



Improving Reliability Competence with a Global Pharmaceutical Company

RTL Global Engineering Consultants

Case Study

Overview

A Global Pharmaceutical company wanted to improve the competence of their Reliability team within their flagship Multi Site facility (API, Sterile, OSD, Narcotics, Inspection & Packaging).

An increased competence and skillset would improve equipment reliability, reduce unplanned downtime, increase production opportunities and develop personal characteristics of their future leaders.

The company partnered with our team of Reliability Experts to develop and deliver a bespoke training & development package, along with a Reliability Engineering Competence Matrix to measure the overall improvement of their current and future Engineers.

In the space of six months, the average competence level increased from “Basic Understanding” to “Advanced knowledge” across a team of six.

Solution

Following a benchmarking review by the Global unit, the company noticed they had an opportunity to develop in terms of Reliability function and increase the value which could be added to the day to day performance of the site.

In partnering with both the local Engineering team and the Global Unit, our team

of Reliability experts identified nine key areas with supporting subtopics that would take them from “Good” to “Great”.

Solution

The journey from being shown “how” to do something and being “able” to do something is not always straight forward. In our opinion, best way to convert knowledge into skill, is through experience.

As a starting point, our Subject Matter Expert developed a tailored Competence Matrix to address the nine key areas which had been identified.

Using the company’s existing library of standard operating procedures, after developing additional documentation to address any gaps, our Reliability Consultants delivered a personalized, interactive training package which took the Reliability Engineers through technical definitions and easy to understand examples. Each one being designed to address the requirements outlined within the competency assessment.

After delivering the initial face to face coaching sessions, our Reliability Lead worked on site, side by side the local team, providing support as they applied the knowledge gained during the coaching sessions to a small scale, three facility pilot.

As the pilot program progressed, our Reliability Lead would mentor the Reliability Engineers and monitor their progress



through regular 121 competence assessments.

By regularly monitoring the progression against the competence matrix, the Reliability Engineers were provided with continuous feedback with clear steps on how to improve.

By encouraging the team to use an appropriate amount of detail and clearly define the scope when applying tools such as FMEA, Root Cause Analysis and Bad Actor Analysis, not only did their ability improve but also their confidence.

Results

The benefits were clear to see. Increased quality within FMEA, thorough investigation during Root Cause Analysis and the introduction of Bad Actor Analysis had a positive impact, almost immediately.

By applying Bad Actor Analysis and a better understanding of Root Cause Analysis to target the true root cause of the problem, repetitive breakdowns were reduced through the roll out of corrective actions to similar assets.

The review & revision of historic FMEA identified a number of failure modes with low detectability and a high likelihood of occurrence that had not been considered previously.

In a 6 month period, the average competency of the Reliability team had increased from “Basic Understanding” to “Advanced knowledge”.

Additionally, thanks to our “Pragmatic & Innovative collaboration for the investment of employee development” this project was recognized and selected as the winner of “Best Teamwork in a Project” at the annual Global Engineering Conference.

For more information, or to find out how our tailor-made training packages can support the development of your team, email us at:

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www.RTL-Global.com

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