

An
**On-Site
Workshop**
for
Your Business



CIRCADIAN[®] presents:

Successfully Expanding from a 5- to 7-Day Operation

YOU WILL LEARN HOW TO:

- Properly assess the need for change
- Develop an effective change management process
- Avoid the costly pitfalls, barriers and disruptions associated with this highly emotional change process
- Work in a positive and participatory manner with your employees and unions to facilitate the change
- Recognize this is not just a scheduling change but rather a fundamental restructuring of plant operations
- Determine the BEST 7-day schedule with your workforce
- Avoid alienating the workforce and creating feelings of exploitation
- Prevent the loss of key workers
- Resolve the numerous pay and policy issues
- Achieve your objectives with win-win results



BENEFITS OF AN ONSITE WORKSHOP

- ✓ Customizable to your organization's specific needs. Already have a schedule in mind and want to discuss pros and cons? Concerned about labor vs. management issues? No problem.
- ✓ As many participants as the room will hold – no need to pay additional attendee fees!
- ✓ An opportunity for managers to meet with CIRCADIAN[®] experts and get specific questions answered

Note from the CIRCADIAN COO Bill Sirois...

Many plants today find it difficult to compete with up to 40% of their capacity idle or being inefficiently used with weekend overtime. Moreover, weekly start-ups and shutdowns further reduce productivity and efficiency.

Sooner or later comes the realization that something must be done, that this mode of operation is not sustainable. People want and need more time off. More efficient utilization of equipment and human assets must be obtained if we are to satisfy our customers and reduce our unit costs to remain competitive. Given the high cost of capital investment, this can best be accomplished by expanding from 5-day production scheduling to a full 7-day continuous operation. Properly planned and implemented, there is huge upside to continuous production.

Such transitions are not straightforward, however, nor do they simply represent a change in work schedule. In fact, they impact the entire plant organization and are extremely complex and fraught with pitfalls that can have disastrous consequences if not properly planned and managed. To achieve all of the benefits of continuous operations requires major cultural, organizational and operational change.

Many internal and external “customers” will be impacted, and all of the various production support groups (i.e., maintenance, engineering, shipping and warehousing, HR, payroll, etc.) will be significantly affected as well - not the least of which will be your production employees - managers, supervisors, and shiftworkers who are now required to work weekends on a regularly scheduled basis...and for straight pay.

In addition, there are substantial downside risks because of increased fatigue and the negative personal impact on your people. Many plants that expand to 7-day production don't realize the adverse affects that this can create on employee health, safety, and performance. In fact, 24/7 schedules can render employees as dangerously impaired as if they were legally intoxicated.

Thus, while the opportunity to improve financial results, achieve greater asset utilization, defer capital expenditures, and better meet customer needs is alluring, the dramatic effects on the people throughout your organization require solving many labor relations and operational problems before the new ways of working can be accepted. Unless the entire organization understands and accepts the real business needs for the change, and can support the result, it will be extremely difficult to fully accomplish your objectives.

It has often been said that, “no career is complete until you've been through one of these transitions to continuous production”. This workshop is designed to provide you with the information you need to avoid these pitfalls and to successfully plan and implement the change. We look forward to sharing the benefit of our experience and proven methodology to help you and your employees achieve the full benefits of continuous operations.

Sincerely,



William G. Sirois
Senior Vice President & COO



“...very informative and helpful. Made me realize the importance of employee involvement in facilitating this controversial change.”

“I came with a special interest in the problems and issues of going to 24/7 operations and obtained more information than I could have imagined.”

“An excellent seminar for any company contemplating continuous production shift schedules.”

“The presenters were extremely knowledgeable and helpful.”

“I learned a great deal.”

“Very enlightening sessions, professionally presented.”

On Site Workshop

Topics Covered Include...

THE IMPACT OF CONTINUOUS OPERATIONS

This first session provides the foundation for a better understanding of the fundamental issues that need to be addressed if you are to realize the full benefits of the change, including:

- The impact that a continuous production schedule will have on your organization, your shiftworkers, and your customers
- Employee/union concerns with the change
- Management/supervisor issues
- Effects on maintenance and other support functions
- Inherent physiological/sociological challenges of 24/7 shift schedules
- Maximizing the benefits of 24/7 and minimizing the increased risks, costs and liabilities of continuous operations

OPERATIONAL ANALYSIS AND STRATEGIC PLANNING

One of the single most important reasons that 5 to 7 day expansions fail is the lack of proper planning and preparation. There is a natural tendency to underestimate the magnitude of the task and the time and effort required to accomplish a change that is far more a complex than simply picking a new schedule. This session will identify the critical factors that will determine the success or failure of your operational restructuring, including:

- Understanding why the change to continuous operations is more than a scheduling change
- Avoiding the often hostile confrontation between labor and management (and even between the employees themselves!) that can result without proper pre-change analysis, planning and strategy development
- Justifying the need for change
- Developing a business case proposition for the union and employees
- Positioning and communicating the change properly to minimize pushback
- Developing an effective implementation plan
- Building consensus and support
- Involving the employees in the scheduling solution
- Working collaboratively with your people

7-DAY SCHEDULING FUNDAMENTALS

Changing shift schedules is challenging enough under any circumstances, but converting from a traditional 5-day work-week (plus overtime) to a continuous 7-day schedule is a major undertaking. This session covers the basic concepts and mathematical possibilities of 7-day shift scheduling, including:

- Factors to consider such as crewing, and staffing levels, number of shifts, the length of the shifts, the various schedule patterns, fixed vs. rotating shifts, fatigue factors, personal preferences, family needs, overtime levels, relief coverage, training/meeting access, etc.
- Current trends in shift scheduling
- Basic concepts of 7-day shift schedules
- Features of socially compatible schedules
- 7-day crewing and staffing levels
- Pros and cons of fixed vs. rotating schedules
- Advantages and disadvantages of 8 and 12-hour shift schedules

Successfully Expanding from a 5- to 7-Day Operation

Topics Covered *(cont.)*

DETERMINING THE OPTIMAL 7-DAY SCHEDULE

This session will share a time tested and proven method to make this process productive rather than destructive, and to ensure that the optimal schedule is achieved for the company and the employees, including:

- What constitutes the "best" schedule
- How to define scheduling criteria
- How to evaluate the universe of schedule possibilities
- How to craft schedules to fit the criteria
- How to facilitate union/management participation — even when employee relations are strained
- How to transfer ownership of the schedule to the employees who have to work it
- How to achieve the best possible schedule in terms of operating efficiency and performance by balancing the needs of employees and their families.
- How to achieve a win-win result by working collaboratively with all stakeholders

EXAMPLES OF WIDELY USED 7-DAY SCHEDULES AND STAFFING METHODS

This session will provide numerous illustrations and explanations of the various families of 7-day work schedules, and their operational, physiological, and social implications, as well as proper staffing and schedule management, including:

- How to get beyond traditional schedules
- Examining the mathematical realities of the hundreds of possibilities that need to be explored to satisfy employees that the best one has been identified
- 8-hour schedules
- 12-hour schedules
- Combination schedules
- 3, 4, and 5-crew schedules
- Fixed and rotating schedules
- Flexible/scalable schedules
- Determining cost effective staffing levels
- Benefits of schedule management software

MANAGING THE CHANGE AND RESOLVING THE IMPLEMENTATION ISSUES

This session will review most of the key HR and pay issues you will be confronted with, and how others have successfully resolved them, including:

- Contractual and/or policy issues to resolve, many of which will be extremely controversial and volatile if not properly addressed
- Payroll and accounting issues
- Compensation
- Achieving balanced work teams
- Holiday and vacation pay
- Shift premiums and differentials
- Relief and overtime coverage
- Training, shift turnovers, etc.

POST IMPLEMENTATION FOLLOW-UP

This session will deal with formal methods to organize and maintain the success of the change, including:

- Transitioning to the new schedule
- What are the true measures of success
- Establishing an effective reporting system
- Sharing information with the employees (since it has radically altered their lives)
- Achieving training requirements
- Developing effective communications
- Data collection and reporting

A FEW OF THE
COMPANIES WE'VE
ASSISTED



AMGEN
APTAR
Barrick Gold
Bayer
Bose Corporation
Caterpillar
Chevron
Colgate Palmolive
Con Edison
ConAgra
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Dakota Gassification
Diageo
Eaton Automotive
Eli Lilly & Company
Exhide Corporation
Exxon Mobil
Freeport MacMoran (FMI)
Genentech
General Mills
Georgia Pacific
Global Ethanol
Hoffmaster
International Paper
Intek Plastics
Johnson & Johnson
Kraft Foods
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Michelin Tire
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Nestle
Nordyne
Peabody Energy
Pfizer
PPL Utilities
Reckitts & Benckiser
Peabody Energy
PG&E
Schlumberger
Shell Pipeline
Siemens
Sigma Aldrich
Southern Cal Edison
Thyssen Krup Waupaca
Toronto EMS
Toyota Automotive
Unilever
Verso Paper
Walmart Aviation
Welded Tube of Canada
Weyerhaeuser

In a Sticky Situation Right Now?

Sometimes problems are pressing, and you just can't wait for a Workshop. If you need immediate help with scheduling or shiftwork problems, call us at 1-800-284-5001. We'll be glad to help.

Got Shiftworkers to Train?

A lack of understanding of the challenges and solutions of shiftwork can create physical stress and unnecessary family/social issues with employees...to the detriment of their health, safety and family well-being. CIRCADIAN has developed a proven workshop program on *Managing a Shiftwork Lifestyle* for the workforce and their spouses or partners.

Now your managers, supervisors, and shiftworkers can be equipped with the knowledge and skills needed to improve their health, to reduce fatigue and human error that cause safety incidents and productivity loss, and to improve their quality of life!

Contact Us Today!

Call **1-800-284-5001** or E-mail seminars@circadian.com or visit our website at: www.circadian.com

About CIRCADIAN®

CIRCADIAN is the pioneer and leading global research, consulting and technology firm in the field of shiftwork and fatigue-related human error. Supported by 30 years of research and field application experience, CIRCADIAN has become the only full service provider of 24/7 workforce solutions and optimization products and services. CIRCADIAN has helped thousands of leading companies throughout the world optimize productivity, safety, and employee quality of life in all types of around-the-clock industries. CIRCADIAN was founded by Dr. Martin Moore-Ede, an internationally recognized expert on human alertness and circadian physiology. Dr. Moore-Ede is also the founder of the Institute of Circadian Physiology and a former professor at the Harvard Medical School.

WANT ADDITIONAL
INFORMATION
ABOUT ... ?



- Shiftwork Strategy Development
- New Plant Start-ups
- On-site Seminars
- Shift Scheduling Optimization
- Training for Shiftworkers/ Spouses
- Staffing and Crewing Optimization
- Fatigue Risk Management Systems
- Shiftwork Research Studies
- Receiving future mailings from Circadian

Call us at **1-800-284-5001** or email us at info@circadian.com

Or come visit us online at: www.circadian.com