

LABOR RELATIONS



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September 25, 2024

Mr. Ivan Butts
President
National Association of Postal Supervisors
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Alexandria, VA 22314-2753

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Dear Ivan:

The Postal Service is proposing to establish a Maintenance Manager Handbook. This handbook is designed to be a practical, day-to-day guide to support Maintenance Managers in fulfilling the mission of the maintenance organization by standardizing expectations and guidelines and to simplify daily work with checklists, processes, and explanations of systems and tools.

This handbook does not replace current USPS Standard Work Instructions, Operating Manuals, Policies, or other publications. Enclosed is a draft copy of the Maintenance Manager handbook.

This handbook is proposed pursuant to Title 39, U.S. Code §1004. Please contact Paulita Wimbush at extension 4042 if you have any questions concerning this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bob", with a stylized flourish extending to the right.

Bruce A. Nicholson
Director
Labor Relations Policies and Programs

Enclosure



MAINTENANCE MANAGER HANDBOOK [DRAFT]

UNITED STATES POSTAL SERVICE

SEPTEMBER 2024



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A Message from the Postmaster General:

Dear Maintenance Managers,

Delivering for America is a historic transformation for the Postal Service. Across the network, we are installing higher-throughput mail processing equipment, optimizing mail flow, and re-investing in our plant facilities. Our efforts will create more reliable service performance and set us on a path to fiscal sustainability.

The success of this transformation relies on our ability to maintain our plants to the highest standard. Safe, clean, and efficient mail processing equipment and physical infrastructure will be critical to our continued ability to deliver mail to American homes and businesses.

You, the Maintenance Manager, are central to the Delivering for America vision. You are the leaders who personally ensure that our mail processing facilities run smoothly, and that our buildings are welcoming and hospitable for our employees.

To support you, we are rolling out a series of initiatives to give you the tools to succeed. I am also asking you to set a new, consistent, and unified standard of excellence. This handbook is a brief and practical guide on the standard processes and behaviors necessary for successful maintenance performance. You are required to read and implement what is in the handbook.

Thank you for your continued hard work on behalf of the organization. We cannot accomplish our mission without you.

- Louis DeJoy, 75th Postmaster General of the United States of America

[Signature]

Scan the QR code below to provide feedback (Postal network required):



Or use this link on your Postal Laptop:

<https://www1.mtsc.usps.gov/apps/mtsc/index.php#feedback>

Once you have gone to the link above:

- For handbook-specific feedback, select the “**Maintenance Manager Handbook comment**” radial, and provide your comments.

A screenshot of the 'MTSC FEEDBACK' form. The form has a dark header with the title and a close button. Below the header, it says 'Required field' and 'Select Feedback Form'. There are four columns of radio button options: 'Bulletin Comment', 'MS Handbook Comment', 'Custodial Work', 'Equipment Issue', 'MTSC Website', 'Dashboard', 'Field Improvement', 'Part Issue', 'EWP', 'General Comment', 'Safety Issue', and 'Maintenance Manager Handbook Comment'. The 'Maintenance Manager Handbook Comment' option is selected and highlighted with a yellow rectangular box. Below the options, there is a note: 'Contact Information: If you leave blank, your feedback will remain anonymous.'

- For general feedback, select the “**field improvement**” radial, and provide your comments.

A screenshot of the 'MTSC FEEDBACK' form, similar to the one above. In this version, the 'General Comment' radio button option is selected and highlighted with a yellow rectangular box. All other options are unselected.

1 Document Introduction

Mission of the Maintenance Organization: The United States Postal Service® (USPS) must deliver mail to 167 million households and businesses nationwide. Moving mail depends on the reliability of mail processing facilities. The mission of the USPS maintenance organization is to ensure that Postal physical infrastructure consistently functions safely, efficiently, and cleanly. This requires that preventive, predictive, operational, and corrective maintenance be carried out to the highest standard.

To fulfill this mission in the field, USPS relies on you, the Maintenance Manager.

Purpose of this document: To support you in fulfilling the mission of the maintenance organization, this handbook is designed to:

1. Standardize expectations and guidelines for maintenance across all plants.
2. Simplify daily work with checklists, processes, and explanations of systems and tools you'll need.
3. Guide you to the right HQ and local support resources.

How to use this document:

- You must read and follow the instructions outlined in this document, which are designed to simplify the work of keeping processing facilities safe, efficient, and clean.
- You are expected to refer to this document when you need support to complete maintenance in the plant.
- This handbook does not replace current USPS Standard Work Instructions, Operating Manuals, Policies, or other publications.
- You will also receive Standard Work Checklists through your email or postal websites to execute the requirements of this handbook. You are required to complete the Standard Work Checklists at the defined cadence.

2 Role of the Maintenance Manager

The Maintenance Manager must sustain the health and operational efficiency of mail processing equipment and buildings through preventive, predictive, operational, and corrective maintenance. The Maintenance Manager must ensure they have appropriately trained personnel, proper documentation for the assets to be maintained, adequate parts inventory, appropriate tools, and appropriate supervisory personnel. The Maintenance Manager must be aware of and implement national policies and procedures as they apply at their facility.

Source: Maintenance Operations Manual MS-63, Section 2.3 "Local Responsibility"

You are responsible for your plant's maintenance outcomes and for managing a maintenance organization that can achieve the following objectives:

- Protect the health of your team and the safety of your facilities: Safety must be your number one priority on the job. You must take all necessary steps to avoid hazards and prevent accidents before they occur. Your workroom floor and work-cells need to be clean and organized. Refer to the handbook *Maintenance Employee's Guide to Safety* (in appendix III as EL803) for further guidance on safety protocols.
- Hire, train, and organize your employees: You must drive full maintenance staffing, monitor work hours, and fill vacancies. You are responsible for mentoring maintenance staff and ensuring they get the training your organization needs.
- Maintain buildings and mail processing equipment: You must ensure preventive, corrective, and operational maintenance is completed and high-quality. You must also manage custodial upkeep of your facility. You are responsible for meeting metric targets set by HQ.

Your Plant Manager is accountable for the safe overall performance of the plant, including a wide range of departments: operations, processing support, maintenance, and more. As a Maintenance Manager, you are an important member of the plant leadership team, and your department is critical to the overall success of the plant. It is your responsibility to drive behaviors and routines that lead to excellent maintenance outcomes (e.g., consistent machine availability).

Collaborating with your Plant Manager to achieve superior machine availability:

- As a Maintenance Manager, you are accountable for safely:
 - Completing Preventive Maintenance to prevent downtime.
 - Marshalling the necessary resources to address downtime as soon as it occurs.
 - Escalating unresolved issues rapidly through national maintenance support channels.
 - Advocating on behalf of maintenance to your plant manager and HQ teams.
- Your Plant Manager is accountable for safely:

- Ensuring operations employees are trained to avoid practices that cause maintenance issues.
- Communicating with Maintenance Manager about operational needs that may impact maintenance.
- Escalating significant machine issues through division leads.

As the head of your local maintenance organization, you must communicate expectations clearly with your team. It is your responsibility to give your team the information they need to work within USPS policies to achieve maintenance excellence.

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Figure 2.1: Below are the official roles and responsibilities of your maintenance team. Confirm that all members of your team are executing the full scope of their assigned role.

Role	Responsibilities
Manager Maintenance Operations (MMO)	Manages the maintenance operations on a tour at a facility; ensures maintenance activities and schedules are completed.
Manager Maintenance Support (MMS)	Manages the analysis and evaluation of maintenance activities (e.g., staffing, training, budget, inventory) and performance to optimize maintenance resource utilization and the effectiveness of systems and equipment that support mail processing, customer services, and facility operations.
Maintenance Support Specialist	Provides maintenance support for Mail Processing Equipment (MPE). Monitors completion of work orders and maintenance activities to ensure critical equipment is operational to support processing operations.
Supervisor Maintenance Operations, Supervisor Maintenance Operations (relief)	Supervises an assigned group of building and equipment maintenance and custodial activities at a mail processing center/facility or Post Office.
Electronic Technician (ET)	Independently performs the full range of diagnostic, preventive maintenance, alignment and calibration, and overhaul tasks, on both hardware and software on a variety of mail processing, customer service, and building equipment and systems, applying advanced technical knowledge to solve complex problems.
Maintenance Mechanic MPE (MPE)	Performs involved troubleshooting and complex maintenance work throughout the system of mail processing equipment, performs preventive maintenance inspections of mail processing equipment, building and building equipment.
Maintenance Mechanic (MM)	Independently performs a variety of low technical and semiskilled tasks in various trades and crafts, and assists higher level maintenance employees in the performance of preventive, corrective, and predictive maintenance tasks that require additional knowledge, skills, and abilities.
Building Equipment Mechanic (BEM)	Performs involved troubleshooting and complex maintenance work on building and building equipment systems, and preventive maintenance inspections of building, building equipment, and building systems.
Custodian	Performs manual labor duties in connection with custody of an office or building.
Maintenance Support Clerk (MSC)	Performs a variety of data collection and processing tasks in scheduling, planning, controlling, and reporting for maintenance operations; completes requisitions, stores and issues supplies, parts and tools; and analyzes maintenance operations and recommends and implements changes or improvements.

Source: USPS JD Online

3 Building a Winning Culture

USPS is driven by passionate, hard-working individuals who pride themselves on delivering mail to 167 million households and businesses nation-wide. The success of the USPS organization relies on a culture of excellence in the maintenance organization, which ensures our mail processing facilities can function as safely, efficiently, and cleanly as possible.

To build a maintenance organization that meets the expectations of the Postal Service™, you must:

- **Create a safe environment** – Health and safety of all employees is the top priority. You must set the expectation that safety policies and processes are always followed – no exceptions.
- **Lead by example** – Spend time on the floor with your maintenance team, asking questions and providing technical direction to improve the health of mail processing equipment and building assets. Find opportunities to improve the performance of your team and identify opportunities for the entire team to learn. Managers should set the standard for continuous professional improvement by investing time and effort in their own development, including creating a culture of psychological safety where feedback is welcome. Foster a “one team” thought process, emphasizing collaboration and minimizing blaming other tours, functions, or team members. Take pride in the work your team does by spotlighting the contributions of your team’s role models.
- **Build your team** – You are responsible for all members of the maintenance team. You need to know them, train them, communicate, interact with, and coach them, celebrate top performers, and create cohesion on each tour. Invest your time and knowledge into your staff, enabling them to take on and execute more complex and important tasks as they develop.
- **Document your work** – Rigorously document work done in the plant. Headquarters (HQ) expects you to show exactly what work is being done in the plant, and what is not, so HQ can provide informed support and can make data-driven decisions. HQ also needs rigorous documentation of maintenance issues to give the right help. Anyone outside the four walls knows only as much as you tell them.
- **Be solution-oriented** – Be proactive in solving problems that may impact health and safety, machine performance, operations, or budget. Focus your time and energy on finding solutions, rather than identifying fault. When a solution is

developed, share findings (such as root cause) and actions throughout your maintenance organization and beyond, especially with operational employees.

- **Drive excellence through consistency** – Excellent work is built by good routines. Drive excellence by setting up the processes and plans you need to carry out work reliably, including for staffing, preventive maintenance, machines downed or degraded, and other routine meetings. Communicate these plans to employees so they know what their role is. Remind employees of their roles. While adapting to changing situational needs is unavoidable, minimizing uncertainty improves operational performance. Minimize reliance on reactive heroics by establishing and maintaining consistent expectations, developing long-term plans, and accounting for contingencies.
- **Maximize communication** – Share information across tours, work-cells, and employees through tour turnovers, all-hands meetings, memos, signage, etc. Set clear expectations for your employees and verify that they are understood. Share the underlying “why”, and not just the “what” with your teams. Interface with machine operators to flag mail processing equipment problems early and often, and that machine operators are aware of maintenance challenges. Initiate conversations and actively gather and listen to feedback from all levels of employees to learn what is and what is not working.
- **Address non-compliance quickly and completely** – Set clear expectations and rules for on-the-job behaviors and hold everyone to the same professional standards, every day, especially to protect health and safety. When expectations are not met, address it immediately, directly, and productively. Create and execute an action plan to improve and flag to your organization if lessons can be learned. Failure to address behaviors that fall short of expectations signals implicit acceptance of those behaviors from others on your team.
- **Observe your environment** – Pay attention to the small details. When arriving at the facility, take note of the appearance of the facility. Would you be proud to work here? Take notice of grounds cleanliness, condition of the flag, cleanliness of restrooms and other details that can be easily taken for granted.
- **Adopt new technology** – Stay informed and proactive about using new technologies that can improve maintenance operations, increase efficiency, and enhance safety. Be receptive to new tools and systems that align with your team’s goals and objectives. Ensure proper training is provided so your team can effectively utilize the new systems. Provide detailed feedback as we deploy new technologies.

4 Standard Work Checklists

The Standard Work Checklists described in this section are being deployed for all Maintenance Managers. They comprise the minimum set of routine tasks expected of you. You will record completion of the tasks through a Microsoft Forms link pushed to your inbox daily. The estimated duration of each Checklist will depend on plant size, support resources, and familiarity with the tasks. Note, the Cross-Functional Floor Walk and Mentorship Check-ins for New Hires Checklists will not be pushed routinely as they are subject to Plant Manager decisions and hiring cadences, respectively.

Checklist name	Owner	Purpose	Duration	Frequency
Start of Day Tasks	Maintenance Manager	<ul style="list-style-type: none"> Review safety, performance, staffing, and maintenance tasks from prior day, and ensure they are ready for day ahead. Review and record maintenance metrics. Ensure you are tracking all items pending Maintenance Manager action. 	30-60 min	1x/day, Mon - Fri
Daily Maintenance Floor Walk	Maintenance Manager	<ul style="list-style-type: none"> Gather first-hand information on quality and completion of tasks. Lead your team by example, mentoring and modeling expected behaviors. Connect with team and give your team support they need. Share information, findings and observations with leadership team. 	45-90 min	1x/day, Mon - Fri
Maintenance Tour Handover	Maintenance Manager (MMO or supervisor covers if Maintenance Manager out)	<ul style="list-style-type: none"> Align on priorities with MMO/Supervisors. Set up next tour for success by ensuring smooth handover of all relevant maintenance information. Flag any notes related to safety, operations, performance, etc. 	20 min	3x/day, 7 days a week
Mentorship Check-ins for New Hires	Maintenance Manager	<ol style="list-style-type: none"> Day 1 – Intro, welcome, how can I help Day 15 – Comfort on job, relationships with supervisor Day 30 – Technical and administrative skills Day 50 – Path to next promotion, what we want to see in terms of competencies for your job and next job. Day 80 – Long term career focus, trainings, what your Postal career path could look like. 	30 min each	4 total per new hire

Checklist name	Owner	Purpose	Duration	Frequency
Cross-Functional Floor Walk	Plant Manager	Supporting Plant Manager – cross-function collaboration. Share needs and challenges that require additional support or guidance.	<i>30-60 min</i>	<i>Plant Manager discretion, at least once per quarter</i>

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4.1 Start of Day Checklist

Form Link: <https://url.us.m.mimecastprotect.com/s/YIN3C5yWjJsgJZ30pizfoCkQeJL>

<h1>Start of Day Checklist</h1>	Maint. Mgr. Name:	
	Region:	Division:
	Facility Name:	
Receive situation report from previous tour: status of priority items from past 24 hours		Check
- receive status of on-going safety issues (e.g., open 1767s, fire risks, employee incidents)		
- receive status of down/degraded machines and open MTSC tickets		
- receive status of emergency parts orders (e.g., spare for corrective maintenance)		
- receive status of urgent building repair (e.g., operational impact, plumbing, recyclables full)		
Triage ongoing and last-24-hour safety concerns related to the Maintenance team		Check
- investigate, triage, action (e.g., mark area, submit ticket) ongoing safety concerns		
- verify EMSYS route assignments and completion (eMARS)		
- review and assign "A" Code safety bulletins in eMARS (complete these within 24 hours)		
Receive parts, contractor, and metrics report from maintenance support (MMS, MSS, or MSC)		Check
- receive update on low/missing critical spare parts, emergency orders, canceled orders (<i>see Maintenance Manager Handbook section 5.6 Stockroom Management</i>)		
- receive update on contractor status in the building noting any safety risks, operational impacts, and progress of work (<i>see Maintenance Manager Handbook section 5.11 "Contractor Management"</i>)		
- receive update on previous day's metrics to record in next section of checklist (<i>see Maintenance Manager Handbook section 6 "Measuring Maintenance Success"</i>)		
Record Preventive Maintenance, At-Risk, and down time metrics as applicable for the prior day to two decimal places; e.g., 7.42% or 0.54 hours (<i>note: details on report locations included in distributed surveys</i>)		Machine & Metric
- percent Preventive Maintenance completion; performance across all building and equipment platforms		%
- percent At-Risk for (combined Operations & Maintenance) and name of highest volume <u>parcel</u> machine		%
- percent At-Risk for (combined Operation & Maintenance) and name of highest volume <u>letter</u> machine		%
- percent At-Risk for (combined Operation & Maintenance) and name of highest volume <u>flat</u> machine		%
- sum of actual machine down time hours for highest volume <u>parcel</u> machine		hrs
- sum of actual machine down time hours for highest volume <u>letter</u> machine		hrs
- sum of actual machine down time hours for highest volume <u>flat</u> machine		hrs
Review staffing plan		Check
- plan backfilling (overtime) that needs to occur for anticipated / unanticipated absences		
- determine if any persistent attendance / staffing issues that require follow-up		
- only if necessary, follow up with Local HR & LR		
Do you have sufficient maintenance employee coverage for today's tasks?		Response
- respond "Yes" or, if "No," explain in one sentence		

Record incidence of bypass events	Metric
- how many B-01 bypass events have you had in the past 24 hours?	
- how many B-07 bypass events have you had in the past 24 hours?	
Review requests and pending approvals	
- check inbox for needs from HQ and other departments	
- check inbox for ERMIT/WRMIT reports	
- check inbox for ARIS / EACCESS notices	
- check inbox for EBUY notices - MSS can support approval of purchases	
- check inbox for last minute training billet opportunities	
- check inbox for Environmental Tool Kit (ETK) notifications	
- review and address any pending HQ work orders / bulletins (<i>reference MMO/SWO/SMO</i>) - MSS can support	
Friday Only: record MTTR and Maintenance employee availability & vacancy to two decimal places	Metric
- Mean Time to Repair (MTTR) for past 30 days	hrs
- Maintenance employee availability	%
- Maintenance employee vacancy	%
Friday Only: review FSSP Building Maintenance support tickets (<i>reference MMO/MMS</i>)	Check
- review any "safety" or "urgent" FSSP tickets	
- review project manager status updates as provided (if project manager assigned)	
Add thoughts, challenges, or feedback that you would like to share with HQ team (<i>if none, leave blank</i>)	

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4.2 Maintenance Floor Walk Checklist

Form Link: <https://url.us.m.mimecastprotect.com/s/E0Lfc680kLSVNr7o0C6hNC5sYtg>

<h1>Daily Floor Walk Checklist</h1>	Maint. Mgr. Name:	
	Region:	Division:
	Facility Name:	
Safety check. WALK PATH: Loop around perimeter of floor (if multiple floors, pick 1, rotating floors each day), stop by Maintenance workcell(s).		Check
- emergency exits, fire extinguishers, and electrical panels are clear and accessible		
- walk path is clear of trip hazards (congestion, containers, trays, tubs, trash) aisles at least 28 inches wide		
- floor clear of slip hazards (water, paper, etc.), or if unresolved, marked with clear slip hazard signage or cone		
- clean air quality: Fans, AC vents, HVAC diffusers free of dust and debris		
- maintenance employees aware of surroundings, attentive, right technique, following lock-out-tag-out, wearing seatbelts on PIT		
- employees properly attired: PPE, footwear, no loose clothing around automation		
- signage not obstructed or damaged		
- maintenance workcells are organized, and Maintenance employees are monitoring machines		
- defective or retired equipment is tagged and removed from service		
- no exposed wires or circuits		
- note any loose bollards that have been hit by PIT; Maintenance team needs to re-secure		
- ladders secured and toolboxes staged properly		
How would you rate the cleanliness, organization, and safety of the plant floor and workcells today?		Rating
- rate (1 = very poor, 5 = excellent) and briefly explain		
Are all operators visibly using machines properly?		Response
- respond "Yes" or, if "No," explain in one sentence		
Review building asset condition on floor		Check
- note any building assets on floor in obvious disrepair (doors, etc.), flag for follow-up		
- note any custodial tasks that are incomplete, flag for follow-up		
Check quality of 2 on-going or complete mail processing equipment (MPE) Preventive Maintenance (PM) routes. WALK PATH: Go to active or recent PM route on MPE (rotating with preference for machines with largest operational impact)		Check
- if on-going, discuss PM route with tech (example questions provided in Maintenance Manager handbook)		
- if complete, note opportunities to improve PM quality (e.g., belts worn, squealing bearings)		
- if needed, identify follow-up support (feedback, training, etc.)		
- validate Machine Log book is up-to-date with steps taken for any major, abnormal corrective repair		
Only if any active work orders: Check status of on-going maintenance work order bulletins. WALK PATH: stop by active work orders / bulletins (e.g., MMOs from HQ)		Check

- validate priority bulletins are in-progress	
- if work on-going, discuss progress with tech	
Only if any down/degraded machines: Stop by any corrective maintenance, down or degraded machines. WALK PATH: stop by down/degraded machines (refer to Section 4.2 "Maintenance Floor Walk Checklist" of Maintenance Manager Handbook for example questions to ask and behaviors to model)	Check
- ensure techs are actively working on machines	
- determine if any additional MTSC support needed	
- discuss on-going work with tech, example questions in Maintenance Manager Handbook	
Check on stockroom. WALK PATH: Go to stockroom	
- confirm stockroom is clean & organized	
- ask to review latest parts request paper documentation from floor (name, tour, machine name, machine number, expected time to complete the repair, part NSN located on MTSC).	
- ask MMS/MSD if any critical spare parts shortage	
- if any critical spare parts shortages, validate if team is actioning (ordered, in contact with Asset Management)	
Check one section of Building for cleanliness, organization, and functionality. WALK PATH: Go to one section of building area that Maintenance Team is responsible for (e.g., offices, restrooms, exterior of building, grounds, dock doors, other rotating locations)	Check
- note any obvious items that require follow-up (e.g., lights out, bag over toilet, landscaping needs)	
- review quality of any recent completed BEM or custodial work in this area	
- follow-up with BEM or custodian through their SMO if there are areas for improvement	

- **“DOs” during the walk:**
 - Pause work immediately if any safety risks noted. Resolve the safety issue immediately if possible.
 - Introduce yourself, if needed.
 - Explain desire to understand and provide help.
 - Actively listen and respect employee views.
 - Bring a notebook to jot down follow-up items and who is responsible for completion.
 - Ask questions to partner in problem-solving.
 - Actively remove any barriers to technician productivity and success.
 - Encourage more communication on the floor.
 - Recognize success and good team performance.
 - Reinforce safe work practices and safety policies.
 - Follow up with frontline employees on any items discussed during previous walks.
- **“DON'Ts” during the walk:**
 - Give critical feedback to individuals in front of a team.
 - Assign blame for failure.
 - Miss opportunities to reward successes.
 - Revisit same individuals every walk.
 - Be in a hurry, on your phone, distracted, or preoccupied with other tasks.

- Leave or walk by unsafe conditions without correcting them.
- **Supervisors are responsible to ensure that employees are following lockout-tagout guidelines:** *Equipment must be locked out for all maintenance or servicing activities any time the unexpected startup, application of power, or release of stored energy could injure someone or could damage the equipment. This includes all preventive, corrective, breakdowns, or maintenance activities such as cleaning, lubricating, and component replacement. In addition, employees must also lockout as required by maintenance documentation, local policy, or supervisor direction unless explicit OSHA exception (MMO10523).*
- **Example questions to ask on the floor**
 - **On-going preventive maintenance routes**
 - What preventive maintenance tasks have you already completed?
 - Where and how did you document tasks already completed?
 - Did you identify any concerns that would affect performance or safety? And did you notify your Supervisor?
 - What are you working on right now? Are the task instructions clear?
 - Do you have all the training you need to complete this task? How did you learn this task? How do you know that you're doing the task correctly?
 - Are there any tasks that took longer than expected? What caused this?
 - **On-going maintenance work orders**
 - Do you have all the parts you need?
 - Are the instructions clear?
 - Do you have the right personnel here to complete this task?
 - Do you have the right tools?
 - When do you anticipate this work will be completed? Are there any obstacles I can help with to speed up this process?
 - **On-going corrective maintenance**
 - How long has this machine been down or degraded?
 - Have you opened a Maintenance Technical Support Center (MTSC) ticket? What is the status of that ticket? What HQ support, if any, do you need?
 - Have you figured out what caused the issue? Is this issue persistent on this machine? If so, what do you think would improve the health of this machine?
 - Do you have the parts you need to make this repair? If not, what requests have been sent out for parts? Follow up with Maintenance Support to get status.
 - Are there any trainings that would help you and your colleagues make this repair more quickly or effectively in the future?
 - When do you anticipate this repair will be completed? Are there any obstacles I can help with to speed up this process?

4.3 Maintenance Tour Handover Checklist

Form Link: <https://url.us.m.mimecastprotect.com/s/KWV9C73AINHEgA2mVSBi0CoNE0B>

<h1>Tour Turnover Checklist</h1>	Maint. Mgr. Name (or MMO/SMO covering):	
	Region:	Division:
	Facility Name:	
	Tour Number:	
Get update from previous tour on-going safety concerns, ensuring the next tour team is fully aware (if any)		Check
- note to next tour team if any building or equipment safety issues		
- note to next tour team if any ongoing contractor and work order safety concerns or operational impacts		
Ensure the next tour team fully understands any ongoing maintenance issues		Check
- give status update on open MTSC tickets for mail processing equipment; note any recent updates from HQ		
- note any incomplete Preventive Maintenance routes and work orders to reassign to future tour		
- describe any large corrective repairs, especially if requiring critical parts		
- describe any on-going parts emergency orders, relays, tailgates		
Discuss current maintenance performance metrics with next tour team (either real-time performance metrics or metrics from start of day checklist)		
Confirm maintenance scheduling, staffing, and attendance		Check
- plan overtime for any unscheduled absences (e.g., call-outs) for tour ahead		
- TACS all clear		
- review any deviation from daily production plan (e.g., maintenance window shift)		
Write your top 2-4 maintenance priorities for the tour ahead (non-routine tasks e.g., welding support bracket, paint project, recycling, work orders)		Open Response
Any additional thoughts, challenges, or feedback you would like to share with the HQ team? (if none, leave blank)		Open Response

Tour turnover emails – Ensure every tour shares an email summary of points covered in the tour turnover meeting with the Maintenance Manager to create visibility around what happened the night before. Tour Turnover emails should also provide a documented list of issues to be addressed by the following shift. Tour Turnover emails should be copied to all Maintenance EAS and include the following topics:

- Bypassed PM routes
- Down / Degraded equipment
- Building Issues
- Other notes (e.g., on-going beta-testing, contractors)

4.4 Mentorship Check-ins for New Hires

Example questions for Maintenance Manager to use in scheduled 30-minute 1:1 meetings with their new hires at the 1-day, 15-day, 30-day, 50-day, and 80-day post-hire points. The purpose of these check-ins is to ensure new maintenance hires are learning to complete basic skills of the job, feel comfortable asking honest questions, have clarity on their potential career pathways.

1st day – Introduce yourself and engage new employee by asking, “how can I as a Maintenance Manager help you succeed here?” Ensure employee is oriented to site and feels comfortable asking questions.

15 days after hire: Engage employee by asking about comfort on the job, how they're getting along with the team, and how their relationship with their line supervisor is developing

Introduction

Introduce yourself, welcome new hire to team

Team

Do you know who your direct supervisor and MMO are?

Have you had daily communication with your supervisor?

Training

Has your supervisor assigned you a mentor with maintenance experience?

Have you been enrolled in classroom trainings?

Safety

Has your supervisor emphasized the importance of safety in this workplace?

Has your mentor outlined safety procedures when teaching you a new task?

Do you know what to do in case of fire alarm?

Do you know what to do in case of BDS evacuation?

Do you know how to use the Employee Emergency Hotline?

General

Is there anything I can do to help you be successful in doing your job?

Do you have any other questions or comments for me?

30 days after hire: Ask employee about the technical and administrative skills they've been learning. Proactively identify opportunities for them to continue and accelerate their learning.

Team

Have you had daily communication with your supervisor?

Do you work well with your team? Supervisor? Mentor?

Training

- Are you familiar with lockout/tagout procedures?
- Are you starting to feel comfortable handling basic repairs?
- Are you familiar with stockroom procedures?

Safety

- Do you know what to do in case of fire alarm or shelter in place event?
- Do you know what to do in case of BDS evacuation?
- Do you know how to use the Employee Emergency Hotline?

Performance / Career

- Have you been given expectations for standard work?
- Have you been given attendance rules and regulations?
- Have you been informed of promotion opportunities?

General

- Are you comfortable on the job?
- How can I help you be successful in doing your job?
- Do you have any other questions or comments for me?

50 days after hire: Continue to monitor technical and administrative skill development. Ask about their aspirations and start identifying a path to realize their goals.

Team

- Have you had daily communication with your supervisor?
- Do you feel you are being treated with dignity and respect in this workplace?

Training

- Are you able to efficiently complete required paperwork?
- Are you learning to handle more complex repairs?
- Are you familiar with stockroom procedures?

Safety

- Do you know what to do in case of fire alarm or shelter in place event?
- Do you know what to do in case of BDS evacuation?
- Do you know how to use the Employee Emergency Hotline?

Performance / Career

- In the last 30 days, have you received feedback on your work performance?
- Are you aware of core competencies expected of you in this job? In the next level after promotion?
- Are you aware of the path to your next promotion?

General

- How can I help you be successful in doing your job?
- Do you have any other questions or comments for me?

80 days after hire: Check in on long-term career focus, trainings needed to realize long-term goals. Final check on technical and administrative skillset. Last opportunity to address any areas critical to success on the job.

Training

- Have you attended required classroom trainings?*
- Are you equipped to handle complex repairs?*
- Are you familiar with stockroom procedures?*

Performance / Career

- In the last 30 days, have you received feedback on your work performance?*
- What would you like out of your career in the Postal Service?*
- Are you interested in scheduling a conversation to discuss MyHR placement?*

General

- Do you have any questions or comments for me?*

Feel free to add additional questions to your Employee Check-ins based on the specific needs and priorities of your plant's Maintenance Team.

4.5 Cross-Functional Floor Walk Checklist

- **Who:** Plant Manager owns, Maintenance Manager present, MDO / MMO if available
- **Where:** Processing areas, maintenance workstations, control rooms, break areas, stockroom, shipping areas, and offices. Adjust exact path of walk day-to-day to assess cleanliness and functionality of different parts of building, ensuring public areas and employee restrooms meet our standards.
- **Items for Maintenance Manager to track and raise:**
 - Stop by any on-going corrective maintenance** – Inquire on cause of machine breakdown, need for support / parts, and estimated time to completion.
 - Visit machines with scheduled PMs** – Validate preventive maintenance is being carried out as scheduled, if operations runs into PM window inquire on reason and make plan to reschedule.
 - Check status of building assets** – Inspect for visible signs of wear and damage, contact BEMs if necessary, and inquire on scheduled PM completion.
 - Bring the data from your start of day checklist out on the floor:**
 - PM Completion (building and MPE)
 - At-risk for parcel, letter, and flat machines
 - Machine down time for parcel, letter and flat machines
 - MTTR (past 30 days)
 - Maintenance Employee Availability
 - Maintenance Employee Vacancy

5 Expectations for Core Maintenance Functions

This section contains a set of expectations and guidelines organized by topic area to assist you in carrying out the previously described Standard Work Checklists and the many other maintenance responsibilities you balance. Use this section as a reference point for how to carry out some of the fundamental responsibilities of the maintenance manager role.

5.1 Prioritization & Triage

How to respond and communicate in urgent or emergency scenarios

- When emergency scenarios arise, prioritize response activities based on:
 1. Personnel safety
 2. Workplace safety
 3. Operational impact
- All urgent maintenance scenarios require a situation report to be sent to your Plant Manager and ERMIT/WRMIT distribution lists. Open an MTSC ticket and/or FSSP ticket if appropriate. (See Section 7 for information on support resources)
- When drafting your situation report, communicate your actions according to the following framework in sequential order:
 1. People – safety and well-being of workforce
 2. Property – building functionality, external support needs (if required)
 3. Product – mail processing equipment or building system status, MTSC/FSSP support needs (if required)
- If any “A” code safety bulletins in eMARS, complete within 24 hours.

5.2 Preventive Maintenance

How to protect health of buildings and equipment with scheduled preventive maintenance

- Make clear when maintenance should work on machines by printing signage indicating preventive maintenance windows. Make signage visible on all mail processing equipment in your plant. Processing Support team is expected to help you with this signage.
 - Retrieve exact maintenance window for each machine by extracting RPG from WebEOR.
 - *Example of good signage on a machine:*



- How to react to bypass codes:
 - **B-00 "automatic bypass"** – *it is your responsibility to make sure this never happens.*
 - **B-01 "lack of time"** – *it is your responsibility to minimize the frequency of this with good scheduling, route assignment, and attendance control processes.*
 - **B-07 "operations"** – *it is your responsibility to minimize the frequency of this with good collaboration with operations.*
 - **B-08 "down for maintenance"** – *monitor and ensure the corrective maintenance is successful and PM continues once machine back up and running.*
 - **B-09 "equipment not used since last PM"** – *Not a major concern if correct PMs were done with previous machine use and will be completed again as soon as machine back in use.*
- All B-07 bypass codes need to be approved by the plant manager.
- Any time a B-07 bypass occurs (task bypassed due to Operational need), it is your responsibility to follow-up and confirm this does not become a recurring event.
 - Identify root causes of bypasses. Reach out to In-plant support and Mail Processing to confirm if this is expected to continue or a singular event due to e.g., temporary high-volume demand, operator not running machine effectively.
 - Review actual vs planned RPG, and adjust PM / operating window schedules in coordination with plant manager to find PM timeframe that is more consistently feasible.
 - Proactively advocate maintenance needs to Plant Manager and Maintenance Operations Support Team (ERMIT/WRMIT). If recurring, schedule time with plant manager to discuss and resolve issue.
- Report and advocate for operational compliance with the maintenance windows in accordance with the RPG plans.
 - Collaborate with the Plant Manager and Processing Support to ensure that every machine has a defined PM schedule that is properly and accurately reflected in the Run Plan Generator plans (RPG) in the WebEOR system.

- Retrieve and review the exact maintenance window for each machine by extracting RPG from WebEOR and ensure maintenance management, supervision, ETs and MPE are aware of the daily PM schedules.
- Train your supervisors and MMOs to review PM quality and validate PM completion.
- Review PM route checklist annually and before submitting staffing package. Identify which machines are missing PM routes in eMARS, assign staff to create routes, and add to Electronic Maintenance Activity Reporting and Scheduling (eMARS). Double-check new PM routes are assigned to staff.
- Review bulletins from HQ and MTSC to assess if any are due or overdue. Complete overdue bulletins immediately. If bulletins cannot be completed, notify Plant Manager and consult ERMIT/WRMIT.
- Request updates to MS-1 PM routes if insufficient to meet asset maintenance needs, e.g., HVAC systems requiring frequent filter changes. Be prepared to show data validating the requested changes.

5.3 Corrective Maintenance

How to manage troubleshooting and collaborate across plant team when machine down

- Open MTSC ticket after local maintenance has done everything possible to isolate and repair failure within system escalation times detailed in MMO "Procedures for Obtaining Maintenance Support from the National Technical Support Network."
- Prioritize corrective maintenance over all other maintenance.
- Assign most experienced techs to downed machines. Always validate work is performed safely.
- Avoid working with energized equipment whenever possible. Always use proper PPE.
- Insulated tools should only be used as a last resort and with the approval of the Maintenance Manager. Only use rigorously tested insulated tools with testing documentation, and inventory control process (check-out, check-in).
- Communicate downed machine status to plant team.
- Example email to communicate machine down/degraded status:
 - Email Audience: Local Maintenance Manager & Team, Plant Manager, Processing Support manager
 - Subject line: Site Name, Equipment and Number, Down or Degraded
 - Email Body:
 1. **Equipment type & number:** *AFSM 100 #3 – Console 1*
 2. **MTSC Help Desk log number:** *288647*
 3. **Time & date out of service:** *17:00 on August 26th 2024*
 4. **Estimated time to complete repairs and return to operation:** *8/26/24 - 19:50*
 5. **Time & date returned to service:** *Repair ongoing*
 6. **Lost mail processing time:** *1.25 hours so far - lower throughputs, delayed dispatch per MDO*

7. **If machine is inoperable due to part unavailability, list the part:** *Include part name, NSN/OEM, order status, source where the needed part is coming from (e.g., Topeka, or name of plant), requested expedited shipment process (e.g., Express, Dedicated Truck, Pick up at Topeka).; Tracking Number, if applicable; Date/time part called into Topeka (or another SSL/plant); ETA for delivery.*
 8. **Brief description of problem:** *Right angle drive broken in induction station #1.*
 9. **Brief description of remedy:** *R/R Right angle drive, console #1*
- When building equipment is down and internal resources cannot resolve issue, contact FSSP. Follow Article 32 procedures.

5.4 Open MTSC Tickets

How to make the most effective use of MTSC resources

- Provide a complete, detailed, accurate description of the problem. Be specific in your follow-up entries in ticket thread. Avoid short, vague language such as "problem solving" or "troubleshooting" or "machine down" (See Appendix V: Example MTSC Ticket Entry).
 - If a part is required, include NSN or OEM part number on the ticket.
- Specify machine type and class code in initial ticket entry so your request can be matched with the right expertise.
- Give a primary and secondary callback number on each ticket. Make sure both numbers are actively monitored. Update contact number as needed, e.g., if shift ends.
 - Consider applying for dedicated maintenance phone through your Plant Manager.
- Follow instructions given by the Help Desk or a National Support Technician (NST). Maintenance must log the exact action taken in ticket thread with detailed record of what happened after action was completed. Repeat until fixed.
 - For best practices in communicating with MTSC, refer to attachment 2 in MMO "Procedures for Obtaining Maintenance Support from the National Technical Support Network."
- Update ticket status at end of each tour, or if machine condition changes.
- Prior to requesting on-site assistance, request MTSC subject matter expert to review the ticket log.
- If on-site assistance is needed, reference guidelines in MMO "Procedures for Obtaining Maintenance Support from the National Technical Support Network."

5.5 Environmental Responsibilities

How to maintain compliance with environmental and safety regulations

- In the event of an emergency requiring environmental health and safety response, contact your Division's Environmental Field Support Specialist.

- Contractor resources are available to address many environmental issue types (e.g., diesel spills, asbestos-containing materials). Refer to “Environmental Response Resources” for more information.
- Environmental Compliance Bulletins (e.g., used battery management, barcode ink, waste management) are available on the “Environmental Compliance Guidelines” page
- Refer to “Environmental Affairs and Corporate Sustainability” page on Blue for additional critical information.
- When in doubt about environmental or safety risks posed by a substance or chemical, contact Safety and ERMIT/WRMIT.

5.6 Stockroom Management

How to manage your stockroom and ensure access to critical parts

- Understand basic stockroom practices, including what is needed to balance stockroom inventory:
 - Follow Asset Management (Topeka) guidelines for rebalancing materials. Send parts as directed to other maintenance teams within 24 hours.
 - All parts issued and in stock need to be recorded and receipted in eMARS to comply with Asset Management policy.
 - Critical spare parts and building materials are in stock (e.g., HVAC filters) in the right quantities. Only reorder once below threshold of Reorder Point (ROP); ensure your balance on hand is below the StockMax.
 - Review current process for any custom-made parts or parts directly sourced by your plant (if any). Frequently sourced or fabricated parts should be shared with MTSC to determine if they may be fabricated and/or supplied internally.
 - Reduce emergency orders by using the auto-replenish process once the re-order point (ROP) has been breached for all critical parts.
 - Ensure your stockroom team reviews and acts on eSpin reports.
- Execute process for securing part if needed urgently for maintenance:
 - Review national stockroom for where part is available.
 - Triage and choose approach for part based on urgency and availability:
 - For low- or medium-priority parts, use tailgate transfer on truck from nearby plants.
 - For high-priority parts:
 - Relay hand-to hand with nearby Plant - *Review Maintenance Manager Directory on MTSC website for Plant Manager phone numbers, if needed.*
 - Order emergency parts by calling the National Materials Customer Service Support (Topeka) or Emergency Order Desk for after-hours support. Call 1-800-332-0317, option 5, and be prepared to provide the following information: Caller name, callback number, site name, Fedstrip, NSN of part requested, MTSC log number (if applicable), and method of transportation.

- Monitor where more parts than expected are being pulled for a single machine or repair type, as this may be an indicator of poor root cause analysis in corrective maintenance.
- Regularly pull Critical Spares Report from MTSC website, review balance on hand for each critical part, and physically check stockroom against the report. Note any discrepancies between actual and recorded balance on hand. Review and release auto-replenish process in eMARS – place orders when flagged.
- Use Lean Six-Sigma techniques to maintain stockroom; see Section 13: Appendix VII: 6-S Monthly Checklist for Stockroom.
- Monitor Open Order Report (sent every to 2 days by Topeka).
 - Monitor order status of Open Order Report.
 - If part order is delayed, canceled, or any other expected issue, open MTSC ticket and call National Materials Customer Support in Topeka: (800) 332-0317.

5.7 Training

How to prioritize the right on-the-job training (OJT) and National Center for Employee Development (NCED) training for your team

- NCED courses can help your maintenance staff learn both basic and advanced skills in mail processing equipment and building maintenance.
 - Once per quarter, review your team's NCED training records through MyHR. Note whether any members have not gone to a training in > 1 year and determine if NCED courses fit their training needs. Identify machine groups in your plant not covered in machine-specific NCED courses.
 - [MyHR](http://Blue.usps.gov/wps/portal/myhr): *Blue.usps.gov/wps/portal/myhr*
 - Evaluate training need by occupational group, day of week, and tour for each equipment platform using MTAT.
 - Review Leading Billet Report for Major MPE for Major / Non-Major training. Assign MMOs to coordinate with district level team to ensure plant maintenance personnel are enrolled in relevant trainings in compliance with Article 38.6.
 - Follow established Standard Work Instructions (SWI) for Training.
 - Follow up with maintenance employees who have failed training courses. Determine if alternative training needed.
 - Secure manufacturer-specific training for BEMs on critical building equipment as needed. Review MTSC bulletins on how to locally source manufacturer-specific trainings.
 - It is your responsibility to monitor the attendance and pass/fail status of your employees assigned to trainings.
 - Ensure travel plans are made well in advance of the class. Employee should know what day and time they are traveling, the start time of the course, length of enrollment and any other relevant course information.
- Routinely review list of maintenance personnel at your plant with Pending Qualifications in Maintenance Bidding System (MBS) and TAMS. Prioritize trainings for these personnel; they may be completing work for which they have

not completed training. Attend weekly training coordinator meetings held by ERMIT/WRMIT, and update training needs promptly following job movements, retirements, and training completions. Ensure training is posted for volunteer solicitations as soon as assigned training seats are known.

- Use the following tools to identify training gaps and trainings to fill them:
 - [MBS](https://mbs.usps.gov/mbs/) mbs.usps.gov/mbs/
 - [TAMS](https://mtsc.usps.gov/apps/MPETAT/index.php?s=72) mtsc.usps.gov/apps/MPETAT/index.php?s=72
- Mentorship for new hires is also essential for your employees to learn the mail processing and building equipment within the four walls of the plant.
 - Direct your supervisors to assign all new maintenance employees a mentor on same tour.
 - Engage supervisors and MMOs to determine which employees are promising mentors and solicit volunteers.
 - Mentors should have >2 years of experience in the plant.
 - Check-in with new hires at 15, 30, 50, and 80 days after onboarding to review technical skills, administrative skills, and long-term career planning. (For additional details, see section 4.4 “Mentorship Check-ins for New Hires”)

5.8 Staffing

How to fill vacancies and balance staff across tours

- Review MBS and Workforce Dashboard weekly to track and fill priority vacancies.
 - [MBS](https://mbs.usps.gov/mbs) mbs.usps.gov/mbs
 - [Workforce Dashboard](https://workforce.usps.gov/mnt/overview) workforce.usps.gov/mnt/overview
- When a vacancy opens, use the Function 3B scheduler tool to determine how to staff by daily schedule, tour, and occupational group. Match skillsets to those needs.
- Follow the standard work instructions for maintenance hiring on MyHR Dashboard.
- Determine vacancies to fill or revert in accordance with Article 38.4 (posting process) and 38.5 (selection process). Post based on date of vacancy.
- Maintain accurate position counts matching authorized positions. Delimit UAR jobs resulting from promotion of Pending Qualification employees in a timely manner.

5.9 Managing Your Workhours

How to organize workhours effectively

Review your maintenance work hours, salaries, and benefits by occupational group at least once per week through the PowerBI Budget Tool.

- [DWP PROCESSING - Power BI](https://app.powerbigov.us/groups/me/apps/f5ad0dd1-de76-4e72-a5f0-)
<https://app.powerbigov.us/groups/me/apps/f5ad0dd1-de76-4e72-a5f0->

3ced7bfb4e7b/reports/e0fe5a30-c7b6-4f78-85ef-58019d1cc0b6/ReportSectionb899482a8d8960e30223

- To manage vacancies, see *Section 5.8: Staffing*.
- Review your workhour reports from TACS or ERMS.
- Once per year, carefully review your MS-1, MS-47, and eWHEP staffing package to ensure your budgeted workhours are accurate. Encourage additional review throughout the year to minimize time needed to submit annual staffing package.
- After eWHEP submission, validate the staffing package is accurate across all occupational groups.
- As a starting point for all additional labor and workhour management, refer to the Employee and Labor Relations Manual and the Collective Bargaining Agreement.
 - Refer to Appendix III for directions on access through [Handbooks blue.usps.gov/](https://blue.usps.gov/)
- More reference tools and considerations below:
 - General - Contractual and other factors to consider in managing your workhours:
 - Follow contractual obligations, in particular, Article 8, 14-16, 30-32, and 38.
 - Confirm accurate eMARS inventory of mail processing equipment.
 - Confirm RPGs have been established, and your scheduling aligns to maintenance needs.
 - Connect with your Labor Specialist and HR Specialist to review vacancies and attendance issues.
 - Audit routes to determine if you are using the allocated workhours.
 - Monitor leave usage and categories.
 - Monitor mandatory training.
 - Comply with Light Duty and Limited Duty employee accommodations. Reach out to HRM and/or LR for guidance, where appropriate (email your district-specific HR & LR point of contact).
 - Reference LMOUs (Local Memorandums of Understanding) between local management and Union representatives.
 - BEM & Custodial-Specific - Contractual and other factors to consider in managing your workhours:
 - Confirm using minimum of 90% of custodial hours to maintain Line H compliance.
 - Review building equipment inventory in CWBEM quarterly or as building equipment is installed.
 - Review clock rings.
 - Review building maintenance PM completion, partials, and route time variation.
 - Monitor Building Services Indicators for compliance to performance targets

5.10 Considerations for use of External Maintenance Support

How to receive HQ support for contracted work

You are encouraged to contact your Division Labor Relations team any time your site is considering contracting for maintenance work.

For preventive maintenance:

- Document skillset of on-site building maintenance Craft by building equipment and activities needed to carry out preventive maintenance.
 - Requests for Mail Processing Equipment work to be contracted must be evaluated by HQ Maintenance before any actions are taken.
- For preventive maintenance work covered under Article 32 exception, submit request through Facility Services Category Management Center (FSCMC) depending on services needed.
 - [Facility Services CMC](https://blue.usps.gov/facilities-fleet-mgmt/facilities-fleet-acquisition/facilities-services-home.htm) <https://blue.usps.gov/facilities-fleet-mgmt/facilities-fleet-acquisition/facilities-services-home.htm>
- When it has been determined to contract work out, follow Article 32 and the following guidance:
 - Initiate Article 32 process; include detailed description of problem and work required along with analysis of five factors for consideration.
 - Five factors for consideration: Public interest, cost, efficiency, availability of equipment, and qualification of employees.
 - Notify Union through accountable means (e.g. certified mail) when bargaining unit work is subcontracted. Provide same notification to Labor Relations.
 - Submit service request to FSCMC.

For corrective maintenance:

- Confirm problem and corrective maintenance needs.
- Submit FSSP ticket or call Facilities Help Desk Emergency Line if an emergency.
 - Describe problem in specific detail, enough for someone with no knowledge of your facility's issue to understand the problem and the best solution.
 - Flag issues with health and safety impacts on the FSSP ticket request.
- Proactively monitor ticket status and remain in touch with Facilities for further information.

5.11 Contractor Management

How to ensure contractors can safely and effectively work on site

For all contractors on site:

- Contractors must complete Postal safety awareness trainings.

- Connect with contractors at start of day to establish safety protocols, notify contractors of operational constraints, and other factors that impact contractor work.
- Confirm if any safety risks (e.g. active construction, lead or asbestos exposure, etc.). Any noted safety concerns must be immediately addressed and abated. Contractors that do not work within required Postal safety policies should be stopped and, where agreement cannot be reached, asked to leave the facility. Notification to Safety, Facilities and HQ Maintenance should be made if a contractor is asked to leave.
- Confirm if any expected operational disruption (e.g. electrical work impact machines, plumbing disrupting restroom availability, etc.) and notify plant staff if needed.

For local contractors:

- Confirm SOW and services to be performed on site.
- Confirm work on-track and get progress update, including timeline to completion or other major milestones.
- Get project progress/status update to plan for return to normalcy.

For contractors performing corrective work on behalf of Facilities:

- Monitor work quality and proactively flag concerns to your assigned project manager.
- Remain in touch with Facilities to receive updates on work progress and timeline to completion.
- Make yourself available to contractors to answer questions about work on site. Provide contact information for responsible management officials.
- Coordinate contractor activities, but do not direct work. Any concerns with scope of work should be escalated to Facilities.

5.12 Custodial Oversight

How to support effectiveness of custodial operations

- Inspect completed routes to monitor quality in your daily floor walk. Check Custodial route plan to ensure building is adequately staffed between light and heavy cleaning needs as described in the MS-47 TL-5 document. Document Housekeeping Inspections in CWBEM.
- Provide training and instruction to custodial staff on cleaning techniques, equipment use, and safety procedures, especially as conditions change or needs arise.
- Make all necessary supplies and equipment available in good working order. Distribute spill kits and other clean-up equipment throughout the building.
- Establish clear communication channels for feedback from both custodial staff and facility users.

5.13 Building Equipment Routes

How to prevent building equipment issues before they arise

- Proactively check EMSYS routes for completion and quality.
- Validate building equipment PM routes against manufacturer instructions and operational conditions. Request updates to building equipment routes if PMs are insufficient (e.g., if HVAC requires frequent filter changes due to nearby airport).
- For each building equipment group, check BEM skillsets against the PM needs of the building equipment. If skills gaps prevent adequate preventive maintenance, consider external maintenance support in compliance with Article 32; see Section 5.10: Contracting Out Building Maintenance.
- Regularly inspect building equipment rooms off the main floor to validate PM completion, working conditions, and potential maintenance needs.
- Maintain detailed records of all maintenance activities, including building equipment performance, observations during PMs, and corrective maintenance activities using logbooks stationed at the building equipment. Use data and observations in the logbooks to inform FSSP tickets, contractor work, and others as needed.

5.14 Infrequently Used Assets

How to maintain machines only used at peak and other rare-use equipment

- Keep detailed and accessible maintenance documentation and protocols for infrequently used assets. It is critical to know when maintenance was last performed since maintenance personnel may need extra guidance on specific maintenance procedures.
- Before peak period need, plan for sufficient maintenance resources, including spare parts and skilled personnel, to be available for these assets.
- Implement condition-based monitoring to track the health of these assets even when not in regular use. Periodically run test decks through infrequently-used machines to validate working condition.
- Include these assets in operational planning and test their functionality before peak periods to avoid unexpected downtime.

5.15 Electrical Work Plan (EWP) Considerations

What processes Maintenance Manager needs to be driving to maintain electrical compliance and safety.

- Ensure standard PPE policies are followed including quantity and condition. Test and document as directed in policies.

- USPS has strict policies designed to protect employees in facilities from serious injuries and incidents that could result from electrical hazards (e.g. electric shock, flash hazards, etc.).
- For detailed information on implementing an Electrical Work Plan, consult the latest revision of the "Electrical Work Plan" Maintenance Management Order. Example instructions below (not comprehensive):
 - Postal equipment must be de-energized, and an energy isolation device and accompanying ID tag must be applied before maintenance is performed.
 - Employees must be qualified to perform energized electrical work on Postal equipment before they are assigned to install, modify, troubleshoot, repair, service or maintain such equipment.
 - Management must have training that meets or exceeds the requirements of their employees.
 - Demonstration of knowledge and proof of training and qualification must be updated yearly with reissue of the EWP Category Qualification Card.
 - Employees must adhere to PPE requirements. Appropriate PPE must always be available.

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6 Measuring Maintenance Success

You are expected to review the follow maintenance performance metrics for your plant. Use your support staff (MMS, MSS, or MSC) to gather and report your plant metrics as described in Standard Work checklist instructions. HQ audits will check for reporting accuracy and actions taken to address deficiencies.

All metric definitions, targets, and other details are defined as of September 2024 and subject to change in future editions of this handbook.

6.1 Daily Maintenance Performance Metrics

In the Standard Work checklist form, maintenance managers will be asked to record 3 metrics daily for the previous working day:

1. % Building & Mail processing equipment PM completion
2. Machine downtime hours
3. % At-risk pieces

Figure 6.1 *Daily metric targets, sources, definitions*

Maintenance Metrics	Definition	Data Source	Target
% Building & Mail Processing Equipment PM	% of mail processing equipment preventive maintenance routes completed in previous working day	nMARs	>95%
Machine Downtime Hours	Time machine not running during operating window due to down/degraded	WebEOR	<5% of operating window run time
% At-risk	Pieces/day at risk including both operations & maintenance in previous working day (metric shared with operations)	Dashboard X on MTSC	Target varies by platform

6.2 Weekly Maintenance Performance Metrics

In the Standard Work checklist form, maintenance managers will be asked to record 3 metrics weekly on Fridays:

1. Friday-only, Maintenance Employee Availability
2. Friday-only, Maintenance Employee Vacancy
3. Friday-only, Mean Time To Repair (MTTR)

Figure 6.2: *Weekly metric targets, sources, definitions*

Maintenance Metrics	Definition	Data Source	Target
Maintenance Employee Availability	% Maintenance employees (MMs, MPes, ETs, BEMs, CUST, etc.) available during scheduled time, for previous working day	PowerBI	>79%
Maintenance Employee Vacancy	% Maintenance employee (MMs, MPes, ETs, BEMs, CUST, etc.) roles	Workforce	<8%

	open but not filled, for previous working day		
MTTR	Mean Time to Ticket Resolution in hours (i.e., to repair down or degraded mail processing equipment), take average from previous 28 days	MTSC website Mean Time to Repair Report	<8 hrs

The three daily metrics and three weekly metrics should be discussed at all tour turnover meetings so the entire Maintenance Team understands current Maintenance performance. Take the opportunity to share relevant metrics with other teams (e.g., at-risk is relevant to Operations team). The discussions at the turnover should result in actionable priorities.

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7 HQ Support for the Maintenance Field

Your supervisors and CRAFT employees are entrusted to carry out the day-to-day maintenance work needed to keep the plants functioning. However, you are expected to use the full set of additional resources available to you to maintain safe, clean, and efficient mail processing facilities. When in doubt, call for help.

Figure 7.1: National support contacts to assist you in carrying out your responsibilities:

National Role	Core Responsibilities	When to contact	Contact method
Maintenance Technical Support Center (MTSC)	<ul style="list-style-type: none"> Establishes policy for Mail Processing Equipment and Systems Develops procedures for the purposes of troubleshooting and improving machine performance. Operates centralized Help Desk for equipment support Provides technical guidance and equipment project support Operates Central Repair Facility Runs Electronic Maintenance Activity, Reporting and Scheduling (eMARS) and other computerized maintenance management systems (CMMS) 	<ul style="list-style-type: none"> Whenever NST support is required, especially for machine down or degraded time as dictated in "Procedures for Obtaining Maintenance Support from National Technical Support Network" MMO-084-20 Other unresolved technical issues and work order assistance 	<ul style="list-style-type: none"> MTSC mtsc.usps.gov 1-800-366-4123
National Support Technicians (NSTs)	<ul style="list-style-type: none"> Respond to requests for support via the MTSC Help Desk Manage emergency and non-emergency requests for onsite support Support OJT / coaching in plants 	<ul style="list-style-type: none"> Issue troubleshooting Skills-based coaching Uncommon machinery requiring specialization 	<ul style="list-style-type: none"> Contact only as instructed by Help Desk ticket. All other contact is coordinated through MTSC.
Maintenance Operations East/West	<ul style="list-style-type: none"> Implements maintenance policies, procedures, and programs, supporting East and West region Maintenance Managers Provides coaching and mentoring to field Maintenance EAS Advises field Maintenance EAS on building services, building equipment, and mail processing equipment maintenance processes 	<ul style="list-style-type: none"> <u>For non-emergency situations:</u> Email to East / West Distribution List <u>For emergency, time-sensitive, or complex situations:</u> Call MTSC Hotline (1-800-366-4123) 	<ul style="list-style-type: none"> Western Region Maintenance Implementation Team: WRMIT@usps.gov Eastern Region Maintenance Implementation Team: ERMIT@usps.gov

National Role	Core Responsibilities	When to contact	Contact method
	<ul style="list-style-type: none"> Assists field Maintenance EAS in emergency situations Advises field Maintenance EAS on purchasing, budget, and financial matters Reviews and approves plant maintenance staffing Provides daily KPIs and reports leading indicator information Supports Processing Operations on maintenance-related questions 		
National Materials Customer Service (Topeka)	<ul style="list-style-type: none"> Manages depot emergency order support, modernization and refresh activities, and security lock/key 	<ul style="list-style-type: none"> 6 am – 6 pm CT M-F (staffed help desk) Off hours support rolls to TMDC emergency help desk phone. 	<ul style="list-style-type: none"> 1-800-332-0317 MDC.CustomerService@usps.gov NMCSSecurityLock@usps.gov
Material Distribution Center (Topeka)	<ul style="list-style-type: none"> Manages depot emergency order support, depot replenishment orders Oversees parts warranty and quality issue management Oversees strategic stock location 	<ul style="list-style-type: none"> 24 hour coverage/7 days a week after hours. Various transportation options for expedited orders to meet customer demands. 	<ul style="list-style-type: none"> 1-800-332-0317
Asset Management Planning	<ul style="list-style-type: none"> Manages new part warranty, parts quality issues, and excess/obsolete parts Oversees emergency orders, MDC inventory, and fields site parts ordering Supports strategic stocking, eBuyPlus/eMARS, and printed material management Provides non-mail freight logistics support (e.g., machine moves) 	<ul style="list-style-type: none"> Contact with questions on parts or supply orders Assistance with placing and tracking emergency orders Contact for parts quality issues 	<ul style="list-style-type: none"> Asset Management Planning Website
Asset Accountability Service Centers	<ul style="list-style-type: none"> Manages eSpin balancing coordination, stockroom cycle counting oversight, stockroom inventory management oversight Manages excess and obsolete parts 	<ul style="list-style-type: none"> Stockroom inventory accuracy and cycle counting support Assistance reallocating, selling, or disposing spare parts, building equipment, furniture, supplies, etc. 	<ul style="list-style-type: none"> Asset Accountability Service Centers Website
Facilities Help Desk	<ul style="list-style-type: none"> Supports corrective maintenance for major building equipment issues, including emergencies 	<ul style="list-style-type: none"> Major repair and alteration work Specialized and/or safety related emergency work 	<ul style="list-style-type: none"> FSSP Hotline Emergencies: 1-855-444-6375

National Role	Core Responsibilities	When to contact	Contact method
	<ul style="list-style-type: none"> Leads contracting for repairs and alterations 		<ul style="list-style-type: none"> Non-emergencies: Facilities Contact Index https://facilities.usps.gov/crlwp/index For existing FSSP calls, contact Facilities project manager Switchgear Emergency Response: Refer to MS-28 handbook
Human Resources	<ul style="list-style-type: none"> Manages hiring, promotion, retirement, and other labor needs 	<ul style="list-style-type: none"> Any questions, guidance, or concerns related to these topics, contact District HR contact 	<ul style="list-style-type: none"> Email District HR contact
Labor Relations	<ul style="list-style-type: none"> Contract administration and collective bargaining 	<ul style="list-style-type: none"> Any questions, guidance, or concerns related to contract administration or collective bargaining, contact District LR 	<ul style="list-style-type: none"> Email District LR contact
Facility Services CMC	<ul style="list-style-type: none"> Maintains portfolio of national maintenance contracts Provides building services, including snow removal, landscaping, trash and recycling, and others 	<ul style="list-style-type: none"> Non-emergency building services out of scope of maintenance Craft needed 	<ul style="list-style-type: none"> Facility Services CMC Bluepage website for service requests Facility Services CMC https://blue.usps.gov/facilities-fleet-mgmt/facilities-fleet-acquisition/facilities-services-home.htm cmc.facilitysvcs@usps.gov

8 Appendix I: Use Cases for Maintenance Systems

Use the following table to determine which tools to use under what circumstances.

Scenario for Maintenance Manager	What to Do & System to Use
If you need support resolving maintenance issues...	<p>Use Service Now – MTSC (Maintenance Technical Support Center) to track and manage support requests and speed up resolution of maintenance problems.</p> <p>Review MTSC Knowledge Base.</p>
If you need to book maintenance employees for training or manage certifications...	<p>Use My-HR to book classes and check completion of required trainings.</p> <p>Major MPE Courses booked through LDD, use Leading Billet Report. For Non-Major Billets use link to search.</p>
If you need to determine how many maintenance employees have been approved and how many are on-rolls...	<p>Use Workforce Dashboard to compare the approved staffing complement with actual on-rolls.</p> <p>Use eWHEP to validate approved authorized.</p>
If you need to track or manage the time and attendance of maintenance employees...	<p>TACS (Time and Attendance Control System) and eRMS (Enterprise Resource Management System) are utilized to review employee hours and attendance.</p> <p>Ensure compliance utilizing the CBA and the ELM for reference.</p>
If you need to review plant equipment types, configurations, routes, and planned maintenance work...	<p>Use eMARS (Electronic Maintenance Activity Reporting & Scheduling) to plan, schedule, and account all maintenance activities for mail processing, building equipment, safety systems and building services. The system is also used to manage the Work Hour Estimator Program (WHEP) which is used to build and generate staffing packages for the maintenance LDCs. All stockroom management activities are also performed within eMARS. Use the eCBM module within eMARS for all major MPE equipment.</p>
If you need to monitor machine performance and maintenance metrics to determine if there are any issues with mail processing equipment...	<p>Use Dashboard X to monitor defects over targets (DoT), at-risk metrics, pieces sorted, and pieces fed</p> <p>Use MIRS (Mail Image Reporting System) to access at-risk reports, track performance metrics, and track alignment of maintenance activities with operational goals.</p> <p>Use MH Machines (USPS Material Handling Systems) to view real-time reporting of mail processing equipment performance by machines and plant.</p> <p>Use MPE Watch (Mail Processing Equipment Watch) for real-time reporting of equipment performance related items and consecutive days of machine issues focused on letters and flats. Use MPE Config to adjust equipment configurations on MPE Watch.</p>
If you need to check on status of parts for maintenance activities...	<p>Use MDIMS (Material Distribution and Inventory Management System Parts) to access the parts catalog that feeds into eMARS for parts availability and inventory management. Note, typically managed by your MMS in the stockroom.</p>
If you need to fill open Maintenance positions at your facility...	<p>Use MBS (Maintenance Bidding System) to manage bids for Maintenance craft employees according to the CBA. Refer to the Maintenance Hiring SWI.</p>

Scenario for Maintenance Manager	What to Do & System to Use
If you need to change position schedules, adjust personnel seniority dates, or delimit positions...	Use eHRSSC forms from the HR page.
If you need to review run plans or maintenance windows...	Use WebEOR (Web End of Run System), which has both planned and actual run data, populates data after each run ends
If you need to track and manage issues related to building equipment maintenance...	Use FSSP (Facilities Single Source Provider System) to track R&A (repair & alteration) Building work between Facilities and Supply Management
To manage building staffing...	Use CWBEM (Custodial Work-loading Building Equipment Maintenance).

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9 Appendix II: Standard Maintenance Meetings

Regular meetings where Maintenance Manager needs to communicate maintenance priorities and coordinate interdependencies with other departments in the plant

Meeting	Ownership	Attendees	Duration	Frequency	Meeting agenda
Maintenance Tour turnover	Maintenance Manager drives meeting, delegates execution to team (MMO, supervisors)	MMOs, supervisors, if needed then members of ops team	15 -20 min	3x/day (1x/tour)	<ul style="list-style-type: none"> Review on-going safety issues / hazards Reassign any incomplete work to on-coming tour team Review Machine performance vs. targets Review building cleanliness and custodial route completion by tour Note Deviations from RPG Review maintenance status – health of machines, root cause of issues Validate machine Log Books are being utilized by Mechs/Techs
Plant Manager & Maintenance	Plant manager	Plant Manager & Maintenance Manager	30 min	1x/week	<ul style="list-style-type: none"> Talk through maintenance priorities in week ahead (e.g., contractors coming in, safety concerns, any other maintenance needs)
Plant leadership meeting	Plant Manager	Plant Manager, Manager Processing Support (MPS), Senior Manager Distribution Operations (MDO), Maintenance Manager, MMOs, Logistics (if available), District safety manager or specialist (1x/month)	15-45 min (depending on needs)	1x/day	<ul style="list-style-type: none"> Current operational and maintenance performance metrics Upcoming operational risks, changes Priorities for week ahead Review any major discrepancies between planned and actual RPGs. Important to create dialogue between Maintenance and Operations
HR	Plant Manager	District HR / Workforce planning, Maintenance Manager, Manager Processing Support	30 min	2-4x / month	<ul style="list-style-type: none"> Hiring (Maintenance Manager focus on filling staffing complement gap) Employee concerns

Meeting	Ownership	Attendees	Duration	Frequency	Meeting agenda
Labor Relations	Plant Manager	Plant Manager, Maintenance Manager, Labor Relations	30 min	1x/month (or as needed)	<ul style="list-style-type: none"> • Discuss any potential union contract violations • Other related topics (attendance, etc.)
Divisional Performance Review	Division Director	Plant Manager, Maintenance Manager, Manager Processing Support (MPS), Senior Manager Distribution Operations (MDO)	30-45 min	Flexible cadence, 1x/week at most	<ul style="list-style-type: none"> • Processing & maintenance performance vs targets, root causes of gaps • Open action items for plants in division
Maintenance Reporting from Support Staff	Maintenance Manager	Manager Maintenance Support (MMS),	10 min	1x/day	<ul style="list-style-type: none"> • Report out maintenance performance metrics • Update on maintenance, stockroom challenges • PM Scheduling details for task assignment ahead • Status update regarding contract or vendor support
Vendor-Specific Meeting	Maintenance Manager	Vendor team, Maintenance or operations USPS	15 min	Vendor-specific	<ul style="list-style-type: none"> • If new contractor, provide contractor on site notice • Update on potential safety risks • Update on potential operational impact • Update on timeline / progress

10 Appendix III: Important Maintenance Documents for Reference

Name	Description	Where to access / link	
AS-701	Handbook AS-701 – Asset Management	Handbooks blue.usps.gov/cpim/ftp/hand/as701/	
EL-304	Maintenance Selection System	Handbooks blue.usps.gov/cpim/hbkid.htm	
EL-801	Supervisor Safety Handbook		
EL-802	Manager Safety and Health Program Compliance Guide		
EL-803	Maintenance Employee Guide to Safety		
EL-912	Collective Bargaining Agreement		
EL-921	Supervisors Guide to Handling Grievances		
F-15	Travel and Relocation		
F-21	Time and Attendance		
JCIM	Joint Contract Interpretation Manual		Contracts Administration - MyHR myhr.usps.gov/safety_labor/labor_relations/contracts_administration
MS-1	Operation and Maintenance of Real Property		Maintenance Technical Support Center mtsc.usps.gov/apps/mtsc/index.php#Doc&mshandbook
MS-24	Heating, Cooling, and Ventilating		
MS-28	Maintenance of Electrical Switchgear		
MS-45	Field Maintenance Program		
MS-47	Facility Cleaning		
MS-49	Energy Conservation and Maintenance Contingency Planning		
MS-56	Fire Prevention and Control		
MS-63	Maintenance Operation		
MS-110	Field Office Facility Maintenance Guidelines		
MBS	Maintenance Bidding System	MBS Welcome Screen mbs.usps.gov/mbs/	
Dashboard	Workforce Planning	WORKFORCE Planning, Insights & Analytics workforce.usps.gov/welcome	
MPETAT	Mail Processing Equipment Training Analysis Tool	MMSC Website mtsc.usps.gov/apps/mmsc/index.php	
MSAM	Maintenance Support Analysis Matrix	MMSC Website mtsc.usps.gov/apps/mmsc/index.php	
MTSC	Maintenance Technical Support Center	Maintenance Technical Support Center mtsc.usps.gov/apps/mtsc/index.php	
RE5	Building and Site Security Requirements	Manuals blue.usps.gov/cpim/manuals.htm	
RE6	Facilities Environmental Guide		
Job Descriptions	Job Descriptions On-Line	Job Description Online jdonline.usps.gov/jdonline/welcome.cfm?page=positions	
TAMS	Training Allocation Management Software	Choose Facility - MTSC tickets.mtsc.usps.gov/sn.facility.php	
Power BI	Work Hours (Budgets)	DWP PROCESSING - Power BI https://app.powerbigov.us/groups/me/apps/f5ad0dd1-de76-4e72-a5f0-3ced7bfb4e7b/reports/e0fe5a30-c7b6-	

Name	Description	Where to access / link
		4f78-85ef-58019d1cc0b6/ReportSectionb899482a8d8960e30223
FMS	Facilities Management System	USPS Facilities Management System <i>facilities.usps.gov/index.jsf</i>
ELM	Employee and Labor Relations Manual	Manuals <i>blue.usps.gov/cpim/manuals.htm</i>
GATS	Grievance Arbitration Tracking System	MyHR - Grievance <i>myhr.usps.gov/safety_labor/labor_relations/grievance_process/grievance</i>

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11 Appendix IV: Glossary of Handbook Terms

Term	Definition
Mail Processing Equipment (MPE)	Automation, mechanization, material handling equipment, data systems equipment, and customer service equipment.
Building Equipment	Systems and machinery installed within a building to support its operation, functionality, and safety.
Building Services (Custodial)	Responsibilities associated with cleaning, maintenance, and upkeep of a building area.
Operational Maintenance	Minimization of downtime from equipment failure by using nearby maintenance or other Postal personnel to address maintenance issues.
Preventive Maintenance (PM)	The scheduled, systematic inspection, examination, cleaning, lubricating, adjusting, servicing and custodial care to retain functional capabilities of buildings and equipment.
Corrective Maintenance (CM)	Repair or replacement of a failed or defective part, subassembly, or assembly of an equipment item, or portion of a building or facility, which returns the equipment or unit to operating condition.
Critical item	A component part required to repair a major mail handling system whose failure would impair, impede, or stop the handling, processing, or delivery of mail. A critical item may also be items on hand for personnel health and safety (MS-63).
HQ	Headquarters for Maintenance Operations, responsible for strategic direction, policy, and management of the organization.
Vendor	Supplies goods or services for buildings or mail processing equipment. This could include providing parts, equipment, or other necessary materials.
Contractor	Performs work on building or mail processing equipment, not handled by USPS employees.

12 Appendix V: Example MTSC Ticket Entry

<p>Today's date is: Thursday, August 29, 2024 10:44:16 <u>Email this ticket</u> Incident Number: INC7654321 Opened By: Site ET Date/Time Called (MTSC): 2024-05-21 12:05:04 Log Status: Resolved</p> <p>Site Name: SITE US LPC Contact Type: Self-service Site Contact: Site ET (123) 456-7890</p> <p>Support: Assistance Provided Support Contact: NST Jamie Doe NTSN Web Portal Contact: Site ET (123) 456-7890, (987) 654-3210</p> <p>Equipment: APBS_AA Machine: 2 Equipment Status: Up</p> <p>Total Down Hrs: 0.00 Total Degraded Hrs: 0.00 Total Up Hrs: 171.87</p> <p>SHORT DESCRIPTION IC computer will not turn on</p> <p>RESOLVE DESCRIPTION Computer arrived, Installed in APBS 2 as secondary image controller. All computers are now up.</p> <p>Resolved By: Site ET Date/Time Resolved (MTSC): 2024-08-28 15:57:05 Day Resolved (MTSC): Wed Tour Resolved (MTSC): 3 Close Code: Web Portal</p> <p style="text-align: center;">*****COMMENTS*****</p> <p>2024-05-28 15:57:05 Entry by Site ET Computer arrived, Installed in APBS 2 as secondary image controller. All computers are now up. Assistance Provided</p> <p>2024-05-28 15:54:50 Entry by Site ET Will update after part received.</p> <p>2024-05-28 15:50:40 Entry by Duty Officer Knowledge article [code]KB0011784[/code]: APBS - Computer Part Numbers</p>	<p>2024-05-21 15:20:03 Entry by System The assigned NST is nearing end of shift. For further assistance please update this incident and change the Support Type to "Phone Assistance Requested." No Assistance Requested</p> <p>2024-05-21 13:02:19 Entry by SME Jessie Smith This is a 1-4-1 item please return to TMDC for repair. process has been changed due to availability of equipment.</p> <p>2024-05-21 12:57:14 Entry by NST Jamie Doe 0460 Spoke with Site ET updated him on approval.</p> <p>2024-05-21 12:51:43 Entry by SME Jessie Smith Site approved to order 7010-15-000-0651 FF825AV-Z800 15476 Computer, HP Model LJ452AV, (BASE HP Z800)</p> <p>2024-05-21 12:43:39 Entry by NST Jamie Doe 7010-15-000-0651 FF825AV-Z800 15476 Computer, HP Model LJ452AV, (BASE HP Z800)</p> <p>2024-05-21 12:37:47 Entry by NST Jamie Doe Emailing Field support.</p> <p>2024-05-21 12:36:00 Entry by Site ET The PS is receiving 115.6volts ac. The light on the back of the PS will not light up. If you push the power button on the front of the CPU the hard drive gives a quick flash but does not stay on. The fans on the back of the CPU pulse but do not run.</p> <p>2024-05-21 12:26:36 Entry by NST Jamie Doe 0460 Spoke with Site ET, the IC computer will not power up 7010-15-000-0651, the site is going to verify that the power cord is good and update the ticket with their findings, suspect a bad power supply. If you are still in need of assistance, please call, NST Jamie Doe, I can be reached at 1-405-573-####, 8 am to 4:15 pm Eastern Daylight Time Zone.</p> <p>2024-05-21 12:06:26 Entry by NST Jamie Doe Researching. Providing Phone Assistance</p> <p>2024-05-21 12:05:04 Entry by Site ET The secondary image controller computer will not turn on. We need a replacement CPU. Phone Assistance Requested.</p>
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13 Appendix VI: 6-S Monthly Checklist for Stockroom

<h1>6-S Checklist</h1>	Maint. Mgr. Name: _____	Date: _____
	Number of Y's: ___ / 25 = ___%	
Sort (get rid of what's not needed):		
- unnecessary items have been removed from the area (furniture, storage, things on walls...)	Y	N
- any incomplete work has been completed or removed to be resolved separately	Y	N
- a red tag area is used to hold items requiring decisions (no item more than 7 days old)	Y	N
- work surfaces, drawers and storage areas do not have items in or on them that don't belong	Y	N
Set in Order (straighten):		
- all work surfaces, storage areas and equipment are clearly marked and well organized	Y	N
- locations and containers for items and supplies are clearly marked	Y	N
- incomplete work or items requiring special attention are separated and clearly marked	Y	N
- standard information boards have been established (for measurement and management info.)	Y	N
Shine (clean and solve):		
- floors, work surfaces, equipment and storage areas are clean (including the corners!)	Y	N
- garbage and recyclables are collected and disposed of correctly	Y	N
- work environment is good (air quality, temperature, humidity, lighting, dust, fumes, floors...)	Y	N
- when the clean-up activities expose a problem, it is promptly solved and corrective action taken	Y	N
Safety (make it safe):		
- required safety information is posted (Material Safety Data Sheets, Lockout-Tagout, Exits...)	Y	N
- fire extinguishers, exits and other emergency equipment are clearly marked and functional	Y	N
- basic job skills training has been done (safety and quality pointers are posted and understood)	Y	N
- unsafe conditions are promptly resolved (including any place where injury could occur...)	Y	N
Standardize (tasks):		
- roles are identified for keeping the area clean and orderly	Y	N
- standard tasks related to cleaning and organizing are defined	Y	N
- it is obvious through visual management tools whether tasks have been done	Y	N
- this standardization is accomplished without any paperwork	Y	N
Sustain (keep it up):		
- posted Standard Work is being followed	Y	N
- standard cleaning and work procedures are being followed	Y	N
- documents and instructions are current	Y	N
- standard information boards are being used and have current, relevant information	Y	N
- work area is clean, neat and orderly with no serious unsafe conditions observed	Y	N