



About The MTS™ BAE Ordnance Systems Project

Description of the Project

BAE Ordnance Systems, Kingsport, TN, is a manufacturer of explosives. Owned by the U.S. Army and operated by BAE Systems, management had a desire to be recognized as a world-class manufacturing facility. BAE partnered with MTS to reach this goal.

Design Phase: MTS analyzed the facility to identify all the non-exempt and exempt positions in the plant. MTS then defined the Processes, Critical Skills and Performance Indicators for each position. Finally, using experience gained from projects around the world, the Performance Indicators were then refined to reflect those of a "world-class" organization.

Documentation Phase: All positions in the plant were documented to show the Performance Indicators needed to be satisfied to join the ranks of world-class organizations.

Transfer Phase: Each person in the plant was assessed against the identified Performance Indicators to reveal any gaps and a plan was created to fill those gaps.

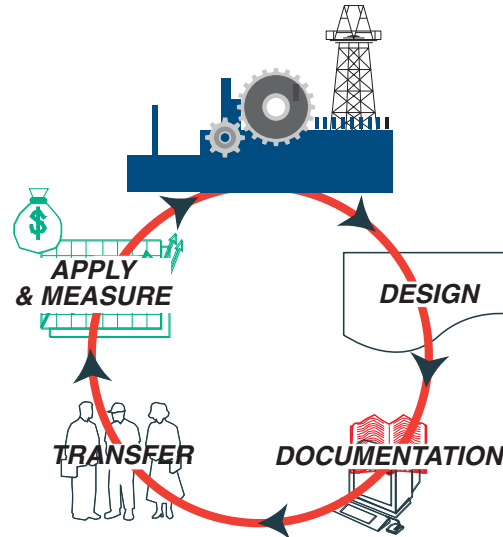
Apply and Measure: Follow-up assessments are planned to measure the success of the program and to fine tune it.

PRINCIPAL RESULTS

- ▶ World-class Performance Indicators were identified for every position in the plant: Operations, Maintenance, Lab, R&D, Sales, Administrative Functions (Human Resources, Accounting, Clerical), and Management, including the Vice Presidents and President.
- ▶ Individual skill gaps were determined.
- ▶ Individual training plans were developed.

See the MTS Fact Sheet on Gap Analysis for more information.

The MTS System as a whole is represented as follows.



1. **The Design Phase includes:**
 - ◆ Analysis of Technology-Organization-People
 - ◆ Process Maps
 - ◆ Competency Maps
 - ◆ Program Design
 - ◆ Implementation Plan Development
2. **The Documentation Phase includes:**
 - ◆ Developing process and equipment manuals
 - ◆ Training Writers (Write-To-Learn™ strategy)
 - ◆ Electronic conversion of documents
 - ◆ Modules from the MTS Library
3. **The Transfer Phase includes:**
 - ◆ Learning-How-To-Learn™
 - ◆ Training Facilitators
 - ◆ Gap Assessment
 - ◆ Training Vs. Gap
4. **The Apply & Measure Phase includes:**
 - ◆ Training Measurement
 - ◆ Business Impact Measurement
 - ◆ Audits
 - ◆ Certification
 - ◆ Integration of Initiatives
 - ◆ Sustainment and Optimization