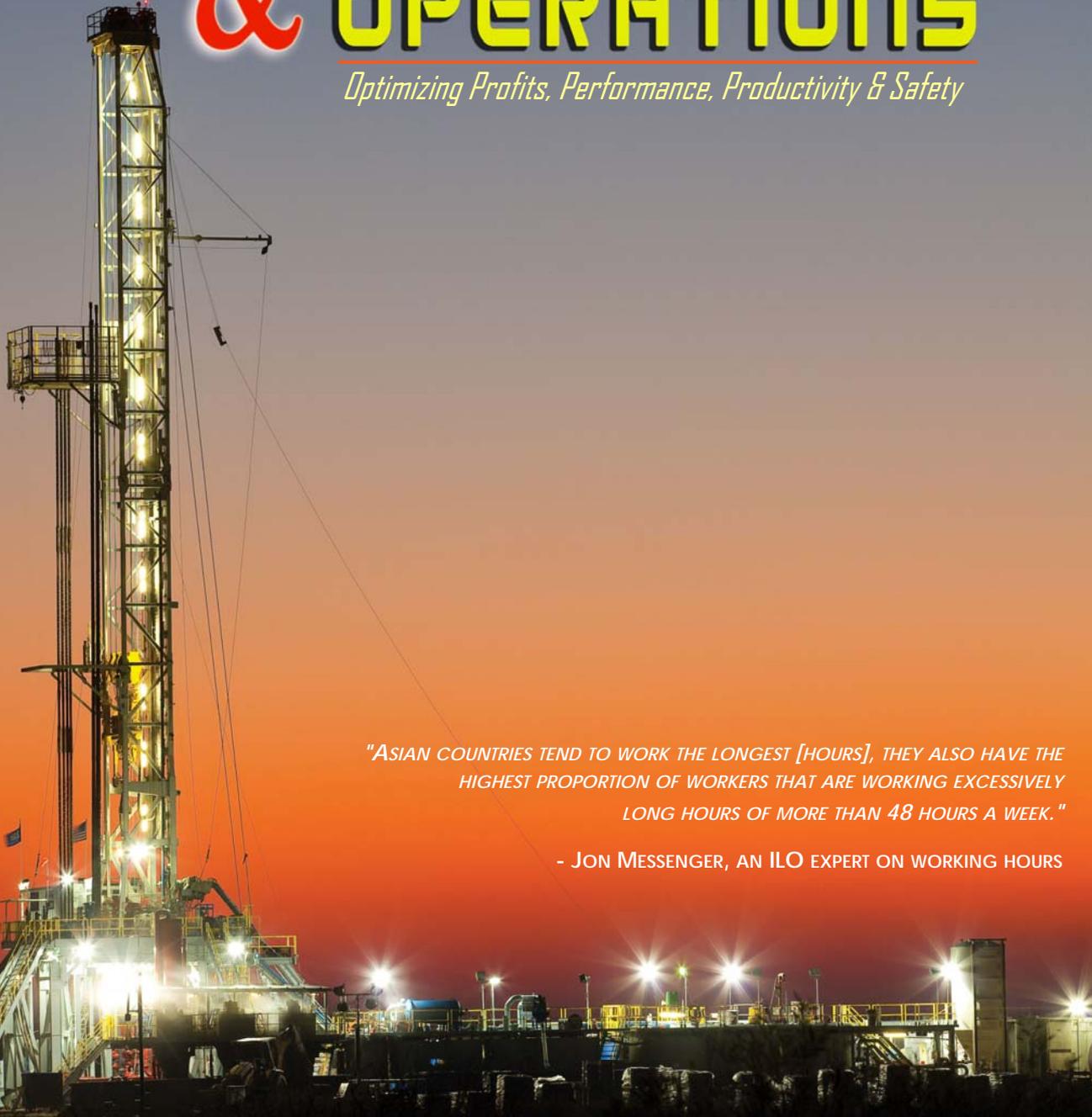


MULTI SHIFT & SCHEDULING & OPERATIONS

Optimizing Profits, Performance, Productivity & Safety



"ASIAN COUNTRIES TEND TO WORK THE LONGEST [HOURS], THEY ALSO HAVE THE HIGHEST PROPORTION OF WORKERS THAT ARE WORKING EXCESSIVELY LONG HOURS OF MORE THAN 48 HOURS A WEEK."

- JON MESSENGER, AN ILO EXPERT ON WORKING HOURS

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7 & 8 APRIL 2014
FURAMA BUKIT BINTANG
KUALA LUMPUR

JAGUAR LAND ROVER begins 24 Hour Shift At Halewood To Keep Pace With Global Demand

Dear Delegate (s),

Does 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 equipments, require additional labour resources, create additional costs and can cause mistakes and accidents. Operating schedules affect many parts of a business.

Multi-Shift Scheduling and Operations is designed to provide critical insights and directions to significantly improve your current schedules. Together with your expert course leader, Jim Hueimmer, you will be able to address your current scheduling issues and goals to create your own improved practical schedules that can be utilized almost immediately. To better understand the impact of different schedule models, you will also explore various case studies from other industrial sites. Designing multi-shiftwork schedules is a very specialised area of work and we encourage you to join us for this unique learning experience.

Sam J. Jones

SVP Operations
IBN International

THE GLOBAL CHALLENGE...

- GLOBAL CUSTOMER DEMAND FOR SHORTER SUPPLY CHAIN;
- MARKETPLACE INTENSITY TO ATTAIN LOWER UNIT COST AND;
- MANAGEMENT PRESSURE TO IMPROVE ASSET UTILIZATION;

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

THE ORGANISATIONS CHALLENGE...

With today's global competitive environment forcing manufacturing/service costs lower and lower, continuous operation has become a necessity in many industries. Some companies use multi-shifts to balance fluctuations in demand for products and services, adding and reducing shifts as needed. Others employ complex processing technology that requires continuous operation 24 hours a day, 7 days a week. Even as firms downsize and consolidate operations, many are seriously considering round-the-clock and continuous operations as a means of strengthening their competitive edge.

However, the unintended and largely unrecognized 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 of operations become more and more prevalent.

Key findings from an international survey result 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 shift-workers 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.

MULTI-SHIFT SCHEDULING AND OPERATIONS MASTERCLASS...

is the most comprehensive and up-to-the-minute workshop available on the subject of Multi-Shift 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.

Benefits of Attending

Optimal schedule design and implementation for multi-shift operations is a specialist career that is developed over many years of project experience. Many of the databases, processes and systems used to assist with optimal schedule design and implementation have been developed in house and are not publically available. Participants at this workshop can expect to gain some valuable insight into the design and implementation of schedules for multi-shift operations and develop potential solutions to satisfy their own scheduling problems.

In addition, this workshop will:

- ⊕ Provide specialised knowledge about schedule design and multi-shift operations management
- ⊕ Discuss optimal schedules that **Increase** workplace productivity, **Reduce** costs and **Improve** employee retention
- ⊕ Identify and Quantify the hidden costs associated with your schedules
- ⊕ Analyse key business, employee and health/safety requirements
- ⊕ Provide answers to your scheduling questions
- ⊕ Show how to improve utilisation of both equipment and labour resources
- ⊕ Examine multi-shift scheduling solutions from different industries and operations
- ⊕ Explore strategies and methodologies for implementing and managing change in a multi-shift environment
- ⊕ Apply effective rostering strategies to reduce fatigue and increase performance

Workshop Takeaway

At the end of this workshop each delegate will be provided with a copy of Shiftwork Solutions' Health, Alertness and Lifestyle Information Booklet, which provides useful information for working in a multi-shift operation.



BMW SA moves to 3-shift, 24-hour operation.
 Increased the installed production volumes by almost **70%**, to a capacity of more than **80 000** units a year; **30%** increase in employment at BMW; 1000 new jobs at their suppliers

Agenda

MODULE 1: SCHEDULE DESIGN AND EVALUATION

- Identify scheduling needs and goals of individual delegates (examples used in course outline will be adjusted based on interests identified by delegates)
- Review symptoms found in inefficient schedules
- Evaluate current schedule performance
- Identify information needs required for schedule design criteria
- Discuss process requirements to achieve proper schedule design and implementation in different industrial and cultural environments
- Review current schedule models and hours of work used in different industries

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: EMPLOYEE AND BUSINESS CONSIDERATIONS

- Discuss strategies for residential and long distance commute based operations
- Evaluate schedule impacts on crew/team structures
- Review options for shift lengths, shift rotations, and permanent shifts
- Design systems for providing adequate relief coverage
- Review cost of straight time hours, shift premiums and overtime hours
- Discuss options for managing annual leave
- Reduce absenteeism and turnover through placement of time off
- Review employee preferences/data/trends from shiftwork database

MODULE 4: ALTERNATIVE ROSTER DESIGNS AND IMPLEMENTING CHANGE

- Develop multiple roster models to address specific business, employee and health/safety needs
- Compare key features and benefits of each roster model
- 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
- Identify performance indicators and follow up strategies

MODULE 5: HEALTH, SAFETY AND FATIGUE

- Identify schedule considerations to minimise fatigue
- Review and interpret sleep research results
- Evaluate length of work cycles, shift rotations and time off between work cycles
- Discuss 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



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

Business Requirements

Satisfying 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 utilization

Employee Requirements

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 Requirements

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
- Employee health and lifestyle education



Singapore site enabled Barclays to deliver 24/7 capabilities.

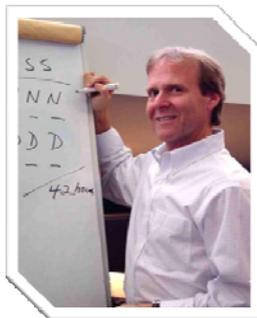
Results obtained...

Employee satisfaction increased by 8% year on year .

5% reduction in transferred calls .

7% increase in client contact .

The Expert



James (Jim) Huemmer is the Director of Shiftwork Solutions and has over 23 years of experience working as an 'hours of work specialist' for operations all over the world.

Jim founded Shiftwork Solutions, a specialist consulting firm, to focus on the design and implementation of optimal work shift schedules. Shiftwork Solutions has offices based in Australia and in South Africa.

Shiftwork Solutions design schedule solutions for all types of operations and industries and in many different geographical and cultural environments. Shiftwork Solutions use a consultative approach to schedule design that works directly with managers, supervisors, employees, unions and families to obtain information and their participation during the schedule design and implementation process.

Jim applies analyses from three key areas of any operation or work area to evaluate current schedule performance and to design optimal alternatives:

BUSINESS REQUIREMENTS . EMPLOYEE REQUIREMENTS . HEALTH AND SAFETY REQUIREMENTS

This three tier approach provides a holistic approach to alternative schedule design and has proven to be very successful at identifying "*hidden costs*" within an operation.

Personally, Jim has developed schedule solutions for hundreds of different organisations including refineries, power plants, maritime operations, manufacturers, IT service providers, airlines, command centres, mining operations, shopping centres, casinos, health care services, and defence force operations.

Jim holds a Bachelor of Science Degree in Electrical Engineering from Purdue University (awarded 1980) and a Master of Business Administration from the University of California at Berkeley (awarded 1989). Jim's sleep research training came under the direction of Dr. Richard Coleman, former co-director of the Stanford University Sleep Disorders Clinic (1990-1995).

Jim is also a former shift worker and former member of the United Auto Workers Union in the United States and brings a unique perspective of *practical experience* and *specialist knowledge* to this workshop.

! What Clients Say

"...Your obvious expertise in shift scheduling produced an on-target consulting result, which was by far the most impact delivered per consulting dollar that I have seen."

- C. David Lilly, President, SiteRock Corporation

"Shiftwork Solutions assisted in design and implementation of a roster pattern that allowed retention, attraction, training and a balance of work and family for an LNG facility....recommended for any organisation to achieve the best outcome for company and employee."

- Greg Breadsell, General Manager, West Kimberley Power Project, Energy Developments Limited

"Shiftwork Solutions opened up our thinking, and the roster review project has been very useful. I wish we had involved them earlier, before we started to make changes to the rosters."

- Jeff Harrison, General Manager - Magnesite Operations, Queensland Magnesia

"Thank you and the team at Shiftwork Solutions. Again, a quality result, solid analysis and impressive depth of understanding of the operation, business and labour issues."

- Ray Connell, General Manager Information Technology, -POAGS

"It's not what you (Shiftwork Solutions) cost. It's what you saved us that makes the difference. It would have taken us all year to develop the roster options you created for us. You exceeded our expectations."

- Barry Hocking, General Manager Aviation/Operations, Royal Flying Doctor Service

! Partial Clients

- ADT Security
- ALCAN Australia
- AMCOR
- Amoco Australia
- Ampol Refineries
- Ansett Airlines
- AstraZeneca
- Australasian Maritime Systems
- Australian Customs
- Australian Defence Force
- Bechtel Corporation
- BHP Transport
- Boeing
- Brisbane Airport Corporation
- Brisbane Airport Fuel Services
- British Petroleum
- Cadbury Schweppes
- Cairns Port Authority
- Caltex
- Canberra Airport Fuel Services
- Citipower
- Coca-Cola Amatil
- Colgate-Palmolive
- ConocoPhillips
- CSR Readymix
- Fremantle Port Authority
- Gladstone Airport Corporation
- Gladstone LNG Plant
- Gladstone Port Authority
- GlaxoSmithKline
- Gold Coast Airport
- Herron Pharmaceuticals
- IBM Australia
- Kelloggs
- Kraft Foods
- Mars
- McConnell Dowell
- Melbourne Airport Refuellers
- Merck Sharp & Dohme
- Mobil Oil
- Nestle
- Newcastle Port Corporation
- Pacific gas & Electric
- Pharmacia Corporation
- Philip Morris
- Qantas
- Queensland Rail
- Rio Tinto
- Rio Tinto Aluminium
- SCA Hygiene
- Shell
- Unilever Foods
- Weyerhaeuser Australia
- Woodside Energy