BLACKBIRD FOR TRAINING

Maintenance Auditing and Continuous Improvement

6 – 10 September 2027
Rome (Italy)



Maintenance Auditing and Continuous Improvement

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Course Introduction

Maintenance performance has a direct effect on asset reliability, operational continuity, safety, product quality, energy efficiency, and lifecycle cost. When maintenance systems are poorly controlled, organizations may experience repeated equipment failures, growing backlogs, excessive emergency work, weak spare-parts planning, inconsistent procedures, and limited visibility into the real causes of downtime. These problems reduce productivity and make it difficult for management to determine whether maintenance resources are being used effectively.

Maintenance auditing provides a structured method for assessing how well maintenance processes, systems, people, and controls support organizational objectives. A professional audit does more than check compliance with procedures. It evaluates whether maintenance strategies are appropriate, work-management practices are disciplined, data is reliable, performance measures are meaningful, and improvement actions are producing sustainable results.

The Maintenance Auditing and Continuous Improvement course equips participants with practical tools for evaluating maintenance effectiveness and converting audit findings into measurable improvement initiatives. It covers audit planning, evidence collection, maintenance-process assessment, performance analysis, root-cause investigation, reporting, corrective action, and follow-up. Participants learn how to assess the maturity of preventive, predictive, corrective, and reliability-based maintenance practices.

The course addresses common challenges such as weak planning and scheduling, poor work-order quality, inaccurate asset records, ineffective preventive-maintenance programs, excessive reactive work, uncontrolled contractor performance, and limited coordination between maintenance, operations, engineering, procurement, and stores. It also examines how maintenance audits can identify gaps in governance, competence, safety, documentation, cost control, and spare-parts management.

Particular attention is given to the use of maintenance performance indicators. Participants explore measures related to asset availability, schedule compliance, planned work, emergency maintenance, backlog, mean time between failures, mean time to repair, maintenance cost, and overall equipment effectiveness. They learn how to interpret these indicators, identify misleading conclusions, and connect performance data with operational priorities and business outcomes.

Continuous improvement forms the second major component of the course. Participants learn how to prioritize findings, analyze underlying causes, develop corrective and preventive actions, assign responsibilities, define target dates, and monitor benefits. They also examine improvement methods based on the plan-do-check-act cycle, reliability principles, waste elimination, process standardization, and lessons learned.



The course is relevant to maintenance managers, reliability engineers, maintenance planners, supervisors, asset managers, internal auditors, operations managers, engineers, quality professionals, safety personnel, and employees responsible for maintenance governance in manufacturing, oil and gas, energy, utilities, transportation, infrastructure, mining, healthcare, facilities, and government organizations. By the end of the program, participants will be able to perform structured maintenance audits and develop realistic improvement plans that strengthen reliability, cost control, and operational performance.

Course Objectives

By the end of this course, participants will be able to:

- Explain the purpose and scope of maintenance auditing.
- Link maintenance performance with organizational and operational objectives.
- Define audit criteria, objectives, scope, and responsibilities.
- Develop a structured maintenance audit plan and checklist.
- Collect and evaluate objective audit evidence.
- Assess maintenance governance, policies, and accountability.
- Evaluate work identification, planning, scheduling, execution, and closure.
- Review preventive, predictive, and corrective maintenance practices.
- Analyze maintenance performance indicators and trends.
- Assess the quality of asset, work-order, failure, and cost data.
- Identify weaknesses in spare-parts and contractor management.
- Apply root-cause analysis to maintenance audit findings.
- Prioritize findings according to risk, impact, and urgency.
- Develop corrective and preventive improvement actions.
- Monitor action implementation and verify improvement results.
- Prepare a maintenance continuous-improvement roadmap.

Course Modules

Day 1: Maintenance Auditing Foundations

- Purpose and value of maintenance audits.
- Maintenance objectives and business alignment.
- Types of maintenance audits.
- Audit principles and professional conduct.
- Audit scope and criteria.
- Maintenance policies and governance.
- Roles, responsibilities, and accountability.
- Maintenance maturity concepts.
- Risk-based audit planning.
- Audit team preparation.
- Audit checklists and working papers.
- Opening meetings and communication protocols.



Day 2: Maintenance Process and Work Management Assessment

- Work identification and request control.
- Work-order creation and classification.
- Job planning quality.
- Labour and resource estimation.
- Materials and spare-parts preparation.
- Weekly and daily scheduling.
- Schedule compliance.
- Planned and unplanned maintenance balance.
- Work execution and supervision.
- Work-order completion and closure.
- Maintenance backlog assessment.
- Coordination between maintenance and operations.

Day 3: Maintenance Strategy, Reliability, and Support Systems

- Asset criticality assessment.
- Preventive-maintenance program review.
- Predictive and condition-based maintenance.
- Corrective maintenance effectiveness.
- Failure history and repeat failures.
- Reliability-centered maintenance principles.
- Maintenance task optimization.
- Shutdown and turnaround practices.
- Spare-parts and inventory management.
- Contractor and service-provider performance.
- Technical documentation and procedures.
- Computerized maintenance management system effectiveness.

Day 4: Performance Measurement and Audit Analysis

- Maintenance performance measurement framework.
- Asset availability and reliability.
- Mean time between failures.
- Mean time to repair.
- Planned maintenance percentage.
- Emergency and reactive work levels.
- Backlog size and age.
- Schedule and completion compliance.
- Maintenance cost analysis.
- Overall equipment effectiveness.
- Data accuracy and reporting quality.
- Audit finding classification and risk rating.



Day 5: Continuous Improvement and Practical Application

- Root-cause analysis of audit findings.
- Five-why analysis.
- Cause-and-effect analysis.
- Corrective and preventive actions.
- Action prioritization.
- Responsibility and target-date assignment.
- Plan-do-check-act improvement cycle.
- Maintenance process standardization.
- Benefits and improvement measurement.
- Audit follow-up and closure.
- Practical maintenance audit case study.
- Continuous-improvement roadmap development.

Why Should You Attend This Course?

- Evaluate maintenance performance through a structured audit approach.
- Identify weaknesses that contribute to failures and operational delays.
- Improve maintenance planning, scheduling, and work execution.
- Strengthen preventive and predictive maintenance practices.
- Increase the accuracy and usefulness of maintenance data.
- Use performance indicators to support better decisions.
- Reduce emergency work, backlog, and repeated equipment failures.
- Improve spare-parts, contractor, and resource management.
- Convert audit findings into practical corrective actions.
- Strengthen cooperation between maintenance and operations.
- Verify whether improvement initiatives deliver measurable results.
- Develop a sustainable roadmap for maintenance excellence.

Course Conclusion

Maintenance auditing is an essential tool for understanding whether maintenance systems are delivering the reliability, safety, cost, and operational results expected by the organization. It provides management with evidence about process effectiveness, control weaknesses, resource use, and improvement priorities.

This course gives participants a practical framework for planning and conducting maintenance audits, assessing maintenance processes, analyzing performance data, and reporting findings clearly. It also strengthens their ability to distinguish isolated symptoms from systemic weaknesses that require coordinated action.

Participants can apply the course outcomes by reviewing maintenance governance, work-management practices, preventive-maintenance programs, performance indicators, spare-parts controls, and data quality. They will be able to develop corrective actions with clear ownership, priorities, target dates, and measurable outcomes.



Over the long term, a disciplined maintenance auditing and continuous-improvement process helps organizations reduce downtime, improve asset reliability, control costs, and strengthen operational resilience. It also creates a culture in which maintenance performance is reviewed objectively, improved systematically, and aligned with the wider goals of the organization.

