

MAINTENANCE PROBLEM ANALYSIS

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

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

| 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: | 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 staffings
Lack of standards