

CS-03

Engineering Leadership

Improving Maintenance Efficiency

Effective productionisation and governance of a modern maintenance facility

Why this course?

This course is designed to lift the maintenance manager into the maintenance professional space. A place where safety, quality, cost all adds to value. It is aimed at mid-level managers and team leaders and looks at how production is organised and managed in a modern world. How we reduce waste, keep teams engaged, develop pride in our facilities.

Key learning points

- ❖ The roll and responsibilities of the Maintenance Professional.
- ❖ Productionising maintenance. Understanding the 'maintenance line' and how borrowing manufacturing techniques can add value
- ❖ Exploiting the 'pit-lane' mentality.
- ❖ Effective scheduling and production control – setting us up to 'win'
- ❖ Production engineering – throughput; value stream mapping, LEAN, 5S – with worked real examples
- ❖ Managing constraints effectively
- ❖ The human in the system – human performance
- ❖ Leading engineering staff on modern 'generation Z' fleets
- ❖ The quality of maintenance output
- ❖ Practical drift
- ❖ Importance of communication
- ❖ Entity in Charge of Maintenance (ECM) introduction

Who should attend

- ❖ Depot managers
- ❖ Production managers
- ❖ Planning managers
- ❖ Other developing managers

Duration

2 days, provided at your location

3 days when blended with CS-01



Subject Expertise

We have a proven track-record of reducing maintenance costs, through optimising efficiencies.

Our subject leader is a Chartered Engineer and has worked in Engineering for over 25 years with multi-industry experience.

Our expert team have built this workshop-styled training course through a combination of their significant thought leadership and experience layered with known client situations, bringing a powerful mix of vital real-life examples together with sound theory to all the sessions.

For more information, call us on +44 (0) 7841 029276

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Modular breakdown

Introduction - In this first module we explore the pit-lane approach taken by Formula one teams, we discuss where that came from and build an argument for how maintenance needs to be run. We consider the 'prize' and look at present system inefficiencies, exploring the business sense to make the change in approach to plan-led.

The Plan-led Approach - This module is a long module and dives more deeply into the plan-led approach. We introduce the list of work (LoW) concept and the bill of materials (BoM), how each is built and the roles each department has to play. We explore the planning horizons and discuss how we need to build time into the plan, moving from reactive to proactive maintenance. We build the construct of the planning committal and the process flow approach required. This uses extensively MRP techniques throughout.

Governance of modern maintenance - A key element in controlling maintenance is to have effective governance in the system. The plan has to become king. This module builds the approach to delegates that service at the right cost is the key prize. We introduce the planning committal and production review concepts looking at methods to deploy both. We build metrics on load and capacity, productivity, quality and plan stability - all crucial to gain robust governance of production.



Leadership styles required - This module explores the need to manage and lead engineers in different ways. Engineers are typically highly analytical and operate in a very black and white world, unlike people management, which is often, if not always, grey. This module blends the leadership techniques from CS-01 into **technical leadership**. Without this the two elements remain disconnected and of less value.

Production Efficiency - In this module we explore how we start to exploit the efficiency of production; working smarter not faster is the crucial mantra. We discuss the use of LEAN tools, the Toyota approach and how to bring all of these into effective control to optimise our plan-led approach. We finish by discussing value stream mapping, considering real examples to show how we can improve the asset utilisation rates and reduce maintenance costs at same time.

Asset management and other systems - This final short module discusses the myriad of AMS that are presently on the market. Our experts are well-versed in all and will help the delegates understand the true value of these and other systems in reducing maintenance costs.

Invaluable Howard, and making a real difference - Daz Willshire, Fleet Director (UK West) Hitachi Ltd.

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