

# EFFECTIVE FLEET MANAGEMENT: LESSONS FROM CONVENTIONAL GENERATION

## THE KEY TO SUCCESS: IMPLEMENTING A PLAYBOOK

With over 70 GW of installed capacity, the U.S. wind industry has reached a maturity inflection point. Effective fleet operations are becoming a critical focus. How can operators ensure operational excellence to maximize value of their assets? Playbooks have proven successful in conventional generation fleets to develop and implement successful fleet management strategies. Wind operators can adopt this same approach to drive operational excellence and achieve greater value.

**Playbook**, noun: an action plan that is proven over time to be both effective and successful

## PLAYBOOK: A MANAGEMENT FRAMEWORK

Similar to a sports team's Playbook, conventional generation fleets use Playbooks as a coherent framework to define how the business will operate. By defining their management system, conventional generation operators are able to drive intended results, standardize operations, and encourage continuous improvement.

A Playbook has several components, all fundamental to sound management:



### **VISION AND VALUES**

*What we aspire to  
How we measure success  
How we behave*



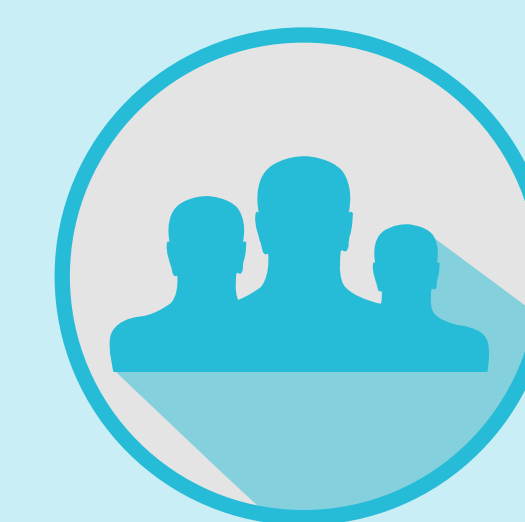
### **PLANNING AND MONITORING**

*How we improve our business  
How we hold ourselves accountable*



### **OPERATIONAL CONTROLS**

*How we run our plants*



### **ORGANIZATION AND ACCOUNTABILITY**

*How we assign accountability*

## APPLYING PLAYBOOK TO WIND SAFETY: A CASE STUDY EXAMPLE

ScottMadden worked with one wind operator to improve its safety results by developing and implementing a safety Playbook.



### **VISION AND VALUES:**

We established an overall vision for safety and distilled it into a single statement—Our work is never so urgent, nor our schedule so important, that work cannot be performed safely.



### **PLANNING AND MONITORING:**

We standardized, benchmarked, and set employee and contractor stretch goals for two key metrics. Initiatives were designed and budgeted.

- Total Recordable Incident Rate (TRIR)
- Days Away Restricted or Transferred (DART)



### **OPERATIONAL CONTROLS:**

We identified and wrote two key safety documents:

- Safety Program - defines high level accountabilities and requirements
- Safety Process - defines key safety activities, including communications, hazard identification, observations, and corrective action



### **ORGANIZATION AND ACCOUNTABILITY:**

The Wind Safety Manager was named the Safety Corporate Functional Area Managers (CFAM), with program ownership and accountability for results. The CFAM worked together with designated site safety leads to define and implement functional area standards. Together they formed the peer group to drive consistency and determine best practices.

## LESSONS LEARNED: IMPLEMENTING SAFETY PLAYBOOK FOR A WIND OPERATOR

The same fleet management concepts proven to work in conventional generation fleets were successfully applied to wind and delivered real results. Wind leadership learned three things through the implementation of a Safety Playbook:

1. The Playbook drives consistency and best practices. One message, one experience, one set of behaviors.
2. Our best people drive change. Make them accountable to set and implement standards.
3. Communicate, communicate, communicate. Discussion of the vision, goals, and standards is what drives new behavior.

**As a result of the Playbook implementation, contractor safety improved exponentially and corporate safety incidents continued to remain very low.**