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# 10<sup>th</sup> Reinventing Maintenance

Driving performance and controlling costs—best practice maintenance management in challenging times

May 28, 29 & 30, 2013, Mississauga

## Participating organizations

Arla Foods  
Barrick Gold Corporation  
Cameco Corporation  
CIM Maintenance  
ERCO Worldwide  
Give and Go Prepared Foods Corporation  
IBM Canada Limited  
KCB - Kelton Chertow & Boyd Inc.  
Patheon Inc.  
Predictive Systems Engineering  
Purolator Inc.  
PwC Canada  
Quinton Solutions Inc.  
Sustainable Resources Management  
Tembec  
TRO Maintenance Solutions  
Wasser Resources Inc.

## Conference highlights

- Hear how Tembec incorporates reliability excellence as a business strategy
- Learn how Purolator is improving training of maintenance managers to achieve competitive advantage
- Learn how maintenance is keeping the production lines running to drive management targets at Cameco
- Learn how ERCO Worldwide establishes and drives maintenance KPIs
- Discover how Patheon is refocusing maintenance to be more of a business partner instead of a cost centre
- Hear how Give and Go Prepared Foods Corporation has developed its lean maintenance strategy

## Optional workshops

### Living RCM

Randy Grant, Senior Reliability Specialist, Cameco Corporation

### Enhancing Maintenance through Data-Driven Decisions

T. Richard Beer, Founder, TRO Maintenance Solutions



## Who should attend

Plant & Maintenance Managers; Engineers; Directors of Engineering, Operations & Production; Reliability Engineers; Facility Managers; Purchasers; Supply Chain Managers; Physical Asset Managers

As the economy follows its sluggish course, maintenance managers are redoubling their efforts to obtain the greatest efficiency from their systems and machines. Indeed, the need to keep machines running for maximum output and to avoid expensive unplanned stoppages and costly repairs has become critical. One slip-up here can have disastrous consequences not only for the maintenance team but the company as a whole.

The 10th Reinventing Maintenance conference brings together senior maintenance and engineering professionals from major Canadian companies who are successfully managing their maintenance processes and, in turn, proving to senior management the value of a well-managed maintenance department in times of economic uncertainty.

Join senior maintenance professionals from these leading Canadian organizations as they discuss how they are increasing operational time, reducing downtime and controlling costs:

Cameco Corporation  
Patheon Inc.  
ERCO Worldwide  
Purolator Inc.  
Give and Go Prepared Foods Corporation  
Barrick Gold Corporation  
And many more

Learn practical approaches for dealing with these difficult issues:

- Moving towards prevention and predicting
- Developing effective maintenance KPIs
- Improving training of maintenance managers for competitive advantage
- Change management within the maintenance group
- Preventive vs. emergency maintenance
- Strategic cost reduction practices in maintenance
- Maximizing the effectiveness of a CMMS
- Effective planning and scheduling in lean maintenance

With the level of practical experience at this conference, this is one event you cannot afford to miss. Register now by calling (416) 665-6868 or 1-800-363-0722.

P.S. Don't miss our practical workshop sessions on optimizing performance through condition-based maintenance and enhancing maintenance through data-driven decisions

# Aligning Maintenance with Business Goals

Randy Grant, Senior Reliability Specialist, Cameco Corporation



Tuesday, May 28<sup>th</sup>

9:00-9:45

## IMPLEMENTING AN EFFICIENT MAINTENANCE SYSTEM AT TEMBEC

*Charles Knight, Manager, Engineering and Maintenance, Tembec*

Creating an efficient maintenance system is critical to meeting the cost-reduction requirements of today's manufacturing organizations. Indeed, as cost-containment becomes ever more important, effective equipment maintenance, reliability and asset management have become elevated to that of a strategic imperative.

- Incorporating reliability excellence as a business strategy
- How maintenance and reliability create value
- Establishing a proactive asset management strategy
- Developing action plans required to support business goals and objectives

9:45-10:30

## MEASURING TO MANAGE: MAINTENANCE KPIS

*Jet Singh, Manager Engineering & Facilities, Patheon Inc.*

In today's information overloaded society, there are more measures being taken throughout all types of industry than ever before. The question we need to explore is: what do we do with these measurements? This presentation will look at common measurements used in maintenance management and examine the dangers and benefits that they provide.

- Are the measurements driving change in behaviour, strategy or results?
- Confirming the hierarchy of measurements within the organization
- Why we measure and how it is utilized
- What we measure and what they drive in overall efficiencies
- Work orders, inventory and physical measurements

10:30-11:00 NETWORKING BREAK

11:00-11:45

## USING ROOT CAUSE ANALYSIS (RCA) TO IMPROVE RELIABILITY

*Randy Grant, Senior Reliability Specialist, Cameco Corporation*

Many failures tend to be repetitive in nature and are often accepted as part of the cost of doing business. However, understanding what is causing the problem is essential to improving overall operational reliability. RCA is an important piece of the overall reliability "puzzle." By methodically applying RCA techniques, discovery of the root causes of chronic or sporadic problems will lead to continuous improvement in processes, equipment and programs. This session will outline the underlying principles of RCA and provide specific examples of its practical application.

- Importance and need for RCA: where it fits in the "puzzle"
- What types of problems require a RCA
- RCA processes/protocols being used: the RCA continuum
- Importance of using a team approach
- Using RCA to define and choose effective solutions
- Administration of RCAs and how they are managed

11:45-12:30

## LINKING MAINTENANCE STRATEGY WITH OPERATIONS

*Bjarni Ellert Ísleifsson, Manager, PwC Canada*

Today, maintenance must add value to business in terms of quality, capacity and availability, thereby leveraging the company in the marketplace. To play this role, the maintenance department must develop best practices with significantly less manpower. This presentation will discuss how to link maintenance strategy to overall operations.

- Incorporating reliability excellence as a business strategy
- How maintenance and reliability can create value
- Running the warehouse like a business
- How to establish a proactive asset management strategy
- Developing action plans required to support business goals and objectives

12:30-1:30 LUNCH

# Best Practices in Managing the Maintenance Function

Bruce Smith, Maintenance and Facilities Manager, Arla Foods

Tuesday, May 28<sup>th</sup>

1:30-2:15

## IMPROVING TRAINING OF MAINTENANCE MANAGERS

*Scott Anderson, National Maintenance Manager, Purolator Inc.*

One of the leading concerns facing manufacturing today is how to sustain a competitive advantage with an aging maintenance workforce. Moreover, with the exponential leaps in technology, fielding a well-trained workforce is essential. This presentation details a recently completed project and a new methodology implemented by Purolator to upgrade their training.

- Ensuring that personnel have the learning capacity, willingness and aptitude for the maintenance career path
- Identifying the specific knowledge and skills required to maintain your equipment
- Identifying the training gap between current abilities and the abilities required to excel in the position
- Investing in specific training to bridge the gap
- Implementing an apprenticeship program if the local area labour pool is depleted

2:15-3:00

## IMPLEMENTING AND MANAGING CMMS AT ARLA FOODS

*Bruce Smith, Maintenance and Facilities Manager, Arla Foods*

As with any organization that has implemented CMMS applications, Arla Foods is not alone in the challenges of getting all staff to use the applications and realize the full benefits from the intended outcomes of the investment. This discussion details how Arla Foods implemented and manages its CMMS system to ensure optimal equipment function.

- Defining maintenance information requirements
- Understanding expectations of CMMS
- Creating functional locations and equipment specifically within SAP
- Creating and scheduling tasks
- Data maintenance

3:00-3:30 NETWORKING BREAK

3:30-4:00

## REDUCING ENERGY AND MAINTENANCE COSTS USING THE LATEST TECHNOLOGY

*David Katz, Consultant, Sustainable Resources Management*

Reducing energy consumption and utility costs in existing buildings & production requires businesses to develop strategies on energy efficiency and carbon emission reductions. This presentation will examine the role of maintenance in becoming more energy efficient.

- Use of latest technology to become more energy efficient
- Utility data information and reporting
- Targeting system efficiencies through a cost-effective mix of retrofits, maintenance, repair and replacement.
- Eliminating inefficient practices
- Ensuring your people are involved and trained in the new approaches to maintenance problems

4:00-4:30

## BEST PRACTICES FOR SCHEDULING MAINTENANCE

*James Charbonneau, Solution Architect, CIM Maintenance*

No single facet of maintenance management offers greater opportunity for savings and profit than good planning and scheduling. As such, getting control of maintenance requires an organization with a definitive planning and scheduling effort.

- Prioritizing maintenance work for scheduling purposes
- Developing weekly and daily schedules
- Controlling and managing backlog and achieving improved customer service
- Planning and scheduling major repairs, shutdowns and turnarounds
- Latest maintenance planning and scheduling technologies

4:30-5:00

## TOTAL PRODUCTIVE MAINTENANCE

*Leon Wasser, Vice President, Wasser Resources Inc.*

Total Productive Maintenance, transforms maintenance into a crucial part of the business structure instead of being merely a non-profit activity. The crucial tenet is to keep unscheduled and emergency maintenance to a minimum. This session will discuss the different aspects of TPM.

- TPM targets: zero defects, zero breakdowns and zero accidents
- Aligning the maintenance team to priorities
- Implementing TPM: where to begin
- Measuring TPM performance: the key to effective asset management
- Communicating TPM

# Increased Efficiency in Challenging Times

T. Richard Beer, Founder, TRO Maintenance Solutions



Wednesday, May 29<sup>th</sup>

9:00-9:45

## PREVENTIVE VS. EMERGENCY MAINTENANCE

*Joseph Ashun, Senior Manager Global Maintenance Systems & Data, Barrick Gold Corporation*

Preventive maintenance techniques are used to establish required servicing and inspection periods so that equipment shutdowns can be more effectively scheduled and planned, resulting in longer equipment life, fewer breakdowns, and smoother operation, planning & scheduling. This discussion compares the benefits of a PM system versus conducting emergency maintenance.

- Designing a PM program: preventing the failure of equipment before it actually occurs
- Preserving and enhancing equipment reliability by replacing worn components before they actually fail
- Conducting equipment checks, partial or complete overhauls at specified periods
- Keeping a record of equipment deterioration
- Technological advances in tools for inspection and diagnosis
- Controlling the cost of preventive maintenance

9:45-10:30

## DEVELOPING A LEAN MAINTENANCE STRATEGY

*Jerry Dover, Director of Engineering, Give and Go Prepared Foods Corporation*

Like most Canadian exporters, Give & Go Prepared Foods faces the triple headwinds of dollar parity, rising commodity costs and an uncertain economy to the south. Manufacturers who want to remain competitive can not be complacent about accepting waste of any type, and so maintenance departments must learn how to do their part. Lean manufacturing offers a range of tools to help, although they are traditionally focused on the manufacturing process. This discussion examines how to develop a lean maintenance strategy, utilizing examples from Give & Go and other manufacturers.

- Definition of lean, and how the terms relate to your asset care team
- Ways a lean asset care function will benefit the business
- Value stream mapping the repair and maintenance functions
- Techniques for sustaining the future state through maintenance culture change
- How the CMMS can help or hinder the lean transformation

10:30-11:00 NETWORKING BREAK

11:00-11:45

## MANAGING PEOPLE ISSUES WITHIN THE MAINTENANCE GROUP

*Cliff Williams, Corporate Maintenance Manager, ERCO Worldwide*

In our efforts to reinvent and improve maintenance operations, we often get worked up about equipment, reliability and efficiency. However, effective management of the maintenance team often gets short shrift. This discussion details key people management issues required to develop a leading-edge maintenance function.

- Understanding the importance of finding, developing and deploying talent
- Effectively communicating with staff so they can play their part in achieving maintenance team goals
- Developing strategies that enable behaviour change
- Engaging and involving each person and the work group
- Having fun while changing culture
- Enabling employees with the responsibility and authority to make the necessary changes
- Allowing people to be top performers

11:45-12:30

## MAXIMIZING THE EFFECTIVENESS OF TECHNOLOGY IN RELIABILITY-CENTRED MAINTENANCE

*T. Richard Beer, Founder, TRO Maintenance Solution*

Too often we hear the struggle of not being able to get the information that is required out of the CMMS. It is like the data has disappeared into a big black hole. Maintenance staff get frustrated in having to feed a system that is difficult and time consuming to use for what is perceived as little or no benefit. This discussion details what a CMMS can do and how best to realize the benefits from using a CMMS as a reliability-centred knowledge solution.

- Data acquisition and data integrity
- Increased value in the CMMS
- Performance management and information feedback
- Turning data into information you can use

12:30-1:30 LUNCH

# Effective Asset Management

Don Barry, Associate Partner, Supply Chain Operations and Asset Management Solutions, IBM Canada Limited



Wednesday, May 29<sup>th</sup>

1:30-2:15

## OPTIMIZING ASSET MANAGEMENT

*Don M. Barry, Associate Partner, Supply Chain Operations and Asset Management Solutions, IBM Canada Limited*

Maintenance departments everywhere are moving away from their traditional “break and fix” approach to one that focuses on optimizing the effectiveness and efficiency production assets. This discussion details how to develop an effective asset management plan for the maintenance function.

- Conducting an inventory of all production assets
- Leveraging reliability techniques in the development of maintenance
- Requirements and schedules
- Prioritizing and scheduling lifecycle activities
- Revising the plan in response to new information
- Benefits of an asset management plan
- Using asset management for long-term planning

2:15-3:00

## USING KEY PERFORMANCE MEASURES IN PREDICTIVE MAINTENANCE PROGRAMS

*Paul Klein, Principal, Predictive Systems Engineering*

Preventive Maintenance (PM) and Predictive Maintenance (PdM) programs are proven tools for maintaining equipment reliability; however, the challenge for the maintenance team is to determine the effectiveness of these programs. The effectiveness of PM and PdM is determined by examining the equipment failures from previous years, as well as, a review of the PM and PdM program guidelines. This discussion details how to develop an effective predictive maintenance approach.

- Review of repeating failures
- Review of PM and PdM program guidelines
- Review of internal and contracted PM and PdM work
- Understanding risk vs. cost of the PM and PdM programs
- Standardized reporting through the CMMS and summary reports

3:00-3:30 NETWORKING BREAK

3:30-4:15

## PLANNING FOR EFFICIENT SHUTDOWNS

*Dennis Quinton, President, Quinton Solutions Inc.*

The shutdown process is necessary to ensure proper maintenance, but turnaround time should be limited through effective planning and scheduling of assets and resources. This discussion details how to develop an efficient shutdown process.

- Understanding of shutdown planning
- Techniques for assuring quality in a shortened time frame
- Understanding shutdown delivery training requirements
- Value of integration of resources to optimize the shutdown

4:15-5:00

## REINVENTING THE MAINTENANCE MANAGER

*Karl Kelton, Principal, KCB - Kelton Chertow & Boyd Inc.*

Today, maintenance is a full-fledged business process that impacts a company's profits, safety record, environmental compliance, costs, employee health and more. In response to this, today's maintenance manager needs far more than the technical skills he used to begin his career. The profession of maintenance management is only now emerging, and although it will still be a long time before it is fully recognized by regulators and professional bodies, the responsibilities are there now.

- What responsibilities are there today?
- Who is really responsible?
- What expertise do you need to manage maintenance today?
- How can you get what you need? Is there help out there?
- A suggested role description for the new maintenance manager
- What you need to do to make a smooth transition

## OPTIONAL WORKSHOP A

Thursday, May 30<sup>th</sup> - 9:00-noon

### LIVING RCM

*Randy Grant, Senior Reliability Specialist, Cameco Corporation*

The right maintenance is seldom obvious from raw data. Interpreting data requires an intimate understanding of failure behaviour. Such knowledge derives from intensive information management and analysis. The Living RCM process tames the data beast. Discover, in this intensive workshop, the ways to make your CMMS, CBM and related information systems yield, verifiable, optimal, model-based decisions. This workshop will give you practical insight into the implementation and application of Living RCM.

- Capturing and then analyzing all information pertinent to asset failures in a very structured manner
- Using the RCM decision logic to arrive at the most effective failure management policy for the asset
- Building your organization's Reliability Knowledge Database
- Using the right information to fuel reliability analysis, which, in turn will drive measurable maintenance performance improvement
- Benefits of the Living RCM process

Randy Grant is Senior Reliability Specialist at Cameco Corporation. He is a recognized expert on reliability issues and is a Certified Maintenance and Reliability Practitioner with SMRP (Society of Maintenance and Reliability Professionals) and has worked in the Maintenance and Reliability field for 25 years. Randy has experience from Tier 1 Automotive Stamping, Paper Making and Food & Beverage Industries and has held the positions of Planner, Scheduler, Supervisor, Maintenance Manager and Project Manager.

## OPTIONAL WORKSHOP B

Thursday, May 30<sup>th</sup> - 1:30-4:30

### ENHANCING MAINTENANCE THROUGH DATA-DRIVEN DECISIONS

*T. Richard Beer, Founder, TRO Maintenance Solutions*

A robust accurate Computerized Maintenance Management System (CMMS) database facilitates Root Cause Failure Analysis through life cycle costing, mean time between failures, and time to repair reporting. The growth of the CMMS never stops. It will always evolve as the use and understanding of the software matures. A well chosen and properly implemented CMMS is like a well oiled machine. The software becomes an effective tool providing timely performance and financial information. The CMMS becomes an integral part for supporting and evaluating the effectiveness of the maintenance program. As the information system of the Maintenance Department, the CMMS provides the ability to collect, organize and analyze information used to measure progress and identify changes that may be needed to improve performance. Discover, in this intensive workshop, the ways to make your CMMS, CBM and related information systems yield verifiable, optimal, model-based decisions.

- Value of a robust data-collection program: he who owns the data....rules
- Is your data-collection tool a friend or foe?
- What data to collect and how to "scrub-it" before use
- Data and continuous improvement go hand-in-hand
- Using the right information to fuel reliability analysis, which, in turn will drive measurable maintenance performance improvement
- Building your organization
- Using the technology to achieve the optimum balance of risk, cost and reliability


A 1990 graduate of the MBA program at Concordia University, Richard Beer has been a Maintenance Management Specialist since 1993. Richard currently works as a Practice Manager where his knowledge and expertise assist client organizations to transition from reactive to proactive maintenance. Richard brings practical experience having worked as a Maintenance Planner and Manager for Lester B. Pearson International Airport. His abilities in strategic management as it relates to maintenance is unrivaled as witnessed in his top ten golden rules of database management and can be found at [www.trosolutions.com](http://www.trosolutions.com). Richard has thrived in a "misunderstood" and often forgotten niche of business offering maintenance management solutions to manufacturing, food processing and transportation industries in dire need of maximizing plant uptime, optimizing inventory and reducing maintenance costs.

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