

Operations & Maintenance Questionnaire

I. UTILITY/PLANT INFORMATION

A. Work Hours (Starting Time/Quitting Time)

| Group: | 1st Shift | 2nd Shift | 3rd Shift |
|--------------------|-----------|-----------|-----------|
| Maintenance-Staff | _____ | _____ | _____ |
| Maintenance-Hourly | _____ | _____ | _____ |
| Operations-Staff | _____ | _____ | _____ |
| Operations-Hourly | _____ | _____ | _____ |

B. Is workforce covered by union contract(s)?

C. Have you used outside consultants or consulting firms during the past 10 years?

If so, please list instances of outside consultation and briefly describe experience and degree of satisfaction with each.

D. Describe your plant's managerial style and culture.

E. On average, about how often do members of your plant's staff move within the organization?

F. Within your organization, who and what is driving this present improvement effort?

G. What is the single most important impetus behind this effort (e.g. cost, quality, throughput, etc.)?

H. Is there general agreement among your plant's staff that these improvements are essential?

I. Is your staff in general agreement as to the focus and direction that these improvement efforts will take?

J. Is your staff in overall agreement that outside assistance should be sought to help implement these improvements?

II. Utility Plant Organization

A. How are operations and maintenance structured?

- Area
- Centralized
- Combination
- Work Teams
- Craft Oriented
- Multi-Skilled
- Self-Directed
- Other

B. Do any maintenance functions report directly to production? If so, which and at what level?

C. Do you have a single major contractor on site who routinely provides capital and support services?

D. Do you have an operations/maintenance organization chart?

III. Manufacturing/Production Organization

A. How is your manufacturing/production organization structured?

- Self-directed work teams
- Traditional hierarchical structure
- Other

B. Are there standard operating procedures for each step of the manufacturing/production process, and are they consistently followed?

C. What criteria do you use to measure manufacturing/production success and quality?

IV. Training

A. Who within your organization is responsible for training?

B. Do you have a basic maintenance/operations training program for new hourly employees?

C. Do you have such a program for current employees?

D. Have you identified specific craft or skill deficiencies in maintenance and/or operations?

V. Programs, Procedures and Systems

A. Do you have a formal work order procedure? If so, does it require a formal approval or

review process?

B. Do you require a written request for all maintenance work?

C. Approximately how many work requests are received by maintenance each week?

D. Do you use blanket or standing work orders?

E. Is accumulated equipment downtime recorded for maintenance? If so, how is downtime data collected?

F. Who is responsible for analyzing equipment failure?

G. Do you use a computerized maintenance management system? If so, is it a stock (brand name) program or self-designed?

H. How many terminals can access the system?

I. What active functions does your system include?

- Work Order and Entry Tracking
- Planning and Scheduling
- Preventive Maintenance
- Purchasing
- Inventory Control/Services

VI. Safety

A. Who administers your plant's safety program?

B. Do you require the use of:

- Safety glasses, goggles, shields, etc.
- Safety shoes
- Ear plugs
- Hard hats
- Fire retardant clothing
- Respirators
- Other (specify)

C. Do you require pre-facility entry safety orientation?

D. Do you presently have a safety training program for new employees and contractors?

E. Do you use safety analyses for specific jobs? If so, which?

F. Do you evaluate contractor safety performance?