Best Practice Strategies For Scheduling & Shiftwork

Optimising Profits, Performance, Productivity and Safety thru’...

28 & 29 APRIL 2005
SHANGRI LA
BANGKOK

25 & 26 APRIL 2005
JW MARRIOTT
KUALA LUMPUR
Dear delegate(s),

Do your work shift schedules satisfy all of your business, employee and health/safety requirements?

Often schedules are inherited from our predecessors or copied from another operating site within the same industry. As workload requirements change over time, these schedules are rarely modified or updated to satisfy new requirements. When schedules are not designed to meet site-specific needs, managers, superintendents, supervisors, team leaders and employees spend most of their time trying to make their workload fit into a schedule that does not work well. Inefficient schedules reduce the utilisation of key operating equipment, require additional labour resources, create additional costs and can cause mistakes and accidents. Operating schedules affect many parts of a business.

**Best Practice Strategies For Scheduling and Shiftwork** is designed to provide a critical insight and direction to significantly improve your current schedules. Together with your expert course leader, Jim Huemmer, you will address your current scheduling issues and goals to create your own improved practical schedules that can be utilised immediately. To better understand the impact of different schedule models, you will also explore various case studies from other industrial sites. Designing shiftwork schedules is a very specialised area of work. We encourage you to join us for this unique learning experience.

_Sam Sefvarej_
Program Director, IBN International

This workshop will unlock the secrets behind designing highly successful rosters by evaluating three critical elements of your operations:

- **Business Needs**
  - Satisfying current and future business goals such as:
    - Increased productivity and operating capacities
    - Reductions in overtime and idle time hours
    - Improved work teams
    - Built-in training, communication, development and relief coverage
    - Reduced absenteeism
    - Increased operating flexibility and equipment utilisation

- **Employee Needs**
  - Developing work arrangements which allow:
    - More quality time off with family and friends
    - A change in the direction of shift rotation
    - Better work cycles and quicker recovery time between shifts
    - Improved morale and job satisfaction
    - More predictable lifestyles
    - Protection of current pay and benefits
    - Improved health and alertness
    - Additional training opportunities

- **Health and Safety Needs**
  - Using the latest research and our expertise to recommend:
    - Roster adjustments and explain the effects of circadian rhythms
    - Ways to reduce sleep deprivation and fatigue
    - Improvements in employee health habits
    - Individual employee roster coping strategies
    - Tested roster designs

**THE GLOBAL CHALLENGE...**

- **Global Customer Demand** for shorter supply chain,
- **Marketplace Intensity** to attain lower unit cost and,
- **Management Pressure** to improve asset utilisation

Has transformed the landscape of Human Capital Management, rapidly evolving to a 24/7 society.

**SHIFTWORK IS A FACT OF MODERN AND DEMANDING SOCIETY!**

However, the unintended and largely unrecognised costs associated with irregular schedules, night shifts and extended hours are eroding the profits of global businesses by Billions annually. It is also predicted that the financial and social costs of such work are likely to escalate as extended hours operations become more and more prevalent.

Key findings from an international survey results highlight the importance of Innovative Scheduling, Training and Work Optimisation Strategies in 24/7 workplaces. Determining the optimum shift schedule requires lots of pre-planning and worker representation. Getting the "inside scoop" in the early stages can enhance the performance and health of shiftworkers while maximising operational efficiency.

**AND YOUR CHALLENGE...**

As the key person who is responsible for providing a safe work schedule and environment for your workforce, you are often faced with addressing the problem of fatigue-inducing work practices that result in “shift lag”. You are also challenged with identifying and effectively managing your operational risks in order to maximise the use of time, equipment and people while avoiding costly and serious health and safety problems. Designing and implementing a flexible shiftwork schedule can prove to be a daunting task too and the onus is on you to effectively prevent and reduce worker fatigue.

**A “RIGHT” SCHEDULE IS USELESS IF YOU CAN’T IMPLEMENT IT!**

**BEST PRACTICES FOR SCHEDULING AND SHIFTWORK STRATEGIES MASTERCLASS...**

Is the most comprehensive and up-to-the-minute workshop available on the subject of Scheduling and Rostering. Critical strategies learned at this workshop will provide exceptionally high returns on investment, due to the enormous costs associated with human error, excessive overtime, absenteeism, injuries, and employee fatigue.

**WHY ATTEND...**

- Gain specialised knowledge about schedule design and the management of shiftwork operations
- Establish best practice schedules that increase workplace productivity, reduce costs and improve employee retention
- Quantify the hidden costs associated with your current schedules
- Learn how to analyse and structure all of your business, employee and health/safety needs in regard to rostering
- Obtain answers to all of your scheduling questions
- Understand how to maximise utilisation of equipment and labour resources
- Examine and benchmark scheduling solutions from different industries and operations
- Explore strategies and methodologies for implementing and managing change in a shiftwork environment
- Effectively manage workload fluctuation
- Improve operational efficiency and safety through effective shift scheduling
- Avoid costly pitfalls of scheduling change
- Identify the impacts of various shift schedules
- Reduce accident rates and insurance costs in a 24/7 operation
- Structure and implement tried and tested scheduling practices
- Apply effective rostering strategies to reduce fatigue and increase performance
MODULE 1: SCHEDULE DESIGN AND EVALUATION
- Identify scheduling needs and goals of individual delegates (course outline may vary in order to respond to these needs)
- Review symptoms found in inefficient rosters
- Evaluate current schedule performance
- Identify information needs required for schedule design criteria
- Process requirements to achieve proper schedule design and implementation in different industrial and cultural environments
- Current schedule models, hours of work used in different industries
- Straight time hours, shift premiums and overtime hours
- Built in annual leave options
- Reduce absenteeism and turnover through placement of time-off
- Review employee preferences / data / trends from shiftwork database

MODULE 2: BUSINESS CONSIDERATIONS
- Develop workload profiles that show fluctuations in demands for specific work areas or departments
- Convert workload data into staffing requirements
- Plan for maintenance activities and scheduled shutdowns
- Calculate schedule costs, benefits and opportunities
- Increase production capacity to meet changing or growing workload
- Identify hidden schedule costs and potential savings
- Build in time and resources to accommodate training, communication and special project workload

MODULE 3: BUSINESS AND EMPLOYEE CONSIDERATIONS
- Strategies for long distance commute operations
- Options to improve crew / team structures
- Shift lengths, shift rotations, and permanent shift options
- Systems for providing adequate relief coverage
- Evaluate length of work cycles, shift rotations and time off between work cycles
- Impacts on employee sleep patterns
- Distinguish between safety issues and employee preferences for time off and other preferences
- Employee health education and lifestyle considerations

MODULE 4: ALTERNATIVE ROSTER DESIGNS AND IMPLEMENTING CHANGE
- Develop multiple roster models to address specific business, employee and health / safety needs
- Determine the level of participation from employees and employee representatives
- Set up trial period parameters and conditions
- Develop transition schedules that maintain production
- Design cost neutral conversions of existing work rules and policies, pay and benefits to fit new schedules
- Schedule performance indicators and follow up strategies

MODULE 5: HEALTH, SAFETY AND FATIGUE
- Schedule considerations to minimise fatigue
- Review and interpret sleep research results
- Evaluate length of work cycles, shift rotations and time off between work cycles
- Impacts on employee sleep patterns
- Distinguish between safety issues and employee preferences for time off and other preferences
- Employee health education and lifestyle considerations

COURSE SUMMARY, EVALUATION AND CLOSE
- Built in time and resources to accommodate training, communication and special project workload
- Employee health education and lifestyle considerations

YOUR BEST-IN-CLASS EXPERT ...

James Huemmer (Jim) is the Director of Shiftwork Solutions. Shiftwork Solutions is a specialist firm focusing on the design and implementation of work shift schedules. Their unequalled experience is drawn upon their unique 3 prong approach that has brought about outstanding success rates worldwide - the Business Needs, Employee Needs and Health and Safety Needs. Shiftwork Solutions has offices located both in Australia and the United States. Jim has been designing schedules for over 15 years, working directly with management teams, shiftworkers and other parties to obtain their input. Jim has developed solutions for hundreds of different organisations all over the world. He has designed schedules for all industries including: refineries, maintenance operations, manufacturers, IT service providers, power station control centres, mining operations, airlines, shopping centres, casinos, call centres and even doctors in hospitals. Jim, who is also a former shift worker himself, brings a unique perspective of practical experience and specialist knowledge to this workshop.

Jim holds a Bachelor of Science Degree in Electrical Engineering from Purdue University and a Master of Business Administration from the University of California at Berkeley. His sleep research training came under the direction of Dr. Richard Coleman, former co-director of the Stanford University Sleep Disorders Clinic.

Course Methodology
During this workshop, you will be asked to focus on the business, employee and health/safety needs of your respective work area(s). This interactive workshop will demonstrate proper scheduling principles and other considerations for schedule design. You will take a step by step approach to examine the key factors of evaluating different schedules and work practices, focusing on specific schedule interests identified by your organisation and provide options and strategies to address existing scheduling issues. To understand the impact of different schedule models, the workshop leader will also share examples and experiences from other industrial sites. This information will be used to evaluate the performance of your current rosters and to design alternatives that better satisfy these needs.

IMPORTANT NOTE
To make this learning experience as beneficial as possible, you are requested to bring copies of your current rosters and if possible, workload information that indicates fluctuations in demands for equipment and labour resources. Other useful information to bring along includes copies of employment agreements or other documents describing any work and pay rules for hours of work.