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# ELEVEN

## MAJOR LOSSES

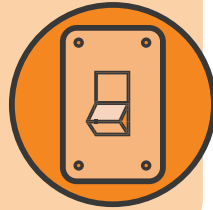
### TO TRACK IN TPM

Total Productive Maintenance (TPM) activities should focus on results. There are Eleven Major Losses which must be measured in TPM. These losses are used to measure the effectiveness of TPM or your Lean Maintenance Initiative. The first focus of TPM should be on major equipment effectiveness losses because this is where the largest gains can be realized in the shortest time.

**These major areas of loss fall within four broad categories:**

#### Planned-shutdown LOSSES

- 1 No production, breaks, and/or shift changes
- 2 Planned maintenance



#### Planned-shutdown LOSSES

- 7 Minor stops (less than six minutes)
- 8 Reduced speed or cycle time



#### Downtime LOSSES

- 3 Equipment failure or breakdowns
- 4 Setups and changeovers
- 5 Tooling or part changes
- 6 Start-up and adjustment



#### Downtime LOSSES

- 9 Scrap product/output
- 10 Defects or rework
- 11 Yield or process transition losses

