



Maintenance Excellence Management – A Powerful Methodology

The Hynds Pipe Systems is a New Zealand wide manufacturer of concrete pipe and precast products, with the East Tamaki Site being their largest manufacturing site. Hynds are also an importer of merchandised product to the drainage industry and are a reseller to the civil and rural sectors. They provide solutions to the civil and environmental management sector.

The Hynds TPM³ activities are currently restricted to the concrete manufacturing facility at Auckland and they have been utilising TPM³ for 3 years. The first Maintenance Improvement Team (MIT) was undertaken in March 2003.

High expectations were placed on Neville Tapp, Operations Manager at Hynds Pipe as he was the first speaker for the 2004 TPM³ New Zealand Networking and the audience were not disappointed.

Neville's introduction was a humorous, but poignant, looking at what some maintenance departments can feel as they are squeezed under pressure and expected to work miracles for all the equipment performance problems.

The Hynd's Pipe System Maintenance department has seen a 30% increase in the amount of planned work being completed on site, with no increase in labour resources. The maintenance department had adopted the TPM³ Innocence to Excellence matrix and implemented actions to improve their score in all ten elements.

Neville started with an outline of how Hynds saw Maintenance Excellence Management (MEM) and the East Tamaki site's experiences to date with five distinct phases.

What is Maintenance Excellence? Neville described this as:

- Maintenance Excellence is a structured, continuous improvement methodology.
- It questions the status quo - asks some hard questions about your current maintenance practices.
- It helps you structure a plan for the successful management of your valuable assets!

The first phase for Hynds was measurement. Once a Macro Maintenance Improvement Team (Macro MIT) was kicked-off they spent 3-4 weeks gathering a lot of data. They also had the results of a detailed TPM³ Maintenance Innocence to Excellence Self Assessment Survey consisting of 100 questions that they summarised on the MEM Matrix.

Does this sound familiar?

“We the willing, lead by the unknowing, are doing the impossible for the ungrateful.



We have done so much, for so long, with so little, we are now qualified to do anything with nothing!”

Neville shared how he thought Maintenance Excellence Management (a support pillar of TPM³) could help break a company out of this situation and what Hynd's Pipe Systems had achieved within maintenance as well as how they applied their learnings to other areas of their site.

Phase Three – the GAP

| Score | Maintenance Innocence to Excellence Matrix | | | | | | | | | |
|-----------|--|----------------------|------------------------|-----------------|----------------|---------------------|----------------------|-----------|-----------------------|-------------------------|
| | Main Mgmt Vision & Strategy | Performance Measures | Organisation Structure | Human Resources | Knowledge Base | Maintenance Tactics | Materials Management | Processes | Contractor Management | Reliability Engineering |
| 100% | | | | | | | | | | |
| 90% | | | | | | | | | | |
| 80% | | | | | | | | | | |
| 70% | | | | | | | | | | |
| 60% | | | | | | | | | | |
| 50% | | | | | | | | | | |
| 40% | | | | | | | | | | |
| 30% | | | | | | | | | | |
| 20% | | | | | | | | | | |
| 10% | | | | | | | | | | |
| Innocence | | | | | | | | | | |

