

Ordering the queue

Two questions per machine — how much does it hurt when this fails, and how often does that happen — answered against written scales and applied to every asset with the same yardstick. What comes out is an ordered queue, not a risk value.

RECORD What every scored row has to carry

- 01 The slot, not the machine.** Criticality belongs to the functional location. The duty position is scored; the identical rebuilt spare in the workshop is not — yet.
- 02 Consequence, criterion by criterion.** Safety and environment, production, quality, cost of the failure event, spares and repair response — each scored against the worst *credible* event, with the reason written in the cell.
- 03 Likelihood, with its source.** The events-per-year anchor, plus where the score came from: work orders, class history, or structured judgement. Flag the judgement so data can replace it later.
- 04 The combination rule.** Which criteria, what scale, how aggregated, how weighted, and where the bands cut — written on the front of the workshop pack before scoring starts.
- 05 Overrides.** Statutory inspection and test, protective and safety-instrumented functions, environmental permit conditions, insurer and OEM conditions, product-quality, regulatory and contractual obligations, flagged on the register entry.
- 06 Date, room and assumptions.** Who scored it, when, and which assumptions — duty, redundancy, consequence, repair route — the score depends on, because it decays as those change.

ASK Before the room signs the list

- **Was the rule fixed before anyone could see who wins?**
Each aggregation and weighting choice produces a different order, and none is more correct in the abstract. What makes the ranking defensible is that nobody adjusted the rule once the result was visible.
- **Who was in the room?**
Maintenance alone overweights repair cost; operations alone overweights last month's pain. The score needs maintenance, operations, a process engineer, and someone who can speak for safety and cost.
- **Worst credible, or worst imaginable?**
Meteor-strike scoring inflates everything to the top of the scale and destroys the ranking's resolution. Say which event you scored against.
- **Has the standby been demonstrated, or is it a rumour?**
A duty/standby pair with a tested changeover earns a low production consequence. An untested standby scores as if absent.
- **Which scores rest on evidence nobody can produce?**
Where the basis is missing or disputed, record **NOT DEMONSTRATED** and keep the entry open rather than settling on a confident number.

THE BOUNDARY THIS CARD CARRIES

These are ordinal scores. An asset ahead of another sits earlier in the queue; it is not “twice as critical”, and the product is not a risk figure in any measurable currency. No band shortens, defers or deletes a statutory, protective, environmental, quality or contractual obligation, and this card proposes no scale, weighting or band cut of its own.