

CONFIDENTIAL

Maintenance Inspector Coaching Program

Index:

1. Synopsis	3
2. Program Objectives	3
3. Coaching Program Overview	4
4. Deliverables & Reporting	5
5. Implementation and Schedule	5
6. Packages & Expectations	5

1. Synopsis

This document outlines the delivery of a Maintenance Inspector Coaching Program to be provided by CemSolve, Inc. (“CemSolve”).

Companies seek to improve maintenance inspector skills and to elevate performance of problem solving and equipment inspections. This program includes a meeting with plant management to establish objectives, a gap analysis for the Maintenance Inspector against the Plant and Maintenance Manager’s expectations, one-on-one management coaching in the field during the inspector’s regularly scheduled days, daily follow-up with Maintenance Manager, weekly progress reports and an end-of-training report.

CemSolve is built upon decades of cement operations experience and led by Derek Nicholls, previously Senior Vice President and Technical Director for Essroc Cement Corporation. Having worked early in his career as a cement plant supervisor and then through progressive plant management and senior executive positions, he understands that sending managers to off-site training rarely produces sustainable improved performance.

In the field, one-on-one coaching for maintenance inspector during their normal workday provides specific demonstration, feedback and support to make long-term changes based on specific goals for your teams. CemSolve uniquely provides on-site training/coaching for the entire maintenance management function including technical, financial and soft skills, on-the-job and delivered by a maintenance expert.

2. Program Objectives

The objectives of the coaching program are:

1. Observe, identify, implement and institute practical strategies to further develop and refine soft skills of the maintenance Inspector
 - a. Delegation
 - b. Expectations
 - c. Accountability / Responsibility
 - d. Train the trainer
 - e. Inter & intra department communication
2. Achieve sustained and enhanced overall plant efficiency with regard to equipment reliability
 - a. Improved equipment uptime
 - b. Improved reliability
 - c. Improved mean time between failures
 - d. Safety inspections
 - e. Environmental inspections
 - f. Equipment inspections

3. Coaching program deliverables:
 - a. Gap Analysis report for the inspector
 - b. Weekly reports
 - c. Final report on findings, conclusions and recommendations of coaching program for the inspector
 - d. Improved morale
 - e. Improved inspector confidence
 - f. Improved communications
 - g. Improved inspections
 - h. Improved technical knowledge and understanding
 - i. Improved accountability

3. Coaching Program Overview

The first phase includes a management meeting held in the participating plant to identify specific needs and establish the chain of accountabilities and responsibilities.

The second phase includes interviews with the maintenance inspector, his/her staff and the direct chain of command to understand any communication or performance gaps. From this, the following occurs:

1. A performance baseline is established for the maintenance inspector
2. KPIs will be agreed to between CemSolve, Plant and Maintenance Manager, and Inspector.
3. A schedule is developed for the maintenance inspector participating in the coaching

The third phase delivers the one-on-one coaching to the maintenance inspector based on the customized program, taking into account the expectations set forth by the gap analysis and the agreed to KPI's.

1. The coach will shadow the inspector's day-to-day activity in the field and office during his/her scheduled day to identify performance issues and coaching opportunities
 - a. The coach will provide change management on the spot as dictated by the situation. This may include, but is not limited to, the technical and procedural aspects of inspection and problem solving.
2. Weekly reports containing an analysis of issues, opportunities and progress specific to the inspector will be shared with the plant and maintenance manager and any revisions to the schedule or KPIs will be agreed to in advance

The fourth and final phase consists of the coach performing follow-up with the maintenance inspector to ensure that the progress made is sustained as well as the final assessment of the inspector.

4. Deliverables & Reporting

Based on the assessment interviews and observations, CemSolve will deliver a “Gap Analysis” report for the designated maintenance inspector. The “Gap Analysis” report will be prepared by CemSolve and submitted to the plant and maintenance manager within ten (10) business days from the conclusion of the second phase.

The “Gap Analysis” report will be reviewed and discussed with the plant and maintenance manager and will serve as the baseline to identify opportunities to enhance and expand the maintenance inspector’s skill set.

During the third phase, CemSolve will provide a “Weekly” report regarding progress and information specific to the maintenance inspector, the coaching program and to address such other matters that may be relevant.

The “Final” report will be provided to plant management by CemSolve on or before thirty (30) calendar days from the date of the conclusion of the coaching program and will address CemSolve’s findings and conclusions and recommendations regarding the maintenance inspector.

5. Implementation and Schedule

The coaching program commences on the date of the first phase meeting. The first and second phases combined will take approximately three (3) business days to complete. Thereafter, the coach will travel to the plant to provide on-site, one-on-one coaching based on the following schedule until training is complete:

- One (1) week of on-site coaching followed by two (2) weeks of independent practice by maintenance inspector with support from plant management

6. Packages & Expectations

1. Maintenance Inspector Package

This package focuses on the soft, technical and financial skills required by today’s successful maintenance planners.

Includes:

Phase one - management meeting held on-site at the participating plant to identify specific needs and establish the chain of accountabilities and responsibilities.

Phase two - interviews with maintenance inspector, his/her staff and the direct chain of command to understand any communication or performance gaps.

Phase three - one-on-one coaching for up to for six-month (6) period following the schedule of one (1) week on-site coaching followed by one (2) week independent practice by inspector with support from plant management. Eight (8) cycles of this schedule are included.

Phase four – three (3) one-day follow-ups with the maintenance inspector to ensure that the progress made is sustained, as well as a final assessment of the inspector.

Expectations:

The maintenance inspector will demonstrate confidence utilizing soft, technical and financial skills learned during the six (6) months of coaching/training as he/she reinforces the skills through classroom and field repetition during actual day-to-day use.

The inspector will demonstrate improved confidence in the handling of responsibilities such as:

Soft Skills:

- a. Time management
- b. Managing direct reports
- c. Managing vendors
- d. Inter- and intra- department communication
 - i. Coordination meetings
 - ii. Inspection meetings
 - iii. Planning meetings
 - iv. Safety meetings
 - v. Staff meetings
- e. Documentation
 - i. What
 - ii. How
 - iii. When

Technical Skills:

The inspector will learn technical skills for the following through both classroom and field training.

- a. Problem Solving and Continuous Improvement
 - i. Defining the problem
 - ii. Collecting all the field and other data, reports, trends, drawings, etc.
 - iii. Proactive contribution to the discussions on solving the problem
 - iv. Documenting of solutions to be implemented
 - v. Follow-up in the field on the efficacy of implemented solutions
- b. Inspection
 - i. Creating inspection and preventive maintenance (weekly down days) job plans
 - ii. Establishing routes
 - iii. Establishing inspection schedule
 - iv. Establishing lubrication management program
 - v. Establishing condition monitoring and learning to use the proper tools.
 - vi. Performing effective inspections and documenting findings focused on “condition predictors”

- vii. Work request writing and prioritizing
 - viii. Writing concise and effective inspection reports
 - ix. Learning to trend and predict failures much in advance and proposing solutions
 - x. Effectively communicating with safety, environment, production and other functions
- c. Planning
 - i. Providing clarity on identified work (work request) to help planner plan the job well
 - ii. Assisting planner on the bill of materials
 - d. Scheduling
 - i. Scheduling of routine lubrication activities including ordering of lubricants
 - ii. Scheduling of lubrication and inspections for the outages and down days
 - iii. Scheduling routine and wear measurement inspections
 - iv. Scheduling condition monitoring inspections
 - e. Execution
 - i. Assisting maintenance supervisor with trouble shooting of equipment problems
 - ii. Collaborating with maintenance supervisors for in-depth equipment inspection

Financial Skills:

In addition, the inspector will learn the financial implications of decisions.

- a. Lubrication budget management
- b. Assistance with budget preparation
- c. Assistance with maintenance forecast

2. Follow-up Package

This package is a three (3) day on-site one-on-one refresher for those that have already been a part of the coaching program. It is designed to reinforce all the new skills and habits the inspectors have demonstrated. It can be utilized for those inspectors believed to be falling off the wagon as well as for those that are looking for continuous specific improvement in an area.