
Continuous Shift Operations Management Training Course

6 – 10 September 2027
Rome





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Programme Summary

Continuous shift operations management is a five-day training course for operations leaders at managerial level, culminating in a shift operations improvement plan for their own site. Plants, control rooms and service centres that run around the clock depend on crews who rarely meet, work at night and hand over live risks several times a day. The approach covers shift pattern design, fatigue risk management, structured handover and the routines that hold every crew to one standard. Mars Training Centre UK delivers this programme in continuous shift operations management.

The Business Case

Performance in a multi-shift operation often varies more between crews than between sites. Night shifts carry higher error risk, handovers lose information, and overtime hides staffing gaps. Leaders who design rosters deliberately, manage fatigue as a risk and standardise handover and crew routines gain steadier output and fewer avoidable events.

- Incident and Error Rates: Fall as fatigue is assessed and controlled and safety-critical information survives each handover.
- Output Consistency Across Crews: Improves as every shift works to the same standards, measures and escalation rules.
- Overtime and Absence Costs: Reduce as shift patterns, crew size and cover arrangements match the real workload.

Principles and Evidence Base

- Fatigue Risk Management System FRMS: Treats fatigue as a managed risk with assessment, controls and shared responsibility, applied in Session 2.
- Circadian Rhythm and Sleep Science: Explains why night work, rotation direction and rest between shifts affect alertness, informing roster design in Session 2.
- Structured Shift Handover Practice: Combines written logs with face-to-face exchange of plant status, abnormal conditions, permits and pending work in Session 3.
- Human Factors and Safety Management Systems: Link shift arrangements to error, workload and supervision, framing crew performance in Session 4.



Intended Participants

- Leaders accountable for safety and output across rotating crews on a continuous site.
- Managers who approve shift patterns, overtime and minimum staffing levels.
- Heads of control rooms and service centres responsible for round-the-clock decision-making.
- Managers who develop shift supervisors and set the standards crews work to.

The programme serves refining and petrochemicals, power and utilities, manufacturing, healthcare and emergency or security control rooms.

Learning Outcomes

1. Participants will be able to diagnose performance and risk differences between shifts using operational and safety data.
2. Participants will be able to evaluate shift patterns against workload, fatigue and cover requirements.
3. Participants will be able to construct fatigue risk controls covering hours, rest, overtime and call-outs.
4. Participants will be able to design a structured handover routine for safety-critical information.
5. Participants will be able to standardise crew routines, measures and escalation rules across all shifts.
6. Participants will be able to prioritise improvements in a shift operations plan for their own site.

Programme Structure

Day 1: Foundations of Continuous Shift Operations Management

Where do multi-shift operations lose safety, quality and output?

- Operating Models for Round-the-Clock Sites
- Shift-to-Shift Performance Variance Analysis
- Night Work and Error Risk Profiles
- Roles of Shift Managers, Supervisors and Day Staff
- Shift Operations Maturity Assessment

Day 2: Shift Pattern Design and Fatigue Risk

How are rosters built so crews stay alert and cover stays adequate?

- Fixed, Rotating and Forward-Rotating Patterns
- Circadian Rhythm, Sleep Debt and Alertness
- Fatigue Risk Management System Elements
- Hours, Rest Periods and Overtime Limits
- Crew Size, Minimum Staffing and Cover Planning



Day 3: Structured Shift Handover

How does safety-critical information pass reliably from one crew to the next?

- Handover Failure Modes and Lessons From Incidents
- Written Shift Logs and Electronic Handover Tools
- Face-to-Face Handover Protocol and Checklists
- Permits, Isolations and Abnormal Conditions at Handover
- Communication Between Shift Crews and Day Teams

Day 4: Crew Performance and Shift Supervisor Capability

How do leaders hold every crew to one standard when managers are absent at night?

- Common Standards and Shift Performance Measures
- Escalation Rules and Out-of-Hours Decision Rights
- Shift Supervisor Competence Profile and Development
- Crew Engagement, Rotation Equity and Retention
- Shift Audits and Night-Time Leadership Visits

Day 5: Applying the Shift Operations Plan

How are pattern, fatigue, handover and crew standards combined into one plan?

- Diagnosis of a Participant Site's Shift Data
- Roster and Fatigue Control Options
- Handover Routine Redesign
- Peer Challenge of Improvement Priorities
- Shift Operations Improvement Plan Presentation

Methodology

The programme relies on case analysis and data review. Participants compare shift records, rosters and incident reports from process plants, utilities and control rooms, test roster options against fatigue principles and rehearse handover routines.

- Suggested activity: Comparing error and output data across four crews to locate variance.
- Suggested activity: Redesigning a backward-rotating roster to reduce fatigue exposure.
- Suggested activity: Running a mock handover of a unit with an open permit and an abnormal condition.



Capstone Output

Each participant completes a shift operations improvement plan for their site. It sets out the variance diagnosis, roster and fatigue controls, the handover routine, crew standards and escalation rules, and a supervisor development path, ready to present to site leadership and agree with shift managers.

Frequently Asked Questions

Is continuous shift operations management suitable for managers who work day hours?

Yes. It suits operations directors, site managers and heads of control rooms who are accountable for crews they seldom see at night.

Which principles underpin continuous shift operations management?

It draws on fatigue risk management systems, circadian rhythm and sleep science, structured shift handover practice and human factors within safety management systems.

How is the shift operations improvement plan used at work?

You take back a plan that site leadership can approve and shift managers can apply, with roster changes, fatigue controls, a handover routine and crew standards.

How does continuous shift operations management differ from general operations management programmes?

It focuses on the risks specific to round-the-clock work, such as fatigue, night supervision, handover and crew variance, which general operations programmes do not address.