

# Eastern Utility Routine WM Case Study

## Background and Situation

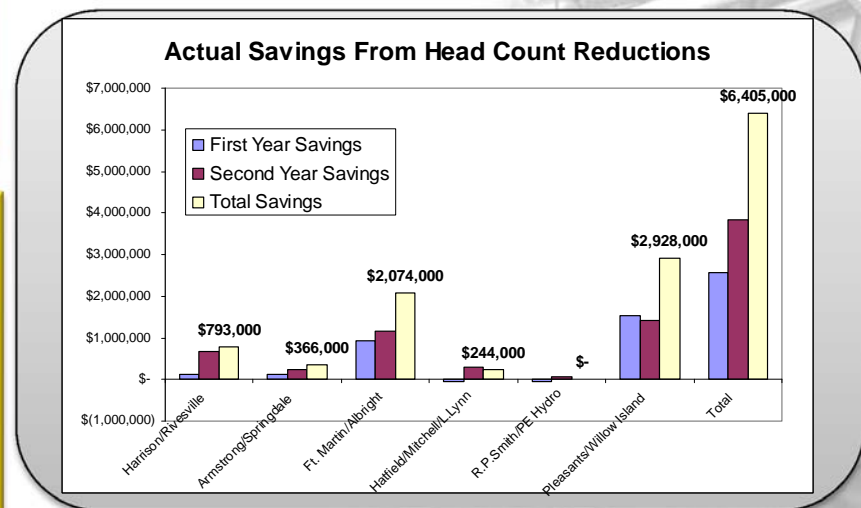
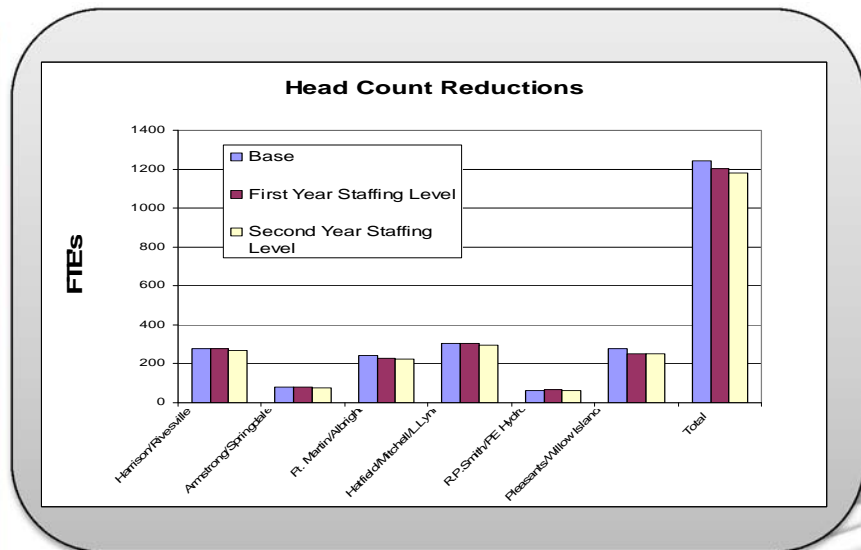
- No standard system-wide process or measures in place to proactively manage asset reliability. Ten generating stations representing approximately 8000 MW of generation capacity
- EFOR rates exceeding 5% and generally trending negatively system-wide
- Highly localized workforces following unique work management processes to varying degrees of success.
- A mix of union and non-union facilities operating in three different states (Pennsylvania, West Virginia, and Maryland)
- Regional Directors and Station Managers desired *increased head count* to get more work completed.

## Process Results:

- Improved overall productivity. Average hours per work order from over 10 hours to 4.5 hours.
- Daily compliance to maintenance schedule from < 40% to over 80%.
- Established, trained, and coached a planning organization (selected from the existing work force)
- All scheduled jobs planned.
- Validated PM work from near zero to over 30% of work completed
- Improved the participation of operators in maintaining asset reliability.

## Bottom-Line Impacts:

- Increased Productivity → Improve availability while reducing over 75 FTE system-wide
- Reduced Operating Costs → \$6.4 M savings after 2 years



RELIABILITY MANAGEMENT GROUP

Masters of Implementation