

Course
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Advanced Maintenance Master Class

Course
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Project Management for Maintenance Professionals

Two Separately bookable courses with focus on enabling more cost effective and reliable maintenance



Venue: SouthernSun Mayfair, Kenya

Date: 4th - 8th April 2011



TRAINING

Creatively Developing People

Masterclass Introduction

The main focus of this masterclass will be to examine the most important tools and methodologies currently available to maintenance managers, but which most organisations have difficulty understanding, implementing and realising their true value. Through a series of presentations, you will concentrate on understanding and managing these tools, defining why they typically do not provide adequate returns to the implementers and how to improve these returns. Case studies and workshops will be used throughout the course to keep the discussions on a very practical level, therefore encouraging you to apply the techniques to your own work environment.

Key Learning Outcomes

- Select and develop the most appropriate maintenance strategies and procedures that will work in your organisation
- Explore best practice tools and methodologies in maintenance that will improve Return On Investment (ROI) quality
- Develop a performance management framework to monitor the performance of the maintenance function
- Identify whether your Computerised Maintenance Management System (CMMS) is delivering value in terms of maintenance improvement and ROI and how returns can be improved
- Explore the key elements of managing change in the maintenance workplace, identify the barriers and improve the chances of success Optimise the performance of operations and maintenance in your organisation.

Introduction

The focus of this course is to apply Project Management best practice techniques to the Maintenance environment. Increasingly, the demands on Maintenance Departments are becoming more and more complex – whether it be building and installing new capacity, managing shutdown maintenance or managing complex rebuilds and replacements.

The demands show themselves in the requirement to strictly control costs while improving the project turnaround, improving quality and reducing risk. Through a well-planned series of presentations and discussions, delegates will be exposed to the best practices in project management, and will have the opportunity to practice the key techniques in the workshops. The emphasis throughout will be on acquiring a capability that can be readily adapted to the practical work environment.

Course Objectives and Benefits

The objective of the course is to provide the attendees with the tools, the practical knowledge and confidence to apply professional project management best practices to their maintenance projects.

On completion of this course, delegates will:

- understand the key components of a successful project and how they inter relate
- be able to identify the most vulnerable areas and learn techniques to minimise the negative impacts
- learn some practical planning techniques
- have experienced many valuable project management techniques which can be adopted for use in their workplace
- understand how important the human element is and learn some techniques for turning this into a positive force
- address the post-completion review process and how it pays dividends in future projects
- practice some of the key project control techniques that are essential for on-time, on-budget, on-quality project completion

Best Practice Tools In Maintenance

With the increasing pressure to do more with less, companies are increasingly turning to methodologies that will improve their ROI and, at the same time, improve the quality of maintenance. Day One of this three day master class will provide an overview of the maintenance business and focus on best practice in maintenance and the tools available to help turn them into reality.

Not all organisations are ready for all best practice tools and trying to implement all these tools will not work. A key task will be to identify which ones are the most appropriate for your organisation and how to implement them successfully. Included in this session will be:

- A review of the Physical Asset Management Pyramid Of Excellence and how it can be used as the basis for maintenance best practice improvement
- The use of maintenance assessments and maintenance audits to establish your starting points and your goals
- A discussion of benchmarking – when it creates benefits and when it should be avoided
- How Maintenance Optimisation can work for your organisation
- How best practice fits in with CMMS, TPM, RCM and similar tools

Maintenance Strategy and Performance Improvement

Far too many companies' maintenance departments are still in react mode. This is mostly because there is no clear strategy beyond the production and sales groups. We will look at why maintenance strategy should be an issue your organisation and, more importantly, how to go about developing one, how to sell it and to whom? An integral part of the strategy should be performance management – if you are not tracking, how do you know you are improving? Emphasis will be placed on:

- Understanding and developing the different levels of performance measures – executive, maintenance management and maintenance operations
- Setting up a performance management system
- Selecting the right performance indicators
- Maintaining the performance measurement system
- What to do with the performance measures once you have them
- Balanced scorecards and what they mean to you

Computerised Maintenance Management

Systems (CMMS) And Enterprise Asset Management (EAM)

CMMS and EAM are probably the most important tools to have been adopted by organisations around the world in the last 20 years. Huge amounts of money have been spent on them, yet their success rate still remains very low. Day Two will explore why it is that the value is not there and then ask the question "what can we do about it?"

The following themes will be the core of the day's discussion:

- Identifying whether your CMMS is delivering value in terms of maintenance improvement and ROI
- Increasing the returns
- Using CMMS to introduce and improve cost control In each case,
- Examining the factors which control the returns and costs and determining the most appropriate CMMS
- The future of CMMS

Expert Systems And Total Productive Maintenance (TPM)

The leaders in the maintenance management field are now recognising that the next big step takes them into the realm of engineering and statistical analysis – in other words, we have all this data, but what information can we extract from it so as to drive action? Expert systems are emerging in response to this. In this session, we will look at:

- A Proportional Hazards Modelling system – how to define which of several conflicting readings are really affecting the results
- A combined Rules Based Reasoning and Case Based Reasoning which can be used to diagnose failures and propose the most probable resolution
- How they relate to the current tools such as CMMS, RCM and Condition Based Maintenance (CBM)
- The conditions that need to exist in a company before they will be successful
- How they can be used and maintained on an on-going basis

Day three's second session will cover in detail the TPM maintenance technique: TPM places the emphasis on close collaboration between the maintenance staff and the operators in building teamwork into every day on-the-job tasks. The process is well established but many TPMs fail. In this session we will concentrate on:

- Fully understanding the elements of TPM
- Defining the environment required for success and matching it to your workplace
- The key implementation steps
- Understanding the requirements for on-going success and reasons for failure

Session 1: The Basic Building Blocks:

In the opening session, delegates will receive an introductory overview and zero in on the course objectives. The focus of this session will place the maintenance project within the overall framework of the daily work schedule and explore how and why the project management process differs from regular work order planning, scheduling and execution. The key building blocks in the project management process will be defined, along with how they are developed and controlled.

In the workshop sessions, delegates will practice how these building blocks will be adapted to their own work environment. In turn, each of the following will be examined:

- The role of Project Planning, its key elements and what happens if the planning process fails to be completed adequately.
- Where Contingency Planning fits and how it can be used to advantage
- Defining the Project Objectives in terms that match the organizations overall goals, benefits and pay-offs
- Setting the stage for measuring success or failure
- Building the Project Methodology – do we need one, should we start from scratch, what alternatives do we have?
- Defining the attributes and skill sets of the Project Leader and the Project Team, who is responsible for what and who else needs to be involved

Session 2: Managing Project Scope:

One of the most contentious issues in the project management process is how to prevent the seemingly inevitable delays caused by changes in the scope of the project. We all know that most projects run late – and the causes are many. However most experienced project managers agree that scope creep is the single biggest factor in project over-runs. At the same time, we must recognise that necessary changes in scope will occur from time to time. Controlling the nature and impact of these changes then becomes critical to minimize the impact on the delivery date, project costs and project objectives. Parallel with this, we will explore those many issues that been “resolved” only to crop up again to hinder progress later on in the project; delegates will learn how best to control these during the execution of the project and reduce the need to revisit old decisions.

In this session, delegates will focus on:

- How to control scope creep
- How to manage changes in scope
- How to track and resolve issues

In each case we will explore the ways in which the negative impact of changes in the project can be controlled and minimised – if not eliminated.

Session 3: Time, Cost and Quality:

“On-time, on-budget” - organizations typically place a heavy emphasis on these twin elements; what is too frequently ignored is the third piece of this puzzle – “on-quality”. Too much concentration on any one will inevitably be at the expense of one or both of the others.

The reality is that all three need to be optimized in the context of the project objectives – and so the question is how are the three conflicting goals kept in balance. In this session, delegates will:

- Explore the process of Project Time Management, how it is planned, measured and tracked
- Understand the techniques of Work Breakdown Structures for the purposes of Cost Control
- Examine Quality Management and the impact of trading it off against time and cost
- Focus on the role and importance of a Recovery Plan – when should it be used

In the workshop sessions, delegates will focus on whether “one size fits all” or whether the concepts need to be adjusted for their own work environment.

Session 4: The Human Dimension:

Everyone will agree that project success is dependent upon the all-important Human Dimension. Yet with the pressure to deliver on-time, on-budget and on-quality, this Human Dimension frequently takes a back seat. This in turn leads to resentment, resistance to change and sometimes a reversion back to the old ways of doing things. All of these will seriously jeopardize the success of the project and often cause the organization to defer or avoid new projects.

At the same time, we all know the huge positive impact and results of a well motivated, enthusiastic team. In this session, delegates will:

- Understand the fundamentals of good People Management in a project
- Explore how to apply these principles to the project team
- Look at the role of other staff who are involved or affected, but who are not part of the core team
- Learn the concepts of sound Change Management – again within the context of a Project
- Develop a productive approach to Communications within a project.

Session 5: Keeping Track

Measuring and reporting progress on a project is a key element that is all-too-frequently ignored. Yet when the basic concepts are fully understood, the benefits are substantial. If progress is not properly tracked, then projects will drift and not meet their time, cost and quality targets. At the same time, the question of the risk to the organization needs to be addressed clearly and carefully – and where the risk increases, then this must be reflected in the reporting process and in the follow-up action.

In this session the delegates will:

- Explore the fundamentals of Project Reporting – who to, who by, content, frequency, with a specific focus on measuring results against objectives
- During the workshop, develop reporting profiles – structure and content
- Understand the pitfalls of inadequate reporting
- Address the issues of risk – how to define and measure it, how to report it and how to develop and implement a risk reduction plan.

Session 6: The Admin Process

To be judged successful a Project needs to be underpinned by solid and effective administration. This is a broad and complex subject running from Procurement within the project to Project Documentation and the Post-Completion Review which ensures that the Lessons Learned are available for the benefit of the future projects. In the discussion on Procurement, delegates will review the RFP and RFQ process, leading to pre-qualification and selection of vendors. Close attention needs to be paid to the Statement of Work – even if it is an internal project – plus the specification for materials, lead times, acceptance criteria etc. A checklist will be developed which can then be transferred for use in the workplace. Project Documentation frequently acts as a barrier between the project team and success, rather than acting as the basis for intelligent information and decision making. Techniques for identifying, managing and accessing key project documents will be examined and discussed.

Finally, Project Best Practices require the Post-Completion Review. In this, the organization addresses:

- the objectives of the project
- its successes and failures
- areas where the successes can be grafted into the organization’s internal project management process
- problems and issues that can be addressed to improve future projects.

All sessions will be a series of presentations, discussions and hands-on workshops as delegates gain practical experience of the tools and how real benefit can be derived from them. Delegates will work in small groups and will focus on practical case studies so that the results can be readily applied in their workplace.

Ben Stevens


Advanced Maintenance Master Class & Project Management for Maintenance Professionals


Course Registration Form

Venue: Southernsun Mayfair, Kenya

Date: 4th - 8th April 2011

THREE EASY WAYS TO REGISTER

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I want to register for this Event:

Event	Dates	Price
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<input type="radio"/> Project Management for Maintenance Professionals	7th - 8th April 2011	\$ 995
<input type="radio"/> Both courses (Save upto 20%)	4th - 8th April 2011	\$ 1,990

Fees exclude all applicable Taxes, Accomodation and Travel

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Payment

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. We reserve the right to change dates, venue, and speakers. Pictures and videos may be taken for future marketing and promotions. You can pay by Electronic Funds Transfer (EFT).

Cancellation

If you are unable to attend, a substitute delegate will be welcome in your place, If this is not suitable, a \$ 160 Charge will be payable.

Registrations cancelled less than seven days before the event must be paid in full.