

A Jump From 4th to 1st Quartile in Solomon Index

Company: Esso Imperial Oil | **Sector:** Oil & Gas |

Location: Parsippany Halifax, Nova Scotia |

Services Provided: Work Management |

Client Testimonial: "The work environment really has changed in that we focus more on planning and scheduling and we look at work and make sure that we're ready to do it." - Brian Fairley, Refinery Manager |



SITE:

The Dartmouth Refinery, part of the Exxon/Mobil group, situated on Halifax Harbor, in Halifax, Nova Scotia, Canada processes 85,000 bbl/day of crude oil.

CHALLENGE:

Dartmouth had a need to improve the refinery reliability and increase production while lowering the cost of maintenance.

HOW WE HELPED:

Our initial work included assessing the operation and maintenance practices and procedures utilized in the refinery to support equipment operation, maintenance and reliability. Part of this initial work included identification of gaps in their practices and procedures which needed to be addressed to allow Dartmouth to reach its production and financial goals.

After the assessment a design team was formed from Imperial Oil and SAMI personnel to design a new work management system for Dartmouth. The new work management system addressed the existing gaps and was designed to utilize their in house CMMS system in improving production, maintenance effectiveness and efficiency, and overall equipment reliability. Implementation of the new work management system at Dartmouth was performed with SAMI personnel support.

RESULTS:

Initial benefits gained during the work management design process included a 6.25% increase in the production rate from a rate of 80,000 bbls/day to a rate of 85,000 bbls/day. Significant benefits in the production and maintenance areas were obtained after implementation of Stage One of the SAMI Asset Healthcare Triangle and the new work management process. Within two years time Dartmouth moved from a Fourth Quartile Performer ranking with Solomon Associates to a First Quartile Performer ranking.

CLIENT TESTIMONIALS:

"They brought a whole new focus to us in terms of people want to work and the reason they're not working is because there's management barrier in place. That was a very refreshing concept."

- Murray Jameison, Maintenance Manager

"The work environment really has changed in that we focus more on planning and scheduling and we look at work and make sure that we're ready to do it. The work

that SAMI did with us on phase 1 was really to set the base to be able to properly identify, plan, and schedule work. We knew how to do it in theory but really getting it done in practice, putting the right emphasis on both the organization and the work around planning, making sure that work is scheduled, make sure that all people are ready to do the work whether it be operations having equipment ready, whether we have maintenance ready to do the work and all of the materials there and that their done efficiently. That's really how we've seen change in the field."

- Brian Fairley, Refinery Manager