

ROSTERING, SHIFTWORK AND FATIGUE MANAGEMENT

20-21 November 2015
Emperors Palace Casino Resort,
Johannesburg

Organised and Researched by:



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.



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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. Rostering, Shiftwork & Fatigue Management is designed to provide critical insights and directions to significantly improve your current schedules. Together with your expert course leader, Jim Huemmer, 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.

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.

ROSTERING, SHIFTWORK & FATIGUE MANAGEMENT

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:

- 10 Provide specialised knowledge about schedule design and multi-shift operations management
- 10 Discuss optimal schedules that Increase workplace productivity, Reduce costs and Improve employee retention
- 10 Identify and Quantify the hidden costs associated with your schedules
- 10 Analyse key business, employee and health/safety requirements
- 10 Provide answers to your scheduling questions
- 10 Show how to improve utilisation of both equipment and labour resources
- 10 Examine multi-shift scheduling solutions from different industries and operations
- 10 Explore strategies and methodologies for implementing and managing change in a multi-shift environment
- 10 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 Rostering, Shiftwork & Fatigue Management manual, which provides useful information for roster scheduling, working in a multi-shift operation and on how to manage fatigue in the workplace

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: ROSTER DESIGN, EVALUATION AND CHANGE MANAGEMENT PROCESS

- ☞ Identify rostering needs and goals of individual delegates
- ☞ Review symptoms found in inefficient schedules
- ☞ Evaluate current roster performance
- ☞ Identify information needs required for optimal roster design criteria
- ☞ Discuss process requirements to achieve proper roster design and implementation
- ☞ Review current labour laws, roster 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 roster costs, benefits and opportunities
- ☞ Increase production capacity to meet changing or growing workload
- ☞ Identify hidden roster costs and potential savings
- ☞ Build in training, communication and special project workload

MODULE 3: EMPLOYEE, CREW AND STAFFING CONSIDERATIONS

- ☞ Discuss strategies for residential and long distance commute based operations
- ☞ Evaluate roster impacts on crew/team structures
- ☞ Review options for different 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 rosters that maintain production
- ☞ Design cost neutral conversions of existing work rules and policies, pay and benefits
- ☞ Identify performance indicators and follow up strategies

MODULE 5: HEALTH, SAFETY AND FATIGUE

- ☞ Understand fatigue related risks in the workplace – identification, assessment and control
- ☞ Identify roster considerations to minimise fatigue
- ☞ Discuss key components of a fatigue management plan, including responsibilities
- ☞ Review and interpret employee sleep research results and employee sleep patterns
- ☞ Evaluate length of work cycles, shift rotations and time off between work cycles
- ☞ Distinguish between safety issues and employee preferences for time off and other preferences
- ☞ Review employee health education and lifestyle considerations



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



REGISTRATION AGREEMENT FORM

ROSTERING, SHIFTWORK AND FATIGUE MANAGEMENT

20- 21 November 2015, Emperors Palace Casino Resort, Johannesburg

R 8 490 excl VAT

****Terms & Conditions Apply****

CONTACT: KATE

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COMPANY DETAILS:

Company Name:

Company Address:.....

Post Code:..... Country:

Tel: Fax:

Authorising Signatory:

Name (Mr/Mrs/Ms):

Designation:

Tel: Fax:

Email:

Signature:.....

Please register the following delegates:

Delegate 1:

Name (Mr/Mrs/Ms)

Designation:

Tel: Fax:

Email:

Delegate 2

Name (Mr/Mrs/Ms)

Designation:

Tel: Fax:

Email:

Delegate 3

Name (Mr/Mrs/Ms)

Designation:

Tel: Fax:

Email:

Delegate 4

Name (Mr/Mrs/Ms)

Designation:

Tel: Fax:

Email:

THREE WAYS TO PAY:

Cheque

Enclosed is our cheque for R.....

Please ensure that conference name is written on the back of the cheque

Cheques can be posted to:

Ark Training Development Corporation
P.O Box 3570, Edenvale, 1609

Bank Transfer

Bank transfers can be made to the following account:

Account holders:	Ark Training
Bank:	ABSA
Branch:	Edenvale
Branch code:	632005/631205
Account Type:	Business
Account Number:	9240972973

Terms & Conditions

By signing and returning the registration form, the authorising signatory on behalf of the stated company is subject to the following Terms & Conditions: Delegate Substitutions – Delegate substitutions are welcome at any time.. Please notify Ark Training in writing of any changes.

Delegate Cancellations – All delegate cancellations must be received in writing and are subject to the following conditions:
For any cancellations received 7 working days before the start of a training course, will issue a credit voucher for the value paid to be used for up to one year for current events from the date of issue for any future training.
For any cancellations received less than 7 working days before the date of the training course, the full fee will be payable and no refunds or credit vouchers will be given. If a registered delegate does not cancel and fails to attend the training course, this will be treated as a cancellation and no refund or voucher will be issued

Transfers

Transfer requests must be made in writing 7 days before the start of the event
Ark Training Substitutions
Please note that speakers and topics were confirmed at the time of publishing.

Ark Training Cancellation and Postponement

In the event that Ark Training cancels an event, delegate payments at the date of cancellation will be credited to a future Ark Training event. In the event that Ark Training postpones an event, delegate payments at the postponement date will be credited towards the rescheduled date. If the delegate is unable to attend the rescheduled event, the delegate will receive a credit voucher representing payments made towards a future Ark Training event.
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