

Quick Changeover (QCO)

Situation / Task

Client needed to replace 30 sets of Variable Speed Drives and their associated control systems for PA Fans. With support of a contractor, the programme was set at 15 days per set, 450 days total.

Actions

- Briefed the project team (including contractor staff) on QCO.
- Set up Control Boards in the project room and at the jobsite.
- Coached the team to identify change elements that were internal (must be done during the power outage) and external (could be done before or after the outage, thus reducing downtime).
- Where elements could be made external, this was done on the next changeover.
- Times to complete every element of the changeover were recorded. These were studied to find ways to reduce time taken.
- All improvements were documented to embed them for the remaining changeovers.



Results

- The first changeover took 15 days, as originally planned.
- The next changeovers took 14, 13, 12, 11, 10, 11 days. 11 days was the best repeatable time.
- Net reduction was 100 days out of a 450-day programme, a saving of 22%.
- Contractor cost was reduced by £6k per changeover at 11-day changeovers, totalling £150k.

How QCO works (example only)

