

ENGINEERING DEPARTMENT SURVEY & OPERATIONAL EFFICIENCY AUDIT

Management Report Mock-Up

Property	Harbor Point Hotel & Residences
Property Profile	Full-Service Hotel 340 Guest Rooms 11 Engineering Team Members
Assessment Period	August 2026
Overall Efficiency Score	66% - NEEDS STRUCTURED IMPROVEMENT

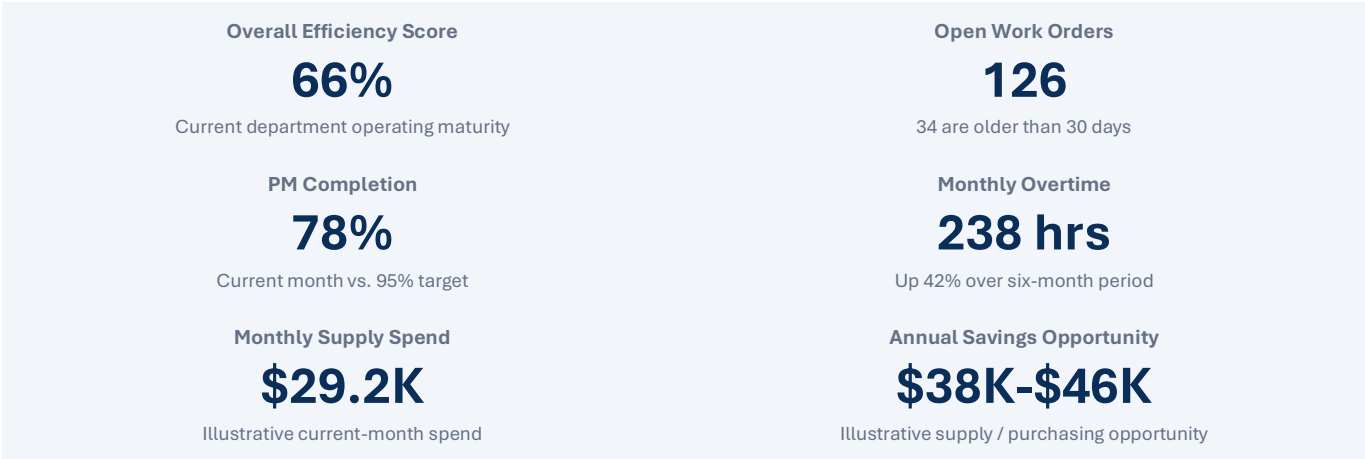
IMPORTANT - SAMPLE REPORT

All property names, employee counts, operating statistics, scores, financial amounts and findings in this document are illustrative mock data created to demonstrate the format of a TSFE client deliverable. Actual reports are customized from onsite observations and client-provided records.

Measure performance. Identify gaps. Build a stronger engineering operation.

Executive Management Dashboard

Illustrative snapshot of department performance and immediate management priorities



EXECUTIVE SUMMARY

The department is functional and responsive to urgent guest and building needs, but it is operating too reactively. The strongest areas are basic safety practices, technical capability and leadership accessibility. The largest productivity gaps are work-order backlog control, preventive-maintenance completion, KPI reporting, overtime management and consistent documentation.

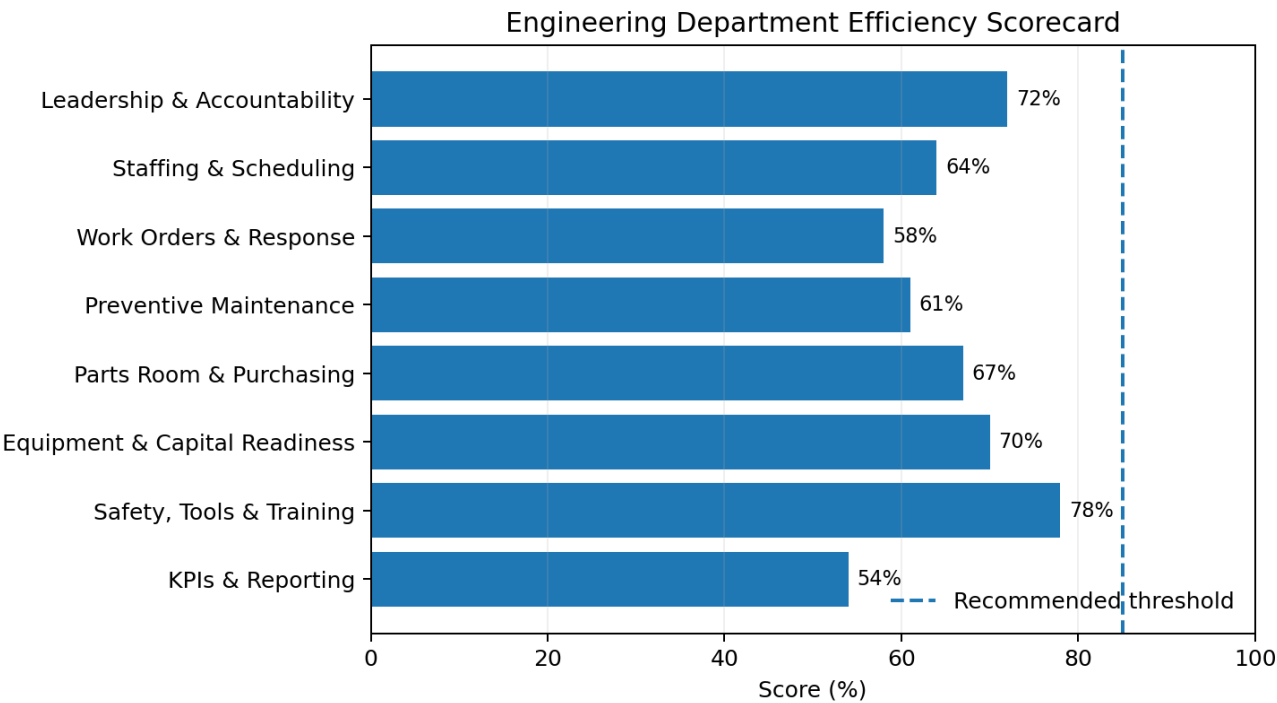
Management priority: Move the department from reactive task response to a measured operating rhythm built around daily priorities, backlog control, PM completion, staffing coverage and transparent management reporting.

Top 5 Immediate Priorities

- 1) Triage and close aging work orders; 2) reset PM schedules around critical assets; 3) establish daily shift-handoff and morning priority huddles; 4) implement a weekly KPI dashboard; 5) control overtime and emergency purchasing through approval thresholds.

Department Efficiency Scorecard

Eight operating categories scored on a 100-point management scale



Assessment Category	Score	Management Rating
Leadership & Accountability	72%	Fair
Staffing & Scheduling	64%	Needs Improvement
Work Orders & Response	58%	Critical
Preventive Maintenance	61%	Needs Improvement
Parts Room & Purchasing	67%	Needs Improvement
Equipment & Capital Readiness	70%	Fair
Safety, Tools & Training	78%	Fair
KPIs & Reporting	54%	Critical

Interpretation

The illustrative overall score is 66%. The department has workable foundations, but consistent processes and management controls are not yet strong enough to sustain high productivity without excessive reactive work.

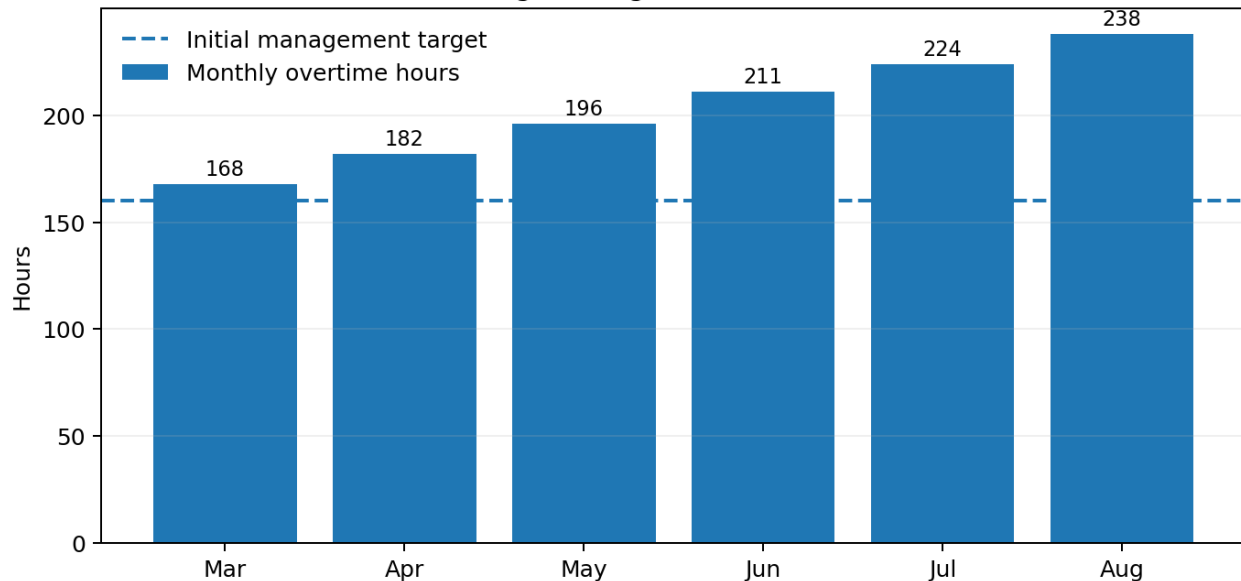
Staffing, Scheduling & Department Organization

Coverage, workload distribution, skill mix and overtime

ILLUSTRATIVE STAFFING REVIEW

Role / Coverage	Current	Suggested	Status	Observation
Director / Chief Engineer	1	1	Adequate	Leadership time is being consumed by daily reactive issues
Assistant / Supervisor	1	2	Gap	Limited evening / weekend supervisory coverage
Day Shift Technicians	5	6	Gap	Work-order and PM demand exceeds available productive hours
Evening Technicians	3	4	Gap	High guest-call volume increases carryover
Overnight Technician	1	1	Adequate	Coverage appropriate for current operating model

Engineering Overtime Trend



KEY FINDINGS

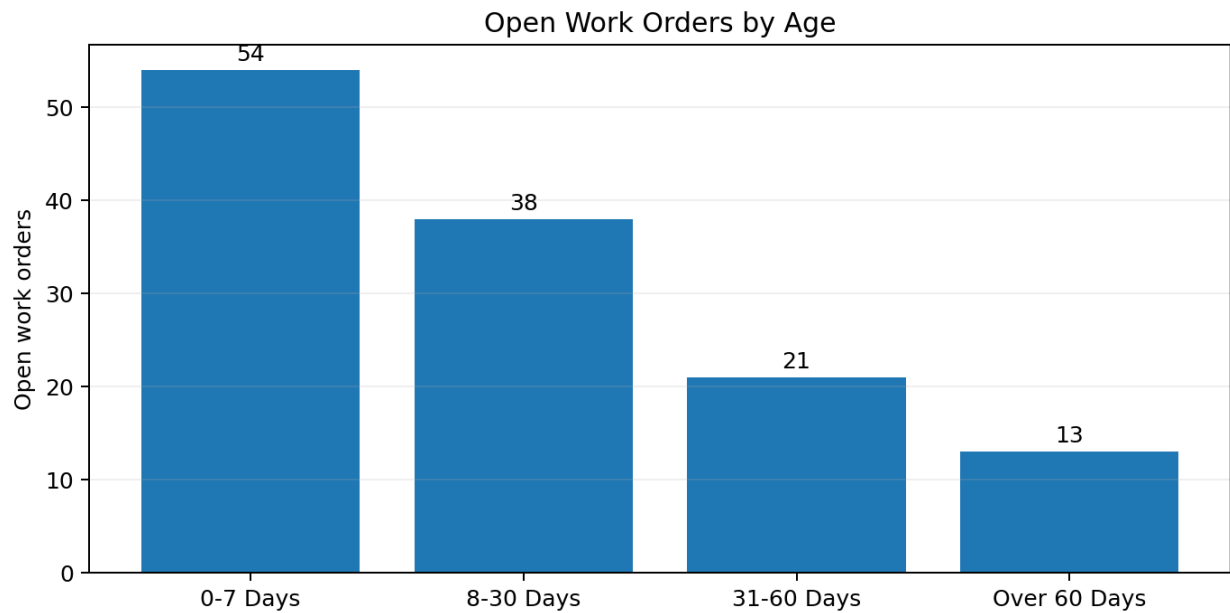
- Overtime increased for six consecutive months, suggesting that the current staffing/scheduling model is absorbing backlog and vacancy pressure rather than eliminating it.
- Daily assignments are not consistently balanced between work orders, PMs and project work.
- Shift handoff is primarily verbal; unresolved items are not always documented with an owner and due date.
- Cross-training is informal, creating dependency on a small number of technicians for certain equipment and systems.

Management Recommendation

Rebuild the weekly schedule around demand by daypart, designate daily PM capacity, create a documented shift-handoff process, and publish an approved overtime trigger/authorization process.

Work-Order Productivity & Response

Backlog, aging, repeat repairs and completion documentation



KPI	Current Mock Baseline	Illustrative Target
Total open work orders	126	Reduce to <80 within 60 days
Open >30 days	34	Reduce by 50% within 30 days; <10 by day 90
Repeat work orders	16%	<8%
Average response time	28 min	<20 min for guest/resident calls
Average completion time	5.2 hrs	<3.5 hrs for standard requests
Completion notes with useful detail	61%	>95%

OBSERVED PROCESS GAPS

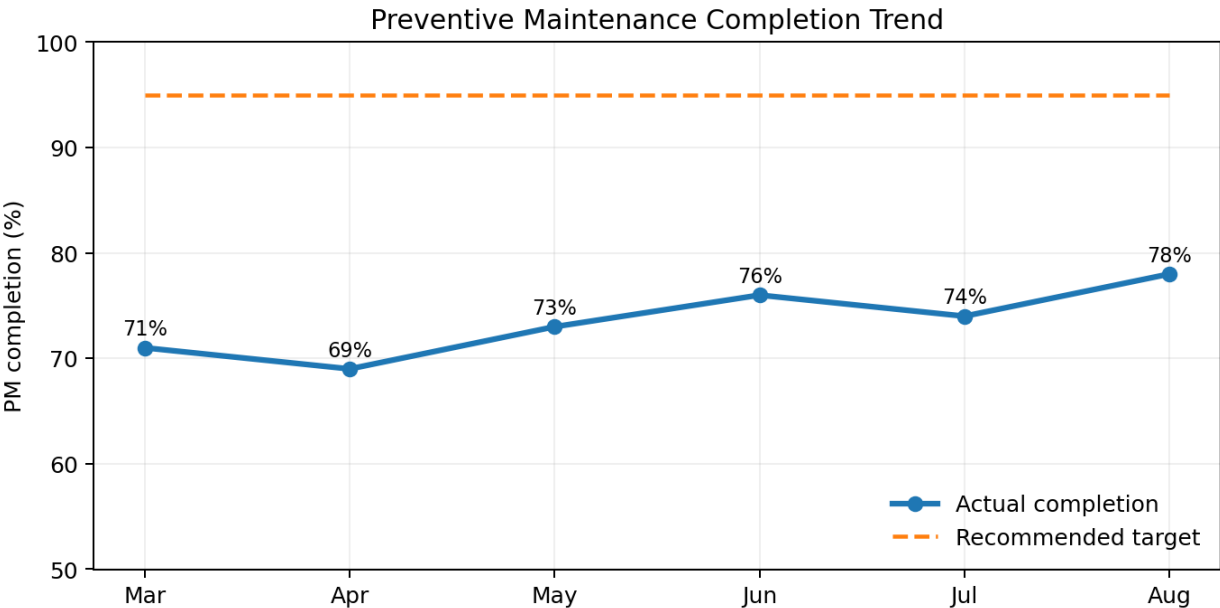
- Priority definitions are not consistently applied; urgent and routine work may compete in the same queue.
- Aging work orders are reviewed inconsistently and can remain open without a documented next action.
- Repeat repairs are not automatically escalated for root-cause review.
- Completion notes frequently describe the symptom but not the cause, corrective action or parts used.

Recommended Control

Establish a daily backlog review, separate work-order priority levels, require aging-item ownership, and create a weekly repeat-repair report for management review.

Preventive Maintenance Program

Completion performance, critical-asset coverage and deficiency follow-up



PM Measure	Current Mock Baseline	Illustrative Target
Current-month PM completion	78%	95%+
Critical assets with complete PM instructions	76%	100%
Missed PMs formally rescheduled	58%	100%
PM deficiencies converted to work orders	72%	95%+
Assets with current model/serial data	62%	95%+
Guest-room PM cycle current	69%	90%+

PRIORITY PM FINDINGS

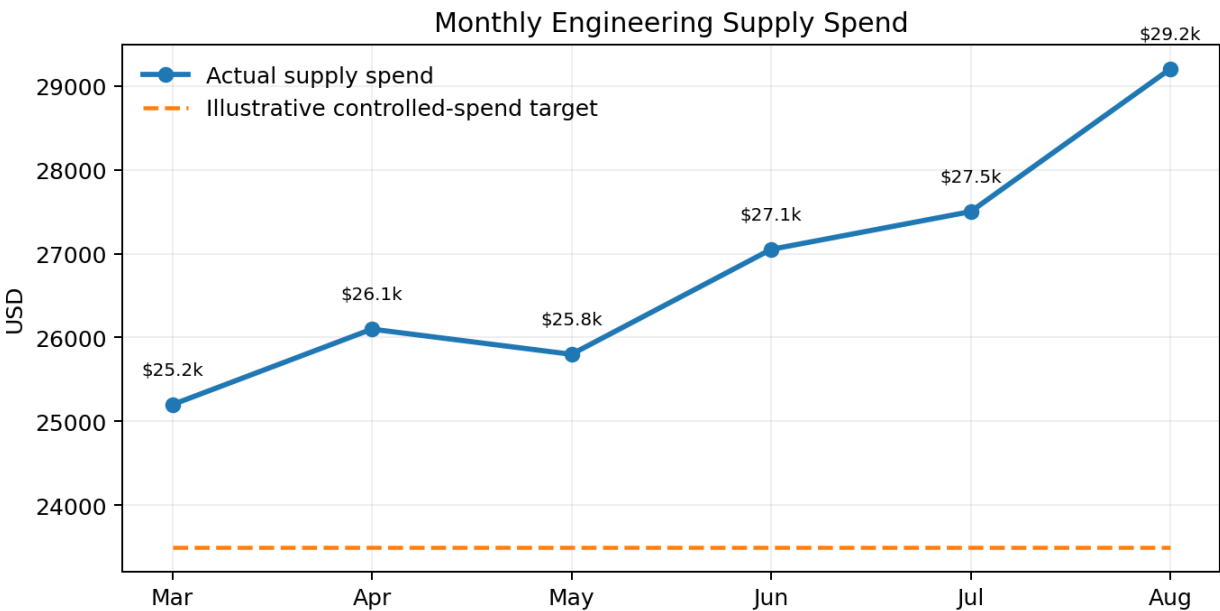
- PM completion has improved but remains below a sustainable target for a full-service property.
- Critical mechanical equipment is not uniformly prioritized when staffing is constrained.
- Some PM checklists are generic and do not capture equipment-specific inspection points.
- Deficiencies discovered during PM are not always converted into traceable corrective work orders.

30-Day PM Reset

Identify critical assets, validate PM frequencies, assign protected PM labor hours each day, clear missed PMs by priority, and report completion percentage weekly to property leadership.

Parts Room, Purchasing & Supply Cost Control

Inventory organization, purchasing discipline and potential savings



Cost / Inventory Measure	Mock Finding	Recommended Management Action
Estimated engineering inventory value	\$92,000	Physical inventory validation recommended
Estimated excess / obsolete stock	\$18,000	Segregate and disposition
Average monthly supply spend	\$26,800	Establish category budgets / approved products
Emergency / unplanned purchases	\$7,400/mo	Reduce through par levels and planned sourcing
Potential annual supply savings	\$38K-\$46K	Illustrative 12-14% opportunity

OBSERVED OPPORTUNITIES

- Multiple versions of similar products increase inventory complexity and reduce purchasing leverage.
- Par levels and reorder points are not consistently documented for high-usage items.
- High-value parts are not always controlled through sign-out or usage tracking.
- Emergency online purchasing is common and can bypass preferred-vendor pricing.

Savings Strategy

Standardize frequently used products, establish approved vendors and reorder points, reconcile obsolete stock, and review monthly spend by category. Any savings figure in an actual report would be based on the property's purchasing history and current vendor pricing.

Safety, Tools, Training & Standards

Operational readiness and employee development

Category	Mock Score	Rating	Action
PPE availability / use	90%	Good	Maintain spot checks
Lockout / tagout documentation	65%	Needs Improvement	Refresh training and documented procedures
SDS / chemical documentation	82%	Good	Close missing-document gaps
Tool control / inspection	75%	Fair	Implement quarterly tool audit
New-hire department orientation	70%	Fair	Standardize onboarding checklist
Property-specific technical training	60%	Needs Improvement	Create annual training matrix
Cross-training coverage	55%	Critical	Assign backups for key systems

MANAGEMENT FINDINGS

- Team members demonstrate practical maintenance experience, but training records are fragmented.
- A formal skill matrix is not maintained, making it difficult to identify single-point technical dependencies.
- Supervisor expectations for inspection quality and documentation are not consistently standardized.

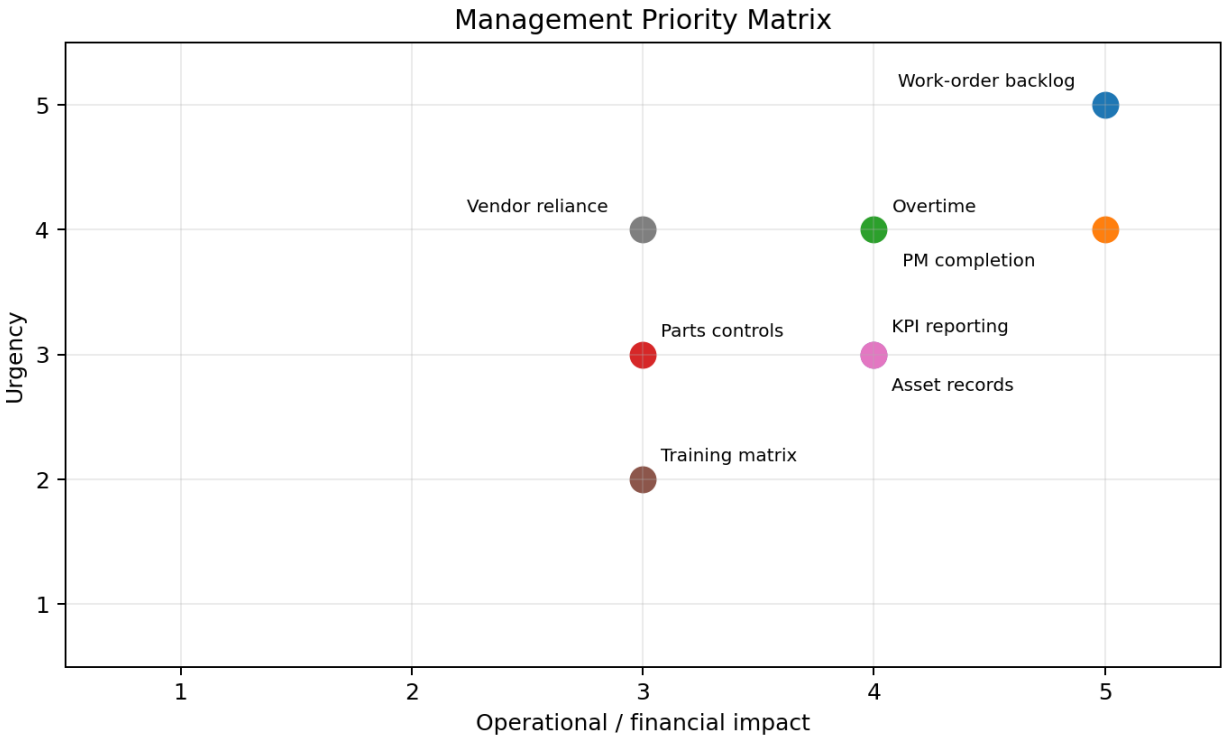
Recommended Standard

Create a role-based training matrix covering safety, equipment systems, guest/resident interaction, work-order documentation, emergency response and property-specific operating standards.

Equipment Condition & Capital Readiness

Operational observations that should feed the property capital plan

Capital Readiness Measure	Mock Finding	Management Direction
Critical equipment assets reviewed	44	Operational sample
Assets with complete model / serial / install data	62%	Improve asset records
High-risk replacement concerns (0-24 months)	3	Obtain contractor / licensed-professional evaluations
Moderate replacement concerns (2-5 years)	8	Include in rolling CAPEX plan
Recurring-failure assets flagged	7	Repair-vs-replace review



ILLUSTRATIVE CAPITAL CONCERNS

Asset	Description	Age	Condition	Priority	Next Step
AHU-03	Guest Tower AHU	18 yrs	Poor	High	Plan evaluation / replacement budget
PMP-07	Domestic Water Booster Pump	13 yrs	Fair	High	Review recurring seal/motor repairs
EF-12	Garage Exhaust Fan	16 yrs	Poor	High	Obtain replacement pricing
BMS-01	Building Controls Front End	11 yrs	Fair	Medium	Develop modernization scope

Important Scope Note

TSFE audit capital observations are for operational planning. Formal engineering evaluations, reserve studies, structural assessments, code certifications and stamped design work must be performed by the appropriately licensed professional when required.

Recommended Engineering KPI Dashboard

A simple management scorecard to sustain improvement after the audit

KPI	Current	30-Day	90-Day	Reporting
PM completion	78%	90%	95%+	Weekly
Open work orders >30 days	34	17	<10	Weekly
Repeat work orders	16%	12%	<8%	Monthly
Average completion time	5.2 hrs	4.2 hrs	<3.5 hrs	Weekly
Engineering overtime	238 hrs/mo	190 hrs/mo	<160 hrs/mo	Monthly
Supply spend	\$26.8K avg	\$25K	\$23.5K-\$24.5K	Monthly
Guest engineering complaints	44/mo	35/mo	<28/mo	Monthly
PM deficiency follow-up	72%	90%	95%+	Weekly

SUGGESTED MANAGEMENT REPORTING RHYTHM

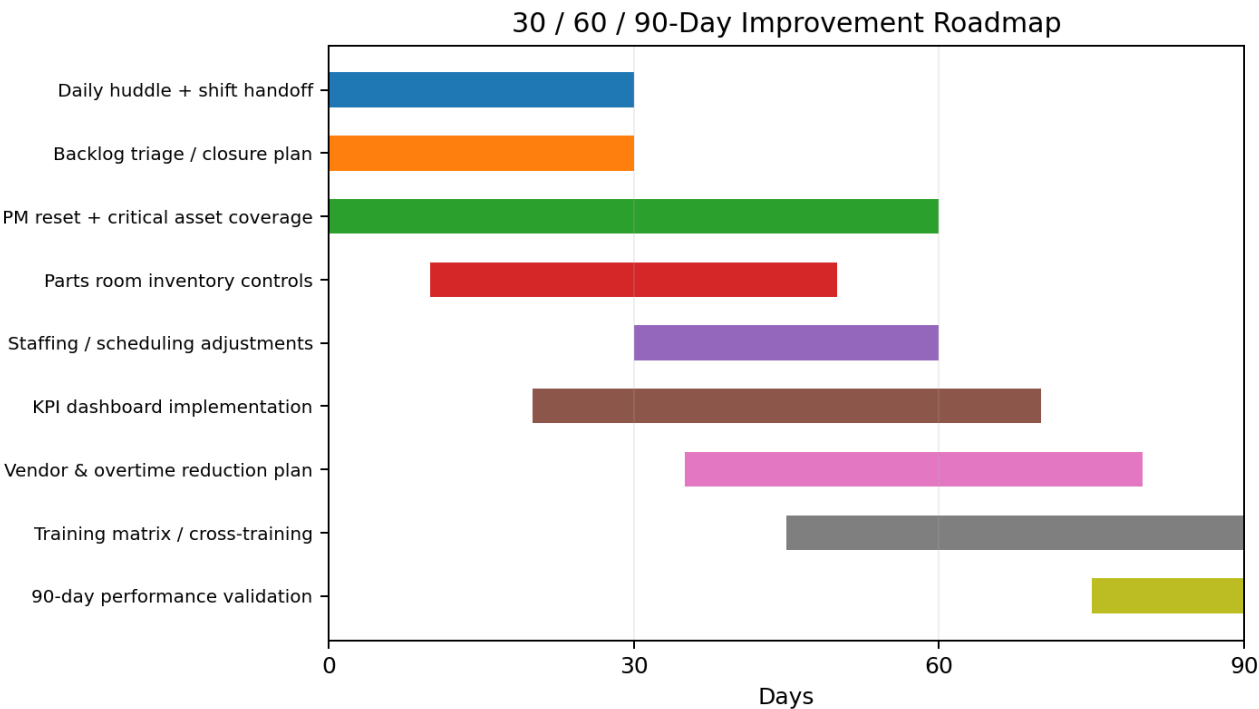
- Daily: open priority work orders, out-of-service rooms/areas, critical equipment issues and staffing coverage.
- Weekly: PM completion, backlog aging, repeat repairs, overtime hours and major vendor activity.
- Monthly: department scorecard, supply/vendor spend, asset failures, training progress and capital risks.

Management Principle

The goal of the KPI dashboard is not to create more paperwork. It is to give management a short, repeatable view of whether department performance is improving and where intervention is required.

30 / 60 / 90-Day Engineering Improvement Plan

Prioritized implementation roadmap based on the mock findings



Period	Objective	Required Management Outcomes
0-30 Days	Stabilize	Daily huddle; backlog triage; PM reset; shift handoff; parts-room count; launch KPI dashboard
31-60 Days	Control	Adjust staffing coverage; cut >30-day backlog by 50%; vendor review; training matrix; reduce overtime
61-90 Days	Sustain	Reach 95% PM completion; <10 aged work orders; standard monthly scorecard; validate savings and staffing results

ILLUSTRATIVE SUCCESS MEASURES BY DAY 90

- PM completion consistently at or above 95%.
- Open work orders older than 30 days reduced from 34 to fewer than 10.
- Overtime reduced by at least 20% without reducing emergency coverage.
- Repeat work orders reduced below 8%.
- Monthly supply spend reduced by approximately 8-12% through standardization and purchasing controls.
- Management receives a concise engineering KPI dashboard every month.

Management Decisions & Follow-Up Tracker

Example closeout page used to turn findings into accountable action

Management Decision	Owner	Status	Target
Approve 90-day improvement plan	General Manager	Open	Within 5 business days
Confirm staffing / supervisor coverage adjustments	GM + HR + Engineering	Open	30 days
Authorize backlog recovery schedule	Director of Engineering	Open	Immediately
Approve PM critical-asset reset	Director of Engineering	Open	14 days
Approve parts-room inventory / product standardization	Finance + Engineering	Open	30 days
Establish monthly engineering KPI review	GM + Engineering	Open	Next monthly meeting
Obtain contractor evaluations for high-risk assets	Engineering + Ownership	Open	60 days

CONSULTANT CLOSEOUT SUMMARY

This mock report demonstrates how TSFE can convert onsite observations, operating records and management interviews into a structured assessment with measurable priorities. The actual final report would reflect the property's real staffing, work-order system, PM data, equipment condition, purchasing history and operating expectations.

Recommended Next Step

Following delivery of the audit, TSFE can support a 30-day implementation period focused on KPI setup, backlog control, PM execution, leadership routines and management follow-through. Scope and pricing would be established separately.

REPORT DELIVERABLES INCLUDED IN A FULL AUDIT

1

Executive Summary

Management-level condition and priorities

2

Efficiency Scorecard

Scored operational categories

3

Work-Order Analysis

Backlog, aging, repeat repairs

4

PM Program Review

Completion, coverage, follow-up

5

Cost & Inventory Review

Supply / parts opportunities

6

30/60/90 Plan

Prioritized improvement roadmap