

CASE STUDY – CHEMICALS

DuPont - Spruance

Our Client, DuPont Spruance is one of 104 DuPont manufacturing facilities worldwide and employs more than 2,000 people. It is one of the largest employers in Chesterfield County and DuPont's largest manufacturing site globally.

Background and Situation:

- Sited on 500 acres with 2,000 DuPont personnel and 200-300 contractors.
- At project start the plant employed 456 maintenance craftsmen.
- The craftsmen are represented.
- 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.

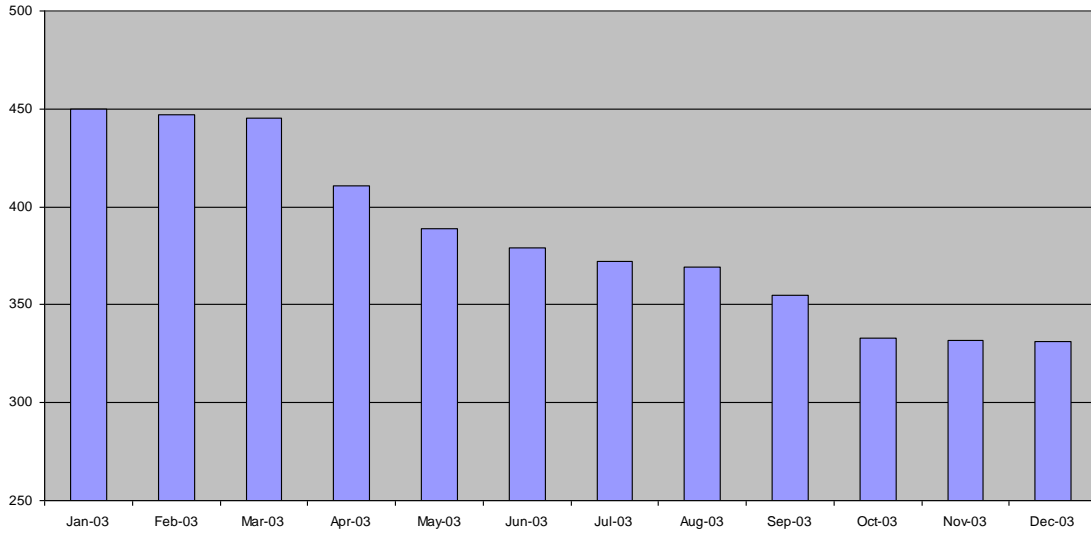
Results:

- Effected a total structural reduction of 129 craftsmen (\$13,000,000 annualized cost reduction).
- Reduced Area Maintenance headcount by 96 craftsmen and area craftsmen 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 are continued on the following page or reverse side of this page.



Spruance Area Mechanic Headcount



Spruance Contractor Headcount

