



Executive Director Report

Looking back at 2011

2011 was a challenging year for PEMAC, but one that saw significant growth and improvement in most areas – membership, joining a global society, global recognition of our education and certification program, increasing the number of teaching institutions in the MMP program, bringing to three the universities offering MMP, developing and producing three MainTrain events in a thirteen month period – Fort McMurray, Toronto and Edmonton and designing new websites for www.pemac.org and www.maintrain.ca which now can be managed by PEMAC personnel.

We implemented a new information system – Avecetra/NetForum CRM (customer resource management) - and know firsthand the joys and pain our members experience with CMMS and EAM implementations.

We experienced a Canada Revenue Audit and review of our not for profit corporate status. A result of the audit and CRA recommendations, we changed our Accounting /Bookkeeping service that allows us to continue to meet best financial business practices.

PEMAC was invited to join the GFMAM (Global Forum for Maintenance and Asset Management). Our membership was sponsored by Tim Goshert at SMRP (Society of Maintenance and Reliability Professionals) and was accepted in May 2011. Cindy Snedden, MMP Program Director attended the meetings in Australia, and was joined by our second representative Chris Yexley FT Services of Calgary at the following meeting last October at the SMRP conference in Greensboro, NC

A very interesting year, and one that allowed PEMAC to improve the services and value we bring to our members – the practitioners and professionals who manage maintenance, reliability and asset management activities for their businesses in Canada.

Going Forward - 2012

We will continue to follow and improve on the PEMAC Strategic Plan 2009 – 2014. Our Strategic Plan is available for your review and posted on our website (under 'About:Projects'), we welcome your comments and participation.

Our marketing plan will focus on developing relationships with industry sector associations. All industry sectors invest capital in physical assets that are managed by maintenance, reliability and asset management practitioners and professionals. PEMAC offers workforce and professional development events, education and certification programs that are recognized by those industry sector associations as value they can bring their memberships. CNAM (Canadian Network of Asset Management) CABA (Continental Automated Buildings Association), CIM (Canadian Institute of Mining, Metallurgy and Petroleum) and CINDE (Canadian Institute for NDE). Included in this initiative

PEMACTION

2012-01

About PEMAC

PEMAC is a national not for profit association providing global leadership, education and certification in world class maintenance, reliability and physical asset management practices.

Upcoming Events

FEB 1 SMRP Chapter Meeting
4:30 pm - 6:45 pm EST
Location: Ivara Corp. 5046 Mainway, Burlington, ON
To register, email sandra.dimatteo@ivara.com or call Sandra at 905-632-8000 ext. 271
Ask about attending through weblink.

FEB 2 PEMAC Alberta Chapter Executive Meeting
12:00 PM MST
By conference call. If you have feedback to share prior to the meeting please contact [Susan Lubell](mailto:Susan.Lubell)

FEB 8 PEMAC Chapter Meeting
6:00 pm - 8:30 pm MST
Location: MacDonald Island (Miskanaw Ball Room-South)
Fort McMurray
Register by Friday, Jan 27, 2012 by emailing FortMcMurray@pemac.org

will be PEMAC participation and support for their business activities.

MainTrain is now in its 13th edition and going into its 9th year and the premier workforce and professional development event in Canada. Our media partnership with PEM and REM magazines is just as long. These two magazines are now published by Annex Business Media and we see a continuing, mutually beneficial relationship going forward. IMEC (International Maintenance Excellence Conference) developed and produced by the University of Toronto since 2006 and PEMAC are discussing a combined effort in Toronto for 2012

Attending to the interests of our PEMAC members is the responsibility of the following staff people: Cindy Snedden, MMP Program Director, Kim Mustill, Administration; Melanie Mangion, Accounting and Lazeena Lutchman, Printing + many volunteers across Canada under the direction of our new Board of Directors, led by incoming President Robert Lash. Their contribution is exceptional and PEMAC is very fortunate to have such people managing the association.

In closing, we would like to pay special recognition and thanks to Brian Malloch, who retired as President in 2011. It was during his leadership and dedication to our profession for more than 7 years that moved PEMAC to be recognized as a global leader in maintenance, reliability and asset management practices.

I have informed PEMAC of my plans to retire from the Executive Director position by September 1, 2012. This will mark my 20th year as a member of PEMAC and I've had the privilege of serving in various positions – Member #25, contributing writer on technical subjects, PEMACTION Editor, Director; Treasurer, Secretary and since 2002 their second Executive Director. I will continue to support PEMAC beyond 2012.

Thank you, you just don't know how much I've enjoyed my relationship with PEMAC and with the profession of maintenance – it's been 50+ years!

Watch for an official Executive Director Job Posting on the PEMAC website in the coming months. In the meantime if you think you might be interested in the Executive Director position, please feel free to contact me to learn more.

- Norm Clegg, Executive Director

Member Profile

Lana Delic, MMP



Tenant Airline Representative
Greater Toronto Airport Authority

Lana came into a maintenance management role from an unexpected direction. She spent most of her career in progressively responsible

OCT MainTrain Fort
1-3 McMurray
More details at
www.maintrain.ca

NOV MainTrain Toronto
19
-22
More details at
www.maintrain.ca

Recommended Reading

PEMAC MMP Instructor and Director, Cliff Williams, recommended the following:

"Making Common Sense Common Practice" by Ron Moore
"The Journey" by Steve Thomas
"Handbook of Maintenance Management" by Joel Levitt
"RCM - Gateway to World Class Maintenance" by Anthony M. Smith and Glenn Hinchcliffe
"The Machine That Changed The World - The Story of Lean Production" by James Womack, Daniel Jones and Daniel Roos

Do you have any book recommendations? Join the discussion on our LinkedIn group to share them.

Did You Know?

If you have completed the MMP Program through a participating Teaching Institution you must apply to PEMAC for your MMP Certificate and maintain your membership to continue to use the MMP designation. You can find the application for certification in the footer section of the website at www.pemac.org

Website

Both members and non-members can log-in to the secure side of our website to update their record with us, control what kind of email they receive, register for events, and purchase or renew memberships. Your UserID is the email address we send email to. Still stumped? email admin@pemac.org for help

administrative positions, at one point owning and operating her own business. Eventually she got an operations job at Pearson Airport Terminal 3 as a Resource Planner where she was part of a team which allocated check-in counters and gate assignments to airlines operating at the terminal. When a supervisor's position became available for the Terminal 3 Maintenance Dispatch Centre and Inventory Stores, Lana applied and was awarded the job.

It was as "Maintenance Support Supervisor" that she became interested in furthering her knowledge of maintenance management and enrolled in the PEMAC Maintenance Management Professional certificate program offered at Humber College. "The concepts in the program are high level, but are put forward in a way that someone without a technical background could understand. The instructors were extremely knowledgeable, good-natured and very helpful. Taking the program helped me stand toe to toe with maintenance staff on maintenance issues, join in discussions, ask relevant questions and offer viable solutions."

Because of recent restructuring at the Pearson airport Lana has since shifted back into operations and works as a Tenant Airline Representative. She enjoys her current role and finds her background in maintenance and facilities very valuable. She does however have a soft spot for facilities! She loved working directly with the trades - the people who keep it all running.

Member to Member Column

Mega Growth Projects: Challenges To Maintenance & Reliability Functions and Integration

by **Sridhar Ramakrishnan, P.Eng, MMP**

INTRODUCTION

In the middle to later part of last decade, a large number of oil and gas companies in Alberta have embarked upon growth projects that have increased their production capabilities. While some are new green field projects, many others are brown field projects where capacities are being added to existing operations.

In the year 2000, 245 million barrels of crude bitumen was produced in Alberta [source: Alberta Energy & Utilities Board's Statistical Series 2001-98]. In the year 2010 the production increased by 2.38 times as 584 million barrels of crude bitumen was produced in Alberta [source: Alberta Energy Resources Conservation Board's June 2010 report]. The province is expected to produce nearly 1204 million barrels of crude bitumen in 2019, almost double what was produced in 2010 and more than four times what was produced in 2000.

These growth projects bring with them a number of challenges, an important one being integrating the Maintenance & Reliability (M&R) functions and departments of the new plant with that of the existing / old plants.

This article highlights some of the key challenges that operating oil and gas companies are facing (including some 'soft' challenges), and some solutions.

CHALLENGES

1. People: The first and foremost is the people challenge. With more and more projects coming on stream, there will be continued demand for more workers while the existing experienced labour pool is gradually turning over to retirement.

These conditions mean that we must find ways to transfer knowledge and

logging in.

Board of Directors

2011 - 2012

PEMAC would like to congratulate and welcome the following individuals who were elected to the Board of Directors at the AGM which was held in early December 2011.

President

Rob Lash

Vice President

Al Johnson

Past President

Brian Malloch

Secretary

Greg Sanford

Treasurer

D'Arcy Wilson

Directors / Chapter Presidents

Newfoundland: Ken Corrigan

Fort McMurray: Amin Elsherif

Sudbury: Kim Hunt

Alberta: Susan Lubell

Directors

Dharmen Dhaliah

Roopchan Lutchman

Len Middleton

William Thrasher

Cliff Williams

Chris Yexley



Follow on LinkedIn



Forward to a friend

skills from the experienced workforce to a younger and (relatively) inexperienced workforce and to effectively integrate people arriving from outside of Canada and even those moving between companies with our existing organizational culture.

2. Workforce Efficiency: To meet the needs of growth projects, there is a surge in recruitment by the oil and gas companies. Increased cash flow in the recent years is helping this recruitment boom. In many cases it is leading to overlapping roles and responsibilities. This has a potential to create confusion and conflicts between different teams, and between people working in the same team, thereby resulting in loss of efficiency – people compete with one another to focus on activities, instead of working as a team to deliver results.

3. Multitude of M&R Methodologies: A large number of M&R methodologies have emerged in the last couple of decades, well supported by growth in new technology. Lack of correct understanding of the methodologies coupled with multitude of concurrent initiatives often results in incomplete or incorrect application of any particular methodology. This in turn prevents the organizations from reaping the full benefits of the methodologies.

4. Abundance of Software: Growth of M&R methodologies and technology has led to an explosive growth in number of software products available to support them. The result is that we tend to serve the software rather than using it as a tool to help us meet our objectives. These days it is not uncommon to find organizations having one Enterprise Asset Management (EAM) software, another software for document management, a third software to facilitate information and reports gathering from the EAM software, a fourth one for specialized maintenance or reliability methodology, and so on.

SOLUTIONS

Following are the six key steps that can help meet the above challenges:

1. Developing a Standards Driven Approach: M&R organizations and departments have to ensure a standards-driven approach for the new projects. Wherever Standards, Procedures or Work Practices exist, they have to be followed. If none exist, they have to be created and then followed. Even if that takes time. It has to be this way even if the existing / old project has not followed the standards – they will catch up subsequently.

2. Managing Changes: Strict control should be exercised over changes to the standards, procedures and work practices through an effective process which could be an EAM assisted Management of Change (MOC) process. This will ensure that the changes are process-driven and reasonable, not personality-driven. This will also prevent people (especially people new to the organization) from re-inventing the wheel as they might be under pressure to prove themselves by doing something different, which are often redoing the same thing in a slightly different fashion – without adding any value even while consuming resources.

3. Setting Realistic Goals: The targets or goals set in M&R should commensurate with the maturity of maintenance organization on the maintenance maturity curve. The goals should be clearly defined with realistic ends in mind. Setting too refined a target is setting up for failure from the very beginning. Once the targets and goals are set, track them and try to achieve them with a planned time-frame.

4. Establishing a Collaborative Mindset: A collaborative mindset not only helps in setting up a good asset management system in place for new projects, it also helps ensure a seamless integration with the people and programs related to M&R in the existing plant operations.

5. Clarifying Roles and Responsibilities: The roles and responsibilities of different M&R teams should be well defined and well understood by everyone,

and they should be relevant to, and aligned with the M&R goals. The same is true for individuals within the same team as well. This will help people focus on results instead of focusing on activities, thereby increasing the efficiency and effectiveness of M&R work processes and functions. This will also enable right people to take the right decisions at the right time on valid issues that they are best equipped to deal with.

6. Selecting the Right Technologies and Methodologies : Organizations should select M&R technologies and methodologies that are most relevant for the new projects and their existing projects – selecting only the must haves, not the nice-to-haves. Additional and newer M&R methodologies and technology should always be accompanied by a comprehensive training program for the employees who are going to use them.

SUMMARY

Challenges often end up as opportunities. On the positive side, the employees these days are younger, tech-savvy, and have more years to contribute to the industry. Many of them bring experience from overseas – from India, China, Philippines, Venezuela, South Africa, Eastern Europe, to name a few. In this era of globalization, they can only benefit the organizations. Availability of multitude of technologies and techniques mean that there are always a better, safer, more environment friendly, more reliable and more efficient options for maintaining the physical assets, and for integrating them with the existing plant operations.

Sridhar is a Senior Reliability Engineer with Suncor Energy Inc. in Calgary, Canada. His current role is to help establish sound systems, processes and methodologies to support Maintenance & Reliability excellence in Insitu growth projects. Sridhar has been working in the upstream oil and gas industry for the last 22 years. You can read his article describing his involvement in the Asset Management System development for a new project published in the October / November 2011 issue of Uptime.

http://reliabilityweb.com/index.php/articles/foundation_for_maintenance_and_reliability_excellence/

Are you facing similar challenges in your organization? Are there other challenges that are not discussed in the article? How are your departments / organizations gearing up to meet these challenges? Which of the key challenges are more valid for your department / organization than others? Consider joining the [PEMAC LinkedIn group](#) and joining the discussion.