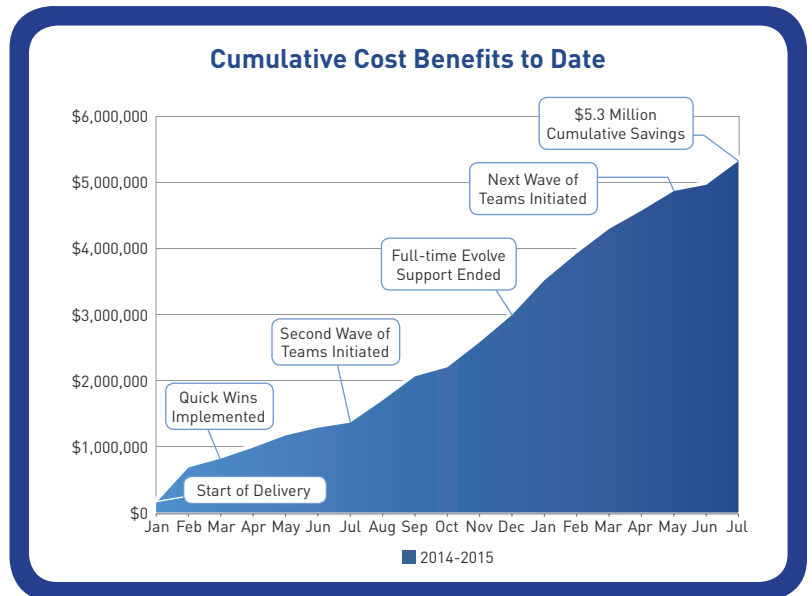


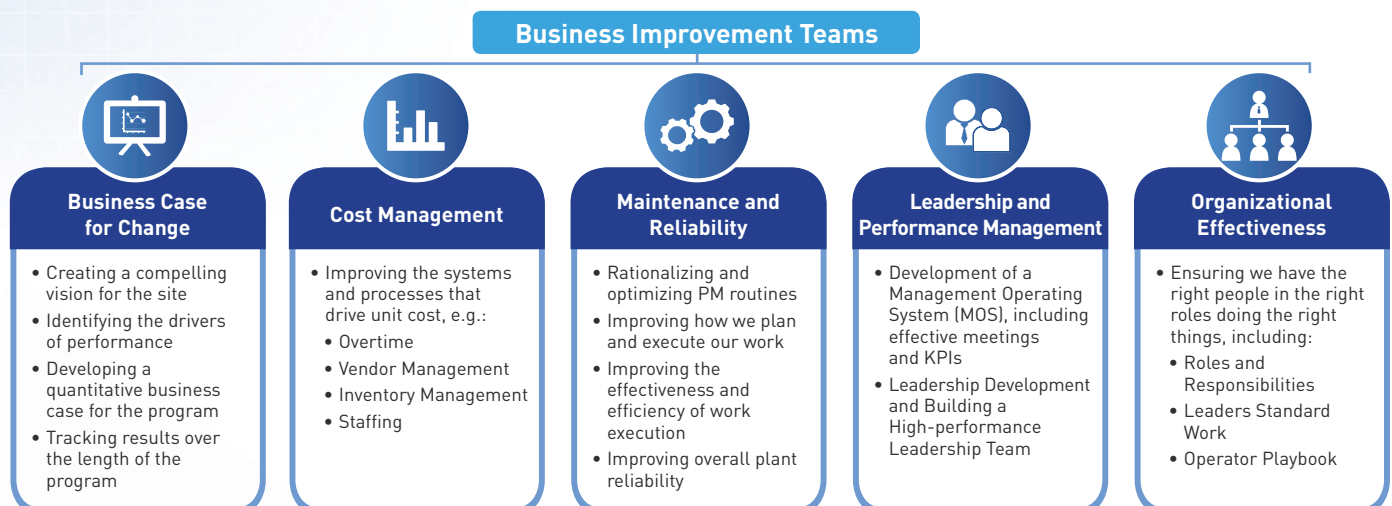
Continuous Improvement Journey Breathes New Life into Late Life Sour Gas Plant

Our client, operating for over half a century in Southern Alberta, recognized the need to make significant and sustainable shifts in unit operating costs in order to extend its economic life as a producing asset. The leadership team tapped into change agents at the site, and in the head office, to engage the wider population around a compelling vision for the plant and to work with people at the gas complex to examine their operations, for themselves, and apply LEAN and other business performance improvement techniques to build a program to realize a \$3-5MM opportunity. This has been a multi-year journey focused on building improvement capability within the asset which has, to date, delivered and sustained over \$5MM in operating costs.



Creating a Fit-For-Purpose Approach

The Foundation Phase identified several key focus areas to drive performance improvement and lower unit operating costs. Business Improvement Teams were set up with participation from all levels of the organization from site leadership to hourly workers.



Multiple team members drove improvement through involvement in the BITs, with many more participating in improvement workshops

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Context and Challenge

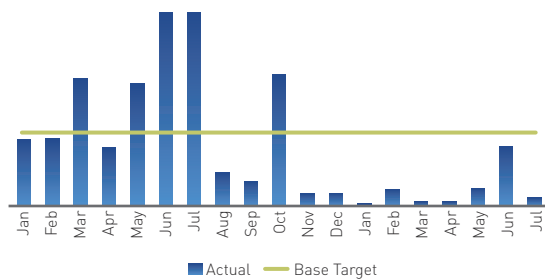
- Aging and depleting asset looking to extend its economic production life by 10-15 years
- Old asset operating in an area characterized by high “non-technical” risk
- Need to ensure high levels of HSE and social performance
- Need to develop leadership capability and create a new “way of working” at the plant
- Operational imperative to improve unit cost performance by ~15-20%, including overall maintenance and reliability performance
- Primary objective to secure the company’s “license to operate” and position the asset for growth and development opportunities

Approach

- Creation of a single site vision
- Implementation of the improvement roadmap to deliver the vision
- Mobilizing and launching improvement teams and delivering quick wins
- Redesign and implementation of management system elements for the complex
- Coaching people in new behaviors and LEAN ways of working
- Improving core operations and maintenance processes
- Building organizational improvement capability
- Monitoring and tracking quantitative program improvements
- Reinforcing and celebrating successes

Maintenance and Reliability Highlights

Reduce Mechanical (Rotating and Stationary) Downtime



- Improved planning and scheduling processes
- Clarified and standardized Maintenance Roles and Responsibilities
- Designed and implemented Maintenance Visual Management Boards
- Reduced contractor requirements
- Reduced maintenance overtime
- Redefined and simplified KPIs
- Improved backlog management
- Implemented daily toolbox meetings to set clear crew expectations
- Rationalized preventative maintenance work orders
- Upgraded reliability process, root cause analysis, reporting and action planning
- Short interval control process introduced to identify off schedule conditions



“We knew the preventative maintenance work orders were an issue. Through this process we were able to bring that to the forefront and determine a path forward.”

Maintenance Team Member

About Evolve

Evolve Partners helps clients to deliver improvement programs that create extraordinary performance and the capability to achieve further results in the future. We work with premier clients as they deliver improvements in results, business processes and management systems while we coach them on getting the learning, change and leadership interventions right. Our approach excites people and opens them up by connecting learning experiences to the challenges that are at the forefront of their minds. As a result, people flourish, changing their beliefs about what’s possible and learning to get better at getting better. Evolve - The Art of Implementation®.

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