

MAINTENANCE PROBLEM ANALYSIS

Problems	Possible Reasons for Problem
Staffing:	
Low productivity/morale of maintenance staff	Inadequate/poor supervision Inadequate staff skills to perform work Lack of ongoing training program for staff to develop or maintain skills Ineffective deployment of staff Wage rates not current or posted
Inadequate skills	Lack of or inadequate training programs Inadequate performance appraisal system Poorly defined or inadequate hiring criteria Discrepancies between job descriptions and actual work performed
Lack of or inadequate maintenance training or advancement programs	Lack of funds to set up program or send staff to training Other duties take precedence over developing training programs Existing staff lack training skills PHA does not perceive a need for a training or advancement program
Work Orders:	
Excessive backlog of work orders	Inadequate number of staff or staff skills Lack of or inadequate preventive maintenance program Inadequate work order monitoring system/supervision Low priority of routine service requests Lack of materials and supplies Tenant abuse
Inadequate maintenance work order system	Procedures unclear and/or inefficient Undefined staff responsibility for processing

APPENDIX 8

Problems

Possible Reasons for Problem

Lack of procedures for monitoring
completed work

General:

Inadequate municipal
services

Lack of coordination between
city and PHA
Lack of city resources
Lack of city commitment

Vacant Units:

Vacant unit preparation
time excessive

Unclear procedures
Lack of standards
Lack of materials and supplies
Lack of management commitment
Tenant/outsider abuses

Inadequate security of
vacant units

Unclear procedures
Lack of standards
Lack of materials and supplies
Lack of management commitment
Tenant/outsider abuses

Inspections:

Lack of or inadequate
preventive maintenance
(PM) program

Inadequate number of staff or
staff skills
Undefined/unclear procedures
Inadequate or lack of reporting
and monitoring system
Lack of management commitment
Lack of tenant training or
cooperation

Inadequate or questionable
number of scheduled unit
inspections

Inadequate staffing
Inadequate proof of inspections
or inspection forms
unavailable
Lack of management commitment;
low priority

Contract Maintenance:

Inadequate supervision of
contractors

Responsibilities of staff
unclear/undefined
Inadequate staffing to monitor
contractors

APPENDIX 8

Problems	Possible Reasons for Problem
	Lack of coordination among contractors, maintenance divisions and project managers
Inappropriate use of contracting	Inadequate evaluation of in-house resources Inappropriate use of single vs. multiple contracts
Poor quality of accepted contract work	Maintenance staff not involved in development or review of specifications Restrictive specifications Unclear or no performance indicators in contract Unclear procedures for processing modifications (change orders) No evaluation of contractors which do not perform well or timely
Homeownership:	
Maintenance being performed by PHA that should be performed by homebuyer	Homebuyer not performing in accordance with agreement Lack of or inadequate training of homebuyer Homebuyer lacks skills to perform tasks; lack of or inadequate training program Homebuyer lacks understanding of responsibilities Homebuyer not being charged for maintenance performed by PHA Inspections not being monitored Inadequate repairs Insufficient program knowledge of PHA staff regarding responsibilities of homebuyers
Excess backlog of major repair work items	Inadequate staffing Lack of or inadequate preventive maintenance program Inadequate work order monitoring system Inadequate staff skills to perform repairs

Problems

Possible Reasons for Problem

Procurement and Inventory:

	Non-routine maintenance reserves untapped Inadequate homebuyer skills
Annual inventory not taken	Lack of or inadequate inventory control system Staff responsibilities unclear Poor recordkeeping prohibits taking inventory Inadequate number of staff to take inventory
Problem with high or increasing theft of items/supplies	Storage areas not adequately secured Inadequate recordkeeping Inadequate supervision Lack of staff accountability for equipment and supplies
Pattern of too few bidders on contracts	Inadequate competitive practice, e.g., solicitation availability not publicly announced; no or inadequate source list; not enough time provided to prepare bids; inadequate/restrictive specifications, etc. Poor record of timely payment to vendors by PHA
Excessive delays in receiving needed equipment, materials and supplies, and poor availability of items	Inadequacies of the procurement system Inadequate vendor monitoring Hoarding of items by certain staff Understocking of frequently requested items Equipment is obsolete and parts are not available
Unclear or obsolete bid documents or specifications	Maintenance staff not involved in development or review of specifications Poor recordkeeping
Excessive repair/replacement of relatively new items	Inadequate inspection before end of warranty period Poor quality of materials

Problems

Possible Reasons for Problem

Tenant abuse
Faulty installation

Problems of over and/or understocking, including excessive use of petty cash for small purchase orders

Usage data unknown so ordering of items done on a haphazard basis
Inadequate inventory records resulting in lack of information on number and type of items on hand
Lack of staff training
Inadequate supervision and monitoring

Modernization:

Excessive unobligated funds

Inadequate monitoring of contractor
Poorly developed specifications

Nondiscrimination:

Differential levels of services, charges or facilities based on race, color or national origin

Title VI non-compliance
Inadequate staffing s
Lack of standards