



Palethorpes Journey to Success



TRIUMPHANT STAFF COMPLETE TRAINING & DEVELOPMENT IN FME

Continuous Sustainable Improvement

August 2013

Vision Capital Invest in Valued Workforce

Pork Farms Palethorpes produces chilled savoury rolls, savoury hot pies, pasties and slices both under the Pork Farms brand, and own label branding, with innovation being high on its agenda.

The continued success of the business, whilst remaining on target to meet ambitious growth plans, can without doubt be attributed to Palethorpes highly valued staff. Their pride and passion in the products they make is exceptional and immediately evident to anyone visiting the site.



Palethorpes have an ethos of traditional values combined with forward thinking innovation

Having prudently invested in a structured programme of training and development, focussing on Continuous Improvement and underpinned by a Level 3 in Food Manufacturing Excellence, Palethorpes has successfully been able to realise and expand the previously underutilised skills base of its existing workforce.

Working directly alongside Palethorpes, CQM Training & Consultancy Ltd the champion provider for the National Skills Academy Food & Drink, implemented an extensive programme of workforce development that would unlock value and increase performance in a continuous and sustainable way.



Training and Development Process

Participating members of the workforce were divided into teams; the ultimate objective of each team being to influence decision making, implement change, challenge behaviours and positively affect business performance.

Group Leaders undertaking the course drew upon their detailed knowledge of the working environment to identify key issues impacting upon the efficient flow of production. These key issues became the focus of CQM T&C's training and development programme.

CQM T&C coached and supported team members to expertly use Lean principles to analyse the issues for themselves, subsequently enabling them to act upon their own initiative to formulate a real improvement and cost saving. Feedback from the teams to Senior Management revealed impressive cost savings along with significantly increased throughput.

Palethorpes Learner Journey so far:

- 18 LEARNERS AWARDED LEVEL 3 IN FOOD MANUFACTURING EXCELLENCE
- 20 NEW LEARNERS READY TO EMBARK ON PROGRAMME OF CONTINUOUS IMPROVEMENT
- CQM T&C'S TRAINING BUILDS TEAM SPIRIT, INCREASES WORKPLACE KNOWLEDGE AND BOOSTS CONFIDENCE

What We've Achieved. The Inside Story: Page

- ADRIAN SMITH: 2
CONFIDENT COMMUNICATION SKILLS
- DAVE MORRIS: 2
TEAM BUILDING SPIRIT
- ALLAN BROMLEY: 3
BUSINESS UNDERSTANDING
- PALETHORPES: 3
COMMITMENT TO WORKFORCE
- BE PART OF IT! 3
JOIN OUR LIST OF SUCCESSFUL LEARNERS



Palethorpes Journey to Success

Adrian Smith Improves New Automation Process

Fantastic opportunities were seen across the whole site with improvement activities covering such areas as quality, automation and performance.

Adrian Smith, Group Leader, Logistics, analysed the automation process in the packing hall. Palethorpes Senior Management had decided to extend the automation process in this area by replicating an existing system already in operation elsewhere on site.

However, Adrian's substantial knowledge of the packing hall enabled him to put forward a convincing alternative solution that made Senior Managers reassess their thinking.

Ultimately Adrian influenced their decision not to replicate the existing system, designing lay out drawings and calculating throughput and savings that supported his

alternative suggestion.

As part of the process Adrian gathered evidence and analysed data, communicating effectively with engineers and finance managers within Palethorpes to develop future proposals and present his findings to Senior Management.

Receiving positive feedback from his presentation was immensely rewarding as Adrian adds, 'It's encouraging and brilliant to have managers back ideas. Their support gives you the encouragement and motivation to see a project through to the end.'

Adrian confirms that he found CQM T&C's training 'Very informative. I was pleasantly surprised. I now use the learning such as 5S in my present day work and I'm able to encourage and influence others in that thinking.'



Adrian participating in CQM T&C training and development

"I NOW USE THE LEARNING IN MY PRESENT DAY WORK AND AM ABLE TO ENCOURAGE AND INFLUENCE OTHERS IN THAT THINKING."

Training delivered by CQM T&C is designed to break down barriers both upwards with senior management and with colleagues across the entire site. Teams were put together from different departments working on projects not directly linked to their area. This improves communication and provides a better understanding of the whole business .

Dave Morris Gets to the Root Cause

Dave Morris, Group Leader, Ovens, recalls, 'Initially it was fear of unknown territory which made me nervous and want to pull out of the training, but I talked myself into it, knowing that it would be a huge shame to miss such a valuable opportunity.'

Dave continues, '3 months into the training I had another serious dip in my confidence to succeed and ability to progress. But the good thing about this course is your team members and those barriers that are broken down.'

Dave's colleagues proved to be a tremendous help to him. 'My team coaxed and genuinely supported me through the training, and were able to offer me advice on things I knew nothing about. I wouldn't previously have spoken to them about this. I learnt a lot from my other colleagues, not just about their roles but also about how

they can help me. The training gives you the opportunity to really talk to other people here at Palethorpes, understand what they are doing and their role in the process.'

Palethorpes understands that developing original thinking in ways to improve its processes is essential to the success of the business. CQM T&C's training can be the spark for innovative thinking.

Dave was adamant that the training '...made me think outside the box by looking at problem solving and root cause analysis. Before the training you perhaps thought you were causing the problem. Now you can see you inherited it and that you need to address the problem to improve the process.'

The training helped Palethorpes staff realise that small changes can make a big difference to bottom line savings.



Small changes can make a big difference to bottom line savings



Continuous Sustainable Improvement

Allan Bromley Maps Efficient Flow of Production

Allan Bromley, Group Leader, Cook House, had completed managerial training ‘...but I’ve never done production orientated training before that was both beneficial to the company and gives you the tools and skills that have a universal use.’

Allan found the entire

learner journey extremely worthwhile confirming that it’s about ‘...getting to know and build a team. It’s more about everyone working for the same goal and not about the individual.’

Allan continues, ‘I enjoyed the whole thing, the whole process of gaining an insight into the business. I

can now see the whole map and flow of the business rather than just a small section. This helps me see where there may be problems further up or down the line and address them immediately rather than waiting for the knock on effects.’



Focusing on the production process

Learners draw directly from their own experience passing on their knowledge. 18 learners have successfully completed training. The second wave of Palethorpes programme is due to start in September. Many of those who’ve passed are now sponsors of new learners, coaching and supporting them through the process, being at hand to offer help and guidance as and when it’s needed.

Senior Management Applaud Achievements

The renewed enthusiasm and motivation of those that have participated in CQM T&C’s course is infectious and is essential to incorporating and embedding a profound change in culture across the entire workforce.

As Allan Jones, Site Director at Palethorpes confirms, ‘We are a results driven business so it’s nice to see something being given back to the individuals that help produce these outstanding results.’

The business has made a significant investment in both time and money towards the training, yet as Allan asserts, ‘The increase in incentive we’ve seen in our staff is extremely rewarding and provides us with

a much greater return than at first anticipated.’

Kerry Pye, Palethorpes HR Manager sums the process up commenting ‘Palethorpes recently celebrated 45 years of production and we want to be here in another 45 years celebrating our success. In order to do so we have to be increasingly competitive, continuously improving our processes to sustain the business and grow year on year. We can achieve this by encouraging our talented people to excel and in turn providing the business with a valuable skills pool of experienced future potential managers.’

“WE ARE ENCOURAGING OUR TALENTED PEOPLE TO EXCEL PROVIDING PALETHORPES WITH A VALUABLE POOL OF POTENTIAL FUTURE MANAGERS.”

Don’t Just Read About It... Be Part of It!

Palethorpes is always looking for volunteers to join their next phase of training with CQM Training and Consultancy Ltd. Follow in the footsteps of your colleagues:

- John Serkis•John Garrett•Paul Shenton•Pete Barrett•Karl Gregory• David Morris•Adrian Smith•Nicky Birch•Allan Bromley•Cai Antoney-Lewis•Clare Gloster•Emma Mc Fadden•Kim Chase•Jason Ridge•Michael Smith•Amanda Webb• David Webb•Darren Wilson

You will receive all the support and coaching you need from your team colleagues and CQM T&C coaches.

Speak to your Line Manager today!



Palethorpes staff have pride and passion in their products