

CASE STUDY

PURINA MILLS, INC.

Maintenance Progression Program

OPPORTUNITY OVERVIEW

Assess how the current maintenance progression plan was being administered in the field and update/develop a new plan.

CLIENT OBJECTIVE

Create and implement a maintenance progression program that was standardized and administered uniformly at all field locations.

TARGET AUDIENCE

- Maintenance Personnel

RUSSELL ASSOCIATES' SOLUTION

Russell Associates interviewed seven Production Managers and three Directors of Operations at Purina field locations to identify current position classifications, issues and problems with implementation, and to hear ideas and opinions on ways to improve the system. From this data, a new, comprehensive, centrally controlled, and uniformly applied maintenance progression program was drafted and implemented.

- Career opportunities and obligations for all maintenance personnel were established.
- The "Maintenance Training Program" was incorporated as an integral part of the plan.
- Qualifications for four (4) levels of progression were established.
- Transitioning from the "old" program to the "new" progression program was incorporated.

ADMINISTRATION

Corporate manufacturing management accepted and approved the progression plan for implementation at all field locations. The program is administered at the field locations through the Plant Manager.

AWARDS

- Progression through advancing Maintenance Technician levels

MEASUREMENT CRITERIA

- Each level of the progression plan has specific experience requirements and length of service requirements.
- Levels of progression required completion of training and local testing.
- Electronic testing is used at each progression level.
- Performance demonstration is required to meet criteria for specific skills.

PROGRAM RESULTS

- The implementation of this progression plan has provided consistency in skill levels among the plants and helped ensure fair and equitable compensation for maintenance personnel who reach increasingly higher levels.

