



## Making One-Calls More Efficient

Organizations face multiple challenges with protecting and managing underground product delivery systems such as pipelines while ensuring safety and complying with time-sensitive regulations for dig requests and communications with excavators. When doing any major digging on your property you should always call your utility company to make sure that it is safe to dig in that particular area without hitting a gas line and causing a leak or interruption of service.



In Louisiana these One-Calls are called Dottie's (Dial One Time to Inform Everyone), in Kentucky they are called BUD's (Before U Dig) and in Illinois they are called Julie's (Joint Utility Locating Information for Excavators).

Once they are contacted Boardwalk Pipeline Partners checks their records. If there is a possibility that a gas line could be in the area they send a truck to check the actual location of the dig, assess and mark the area where the pipeline is located so the customer knows where it is safe to dig. To do this in the past, the Boardwalk employee had to drive back to the office, search the Irthnet and print up a hard copy of the approval for the records. Irthnet is the name of the software that automates and manages the excavation request process to

# Thoughts to Begin the New Year

## 1. Integrity

Looking back on 2013, a good friend of ours, Terrence O'Hanlon, brought up at the Houston Chapter of SMRP's MaRS conference and as part of his editorial for the April/May issue of Uptime Magazine the concept of integrity and its relationship to reliability. Terrence claims and we agree that without integrity reliability does not work.

disruption in its internal or external environments.

Every day humans expect the machines we use to work as they were created to work. We expect our coffee pots to brew a good cup of coffee each morning, our computers and smart phones to start up and function as they are designed to, but most important those of us that work with large equipment expect

**INTEGRITY HOW-TO:**

1. *Integrity begins with you – make a declaration to live a life of integrity.*
2. *Give your word only when you have an intention and ability to keep it.*
3. *Recognize and acknowledge all instances when you do not keep your word.*
4. *Honor your word by cleaning up the mess you made by not keeping your word.*
5. *Clean up the mess you made at the earliest possible opportunity and earn your integrity back.*
6. *Repeat.*

*Terrence O'Hanlon,  
ReliabilityWeb.com*

*Integrity is a concept of consistency of actions, values, methods, measures, principles, expectations, and outcomes.* So from that definition we can assume that integrity is the quality of being honest and having strong moral principles; moral uprightness. This definition applies to humans. The other part of the definition of integrity applies to equipment and systems. Our expectation for the equipment is that the outcomes will demonstrate its robustness and the ability to perform the intended functions without failing or being degraded or impaired by

it to run consistently and produce a good product and do so in a manner that is not harmful to us or the environment. In order to expect our equipment to run efficiently and well, it is important to treat it correctly. And that brings us back to the definition of integrity that applies to humans. The operators and mechanics need to be trained not only on how to operate and maintain equipment, but also on what to look for if it is not functioning properly and to utilize that training and the experience they gain each and every day so

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## SCHEDULE

Throughout the year, The Manufacturing Game® holds workshops for the general public at universities and/or professional organizations. For more information visit [www.mfg-game.com](http://www.mfg-game.com)

### Public Workshops

The Manufacturing Game® will be holding a Public Workshop at Reliability 2.0 South Point Hotel, Casino & Spa Las Vegas, NV April 7, 2014

Learn how to identify and eliminate defects through cross-functional action teams

For more information or to register visit [www.MaintenanceConference.com](http://www.MaintenanceConference.com) or call (888) 575-1245

### Conferences of Interest

## RELIABILITY 2.0 — Las Vegas —

Reliability 2.0  
South Point Hotel, Casino & Spa  
Las Vegas, NV  
April 7–11, 2014

For more information or to register visit: <http://maintenanceconference.com> or call (888) 575-1245



Reliability & Maintenance Conference  
San Antonio, TX  
May 20–23, 2014

For more information or to register visit: [www.afpm.org](http://www.afpm.org)

Mark Your Calendar!



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that they are acting with integrity toward the equipment. And in turn, the equipment can function (with integrity) as it was created to do. It needs to be inspected for defects, oiled and greased on a regular schedule.

Too often we don't get the full value of the equipment that we have purchased. We are satisfied with only getting 85% production from it. The question becomes why are we satisfied with 85% (or less) when we expected to get 100% of what the manufacturer claimed it able to produce when it was purchased? Has the equipment fallen short on

the integrity that was supposedly built into it, or have we not acted with integrity when operating and maintaining it? Would we be satisfied with this level of efficiency if we were talking about our coffee pot, automobile, television, or smart phone? Why then don't we do the necessary things to make sure that we are getting 100% out of the equipment that we are using in our manufacturing sites? There can certainly be many answers to this question, but one of the underlying ones would surely be integrity of the equipment and integrity of the human operating and maintaining it.

## 2. Leadership at All Levels of an Organization

We have written many articles for our newsletter and a book (Level 5 Leadership at Work) stressing the importance of leadership in organizations. Too many times people think of leadership as being the responsibility of the person at the top of the company or the division managers. If that is your view (or your company's view) of leadership then you are probably going to fail along with your company.

In today's world complexity is king. No one can know or be a master of everything. It takes pockets of excellence within an organization for success to follow. Everyone in your organization has some knowledge or expertise over and above that of anyone else in the company. It is imperative that the person with that expertise be allowed to lead in that area, and it is also essential that they step up to do that. Whether your expertise is in operating a specific piece of equipment, maintaining that equipment, vibration analysis,

rotating equipment, filling out a purchase requisition, etc be willing to share your skill with others so that they can also gain from your knowledge and make your organization a better and more proactive place to work.

If you are in a management position at a company remove any barriers that are keeping people with the right knowledge from assuming leadership in a certain area. Encourage them by your words and actions to use the skills they have attained to make others in the organization more efficient in their work.

If you have a particular area of expertise become a part of cross functional teams working on eliminating defects so that not only your area but the entire facility will become a better place to work. There is an old saying that states, "Don't hide your light under a basket! Instead, put it on a stand and let it shine for all."

We should all strive in 2014 to encourage people to lead when the opportunity arises and for those with expertise in a subject be sure to step up when the opportunity presents itself and lead the way!

### 3. Words We Should Strive Not to Use or Hear in 2014

There has been a lot written in the last week or two in newspapers and magazines about words that we hope not to hear in 2014... twerk/twerking, selfie, hashtag, hipster, geek, twittersphere, yolo (you only live once), fomo (fear of missing out) and the list could go on and on.



Those of us who work in the world of manufacturing/maintenance/reliability should consider our own list of words

that we would like to see eliminated in 2014...a few that come to mind are: breakdown, failure, catastrophe, disaster, collapse, silo, and various combinations of these words.

Certainly Best Practices have been in place for over 30 years to make many if not all of these words obsolete, and yet we don't seem to have improved enough to eliminate them from our vocabulary and working life. As we have said many times in the past just knowing about Best Practices is definitely not enough. We need to actually put them into play by taking ACTION. Nothing happens without some action being taken. A lack of action indicates a lack of Will. 2014 can be the year we stop talking about making improvements and actually do something about achieving the progress that is within our grasp. Working cross functionally to eliminate defects that occur in our processes, equipment,



maintenance and operating practices, parts procurement, design, etc will go a long way to making our organizations better and eradicating many of the words we should begin to abolish in 2014. As we strive to change our vocabulary this year, we wish our readers a safe, healthy, productive and prosperous New Year!



#### **Making One-Calls...cont. from page 1**

ensure product delivery system protection, safety and compliance

At Boardwalk Pipeline Partners in Owensboro, Kentucky; Sterlington, Louisiana and throughout the other sites, one of the main causes of concern, when it came to pick a defect to eliminate, involved the need to print and file hard copies of Irthnet One-Call tickets.

The Action Team of Terry Hunt, Joey Brown, and David Hasler from the Owensboro, Kentucky session and the team of Terry Moody, Matt Johnson, Jay Bailes, Mark Mask and Chad Yeldell from the Sterlington, Louisiana session chose the One-Calls to work on after a Manufacturing Game workshop. The teams came up with several ideas such as the possibility of installing a printer in each of the trucks so

the employees could call in on their phones for approval and then print up the One-Calls right on the scene. Jay Bailes' team from Louisiana discussed the problem about being able to access the



Irthnet system while outside the office. The iPhone was the tool identified to solve that problem since they could access the Irthnet regardless of where they were. They also decided to purchase printers – probably because they

still believed they had a need to keep a hard copy, but also to have something in their hands that was easier to read than the iPhone.

After much discussion and many ideas brought up by both of the Action Teams, the Compliance Department was not entirely convinced they could search for tickets in the Irthnet system from their trucks as needed. A training module that shows five different ways to search for tickets was created. That training module was assigned in the Learning Center for all Irthnet users. The Owensboro team proved that they could effectively conduct searches on the Irthnet system as far back as needed and therefore eliminate the need to keep a hard copy. A field-wide communication was sent by one of the team members concerning the reason to stop printing hard copies of the tickets. Because the team discovered they

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## TMG News

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would be able to gain access to the Irthnet through their iPhones to check One-Call tickets, he was able to gain agreement from the Compliance Department that a hard copy of the One-Calls was no longer necessary. It is now a solution used system-wide.

These two Action Teams' joint efforts proved to be a time saver for those printing and filing the tickets. For those not printing a hard copy it will also save space since there are hundreds if not thousands of One-Calls each year. It also saves paper and ink used to print the tickets, but most importantly it saves the time spent and gasoline consumption by the Boardwalk employees previously required to drive back to the office to print a hard copy of the ticket and lessens the possibility of accidents because of less time on the road.

### **Manufacturing Game Public Workshop at Reliability 2.0**

Reliability 2.0 in Las Vegas, Nevada will be presenting The Manufacturing Game Public Workshop April 7, 2014. The Manufacturing Game® is a hands on learning experience that creates a reliability culture. Participants will experience how they can increase reliability through defect elimination and cross functional work, become more proactive and increase business performance.

See how The Manufacturing Game workshop can reinforce and improve your company's reliability initiatives. It gives participants a chance to share their experiences with others. New and experienced employees get an overall view of the manufacturing, refining, mining industries, etc. The simulation and workshop allows participants

to see the whole system at one time and not just the function in which they work. Because the simulation collapses time, participants experience how the actions of one area impact the functions of another in the course of one day.

The Manufacturing Game® is designed for all levels of your organization from operators and maintenance personnel through parts procurement people, supervisors and upper management. Everyone learns the importance of reliability through defect elimination.

For more information or to register contact [www.maintenanceconference.com](http://www.maintenanceconference.com) or call (888) 575-1245.

