

Lean RCM pedigree

Lean RCM is a bespoke, tried and tested methodology for improving process reliability based on best practice within the aircraft industry, Lean Manufacturing industries such as the automotive sector and our own, vast experience within diverse utility sectors as process improvement consultants.

What are the benefits?

- Increased reliability, meaning higher productivity, reduced waste and less risk to product quality
- A more cost-effective approach to operations and maintenance fully recognising the contribution of operators to reliability and focusing on a condition-based approach to the need for equipment intervention
- A best practice, visual management system which integrates equipment performance and improvement issues into day-to-day operational performance review

What sort of results do customers achieve?

- £180,000 / year extra revenue from increased CHP generation
- 20% increase in OEE on a casting production line
- 90% of planned maintenance tasks eliminated
- 7% increase in plant availability during the three-months of the IMPACT Masterclass™ Lean RCM programme

“At just one site, we’ve seen a 58% reduction in reactive & corrective tasks in the 10 months since roll-out.”

Phil Murray, General Manager Asset Delivery, Veolia

Continuous Professional Development

Progressive employers and employees committed to the development of people and continuous learning will be interested to know the team participating in an IMPACT Masterclass™ Lean RCM programme gain an externally accredited qualification recognising their knowledge and understanding of the application of best practice reliability and Lean techniques. More details about the qualification are available.

Become a qualified Lean RCM facilitator

Become a Licensed Facilitator and deliver the IMPACT Masterclass™ Lean RCM programme yourself.

EMS Cognito’s IMPACT Masterclass™ Lean RCM Programme and the accompanying, externally accredited, Lean RCM Qualification can now be delivered by Licensed Facilitators, all offered by Black & Veatch, thus offering an opportunity to develop and deliver the strategy, in-house, at a pace that suits you and your teams.

The programme comes with an enviable track record, endorsed by several, globally-renowned organisations and together with the externally accredited qualification, the combination is a unique offering and one which is rapidly growing in reputation.

Black & Veatch is able to train, coach and develop Licensed, Qualified Lean RCM Facilitators within your organisation and to licence our consultancy methodology and materials for your use.

“Before the Lean RCM process, push button production start-ups were unheard of, since completion of the programme we’ve managed 7 in the last 9 weeks.”

Paul Harvey Operations Manager, HJ Heinz

IMPACT™ Masterclass

Improved Performance
And Cultural Transformation

Lean RCM



What is it?

The IMPACT Masterclass™ programme is a 15-day, team-based, improvement programme which takes place over a 3-4-month period. Its purpose is to improve productivity in a sustainable way by engaging its multifunctional team members in the process of learning and applying best practice Reliability and Lean tools and techniques to their working environment.

How is it delivered?

There are just 5 simple stages to delivering an improvement using the IMPACT Masterclass™ programme.

Where is it applicable?

- Manufacturing
- Utilities
- Recycling
- Transport and logistics
- Facilities Management

“The IMPACT Masterclass pilot at Viridor has been a great success. Lean thinking enabled us to reduce our maintenance labour by 89% and the project as a whole resulted in a 7% increase in plant availability. Production and Engineering teams are now fully engaged and working alongside each other with one common goal, continuous improvement”

Damon Brierley, Head of Asset Operations, Viridor



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Stage 1 Prediagnostic

Start by understanding the problem

Understanding the process and the operating context with the team to see the waste, identify opportunities for improvement and focus on the bottlenecks;

- Understand the business process
- Review its performance
- Analyse the data
- Identify the targets for improvement



Stage 2 Management Ownership Workshop

Begin with the end in mind

Creating a vision of the end result is vital to engage managers and ensure their commitment to a successful programme. Implementing a Lean strategy requires a change in culture, different thinking, and smarter ways of working;

- Creating leadership foundations
- Understanding operational best practice
- Seeing the opportunities in your process
- Building a framework for a successful IMPACT Masterclass™



Stage 3 Lean Foundations Workshop

Learning new skills

Teaching the team the simplicity of Lean techniques and creating an understanding of the cultural aspects of Lean. Guiding the application of these new skills to make real improvements in the workplace with a sense of ownership that underpins its sustainability;

- Learn process improvement techniques
- Apply new techniques to generate improvement



Stage 4 Analysis and Implementation

Adapting new techniques to fit your working environment

Identifying and eliminating causes of process failures and waste. Developing new ways of managing day-to-day activity and performance that empowers and supports operators and maintainers to take ownership of results and improvement;

- Systematically eliminating waste from the process
- Creating standards
- Developing systems for maintaining the standards



Stage 5 Programme Review

The journey is only just beginning

By reflecting on the new ways of working, lessons learned and the benefits already delivered, a chance for the team to present their recommendations for making these new ways of working the standard elsewhere in the business;

- Sharing the success so far
- Learning from the process
- Making future plans for the journey ahead