



Masters of Implementation©

Our



DuPont, Spruance – Case Study

Client, DuPont's Spruance plant located in Richmond, Virginia produces the bulk of the world supply of Kevlar®, Nomex® and Tyvek®. The plant manufactures both the intermediate polymer and final product (Fiber and paper).

Background and Situation:

- Sited on 840 acres with 2,300 DuPont personnel and 200-300 contractors.
- At project start the plant employed 456 maintenance craftsmen.
- The craftsmen are represented.
- The project started in April of 2002 and completed in February of 2004. RMG deployed 12 consultants during the implementation.

Objectives:

- Reduce Maintenance Labor Costs by \$4,400,000 for 2003.
- Effect a structural reduction in the internal area maintenance labor force of 100 FTEs (\$10,000,000 Annualized cost reduction).
- Utilize the identified excess maintenance labor to displace contract mechanics.
- Schedule all available labor.
- Eliminate use of non-discrete blanket W/O's.
- Improve planning accuracy and reduce average hours per job.
- Implement a Process improvement and sustainability methodology.

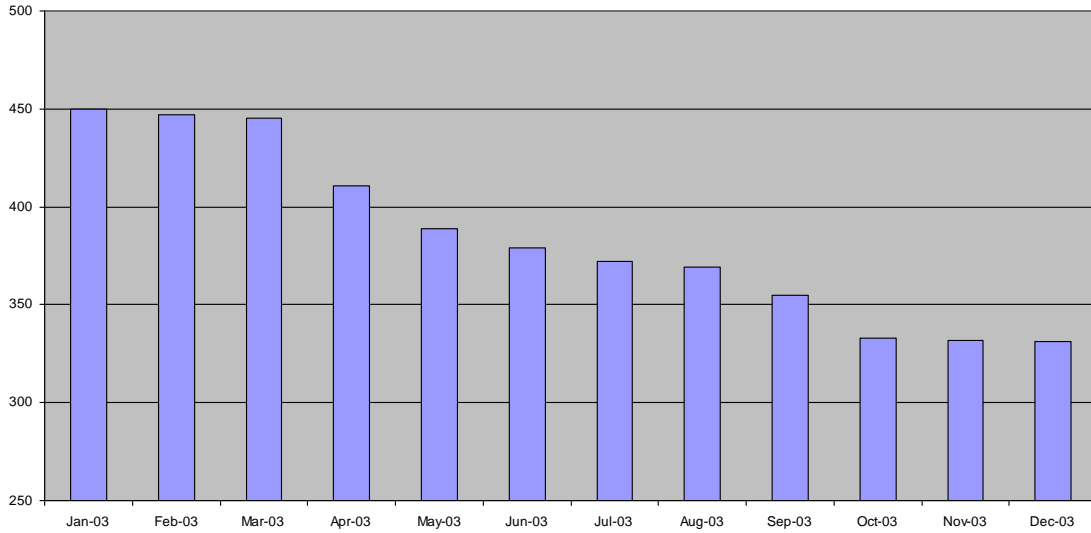
Results:

- Effected a total structural reduction of 129 craftsmen (\$13,000,000 annualized cost reduction).
- Reduced Area Maintenance headcount by 96 craftsmen and area craftsman by 33.
- Reduced Contractor headcount from 298 to 142 in 2003.
- Reduced Internal Maintenance labor costs by \$1,733,00 for 2003.
- Reduced Contract Maintenance labor costs by \$8,843,000 for 2003.
- 95% of available labor is scheduled.



Results:

Spruance Area Mechanic Headcount



Spruance Contractor Headcount

