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# **Closing the Gaps:**

**Re-Focusing Technical  
Training to Improve Quality,  
Uptime and Bottom Line  
Results**

# Who and What is a Weetabix

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# About Us

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- **The Weetabix Cobourg, Ontario manufacturing and R&D facilities established in 1978 and currently has over 200 employees.**
- **Weetabix Cobourg manufactures over ninety brands of cereals for the Canadian, American and British markets.**
- **Weetabix Cobourg is also a co-packer of cereal products branded by major grocery retailers throughout North America.**
- **The facility produces 10 Million case of RTE cereal annually.**



# Background

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- Within the last years local Kraft and General Mills food plants have closed.
- Weetabix Cobourg recently lost the packaging portion of a contract due to high pricing.
- Packaging costs at the Cobourg plant must become more cost competitive.
- We want to be proactive to help preserve our jobs!



# Why Training ?

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- 3 Causes of equipment failure
  - Design & Engineering
  - Preventative Maintenance
  - Training



# To Be Competitive

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- We have invested in technology and equipment.....so has our competition
- We must invest in our human capital to gain a competitive edge.
- Our work force is our key source of competitive advantage



# Proposition

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- Organizations good at managing learning are good at managing people.
- Organizations good at managing people are good at managing their technology.
- Organizations good at managing their technology are strong competitors in their market place.
- Technical training is the catalyst that will help Weetabix become excellent managers of learning to be successful in the market place.



# Who Can Help?

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- SD&A Industrial Engineering and Training Services
  - 30 years of IE, TQM and training experience
  - Successfully applied this unique approach throughout several manufacturing plants:
    - Cereals, powdered and liquid beverages, RTD, RTE, cheques printers & news paper printers



# Learning Concepts

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- Functional Learning
  - Starts where the learner is.
  - Relates theory to practice.
- Inductive
  - Learn by experiencing.
  - Self learning.
  - Helps learning retention.



# Learning Concepts

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- Behavioural Objectives
  - Target for achievement.
  - Trainees are qualified by demonstrating performance.



# Ingredients for 100% Productivity

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- The machine
  - Clean
  - Fit
  - Lubricated
- Materials within specification
- Trained and “qualified” people



# Reasons for Poor Performance

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- Are the lines in Control?
- If not, how did they get that way?
- Likely because:
  - No SMART objectives.
  - No formalized line objectives.
  - No formal lubrication method.
  - No formal machine cleaning methods.
  - No systematic training.



# A Training Philosophy

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- The purpose of training in a manufacturing plant is to **control the process.**
- Management train their employees whether there is a training program or not. **Learning is unavoidable.**
- The current “buddy system” is inadequate.



# Training Project Overview

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1. Design the program
2. Document the technology
3. Prepare the trainer
4. Deliver the training
5. Apply and measure results



# Obtain Leadership Buy in.

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- Presented the concept to our Plant Manager.
- Presented the concept to the President and Chief Steward of the Union.



# Selecting the development Team

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- Invited line operators to get involved in the training project.
- 4 out of the 13 declined the opportunity.
- The remaining 9 were interviewed to establish an order of selection.



# Selection Process

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- A production supervisor joined the team as a participant and future site leader of technical training.
- Two operators were selected to the training team.
- Stan Duncan will coordinate the overall program.



# Funding

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- How much is this going to cost?
- Where does the money come from?

# Development and Delivery Cost

## Financial Plan Summary

Cost Item	Category	Number	Rate	Total Cost	Amount
<b>Training Costs</b>					
Trainer- Stan Duncan	Man Days	105	680	\$ 71,400.00	\$ 71,400.00
Training Materials	Man Days	15	200	\$ 3,000.00	\$ 3,000.00
Crew to be trained	Hours	1560	22.5	\$ 35,100.00	\$ 35,100.00
Supervisors to be trained	Hours	240	37.5	\$ 9,000.00	\$ 9,000.00
Trainers Chris & Lori	Hours	1440	22.5	\$ 32,400.00	\$ 32,400.00
Trainer Brad	Hours	840	37.5	\$ 31,500.00	\$ 31,500.00
<b>Total Cost:</b>					<b>\$ 182,400.00</b>



# Sources of External Funding

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- Locally from the Eastern Ontario Development Program.
  - We received over \$15,000.00
- Provincially & Federally from Yves Landry Foundation
  - We Received \$50,000.00



# Sample Forms May Include

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- **Preliminary Application (Plant Background)**
- **Documentation of the technology/training will include:**
- **Measuring performance will include:**
- **Expected Project Benefits**
- **Estimation of time required to develop and deliver the first program**
- **Project Cost:**
  - Development:
  - Delivery:
  - Total:



# How did we start?

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- Scheduled both operators off of their regular shifts.
- Established a exclusive training room.
- Modified the supervisor schedule to allow him to be dedicated full time.
- The Trainers and the Trainees were untouchable.
- Line time was made available during production runs.



# Document the Technology

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- Identify key machine components and how they relate to each other.
- Identify the product attributes and how they are controlled.
- Identify process variables, their targets and tolerances.
- Operating procedures – include “all” operator tasks, machine cleaning, changeover procedures, “all” in-process line checks, troubleshooting guidelines & working safely.

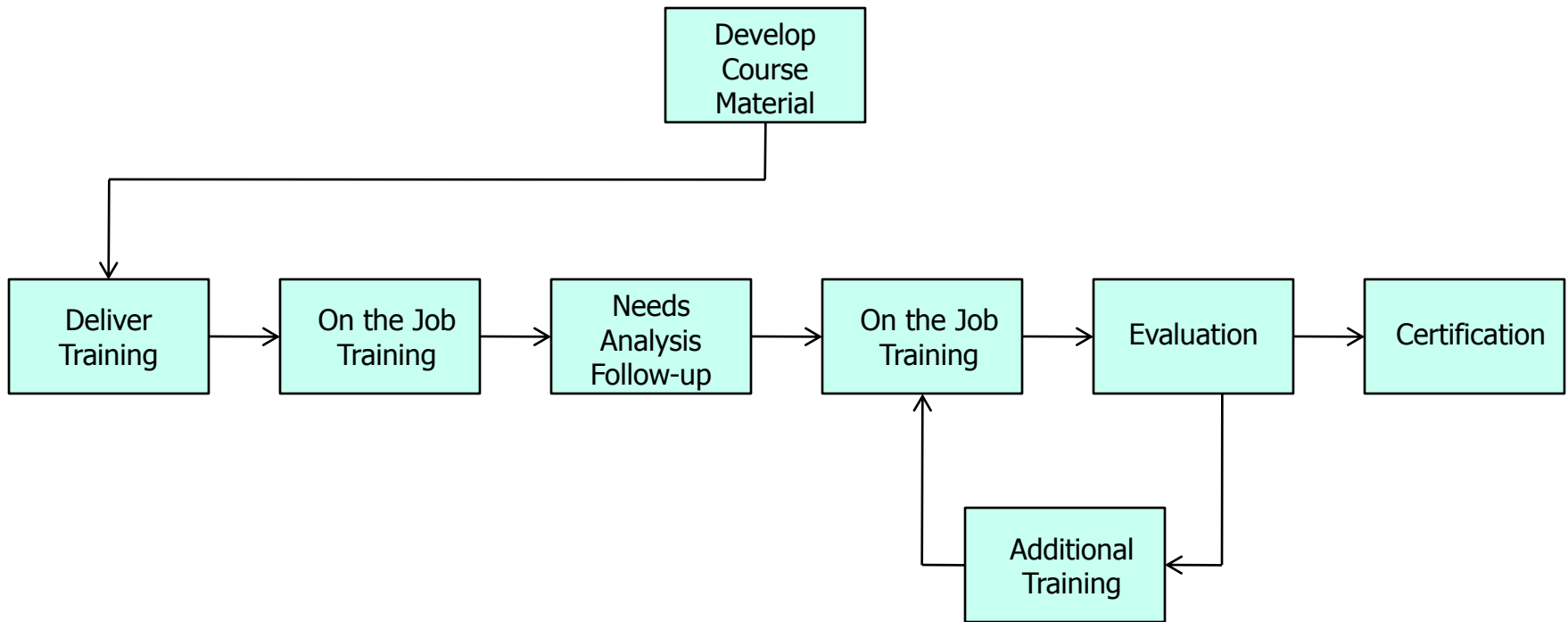


# Prepare the Trainer

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- Developed the line documentation
- Train the trainer
- Communications skills
- Presentation skills
- Practice
- Deliver the training to the plant

# Technical Training Cycle



# Expectations Resulting From Training



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- Safety practiced
- Quality
- Productivity
- Yields
- Communications
- Improved morale
- A shift in performance towards “Excellence”



# Results in Cases /Line Hour

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- 2009      71.8
- 2010      76.9
- 2011      92.9
- This is an increase of 130 cases per shift



# Results OEE

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- 2009 48%
- 2010 52%
- 2011 62%
- This results in improved production equal to **\$258,502.50** per year.



# Key Learnings

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- Easy to get started.
- Immediate payback.
- Treat training as an investment.
- You need to spend money to make money.
- Employees want the education.



# Key learnings

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- Clear communications coupled with employee involvement is vital.
- A “critical mass” will become mobilized.
- Follow the SD&A process and you will start the journey to be a low cost producer.



# Wrap up

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- Questions?