Chapter 5

Auxiliary Production Management

I. C. Dima

University Valahia of Targoviste, Romania

ABSTRACT

Besides the basic production achieved in any company, there is also an auxiliary production influencing the smooth performance of the basic production process. Thus, an efficient basic production is inconceivable without equipping the machines and plants with SDVs (Verifying Devices Tools), without needing the reorganisation and modernisation of machines and plants, the timely maintenance and repair of working machines and plants, etc. The repair activity is based on the repair cycle structure—technical overhauls, current repairs, overall repairs—the selected method for performing the repairs—as needed, by firm planning, after controlling the state of the machines, preventively-planned, etc.—how to perform the repairs—centralised, decentralised, mixed—etc. The modernisation and reorganisation of the machines applies the method of single indicators, the method of the indicators systems, the method of comparing costs in time and space, etc. The production of SDVs is based on their structure and classification and implies both the activity to design them based on some appropriate methods and the way to locate and structure the departments or divisions that produce SDVs. The energetic department—thermal power, electrical power, compressed air—plays a very important role in any industrial company and refers to the manufacture and use of power.

THE CONTENTS OF AUXILIARY PRODUCTION

The increase and diversification of the industrial production, in combination with the wider introduction of technical progress in industrial companies, resulted in a deeper specialisation of activities on basis of the principle of division of labour. Thus, various activities ensuring proper conditions for the development of the basic production process have expanded, have acquired new properties and their own organisational framework. Their role and importance in the accomplishment of a company’s basic activity increased (Dore, 1998).

In the current context, basic production processes may be accomplished rhythmically and
with a greater efficiency, only if the following are provided: the equipment of machines and tools with tools, devices and checkers at the level of current requirements; the restructuring of machines and tools; the timely maintenance and repair of fixed assets, etc.

Considering the importance of the auxiliary activity at the level of industrial companies (Dima, Grabara, & Modrak, 2010), steps must be taken for introducing modern conceptions and methods of organisation, of equipment with new and improved fixed assets, of improvement of the degree of usage of production capacity, of increase of the qualification level of performers etc.

The design of a rational formal and informal structure of a company, connected to the amount of activity required for the performance of basic production, wherein the tasks of performers are well established, so that a most efficient use of production factors and financial sources is ensured, provides the premises that the auxiliary activities should have an important contribution in obtaining better results in the company.

Each department of the company (Courtois, Pillet, & Martin, 2000), where auxiliary activities are performed (production of tools, devices and checkers, energy management, and utilities, etc.), has its own tasks and forms of organisation of the activity, with an important contribution to the performance of basic production processes in efficient conditions.

These departments mainly have the following tasks: the increase of the basic production by ensuring the optimal conditions for the development of manufacture processes, by using technical progress elements; the improvement and optimisation of the company’s own activities with better forms of management and equipment; the increase of labour productivity, both within specific departments and for the whole company; the reduction of manufacture costs and the costs of the company’s own activities, etc.

The follow-up and control of the way how activities are performed in these departments, the performance of economic analyses and studies of rationalisation, provide the possibility to establish the most rational managerial methods for auxiliary activities.

**THE MANAGEMENT OF THE MAINTENANCE, REPAIR, RESTRUCTURING AND MODERNISATION OF FIXED ASSETS**

During the production process, fixed assets in industrial companies are subject to physical and moral wear. In order to remove the consequences of this wear, the creation of some organisational departments for the repair and maintenance of fixed assets is required. The employees of these departments have multiple tasks. Among these we mention: the prevention of the excessive wear of machines and tools, by performing the required repairs and by maintaining them at the normal technical and economic parameters of operation; the extension of the time of operation of machines and tools between two successive repairs and the minimisation of the duration of execution of repairs; the avoidance of accidental falls in the operation of machines and the assurance of manufacture rhythm; the performance of quality repairs, with minimum expenses etc.

According to the guidelines, three categories are stipulated (Dima, Marcincin, Grabara, Pachura, Kot, & Man, 2011), as follows:

- **Technical Revision (Rt):** Including all the works usually performed before a current or capital repair, for the determination of the technical state of machines, installations and tools, as well as the main repairs to be performed. This is also the proper moment for performing adjustments and consolidations of parts and subassemblies, minor repairs ensuring a proper operation of fixed assets, until the first repair. With this occasion, on basis of the established