

CASE STUDY – UTILITIES

NV Energy

Our client is a public utility which generates, transmits, and distributes electric service in northern and southern Nevada, including the Las Vegas Valley, and provides natural gas service in the Reno–Sparks area of northern Nevada.

Background:

- The project scope involved eight fossil plants
- Two of the plants were coal fired plants totaling 1,079 MW and 4,627 MW of gas fired capacity.
- Plant Personnel included 480 O&M employees. Of the 480 employees, 157 were Maintenance staff.
- All Maintenance Staff and Technicians were union employees.
- Tube leaks, boilers, pulverizers, turbines and wet scrubbers accounted for over 80% of coal fired reliability loss.

Objective:

- Develop a systematic process for work planning & scheduling
- Clarify the work prioritization process to control emergency break-in work
- Standardize a fully functional Work Scheduling tool
- Improve Planner Skills and Planning accuracy
- Improve Productivity
- Improve operating predictability and reliability

Achievements:

- The strategy for this effort was developed through a Hoshin planning exercise that identified the primary objective as “Generation will Plan and Schedule Work Daily and stick to the schedule.”
- In partnership with our client’s staff, we led an effort to design a comprehensive Work Management process including procedures, tools, and execution organization.
- Delivered formal, focused Work Scheduling and Planner skills training.
- Set goals and expectations for Emergency work levels that reduced emergency break-ins from 20%-30% of total corrective work to 5%-10%. This directly impacts their maintenance cost structure and ability to expand WM and safety.





- Coached implementation of the scheduling process and tool resulting in improvement in the scheduling and control of total labor resources from an estimated 10% to 100%. This directly drives productivity improvement.
- To increase the quantity of planned work from an effective level of 0 to over 1,600 planned hours per week, we coached implementation of the planning process and planner skills elements. This supported 53% of all scheduled work requirements.
- Implementation of the planner skills elements to improve resource planning accuracy moving from 14 hours /Job Plan to 9 hours toward a target of 5-7 hours was completed.
- Coached Weekly and Daily Schedule preparation and communication to move 4 of the 8 plants to the Target Schedule Compliance and Attainment of 80%.
- We coached the implementation of a KPI package at all plants and fleet wide which enabled measurement to targets, quantitative analysis, and continuous improvement.

