

TPP

DEVELOPMENT PROGRAMME OUTLINE

FRONT LINE COMPETECY BUILDING

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I. Background

1. Front line produces the bottom line of the balance sheet. The value add by the front line workers (Operators and Technicians) is very important for the organization growth

2. **PQCDSEM** (**P**roductivity; **Q**uality; **C**ost; **D**elivery; **S**afety; **E**nvironment; **M**orale)which is very essential for winning the customer trust , very much depends upon front line performance. The winning mantra to be followed

- High in Quality
- Low in cost
- On time delivery
- Total safety and 5S

3. Cost competitiveness is another focused area. Today the all manufactures have to match the given cost of the product, which is determined by the market forces of demand and supply. There are more number of suppliers , less demand. The volume is very high. Matching the cost is challenging one.

4. People is the main differentiator of giving the competitive edge. The organization compete with their most valuable resource “people”. The human resources to be channelized for organization growth

5. Money cannot buy the loyalty and trust. Organization does not grow with materialistic relations, the focus has to be on human relations and involvement. Along with hand, heart and head to be used and make the change as part of habit

6. It requires a systematic approach to develop the people. SMART People, Good work is the mantra of success. People need to be **SMART** (**S**elf Confident, **M**otivated, **A**ssertive in Approach, **R**easoning and **T**eam Work) and do the Good work.

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II. Programme outline

All employees in the category of workers and shift supervisors are covered under this programme. They may be on company's roll (permanent) as well as off roll (contract workers). All functions are covered under this programme.

2. The total programme duration is for 120 days (4 months) which covers

- 4 days class room training – 2 modules for 2 days each
- Home work given at the end of each module and to be completed in 30 days
- post training review by Team CLASS after completion of 45 days of

3. This programme consist of 2 modules

- **“Jeet Hi Jeet”** based on **3 Cs** : **C**onnect –**C**ommunicate – **C**ommitment
- **“Manthan”** based on **3 Is**- **I**nvolve , **I**mprove, **I**mpact

4. Each module is conducted at the minimum gap of 60 days from the previous programme in order to develop the part of work culture and establish the benefits from the programme

5. The batch size of the programme is 16-20. This size is mandatory from activity and team learning point of view.

6. Participants are selected from cross functions and levels. It is ensured that there is representation from all department and sections. This is to encourage and develop the work through cross functional team.

7. One **Batch Leader** from Functional Leader level is also nominated for each batch, who mentors and coaches the team at the shop floor..

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III. Programme objective

To Train, Mentor, Coach and Develop > 70 % participants to improve shop floor efficiency in the form of PQCDSEM by

taking ownership and pride at the work place

support to next operation / production section as team

focus on waste control and cost saving

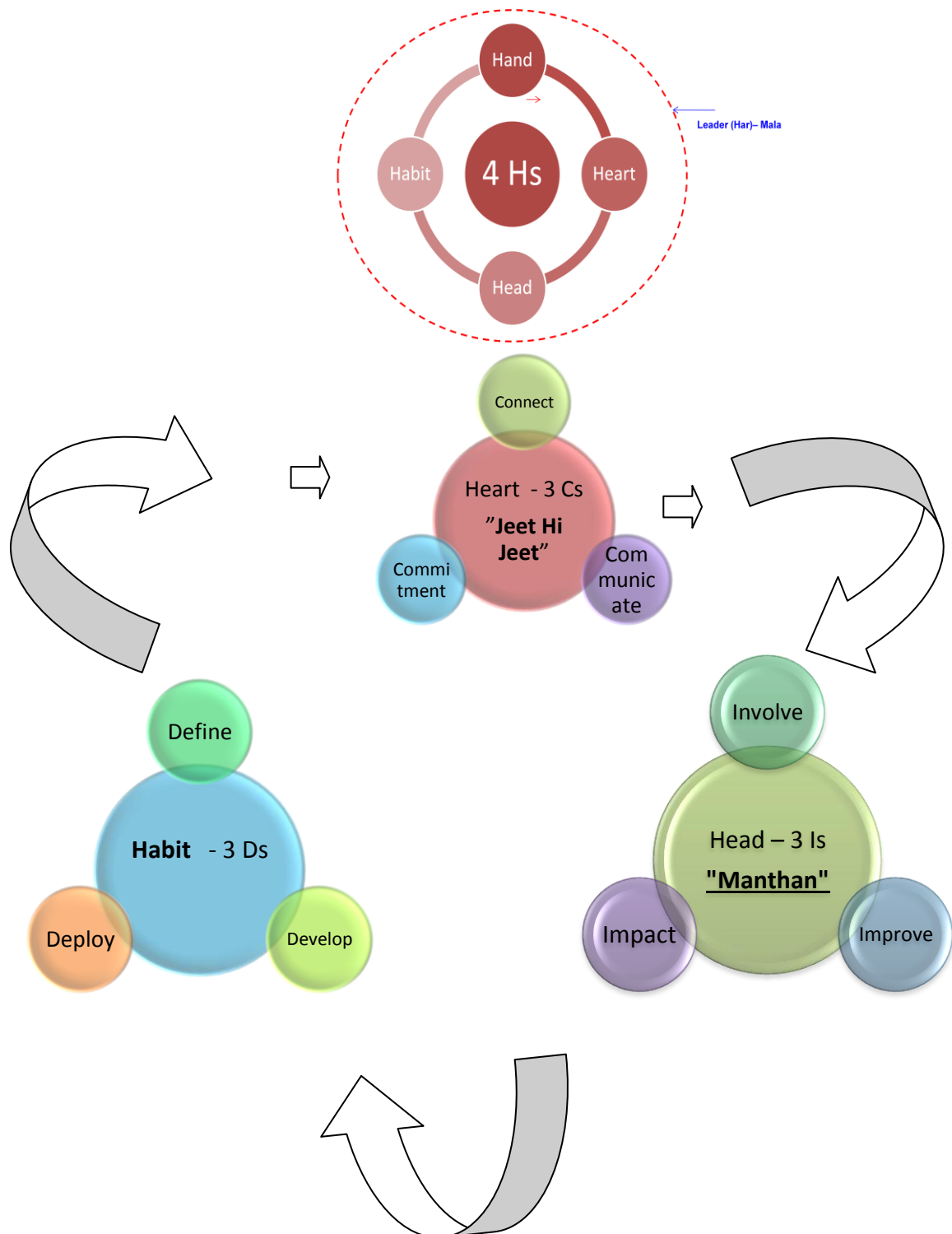
#develop skills and ability to perform

#giving ideas and suggestion for improvement

FRONT LINE COMPETECY BUILDING

III. follow the principle of developing the highest level of people- “the **soul**”

4 Hs is the perfect example of development and **3 modules** are based on connecting all 4 Hs :



FRONT LINE COMPETENCY BUILDING

Based on 2 Modules

1st Module – “Jeet Hi Jeet”

a. PROGRAMME OBJECTIVE

At the end of the programme the participant would be able to learn about

1. Focus on generating the commitment to make the organization as the benchmarking organization
2. Understand various challenges at organization level
3. Focus on
 - Personal – skill , motivation , attitude and team work
 - Professional –
 - ability , focused approach , wisdom and accountability
 - work related – quality , cost , delivery , 5S and safety
 - Organization level
 - 3Cs – connect – communicate – commitment
 - 3Is- involve – improve – impact
4. Give them understating about how challenges it is to manage the work and business by team game .
5. Focus on team work

b. SESSION PLANNING

- Programme duration – 2 days – 8 sessions
- Day 1 – Session I to IV
 - Ice breaking session – know each other
 - Challenges and our life – work place and family
 - How to meet present and future challenges
 - Focus on personal excellence –skill, motivation, attitude and team work
 - Team games and discussion
 - Professional excellence
 - Good work – quality , cost , delivery and safety
 - Work place good practices
 - Prime focus on do and don't – minimum 5 each in the area
- Day-2 Session V to VIII
 - Redefining the understanding and clarifying doubts
 - Working trough professional development
 - Ability , focused approach, wisdom and accountability
 - Organization level
 - 3Cs : connect- communication – commitment
 - 3Is – involve – improve – impact
 - Team games and self experiential learning

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2nd Module – “Manthan”

a. PROGRAMME OBJECTIVE

At the end of the programme the participant would be able to learn about

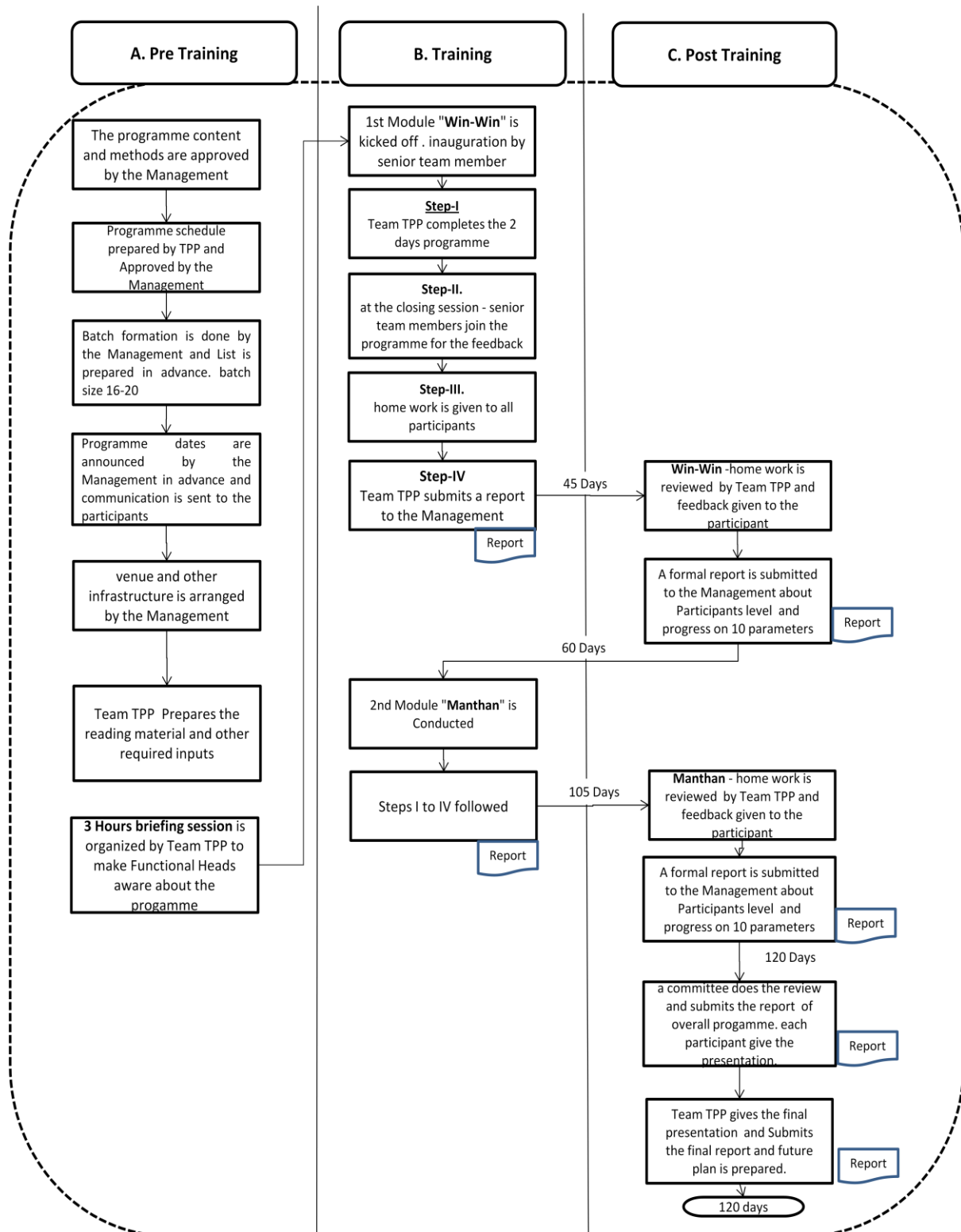
1. Seeing through challenges as an opportunity to solve the problem . using the brain and wisdom to come out with best of best solution
2. Develop the Analytical Skills of understanding and solving the problem
3. Able to visualize the root cause and solve the problem
4. Focus on planning and developing various options for the same . choose and implement what is best of best applicable for
5. Know the tools and technique which would enable to come out with the best solutions – 7 QC Tools
6. Seeking help and supporting others in coming out with solution – team efforts

b. SESSION PLANNING

- Programme duration – 2 days – 8 sessions
- Day 1 – Session I to IV
 - Recap and feedback of previous programme
 - Challenges and our life – work place and family
 - Tools and technique to see the challenges as an opportunity to come out with the solution
 - Get to the root and come out with solution
 - Team games and discussion
- Day-2 Session V to VIII
 - Redefining the understanding and clarifying doubts
 - 7 QC Tools & Technique – hands on experience with all
 - Check Sheet ; Graphs; Cause & Effect Diagram; Pareto, Histogram; Scatter Diagram ; Control Charts
 - Working through team – seek and support others – coming out with best of best solutions
 - Team games and self experiential learning

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IV. Process followed



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v. Key Focused Areas of the Programme

1. In this programme there are 6 stake holders

- 1. Business Head / Plant Head
- 2. Participants
- 3. HoDs
- 4. HR Department
- 5. Batch Leaders
- 5. Team TPP

2. Review and progress is monitored by all and evaluation is done on the basis of review and remarks by all stake holders

3. Based on adult learning process – 70 percent deliverables are activity based and 30 percent lecture method

4. Profiling of each participant is done in the beginning as well during the programme based on available data , home work and observations

5. 200 percent participation by all participants. Each session is supported by games and team activities

6. The programme is focused on mentoring and coaching , which is done during the programme as well as during the post training review and discussion

7. Programme is based on “home work” and assigned project. After every programme the homework is given and reviewed after 45 days of the programme

8. The programme is based on team work, most of the exercises and games are conducted through team

FRONT LINE COMPETECY BUILDING

Key Highlights of the Programme



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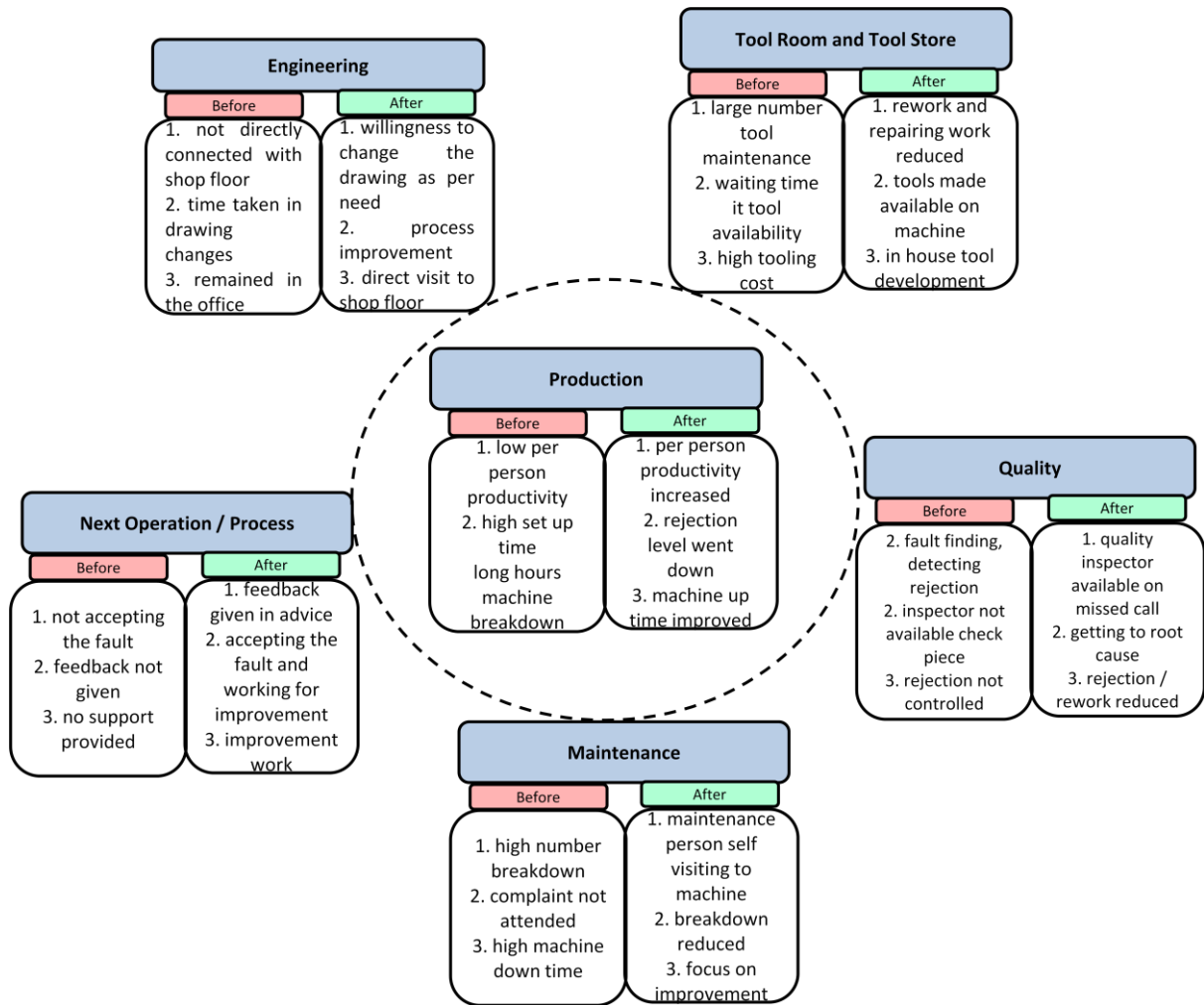
VI. Programme outcome / Impact

Overall 16 major changes are observed at the shop floor

1. Increase in per person productivity and performance
2. Reduced set up time / changeover time
3. Rejection / rework went down
4. Cost saving through raw material and consumables
5. Tooling cost went down
6. New development of tools and fixtures
7. Product mix up went down
8. Delivery improved
9. Machine breakdown reduced
10. Spare parts cost reduced
11. Tools room able to provide the material on time
12. Power consumption went down
13. 5S and Safety compliance improved
14. Absenteeism went down
15. Saving of air and water
16. Number of kaizen as well as quality of kaizen improved

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At Department and Function Level changes observed



People Level Improvement

