



## **COURSE OVERVIEW TM0360**

### **Best Practices in Multishift Operations**

#### **Maximizing Productivity Through Round-The-Clock Operations**

#### **Course Title**

Best Practices in Multishift Operations:  
*Maximizing Productivity Through Round-The-Clock Operations*

#### **Course Date/Venue**

Session 1: July 20-24, 2025/Boardroom 1,  
Elite Byblos Hotel Al Barsha,  
Sheikh Zayed Road, Dubai, UAE  
Session 2: October 05-09, 2025/Business  
Meeting, Crowne Plaza Al Khobar,  
Al Khobar, KSA



#### **Course Reference**

TM0360

#### **Course Duration/Credits**

Five days/3.0 CEUs/30 PDHs

#### **Course Description**



***This hands-on, highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.***

Multishift operations deliver over four times the return on assets than an operation running only one shift. The ability to spread fixed costs over a greater production volume can significantly cut unit costs. With today's global competitive environment forcing costs lower and lower, continuous operation has become a necessity in many industries. Some companies use shifts to balance fluctuations in demand for products and services, adding and reducing shifts as needed. Others employ complex processing technology that requires continuous operation 24 hours a day, seven days a week.



Even if you have a Round-The-Clock operation, chances are your schedules are filled with hidden costs that are draining away millions of dollars each year. In either case, there's a better way: 24-hour-a-day "Best Practice" scheduling that boosts productivity, transforms costs into profits and ensures employee safety and morale. This course will show you how to achieve that by addressing the needs of contemporary businesses and their operations. Further, this course will show you how to develop a world-class operation and achieve outstanding gains in Key Performance Indicators (KPI) within a reasonable time frame. Well known tools and techniques will be covered in depth to assist focus on productivity through culture, processes, communications and commitment.





In this course, we will show you how shift schedules can be balanced and tailored for maximum employee benefits, company advantage and compliance with health and safety needs. We will lead you, element by element, adapting to your own work environment to a program productivity culture that will work for you. You will learn how to meet the needs of your business by instigating your mind on becoming aware of the “Downtime”, “Stops and Starts”, “Flexibility of the Multishift”, “HSE issues”, “Employee Desires”, “Best Cost Schedule” and more.

### **Course Objectives**

Upon the successful completion of this course, each participant will be able to:-

- Implement best practices and systematic strategies in multishift operations by maximizing productivity 24x7
- Achieve the highest levels of operational discipline in a shift environment
- Discuss the different factors that evolve between single and multishift operations such as costs, equipment utilization, schedules, procedures and objectives
- Recognize fatigue and learn how to manage it
- Employ the 24-hour operations management to optimize productivity
- Identify capacity and reliability of the organization and apply an effective and efficient communication and leadership skills
- Apply a well-planned and organized 24-hour workforce by allocating manpower, resources and acceptable shift schedules
- Minimize risk through best practices in communication, handover, continuity and planning and performance management
- Manage people issues created by shift working as well as drive continuous improvement in shift working environment

### **Exclusive Smart Training Kit - H-STK®**



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

### **Who Should Attend**

This course provides an overview of best practices in multishift operations for maintenance, operations, plant, HR, production and planning managers, engineers, superintendents, supervisors, and foremen. The course is also applicable for those who are dealing with multishift or round-the-clock work operations.

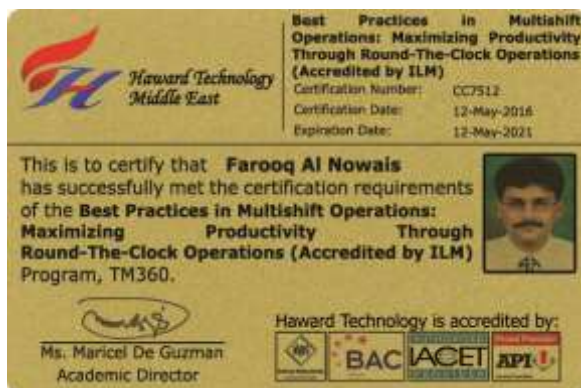


### Course Certificate(s)

- (1) Internationally recognized Wall Competency Certificates and Plastic Wallet Card Certificates will be issued to participants who have successfully completed the course and passed the exam at the end of the course. Certificates are valid for 5 years.

### Sample of Certificates

The following are samples of the certificates that will be awarded to course participants:-







- (2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.

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**Haward Technology Middle East**  
Continuing Professional Development (HTME-CPD)

**CEU Official Transcript of Records**

TOR Issuance Date: 12-May-16  
HTME No. PAR139639  
Participant Name: Farooq Al Nowais

| Program Ref. | Program Title                                                                                                                     | Program Date   | No. of Contact Hours | CEU's |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------|-------|
| TM360        | <b>Best Practices in Multishift Operations: Maximizing Productivity Through Round-The-Clock Operations</b><br>(Accredited by ILM) | May 08-12 2018 | 30                   | 3.0   |

Total No. of CEU's Earned as of TOR Issuance Date: **3.0**

TRUE COPY

Maricel De Guzman  
Academic Director

Haward Technology has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 1790 Old Meadow Road, Suite 500, McLean, VA 22102, USA. In obtaining this approval, Haward Technology has demonstrated that it complies with the ANSI/IACET 1-2013 Standard which is widely recognized as the standard of good practice internationally. As a result of this Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1-2013 Standard.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology is accredited by

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### Certificate Accreditations

Certificates are accredited by the following international accreditation organizations: -



#### British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

-  USA International Association for Continuing Education and Training (IACET)

Haward Technology is an Authorized Training Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 1-2013 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 1-2013 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

### Course Fee

**US\$ 5,500** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

### Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.



### Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Mr. Douglas Robinson**, MBA, BSc (Honors), Dip, is currently the **President of DSR Consulting** and the **Professor of Business Studies Unit (BSU)** at **Durban Institute of Technology (DIT)**, where he is lecturing at **MBA level** in **Human Resources Management (HRM)**, **Leadership & Change Management**, **Presentation Skills**, **Negotiation Skills**, **Interpersonal Skills**, **Communication Skills**, **Adaptability & Flexibility**, **Learning & Self Development**, **Industrial**

**Relationships**, **Driving Performance**, **Performance Measurement**, **Performance Goal Implementation**, **Time Management Techniques**, **Organizing Daily Activities**, **Handling Difficulties & Pressure**, **Productivity & Feedback Management**, **Problem Solving & Decision Making**, **ISO 9001 Lead Auditor**, **Commercial Negotiation & Legal Aspects**, **Logistics & Supply Chain Management**, **Quality Management**, **Project Financial Planning**, **Financial Management**, **Materials Inventory Management**, **Budgeting & Cost Control**, **Project Accounting**, **Project Management**, **Contract Management**, **Operations Management**, **Procurement Management**, **Entrepreneurship** and **International Business**.

Mr. Robinson has over **40 years** of international experience in **Contract Management**, **Quality Management**, **ISO Standards**, **Logistics & Supply Chain Management**, **Procurement**, **Purchasing**, **Outsourcing Strategies**, **Project Management**, **Business Systems**, **Operations Management** and **Business Re-Organization**. Further, he is a **Registered Assessor** of **Quality Management**, **Logistics**, **Supply Chain Management**, **Procurement Strategies**, **Purchasing** and **Outsourcing**.

As a leader in the **Quality**, **Procurement** and **Logistics** fields, Mr. Robinson facilitated in-house skills development programmes in a lot of companies worldwide and has **extensive consulting experience** in both the public and private sectors. His experience includes implementing SAP system in **Procurement**, **financial**, **sales**, **distribution**, **materials management** and **costing**.

During his long career life, Mr. Robinson worked for many **International companies** such as **Tiger Brands**, **Nestle's**, **Mondi Manufacturing**, **Mondi Forests**, **Masonite Africa Ltd.**, **Frame** etc. He worked as **General Manager**, **Quality Manager**, **Procurement Manager**, **Logistics Manager**, **Logistics Superintendent**, **Project Manager**, **Purchasing Supervisor**, **SAP Facilitator**, etc.

Due to his thorough and long experience and knowledge, Mr. Robinson is **recognized internationally** as an **Expert** in **Logistics & Supply Chain Management**, **Procurement**, **Purchasing**, **Outsourcing**, **Strategic planning**, **business wellness analysis**, **Contract management**, **Project Management**, **feasibility studies**, **financial analysis**, **cash-flow forecasting**, **Capital investment analysis**, **risk analysis**, **Business process analysis**, and **Quality Management Systems**.

Mr. Robinson has a **Master** degree in **Business Administration (MBA)** from the **University of Durban-Westville**, a **Bachelor** degree with **Honors** in **Business Management** and **Administration** and **Diplomas** in **Medical Technology**, **Marketing Management**, **Business Management** and **Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management (ILM)**, an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.



### Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

### Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

#### **Day 1**

|             |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0730 – 0800 | Registration & Coffee                                                                                                                                                                                                                                                                                                                                                                                               |
| 0800 – 0815 | Welcome & Introduction                                                                                                                                                                                                                                                                                                                                                                                              |
| 0815 – 0830 | <b>PRE-TEST</b>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 0830 – 0930 | <b>Course Introduction &amp; Overview</b><br>Course Candidates • Course Schedule • Course Output – Benefits to Learners • Course Expectation • Operations Management Associations • Multishift Operations                                                                                                                                                                                                           |
| 0930 – 0945 | Break                                                                                                                                                                                                                                                                                                                                                                                                               |
| 0945 – 1130 | <b>Single &amp; Multishift Operations</b><br>Shift Work Misconceptions • Single Shift Operations – Hidden Costs • Multishift Operations - Issues • Equipment Utilisation In Multishift Operations – Cost Saving Concept • The Perfect Schedule • Multishift Operations – What Needs to be Done to Achieve the Highest Levels of Operational Discipline in a Shift Environment? • Multishift Operations – Objectives |
| 1130 – 1230 | <b>24-Hour Management</b><br>Excellence In 24 Hour Management: E-24-M • Continuous Improvement – Procedures • ISO 9001 (2000) Model • Waste Issues In E-24-M • Benchmarking • E-24-M In Action                                                                                                                                                                                                                      |
| 1230 – 1245 | Break                                                                                                                                                                                                                                                                                                                                                                                                               |
| 1245 – 1420 | <b>Operations Management</b><br>Inefficiencies That Cost Millions • What Is Value Added? • Examples of Inefficiencies/Waste • Management Functions • Motivation Cycle • Determining & Managing Waste: Multishift Focus                                                                                                                                                                                              |
| 1420 – 1430 | <b>Recap</b>                                                                                                                                                                                                                                                                                                                                                                                                        |
| 1430        | Lunch & End of Day One                                                                                                                                                                                                                                                                                                                                                                                              |

#### **Day 2**

|             |                                                                                                                                                                                                                                           |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0730 – 0930 | <b>Operations Management (cont'd)</b><br>Some Tools For Process Analysis • Tools: Statistical Process Control • Continuous Improvement – Procedures • Procedure for A Process- Purchasing • Lean Production Concepts • Quick Change Overs |
| 0930 – 0945 | Break                                                                                                                                                                                                                                     |





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|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0945 – 1045 | <b>Capacity &amp; Reliability</b><br><i>Economies of Increasing Capacity • The “Overtime King” • Equipment Utilization • Waste • Unnecessary Movement • Understand Fatigue &amp; Learn How to Manage it</i>                 |
| 1045 – 1200 | <b>Capacity &amp; Reliability (cont’d)</b><br><i>Overproduction • Stock – Inventory As Waste • Transport - The Consequences • Transport – Unnecessary? • Waiting Times</i>                                                  |
| 1200 – 1230 | <b>Capacity &amp; Reliability (cont’d)</b><br><i>Production • Defects &amp; Rework • Potential For Improvement • Determining &amp; Managing Waste: Multishift Focus • Total Productive Maintenance – TPM • Zero Defects</i> |
| 1230 – 1245 | Break                                                                                                                                                                                                                       |
| 1245 – 1420 | <b>Communications</b><br><i>Pros and Cons • Barriers • What Can I do? • Words • New Systems Fail, Why? • How Does One Bring About Change? • Change Management • Issues In A Case • Visual Management System</i>             |
| 1420 – 1430 | <b>Recap</b>                                                                                                                                                                                                                |
| 1430        | Lunch & End of Day Two                                                                                                                                                                                                      |

### Day 3

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0730 – 0930 | <b>Leadership</b><br><i>Definition &amp; Function • Leadership &amp; Management • Supervision • Trait Leadership Theory • Situational Leadership Theory • Leadership or Management Continuum • Are You a Flexible Leader? Task &amp; People Oriented Managers • Developing Leaders</i>                                                                                                                                                                                            |
| 0930 – 0945 | Break                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 0945 – 1030 | <b>Leadership (cont’d)</b><br><i>Types &amp; Mix of Skills • Modifying Leader-Member Relations • Modifying Task Structure • Modifying Position Power • Most Popular Teams • Quality of Work Life (QWL) • Self Managed Teams (SMT) • Employee Centered Work Design (ECWD) • Southern California Community Hospitals &amp; ECWD Application • Leadership &amp; Team Building</i>                                                                                                    |
| 1030 – 1130 | <b>Leadership (cont’d)</b><br><i>Ground Rules for Effective Teamwork • The Organization: Type &amp; Structure • Leadership Errors In Shiftwork • Supervisors Per Shift • Shift Supervisors Vs Process Managers • Night Shift Management: Types • Night Shift Management: Needs</i>                                                                                                                                                                                                |
| 1130 – 1230 | <b>24 Hr Workforce</b><br><i>Concerns of the Worker, When Changing Shift Roster or Change to Shift • Best Practice Stepped Approach to the E-24-M workforce • Minimize Risk through Best Practices in Communication, Handover, Continuity &amp; Planning &amp; Performance Management • Teams are Responsible for Over-All Operational Performance • Determining Individual Needs • Roles, Environment &amp; Skills Development • Employee Involvement: Procedures &amp; ECWR</i> |
| 1230 – 1245 | Break                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 1245 – 1420 | <b>24 Hr Workforce (cont’d)</b><br><i>Training • Job Descriptions • Effective Teams - Participative Environment • What Norms Do Teams Live By? • Effective Teams – Performance • Monitoring &amp; Measuring</i>                                                                                                                                                                                                                                                                   |
| 1420 – 1430 | <b>Recap</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 1430        | Lunch & End of Day Three                                                                                                                                                                                                                                                                                                                                                                                                                                                          |





#### Day 4

|             |                                                                                                                                                                                                                                                          |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0730 – 0930 | <b>24 Hr Workforce (cont'd)</b><br>User Maintainer • Shift & Intershift Communications • Motivation Cycle • Motivation & Reward • World Class Reward Systems • Company-Wide Performance                                                                  |
| 0930 – 0945 | Break                                                                                                                                                                                                                                                    |
| 0945 – 1030 | <b>Shift Scheduling</b><br>Scheduling Shifts: Best Cost Schedule • Change Management & Effective Communication • Scheduling Shifts – Employee Needs • Scheduling Shifts – Business Needs                                                                 |
| 1030 – 1130 | <b>Shift Scheduling (cont'd)</b><br>Scheduling Shifts – Health & Safety Needs • Biomedical Principles • Circadian Rhythms Sleep Requirement & Debt • Sleep - Alertness                                                                                   |
| 1130 – 1230 | <b>Shift Scheduling (cont'd)</b><br>Manage People Issues Created by Shift Working • Physiological Effects • Responsibility for Sleepy Employee? • Research Comparisons • Shift Safety – Accidents • Shift Safety – Accidents • Shift Work & Shift Safety |
| 1230 – 1245 | Break                                                                                                                                                                                                                                                    |
| 1245 – 1420 | <b>Shift Scheduling (cont'd)</b><br>Enhancement of Alertness on Shift • Shift Change Education • Zombie Schedules • Circadian Schedules •                                                                                                                |
| 1420 – 1430 | <b>Recap</b>                                                                                                                                                                                                                                             |
| 1430        | Lunch & End of Day Four                                                                                                                                                                                                                                  |

#### Day 5

|             |                                                                                                                                                                                                                                                                                                               |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0730 – 0930 | <b>Shift Scheduling (cont'd)</b><br>Factor II Schedules • Unbalanced Fixed Shifts • Anchor Sleep Schedules • Health & Safety Shift Strategies • Length of Shift Issues • Shift Design Requirements • A Shift Classification System                                                                            |
| 0930 – 0945 | Break                                                                                                                                                                                                                                                                                                         |
| 0945 – 1230 | <b>Shift Scheduling (cont'd)</b><br>Implementing Roster Changes • Drive Continuous Improvement in Shift Working • A Best Practice Stepped Approach to the E-24-M Shift Change • Covering Vacancies – Relief Personnel • Shift Analysis: Case Study • Shift Analysis: From Your Own Environment • Renison Case |
| 1230 – 1245 | Break                                                                                                                                                                                                                                                                                                         |
| 1245 – 1300 | <b>Shift Scheduling (cont'd)</b><br>Fixed Shifts • Rotating Shifts • Oscillating Shifts • Primary Shifts • Staggered Shifts • Mixed Shifts                                                                                                                                                                    |
| 1300 – 1315 | Case Study, Summary & Open Forum                                                                                                                                                                                                                                                                              |
| 1315 – 1415 | <b>COMPETENCY EXAM</b>                                                                                                                                                                                                                                                                                        |
| 1415 – 1430 | Presentation of Course Certificates                                                                                                                                                                                                                                                                           |
| 1430        | Lunch & End of Course                                                                                                                                                                                                                                                                                         |



### **Practical Sessions**

This hands-on, highly-interactive course includes the following real-life case studies:-



### **Course Coordinator**

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