

CASE STUDY

PURINA MILLS, INC.

Maintenance Training

OPPORTUNITY OVERVIEW

There was a great variation between the skills and skill levels of plant maintenance personnel. There was no formalized or universal training program and procedures varied greatly.

CLIENT OBJECTIVE

Identify the skills and skill levels of maintenance personnel in order to develop a training program that would bring all maintenance personnel to the same level of knowledge and understanding. This would allow flexibility in how and where personnel were used and increase the efficiency of maintaining facilities and equipment.

RUSSELL ASSOCIATES' SOLUTION

Russell Associates proposed to address this need in two levels.

1. Perform an extensive assessment of skills, skill levels, and training of plant maintenance personnel.
 - Required maintenance skills and skill levels
 - Skills and skill levels of current maintenance employees
 - Gap between needs and current skills
 - Current training procedures/programs
 - Maintenance skills deficiencies between selected mills
 - Current plant maintenance programs and procedures, i.e., PM, systems, records, work orders, scheduling, routine service and repairs, emergency repairs
2. Design a comprehensive training program to address the needs identified through the assessment and develop training to address those needs. After analyzing the results of the assessment, Russell Associates developed training that included the following subjects and corresponding sub-sections.
 - Orientation
 - General Training
 - Electricity and Automation
 - Mechanical
 - Air and Liquid Handling
 - Boilers
 - Mill Wright
 - Vehicle Maintenance

SUPERVISOR TRAINING

- Maintenance Management Systems and Controls
- Policies and Procedures
- Electricity
- Automation
- Energy Management
- Financial Issues
- Maintenance
- Cross Discipline Training
- Management Skills
- Boilers
- State and Federal Regulations

TRAINING METHOD

- Manuals (Instructor and Student)
- Performance Demonstration

ADMINISTRATION

The training is self-paced and self-administered with reviews scheduled appropriately throughout the training. On-the-job training and performance demonstrations ensure the student understands the material presented. This training program includes Certification Testing for all maintenance personnel and is also used in conjunction with the Maintenance Progression Program designed by Russell Associates.

