

FUTURE SKILLS FUTURE WORKFORCE FUTURE PROOF



Trailblazers in Productivity, UK

Sector: Productivity

Location: Sheffield, UK

A.E.Rodda's & Son, ATN Teaching & Consultancy Services Ltd and NOCN recently celebrated the successful completion, by 11 Rodda's staff, of the NOCN Level 4 Certificate in The Management of Productivity.

Darren Howells, NOCN Head of UK Business Development, described Rodda's as 'trailblazers' of productivity. He further applauded the Rodda's cohort in being the first UK recipients of the Level 4 Certificate in The Management of Productivity and Rodda's for supporting and promoting the development of its staff. For any programme to even have a chance of success, it needs commitment, competence and consistency from all involved.



The qualification itself is not the end of the story, as the drive to improve Productivity is a continuous one.

Mark Dudderidge, Rodda's Director and Chair of the Cornwall and IoS LEP recognise that improvements in productivity don't 'just happen'! Improvements require a change in culture, investment, time, developing knowledge, skills and ultimately a change in behaviour. Standard approaches involve the education and upskilling of staff by the acquisition of knowledge and testing that knowledge through academic means. However, the ATN approach and the nature of the NOCN Management of Productivity suite is such that the qualification is achieved through workshops, 1-1 support, guided tasks at the employee's place of work that provides multiple opportunities for the theory to be put into practice.

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Firstly, during the consultation phase of the programme, Rodda's identified several key areas for development within their organisation – Critical Success Factors. Sean Boyle, Director of Training Development at ATN then created a tailored programme, which enables the qualification needs to be met, but more importantly provided a framework for productivity improvement projects to be successfully undertaken. Projects that produced tangible results.

For Rodda's, The Management of Productivity qualification involved Continuous Improvement, 5S, Workforce Planning and Performance Measurement and Management modules were undertaken. These fed into multiple projects such as, material waste reduction including measurement, source and actions to prevent; waste management including relevance, accuracy and visibility of all performance data; Staff skills development to produce improved flexible working and therefore productivity; process and procedure development; stock and inventory control including stock movement and storage; machine efficiencies, labour balancing and cost optimisation.

As well as identifying stock valued in the tens of thousands, savings have also been made by improving processes. One particular process now uses 80% less water, which for a company that on average used 2960 litres per day; over 1 million litres per year, is a significant saving. Rodda's is now in a position to reduce this to approximately 620 litres per day. This also had the knock-on effect of reducing the power needed for the process, reduction in effluent, reduction in cycle times and labour required.

Projects also identified areas for improving machine availability through TPM application – reducing critical machine downtime. Training programs have been created, which have improved the knowledge and skills of staff and therefore provided opportunities for flexible working.

The application of 5S, in a number of areas, has identified multiple opportunities for reducing waste in terms of unneeded excess stock; unnecessary movements of products, materials and staff; productive time lost locating materials and products needed; improved stock control and rotation. The visibility and access to performance measures has allowed for greater ownership and opportunities to act.

Mark Dudderidge, Director at Rodda's, The Creamery and Chair of the Cornwall and Isles of Scilly LEP.

"ATN's hands-on, supportive and empathetic approach to training is beginning to empower more of our first line supervision to proactively manage their area's and to make a real change to our operation. We now expect the pace and efficacy of the team to increase as they continue to build their confidence and knowledge of best practice. ATN's blend of coaching, shop floor support and accessible classroom teaching is exactly the right approach for our organisation".

Rodda's and ATN Teaching & Consultancy are now looking forward to the second cohort, supporting them on their journey and ultimately improving productivity and practice at Rodda's.

Sean Boyle, Director of Training Development.

"I've been delighted by the commitment shown by the first group and the collaborative approach that Rodda's and I have fostered. I'm sure the confidence and ownership demonstrated by the first cohort will continue to blossom with the second Rodda's cohort".

