How does a Pulp and Paper mill stay competitive in today’s challenging market conditions? This was the question posed to the employees at the Espanola pulp and paper mill more than 8 years ago. The Kaizen process had been adopted and management was committed to training employees on the methodology and use of this valuable continuous improvement tool. It was time to build on its success, resulting in the development and implementation of the “Reliability Driven Maintenance” program. For 18 months Core Teams worked with multi-disciplined area teams developing asset health monitoring plans based on failure modes, past history and employee expertise. This resulted in inspection routes to be completed by operators and maintenance techs and incorporated technologies such as vibration analysis, ultrasound, infrared, oil analysis etc. and inspections using human senses (visual, auditory, touch etc.). Ivara EXP was the tool used to plan, collect and organize the data. Add to this planners, reliability engineers, effective standard work procedures, and excellent lubrication program and rigorous root cause analysis and you’ve got yourself a recipe for success!

Today we are proud to say that this program is thriving and is on a journey of continuous improvement. Early fault detection allows for effective planning and scheduling of repairs avoiding costly downtime however the benefits of a proactive strategy are where greater benefits are realized. Statistical analysis of historical data identifies opportunities for defect elimination. Pdm technologies are used for acceptance testing (baselining) new installations and repairs. Operators, lube techs and tradespersons are diligent in monitoring their equipment to ensure that it is operating within “healthy” parameters. Teams work together to analyze failures and identify improvements required to keep them from recurring. Engaged employees are key in making our program a success. Management is committed to providing a safe and productive workplace and our frequency of 0.5 speaks to that. Employees are valued for their expertise, innovation and commitment to continuous improvement. It is understood that training and education are key in improving safety, quality and productivity. Employees take pride in their work and go home at the end of the day knowing that they made a difference.

Where do we go from here? We are very fortunate to have all the right elements in place. Being a large plant we have lots of opportunity to build on our successes. Variation must be eliminated. By relentlessly pursuing best practices and making them a part of every thing we do in all areas of our business we will achieve superior business performance.

Domtar Espanola

Best Asset Health Management Program

Domtar Espanola

Best Maintenance Reliability Programs

2011

CMMS Software & Pdm instruments/software:

- Ivara EXP and EAM 5.3 (CMMS and asset condition monitoring software)
- UE Systems Ultrasound - (1) Model 10,000 and (3) Model 9,000
- UE Systems Ultrasound (3) lube units
- CSI 5200 on-site Oil Analysis
- SHF Microlog Vibration Data Collectors and SHF Software
- SHF Baker Tester
- Fluke IR (1) Flexcam and (1) Fluke Ti32 Camera