



Best Practices in Multi-Shift Operations Training Course

9 – 20 November 2026
Milan (Italy)



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Introduction

Process industries are extremely competitive. There are significant pressures to reduce costs while continuously improving the quality of service to customers.

When competing successfully, 24-hour operations must always achieve the highest possible standards by learning and participating in the multi-shift operations course.

For a facility to operate safely and efficiently 24/7, it must apply shift working. However, a multi-shift operation poses a challenge due to the potential disconnects caused by personnel changes every few hours. Resulting in a significantly increased risk of incidents, along with operational problems such as reduced throughput and increased levels of waste. Operating multiple shifts can be likened to running several different companies simultaneously. Each shift change introduces a new team with varying skills, attitudes, and objectives.

What is required is a comprehensive understanding of the challenges shift working creates. The multi-shift operations course allows for developing strategies to maintain high performance consistently.

Additional Information

Searching for a Multitasking course near me? Enhance your multitasking management skills with our comprehensive multitasking training course.

Designed to refine your multitasking leadership skills, allowing you to effectively juggle a rotating shift work schedule while mastering how to multitask and stay organized.

Targeted Groups

- Managers, Supervisors, and Team leaders in businesses operating 24/7
- Shift supervisors
- Shift coordinators
- Human resources staff

Course Objectives

By the end of this multi-shift operations course, participants will be able to:

- Understand the issues associated with 24/7 shift operation.
- Identify strategies to mitigate these issues.
- Learn how to implement seamless communications.
- Ensure continuity of operation.
- Achieve effective shift handovers.
- Establish shift-to-shift uniformity in the approach.
- Address people issues created by shift working.
- Learn how to identify and manage fatigue.
- Explore alternative shift schedules to reduce costs and improve job satisfaction.
- Implement Kaizen continuous improvement around-the-clock
- Develop effective shift supervisors.
- Benchmark their performance against world-class facilities.
- Create an Action Plan for constant improvement back at work.

Targeted Competencies

- Team building and managing
- Effective communication
- Continuity of operation
- Consistency of approach
- Managing fatigue and its consequences
- Handling people issues
- Benchmarking

Course Content

Unit 1: Understanding The Issues Associated with Shift Working

- Communication.
- Continuity of operation.
- Consistency of approach.
- Shift-to-shift handover.
- Fatigue and its consequences.
- People issues.

Unit 2: Building a Competitive Advantage

- Benchmarking world-class operations.
- Performance results from successful plants.
- Self-Assessment - How does your plan measure up?

Unit 3: Effective Communications

- Delivering effective management communication to all shifts.
- Improving shift leader-team communications.
- Developing effective interfaces across shifts.
- Proven cross-shift communication tools and techniques.
- Installing a world-class Visual Management system.

Unit 4: Effective Shift Handover

- Best practices for effective shift handover.
- Start of shift meetings.

Unit 5: Ensuring Continuity of Operation

- Performance management.
- Weekly planning processes.
- Effective standard operating procedures.
- Teamwork.
- Training and developing shift teams.

Unit 6: Developing Effective Shift Supervisors

- Evolution of the supervisor role.
- Training and developing effective supervisors.
- Technical skills.
- Leadership skills.
- Benchmarking the performance of supervisors.

Unit 7: Continuous Improvement/Kaizen in 24-Hour Operations

- Understanding Continuous Improvement CI.
- Workplace organization and 5S.
- Learning from Toyota Production System TPS.
- Continuous improvement systems involving all shifts.
- Developing and implementing cross-shift teams.
- Management visibility/GEMBA.

Unit 8: Dealing with Fatigue

- The body clock and circadian rhythms.
- Causes of fatigue.
- Ergonomics.
- Fatigue Countermeasures.
- Successfully implementing cross-shift teams.
- Managements role in leading multi-shift operations.
- Developing high-performance first-line leaders on the plant floor.

Unit 9: Pros and Cons of Different Shift Systems

- A history of shift working.
- Managing the risks of shift work.
- Common shift-scheduling myths.
- Determining the cost-effectiveness of your shift schedule.
- Examples of 8-hour and 12-hour schedules.
- Fixed vs. rotating shifts.
- Step-by-step process to design and implement a lean shift schedule.
- Analysis of delegates' shift schedules and issues.

Unit 10: Dealing with People Issues on Shift

- Managing performance.
- Dealing with poor performance.
- Discipline.
- Consistency of approach.
- Counseling skills.