



Criteria & Application Information

AMEA

Australian Maintenance Excellence Awards

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INTRODUCTION

The inaugural Australian Maintenance Excellence Awards were first presented in 1996 by SIRF Roundtables. The Awards recognise maintenance excellence and are presented annually.

The Awards criteria and process are particularly suited to larger manufacturing, processing or mining operations with a maintenance workforce of 15 or more people. However all organisations who are seeking to improve the efficiency and effectiveness of their maintaining function and its contribution to business performance will benefit from participation.

The SIRF Roundtables wishes to acknowledge:

- El DuPont de Nemours & Co who have provided insight and information gained through its Maintenance Excellence Recognition Process (MERP) and who very kindly made MERP material available to SIRF to assist the development of the Australian Maintenance Excellence Awards.
- the Australian Quality Council for its support and expert advice given freely to SIRF during the development of The Australian Maintenance Excellence Awards.
- the National Minerals Industry Excellence Award for Safety and Health which provided a model for the development of this award.

Key Dates

Key dates for the Australasian Maintenance Excellence Awards are:

Applications Close	➤	30 June
Submissions Close	➤	31 July
Site Visits Close	➤	31 August
Awards Presentation	➤	October/November

The Industrial Maintenance Roundtables and Manufacturing Excellence Roundtables are Regional Shared learning networks and are an initiative of SIRF Roundtables, Melbourne. Its members include leading Australasian companies that are seeking best business performance and who acknowledge the value of networking and collaborative improvement initiatives in achieving their goals.

- *SIRF Roundtables have over 240 member organizations throughout Australia and New Zealand.*

This document is part of a companion set of Australasian Maintenance Excellence Awards material which includes:

- Resource Booklet
- Self-Assessment Booklet
- Evaluation Team Booklet

BACKGROUND TO THE AWARDS

Continuous improvement in the provision of maintenance is vital to the continued success of Australian industry.

All applicants benefit from being part of the process regardless of whether they are recognised with an Award. The process encourages personnel through self-assessment. Constructive feedback forms an integral part of the Awards process and is given to all applicants regarding their strengths and improvement opportunities.

The productivity of Australian industry is a key determinant for the nation's competitiveness in domestic and world markets. Irrespective of the nature of the assets, maintenance is often the largest controllable operating cost. Maintenance is a 'high leverage' function having a major role to play in ensuring the safe, reliable and cost effective operation of those assets. In addition to ensuring the capability of existing assets, maintenance provides a vital input to the successful design, acquisition, construction and commissioning of new assets.

Many Australian organisations have recognised that achieving world class maintenance practices is an important strategic goal. Maintenance benchmarking studies confirm that there are substantial opportunities for improvement among Australian enterprises.

Through the Australasian Maintenance Excellence Awards SIRF seeks to provide a high quality process that acknowledges maintenance excellence, which supports continuous improvement in the maintenance function and which focuses on the people, practices and business impact aspects of maintenance excellence.

The objectives of the Awards are to:

- Recognise maintenance excellence based on evaluation of performance, practices, processes, people and business impact;
- Provide peer assessment of maintenance management systems against Award criteria;
- Provide information to enable self-assessment of maintenance practices and performance by companies and to encourage progress along the path towards maintenance excellence; and
- Promote industry commitment to continued improvement of maintenance performance and impact of maintenance upon the health of Australian industry.

The Award has been based on the processes, principles and standards adopted by the Australian Quality Council (AQC) and will, with the participation and support of industry, contribute significantly to raising the standard and performance of maintenance in Australia.

All applicants benefit from being part of the process regardless of whether they are recognised with an Award. The process encourages self-assessment. Constructive feedback forms an integral part of the Awards process and is given to all applicants. An enterprise recognised with an Award will receive national recognition and benefit from enhanced teamwork, pride, motivation and confidence within their organisation.

This document provides the background to the award and provides guidance for applicants.

A COMMITMENT TO EXCELLENCE

The awards criteria encourage excellence in maintenance practices and performance leading to excellence in business results.

There is growing international acceptance that a regular, systematic review of an organisation's activities and results against appropriate criteria allows it to clearly identify its strengths and improvement opportunities. This provides the foundation on which business strategies can be modified for optimum performance.

The Australasian Maintenance Excellence Awards criteria are similar to those being used internationally by many organisations to evaluate and recognise maintenance excellence.

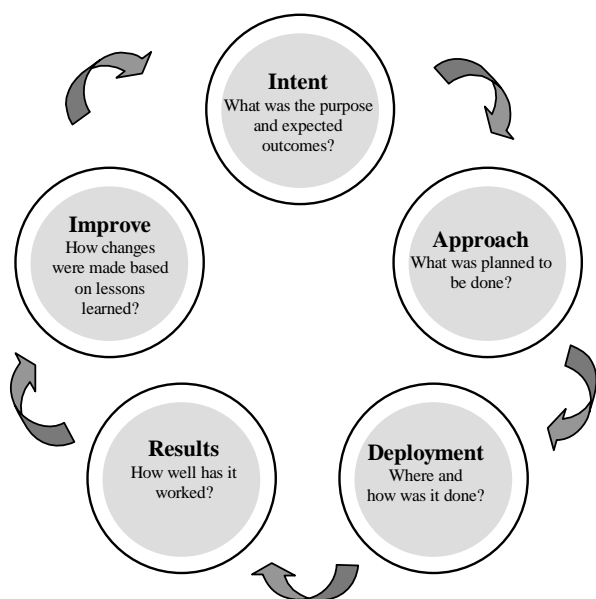
SIRF encourages enterprises to continually evaluate their maintenance function and practices and the contribution to business performance. They may wish to use the criteria in this document and the companion documents as guidelines for evaluating maintenance practices and performance.

Award recipients would be expected to perform well across all categories. This would demonstrate that a sound, integrated and well-deployed management approach is in place, that desired results are beginning to flow, and that key performance objectives are being achieved.

By using these criteria, enterprises will be able to evaluate their capabilities of managing maintenance through self-assessment. By applying for the Australasian Maintenance Excellence Awards they will receive an external assessment from a trained team of evaluators drawn from industry. Evaluation of the submissions and a site visit is used as the basis for selecting recipients of the Australasian Maintenance Excellence Awards. The Awards process relies primarily on the evaluation of a written submission. The subsequent site visit is for the verification and clarification of the submission content.

EVALUATION

Evaluation of an award application involves assessment of a number of items within each Award criterion; these are detailed from page 10. Examples are provided for guidance and are not intended to limit the applicant's response.



IADRI MODEL

Companies with different cultures, technologies and operating environments may achieve the same outcomes in different ways. It is therefore important that each applicant describes and assesses its own unique approach.

Each question is assessed under each category and criterion against the following principles:

- **INTENT**
 - What was the purpose and expected outcomes?
- **APPROACH**
 - What was planned to be done?
- **DEPLOYMENT**
 - Where and how was it done?
- **RESULT**
 - How well has it worked?
- **IMPROVEMENT**
 - How changes were made from lessons learnt.

This **Five Point Model** (referred to throughout the document as the IADRI Model) sets the framework for a challenging critical review of the completeness and effectiveness of any business process or project.

Analysis of the category items using this IADRI model provides a stringent assessment of the maintenance management in an organisation and will be adopted and used for evaluating the Award applications.

The **INTENT** outlines the purpose and outcomes expected from each of the questions contained under each category. It is essential that the Evaluation Team understands what the organisation is trying to achieve (intent) in order to assess your organisation's submission.

The **APPROACH** is a description of the strategies and methods followed to achieve the intent of the item.

The factors used to assess 'approach' include the:

- degree to which the approach is planned and methodical;
- appropriateness of the approach to meeting the intent;
- degree to which the approach is prevention-based rather than being heavily dependent on reaction to events;
- degree to which the approach is based upon objective and reliable quantitative information; and
- indication of unique and innovative approaches including effective new adaptations of techniques used elsewhere reflecting a willingness to learn from others to accelerate the improvement process.

DEPLOYMENT describes where and how the approach has been applied and integrated with all relevant areas.

The factors used to assess deployment include:

- how effectively the approach is applied to relevant areas of the organisation;
- how effectively the approach is applied by people in the organisation who may be expected to use it;
- how well the approach is integrated into all other management processes and the day-to-day operations of the organisation; and
- the demonstrated ability of the organisation to apply more widely improvements made in one part of the organisation.

RESULTS describes what has been achieved compared with the expected outcomes of items and what has been learned.

The factors used to assess results include the:

- performance achieved;
- performance and its significance, relative to the specific intent of the item;
- rate of improvement in performance, expressed

as trends, relative to the needs of the organisation; and

- performance, or rate of improvement, relative to industries overall performance; and demonstration of sustained performance and rate of improvement.

The organisation under evaluation must decide its own priorities, the relative importance of the nominated items, and the most appropriate response. However, it is recommended that **trend data** be provided wherever possible.

IMPROVEMENT refers to how changes in intent and improvements to approach and deployment have been made based on previous results and lessons learned.

The factors used to evaluate improvement include the:

- demonstration of consistent and reliable processes for effecting improvements;
- ability to show that improvements derive from planned actions and practices; and
- degree to which a process embodies effective measurement, self-assessment, feedback and adaptation cycles to sustain continuous improvement. Building an improvement loop into the process itself is often the best way to ensure that continuous improvement occurs.

In describing improvement methods, the organisation should decide its own priorities and the most appropriate response. Improvement activities for key processes will warrant the most detailed description.

EVALUATIONS

The process undertaken by the Evaluation Team and Award Panel is not prescriptive. Enterprises are required to demonstrate to the evaluators that **their** practices are appropriate and effective in achieving **their** intent for each item within the categories.

Award recipients would be expected to perform well across all categories. This would demonstrate that a sound, integrated and well-deployed management approach is in place, that desired results are beginning to flow, and that key performance objectives are being achieved.

SCORING

The method of scoring uses 1000 points as its base. Relative priorities of categories have been assessed and points distributed between the various items within each category.

The assessment matrix shown on Page 8 is used by the Evaluation Team to assess the score of each category.

USING THE ASSESSMENT MATRIX

The Assessment Matrix provides a mechanism for assessing progress in the IADRI cycle. Similar matrices are used around the world. Using a matrix encourages the evaluators to consider the big picture in making a judgement about the performance in each of the category areas. It is a convenient method for taking a subjective assessment and translating it into a measurable outcome.

The Assessment Matrix is constructed from 0 to 10 across Approach, Deployment, Results and Improvement. The Evaluators generally begin by comparing the organisation's performance in one Item across each of the dimensions of IADRI with the explanation in the scoring matrix consistent with score of "5". A judgement is then made as to whether actual performance is above or below that level. The process is then repeated until a consensus score is reached by an Evaluation Team with respect to that Item.

Look for evidence (data) of success and a solid improvement strategy for Approach and Deployment before assessing a score of 5 or above across a category. Remember that Results will lag behind Deployment, and Deployment will lag behind Approach. Still, evaluation must be conducted across all four dimensions to give a total picture of where the organisation sits now, in order for it to target activity for the future.

Organisations recognised at the Award level are expected to perform well across all Categories. This shows that sound, well deployed and integrated systems are in place across the entire management system, that positive results are occurring, delivered from planned approaches, and the objectives of the organisation are being achieved.

STRENGTHS AND OPPORTUNITIES

For each item the Evaluation Team will provide feedback on opportunities for further improvement and identified strengths that appear to exemplify a sound approach; good deployment and integration; sound improvement strategies and/or excellent results. Highlighting strengths provide positive reinforcement and encouragement to build on what has already been achieved. Identified opportunities for improvement should assist the organisation to set priorities consistent with future business objectives.

EVALUATION CATEGORIES AND POINT VALUES

<u>1.0 Leadership</u>	<u>140</u>
<u>2.0 People</u>	<u>180</u>
<u>3.0 Planning & Scheduling</u>	<u>110</u>
<u>4.0 Maintenance Processes & Practices</u>	<u>160</u>
<u>5.0 Reliability Improvement</u>	<u>180</u>
<u>6.0 Resource Management</u>	<u>110</u>
<u>7.0 Business Performance</u>	<u>120</u>
<u>TOTAL</u>	<u>1000</u>

ASSESSMENT MATRIX

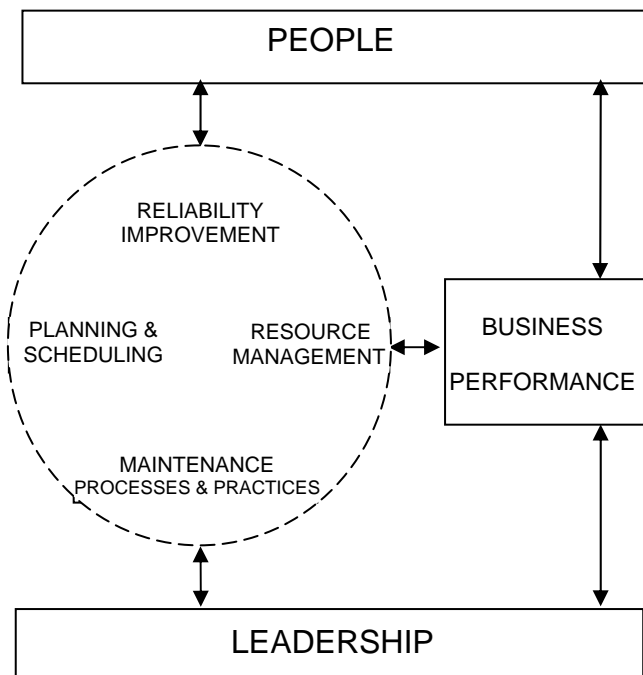
<u>Score</u>	A APPROACH	D DEPLOYMENT OF THE APPROACH	R RESULTS OF THE APPROACH & ITS DEPLOYMENT	I IMPROVEMENT OF THE APPROACH & ITS DEPLOYMENT
0	No evidence that Approach had been considered and there is a reactive attitude to problems.	Little use of Approach.	Anecdotal. Addresses few relevant areas.	Anecdotal. No improvement activities in place.
1-2	Approach shows little evidence of a system.	Approach is applied in some areas. Approach is applied as an add-on to normal operations.	Some measures are in place to assess the effectiveness of achieving the intent of the Approach.	Approach and Deployment are subject to ad hoc review.
3-4	There are the beginnings of a planned prevention based Approach.	Approach is applied in some major areas. Approach is beginning to be part of normal operations.	Positive trends in some areas. Some evidence that Results are caused by Approach in some areas.	Approach and Deployment are subject to ad hoc review. Evidence that improvement activities are being implemented.
5	Approach is planned and systematic with evidence of a focus on improving processes, products and services to enhance organisational performance.	Approach is applied to many areas and activities including the major ones. Approach is becoming established as part of normal operations and planning.	Positive trends in many areas including the major ones. Results are comparable with external organisations in some areas. Evidence that Results are caused by approach in many areas.	Approach and Deployment are subject to regular review. There is evidence that Approach and Deployment have been improved.
6-7	Approach is well developed with a focus on improving organisational performance.	Approach is applied to most areas and activities including the major ones. Approach has become part of normal operations and planning.	Positive trends in most areas including the major ones. Favourable comparisons with external organisations in many areas. Evidence that Results are caused by the Approach in most areas.	There is evidence that the organisation is continuously learning. There are mechanisms for regular review and improvement of Approach and Deployment.
8-9	Approach is well developed and proven with a clear focus on improving organisational performance.	Approach is applied to all major areas and activities and most support areas. Approach is well established as part of normal operations and planning.	Positive trends in all major areas. Amongst 'best in class' in some areas including the major ones. Evidence that Results are caused by the Approach in most areas including all major ones.	There is a systematic Approach to continuous organisational learning. There is evidence of a system for regular review and improvement of Approach and Deployment.
10	Approach is accepted as best practice in the field.	Approach is applied to all areas and activities. Approach is totally integrated into normal operation planning.	Positive trends in all areas. Excellent comparisons with external organisations in most major areas. Amongst 'best in class' in many areas. Results are clearly caused by Approach in all areas.	There is wide-spread evidence that the organisation is continuously learning. There is a proactive system for regular review and improvement of Approach and Deployment including their appropriateness.

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AWARDS CRITERIA

The following Criteria describe each of the Categories in detail. This description includes a generic interpretation of the intent of each Category (found immediately after the name of the Category). If a Company were to be considered for The Maintenance Excellence Award, they must firstly apply to have their application approved, then proceed with a submission. The submission must provide evidence of their commitment to the continuing improvement of all processes which affect maintenance within the organisation.

The extent to which that commitment is reflected in its day-to-day operations and the contribution that continual improvement has made to the success of the organisation will be taken into account.



Seven categories describe the key elements of maintenance management systems and the diagram shows the relationship between these categories.

1. Leadership

The role of leadership in the creation of a culture that supports continuous improvement in the management of maintenance.

2. People

The extent to which people (at all levels) in the organisation are committed and appropriately skilled to safely and effectively achieve the goals and objectives of the maintenance organisation. The way the organisation manages and evaluates the contribution of its people in achieving organisational objectives.

3. Planning and Scheduling

The way the organisation provides its personnel with appropriate support, information, materials and resources, and coordinates its maintenance activities.

4. Maintenance Processes and Practices

The way the organisation collects, analyses and uses data to predict appropriate maintenance activities and how it employs preventive techniques to meet the goals of the organisation.

5. Reliability Improvement

The extent to which maintenance is attuned to the needs of its customer and in particular the strength of the focus on the reliability of equipment, the identification and elimination of the root cause of failure and the prioritising of improvement tasks according to safety impact or business benefit.

6. Resource Management

The way that the organisation manages the materials used by maintenance and the way it manages contract and consulting resources that are engaged to support the maintaining function.

7. Business Performance

The extent to which the operation demonstrates sustained improvement to the key objectives and performance indicators, and how this contributes to the overall performance of the organisation.

1.0 LEADERSHIP

The intent of the leadership criterion is to examine the role of the leadership in developing a comprehensive maintenance program within the organisation at the corporate level as well as the enterprise or operational level.

Organisational culture should also be considered in terms of evidence of a well developed, involved workforce, empowered to act with performance criteria linked directly or indirectly to a recognition program.

The corporate executive leadership is examined for its dedication to a planned maintenance philosophy, including reliability and safety elements as well as the relationship to the business objectives of the plant. The operational level leadership is examined for the overall measurement systems for maintenance results, functional effectiveness, and how they complement the business being supported.

1.1 Policy & Direction

1.1.1 What are the principles by which asset maintenance are managed?

1.1.2 What enterprise benefit does the organisation expect to achieve from maintenance and why is it important?

1.1.3 How is maintenance improvement promoted?

1.1.4 How is policy communicated and understood?

1.2 Culture

What culture exists in the organisation and how is it evident?

1.3 Resources – How does the organisation provide:-

1.3.1 Systems and techniques?

1.3.2 Technical support?

1.3.3 Tools and facilities.

2.0 PEOPLE

The people criterion examines the extent to which the organisation provides people at all levels in the enterprise with the appropriate skills, and engenders the commitment required to achieve the maintenance goals and objectives.

The establishment, management and monitoring of the enterprises training and development programs is investigated under this item as well as the integration with the overall planning processes, the method employed for deciding on the level of training and its appropriateness for equipping people to carry out their roles effectively.

2.1 What are the defined roles and responsibilities for those involved in maintenance?

2.2 How are maintenance performance goals and objectives developed and the processes used to evaluate the performance of the people for their contribution towards achieving them?

2.3 Recognition – How is good performance of both individual personnel and groups recognised and supported?

2.4 Training and Development

2.4.1 How are development and training requirements for knowledge and skills both determined and delivered? To what extent do they relate to requirements for the organisation, process, machines, structures, for both groups and individuals to function in a way which ensures safety, environmental compliance and asset reliability?

3.0 PLANNING & SCHEDULING

The planning and scheduling criterion evaluates how the enterprise develops, implements, controls, measures, and improves its planning and scheduling of maintenance work. This category covers how the enterprise develops its overall maintenance plan and schedule to achieve the corporate objectives.

The item further examines the operations maintenance planning and scheduling processes and their integration into the overall business plans. This includes both short-term, day-to-day activities and the longer-term plans.

3.1 To what extent are short and long term asset usage requirements made clearly known for maintenance planning?

- 3.2 How are planned and unplanned actions initiated?
- 3.3 How is planning and scheduling for maintenance actions carried out:-
- 3.3.1 For routine work?
 - 3.3.2 For special or major repair?
- 3.4 How are budgets and schedules developed and documented?
- 3.5 How is the information managed for the function of planning, scheduling, doing, and recording results? How are improvements documented, stored and distributed to all concerned?
- 3.6 How are plans for major shutdowns, overhauls and reconditioning programs developed? Why is it done this way and how well does it work?

4.0 MAINTENANCE PROCESSES & PRACTICES

The maintenance processes and practices criterion examines how the enterprise establishes, implements, monitors, analyses and improves its preventive, predictive and reactive systems to meet the goals of the organisation. The systems and methodologies for inspection will be reviewed to ascertain the breadth of approach that is being used.

The review includes:

the methods and processes used to determine the applicability and extent of preventive and predictive techniques to be employed and the extent to which the program is established;

the processes used to ensure performance to plan as well as compliance with safety policies, regulations and working practices;

the method of capturing corrective actions and completing this work; and

the extent to which the organisation collects, analyses and uses data to predict appropriate maintenance.

- 4.1 How is the current asset condition identified and confirmed?
- 4.2 How are actions developed which ensure capability, e.g. failure prevention/detection

and determination of corrective action?

- 4.3 What preventive, predictive and reactive techniques are used and how widely are they applied?
- 4.4 How is the delivery of resources achieved including labour, materials and services for prevention and repair actions:-
- 4.4.1 On a routine basis?
 - 4.4.2 For special or major repairs?
- 4.5 How is the quality of maintenance actions controlled?
- 4.6 To what extent is recording and trending of data done in relation to:-
- 4.6.1 Actions taken?
 - 4.6.2 Asset situation, condition and status at a time of maintenance action or repair practiced?
 - 4.6.3 Status of asset condition following maintenance action?
 - 4.6.4 Resource consumption?
 - 4.6.5 Improvement actions:
 - implemented
 - recommended

5.0 RELIABILITY IMPROVEMENT

The reliability improvement criterion examines how the enterprise establishes, and overall business maintains, a focus on the needs of the business, in particular appropriate reliability at the lowest overall business costs. When focusing on the reliability improvement process, attention to the use of formalised problem solving techniques that look at increasing uptime, improving yields, and process reliability and assuring quality, is also considered.

Examination will include the processes used to attack equipment problems or failures. How it extends the operating life through the application of preventive and predictive maintenance techniques. Also covered are the processes used to record and accumulate maintenance data and machine reliability information and how this is translated for improving performance of existing equipment and processes.

How well the organisation incorporates maintenance learnings into the design of new equipment to enhance maintainability and optimise reliability through life cycle cost analyses and process simulation, is also considered.

- 5.1 What are the processes used to determine when reliability improvement is required?
- 5.2 What are the processes used to deliver reliability improvement?
- 5.3 What improvements to asset performance have been achieved from improved reliability?
- 5.4 What data is being collected and how is it being used to improve the overall performance of the business?
- 5.5 How are maintenance learnings incorporated into the design and purchase of new equipment?

6.0 RESOURCE MANAGEMENT

Resource management criterion examines the management of materials, contracts and consultants and how the enterprise establishes, implements, monitors, analyses and improves its materials and resources engaged under contract.

Covered under this category are the processes used to order, procure, store all necessary parts used as well as the payment provisions by the organisation. The method of preferred sourcing supplier relationships and inventory holding policies will be reviewed. The methods used to easily identify replacements parts are also included.

How is the supply of:

- 6.1 Contract labour assured to meet the requirements of maintenance? E.g. quantity, skills, timeliness, and costs.
- 6.2 Materials assured to meet the requirements of maintenance? E.g. quantity, quality, timeliness and costs.
- 6.3 Contracted services assured to meet the requirements of maintenance? E.g. quantity, quality, timeliness and costs.

7.0 BUSINESS PERFORMANCE

Business performance criterion examines the extent to which the operation demonstrates sustained improvement in line with key objectives and how this contributes to the overall performance of the organisation.

The performance indicators used will be examined to ensure overall maintenance results are evident and aligned with the business needs. The processes used for improving performance at the operational level and the link to the corporate performance, will also be examined.

- 7.1 What are the maintenance performance goals in quantified terms and how do they integrate with the organisational goals?
- 7.2 What is expected in terms of asset performance e.g. safety, environmental compliance and reliable functioning of the assets at the optimum life cycle costs?
- 7.3 How are the maintenance activities organised to optimise enterprise performance, e.g. safety, environmental compliance, reliability and availability?

THE AWARDS

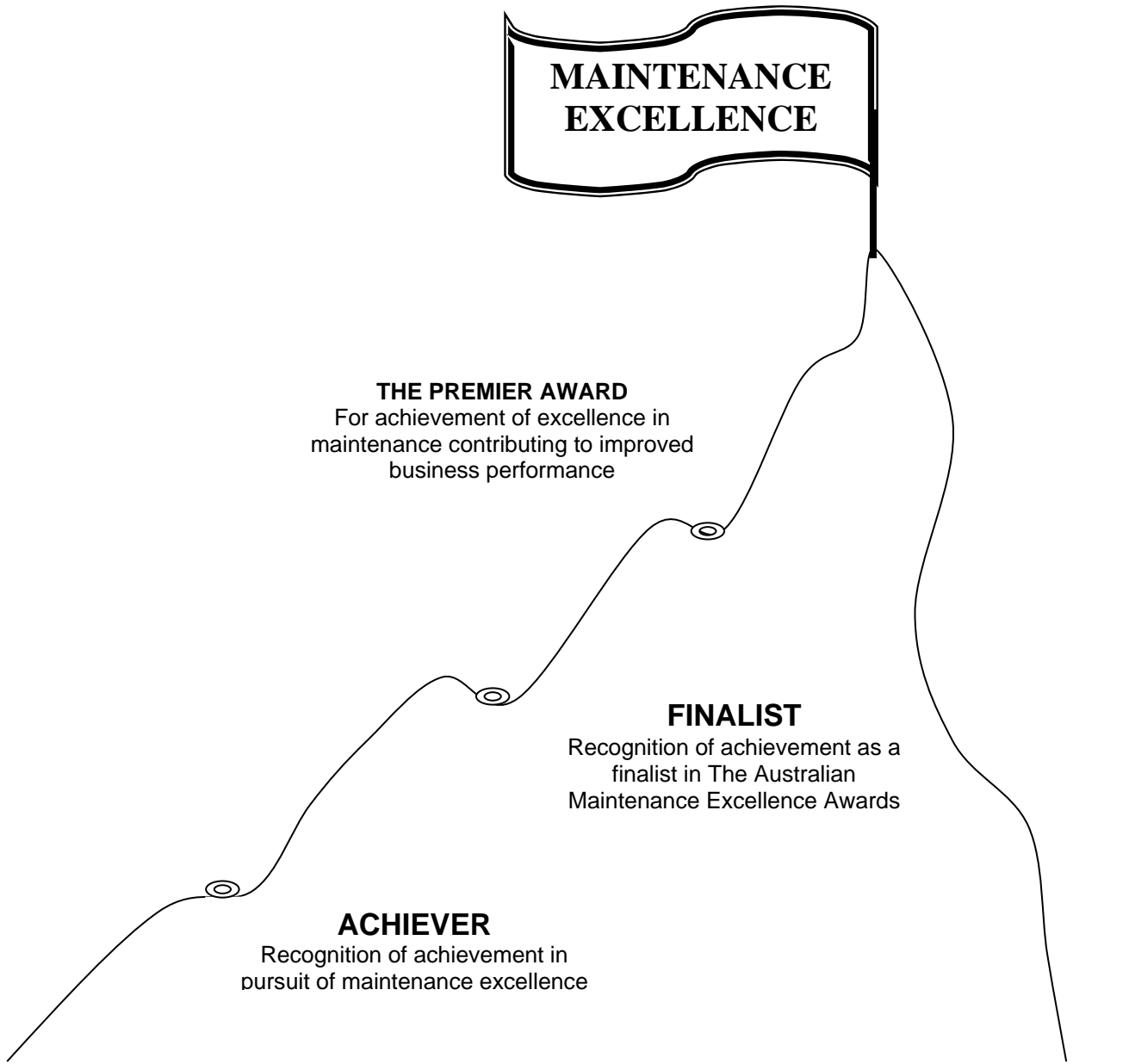
The SIRF Roundtables is pleased to offer three levels of recognition: the highly prestigious Premier Award level, recognising leading Australasian organisations currently demonstrating outstanding practice across all categories; and two Certificate levels recognising significant progress towards outstanding practice across all categories.

The levels of the awards recognising the 'journey' to achieving maintenance excellence are:

The Premier Award: For achievement of excellence in maintenance contributing to improved business performance.

Finalist: Recognition of achievement as a finalist in The Australasian Maintenance Excellence Awards.

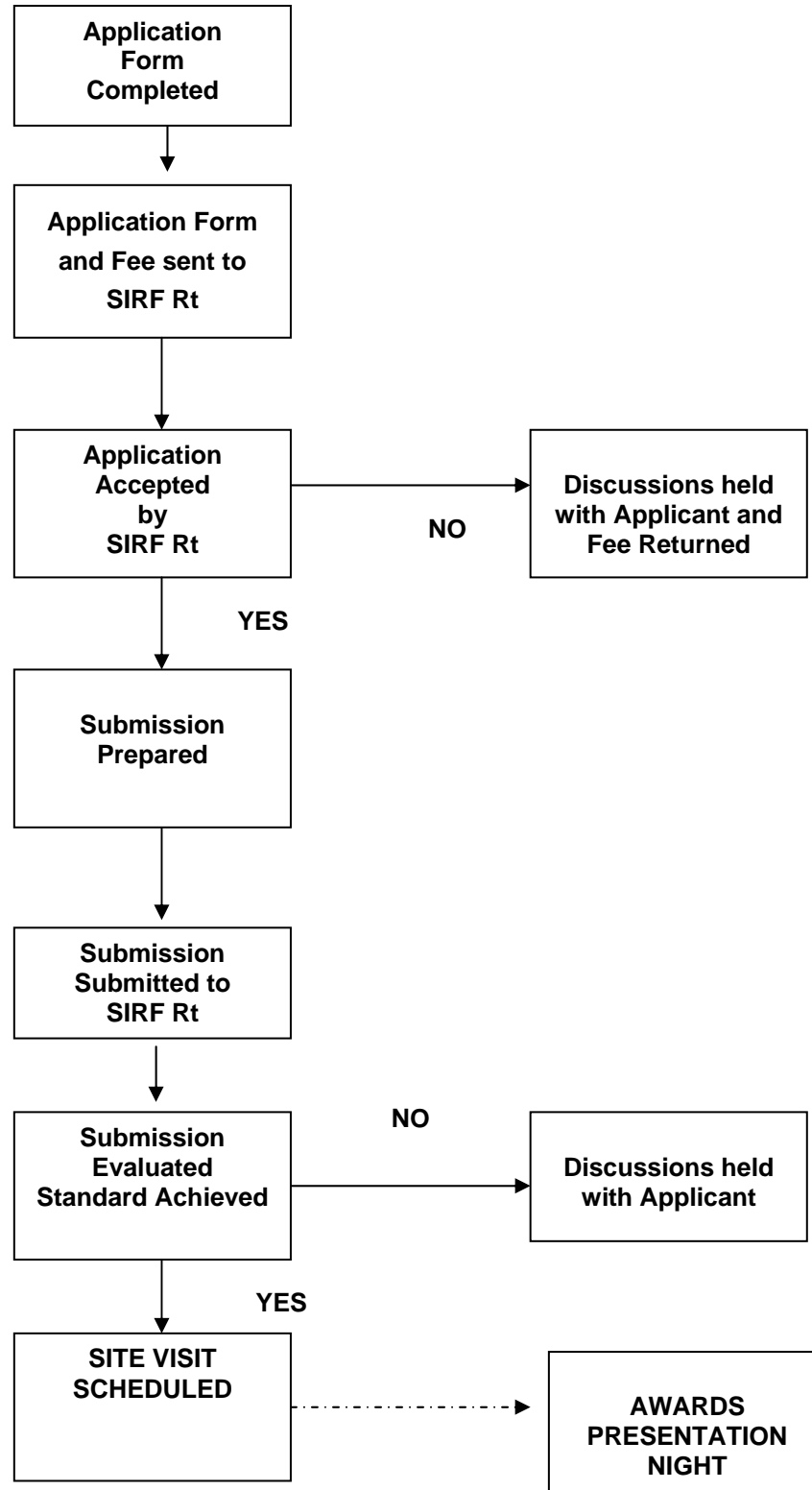
Achiever: Recognition of achievement in pursuit of maintenance excellence.



The Journey to Achieving Maintenance Excellence

THE AWARDS PROCESS

Australasian Maintenance Excellence Awards Process



FEATURES OF A BEST PRACTICE SUBMISSION

An organisation recognised with an Australasian Maintenance Excellence Award will have demonstrated its level of performance in depth and breadth across all categories using the assessment matrix. The three award levels recognise that the path to best practice is a journey and they provide appropriate recognition of the different competencies demonstrated through the journey.

The submission should be a concise description of the way you operate, what is being achieved, through your people and processes and the result you are achieving, particularly your contribution to the business. It is both an introduction and an invitation to the evaluators. It should be easy to read and not clogged-up with jargon or acronyms that only you and your people understand.

The submission should also encapsulate:

- a description of the processes used for each category
- improvement in performance using either graphical or data trend indicators, particularly if this can be demonstrated over a long period of time.

Be mindful when preparing your submission that it is to be a true reflection of your operations and that you are able to verify and substantiate all claims made, if requested, during the site visit. Be mindful also of the approach that evaluators will be using when they assess your submission. The ADRI approach is used and this is summarised in the Assessment Matrix on Page 8.

Best practice is demonstrated in the assessment matrix with scores expected for:

- Approach and Deployment of 8 and above for each category, and for
- Results and Improvement, a score of 7 and above for each category.

For higher levels of recognition an improvement process needs to be in place, practised and clearly linked to results.

The scoring is internal to the evaluation process. It is carried out by the evaluators and provided to the judging panel. It is not included in the feedback report and remains confidential to the evaluation team and the judging panel.

Many organisations have confirmed that the benefit to them in entering the Awards process is not just the opportunity for recognition. Major benefits are also gained from the overall process of self evaluation, preparation of material for the submission and from peer feedback at the site visit of strengths and opportunities for improvement.

THE AWARDS PROCESS & APPLICATION REQUIREMENTS

ELIGIBILITY

The awards are open to all enterprises operating in Australasia.

To be eligible the enterprise must directly exercise the full range of management responsibilities appropriate to its purpose and operations, i.e. administration, production, maintenance, processing (if applicable), supply, etc. Organisations with partial responsibility, for example contract maintenance providers or departments with partial responsibility, are encouraged to participate but should do so in partnership with their principals or other parts of the business so that all seven criteria may be assessed.

All applicants should seek confirmation of their eligibility to enter the award by completing the Application Form located at the back of this booklet and return it to:

SIRF Roundtables

AMEA

GPO Box 407G, Melbourne

VIC 3001.

Fax: 03 9697 1101

COSTS

Applicants for an award pay a fee of \$5,000 (+gst) for Roundtable Members and \$8,300 (+gst) for non-members.

The fee is discounted for Roundtable members in recognition of the fact that Roundtable subscription fees support the development and delivery of the awards.

Travel, accommodation and out-of-pocket expenses, associated with the evaluation team site visit are paid for by the applicant.

SUBSEQUENT APPLICATIONS

The Australasian Maintenance Excellence Awards are presented annually.

Any enterprise achieving an award in one year would not automatically be eligible for an award in a following year. Applications in following years are treated in the same way as new applications..

HOW ENTRIES ARE EVALUATED

ACTION PLAN

- An Award Committee consisting of representatives of the Industrial Maintenance & Manufacturing Excellence Roundtables, manages the AMEA process.
The Awards Secretariat is located at SIRC Roundtables offices,
276 City Rd, Southbank, VIC, 3006
Postal address:
GPO Box 407 Melbourne Vic 3001.
- An appropriate Evaluation Team, including an experienced team leader, is drawn from a panel of trained evaluators.
- Each applicant's detailed submission is examined by the individual members of the Evaluation Team. A report is prepared by each team member.
- The Evaluation Team meet at a consensus meeting and reviews the submission and compiles questions and or specific items of interest in preparation for the site visit.
- The Evaluation Team visits the site. (The purpose of the site visit is described in more detail on page 20 under the heading 'Site Visit by Evaluators'.)
- The Evaluation Team prepares a final report, including recommendations, which is presented at the end of the site visit and the original forwarded to the Judging Panel for consideration.

The Judging Panel meet with the leaders of the Evaluation Teams to review the recommendations resulting from the applicant's site visit and determines Award recipients, if any.

THE EVALUATION TEAM

A detailed evaluation of all entries is made by the Evaluation Teams which report their findings and recommendations to the Judging Panel.

The Evaluation Team comprises experienced managers and maintenance specialists selected for their ability to participate effectively in the evaluation process.

AWARDS WORKING COMMITTEE

The Award Committee is made up of members of the SIRC Roundtables and at times it is supported by an independent senior person from industry. Its role is to define, manage and support the Awards process and ensure that the process is followed.

FEEDBACK

A feedback report will be presented at the end of the site visit.

The report will incorporate the Evaluation Team's assessment of each applicant's performance against the award criteria and will highlight the applicant's strengths and areas of opportunity.

HOW TO APPLY

The following is provided to assist applicants. If further explanation or advice is required please contact the Australasian Maintenance Excellence Award Secretariat:

Ph: (03) 9697 1100

Fax: (03) 9697 1101

It is recommended that applicants:

- Familiarise themselves with the guideline document's content, in particular the IADRI model, evaluation categories and their criteria.

Each item should be addressed with reference to the IADRI model, evaluation categories and their criteria.

THE APPLICATION FORM

To assist in the administration of the Awards process, it is requested that all applicants complete the Application Form located at the back of the booklet and return it to:

AMEA Awards Secretariat

SIRF Roundtables

GPO Box 407G

MELBOURNE VIC 3001

Application forms should be received by the Secretariat no later than **30 June**.

THE WRITTEN SUBMISSION

The awards evaluation process includes both the written submission and a possible site visit. The submission is the vital ingredient in the whole of the awards process. It should endeavour to cover all aspects of the IADRI model as it applies to each of the categories and criteria and indicate achievements, results, as well as performance trend indicators. The quality of the submission will provide an insight into the maturity and progress of the organisation on its journey towards achieving excellence.

- Use a minimum of 11-point type size throughout the document (except in cases such as charts where a smaller size may be

The site visit will be used to question, clarify, verify and provide a better understanding of the content in the written submission. It also provides the opportunity for presentation of the feedback report. The feedback report will be written and in note format provided at the end of the site visit. The submission must be received by the Awards Secretariat no later than **31 July**.

The submission should be concise, but with the clear understanding that *initial evaluation grading is based entirely on the written submission*. Failure to provide sufficient information, or to substantiate improvement claims with supporting data, may mean the application does not proceed to the evaluation stage. In this case the application fee will be refunded.

The submission should:

- Be kept to a maximum of 50 pages, including supporting documentary evidence such as graphs, charts, and policy documents;
- Wherever possible, statements should be supported with quantitative data, in the form of charts, graphs, tables or policy document, ensuring that such data is clearly referenced in the text;
- Wherever possible, individual responses to items should be self-contained, with cross-referencing to other items kept to a minimum except where this is necessary for clarity; and
- Address categories and items in the order shown in the guidelines.

Applicants should respond to the categories to be addressed, but not be limited by the suggestions and examples they contain in formulating a response. Information not directly requested or referred to in the categories should be provided if it is considered that such information would add material value to the response.

Six (6) bound copies of the submission are required and the following format guidelines should be used by all applicants:

SITE VISIT BY EVALUATORS

Applications that proceed to full evaluation will have a site

used as long as it is clearly legible);

- Use a clearly legible type-face, such as Times or Arial style, should be simple with bold and/or italics used for emphasis only; and
- Each page must be A4 in size and clearly numbered.

SPECIAL FACTORS

The evaluation process recognises that there is a wide variety of conditions between operations. Evaluators are therefore required to consider these factors in their assessment of the enterprise's performance against the criteria.

Factors that will be considered are:

- The nature, size, structure and environment within which the applicant operates; and
- The regulatory environment and its impact on the applicant's operation.

Evaluation teams are structured, where possible, to include people possessing some familiarity with the conditions under which the applicant operates. At all times, the need to avoid conflict of interest and respect for confidentiality will be observed.

ACRONYMS, COLLOQUIALISMS AND OTHER JARGON

The applicant should avoid using colloquialisms, acronyms, abbreviations or other such terms to describe activities or approaches, even when the applicant deems they are widely recognised throughout the maintenance industry. When such terms must be used to accurately describe the enterprise activity, it must be defined clearly when first used. Do not assume the evaluators will understand such terms without an explanation as this may jeopardize an accurate assessment of your application.

AWARDS CRITERIA AND APPLICATION GUIDELINES

Additional copies of the 'Awards Criteria and

visit.

Applicants should plan for a site visit. Site visits will be arranged as soon as possible after receipt of the submission. Applicants should be prepared for a site visit of one day by the evaluation team on a mutually agreed day up until **30 September**.

The purpose of the site visit is to:

- Clarify issues raised during the evaluation of the detailed submission and provide the opportunity to update information supplied in the submission, for example safety data or monitoring of any particular health and safety improvement process;
- Verify the major strengths and areas of opportunity for the applicant;
- Confirm that the detailed submission truly reflects the applicant's systems and processes;
- Further investigate issues, strategies and improvements that are difficult to explain (and understand) in the submission document;
- Determine any other relevant information;
- Amend the consensus report that will form the basis of both the report to the judges and the feedback report to the applicant; and
- Make a recommendation to the Awards Panel.

When a site visit is recommended, the applicant will be provided with details on how the visit will be conducted, responsibilities of both the applicant and the evaluation team, preparation necessary for the site visit, and what can be expected during the visit.

CONFIDENTIALITY

Information provided by entrants will be treated as confidential and will not be released without the applicant's

Application Guidelines' are available from:
The Australasian Maintenance Excellence Award
Secretariat
SIRF Roundtables
GPO Box 407G
MELBOURNE VIC 3001
Ph: (03) 9697 1100
Fax: (03) 9697 1101
www.sirfrt.com.au

FINAL JUDGING

Once evaluation is complete, finalists will be advised that they will be receiving recognition at the Awards presentation. An applicant representative will be expected to be available to receive any such recognition at the presentation.

The judges' decision is final and no correspondence will be entered into.

INFORMATION SHARING

It is a requirement of application that the Award winners share their experience in the introduction of organisation-wide maintenance management systems with others.

Opportunities for sharing the applicant's success with other organisations throughout the industry will be discussed with all Award achievers and finalists as soon as possible after the presentation evening.

written approval. Each member of the evaluation panel and the Awards Committee undertakes to observe the commitment to confidentiality, and to declare and avoid any possible conflict of interest. Access to proprietary information will not be required except with the applicant's consent.

APPLICANT FEEDBACK

Although feedback will be specifically requested following the Awards presentation, feedback from applicants is welcome at any time throughout the Awards process. Applicant feedback will be an important factor in determining the benefits of the Award to the industry and in supporting improvements in the standard of health and safety in the industry. To this end, applicants will be encouraged to participate in a review to improve the assessment criteria, guidelines and process.

Feedback may be forwarded to any member of the Awards Committee which is made up of representatives from the IMRt,& MERT Roundtables.

SUBSEQUENT PUBLICITY

It is the intention of the SIRF to seek publicity for the Awards process and for the achievers of the Awards.

Award achievers are entitled to refer to their success in the media and in promotional material or on stationery. We would request that when referring to the Award it is called "The Australasian Maintenance Excellence Award. The award may be used for a period of no more than three years. The year and level of recognition must appear wherever The Australasian Maintenance Excellence Awards is mentioned on publicity material.

Australasian Maintenance Excellence Awards APPLICATION FORM

1.	Full Name of Applicant Organisation: _____
2.	Address: _____ Postcode: _____ _____
3.	Telephone () _____ Facsimile () _____
4.	Chief Executive - Name: _____ (Site Manager) - Title: _____
5.	Awards Contact - Name: _____ - Title: _____ Telephone () _____ Email _____
7.	Number of Employees, including full-time contractors, of applicant at time of application or 1 January _____
8.	Is applicant a subsidiary or division (a) in Australia Yes No or (b) Overseas? Yes No (Please tick appropriate answer)

If answer to item 8a or 8b is no, continue from question 13. If answer to item 8a or 8b is yes, answer all following questions.

9.	Parent company name: _____
10.	Chief Executive - Name: _____ - Title: _____
11.	Parent company address: _____
12.	Telephone: () _____ Facsimile: () _____
13.	Brief description of operation and products produced: _____ _____
14.	Product tonnage/volume/yr 1. _____ 2. _____ 3. _____ 4. _____
15.	Geographic location of enterprise and how best accessed if accorded a site visit by evaluators: _____ _____

The Australasian Maintenance Excellence Awards Secretariat, SIRF Roundtables, GPO Box 407G, Melbourne VIC 3001. Telephone: (03) 9687 1100 Facsimile: (03) 9687 1101 email: david@sifrt.com.au

Authorisation

- 1. We hereby give approval for extracts of our detailed submission to be used for publicity purposes should our organisation be selected as a finalist in the Awards process.

- 4. We hereby agree that should we achieve an Award, we will be prepared, in conjunction with the SIRF Excellence Award Committee, to promote public awareness and understanding of the benefits of the Excellence Award approach to management. Such promotion may be in any way that may be agreed between the Australasian Maintenance Excellence Award working party and ourselves. We agree that such sharing will include, as a minimum, participation in Award achiever case study seminars; participation in study tours; and preparation of a written case study for distribution by the Australasian Maintenance Excellence Award working party.

Signature of authorised official:

Date:

Name:

Title:

Name and address to be used in media releases or on an achievement Award, if different to above: _____

Telephone:() _____ email _____

Comment

Please note below any concerns that you have with the above declaration, or any specific constraints that you wish to discuss with the Australasian Maintenance Excellence Award Committee before submitting your detailed submission.

APPENDIX

SUBMISSION PROFORMA

The following submission proforma is included to help those candidates who may be having difficulty with the preparation of their AMEA submission.

It is not essential that the submission follow the proforma.

*The Australasian Maintenance Excellence Awards,
Submission by XYZ Manufacturing Co.*

Name and Location of Enterprise

Purpose of Enterprise

Why are you aspiring to achieve an Australasian Maintenance Excellence Award?

People involved in making the submission are...

THE SUBMISSION

1. LEADERSHIP

- *1.1 Policy and direction. (Refer to page 10 of this booklet for expansion of this topic)*

Provide a brief description here
Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

- *1.2 Culture ? (Refer to page 10 of this booklet for expansion of this topic)*

Provide a brief description here
Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

- *1.3 Resources. (Refer to page 10 of this booklet for expansion of this topic)*

Provide a brief description here
Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

2. PEOPLE

- *2.1 Definition of roles and responsibilities. (Refer to page 10 for expansion of this topic)*

Provide a brief description here
Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

- *2.2 Maintenance performance goals. (Refer to page 10 for expansion of this topic)*

Provide a brief description here

Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

- *2.3 Recognition. (Refer to page 10 for expansion of this topic)*

Provide a brief description here

Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

- *2.4 Training and development. (Refer to page 10 for expansion of this topic)*

Provide a brief description here

Key items of supporting documentation may be attached as an appendix.

Present this topic in terms of the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment”

And so on for;

- 3. PLANNING & SCHEDULING**
- 4. MAINTENANCE PROCESSES AND PRACTICES**
- 5. RELIABILITY IMPROVEMENT**
- 6. RESOURCE MANAGEMENT**
- 7. BUSINESS PERFORMANCE**

Use the concepts listed under these seven headings on pages 10 to 13 of this booklet to show how the “Approach”, “Deployment of the Approach”, “Results of the Approach and its Deployment” and “Improvement of the Approach and its Deployment” are used at your site.

Consider the above an example that can be used in the compilation of your submission material. You should not feel constrained to only use these points. Modulate the size of the “answer boxes” above, to limit the sizes of the “Brief Descriptions” (in proportion to estimated weighting of issues (from 110 to 180 points per category) as listed on page 7). Remember that the document will be read by a team of assessors, and therefore should be easy to read and understand.