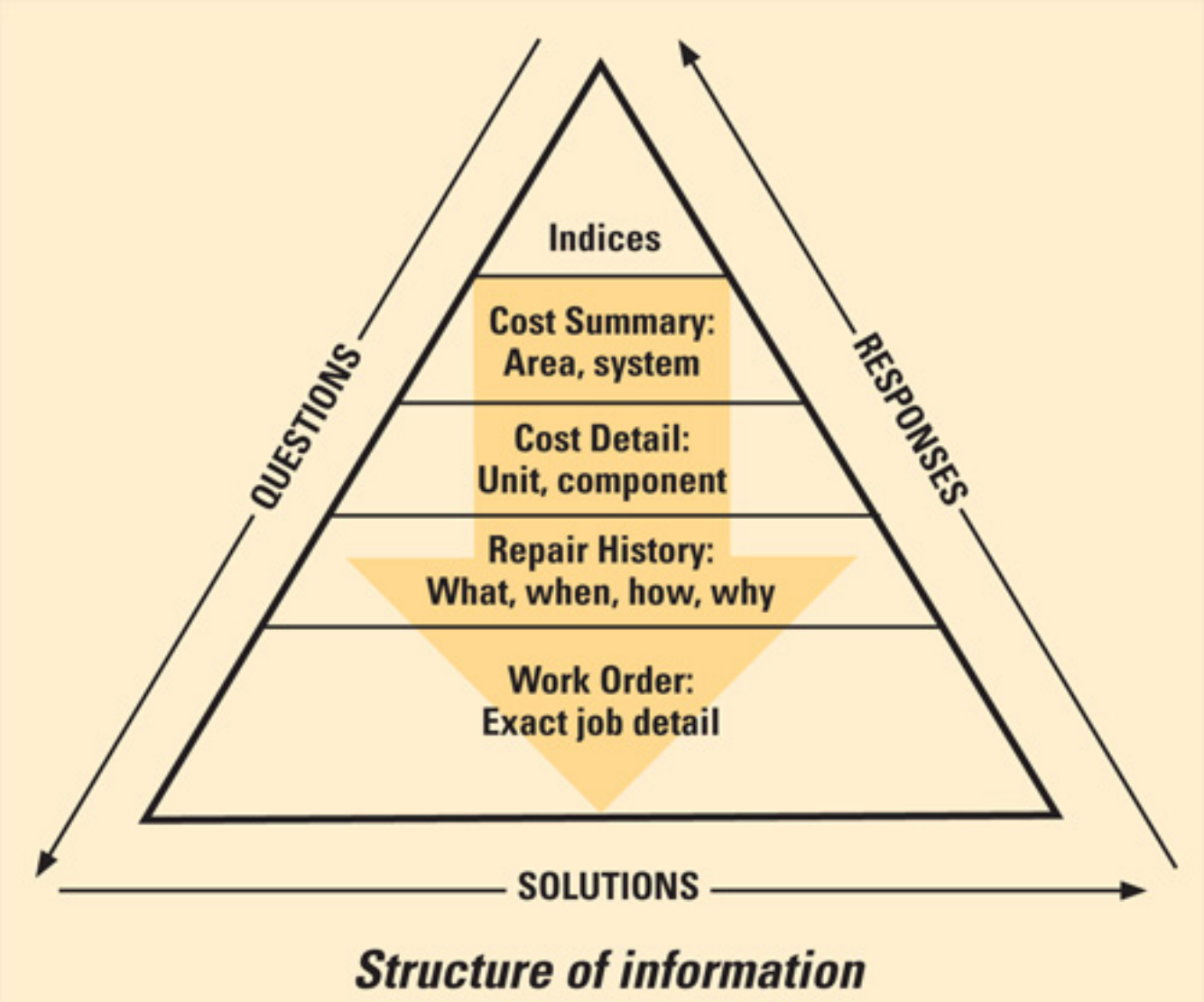

3
2
1
Estimated MH crafts 1, 2 and 3
TIME (Weeks)



Structure of information

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