



Oil & Gas Refinery Work Management Process – Case Study

❖ *Our Client Niche refinery with throughput capacity of 50,000 BPD, of varied products that employs approximately 288 individuals plus contractors.*

Background and Situation:

- Lack of Planning and Scheduling
- Lack of Coordination between Crafts & between Maintenance and Operations
- Poorly Defined and Documented Work Processes and Roles & Responsibilities
- Lack of Process Key Performance Indicators Driving Continuous Improvement
- Lack of Predictable Results

Objectives:

- Improve Customer Focus
- Improve Maintenance Work Predictability Through Planning and Scheduling
- Define Roles of Operations and Maintenance
- Improve Cross Craft Coordination
- Reduce Crisis Frequency
- Make all Improvements in Alignment with Site's Loss Prevention System (LPS), and Goals for Productivity and Profitability

Results:

- Process
 - Developed and implemented Work Management Processes for Backlog Management, Work ID, Planning, Scheduling, Execution, Documentation, Analysis and Measurement and Sustainability
 - Improved coordination and communication between crafts and departments
 - Training, field coaching and documentation to ensure sustainability including roles and responsibilities, process flows and procedures
 - KPIs to monitor and track results



Results cont.

- Performance
 - Improved Daily Schedule Attainment from less than 40% to 80% and improving
 - Reduced Backlog of Maintenance Work Orders by over 42% (+3000 to approximately 1750)
 - Reduced Emergency (Priority 1) work orders from over 35% to less than 10%
 - Improved maintenance contractor management and control.
 - Implemented contractor weekly and daily scheduling resulting in daily schedule attainment now at 75% from approximately 20%
 - Improved levels of work coordination and support confidence between departments

