



Performance Scorecard: Performance Management of Maintenance

Dr. Larry Mallak, Charlie Rupert

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A white paper developed and presented at a conference for ASEM (American Society for Engineering Management).

The paper details the efforts to align a department within a manufacturing firm towards their internal customers by first defining the services to be performed, setting objective measureables and then define and measure what the customers perceive as service quality.

This approach led to dramatic improvements within the maintenance function for this organization that dropped costs by over 40% through increasing productivity not slashing budgets or headcount. The improvements were dramatic and the effort did not require the latest buzzwords to do it. The alignment with their internal customer created an environment that supported continuous improvement without formal events or meetings to be held.

While the maintenance function is not glamorous the authors believe the technique could be applied to other industries as well from design departments, finance analysts to the nursing field.

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