



KEYERA

A little risk management saves a lot of fan cleaning.

The first 90% of a project takes 90% of the time the last 10% takes the other 90%.

If you can interpret project status data in several different ways, only the most painful interpretation will be correct.

– Sources unk.

Maximo Upgrade Project



Disclaimer:

Today I'll discuss my own experiences, it isn't meant to reflect on the IBM Maximo application as a product. Your upgrade may present different challenges.

The objective of my session is to alert you to some issues that I've encountered and re-emphasize some Project Management principals that have helped me.



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Warning:

This is what I looked like prior to taking on this project,
1 year ago.



Yes, I'm only 25 years old
and had my hair.



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Keyera Energy

Keyera operates one of the largest natural gas and natural gas liquids midstream businesses in Canada. Keyera contracts with natural gas producers to gather their raw gas through our extensive network of over 3,000 kilometres of gas gathering pipelines for delivery to one of our 15 natural gas processing plants.

From its initially creation from the partnership of Gulf Canada and Keyspan, **Keyera Energy** has continued to grow and have acquired additional facilities from Chevron, Enerpro & Spectra.



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Keyera and Maximo

- Keyera first installed Maximo in 1999 to replace the “Waymaker” application in response to the “Y2K bug”.
- Maximo was installed in four of Keyera’s major operating areas.
- In 2005, Maximo was installed in a fifth operating area.
- Today, Maximo is in use at 9 facilities.



The Pre-existing Situation

- In 2008, Keyera Energy was running five (5) instances of Maximo 4.1.1 to manage some of its purchasing, warehousing and maintenance activities.
- Each “site” was independent and maintained its own hardware, software locally.
- There was no centralized support or management.
- Hence, each of the 5 separate instances evolved their own procedures and techniques for using Maximo.



The Pre-existing Situation

- IBM, the Maximo supplier, ended its technical support for Maximo 4.1.1 on September 30, 2008. This put Keyera and its data in a vulnerable position should the application fail.
- Keyera Energy never had “in-house expertise” of the Maximo suite of applications. Up to this point, we have relied on third party contractors/consultants for all support and technical assistance.
- Prevalent feeling that “Maximo can be doing more for us.”



The Upgrade Project

- The project will upgrade our current Maximo installations to the most stable version, 6.2. (6.2.3 /4).
- We will also amalgamate all disparate systems into one corporate system. This will enable us to run a supported product while positioning us, in future projects, to take full advantage of the power of an EAM system.
- As a result of executing this project, the Project Manager will develop more detailed knowledge of the Maximo suite of applications.



MXES - New Features

Shift in Technology

- Maximo 4.X - Centura based client-server model.
- Maximo 5.X - is a web-enabled application.
- Maximo 6.x and 7.X are web-based applications which provide:
 - Standardized IT Infrastructure.
 - Centralized Hardware and Software.
 - Portability.
 - Configuration Benefits.
 - Scalability.



MXES - New Features

Significant Functional Changes

- Complete Re-designs of Workflow and Escalation, Database Configuration.
- Maximo 6 includes several enhancements to navigation and the user interface.
- Multisite and Multilanguage support.
- New Data Model: System, Set, Organization, and Site.



MXES - New Features

Significant Functional Changes

- Configurable Start Centres.
- New (WYSIWYG) Application Designer.
- Enhanced Maximo Enterprise Adapter (MEA).
- Printing and reporting (Actuate 8).
- Attached Documents Enhancements.



Areas of Note

Software installation and Hardware compatibility

- New MXES model recommends three servers; Db, Application and Reporting.
- Keyera is a Linux shop, Couldn't get Linux and Maximo to cooperate, had to convert server to Windows.
- Actuate has to run on Windows – license concern with Server 2003 (non-Enterprise edition has limits to usable RAM 4Gb).



Areas of Note

Application Considerations

- Orgs vs. Sites.
- GL Accounts.
- Company Sets.
- Item Sets.
- Assets/Locations (Classifications).
- Users/People/Labour.
- Crafts.
- Domains (WO Priorities/Work types).



Execution

- The Project ran from Jan 2009 – Apr 2009.
- Go-live on production was on-time, Monday Apr 6, 2009



Lessons Learned

- Choose Consultants/Contractors carefully
 - Adequate resources.
 - Well experienced and knowledgeable.
 - On time / on budget.
 - “WTH” clause – what happens when something goes wrong.
 - Value added advice vs. robots.
- Organize support resources immediately
 - IBM notifications.
 - Ability to write PMRs.
 - Join and access Maximo Yahoo group.
 - Become active in Maximo community (WCMUG).



Lessons Learned

Scope out project fully

- Consider how much customization we have invested in our current version?
 - Interfaces.
 - Reports.
 - 3rd Party (handhelds, GIS, TRM, Quickpick, etc.)
 - Training.
 - Documentation.
 - Support.



Lessons Learned

Don't under estimate change in technology!

- While web-based provides a many benefits it is also susceptible to the disadvantages of web technology.
 - Connectivity.
 - Wait times - Calls to server slow down productivity.
 - Single session.
 - User interfaces can be confusing or behave inconsistently when normal web patterns are not followed.
 - Firefox not supported.
 - MXES ideally needs dedicated report server (Actuate).



Lessons Learned

Use the opportunity to address past errors in data

Re-engineer Processes

- Importance of a Business Process Review before upgrading / Implementing Maximo.

(Don't reimplement the same mistakes)

- Understand and plan for shift in resources.



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Lessons Learned

Pre-train Users

- Identify all users and potential champions.
- Use IBM Demo site and Dev site to expose users to hands on training.

Importance of Test scripts

- Fully developed.
- Eliminate surprises.
- Ensure everything works.

Make Manual

- IBM vs. Corporate policy.



Lessons Learned

Follow other project best practices

- Elicit buy-in and acceptance.
- Document decisions and changes.
- Maintain issue log.

Bugs, What Bugs?

- Find someone that will let you know not only the excellent features but the significant bugs.
- Fully study and test Hot-fixes and patches as completely as possible.



Subsequent Projects

Formal and informal Projects

- Harmonizing Company Set.
- Conquering Item Set.
- Matching and accelerating usage across enterprise.
- Bring all facilities on board.
- Extending to new users.
- Reintroducing barcode readers and mobile technology.



Maximo @ Keyera Energy





SHY?

Feel free to contact me if you have any questions after this conference.

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