



IN ASSOCIATION WITH STEP ACROSS TRAINING

presents

CPD Training for March 2014

Training Schedule March 2014			
Event	Course Duration	CPD Credits	Event dates
Maintenance Improvement Courses:			
Root Cause Analysis	3 Days	3	3-5 March 2014
Effective Management Skills & Technical Skills for Maintenance Supervisors	2 Days	2	6-7 March 2014
Reliability Centered Maintenance and Risk Management	3 Days	3	10-12 March 2014
Maintenance Planning & Scheduling	5 Days	5	17-21 March 2014
Logistics, Inventory and Supply Chain Improvement Courses:			
Inventory Planning & Control	2 Days	2	13-14 March 2014
Production Improvement Courses:			
Total Quality Management	3 Days	3	24-26 March 2014
HR Management Courses:			
Human Resource Management for Non-HR Managers	2 Days	2	27-28 March 2014



Inventory Planning & Control

INTRODUCTION

Inventories are a major component of any logistics system and can be as much as 50% of the capital employed in any organisation. Inventory management is key in the elimination of wasteful activities. Inventory needs to be planned, managed and controlled in order to achieve the basic aims of:

- *Minimising costs at acceptable levels of investment.*
- *Providing the desired levels of customer service.*
- *Improve availability and flexibility to internal customers.*

This course will introduce participants to the fundamental nature of inventory from a financial, physical, forecasting, and operational standpoint.

The course will present immediate usable information in the areas of forecasting, physical control and layout, problem recognition and resolution.

New technology is also explained.



TRAINING OBJECTIVES

The Aim of this course is to provide delegates with an understanding of the following:

- ✓ Understand that modern practice discourages holding large quantities of inventory and encourages only having amounts on-hand required for current needs (pull system).
- ✓ Grasp the significance of controlling actual, on-hand inventory as both a physical object (shelf count) and as an intangible object (record count and monetary worth).
- ✓ Understand the fundamental differences between finished goods inventories in the retail/distribution sectors and raw materials and work-in-process inventories.
- ✓ Contents include in brief:
 - Inventory Definition, Purpose, Categories & Types
 - Inventory Management Accounting Basics
 - Independent Demand Inventory Systems
 - Cycle Count Methodologies
 - Bar Coding definition, objectives, advantages & structure
 - Inventory Planning Concepts and Forecasting Techniques
 - Replenishment Concepts, incl: EOQ & JIT
 - Stock evaluation & performance measurement
 - Physical Controls: The Warehouse Environment
 - Distribution Inventory Planning and Control (Logistics) Basics
 - Why Inventory Systems Fail and How to Fix Them
 - Protecting Inventory

WHO SHOULD ATTEND?

The participants who would benefit from this course include (but not limited to):

- ✓ Manufacturing/Production Management supervisors and managers (Productivity issues); understanding costs.
- ✓ Quality Management/Quality Assurance/Quality Control supervisors and managers (incoming; chemicals etc.)
- ✓ Engineering/Maintenance Management (Failures, breakdowns, catastrophe) avoidance of substandard materials.
- ✓ Logistics; Procurement and Transportation management (Stock out; late delivery; over stock); failure avoidance.
- ✓ Other support groups like Information Technology; Industrial Engineering; Financial Management and H.R. in order to understand the difficulties regarding inventory management and think of supporting roles.
- ✓ Any Risk Management employees. During incident and accident investigations; materials are often the root cause.
- ✓ It can be particularly valuable to those newer to this field or those who wish to refresh their knowledge of the 4 types of materials; namely: Raw Materials; Components; WIP and Finished Goods.

Course Duration: 2 Days

SAAMA Accredited: 2 CPD Points

Human Resource Management for Non-HR Managers

INTRODUCTION

The day-to-day activities of hiring, motivating and retaining employees fall heavily on the shoulders of the frontline managers. A basic understanding of the HR function can be beneficial to all managers.

This course provides an excellent overview of the most common Human Resource Management (HRM) roles, practices and tools used in virtually every business. Managers will be introduced to techniques and skills necessary to properly manage their employees. Effective HRM enables employees to contribute effectively and productively to the overall direction and the accomplishments of the goals and objectives of a company/organization.

This exciting and engaging programme will equip delegates with the essential HR Management skills they need for success in today's dynamic workplace. Delegates will learn to work closely with their HRM department to build and motivate high performance teams as they drive individual and team performance. Includes methods to develop a pathway to future requirements, evaluate and measure human performance, transform ineffective behaviour and empower people to drive overall business performance.

Tutorial sessions, case studies, practical exercises, presentations and syndicate work make this a proactive, hands-on course.

This course offers the support you need to carry out your role as manager or supervisor, organised by the employee life cycle.



TRAINING OBJECTIVES

At the end of this training course, delegates will understand:

- The role and value of the HR department
- Understand the value of job descriptions and personal specifications as part of recruitment
- Analysing and applying critical skills necessary in recruitment, selection and interview processes.
- Important factors to consider when recruiting and the methods to recruit highly qualified individuals
- Apply interviewing techniques to select the right people for getting the most qualified individuals
- The value of effective orientation and induction for new employees
- Creating talent development plans and career paths
- Empowering staff and drive performance through coaching, mentoring and motivation.
- Develop positive performance appraisal systems
- Provide constructive feedback to improve performance and personal commitment
- Use performance counselling and disciplinary procedures
- Promote learning and development, ensure career growth through continuous training.
- Analysing training needs, creating programs which produce higher performance and better business results.
- Understanding diversity, the different forms it can take and positively embracing diversity
- Disciplinary concepts and procedures; including Basic Labour Legislation and Conducting a Disciplinary Hearing.

WHO SHOULD ATTEND?

This course is designed for:

- All managers and supervisors
- People looking to improve their skills, or those being considered for advancement
- HR Managers who have not received any proper HR training
- HR Coordinators, Officers, and Assistants
- Administrative, Operation, Finance and Program Managers and Officers
- Maintenance Planners
- Key Operations Supervisors
- Supervision from other related areas such as Operations, Warehouse and Housekeeping

Course Duration: 2 Days

SAAMA Accredited: 2 CPD Points



Maintenance Planning & Scheduling

INTRODUCTION

Effective & Reliable Maintenance provides a competitive edge in many companies. Effective planning and scheduling contribute significantly to the following:

- *Reduced maintenance cost.*
- *Improved utilization of the maintenance workforce by reducing delays and interruptions.*
- *Improved maintenance systems improve people and motivation as a consequence. It is no secret that good leaders create good followers.*

Maintenance Planning and Scheduling is all about improving quality of maintenance work by adopting the best methods and procedures and assigning the most qualified workers for the job. The true benefit of effective maintenance is an inventory and production improvement in TAKT time; Cycle time; Basic time and Standard time.

This planning training is packed with the insights and the powerful techniques of successful maintenance planning and scheduling for high equipment reliability. The comprehensive content introduces you to best practice maintenance planning and scheduling systems and explains how to produce great task productivity and maintenance work quality. You learn what to do and why to do it so you can get the production plant back into operation faster and running for longer.



TRAINING OBJECTIVES

The objectives of this course includes an understanding of:

- ✓ Maintenance Planning: It's Role in the Business and its Foundation Basics
- ✓ Maintenance Types; including Condition-based Maintenance – Visual Inspection
- ✓ The Purpose and Role of Maintenance Planning and Scheduling
- ✓ Risk Management Fundamentals
- ✓ Equipment Criticality Analysis – identify plant and equipment at risk
- ✓ RCM as a tool for Optimization of Operations and Maintenance activities
- ✓ Classification of Maintenance Work According to Planning and Scheduling Purposes
- ✓ Planning and Maintenance Key Performance Indicators (KPI)
- ✓ Maintenance Effectiveness Indicators (PERT)
- ✓ The Maintenance Planning Work Process
- ✓ Necessary Planning Office Systems and Methods
- ✓ Standardizing Planning Procedures and Scheduling Procedures
- ✓ Equipment Refurbishment Decisions and Costs
- ✓ Elements of Sound Scheduling
- ✓ Staging Parts and Tools; What, Where and Who to stage, the process of staging
- ✓ Work Scheduling & Job Sequencing
- ✓ Manpower Scheduling and Resources Scheduling
- ✓ Measurement of Maintenance effectiveness with Metrics
- ✓ The People Side of Planning
- ✓ Specific Planning Advice to Go Along with a CMMS
- ✓ Effective Shutdown Execution
- ✓ The Overall Objectives of this course includes:
 - Minimizing the idle time of maintenance workers.
 - Maximizing the efficient use of work time, material, and equipment.
 - Maintaining the operating equipment at a responsive level to the need of production in terms of delivery schedule and quality.
 - Determine the correct load on machines and equipment – eliminate overload or under load. This leads to a correct make or buy decision on the strategic management level.

- ✓ Use maintenance as an effective method of cost reduction and improving uptime.
- ✓ Make the entire facility more efficient in all areas.
- ✓ Practical exercises of the different tools to help delegates find the tools that are easiest for them or that work best under certain conditions.
- ✓ The ratio of theory to practical is: 10% theory; 90% practical; including working on soft copies.
- ✓ Case Studies will be provided and worked through with delegates in a separate workbook supplied.

WHO SHOULD ATTEND?

This course is designed for:

- **Maintenance Supervisors:** Realize their critical role at implementation level.
- **Maintenance Managers:** Interfacing with all other departments for scarce resources. Support from a team point of view.
- **Logistics Managers:** In order to recognize the importance of critical spares; tools and Equipment and agree on a level of safety stock.
- **Plant Managers:** They are frustrated with machine downtime and poor motivation.
- **Plant Engineers:** They are in the position to design out repetitive errors by innovation.
- **Maintenance Planners:** They need to realize importance of effective communication and be aware of who; what; when; how; why regarding shut downs and preventative Maintenance.
- **Management Information staff:** Understand the role of CMMS in maintenance.
- **Risk Management Professionals:** The importance of care of physical assets incident and accident preventions.
- Managers who must plan the future budgets and strategies going forward.

Course Duration: 4 Days

SAAMA Accredited: 4 CPD Points

Effective Management Skills & Technical Skills for Maintenance Supervisors

INTRODUCTION

Highly-trained maintenance supervisors are the key to trouble-free, productive and profitable operations. Maintenance supervisors faces problems that are unique to maintenance management. Maintenance Supervision is a specialised job that requires specialised training.

Traditional "supervisory" courses just do not cover the unique skills required. Maintenance supervisors need to be effective communicators with their employees and with management, know how to motivate workers to increase productivity and how to run their department in the most efficient way possible. In addition to these skills maintenance supervisors must also have technical, human relations, administrative, and decision making skills.

These and many other questions will be answered in this practical and effective Management Skills Course for Maintenance Supervisors.



TRAINING OBJECTIVES

This is our basic introductory course for building supervisory, management and team skills. These carefully chosen topics will increase the effectiveness of your managers and supervisors:

- The definition, purpose and responsibility of Maintenance
- The different types of maintenance and key maintenance concepts and theories; including Preventive Maintenance and Reliability Centered Maintenance
- Understanding Equipment Failure and how to prevent or eliminate it
- The 6 key factors required of maintenance to achieve its purpose of helping to get optimal operating performance
- Understand the role and responsibilities of the Maintenance Supervisor
- Preventative maintenance and other vital techniques for running a world-class maintenance department.
- How to prioritise and allocate work, as well as dealing with backlogs.
- How to pre-plan tasks and ensure the availability of spares and materials to complete the task.
- Setting the budget for equipment maintenance requirements
- Best practices for applying preventive, predictive and condition-based maintenance
- Guidelines for assessing your existing PM system and making improvements
- Outline ways to make the change from technician to supervisor
- Be a more effective leader
- Learn how to delegate
- Increase your team's productivity – adding value and reducing waste
- Learn how to motivate your team
- Evaluate and improve essential communication skills.
- Deal tactfully with difficult team members

(Training Objectives Continued)

- Setting up work schedules that add to the productive day, reduce confusion and invigorate your work force.
- Introduction to tested time management techniques, including 10 key time savers tailored to the maintenance manager's particular needs.
- Supervisory staffing issues: interviewing for new staff, discipline, supervising issues
- Be a contributing leader/member of an organisations' quality improvement team, by understanding and communicating the accepted concepts and techniques of quality implementation

WHO SHOULD ATTEND?

This course is designed for:

- Maintenance managers and supervisors either supervising maintenance workers or manage maintenance through supervisors
- People looking to improve their skills, or those being considered for advancement
- Maintenance Planners
- Key Operations Supervisors
- CMMS Administrator or key users
- Key Maintenance support assistants
- Supervision from other related areas such as Operations, Warehouse and Housekeeping are also invited, as they deal with maintenance on a daily basis.

Course Duration: 2 Days

SAAMA Accredited: 2 CPD Points

Root Cause Analysis



INTRODUCTION

There will always be problems in the working environment, no matter which area, level or industry type. We all know that it is important to contain problems as soon as they occur or are discovered. However, what we generally see with problems are only the symptoms of the real problem. The root cause is rarely apparent.

Root Cause Analysis with corrective action is about getting to the true source of a problem and then correcting it for good. Why should you allow time and money being wasted over and over?

If your company has reoccurring problems leading to out of control situations that you just can't get to the bottom of, then you need a structured and scientific way to get to those root causes.

Your managers need to measure and solve the problems for good. With this workshop your employees will learn how to do this without spending weeks away from work in a classroom. They will be equipped to start working with others to eliminate reoccurring problems for good. Practical tools are provided on soft copy CD.

TRAINING OBJECTIVES

This course provides delegates with an understanding of the following:

- ✓ The different types of production and maintenance strategies.
- ✓ An understanding of the multiple types, effect and causes of failure – 12 wastes
- ✓ Apply RCFA, 5 Why and FMEA methodologies in failure investigation
- ✓ Think through the possibilities of physical root causes of a failure that go beyond a quick fix
- ✓ Recognise the presence of event chains leading to a failure and analyse causes behind the causes
- ✓ Verify or disprove contributing causes
- ✓ Identify actions or recommendations that will avoid a repetition of the failure or problem investigated,
- ✓ Create a fault tree of an incident
- ✓ Look for relevant evidence in a failure investigation or accident
- ✓ Trace and identify the causes of equipment failures and industrial accidents
- ✓ Spot high-risk situations and act to prevent problems,
- ✓ Understand the typical human factors and latency involved in failures and accidents
- ✓ The skills to determine the total value of a problem, to organize all of the information into a thorough analysis and to select the best solutions.
- ✓ A thorough understanding of the popularly used problem solving and analysis tools used to help determine the root cause:
 - Defect Check Sheet/ Defect Failure Totals
 - Fishbone (Ishikawa) diagrams.
 - Pareto Analysis – Severity of problems
 - Histogram and Tally Sheets
 - Scatter diagram and relationships charts
 - Simplified Statistical Process Control (SPC)
 - The 5-Why Analysis and advanced 5- Why
 - Systematic Thinking and Hard Logic
 - Comparative Analysis
 - Is- Is Not analysis
 - Timeline Analysis

A practical step-by-step Root Cause Analysis Model is provided and delegates are taught how to create a list of possible permanent corrective actions once a root cause has been determined, how to choose the action to be deployed and then to validate that permanent solution.

WHO SHOULD ATTEND?

This Root Cause Analysis Workshop is designed for managers who are responsible for the failure and deviation investigation process including poor performance, low targets and other people issues, this course is not only about analysing accidents, safety and product defects.

It examines all wastes of time and money.

These include, with some brief examples, but not limited to:

- Manufacturing/Production Management (Productivity issues) managers; foreman and supervisors
- Quality Management/Quality Assurance/Quality Control (Complaints/returns, defects, reworks, specifications; hidden costs; defects and failure totals; customer rejects and complaints)
- Engineering/Maintenance Management, foreman; supervisors
- Human Resource Management
- Logistics; Procurement and Transportation management
- Other support groups like Information Technology; Industrial Engineering; Financial Management; Design/Planning and Production Planning & Control
- Any Risk Management employees; ISO implementers; SHERQ officers

This course is theoretical as well as highly practical in its application and the above are only some examples. It can be particularly valuable to those newer to this field or those who wish to refresh their knowledge of root cause analysis and investigative techniques. It also assures the growth of your business when problems are resolved.

Course Duration: 3 Days

SAAMA Accredited: 3 CPD Points

Reliability Centered Maintenance and Risk Management



INTRODUCTION

The objective of maintenance over the last twenty years has steadily shifted from a 'prevention' approach to 'risk' based approach. Maintenance strategies must evolve to support the technological requirements of modern equipment and the challenges of a competitive and legislated environment. Packed with vital reliability insights and reliability improvement techniques, this 3-day training course in 'Reliability Centered Maintenance and Risk Management' is for people who want to lift the efficiency, productivity and output of their operating assets with successful reliability engineering methods. Applying RCM in accordance with SAE JA1011 is still the only credible method for developing failure management strategies and tactics

This course is the ideal introduction to the practical aspects of using reliability engineering concepts in the workplace. It takes the understanding and techniques of reliability engineering and teaches you how to apply them to get better production plant performance. You do not need to be a university trained engineer to attend. The course contents and depth of coverage is focused on using the fundamental reliability concepts and correct principles, along with applying the successful workplace practices of reliability engineering in your business.

The real focus of the course is on the useful techniques of reliability engineering used every day to improve operating and production performance through lower maintenance costs, less downtime, fewer equipment failures and higher production output.

Learn how to deliver equipment reliability improvement using every-day reliability engineering to enrich your operating and maintenance processes. The training provides you with valuable and insightful knowledge, along with practical case studies and hands-on data analysis activities you learn from. After a basic introduction to reliability engineering and equipment operational risk you see how reliability engineering is practically applied and used to achieve equipment reliability growth and optimise your maintenance management strategy.

TRAINING OBJECTIVES

This course provides delegates with the following:

- ✓ Introduce reliability growth principles on new, existing or old equipment,
- ✓ Appreciate how to use failure data and industry failure databases and standards,
- ✓ The meaning of Due Process, Due Diligence and Standard of Care in the context of physical asset management
- ✓ How to select systems for reliability and risk improvement
- ✓ Selecting team members for a Reliability and Risk Analysis Project
- ✓ Identifying functions and appropriate performance standards
- ✓ Defining the failed states of a systems and identify likely failure modes and mechanisms
- ✓ How to analyse the effects of failure modes and grade the consequence of failure in terms of type, severity and probability for risk assessment
- ✓ Associating a failure mode with a failure pattern and probability Bath-tub Curve
- ✓ Monitoring and reviewing the effectiveness of failure management policies
- ✓ The role of root cause analysis in failure management processes
- ✓ The types of routing maintenance and which type is effective under certain conditions
- ✓ How to use the decision diagram to select the most appropriate failure management policy
- ✓ Recording the analysis and decision making process
- ✓ Preparing the results of the analysis for audit review
- ✓ Specifying routine maintenance tasks and setting standards for scheduling and execution
- ✓ Assigning routine tasks to appropriate roles including operations
- ✓ How to implements decisions in the CMMS
- ✓ Monitoring and reviewing the effectiveness of failure management policies

(Training Objectives Continued)

- ✓ The role of root cause analysis in failure management processes
- ✓ Recognising and solving the root causes of your equipment failures.
- ✓ Knowing when to use reliability engineering to get the most benefit for your operation.
- ✓ Realising where reliability engineering can deliver simple and low-cost reliability improvements to you.

WHO SHOULD ATTEND?

Delegates should include the team members that would participate in the development of a reliability programme or failure management programme (maintenance policies/tactics/strategy) for the physical assets of the organisation.

Delegates would include:

- ✓ Maintenance and reliability engineers and engineers in training
- ✓ Engineers involved in extensions, upgrades, procurement of new equipment
- ✓ OEM design, engineers, field support Technicians
- ✓ Maintenance supervisors
- ✓ Master craftsmen/artisans
- ✓ Technicians
- ✓ Inspectors
- ✓ Operations supervisors
- ✓ Maintenance planners
- ✓ SHERQ staff responsible for safe handling of machinery and equipment

Course Duration: 3 Days

SAAMA Accredited: 3 CPD Points

Total Quality Management



INTRODUCTION

Total Quality Management (TQM) is an organisational management method that seeks to improve quality of products and services by implementing a process of continuous improvement. It is an approach to improve flexibility, effectiveness and competitiveness of an organisation. The advantage of TQM is that it can be practised by all levels of employee.

The Total Quality Management course introduces delegates to the basic concepts of Quality Management, and the importance of providing exceptional quality to satisfy all shareholders and customers (risks and failures). At the core, TQM is a management strategy that aims to deliver long term success through customer satisfaction. Auditing equips delegates with the ability to prevent internal and external findings.

TRAINING OBJECTIVES

The Aim of this course is to provide delegates with an understanding of the objectives of Quality Management, namely:

- ✓ Fundamentals of TQM and ISO Standards and Requirements.
- ✓ The Plan Do Check Act (PDCA) cycle is explained with examples.
- ✓ Awareness of quality problems throughout the entire supply chain (upstream and downstream).
- ✓ Overview of Direct and Indirect Quality Costs, the traditional approach to quality costing and some advice on a more modern approach.
- ✓ The context of first, second and third party auditing and how to lead an audit team.
- ✓ Audit report writing and feedback techniques.
- ✓ Following up on the results of audits.
- ✓ Using audit results to drive continuous improvement.
- ✓ Control of production processes and the impact it has on the customer products and services.
- ✓ Continuous Improvement; both "breakthrough" and "Kaizen" strategies are examined in order for the learner to implement.

Practical activities

- ✓ A very important part of the course is practising the basic tools of quality, and how this can be implemented in any organisation; including:
 - The Flow Chart
 - The Check Sheet
 - Pareto Diagrams
 - Cause and Effect Diagrams; including 5 Why.
 - Tally Charts and Histograms
 - Scatter diagrams
 - Control Charts
- ✓ Case Studies will be provided and worked through with delegates in a separate workbook supplied.
- ✓ A Continuous Improvement Project is optional.

WHO SHOULD ATTEND?

This Total Quality Management Workshop is designed for:

- ✓ An operator that shows supervisor potential.
- ✓ A team leader that is ready to be promoted up to supervisor/foreman/coordinator/maintenance manager.
- ✓ A supervisor that is ready to be promoted to manager.
- ✓ Technical experts and artisans that support production.
- ✓ Continuous Improvement specialist's candidates.
- ✓ Manufacturing/Production Management (Productivity issues)
- ✓ Quality and Logistics Supervisors, Quality Management/Quality Assurance/Quality Control
- ✓ Engineering/Maintenance Management
- ✓ Logistics; Procurement and Transportation management
- ✓ Other support groups like Information Technology; Industrial Engineering; Financial Management and Design/Planning

This course will be practical in its application and the above are only some examples.

It can be particularly valuable to those newer to this field or those who wish to refresh their knowledge of Total Quality Management and Auditing.

Course Duration: 3 Days

SAAMA Accredited: 3 CPD Points

