

CONFIDENTIAL

To: [Learner Name] **From:** Maria Flores, Director of Asset Management **Date:** October 26, 2023 **Subject:** Your analysis of the transformer situation

Welcome aboard. I'm sorry to throw you into the deep end, but we have a critical situation that needs your expertise.

As you'll see from the attached data, we're experiencing an unacceptable rate of transformer failures. This is causing significant service disruptions and is drawing unwanted attention from the Public Utilities Commission.

The challenge here is as much political as it is technical. Frank Miller in Operations is convinced this is a temporary issue and that our traditional 'run-to-failure' approach is sound. He's not a fan of new methods and will need a lot of convincing.

I need you to take the lead on this. Go through the initial data. I don't expect a complete solution in a week, but I need you to come to our meeting ready to articulate the problem using this data. Show us the patterns. Frame the questions we *should* be asking. Your job is to build the case for a smarter, data-driven asset management strategy.

Let me know if you have any immediate questions. I'm counting on you.

Best,

Maria