

Accelerated Plant Shutdown

PICTURES BEFORE

Plant Facility



Project Plan with Opportunities

Little detail in Planning
Tasks too generic

Multitasking
The completion date of each task is delayed because of task switching

Lack of supervision
Absence of area supervisors with clear roles and responsibilities

Critical path not visible
Absence of information about dependencies and interferences

Safety in Planning
All the task durations includes safety and wastes of time

Corrective mindset
Potential to increase the number of preventive maintenances

PICTURES AFTER

Mission Control Meeting



Strategic Priorities

Visual Management



One-Point Lessons (OPLs)



Problem

- Summer shutdown maintenance with many inefficiencies and a lack of standards
- High manpower costs (80 external resources)
- Long duration (3 weeks)

Root causes

- Spares/tools not ordered in advance
- Critical Plan not visible
- Tasks planned with a lot of safety (buffer)
- Little time invested in task and resource planning

Solution Approach

- Pull Planning with Time and Cost Buffers
- Visual Management Boards for work and KPI monitoring
- Spare parts stored near machines, and tool/consumable kits prepared
- Daily cost control

Benefits

