

CONFIDENTIAL

Maintenance Planner Coaching Program

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1. Synopsis

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

Companies seek to improve maintenance planner skills and to elevate performance of planning and turn-around management. This program includes a meeting with plant management to establish objectives, a gap analysis for the Maintenance Planner against the Plant and Maintenance Manager’s expectations, one-on-one management coaching in the field during the planner’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 planner 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 planner
 - 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 management
 - e. Environmental management
 - f. Improved routine and outage planning.
3. Coaching program deliverables:

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

The third phase delivers the one-on-one coaching to the maintenance planner 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 planner'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 planning.
2. Weekly reports containing an analysis of issues, opportunities and progress specific to the planner 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 planner to ensure that the progress made is sustained as well final assessment of the planner.

4. Deliverables & Reporting

Based on the assessment interviews and observations, CemSolve will deliver a “Gap Analysis” report for the designated maintenance planner. 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 planner’s skill set.

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

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 planner with support from plant management

6. Packages & Expectations

1. Maintenance Planner 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 planner, 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 planner with support from plant management. Eight (8) cycles of this schedule are included.

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

Expectations:

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

Soft Skills:

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

Technical Skills:

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

- a. Planning
 - i. Preparing repair job plans with the estimated manpower, spare parts, special tools, rentals and procedure
 - ii. Preparing Bill of materials
 - iii. Preparing request for quote (RFQ) documents and helping maintenance manager with selection of contractors based on suitability and cost
 - iv. Leading the work order prioritization meeting
 - v. Processing of work orders based on priority with estimated manpower, spare parts, special tools, rentals and procedure
 - vi. Visiting site, as necessary, for scoping of work activities
 - vii. Ensuring on time availability of spare parts and rentals
 - viii. Outage management (post mortem, objectives, parts ordering, meetings....)
 - ix. Effective use of CMMS and outage management software (external expertise as needed may have to be arranged)
 - x. Creating Purchase Requisitions and Purchase Orders
 - xi. Timely closing and completion of work orders

- xii. Regular review of back log
- xiii. Timely capturing of maintenance cost in the system

b. Scheduling

- i. Assisting maintenance supervisor for weekly scheduling
- ii. Ownership for Outage scheduling

Financial Skills:

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

- a. Maintenance budget tracking
- b. Outage budget tracking
- c. 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 planners have demonstrated. It can be utilized for those planners believed to be falling off the wagon as well as for those that are looking for continuous specific improvement in an area.