

COVID-19 PANDEMIC: PROPERTY LOSS PREVENTION

Power Generation Industry

The electric power industry has a strong track record when it comes to preparing for emergencies and it continues to do what it does best: provide a reliable and continued electric power supply. Doctors, nurses, firefighters, police officers, the military, and other public service professionals are most praised during national emergencies, as they should be. However, the men and women who keep the lights on and society functioning also deserve praise.

At FM Global we remain committed to providing our clients with the best property loss prevention advice to keep your facilities resilient and safe, particularly during these challenging times. Industry is adapting rapidly to the new demands caused by these challenges. These can have an impact on property risks and resulting business interruption. For the electric power industry, these are some noteworthy trends:

- **Plant Staffing and Plant Operation**
Electric power providers have initiated pandemic task forces implementing their emergency pandemic response planning in the early onsets of the COVID-19 crisis, often well before country, state and province mandates came into effect. However, some utilities have come close to disaster with the potential to jeopardize continued operations as employees with coronavirus symptoms had been identified.
- **Equipment Reliability**
Countries and regions have seen significant declines in electrical demand. This may result in the need for changing the operating profile of power generating equipment (e.g., cycling, low-load operation or even the need to lay up equipment). Also, scheduled maintenance and outages may need to be delayed, with the potential for an increase in operational risk.

To assist you in your efforts to mitigate the potential impact of these risks in this sector, the following loss prevention advice will help keep your properties resilient and safe.

PROPERTY LOSS PREVENTION ADVICE

- **Plant Staffing and Plant Operation**
Operator pandemic industry response practices may include:
 - Nonessential travel restrictions, social distancing practices and working from home policies
 - Prohibiting access to the facilities of nonessential personnel (including management and executives)
 - Daily virtual meetings and communications to convey changes and pandemic response (including executives)
 - Activating emergency response organizations and succession plans (including technicians and specialists)
 - Additional worker screening measures, such as temperature and health checks, and testing, including contracted personnel



- Shifting the workforce into cell structures:
 - » Activating backup control centers, training rooms and any kind of office
 - » Operating each shift in isolation to control spread should an operator contract the virus
 - » Eliminating in-person shift turnovers and use of paper
 - » Isolating day from night shifts and instate on-call backup shifts
 - » Having cleaning crews disinfect control banks, furniture, etc, in between shifts
 - » Sequestering of operators and isolating them from external contacts to avoid contagion (14 days typically)
 - » Fatigue mitigating methods to ensure alertness and responsiveness to the operating conditions
 - » Stockpiling cots/beds, laundry supplies, food, PPE, medication, etc. for sequestered operators
- Review of processes and procedures to ensure:
 - » Criteria for when to shut down operations due to below-minimum staffing, load levels, etc.
 - » Frequency and scope of inspection rounds
 - » Emergency Operating Procedures and operator authority to act/shut down the unit/plant
 - » Operators' alertness to respond to adverse trends without delay
 - » Review unit equipment limits (e.g., capability curves, ramp rates, low load, temperature limits)
 - » Business continuity plans, including a process for 24/7 availability of managers with decision-making authority to allow repair crews on site for things like unscheduled crucial repairs
 - » Heightened cyber resilience awareness

□ Equipment reliability

Considerations to manage these risks include:

- Expediting remote connectivity with monitoring and diagnostics centers to help identify equipment that may be in the early stages of failure, instruments that are out of calibration, and informing the operators
- Vetting mission-critical work for uninterrupted operation through incident command structures
 - » Given the unknown timeline, critical path could be extended into seasons of high demand and therefore may need to be of a dynamic scope
 - » Assess upcoming challenges due to changing seasons, such as volatile market conditions or natural hazard seasons

- Carrying out on-site inspections and risk analyses
- Ensuring operability of critical safety devices and systems through testing and inspections
- Assessing the plant's resilience against disruption to the availability of critical components, materials, and support resources
 - » Determine near-term (e.g., 6 months) corrective and preventive maintenance workload, verifying and validating that parts are on order and personnel is available to meet the anticipated operational period.
 - » Ensuring a continued and/or backup supply of operational consumables (e.g., fuel, hydrogen, chemicals).
 - » Involving Original Equipment Manufacturers (OEM) or Alternative Service Providers (ASP) in a risk analysis based on current equipment condition, including identification of corrective items, OEM/ASP technical bulletins and/or upgrades, and how they may affect the reliability of the equipment.
 - » For preventive maintenance on scheduled equipment, evaluate options for a predictive maintenance approach and information gathering technologies for condition-based maintenance.
 - » Enter into mutual aid agreements and/or memorandums of understanding for needs in case of emergency, includes a robust contingency planning program.
- Taking additional precautions for remotely operated facilities such as assigning staff to visit and enhance cyber security.
- For idled equipment, ensure adequate lay-up procedures and monitoring are implemented. For restart and initial reoperation, ensure pre-startup safety reviews and briefs are conducted by qualified operators.
- Ensuring cyber security systems are up to date.

USEFUL RESOURCES

These FM Global resources can provide you with additional information:

- [Pandemic Cyber Loss Prevention Checklist – Information Security](#)
- [Pandemic Property Loss Prevention Checklist](#)

For more information and methods for addressing loss prevention concerns at your facility, refer to the free resources on FM Global's website at fmglobal.com
 FM Global clients can contact their Account Engineer.



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