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## SUPPORT SERVICES JOB AID

### NAF Facilities and Construction Contracting Establish & Monitor a Facility/FF&E Maintenance Program

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#### DO THIS TASK WHEN

- There is no adequate/up-to-date plan in place to ensure that the facility's internal and external spaces are inspected and maintained.
  - There is no adequate plan in place to ensure the Program's machinery, tools, vehicles, and equipment are cleaned, adjusted, lubricated, renovated, refurbished, repaired, and/or replaced as needed.
  - New machinery, tools, vehicles, or equipment are purchased for the Program.
  - New facility spaces are acquired/constructed.
  - The condition of the Program's facilities and machinery, tools, vehicles, and equipment are one of the obvious reasons for customer defections, dissatisfaction, or increasing complaints.
  - The condition of the Program's facilities and machinery, tools, vehicles, or equipment are falling into obvious disrepair more rapidly than is typical in normal "wear & tear".
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**REFERENCES**

- CNICINST 1710.3, Operation of Morale, Welfare, and Recreation MWR Programs.
  - OPNAVINST 1700.9 (series), Child Development Programs.
  - OPNAVINST 3500.39, Operational Risk Management.
  - Local NAF and APF instructions/policies.
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**SUPPLIES/  
RESOURCES**

- Equipment installation guides.
  - Manufacturers' operating/maintenance manuals.
  - Applicable contracts/excerpts for inspection, maintenance, servicing, renovation, and repair.
  - Preventive maintenance (PM) schedules/checklists.
  - Typical office supplies.
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**THIS TASK  
IS DONE  
CORRECTLY  
WHEN**

- The facility's internal and external physical spaces are included in a routine inspection and preventive maintenance schedule.
- The Program's critical machinery, tools, vehicles, and equipment are included in a routine inspection and PM schedule.
- The facility's physical spaces are inspected, cleaned, maintained, renovated, redecorated, refurbished, and/or repaired as needed.

**THIS TASK  
IS DONE  
CORRECTLY  
WHEN (Cont.)**

- The Program's machinery, tools, vehicles, and equipment are cleaned, adjusted, lubricated, renovated, refurbished, repaired, and/or replaced as needed.
  - Results of routine inspections are accomplished with minimal hits and corrective actions/measures followed.
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**NOTES**

It is essential that all your facility's internal and external spaces and your Program's machinery, tools, vehicles, and equipment be maintained in the best possible condition to ensure:

- Customer safety, health and welfare.
- Vendor warranties are not voided.
- Equipment reliability to build and maintain customer/patron confidence, enjoyment, and satisfaction with your Program.
- Reduced/controlled maintenance costs over the useful life of the facility's spaces and the Program's machinery, tools, vehicles, and equipment.

Your overall PM program will be significantly enhanced if you maintain a logbook or computer database that documents all maintenance schedules, requests, dates, assignments, and costs.

This task refers to inspection, maintenance, sanitation, safety and operating *policy*. This refers to ALL relevant instructions, notices, messages and official memoranda from:

- The Department of the Navy or higher.
- Commander, Navy Installations Command (CNIC).
- Your Region.

**NOTES  
(cont.)**

- Your Command.
  - All applicable vendor/manufacture maintenance, operating, and warranty guidance.
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**VALUE**

There are at least three *important* reasons for maintaining PM schedules and inspection checklists.

- The first is that everyone on the staff knows WHEN everything needs to be done (the PM schedule).
  - The second is that each staff member does NOT have to memorize every nit-pick detail for every maintenance procedure. He/she simply follows the guidance on the checklist.
  - The third is that you have a system with standards and guidelines by which you can:
    - Confirm whether or not everything is getting done.
    - Determine whether or not each staff member is accomplishing his/her assignments.
    - Be confident that the minimum maintenance requirements and standards are being accomplished.
    - Determine if all the Program's spaces, machinery, tools, vehicles, and equipment are being routinely inspected to determine continued functionality, safety, and usefulness to the Program.
    - Ensure excess, unserviceable, and obsolete machinery, tools, vehicles, and equipment are identified and disposed of properly.
    - Staff and customer risks are minimized.
    - Maintenance costs are minimized.
    - Anticipated service-life is achieved/exceeded.
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## NETWORK

All your colleagues on your base and throughout the armed forces MWR systems have this same requirement. Share with them what you've developed and ask them for copies of their PM programs and their inspection and maintenance check-lists. Don't neglect your active duty neighbors; the Navy uses automated maintenance systems everywhere, so take a look at some of their designs. And finally, look at your industry competitors.

Take every opportunity to ask the Program managers in your FFR Department as well as your colleagues around the FFR system:

- How they accomplish their inspections and PM?
- What effective techniques they've employed to establish and maintain a positive and effective relationship with their vendors, suppliers, and contractors?
- What communication and project management systems/software they've found useful to their PM and inspection programs?
- What techniques they've employed to maintain an effective relationship with the on-base departments responsible for inspection and maintenance of various aspects of their FFR Programs?
- What vendors, suppliers, and contractors they rely on and why?

And when you discover information that makes a significant improvement in your PM and inspection programs, share it with the entire field--contact your FFR Division Program Manager via your chain of command.

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## AUTOMATION

This task, Establish & Monitor a Facility/FF&E Maintenance Program, is much easier and more effective if you automate the schedule.

A paper-based system is better than no system, but a computer-based automation of this process can provide:

- Daily reminders (ticklers) of what needs to be inspected.
  - Printouts of your various checklists.
  - Maintenance cost tracking.
  - Elaborated/expanded details of the maintenance steps/procedures.
  - Illustrated parts lists.
  - Critical Path Modeling (CPM), work flow charts (GANTT charts), and program evaluation review techniques (Pert charts).
  - Multiple report options...,
    - e.g.,
      - by facility.
      - by equipment type.
      - by inspection type.
      - by inspectors (staff).
      - by dollar values/worth/cost.
      - depreciation scheduling.
      - time tracking.
  - Ability to add/delete/modify procedures, tasks, steps.
  - Ability to add/delete items on the maintenance schedule.
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## PROCEDURE

**Step 1** Review all CNIC, region, and local policy that contain facility, equipment, machinery, tool, and vehicle inspection and maintenance requirements applicable to your Program.

**NOTE:** Your attention to all maintenance details and responsibilities will help you provide your staff timely and effective on-the-job training, guidance, direction, coaching, and counsel regarding facility, machinery, tools, vehicle, and equipment inspections and maintenance.

As the Program manager, you should be able to answer the following policy related questions:

- What maintenance policy (instructions, notices, messages, bulletins, official memoranda, and Standard Operating Procedures [SOPs]) apply to your Program's internal and external facility spaces, and your Program's machinery, tools, vehicles, and equipment?
- What is the scope and purpose of each maintenance policy?
- Are each of the policies up-to-date? (If you answer NO, up-date/add these.)
- Who is responsible for accomplishing the tasks and steps detailed in the maintenance policies?
- Are these specifics included in the policies? (If you answer NO, up-date/add these.)
  - quality standards?
  - schedules/frequencies?
  - assignments, responsibilities, and required skills?
  - what, when, where, why and how-to-do?
  - required supplies, tools, and/or equipment?
  - required adjustments?
  - replacement schedules?
  - safety precautions?
- Should other areas/details/tasks/steps be included in the maintenance policies? (If you answer YES, update them.)

**Step 2**      Ensure your staff has access to all applicable equipment inspection/maintenance documents.

- ☐ Provide copies of your local policy/SOPs to each staff member as appropriate to his/her inspection and maintenance responsibilities.
- ☐ Ensure your staff is aware of both the location and the content of all applicable FFR headquarters, region, installation, and/or higher authority inspection, maintenance, safety, and sanitation instructions, policies, notices, messages, and bulletins.

**NOTE:**      Many of these policies and procedures were provided with your machinery, tools, vehicles, and equipment and included:

- Operator's manuals and warranty information.
- Trouble-shooting guides.
- Parts lists.
- Maintenance manuals.
- Lubrication/cleaning guides and schedules.
- Safety requirements/precautions.

**Step 3**      Prepare a draft list of the machinery, tools, vehicles, and equipment, *critical* to your Program or office that require inspection, maintenance, periodic lubrication/adjustment, safety checks/inspection, replacement cycles/schedules, sanitation operations, etc.

**NOTE:**      You will use this list to:

- Assign responsibilities.
- Ensure existence of up-to-date guidance.
- Prepare inspection and maintenance schedules and checklists.
- Ensure excess, unserviceable, and obsolete machinery, tools, vehicles, and equipment are identified and disposed of properly.



## Establish and Monitor a Facility/FF&E Maintenance Program

**Step 4** Using the list you prepared in Step 3, determine who is responsible for maintaining and/or servicing each one.

IF MAINTENANCE/ SERVICE IS THE RESPONSIBILITY OF:	AND FACILITY/ EQUIPMENT IS:	THEN:
Program staff	→	Continue with Step 5.
Public Works (PW)  -OR-  Vendor (equipment is under warranty or service contract)	Being routinely inspected, serviced, and/or maintained	<ol style="list-style-type: none"> <li>1. Review Steps 5-10.</li> <li>2. Ensure PW/contractor performed inspections and maintenance meets the standards necessary for your Program.</li> <li>3. Communicate unsatisfactory performance to your immediate supervisor, contracting officer (KO) or the facilities manager immediately.</li> </ol>
	<b>NOT</b> being routinely inspected, serviced, and/or maintained	<ol style="list-style-type: none"> <li>1. Contact facilities manager, contracting officer (KO), PW, or vendor to remind them of responsibility for maintenance/service.</li> <li>2. Schedule maintenance service call.</li> <li>3. Communicate unsatisfactory performance to your immediate , supervisor or contracting officer (KO) as soon as possible.</li> <li>4. Continue with Step 12.</li> </ol>

**NOTE:** You may find it useful to assign a staff member responsibility for maintenance follow-up. Ensure you give sufficient lead-time for on-base provided services/maintenance. Ensure you know the scope of services provided by public works. Ensure you and your staff use the chain of command to communicate with PW, vendors, building manager, contractors, etc.



**Step 5** Indicate the following on the rough list prepared in Step 3.

- ☐ Who is assigned to accomplish each inspection/maintenance item.
- ☐ Where the up-to-date inspection and maintenance schedules are located.
- ☐ The item-by-item inspection and maintenance schedule.

<p><b>NOTE:</b> Do this for everything in your Program that requires inspection, maintenance, periodic lubrication/adjustment, safety checks/inspection, replacement cycles/schedules, or sanitation operations.</p>
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**Step 6** Use the example checklists at the end of Inspect Facility/FF&E for ideas to prepare or revise/modify your Program's inspection, PM, and service schedules.

- ☐ Ensure all facility spaces, machinery, tools, vehicles, and equipment are included in your Program's inspection, PM, and service schedules.
- ☐ Prepare these in a draft format for internal review.

**Step 7** Ensure your Program's PM details, service schedules, and inspection checklists are reviewed and edited.

**Your reviewers may include:**

- Your staff. (*Especially!*)
- Your immediate supervisor.
- Your colleagues/peers.
- Public Works and/or the Safety/NAVOSH office, if applicable.
- Vendors/suppliers.

**Step 8** Use the feedback from the previous step to edit and finalize your Program's PM details, service schedules, and inspection checklists.

**Step 9** Prepare and post/distribute copies of your Program's PM details, service schedules, and inspection checklists.

**Distribute and post copies to:**

- ☐ Assigned performers.
- ☐ Your direct report supervisors and your immediate supervisor.
- ☐ Applicable posting areas such as by equipment, supply rooms, on bulletin boards, in computer or paper-based daily schedules. (e.g., things-to-do lists, pass-down logs, etc.).
- ☐ Files.

**Step 10** Indoctrinate your staff on their responsibilities, assignments, and tasks in your Preventative Maintenance (PM) program.

- ☐ Record the indoctrination/training in each individual's training records.
- ☐ Ensure each staff member knows his/her individual responsibilities and can demonstrate:
  - When to order maintenance supplies and equipment.
  - What he/she is supposed to check/inspect, when, and how often.
  - What he/she is supposed to do during each check/inspection.
  - What he/she is supposed to do when a discrepancy is discovered.
  - What he/she is supposed to do when an item is believed to be excess, unserviceable, or obsolete.
  - How he/she is to perform applicable cleaning, adjustments, sanitation, lubrication, and repair/replacement steps.
  - The quality requirements for each maintenance action.
- ☐ Ensure each staff member has access to up-to-date inspection and maintenance checklists and operating guidelines/instructions.
- ☐ Ensure each staff member has access to the tools, equipment and supplies necessary to perform assigned inspection and maintenance.

**Step 11** Supervise your staff to ensure all inspections and maintenance actions of facility spaces, machinery, tools, vehicles, and equipment are performed when due or necessary.

- ☐ Confirm all inspections and maintenance actions are accomplished in accordance with provided checklists.
- ☐ Ensure all applicable instructions, SOPs, manuals, checklists, and job-aids are accessible to staff.
- ☐ Confirm staff members use and annotate checklists/documents as required.
- ☐ Confirm staff members perform all operator maintenance in accordance with provided checklists and other maintenance guides, documents, or policy.
- ☐ Establish administrative procedures.

**Step 12** Determine course of action when scheduled maintenance/service requires equipment downtime.

IF EQUIPMENT DOWNTIME WILL:	THEN:
Restrict daily operations	<ol style="list-style-type: none"> <li>1. Schedule maintenance for scheduled closing hours as much as possible.</li> <li>2. Advertise the upcoming maintenance as widely as possible.</li> <li>3. Post signs apologizing for any customer inconvenience.</li> <li>4. Continue to provide the best service and products possible.</li> </ol>
Force the operation to close	<ol style="list-style-type: none"> <li>1. Schedule maintenance to reopen operation as soon as possible.</li> <li>2. Inform customers of both closing and reopening date and time.</li> <li>3. Post signs apologizing for any customer inconvenience.</li> </ol>
<b>NOTE:</b> Whenever possible schedule maintenance/service when equipment is not in use. Scheduled, routine PM will minimize unscheduled downtime.	

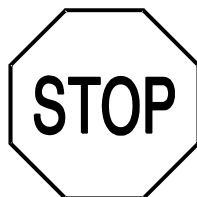
**Step 13** Spot-check frequently for compliance.

IF STAFF/PW/VENDORS ARE IN:	THEN:
Compliance with inspection and PM program	Provide positive feedback meeting and exceeding their responsibilities regarding your PM program.
Non-compliance with inspection and PM program	<ol style="list-style-type: none"><li>1. Take corrective action.</li><li>2. Document action taken.</li><li>3. Follow up as required to obtain compliance.</li></ol>

**Step 14** Continue to monitor inspection/maintenance program for compliance and efficiency.

**Step 15** Adjust the details of your PM program as applicable.

- ☐ Changes occur in your facility's internal and external spaces.
- ☐ Machinery, tools, vehicles, and equipment are added or disposed.



***Congratulations! You've completed this task.***

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