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Everything points to the plant manager as the key to maintenance success.

The main objective of maintenance is to assure the reli-ability of modern production equipment so manufacturing and quality targets can be met on time and under budget. When successful, maintenance practices contribute to plant profitability. But what about when plant operations must withhold equipment in need of servicing because of pressure to meet production targets? Or what if a vendor fails to deliver rebuilt components on time and prevents maintenance from completing its work? In these cases and others like them, it's clear that maintenance does not control important functions that impact its ability to perform effectively (see Table 1). Few would disagree that if plants are to run efficiently and reliably, a high degree of cooperation and mutual support among all plant departments is essential. But this is not always the case.

Table I. Control of Critical Maintenance Elements (*Based on Survey Results from 21 Different Plants*)

Priority	Control Element	Influence Rating	Degree of Maintenance Control (%)	Control Index	Primary Source for Improvement
1	*Labor Productivity*	*10*	*60*	*6.0*	*Maintenance*
2	Material Control	10	20	2.0	Other
3	*Leadership*	*9*	*70*	*6.3*	*Maintenance*
4	Work load	9	30	2.7	Other
5	Organization	8	50	4.0	Other
6	Interdepartmental relations	8	20	1.6	Other
7	Cost data	7	20	1.4	Other
8	Performance data	7	50	3.5	Other
9	*Preventive maintenance procedures*	*7*	*75*	*5.3*	*Maintenance*
10	Planning	6	60	3.6	Other
11	Scheduling	5	50	2.5	Other
12	Training	4	80	3.2	Other
13	Maintenance engineering	4	40	1.6	Other
14	Technology	3	90	2.7	Other
15	Labor practices	2	20	0.4	Other
	Maintenance Control of Critical Elements		49		

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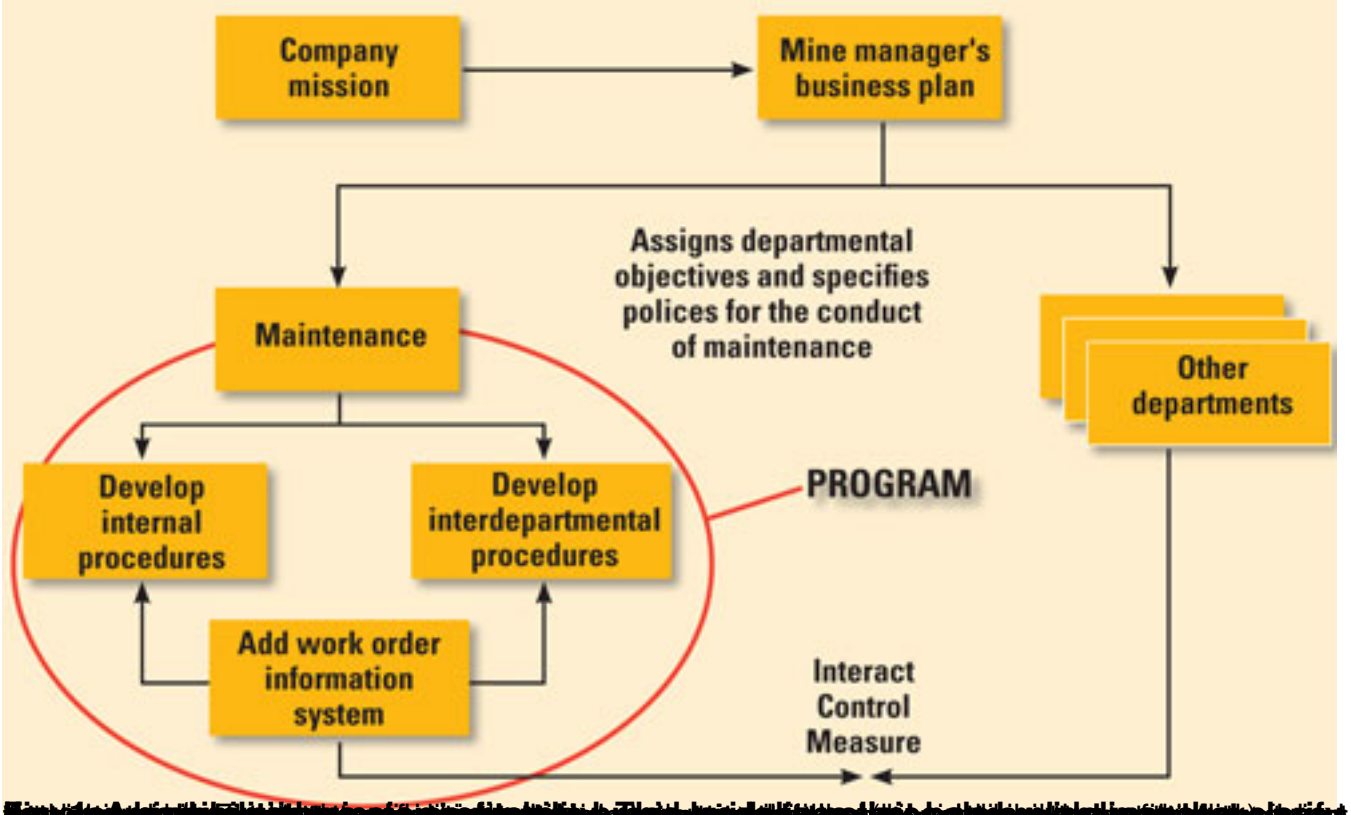
Company mission
Mine manager's business plan
Assigns departmental objectives and specifies polices for the conduct of maintenance
Maintenance
Other departments
Develop internal procedures
Develop interdepartmental procedures
PROGRAM
Add work order information system
Interact
Control
Measure

[redacted]

Table II. Typical Working Relationships Between Operations And Maintenance

Interaction	Action
Maintenance to operations	Advise of program details and procedures Provide preventive maintenance (PM) services Replace major components Make emergency repairs Plan and execute selected major jobs Perform overhauls Advise of required maintenance Train operators on PM-related tasks Provide information on repair decisions
Operations to maintenance	Understand and support the program Advise of production schedules Specify availability of equipment Require operators to perform PM checks Operate equipment correctly Report problems promptly Comply with approved maintenance schedules Require quality service Stay informed of cost and performance

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