

Making an Operational Impact Through Real-World Training

Company: Alpha Natural Resources | **Sector:** Mining |

Location: Abingdon, Virginia USA |

Services Provided: Training for the Maintenance Planning & Scheduling Functions |



SITE:

Alpha Natural Resources (ANR) is one of America's leading producers of coal. The company engages in underground room and pillar mining and surface mining operations, with a focus on high bituminous, low sulfur steam coal and metallurgical coal reserves. The company serves electric utilities, steel manufacturers, industrial customers and energy traders and brokers. ANR is headquartered in Abingdon, Virginia and has revenues of \$13B with over 14,000 employees.

CHALLENGE:

ANR operates 150 active mines and 40 preparation plants. Since ANR was formed in 2002 much of the growth of the company has been experienced by acquisitions and mergers. The recent large mergers of Foundation Coal in 2009 and Massey Energy in 2011 brought different maintenance work management practices into the company and intensified the ANR requirement to refine and standardize operating practices across the company to leverage resources and results. The ANR Corporate Maintenance Management Team worked with SAMI to develop a program to execute the strategic goal of increasing planning and scheduling effectiveness and efficiency, making the most productive use of equipment downtime, defining Planner roles and responsibilities within Running Right Maintenance (or RRM, is ANR's standard operating principles for the application of asset management at the mine and plant sites) and establishing consistency within the planning function across all business units.

The overall challenge was to provide the sites with some process autonomy latitude because of previous ownership operating methods and site manpower sizing differences, yet capitalize on SAMI's proven training techniques and principles and lastly to incorporate the initiative within the framework, processes and guidelines of ANR's RRM structure.

HOW WE HELPED:

SAMI proposed to work with ANR to train the Maintenance Planning and Scheduling functions across ANR's Business Units. SAMI activities began by tailoring all training materials to ensure that the *Planning & Scheduling for Zone Maintenance®* course was properly aligned with ANR's operations and the RRM process. Customization focus was placed on the use of ANR specific terminology, integration of existing

KPI's with SAMI recommended KPI's and wording the training material to align with the various mine specific situations.

SAMI facilitated review sessions to assure the training material customizations met the specified ANR intent and were in alignment with proven SAMI *Performance Culture™* results based philosophies. Materials that were tailored included: Planner training presentation modules, course handouts, exams and a pocket reference manual. SAMI used a Project Manager/Senior Consultant with years of managerial and field experience to customize this offering. The management over-site of this program by a SAMI Officer also helped guide and direct the activities.

A SAMI subject matter expert delivered the customized training at several Business Units with many mine sites in attendance. Attending the workshops were Planners, as well as other personnel involved in the planning and scheduling processes. The approach utilized a three day course in a classroom setting with Real time simulation practice planning activities held outside the class. At least one representative from the ANR RRM Corporate Maintenance Team attended each class session to answer RRM CMMS specific questions and on future RRM activities. Both the SAMI trainer and the ANR representative provided guidance on the initiation and application of the newly trained principles and practices. Classes culminated with testing of all participants to determine the levels of comprehension of the principles and techniques.

RESULTS:

The project has built a knowledge platform of the critical elements of work management and the role of the Planning and Scheduling functions. Trained personnel now clearly understand:

- Key techniques for the identification and prioritization of work
 - The specific concepts and tactics involved with job scoping
 - Processes for long range planning
 - The benefits associated with optimized Planning and Scheduling
 - The roles and responsibilities of Planners in relation to ANR's Running Right Maintenance (RRM) program
- The teaching of the basic principles, practices, and behaviors of Planning and Scheduling

- The definition of work management roles of other functions in the organization
- The delineation between the Planning and Scheduling functions

Additionally, participants have been introduced to behaviors that allow an organization to transition from a reactive culture to a *Performance Culture*™.