



**YORKSHIRE  
PRODUCTIVITY**

“...driving manufacturing excellence...”



## Case Study

### Ronseal — Developing Team Leaders



**Does exactly what it says on the tin®**

Ronseal is based at Thorncliffe Park in Sheffield.

It is a wholly-owned subsidiary of the international paint manufacturer, Sherwin-Williams, one of the world's largest coatings companies, based in Cleveland, Ohio.

Ronseal's stated aim is always to provide products that meet exactly with customers' requirements.

Ronseal has an exceptional record of product innovation, through its own extensive research and development facilities, promoted by memorable marketing campaigns.



Ronseal had worked with specialist manufacturing training provider, Yorkshire Productivity, previously, collaborating with staff on various lean manufacturing approaches.

#### Developing leaders

**Ronseal's Continuous Improvement Manager, Barrie Colledge, commented: "A number of members of staff had undertaken a Business Improvement Techniques (BIT) NVQ, effectively an NVQ in lean manufacturing, with Yorkshire Productivity."**

#### Continuous improvement



This quest for improvement can be seen in Ronseal's investment in new machinery, specified to meet the exact production requirements.

Equally, it applies to Ronseal's staff where the company has invested in training and developing its staff to their full potential.

Like most modern manufacturing operations, Ronseal is continuously looking for improvement in order to improve efficiency and drive down costs.



in Association with the **Regional Centre for Manufacturing Excellence**



Starting with Level 2 qualifications many have now progressed to level 3.

This was followed by training to ensure that the efficiency improvements are sustained.

## Developing leaders

Throughout industry, it is quite common for team leaders, supervisors and first line managers to progress into their current roles without having had any relevant training.



Partly as a result of the higher expectations and demands created by the lean training, competency gaps were identified by Ronseal.

**"We could see that there was an additional need for training in areas such as managing meetings, team communications and team briefs so we called in Yorkshire Productivity again," said Barrie.**



## Skills for Life

The Level 2 Team Leading NVQ operated by Yorkshire Productivity is ideal for helping support staff who are in this situation, as well as those who need to refresh and enhance their skills.

Like all NVQs, this qualification is competency based which means that it is linked to a person's ability to perform a range of tasks connected with their work.

**Barrie informed us: "Eight people from across all areas of the operations, both manufacturing and warehousing, embarked upon the Team Leading NVQ."**



**"The majority were aspiring team leaders but there were also some existing team leaders who had requested additional training."**

Each of the learners has now qualified and been awarded a Level 2 in Team Leading.

**"The benefits are already becoming apparent, often in non-measurable ways," said Barrie.**

**"They have more confidence in dealing with people including holding regular weekly team briefs. Their time management has improved with a general improvement in their level of performance ."**

**"It's early days but we are encouraged by the developments so far."**

## Team Leading NVQ

### How does it work?

The course normally takes 14-17 weeks and involves:

- ◆ An induction session with a learning skills assessment and training needs analysis
- ◆ The creation of individual learning plans
- ◆ About 14 weekly one to one sessions with each of the candidates - lasting about an hour each

Learners are assessed via work-based learning and compile portfolios of evidence over this period.

These can include:

- ◆ Written testimony
- ◆ Recorded conversations
- ◆ Paper evidence
- ◆ Evidence via a manufactured product
- ◆ Electronic evidence
- ◆ Observations

To achieve a full award, candidates must complete four mandatory units and two optional units (six units in total).

### Mandatory units

- ◆ Manage your own resources
- ◆ Provide leadership for your team
- ◆ Develop productive working relationships with colleagues
- ◆ Ensure your own actions reduce risks to health and safety

### Optional units

- ◆ Encourage innovation in your team
- ◆ Allocate and check work in your team
- ◆ Provide learning opportunities for colleagues
- ◆ Help team members address problems affecting their performance
- ◆ Participate in meetings
- ◆ Resolve customer service problems
- ◆ Support customer service improvements

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