**Strengths**

Merits of the plant performance are reflected in the following strengths identified by the Peer Review team:

* MA.1-1 – A tool coding system has been introduced at the station to track handling of the work tools, rigging and accessories (type 2)
* MA.2-1 – The station actively practices video recording of the work processes to raise training effectiveness and gain experience in the conduct of challenging and rarely performed activities (type 2)
* OR.4-1 – Video tutorials presenting management standards are shown at manager meetings to enhance senior management professionalism (type 1)

# MAINTENANCE (MA)

## MAINTENANCE FUNDAMENTALS

**PERFORMANCE OBJECTIVE MA.1**

Maintenance personnel apply the essential knowledge, skills, behaviours and practices to improve equipment performance, contributing to safe and reliable operation.

**Strength MA.1-1, Type 2**

**A tool coding system has been introduced at the station to track handling of the work tools, rigging and accessories**

All tools, rigging and accessories used at the station (hereinafter referred to as ‘tools’) are encompassed by an eleven-digit coding system mandatory for application. The coding system is provided with bespoke software that helps facilitate handling of maintenance tools and features the following advantages:

* All tools at the station are laser-marked. It is prohibited to use non-labelled tools.
* The coding system enables tracking of all tools used at the station.
* Each tool in the coding system is assigned to a particular employee, which helps keep the tools in a good condition. The number of requests caused by tool malfunction has decreased.
* Personal accountability for the tool upkeep helps meet the requirements for working at open equipment.
* The coding system keeps track of the tool testing and calibration dates, and in advance gives a reminder to the personnel responsible for the tool testing and calibration.
* The coding system allows logging unserviceable tools and tools unfit for decontamination, and tracking procurement of the replacement tools.
* The coding system enables a quick view of the information on tool availability in a warehouse and its search in racks.

The coding system allows taking inventory of expendables, including their date of expiry.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**MAINTENANCE (MA)**

## CONDUCT OF MAINTENANCE

**PERFORMANCE OBJECTIVE MA.2**

Maintenance activities are conducted in a manner that promotes safe and reliable plant operation.

**Strength MA.2-1, Type 2**

**The station actively practices video recording of the work processes to raise training effectiveness and gain experience in the conduct of challenging and rarely performed activities.**

Videos are shot at the plant for training purposes, to develop and anchor personnel skills in maintenance of various types of equipment. After 7 to 10 days, a video is shown to some 50-60 maintenance people. As they watch the video, a debriefing is made to point out the wrong actions and underline what was done incorrectly and what needs to be corrected. The correct actions are highlighted as well. By today, more than 70 videos have been shot for various types of equipment and various stages of work, from job admission through post-maintenance testing.

Seven videos have been processed using graphics, to be used for individual training of maintenance personnel. As workers watch the video, at the time of wrong actions captions appear on the screen to focus their attention and provide guidance on how to do it correctly.

Challenging, first-time, and infrequent maintenance activities performed on the station equipment by contractors are video recorded to give the plant personnel experience in doing these works so that in future they could be performed by the plant personnel.

The practice of using videos to train maintenance personnel has proved to be more effective than traditional paper-based training.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ORGANISATIONAL EFFECTIVENESS (OR)**

## LEADER AND MANAGER DEVELOPMENT

**PERFORMANCE OBJECTIVE OR.4**

The organisation sustains a pool of effective leaders and managers by preparing individuals for future assignments through an integrated and structured approach that provides the training, experience, knowledge and mentoring needed for positions of increased responsibility.

**Strength OR.4-1**

**Video tutorials presenting management standards are shown at manager meetings to enhance senior management professionalism.**

Purpose: To achieve a new level of improvement in leadership and management among the plant managers.

Considering that managers are very busy and do not have enough time to study training material on management and leadership, video tutorials on management standards are shown at the beginning of weekly meetings of the plant managers.

Results achieved:

* New level in leadership and management among the plant managers;
* Better rapport between directors, and between directors and their subordinates;
* Greater proactivity of personnel, considering changes in the management attitudes;
* More professional behaviours and higher professionalism of managers in the decision-making;
* Application of management methods and practices in case of improper behaviours or actions of personnel;
* Enhancement of teamwork spirit inside and between the divisions.