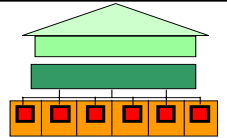




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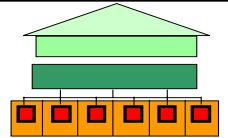
## **Better Skills - Better Business**

**Guy Bailey**  
**Manufacturing Manager**  
**Unilever UK Foods**  
**Norwich Factory**



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# AGENDA

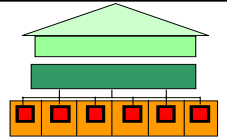
- Background information
- Overview of operations in Norwich
- Site Strategy and how skills development fits in
- TPM? - Autonomous maintenance
- Business results
- Training planning and delivery
- Summary
- Questions



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## Background Information

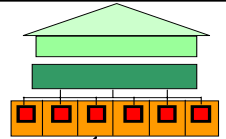


- **Current Role - 2.5 Years at Norwich site as Manufacturing Manager**
- **Started Career in 1998 in QA / Production at Ambrosia factory in Devon**
- **Sales - ASDA based with the Customer**
- **Central Planning for Burton Factory**
- **Marketing - Marmite & Bovril**
- **Pot Noodle factory in South Wales**
- **Operations projects - SAP implementation to all ex-Bestfoods Sites**



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## Norwich Factory Product & Processes - Main Products



### MUSTARD

27 SKU's

Speciality &  
English mustard in  
Glass jars & tubes.  
Lemon juice in glass  
jars.



### DRY FOODS

115 SKU's

Dry Casserole Mixes  
in sachets.  
Dry Mustard in tins.



**Factory Total  
196 SKU's**

### CULINARY

54 SKU's

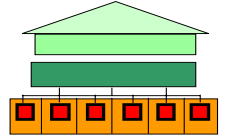
Condiments &  
Oil based products in  
glass jars.  
Mustard &  
Condiments  
in 2 Litre  
plastic jars.



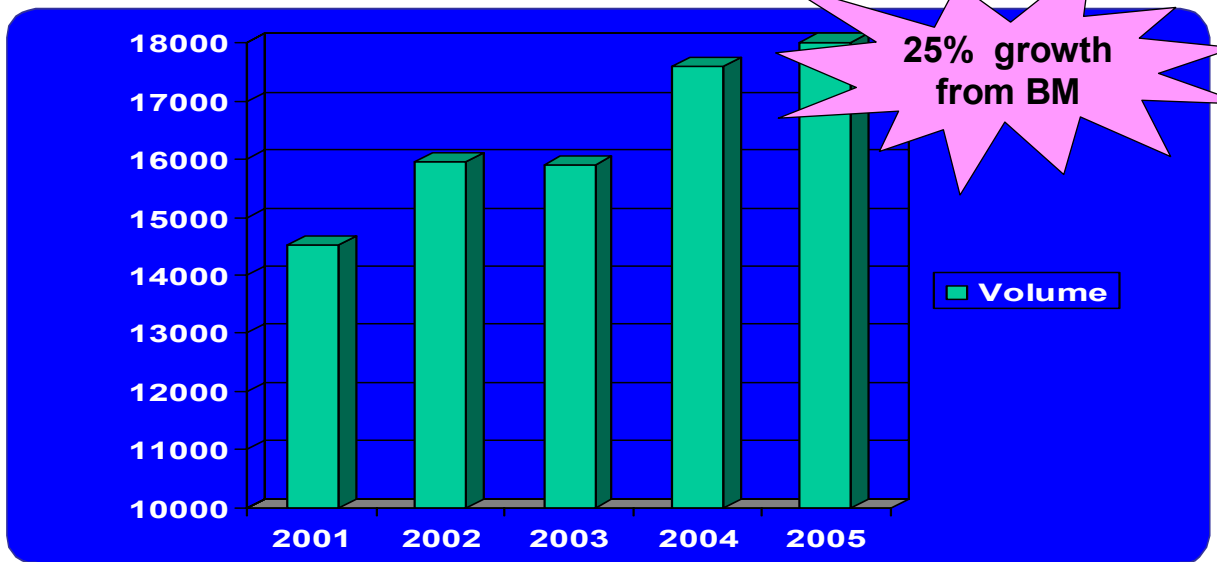


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### Size of the Plant Operations

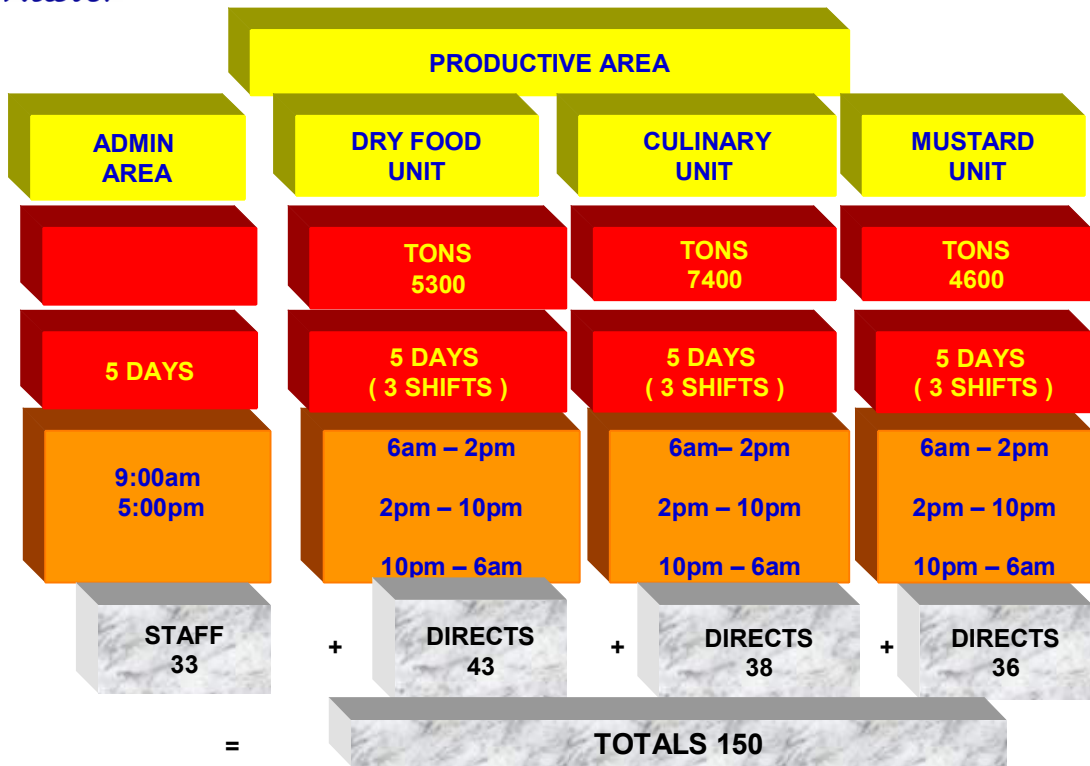
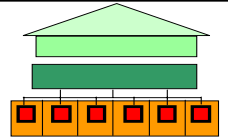




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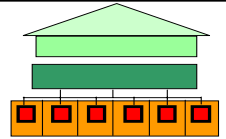
## Organisation Overview





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## Working Schedule And Operating Structure



- **All directs are on annualised hours contracts**

- 1732 Rostered Hours
- + 168 Reserve hours (21 shifts) used flexibly to respond to increases in demand, training and as a contingency for poor line performance

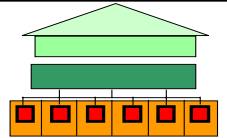
- **Very flat structure without supervision**

- Line based team leaders
- Empowered workforce enabling operators & engineers to take responsibility and ownership for their own areas
- Importance of increasing skills paramount to the success of the factory



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# Factory 5yr Strategy



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Mission

A Winning Factory

Vision

A High Performing  
Factory

Where I Want to  
Work

Winning New Volume

Strategic  
Thrust

Drive Performance

Develop  
People

Achieve  
Breakthroughs

TPM

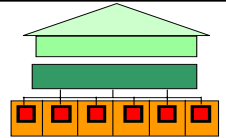
Indicators  
and  
2006 targets

	P	Q	C	D	S	M					
OEE	79%	CPM	6	CCT	£587	OTIF	0.4%	LTA	Zero	Absence	2.5%
TPP	125	% RFT	99.0%	% Waste	1.85%	FGS	3.2 weeks	Land fill / Strong waste	850 T	Number of Kaizen	55



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## TPM - Autonomous Maintenance What & Why



### •Business Objectives

- Improve all aspects of factory performance.
- Improve line efficiency.
- Absorb new volume without increasing direct costs.

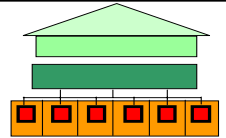
### •Principles

- Upskill everyone in the factory
- Engineers transfer knowledge to operators, increasing their knowledge of machine and undertaking basic maintenance and improve operation.
- Engineers skills move from breakdown engineers to improvement engineers to improve equipment.



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## TPM - Autonomous Maintenance How



### •How?.....

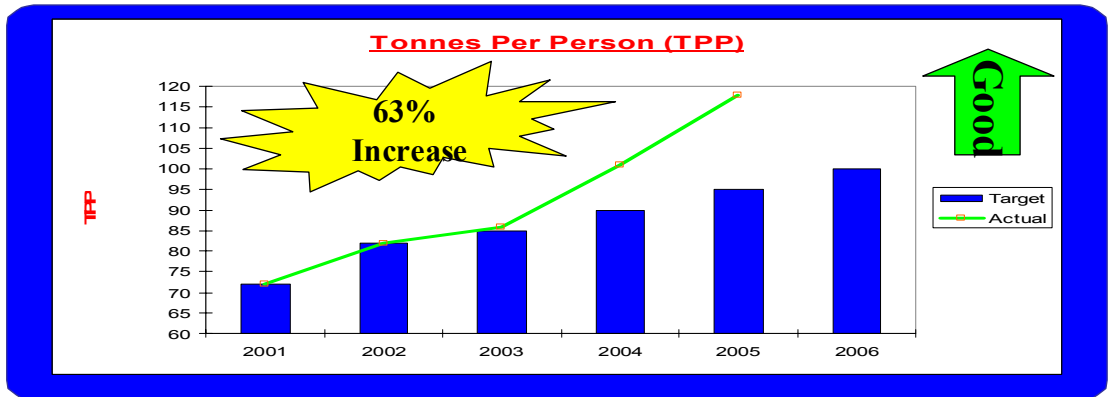
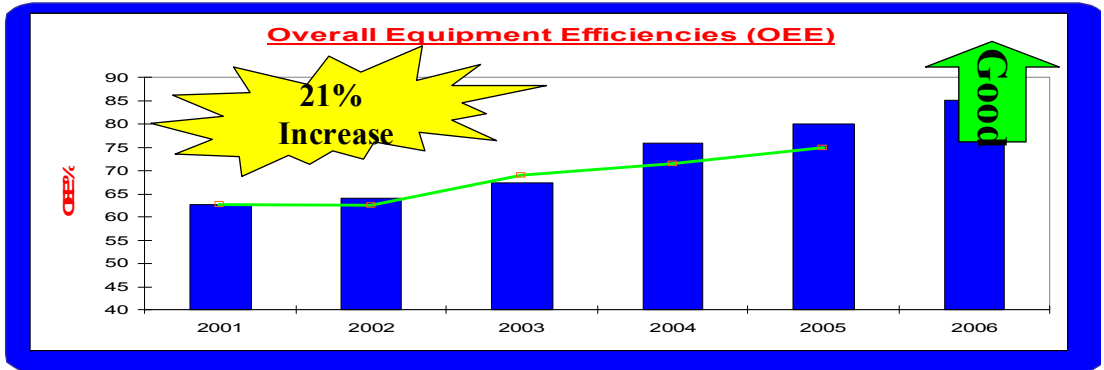
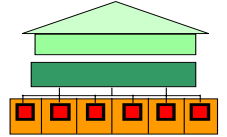
- 100% Commitment especially from senior management.
- Ensure structure is in place to support a programme
- Plan in TIME and stick to it.
  - 3hrs Monday & 3hrs Wednesday all lines stop for training every week.
  - Ensure time is taken into account in Long term capacity planning. See it as an investment not spare capacity
- Provide sufficient support to train
- Communicate objectives and progress frequently.



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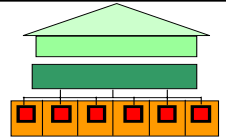
## TPM Performance Results





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## TPM - Autonomous Maintenance Results

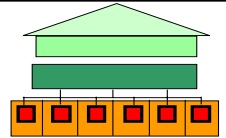


- All Key equipment now in Step 3
- Basic maintenance now undertaken by the operators
  - Planned maintenance which was undertaken by engineers, largely completed weekly by operators
- Over 950 improvements implemented in the last 3 years
- Considerable performance improvements across all KPI's
  - PE up to 87% including changeovers



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## Training Analysis & Planning



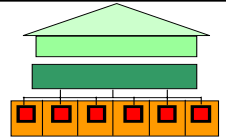
Skill Area	Training undertaken	Training Hours
<b>CARE</b>	First Aid at Work	252
	Safety Representatives Training	154
	Risk Assessment Training	110
	Fire extinguisher training	102
	Adherence to Standards briefings	55
<b>TPM</b>	AM Steps 0-3	10600
	AM Step 4	280
<b>Job Specific / Other</b>	PC Skills ( Excel, Word etc )	126
	Filter Washing Training	49
	Fork Lift Truck Training	336
	Other (eg SAP, Kronos labelling, PLC training )	196
	LGP competency development	140
	<b>TOTAL</b>	<b>12400</b>

**ON average, every employee has had over 80  
hours of training during 2005**



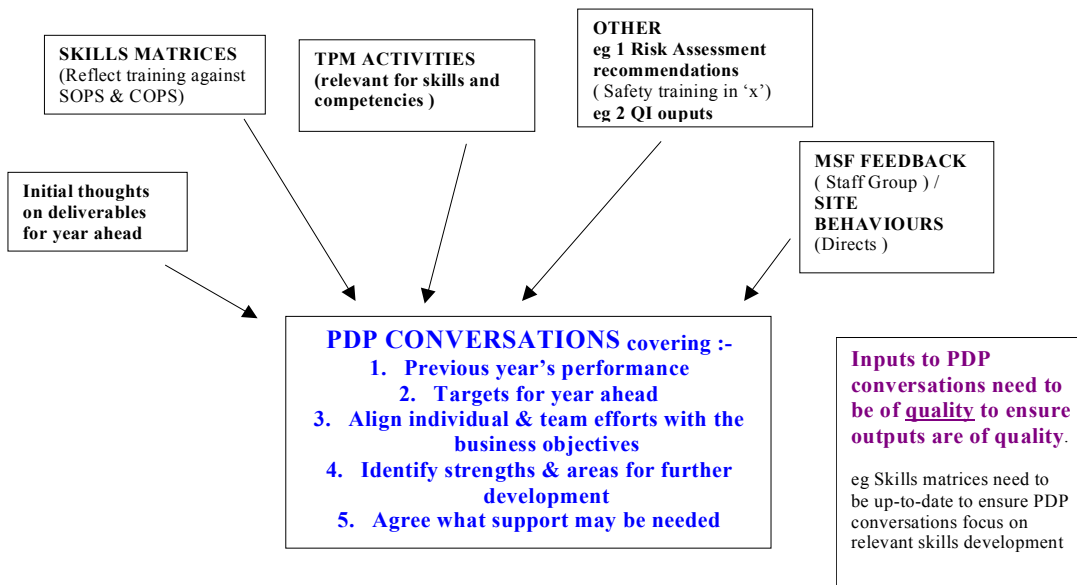
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# Training Analysis & Planning - PDP Process



## Inputs & Outputs to PDP CONVERSATIONS → TRAINING NEEDS

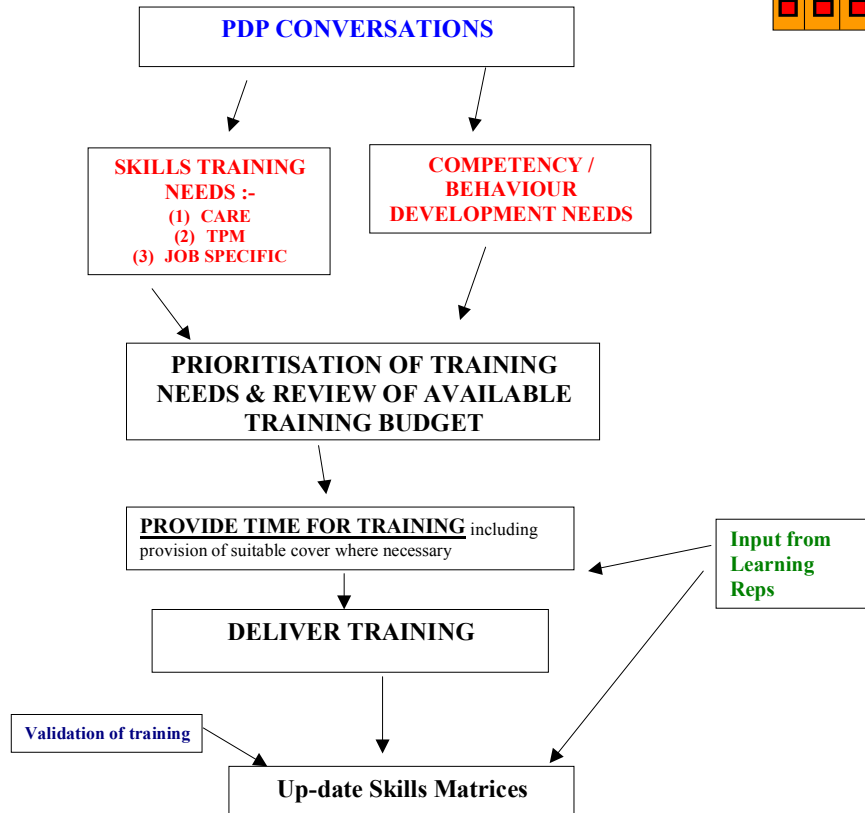
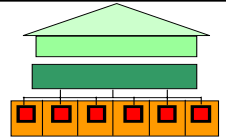
### Inputs for PDP (ie preparation for both line managers & individuals )





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### PDP PROCESS & TRAINING NEEDS

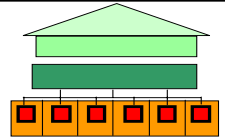




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## TRAINING NEEDS ANALYSIS

Directs



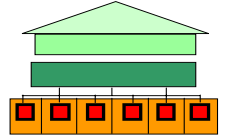
Role	SKILLS			COMPETENCIES
	CARE	TPM	Job Specific / Other	Site Behaviours
Team Leader	<b>CCP / HACCP</b> <b>Chemical Handling / COSHH</b> FLT H & S First Aid	AM Step 4 Training  TPM overview	Scada systems  PC Skills	Team Leader development  Communication skills
Team Member	<b>CCP / HACCP</b> <b>Chemical Handling / COSHH</b> FLT	AM Step 4 Training  TPM processes	Scada systems  PC Skills  Laundenberg Serviceman role SAP training	Communication skills
Engineer	<b>CCP / HACCP</b> <b>Chemical Handling / COSHH</b>	AM Step 4 Training	Intermediate PC skills (incl Excel) Train the trainer  Scada systems PLC training	Communication skills



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TRAINING NEEDS ANALYSIS - Staff Group



Department	SKILLS			COMPETENCIES	
	CARE	TPM	Job Specific / Other	Site Behaviours	LGP
Finance	See below	n/a	Advanced Excel CIMA qualification VAT / CIS course SAP course Access database	n/a	
Manufacturing	See below	TPM courses (eg EM & 12-step FI)	Project management	n/a	Positive Influencing Skills
Excellence	H & S regulations course Safety legislation				Holding People Accountable
Supply Chain	See below FLT Assessment Training	Speedy Kaizen training	E4us Stock Modelling SAP Interspec Excel	Leading People course Team-building (Q1,2006)	
HR / OH	See below First Aid at Work	n/a	NRG training Excel people link awareness	n/a	

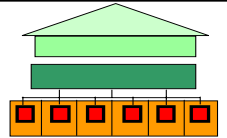
The following CARE training areas will be prioritised for ALL EMPLOYEES in the 12 months from 1st July 2005 to 30th June 2006 :

- Basic Food Hygiene
- Health & Safety Awareness
- Environmental Awareness
- Risk Assessment



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## 6 Month Training Plan



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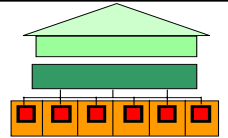
	SKILLS TRAINING PLANNED		
	CARE	TPM	Job Specific
<b>2006</b>			
JANUARY	FLT refreshers	AM Step 4 Stage 2 Training	SCADA training for individuals as identified in PDP discussions
FEBRUARY	First Aid refresher training	TPM skills training as identified in PDP discussions for Mill team.	SAP training for individuals as identified in PDP discussions.
MARCH	Basic Food Hygiene (including CCP ) and SHE refresher training  Chemical Handling training in Mustard  Fire Extinguisher training	AM Step 4 Stage 2 Training	SAP training for individuals as identified in PDP discussions
APRIL	FLT refreshers  Basic Food Hygiene (including CCP ) and SHE refresher training	TPM skills training for Manufacturing Excellence Team ( eg QM / EM ). Dates TBC	Train the trainer courses.
MAY	First Aid refresher training  Basic Food Hygiene (including CCP ) and SHE refresher training		
JUNE			



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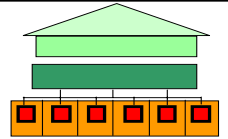
## My Summary



- **Investment in Skills delivers tangible business results**
- **Structure and process behind training and education will assist delivery (Treat no different than safety or quality procedures)**
- **Commitment of TIME is the Key factor to success**
- **Once an activity is planned stick to it**
  - **Cancelling or postponing leads to a feeling that the activity was not important, this will become acceptable within the culture.**



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# Questions?