

Case Study – Adding value to the team

Dates: February 2016 – February 2017

Focus: Reliability Asset Management

Approach and Strategy

Predictive Service was selected to provide supplementary maintenance management and supervision for a large US based manufacturer. Primary responsibilities consisted of the day-to-day planning, scheduling, and coordination of maintenance teams, support of operations, maintenance best practices training, rollout of predictive technologies, and overall business process improvements.

Findings and Observations

This was a complex multifaceted scope of work. The following is a summary of the services provided.

Training – On Boarding (Hands-on and Computer Based)

- Boiler license – For the license and safe operation of the steam generators
- Fall Protection – For working at heights or on equipment such as man lifts
- Arc Flash Training – Improved employee safety, provision of safety information to subcontractors, and regulatory compliance.
- Lock Out / Tag Out – Formal lock out / tag out training.

Control and administration of the safety programs which included training, audits, performance and testing.

Day-to-day administration included working with the planners to coordinate the work for the day and schedule PM's to be completed as required.

Review of work in progress and post execution to ensure it was documented and completed correctly and completely.

Coordination with the production and product manufacturing teams for performance, open issues, and production schedules.

Oversight of contractors and service provides for scope development, quote generation, PO issuance, contractor management and monitoring.

MRO spare parts management included necessity review, part sourcing, price quote review, PO issuance, receiving, and work order coordination.

Supervisory duties included day-to-day interaction and direction of

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maintenance crafts and planners. Coordination of work assignments, completion, schedules, required safety briefings, and daily turnover meetings.

Technical support for IT that included box labelers, OEE recording and reporting systems, and PLC controls.

Emergency management of production and plant operations that included several critical and numerous minor issues such as an oil tank failure (7-7.5K) gallons and a sewage overflow.

TPM process development of an operator care program that eliminated daily trouble calls by leveraging the operators at the equipment.

Overall mentoring and coordination was provided to ensure the maintenance teams had the necessary skills and leadership to be successful. This provided a consistent support approach for production and operations. Training was provided to maintenance, production and support team members in emergency management, communication principles, and overall best practices.

Results

Significant results were achieved during this effort.

- ✓ Met and exceeded monthly OEE goals.
- ✓ Greatly reduced failure calls.
- ✓ Reactive calls reduced by 30%.
- ✓ Maintenance teams achieved first-time correction of maintenance issues. Eliminated “band aid” approach.
- ✓ Increased equipment availability and reliability to meet production requirements.
- ✓ PM focus realigned to focus on the primary modes of failure.
- ✓ Maintenance labor recapture and wrench-on improvement.
- ✓ Significant reduction in MRO spare parts spend. Reduced by over \$250,000 for the year.
- ✓ Improved planning & scheduling, operator, and craft training.