

The
RAMS
Center

Presents:
**Maintenance and
Reliability for Managers**
(4-Part Series – 12 Training Days)

November 3-5, 2009 * January 19-21, 2010

March 23-25, 2010 * June 22-24, 2010

**University of North Florida - University Center
Jacksonville, FL**

About Our Maintenance and Reliability for Managers (4-part Series)



This four-part curriculum is a fully integrated series designed to educate and provide hands-on interaction for the implementation of proactive maintenance and reliability behaviors in your manufacturing / facilities work environment. The interrelated parts of the curriculum are accomplished in four separate 3-day workshops with approximately 3 months between each workshop allowing the participants the opportunity to put into practice the knowledge gained from each preceding workshop. The workshops are structured to guide the participants, step-by-step through the implementation process of a reliability improvement process.

Training Objectives: Your Return on Investment (ROI) for attending this training series is your ability to define, plan and implement improvements using the tools and knowledge gained from your interactions in each session.

Who Should Attend: This series is perfect for corporate programs, utilizing project teams from multiple plant sites or for individual plants seeking a guide to improving their asset reliability. The key benefit is the networking and sharing of experiences with the fellow class participants, either at a corporate level or between union and non-union organizations across facilities and manufacturing environments.

Suggestions are:

Senior Executive Management (*CEO, President, Vice Presidents*)

Corporate Management (*Corporate Lean Managers, Corporate Maintenance Managers*)

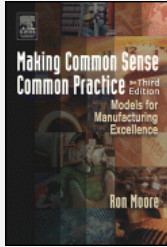
General and Plant Managers (*Divisional Operations and Maintenance Managers, Plant Managers, Area Managers*)

Middle Managers (*Technical Director, Engineering Director, Maintenance Managers*)

First Line Managers (*Operations Shift Managers, Maintenance Supervisors, Production Managers*)

Program Times: 8:00AM - 4:30PM each day. A registration desk will be located outside the meeting room at 7:30AM the first morning of the program.

Key Learning Objectives:



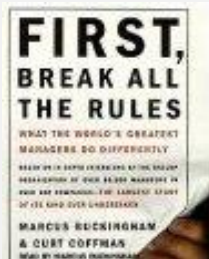
Your Course Materials include a copy of Ron Moore's book: ***Making Common Sense Common Practice***

- Understand the business and financial aspects as maintenance relates to other functions within your organization. It's all about the money.
- Understand organizational change and how leadership differs from management
- How to become a procedure-based organization to drive manufacturing and facilities process improvement
- Work management techniques that include proper planning and scheduling activities
- Different types and approaches to Maintenance, and when to apply them
- How Maintenance improvement is directly involved in other organizational initiatives such as Single Minute Exchange of Die (SMED), Lean, Six Sigma, Total Productive Manufacturing (TPM)
- Supervisory and people skills along with other management techniques
- How to drive overall equipment reliability improvement and increase capacity

What You Will Learn:

Establishing the foundation to successfully lead and sustain Best Practices –

Reaching the pinnacle of Best Practices succeeds and is sustained with a strong foundation based on strong management and leadership principles.



Your Course Materials include a copy of Marcus Buckingham's and Curt Coffman's book: ***FIRST, BREAK ALL THE RULES***

- Understanding Best Practices
- How achieving Best Practices will benefit you and your organization
- Recognizing that effective equipment reliability may be your only method to beat the competition
- The financial implications with respect to lost capacity and the cost impacts of ineffective Maintenance practices
- Why corporate liposuction is not the true competitive answer
- Effective equipment and asset management is not solely a Maintenance issue
- Finding the hidden profit within your plant or facility
- In addition, tools will be provided to help you and your organization determine the potential Return on Investment (ROI) in achieving Maintenance Best Practices
- Armed with the ROI, operating the business for the elimination of reliability losses
- How to determine if your organization is ready for change with respect to the total plant organization
- Breaking the mold, reengineering your business processes
- How to develop unyielding leadership that focuses on reliability, starting at the top roles
- The driving force for change and creating the compelling vision to engage people
- Creating organizational partnerships for success
- Where to start – focusing on the greatest losses first
 - Gap Assessment compared to the Best Practices
 - Objectives and Targets
 - Plan of Improvement
- Key Performance Indicators (KPIs) that help you determine your actual Maintenance state, (i.e. reactive, proactive, or world-class)
- Gain an understanding of the roles and responsibilities and spans of control for the various maintenance functions
- An introduction to the various types of Maintenance activities
- Why Planning and Scheduling are the central hub to creating change
- To set goals and objectives for activities using the SMART methodology to assist with developmental exercises assigned for the following 3 months outside of the workshop

SPECIAL BENEFIT:
One-on-One Coaching -
Personalized one-on-one follow-ups will be scheduled for each participant after each 3-day session to help you apply the key topics from each session.

“Real training given by seasoned practitioners; I’ll be able to put this information to work as soon as I return to my site.”

*Bruce Pullen
V P of Chemical Manufacturing
Old World Industries*

CMRP CERTIFICATION:
We will proctor the Certified Maintenance and Reliability (CMRP) exam for any participant who wishes to become certified. This will take place on the last day of Week 4. The knowledge you gain from this series will prepare you for this exam along with the study guides provided.

Please recognize that no educational or training offerings are endorsed by SMRPCO.

How to engage people and understanding what drives their behaviors -

Achieving Best Practices often requires significant cultural change. Not only processes and practices require change to reach a proactive environment, people must change in order to reach and sustain improving practices.

- Enable a culture where “business as usual” means doing processes and procedures the right way
- Create systems that enable people to succeed
- Understand employee motivation and how it relates to job satisfaction
- Understand what engagement is and how to improve it
- People skills such as conflict management, correct methods for supervision, etc.
- The difference between managing and leading people
- The different leadership styles along with how and when to apply them
- Case studies in true leadership
- The audit process – You get what you inspect
- Building personal relationships – What you can’t do from behind the desk
- How to sustain change using pilot areas and drive the spread
- The most important tool to help create change – Communications
- Methods and tools for effective communication
- Introduction into creating a visual factory or facility
- Developing job knowledge and skills
- Methods for training workforce knowledge and skills
- Job Certifications and Apprenticeship program structure and implementation
- Addressing the upcoming skills shortage
- Hiring the right knowledge
- Techniques for effective employee performance evaluation and development plans
- Setting goals and expectations
- Holding people accountable to meet those expectations
- Roles and functions of the Maintenance Organization
- Methods for documenting processes and roles within the organization
- Understand the power of an educated workforce

Using work management processes and procedures to drive change -

Proper planning, scheduling and execution of work are critical to drive a proactive environment and, are in fact, the central hub on the wheel for all Maintenance functions.

- The role of the Computerized Maintenance Management System/ Enterprise Asset Management System (CMMS/ EAM)
- The work request process
- Work flows and processes for effective planning
- Tools that assist in the planning of work
- The role of the Planner/ Scheduler
- How the Planner/ Scheduler interfaces with the various site functions to include materials management and the operations partners
- Distributing costs across the organization
- Key Performance Indicators for the Planner/ Scheduler
- Creating the job plan and library
- Managing and measuring work execution
- Auditing work
- Preventive and Predictive maintenance processes and procedures
- Lubrication activities
- Scheduling work
- Proper work execution and precision Maintenance
- Creating the effective scheduling process with partnerships



Sustaining a proactive environment through Maintenance engineering techniques -

Tools to help you continuously improve and sustain Best Practices.

- Understand Maintenance or Reliability Engineering and the role it plays
- Equipment history and using the data
- Reliability Centered Maintenance
- Techniques to utilize Root Cause Failure Analysis (RCFA or RCA)
- Introduction to Failure Modes and Effects Analysis (FMEA)
- Roles of Preventive and Predictive Maintenance (PM and PdM)
- More on types of Predictive Maintenance and when to apply the techniques
- Not all preventive maintenance is proactive
- Recognizing the role of non-intrusive inspections to drive equipment reliability
- Operations and equipment owner involvement
- The project engineering interface
- Techniques for effective project startups and commissioning that build in effective equipment reliability and life-cycle costing
- Failure rates and Mean Time Before Failure (MTBF)
- Understanding the bathtub curves and that most equipment does not fail due to age
- Slicing up the Potential – Failure (PF) Curve
- Introduction to Weibull Analysis
- Designing for equipment reliability
- Fixing the methods that encourage project engineering teams to compromise equipment reliability and maintainability

On-Site Opportunities:

The RAMS Center provides proven solutions for Maintenance, Operations and Reliability. For a cost effective way to leverage team dynamics and initiate actions items developed from the training, bring us to your company for an on-site presentation.

Your on-site program will be tailored to address your specific needs, goals and objectives.

Visit our website at the [RAMS Center](#) or contact one of our associates to learn how we can assist you with your continuous improvement initiatives.

Debbi Gray

843-814-3795

dgray@peopleandprocesses.com

Establishing the Site Dashboard -

Managing and measuring with Key Performance Indicators (KPIs) to show progress and sustain proactive behaviors.

- Creating effective metrics to show and drive continuous improvement
- Using the CMMS/ EAM reporting tools
- Budgetary controls
- Creating a data collection system that supports the Dashboard
- Trending analysis
- Leading compared to Lagging indicators

Establishing the Maintenance Partnerships -

With increasing capacity and ultimately, profits as the goals, Maintenance only controls a small portion of the organization's daily activities. Partnerships with other functions within the organization are required to achieve these goals.

- Recognizing how equipment operators and their actions impact equipment reliability
- Creating procedures and enforcing them to ensure mistake proofing
- Engaging everyone to a common goal with the partnership approach and ownership
- Introduction to Autonomous Maintenance and the Total Production Manufacturing (TPM)
- How decisions made on the opposing shifts and by other managers impact equipment reliability
- Sales and marketing drive overall equipment capacity and reliability
- Driving changeover improvements with an introduction to Single Minute Exchange of Die (SMED)

The course content includes exercises and case studies to convey the principles, techniques, tools and processes essential to the preparation of proactive maintenance work. In addition, the course includes a broad range of organizational skills: macro maintenance planning, micro job planning, procurement of material, customer coordination, scheduling and follow-up.

Your Instructors:

Dave Bertolini

Dave Bertolini is a Managing Principal for People and Processes, Inc. a firm which specializes in changing cultures from reactive to proactive through the optimization of people and processes. He has over 30 years experience in improvement initiatives. His experience includes 20 years in Naval Aviation, during which he built a solid foundation of training principles in support of operational, maintenance and mission objectives.

His certification as a Master Instructor and seminar leader has led to his involvement in over 260 improvement initiatives and CMMS implementations, utilizing 40 different software packages. He has led numerous initiatives to change existing cultures from reactive responses to proactive executions. Leading all aspects of site and corporate reliability improvement strategies to educate and execute the implementation of Best Practices. His training techniques work well from corporate understanding and support to on the floor execution.

He has conducted numerous CMMS needs analysis and CMMS selections for facilities, municipalities and manufacturing environments such as: Cornell University, City of South Bend, and Old World Industries. In addition, he has conducted numerous educational seminars on CMMS selection, Request for Proposal (RFP) development, and avoiding CMMS implementation failures. He routinely has CMMS related articles published in trade's publications for facilities, municipalities and manufacturing plants.

His satisfied clients include Alcatel, Proctor & Gamble, Motorola, Uniroyal, DirecTV, Ainsworth Engineered Products, Lockheed Martin, City of Akron, City of South Bend, Old World Industries, Cornell University and Northrop Grumman.

Jeff Shiver CMRP, CPMM

Jeff Shiver is a Managing Principal for People and Processes, Inc. where he has educated and assisted hundreds of people and numerous organizations in implementing the Best Practices for Maintenance and Operations.

As a speaker with enthusiasm and passion, Jeff is contracted to teach public Maintenance Management seminars and private onsite seminars for Clemson University. Recognized as trusted advisor, Jeff has worked with clients in manufacturing, municipal, and facilities environments to improve their practices. Some of these environments include timber processing, municipal water works and water reclamation, universities, school systems, automotive, fiber, food and beverage, pet food, electronics, municipal transit authorities, and heavy industrial.

Prior to People and Processes, Jeff was a practitioner who has implemented cultural change and the Best Practices for Maintenance and Operations. Jeff has more than 25 years of manufacturing and facilities experience with companies such as Procter and Gamble (pulp and paper), IBM facilities (government and manufacturing), and Mars North America where Jeff spent the bulk of his career. Jeff is known for driving cultural change by engaging people and utilizing proactive processes in all facets of a manufacturing environment. His experience includes project and controls engineering, information technology, maintenance, and operations in manufacturing and corporate management roles. As the overall site maintenance manager, he led a change improvement effort that reduced maintenance costs by nearly 20% and returned over 30 million dollars (GSV) in potential capacity and reduced product waste at the manufacturing site.

Your Registration Fee of \$3,995 for this 4-Part, Highly Interactive Program Series Includes:

- *FIRST, BREAK ALL THE RULES* by Marcus Buckingham and Curt Coffman
- *Make Common Sense Common Practice* by Ron Moore
- Comprehensive Course Materials
- 8.40 Continuing Education Units (CEUs) from University of North Florida
- Certificate of Course Completion
- Continental Breakfast
- Refreshment Breaks and Networking Luncheons

Lodging and other meals are **not** included.

A registration desk will be located outside the meeting room at 7:30AM the first morning of the program.

Who We Are: The RAMS Center is a partnership of the University of North Florida with People and Processes, Inc. which is a reliability training and consulting firm. The Center consists of seasoned practitioners with a background of experience with some of the leaders in proactive maintenance and world class reliability. We offer education, training and coaching services ranging from establishing the fundamentals of reliability to putting continuous improvement tools in place.

We have worked with clients all over the world, through many successful programs and seminars, in virtually every industry. Our depth comes from not just delivering education and consulting services, but from actual work experience in facilities just like yours. For more information about us, please visit us at our website:

www.ramscenter.com

REGISTRATION INFORMATION/FORM

\$3,995 per person

(Please Print)

1. Name: _____

Title: _____

Company: _____

Address: _____

City _____ ST. _____ Zip _____

Telephone: _____

Email: _____

2. Name: _____

Title: _____

Company: _____

Address: _____

City _____ ST. _____ Zip _____

Telephone: _____

Email: _____

Payment Method: (*Registration is not complete until payment / PO is received and you receive your confirmation from People and Processes, Inc.*)

Check Payable to People & Processes, Inc. (enclosed)

Purchase Order Attached PO# _____

Credit Card Payment (all major cards accepted) Click Here: [Pay Now](#)

For registration assistance, contact Anne Copeland (843) 814-3795 or dgray@peopleandprocesses.com

(Cancellations received up to ten (10) business days before the classes are refundable, less a registration service fee of \$100. Cancellations after that will not be refunded.)

Easy Ways to Register

Internet: [Click Here to Register](#)

FAX: (866) 637-9437

Call: Debbi Gray
843-814-3795

Mail This Form To:

The RAMS Center
UNF Division of Continuing
Education
12000 Alumni Drive
Jacksonville, FL 32224

Cost: \$3,995 per person*

*includes a copy of *First Break All The Rules* by Marcus Buckingham and Curt Coffman, *Make Common Sense Common Practice* by Ron Moore, Comprehensive Course Materials; Continuing Education Units (CEUs) from University of North Florida, Certificate of Course Completion, Continental Breakfasts, Refreshment Breaks and Networking Luncheons. Lodging and other meals are **not** included. A registration desk will be located outside the meeting room at 7:30 AM the first morning of the program. Program times are 8 – 4:30pm.

Program Location:

UNF - University Center
12000 Alumni Drive
Jacksonville, FL 32224
(904) 620-4229
<http://www.universitycenter.unf.edu>

[Click Here for Hotel Suggestions and Driving Directions](#)

There are several hotels conveniently