



About The *MTS*TM Lipton Soup and Side Dishes Project

Description of the Project

Montgomery Productions (a division of Unilever Best Foods) in Aurora, IL was the major producer of Lipton Soup and Side Dish products, as well as McCormick Spices.

Based on previous successful partnering in operations and maintenance training, *MTS* designed and installed an Operations and Maintenance Training Program. A unique characteristic of this project was the need to train a largely Hispanic workforce. This was accomplished by producing materials in English and Spanish in the same document. In addition, UBFNA had just embarked on a TPM initiative and saw the *MTS* workbooks as supporting the Training Pillar.

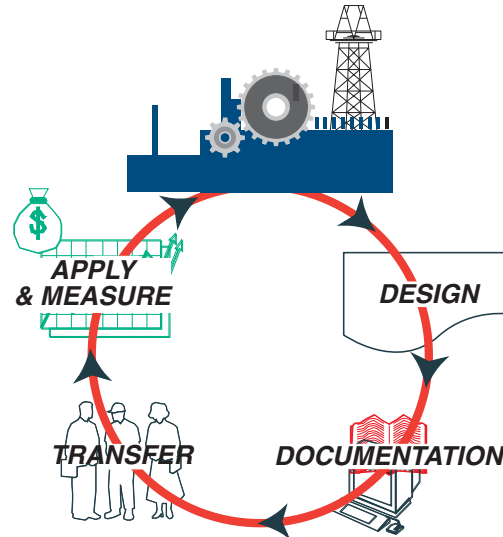
Stage 1 Design: The Process Equipment. Vendor literature and P&IDs were reviewed to divide the manufacturing process into Step of Machine Operation manuals that included as Part 2 the maintenance of the equipment.

Stage 2 Documentation: *MTS* and MPI people wrote the required training manuals which were then reviewed for technical content by MPI engineers and management. The drafted/reviewed manuals were converted into final documents by *MTS* using its *DOC* Software and delivered as native files and Adobe Acrobat pdf files. CorKnET (*MTS* computer-based-assessment tool) was used to identify weaknesses in the skills and knowledge of the workers so that individual training needs could be addressed rather than training everyone on everything.

Stage 3 Transfer: MPI supervisors were trained to train the operators and maintenance personnel using the new manuals. They were also trained on how to use the *DOC* Software to update and revise the manuals as needed

Stage 4 Apply & Measure: The Learner Objectives and Feedback sections of the manuals and CorKnET were used by the Supervisors to measure the results of the training and the qualifications of the operators. The manuals were also used to train English to the operators.

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-LearnTM strategy)
- ◆ Electronic conversion of documents
- ◆ Modules from the *MTS* Library

3. The Transfer Phase includes:

- ◆ Learning-How-To-LearnTM
- ◆ Training Facilitators
- ◆ Gap Assessment (CorKnETTM)
- ◆ Training Vs. Gap

4. The Apply & Measure Phase includes:

- ◆ Training Measurement
- ◆ Business Impact Measurement
- ◆ Audits
- ◆ Certification
- ◆ Integration of Initiatives
- ◆ Sustainment and Optimization

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