

Maintenance Basis Experience

Common Maintenance Basis Issues in Fossil Plants

1010276



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Technical Update, December 2005

EPRI Project Manager

R. Chambers

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CITATIONS

This document was prepared by

EPRI Solutions, Inc. 1300 W.T. Harris Blvd. Charlotte, NC 28262

Principal Investigator R. Colsher J. Thibault

This document describes research sponsored by the Electric Power Research Institute (EPRI).

This publication is a corporate document that should be cited in the literature in the following manner:

Maintenance Basis Experience: Common Maintenance Basis Issues in Fossil Plants. EPRI, Palo Alto, CA: 2005. 1010276.

ABSTRACT

Plant Reliability Optimization (PRO) is a program to create a work environment that optimizes the use of resources, maintenance processes, employee skills, and technology for the purpose of meeting the reliability objectives. This is achieved by looking at four major areas:

- Management and Business Culture
- Maintenance Processes
- People Skills/Work Culture
- Technology

When looking at Maintenance Processes it is necessary to establish a Maintenance Basis. The Results section of this report details common Maintenance Basis-related findings of 111 surveys conducted by EPRI Solutions, Inc.

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1 MAINTENANCE BASIS OPTIMIZATION

Maintenance Basis Definition

The Maintenance Basis is a documented rationale for understanding expected equipment and system failures as well as their associated maintenance tasks and frequencies to achieve an organization's desired goals for safety, equipment reliability, and O&M costs.

The MBO process is a step-by-step approach to optimize the Maintenance Basis by incorporating plant knowledge, maintenance history, and industry experience. (One form of Maintenance Basis Optimization is the well-known Reliability Centered Maintenance (RCM) Analysis process).



Figure 1-1: Sample Maintenance Workflow

Maintenance Basis Optimization (MBO) Process Description

The Maintenance Basis protects critical plant assets from premature failure by specifying and utilizing the most cost-effective methods to manage these assets. PMO dictates that the plant will maintain a plant Maintenance Basis document that will be updated, when necessary, as new information is available.

Developing, modifying, and updating the Maintenance Basis is accomplished through the Maintenance Basis Optimization (MBO) process, which is a modified Reliability Centered Maintenance (RCM) Process. Through this process, a maintenance organization is able to document the basis for the maintenance program, assist in managing the changes to the program, develop standards for preventive maintenance work activities, and match resources to high value work.

Maintenance Basis Optimization Actions

The basic tasks in a Maintenance Basis Optimization are as follows:

- Establish criteria determine the criticality of plant systems and equipment based on safety, environmental, reliability, cost, and efficiency.
- Ranking of equipment based on aforementioned criteria.
- Identification of non-critical (run-to-failure) equipment.
- Determination of failure modes and causes for critical equipment.
- PM identification and frequency
- Management and review process of Maintenance Basis
- Establish ownership of the Maintenance Basis

Maintenance Basis Resources

To find out more about Maintenance Basis Development, the reports in the following table should prove to be helpful.

| Number | Product Title | Date |
|--------------|---|-------|
| TR-109795 | Streamlined Reliability-Centered Maintenance (SRCM) Program | 12/97 |
| TR-109795-V2 | Streamlined Reliability Centered Maintenance (SRCM) Implementation Guidelines | 10/98 |
| TR-109795-V3 | Streamlined Reliability Centered Maintenance (SRCM) Implementation Guide | 10/99 |
| 1004016 | Streamlined Reliability Centered Maintenance Analysis Application Update | 10/01 |
| 1004376 | Streamlined Reliability Centered Maintenance at Reliant Energy | 11/02 |
| TR-107902 | Cost Benefit Analysis for Maintenance Optimization | 12/99 |
| 1004018 | Boiler Reliability Optimization Guideline | 9/01 |
| TP-114094 | Equipment Maintenance Optimization Manuals (2) | 12/99 |
| 1006537 | EPRI Boiler Reliability Optimization Program: Case Studies from 1998-2001 | 12/01 |
| 1007442 | Reliability Assessment of the Coronado Generating Station | 3/03 |

Table 1-1: Maintenance Basis Development Resources

2 THE ROLE OF MAINTENANCE BASIS OPTIMIZATION IN PLANT RELIABILITY OPTIMIZATION

What is Plant Reliability Optimization?

Plant Reliability Optimization (PRO) is a program to create a work environment that optimizes the use of resources, maintenance processes, employee skills, and technology for the purpose of meeting the reliability objectives. The PRO Categories include:

- Management and Business Culture Creating a positive work environment that promotes a learning organization and optimizes plant reliability. This is accomplished by: setting goals; providing strong leadership; promoting good communication; establishing an organization where individuals know their roles and responsibilities and are held accountable; and, providing the means to learn from the staff's experiences. Metrics are tracked for the purpose of understanding the areas where improvement opportunities exist and are corrected.
- Maintenance Processes Using the industry's best maintenance practices to minimize the impact on production and to maximize the workforce utilization optimizes Plant maintenance. This is accomplished by identifying work at the right time so it can be prioritized, planned, scheduled, and performed. Work is documented and reviewed to learn from the experience. These processes include day-to-day work, both planned and unplanned outage work and work resulting from proactive activities such as engineering projects.
- People Skills/ Work Culture Plant reliability is optimized by developing a highly motivated, qualified and skilled workforce, and a safe work environment. This is accomplished by providing an effective training and qualification program, and by implementing a human performance initiative that stresses positive behaviors and values.
- Technologies Plant reliability is optimized by utilizing cost effective technologies that maximize maintenance process efficiencies, provides timely information on equipment condition, and captures the lessons learned. Integration technologies are incorporated that allow access to multiple plants and department data sources, and allow the findings, recommendations, and corrective actions to be shared.

The Categories as shown in Figure 2-1 are expanded to include 19 Elements with each Element having a number of Sub-elements.

| Categories | Elements | Sub-Elements | | | | | | |
|------------------------------|---|-----------------------------------|-------------------------------------|-------------------------------|----------------------------|-----------------------------|----------------------------|--------------------------|
| | Benchmarking | Within Industry | Outside Industry | N/A | N/A | N/A | N/A | N/A |
| | Goals/Business Plan | Org Perf Goals | Maint Dept. Goals | Individual Goals | Business Planning | N/A | N/A | N/A |
| | Organization | Roles & Respons. | Specialty Teams | Contract Mngmt | Facilities | N/A | N/A | N/A |
| 1.0 Management & | Leadership | Direction | Policies & Processes | Discipline | Empowermt | Motivation | N/A | N/A |
| Business Culture | Communication | Ops,Maint, Eng | Mangers to Workforce | Workforce to Mgmt | Peer Group Meetings | Wrkr - Wrkr Comm. | N/A | N/A |
| | Metrics | Overall Goals | Maintenance Dept. Goals | Plant Goals | Customer Satisfaction | N/A | N/A | N/A |
| | Accountability/ Ownership | Personnel Performance | Bus. Plan Adherence | System/ Comp Own | Craft Owership | N/A | N/A | N/A |
| | Continuous Improvement | Self-Assessment | Change Mgmt Prog | Process Improvement | Use of OE | CAP Program | R&D Activities | Empl Ideas Solicited |
| | | | | | | | | |
| | Work Identification | Work ID Procedures | Maint. Basis | Corrective Maint. | Preventive Maint. | Predictive Maint. | Proactive Maint. | Work Order Generation |
| 2.0 Maintenance Processes | Work Control | Work Mgmt Process & Procedures | Outage Mgmt Process & Procedures | Prioritize Work | Risk Assessment | Stores/Inv. Management | Planning | Scheduling |
| | Work Execution | Work Exec Procedures | Equip Clearance & Tagging | Tools/Mat. Control/Staging | Pre-Job Briefs | Perform Maint Tasks | Work Quality | Safety |
| | Work Closeout | Work Close Procedures | Post Maint Testing | Post Job Critique | Data Capture & Feedback | House Keeping | Return Equip to service | N/A |
| | | | | | | | | |
| | Training | Processes & Policies | Personnel Skills Dvlpmnt | Plant Systems | Mgmt /Spvr development | Business Literacy | Contractor Training | Specialty Training |
| 3.0 People Skills & | Utilization | Mgmt/Union Interaction | Multi - Discipline | Mbl/Shared Workforce | Productivity / Metrics | N/A | N/A | N/A |
| Work Culture | Human Performance | Behaviors & Values | Procedure Use | Self Check | Peer Check | CAP Prog Utilization | Conflict Resolution | N/A |
| | Qualifications | Personnel Selection | Qualification Process | Re-Qualification Process | Contractor Quals | Qual Tracking Program | Succession Planning | N/A |
| | | - | | - | | | - | |
| 4.0 Technologies | Maintenance Management System | CMMS | Risk Assmnt Tools | Scheduling Tools | Reporting & Decision | N/A | N/A | N/A |
| | Maintenance & Diagnostic Technology | Execution Tools | Cond Mon. On-line | Cond. Mon. Periodic | Technology Software | Process Data Utilization | Equip Perf Mon. Tools | N/A |
| | Information Integration System | Financial | Budget & Schedule | Equip Cond. Data | Dispatch System | Industry databases | Equip Tech. Documents | |

Figure 2-1 Maintenance Excellence Matrix

To get more details on the Plant Reliability Optimization process, EPRI has compiled various reports spanning all aspects of PRO. However, a comprehensive summary of the practices and methods of PRO is detailed in *Consolidated Plant Maintenance Optimization Guideline For Fossil Power Plants*, EPRI, Palo Alto, CA: 2003. Product ID 1004377.

What is the Role of Maintenance Basis in Plant Reliability Optimization?

The Maintenance Basis fits into "2.0 Maintenance Processes" in Figure 2-1. From the Maintenance Basis work identification, control, execution, and closeout are all established and prioritized.

3 SURVEY RESULTS

EPRI Solutions, Inc. has conducted many surveys over the past five years. While each plant's results are unique, there are often patterns in the problems found.

Maintenance Basis Survey Results

The tables that follow represent the results of EPRI Solutions, Inc. working with a total of 111 fossil plants. The work consisted of performing maintenance assessments covering the Preventive Maintenance (PM) program, the Condition Based (CBM)/ Predictive Maintenance (PdM) Program, the Work Flow Management and the continuous improvement effort. The assessment process included working with the craft, middle and senior management to establish the current condition of the plant's maintenance process and performing a gap analysis to determine how best the plants can improve their maintenance program.

Common Maintenance Basis Issues

The following 16 issues were found at more than half of the sites surveyed.

| Table 3-1: Common | Maintenance | Basis | Issues |
|-------------------|-------------|-------|--------|
|-------------------|-------------|-------|--------|

| Issue | Frequency |
|---|-----------|
| Plant personnel believe that the lack of resources is the primary reason for the decline in the effectiveness of the PM Program and the reactive approach to maintenance. | 98% |
| System Owner approach to managing the maintenance basis for their system is not understood at fossil plants. | 96% |
| PM Work Orders are sacrificial. Most reactive work will cause PM work to be delayed or cancelled. | 95% |
| There is limited ownership and management of the PM Basis. | 95% |
| PM Programs have not been optimized and there is little documentation on how it was developed. | 92% |
| Plants have a reactive approach to maintenance. Most are in a "firefighting" mode. | 90% |
| A comprehensive condition-based Equipment and Condition Indicator (E&CI) matrix, is not part of the Maintenance basis. This has not been developed for all critical components. | 87% |
| Current PM Programs do not take sufficient advantage of Condition Based Maintenance technologies and processes. | 81% |
| Formal program for Root Cause Analysis (RCA) of Maintenance Basis Violations is not a routine practice. | 78% |
| There is a lack of understanding of the importance of operations in supporting the failure defense plan and the fact that Operator rounds are PMs and need to be part of the PM Basis. | 78% |
| Plant personnel do not know what equipment failure modes are protected by the PM Basis. | 77% |

| Issue | Frequency |
|---|-----------|
| The workforce at fossil plants recognize the negative effects on equipment condition cause by not performing PMs. | 75% |
| Operations defer PMs to Maintenance | 72% |
| There is limited recognition at the plants of the importance of having a failure defense plan, consisting of a PM Basis, Condition Maintenance Program and a Proactive Active (Continuous Improvement) Program. | 72% |
| Older RCM studies did not emphasis the importance of implementing the PMs into the CMMS. | 65% |
| PM work orders are "turned off" in the CMMS, which makes it hard to track PM compliance. | 55% |

Other Maintenance Basis Issues

While these issues were not found a majority of the time, they were found frequently enough to warrant mentioning.

Table 3-2: Other Maintenance Basis Issues

| Issue | Frequency |
|---|-----------|
| PM work orders are closed without being performed, which makes it difficult to monitor the effectiveness of the PM Program. | 48% |
| Over time the PM basis of the plant has become corrupt with additional tasks that do not always address failure modes. | 46% |
| Plants have a concern that if they develop a PM Basis, they will not have the resources to implement it. | 38% |
| The conversion from an old CMMS to a new CMs creates some loss in the PM program | 25% |

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