



**MANUFACTURING OPERATIONS  
CONTRACT TRAINING**

# WEETABIX of CANADA

in Conjunction with

## Fleming College

present

### Developing Team Working and a Continuous Improvement Mindset

Presentation to Tri Association Manufacturing Conference

13<sup>th</sup> November 2013

by

**Ronnie Buttar**

**and Tara McDonough**



LEARN | BELONG | BECOME



# Modernisation Program

➤ Why?

➤ What?

➤ How?



# Manufacturing Operations Training a Key element of the Weetabix Modernisation Program

## WHY

- Absolute necessity for Weetabix to become cost competitive and sustain this position
- To sustain this position by becoming “As good as we can be”
- Investment in people to create a culture of Modern Team Working & Continuous Improvement
- Commercial Realities Remain
  - The Customers
  - The Competition
  - Our Owner’s Expectations
- We’re playing “Catch Up”
  - 30 years in 30 months
  - Need to create a Win / Win
  - Invest in our People
  - Bottom Up ,Sustainability, Responsibility and Accountability in the Team
  - Engage, Empower, Involve, Drive Positive Participation



# WHAT

- Process consists of undertaking a series of significant changes to improve the overall capability and performance in the plant. These changes include developing the leadership and management capability at first line manager level and cross skilling of maintenance.
- As part of this process it is also critical that the operating teams are simultaneously up-skilled to carry out more advanced equipment running and maintenance tasks thereby increasing equipment ownership and driving higher levels of consistent process performance.
- The existing level of operator competence was considered to be basic and operators in the main are described as 'machine minders'. Best practice, existing good knowledge, learning and manufacturers' information now needs to be captured, documented, agreed and transposed into a series of best practice standard operating procedures and then trained out consistently across the shifts to improve productivity and equipment reliability.

# UP-SKILLING PROGRAMME

- Standard Operating procedures
- Best Practice
- Training
- Coaching
- Assessment both Practical and Theoretical
- Delivering Flexibility
- Maintain skill and ability gains



# STANDARD OPERATING PROCEDURES

- Fit the needs of the business and the user
- Appropriate language
- Up to date and accessible
- Reference guide and training aid
- Owned by the Plant
- Reflect Best Operating Practice



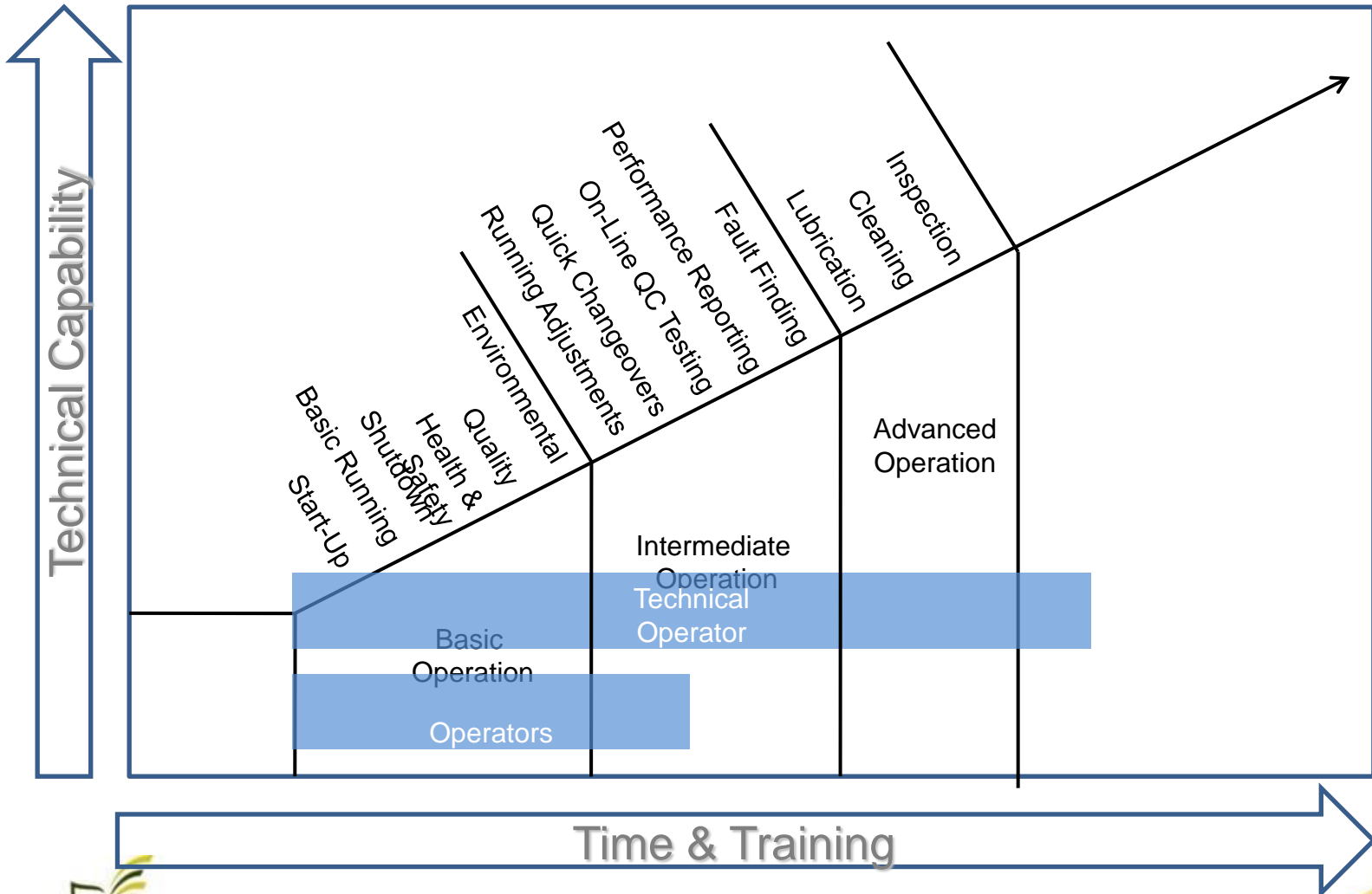
# Best Operating Practice

- Traditionally – find ‘your own’ way of doing it best
- Now – do it the way that is best
- Consensus through evidence
- Consistency of operation across shifts
- Efficiency and waste reduction and predictability
- Challenge – Continuous Improvement





# Weetabix Upskilling Program



# What does a Technical Operator do?

A Technical Operator is an operator with an increased “certified” capability (sourced both internally and externally).

- A Technical Operator is a key member of the Team.
- Skills & experience can be called upon at any time:
  - MAINTAIN STANDARDS (IN CONTROL) AND TRENDS
  - Root Cause Analysis (5 Whys)
  - Problem prevention and solving.
  - Incident tracking and trends.
  - Improvements to Safety, Quality, Cost, Productivity, Delivery Morale
  - Improve Asset Care
  - Embed PDCA approach
- Continuously updates their expertise that the team relies on.

# What Characteristics does a Technical Operator Display

- ✓ Focussed with a “will-do” and inclusive attitude.
- ✓ Sets an example and maintains standards.
- ✓ Do what you say and say what you do.
- ✓ Team Player.
- ✓ Takes responsibility and accountability.
- ✓ Makes a difference.
- ✓ Shows pride in all they do.
- ✓ Proactive and flexible.
- ✓ Understands the need to improve and grow.
- ✓ Thinks ‘there is always a better way’.



## Technical Operator - Key Points

- Safe operation of Plant, Machinery and Equipment
- Capable of making running adjustments to Plant and Process when necessary
- Ensure Processes and Procedures are adhered to SOP's
- Ensure operating standards are maintained and improved.
- Record data to assist in maintenance history development
- Champion QA tasks and data recording
- Take an active role in Continuous Improvement Activities
- Coach/ Train other team members to develop capability
- Take part in Factory Audits to improve standards
- Assist other team members to develop capability
- Recognise individuals skill and ability
- Facilitate Changeovers and Clean downs
- Understand how other functions' decisions affect the plant by being involved in DOR scheduling etc.
- **Show the way forward by their attitude and behaviour**



## A Technical Operator will:

- Demonstrate an appetite for skills development
- Display an enriched and involved role
- Show a willingness to challenge: “Is there a better way”?
- Display a bias for action
- Strive to make the Weetabix Plant in Cobourg the Best That It Can Be
- Work as a team member to enhance skill and procedures that will make us fit for future challenges



# Technical Operators

Instrumental in delivering a Culture whereby Weetabix :

- Continually does better than its competitors by ensuring that it can always deliver the right quality product, on time, at the right price
- Focuses on profitability and growth to improve the quality of life for all stakeholders
- Develops empowered and motivated employees who are able to continually improve the way they work so that they will win orders by consistently being seen to deliver what the customer wants



# How ?



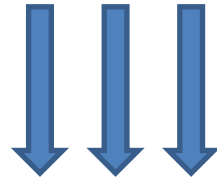
Fleming College

LEARN | BELONG | BECOME



# How ?

In Partnership with **Fleming College**



Through the creation of a custom:  
**Manufacturing Operations Certificate**





# How

**Goals / Needs** - incorporating Weetabix needs into learning objectives

**Blended Approach** - to learning

**Program Flexibility** - through customization

**Content** - applicable content reflective of current industry practices

*Key elements of success*



# Goals / Needs

- Provide technical skills
- Support the creation of skilled teams
- Foster engagement
- Increase accountability
- Support and nurture confidence
- Provide skills to navigate change

*Some needs emerged over time*



# Blended Approach to Learning

Elements of the learning included:

- Theory
- Hands-On application
- Computer skills embedded
- Regular forum for discussion, on and off-site
- On and off site training
- Incorporating change management

***Program allowed for responsive delivery***



# Program Flexibility

- Primary module content pre-determined
- Space to respond to emerging needs of participants as they arose
- Modules delivered over time to ensure application and integration into work practices

*Program flexibility balanced intensity*



# Content

- Technical – direction determined at outset
- Non-technical – the result of emerging needs

***Success required integration & application of all content***



# Technical Content

- Module Assignments
- Demonstrated Assessment
- Training Modules
- Continuous Improvement Project



# Technical Content

## Module Assignments

- Complying with Statutory Regulations
- Preparing for Manufacturing Operations
- Producing Packaged Products
- Controlling Manufacturing Operations
- Concluding Operations & Making Improvements
- Production Quality

## Demonstrated Assessment

- Designed as hands-on culminating activity to ensure understanding of plant documentation and basic safety practices



# Technical Content

Training Modules included such topics as:

- Lean, 5-S
- Kaizen, Plan-Do-Check-Act
- Root Cause Analysis
- Simple Data Analysis
- Waste Reduction
- Downtime Reduction
- Quick Changeover
- Key Performance Indicators





# Technical Content

Continuous Improvement Project:

- Culminating project based on Plan-Do-Check-Act, designed to integrate all aspects of technical and non-technical program content



# Non-Technical Content

1. Regular On Site Mentoring Sessions to address arising issues
2. Off Site Training / Coaching included:
  - Team Formation
  - Navigating Change
  - Utilizing Strengths
  - Open conversations to address key issues
  - Communication
  - Conflict

# Outcome

A team of **confident** and **skilled** workers, regularly engaged in **team** and **self-initiated process improvement activities**.



*Questions ?*





**MANUFACTURING OPERATIONS  
CONTRACT TRAINING**