

## 'Making a Difference'

### Project Case Study 'Improving KPI Targets'

Christopher Griffiths of SPTS, Newport enrolled on the Essential Management Skills programme on the 22nd September 2016. His personal objective as a newly promoted Team Leader was to gain the respect of his team and colleagues by holding people accountable for achieving results.



An integral part of his management programme required Chris to implement a Making a Difference (MaD) project that would allow him to embed the leadership & management skills whilst making a difference for himself, his team and the organisation. As a quality Engineering Team Leader he therefore decided to focus on improving the KPI score of the Decommissioning function in the Newport Plant.

Chris has been with SPTS for 11 years and is responsible for the decommissioning of modules and ancillary equipment before leaving the site. The Decommissioning Area's KPI score in 2016 was 76 points with a target line of greater than 85 points. The KPI target for the Decommissioning Area for 2017 had been set to score greater than 90 points.

He went about identifying a team of colleagues to work with and began brain storming their challenges within the Decommissioning Area. These were:

- Disorganised packing stations
- Trolleys taking up too much floor space
- Bay benches do not look professional
- Tool shadow boards take up too much wall space



Once a budget was attained from senior management, the list of improvements were then tailored in order for the project to be cost effective. The Decommissioning Area improvements included:

- New decom bay benches
- New tool shadow boards
- Purchased collapsible plastic pallets
- Installed racking to gain more floor space



For the first two months of 2017 the Decommissioning Area has received an average KPI score of 94. The focus is now to sustain this level of performance throughout 2017.

Chris felt he achieved several personal challenges from implementing this 'Making a Difference' project:

- Changing the mind set of certain individuals to support the improvements
- Changing his own mind set in the way he manages with his team
- He learnt to delegate effectively
- Time scale to fit the project into the production plan
- Able to stand back and watch his team take an active role in implementing their ideas.

