

Texas Refinery

Background and Situation

- Refinery with throughput capacity in excess of 150,000 BPD
- A varied product range
- More than 400 employees
- Lack of Planning and Scheduling, Coordination between Crafts & between Maintenance and Operations

Process Results:

- Developed and implemented Work Management
- Reduced Backlog of Maintenance Work Orders from 3500 to 1500
- Reduced Emergency (Priority 1) work orders from over 25% to about 10%
- Training and documentation to ensure sustainability including roles and responsibilities, process flows and procedures
- KPIs to monitor and track results

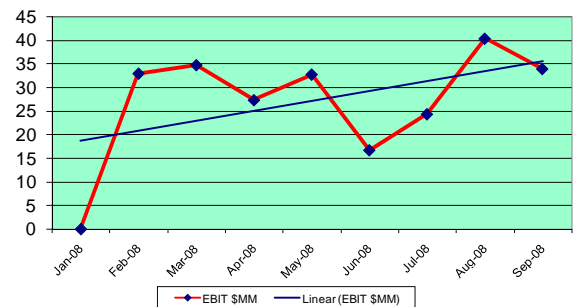
Emergency Work Orders as a % of Total



Bottom-Line Impacts:

- Reduced monthly Routine Maintenance Contractor Usage from 3MM to 1MM
- Improved Environmental Performance – averaged 54 incidents a year for the last three years -14 through September 2008
- Increased monthly profitability by over 30MM per month

Profitability Improvement
Monthly EBIT \$MM



RELIABILITY MANAGEMENT GROUP

Masters of Implementation