



Interim Engineering Manager

Overview

Requested to operate in a temporary/interim capacity at a new European Distribution Centre of a major high street retailer as Interim Engineering Manager in a highly automated and fast-paced FMCG warehouse. I was given responsibility for daily management and for devising and executing a strategic development plan for a busy and versatile 24/7 engineering department comprising 50% client employees and 50% partner contractors. The aim was to improve plant availability to enable challenging process targets to be met. I implemented the following over a 6-month period, and supported the client to recruit a permanent replacement.

Project Solution

- Devised and initiated a 3-Phase Strategy to improve the effectiveness of the Engineering Department over a 30-month period.
- Development of an Asset Management Plan to strengthen adherence to a Planned Preventive Maintenance regime.
- Creation of Work Standards for engineering tasks.
- Development of a spare parts risk assessment strategy to improve stocks of critical spares.
- Negotiation with OEM equipment suppliers to gain adequate equipment training for the engineering teams.
- Problem solving training to improve root cause analysis of breakdowns.
- Devised a long-term development path for all members of the engineering department.
- Commenced an Engineering Learning Programme with NVQ development for Engineering Assistants.
- Submitted a business case to gain approval for the budget to implement this.
- Implemented visual management to give an overview of engineering performance pertinent to the operation, specifically KPI to monitor daily/weekly/monthly performance and to track progress of the strategic plan.

Results

- PPM completion up from approx. 50% to 98%.
- Plan in place and progressing to target to develop Work Standards.
- Positive trends in Mean Time Between Failure (MTBF) and Mean Time To Repair (MTTR).
- Equipment "hotspots" visualised, with problem solving assigned to improve chronic equipment performance.
- Greatly increased availability of critical spares.
- Visualisation of skills / training status, with gap analysis and implementation of skills development plan.

