

I am pleased to welcome all our readers to this edition of the MEETA newsletter, running a little behind time for Q1. As chairman I would like to thank everybody who supported us in any way during the past year. Any organisation such as **meeta** depends on the efforts and enthusiasm of its members to survive. **meeta** has been in existence for over 25 years and has evolved to serve the interests of the Maintenance and Asset management community since the early 1980's and will continue to strive for excellence and innovation in this area.

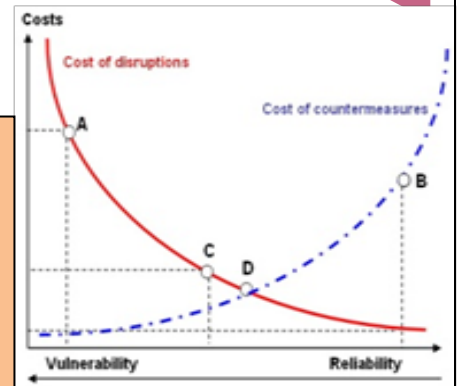
Our position as a society within Engineers Ireland gives us a strong position to put forward and maintain the important position of maintenance and asset management practitioners within the broader engineering family.

As with any organisation there are many challenges facing us, however I am confident that the organisation can build on the success of previous years and meet those challenges. I would appeal to anyone in the field of Maintenance to become involved and make the organisation yours – we would be delighted to hear from you.

This is the first of a planned 4 newsletters this year. We take the opportunity to promote the European Safety in Maintenance Campaign which runs through 2011.

meeta has been selected a campaign partner by OSHA in the ongoing promotion of safety – more details later in the newsletter

John Coleman (Chairman)



In this issue

AM Delivering Value

Safety in Maintenance

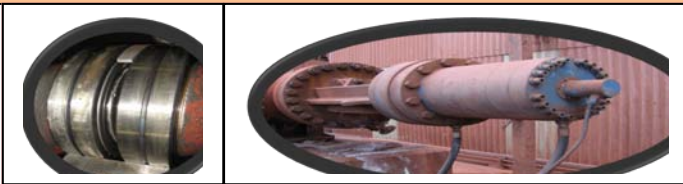
National Project Awards 2011

Euromaintenance 2012

Conference

Maintenance tips

Survey



Asset Management – Delivering Value

Until recently, the term asset management was most commonly associated with financial asset management. Financial asset management is concerned with managing and guiding investments for increased returns which are conceived of purely in financial terms. Physical asset management is similarly concerned with returns on investment, but it focuses on the whole life of capital assets and calculates value in terms of the optimum trade-off that can be achieved between social, environmental and economic objectives. Asset management is a strategic discipline which gives rigour and accountability to the way organisations decide:

- what assets are most critical
- what risks need to be provided for
- how this knowledge should be captured and disseminated
- how organisations should be structured
- The skills and number of people they need
- how activities should be carried out
- how actual performance should be measured
- When change or improvements are needed.

Asset management involves bringing these and many other decisions into a framework to ensure they serve the organisational goals. It is a holistic and integrative approach to managing the whole life of assets, from their inception through to their disposal, which involves looking forward as well as backwards, outwards as well as inwards, and balancing the needs of all stakeholders – those of today and those of the future to ensure the best value is obtained across the business

Good asset management is characterised by a clear line of sight from the directors in the boardroom to staff on the front line, from the asset management strategy to the individual task. It requires asset policies to be justified; strategies must be suitable for the production environment. It also requires a clear, well-communicated end to end process backed up by unambiguous roles and responsibilities, and managers who have the knowledge, skills and experience to understand, contribute to and enact asset management policies, strategies and whole-life asset management plans. Above all, it places a high premium on knowledge and learning and demands serious commitment to continuous learning from people, teams and organisations.

Organisations seeking to make best use of limited resources have hard choices to make. Choices which concern the reliability and availability of physical assets necessary for the delivery of essential services are particularly difficult. Asset management offers a highly structured, long-term approach to determining options, sizing and evaluating risks and returns and justifying decisions and plans. Its whole-life, whole-cost disciplines are central to achieving sustainable economic performance.

Organisations need to develop their own asset management policies, strategies and plans and decide how best to implement these. Wherever the availability of reliable assets is important, asset management is giving organisations a new way of looking at what they do, which they can use to refocus their strategies and resources on delivering sustainable long-term value and performance.



Judging Criteria

Criterion	Description	Score
Originality	How the project utilises Asset Management tools and techniques in an innovative and original manner.	25%
Whole Life Asset Management	How the project contributes to the optimisation of whole life costs of ownership of assets.	12.5%
Impact on Risk	How the project impacts on and integrates the management of financial and safety risks.	12.5%
Implementation	The extent to which the project has been successfully implemented, including evidence of actual benefits delivered.	12.5%
Impact on Employees	How well the project has change managed the impact on the company employees.	12.5%
Integration	How the project has been integrated into the organisation's existing Asset Management systems and process including integration with clients and the supply chain	12.5%
Asset Knowledge	How the project has contributed to the asset knowledge of the organisation.	12.5%



The National Maintenance and Asset Management Project Awards 2011

The awards agenda is an annual programme to recognise and honour Irish organisations and individuals that excel in performing the maintenance and asset management process to enable operational excellence. The objectives are to:

- Increase the awareness of maintenance as a competitive edge in cost, quality, service and equipment performance.
- Identify industry leaders, along with potential or future leaders, and highlight "best" practice in maintenance management.
- Share successful maintenance strategies and the benefits derived from implementation.
- Understand the need for managing change and the stages of development to achieve maintenance excellence.

Any maintenance or asset management project involving any of the following features: planning, designing, specifying, installing, modifying, operating, managing and maintenance of plant facilities, systems and equipment is eligible.

Benefits of participating:

- **Maintenance process assessment.** Applicants find that completing the application facilitates an internal audit of strengths and opportunities for improvement in maintenance and equipment reliability.
- **Competitive awareness.** Applicants find that entering the award programme increases awareness of their maintenance process and reflects favourably on their commitment to utilise maintenance as a competitive advantage for their business.
- **Goal setting.** Applying for the award helps companies establish priorities and competitive performance goals because the application is based on standards of maintenance excellence.
- **Feedback for continuous improvement.** By applying for the award, companies are provided valuable comparisons to support their continuous improvement effort.
- **Increased cooperation.** Applying for the awards builds a sense of company teamwork and emphasises the value of interfunctional cooperation.

No is the time to begin preparations for submission.

"Progress is impossible without change"

Albert Einstein

Meeta is now an official campaign partner in the EU OSHA Safe Maintenance Campaign in its own right. **Meeta** was formerly a Campaign partner as part of its association with the EFNMS. This is a recognition of the standing that **meeta** is considered to have in matters related to maintenance within Ireland.

<http://osha.europa.eu>



Confined space entry

Some guidelines for entry into a confined space:

- all other options have been reviewed and ruled out
- a permit to work is issued
- the appropriate personal protective equipment is used
- the confined space is isolated
- the atmosphere has been tested for oxygen content and where required for explosives and toxicity
- the tests are verified and repeated as often as defined by the risk assessment
- stand-by personnel is stationed nearby with the proper means of communication
- unauthorised entry is prevented
- rescue plan and equipment are prepared and in place

Working at heights

Some guidelines for working at heights:

- ✚ a fixed platform is used with guard or hand rails, verified and approved by a competent person or if this is not achievable, a fall arrest system is used:
- ✚ that is appropriate for the specific situation and approved by a competent person
- ✚ that is visually inspected and if damaged it is taken out of service
- ✚ all who use a fall arrest system must be instructed and trained in its use
- ✚ the person working with a fall arrest system should be able to contact a rescue team that is able to hoist them to a safe area

Bearings

Handle Bearings with Care

Always handle bearings as the precision components they are. Small cracks and nicks will lead to poor bearing performance, and eventual bearing failure. Do not bring sharp objects into contact with a bearing, and never hammer directly on a bearing or a ring. Do not install a bearing if it has been dropped or mishandled. Store bearings horizontally in a dry, clean place in their original package. Avoid exposing bearings to air-borne contaminants, as a speck of dirt in a raceway can lead to premature failure.

Rotate Idle Bearings

Bearings installed in equipment that is subject to vibration while the shafts are stationary may incur false brinelling damage. False brinelling also occurs when equipment is not properly protected during shipment. Brinelling can appear as bright polished depressions on the inner and/or outer races, as well as on the rolling elements. Guard against this by having a schedule for rotating bearings on equipment that is stationary.



Belt and Pulley Alignment



Alignment

Belt alignment or pulley alignment is an important maintenance task. When carried out correctly, it can prevent breakdowns and save considerable costs. Belt alignment and pulley alignment are synonymous, as the process of belt alignment hinges on the correct alignment of the pulleys on which the belt runs. For the sake of clarity, we speak of belt alignment. Belt alignment concerns aligning the belts in a way that results in the least wear on the belts and lowest energy loss for the machine or driver unit. This means that the grooves of the pulleys are in line with each other in practice.

Belt Misalignment

Experience shows the following can happen when the belt(s) is not properly aligned:

- Increased wear on pulleys and belts, axles, shafts and bearings
- Increased friction
- Increased energy consumption,
- Increased vibrations
- Increased noise
- Decreased bearing life
- Belt failures





Is maintenance a contractor or business partner?

21st International Conference & Exhibition Belgrade, Serbia, 14 - 16 May 2012

Euromaintenance 2012 is an ambitious three day conference & exhibition on maintenance, production reliability and asset management. Euromaintenance is an initiative from the EFNMS, the European Federation of National Maintenance Societies. The 21st edition of this conference will be organised by DOTS and Sava Centar

Call for Speakers

Speaker

We are looking for high profile and competent speakers who are willing to share their experience, knowledge and best practices with Maintenance Managers & Engineers from across Europe and beyond. We encourage persons with the following profiles to submit a proposal:

Profile

- Maintenance Managers
- Operations Managers
- Plant Managers
- Project Managers
- Maintenance & Reliability Engineers or Specialists
- Professors and Researchers in mentioned fields
- Consultants

Within...

- Integrating Operations & Maintenance (Lean Manufacturing, Lean Maintenance, TPM...)
- Maintenance & Asset Performance (KPI, OEE, Benchmarking, Auditing...)
- Contracting & Outsourcing Performance of Maintenance Personnel (Skills development, Knowledge Management, Safety, Health...)
- Reliability Engineering & Condition Monitoring
- Best Practices in Maintenance Execution & Planning
- E-maintenance (software & hardware solutions for maintenance)
- Energy Management & Environmental Improvements through maintenance
- Spare parts Management

More info at

<http://www.euromaintenance.org/>

Some organisations still consider production as the customer and maintenance as a supplier of services- similar to a contractor. In my opinion, a customer-supplier relationship between production and maintenance undermines equipment reliability improvements, leading ultimately to lost production.

If maintenance is the supplier, what is it that maintenance supplies? In the organisations where maintenance is a supplier to production, maintenance usually supplies time and material to production. Since production pays the bill for the services supplied by maintenance, maintenance will always be viewed as a pure cost, not as a resource that can deliver value. What is often forgotten in this equation is the total cost of production. Regardless of whom pays for what the ultimate cost will come back to the unit of production.

I believe the mission of maintenance should be to supply equipment reliability, and availability, at the most economical cost, not time and material, and I don't believe that production can be seen as a "customer" in the absolute sense, if you want reliability from maintenance. The driving force in a customer / supplier situation will be always "get the equipment back quickly" to maximise production on this shift. This will often happen at the expense of quality in the maintenance job. For example, if one of your most critical pumps is down, would a production customer, take extra downtime to allow an improvement in the alignment?

Common problems often created with a customer-supplier relationship are:

- Maintenance becomes more reactive because few operators see or understand the long-term effects of lubrication, alignment, balancing, preventive maintenance, etc.
- Operations usually like to have maintenance handy in case of a breakdown. Therefore, the amount of maintenance people on a shift increases.
- Priority of work is driven by production needs, not by an organised overall strategy.
- Less preventive maintenance is done because there is more focus on reactive work.

THE PARTNERSHIP

I strongly believe maintenance, engineering and operations should be partners in production. Production reliability is, therefore, defined as equipment reliability (where maintenance and maintenance engineering have primary skills) together with process reliability (where operations and process engineering have the primary skills). All groups must work as a team to maximise production while keeping costs in control. This philosophy when properly implemented will help deliver the lowest unit cost for the production facility.

If Maintenance is operating with maintenance cost as a primary KPI then it will always be in "budget jail". However as maintenance manager the primary functions is, of course, to maintain the plant, even in the face of a diminishing budget and mounting financial pressures. The facility must achieve high uptimes and quality output. It is the maintenance organisation's task to be sure that the process is mechanically up to the challenge.

Site Visits



A very successful site visit was held at the Bord Gáis Networks, Midleton Compressor Station, Ballinacurra, Co. Cork on Thursday 28th April 2011. This was another in our ongoing Site Visit programme and we are very grateful to Kieran Foley and his team for taking the time to deliver a very informative afternoon

Midleton Compressor Station is a strategic asset on the BGN transmission network to ensure that the natural gas flowing through the network remains pressurized to a sufficient level to operate the network efficiently. It commenced operations in 1986, with significant upgrades carried out in 2003. On site there are three 4MW Volvo DR 990's gas turbines driving centrifugal compressors and associated ancillary equipment. The site operates 24 /7 and includes back-up Grid Control Center facilities. The station is operated in compliance with the requirements of the relevant regulatory bodies including NSAI, Environmental Protection Agency, European Emission trading scheme and Commission for Energy Regulation. Bord Gáis Networks has successfully implemented an Asset Management Maintenance System with the aim of improving asset maintenance and reliability.



A very successful site visit was held at Webprint Concepts Ltd, Mahon Retail Park, Mahon, Cork on Friday 25th February 2011. We are very grateful to Eric Bergin and his team for taking the time to deliver a very informative afternoon

A highly experienced Ireland based independent publishing company; Webprint delivers the very latest in web offset printing technology to ensure that newspapers, magazines, leaflets and brochures are produced repeatedly to the highest standards. Irish owned and run, Webprint specialises in newspaper printing to tabloid and broadsheet sizes. Our web offset printing services ensure high quality reproduction on print media. Our success is measured through High Quality, Responsiveness, Speed and Low Cost.

Calling All Maintenance people Maintenance Survey Questionnaire

Ms. Emma Mansbridge is a master's degree engineering student carrying out research in the field of mechanical maintenance. The research being carried out requires that a number of industry professionals are contacted with a questionnaire as her project is based on a statistical analysis. The result of Project work such as this is always interesting and beneficial, hence I believe we should assist here in any way we can.

Emma has promised that she will make a copy of her findings available to all through the meeta website.

The survey has been already issued to all however Emma will be glad to supply another copy if required

I would urge all that are interested in Maintenance to complete the survey, so that it gives the best possible picture.

All questions etc should be addressed directly to Emma at:-

Email: emmamansbridge@yahoo.com or
emma.mansbridge@lit.ie

Student Maintenance Project Awards 2011

In 2004 MEETA initiated the Student Maintenance Project Awards

It is open to students of third level colleges to present a final-year project.



Striving for an award can be an important educational and motivational tool. By using an award as a carrot, many students will be motivated to offer just a little more effort than they might otherwise. In the striving, they learn.

The project can cover any aspect of maintenance technology and its management and typically address the issues of:

- The current state-of-the-art
- The need for the project
- Project objectives
- Work plan
- Project results

There are two categories of award: at Ordinary Degree Level and at Honours Degree Level. A panel of judges drawn from industry and nominated by MEETA will evaluate each application.

Now is the time to begin preparing for submission -

Further information is provided on the MEETA web site at: <http://www.meeta.ie/news/>