

Case Study: Canadian Oil Sands – Mobile maintenance excellence initiative delivers step change in performance


Client

Major Oil & Gas Company

Canadian Oil Sands

Solutions

- ▶ Maintenance
- ▶ Management System
- ▶ Performance Management
- ▶ Scheduling and Production Management



CHALLENGE

- ▶ Low truck availability (ranked 4th quartile) caused by:
- ▶ Broken equipment fixed at expense of preventive activities
- ▶ Weak planning process for ensuring completion of preventive maintenance (PMs)
- ▶ Lack of active management on the floor
- ▶ Fire-fighting approach towards repairs and maintenance of trucks



APPROACH

- ▶ Launch initiative with joint venture partners aimed at increasing truck availability
- ▶ Install preventative maintenance strategy
- ▶ Design robust planning process
- ▶ Determine “Short Interval Controls”
- ▶ Establish new management system enabled by fact-based decisions
- ▶ Implement more active management behaviors
- ▶ Provide intensive on-location coaching to supervisors



RESULT

- ▶ Heavy Haul Truck availability increased from 73% to 85% and sustained at that level.
- ▶ Preventative maintenance completion rate improved from 52% to 100%
- ▶ Operating costs trimmed over \$30m
- ▶ Mean time between truck stoppages increased from 42 to 72 hours

“The team delivered spectacular improvement. You can’t help but admire it. We’ve received extremely positive feedback from within our company and from our joint venture partners.”

VP – Heavy Oil Operations