

**CONFIDENTIAL**

# Maintenance Manager Coaching Program

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## 1. Synopsis

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

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

CemSolve is built upon decades of cement operations experience and is 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 managers 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 manager 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 manager
  - a. Delegation
  - b. Expectations
  - c. Accountability / Responsibility
  - d. Train the trainer
  - e. Inter & intra department communication
  - f. Employee engagement
  - g. Conflict management
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 management
  - e. Environmental management

- f. Maintenance management
3. Coaching program deliverables:
- a. Gap Analysis report for the manager
  - b. Weekly reports
  - c. Final report on findings, conclusions and recommendations of coaching program for the manager
  - d. Improved morale
  - e. Improved manager confidence
  - f. Improved communications
  - g. Improved equipment inspections
  - h. Improved maintenance / 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 manager, 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 manager
2. KPIs will be agreed to between CemSolve and plant manager
3. A schedule is developed for the maintenance manager participating in the coaching

The third phase delivers the one-on-one coaching to the maintenance manager 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 manager'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 parameters of the operating equipment; providing answers to what and why it is important to inspect equipment; delegation to supervisory and engineering staff with follow-up; communication with staff, hourly and peer managers; setting expectations and delivering results; corrective actions involving supervisory and engineering staff and addressing safety and environmental requirements
2. Weekly reports containing an analysis of issues, opportunities and progress specific to the manager will be shared with the plant 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 manager to ensure that the progress made is sustained as well final assessment of the manager.

#### 4. Deliverables & Reporting

Based on the assessment interviews and observations, CemSolve will deliver a “Gap Analysis” report for the designated maintenance manager. The “Gap Analysis” report will be prepared by CemSolve and submitted to the plant 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 manager and will serve as the baseline to identify opportunities to enhance and expand the maintenance manager’s skill set.

During the third phase, CemSolve will provide a “Weekly” report regarding progress and information specific to the maintenance manager, 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 manager.

#### 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 manager with support from plant management

#### 6. Packages & Expectations

##### 1. Maintenance Manager Package

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

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 manager, 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 manager with support from plant management. Eight (8) cycles of this schedule are included.

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

Expectations:

The maintenance manager 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 manager will demonstrate improved confidence in the handling of human resource responsibilities such as:

Soft Skills:

- a. Delegating
- b. Setting expectations
- c. Time management
- d. Inter- and intra- department communication
  - i. Coordination meetings
  - ii. Planning meetings
  - iii. Safety meetings
  - iv. Staff meetings
  - v. Performance review meetings
  - vi. Employee engagement meetings
- e. Documentation
  - i. What
  - ii. How
  - iii. When
- f. Conflict management
- g. Safety responsibilities and inspections
- h. Environmental responsibilities and inspections
- i. Quality responsibilities and inspections.

Technical Skills:

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

- a. Problem Solving and Continuous Improvement
  - i. Identifying problems to be solved
  - ii. Defining the problem
  - iii. Facilitating the discussions on solving the problem
  - iv. Tracking of solutions to be implemented

- v. Implementing the Plan Do Check Adjust (PDCA) cycle
- vi. Regular reviews of progress
- b. Inspection
  - i. Inspection and preventive maintenance (weekly down days) job plans
  - ii. Routes
  - iii. Inspection schedule
  - iv. Oil analysis program approach
  - v. Condition monitoring, including vibration analysis, approach.
  - vi. Perform effective inspections
  - vii. Work request writing and prioritizing
  - viii. Inspection reporting and Key Performance Indicators (KPIs)
- c. Planning
  - i. Repair job plans
  - ii. Bill of materials
  - iii. Contractor management
  - iv. Request for quotes (RFQ)
  - v. Work order processing
  - vi. Spare parts and inventory management
  - vii. Outage management (post mortem, objectives, parts ordering, meetings....)
  - viii. Planning KPIs
- d. Scheduling
  - i. Weekly scheduling
  - ii. Outage scheduling
  - iii. Scheduling KPIs

Financial Skills:

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

- a. Fixed vs. variable cost
  - b. Efficiency effect on the financial statement
  - c. Overtime vs. staffing
  - d. Maintenance budget
  - e. 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 managers have demonstrated. It can be utilized for those managers believed to be falling off the wagon as well as for those that are looking for continuous specific improvement in an area.