

Implementing a language we all understand!

Have you got language and literacy barriers in your workplace?

During last year's **2010 CTPM Annual Forum** we heard how B&D Doors & Openers, Revesby Site dealt with the multicultural and multilingual environment. Sam Saliba, the National Operations Manager spoke of the challenges found throughout their journey and how the implementation of certain strategies helped to engage the workforce.

Now in cycle 5 of their improvement journey, the Revesby site has engaged over 50% of their workforce in formal Improvement Teams. Considering that 74% of people have English as a second language and a combination of 20 different languages are spoken by people at the site, this is a monumental achievement.

The site needed to customise their very own strategy that not only engaged all levels of language and literacy skills but also catered for the challenge of providing an education program that would lift the skill level across the whole business.

Part one of the strategy was to encourage employees to take on Certificate III or IV in Competitive Manufacturing to not only improve the problem solving skills of the workforce but also to get the employees a Nationally Accredited Certification. The accreditation would benefit the employees not only during their employment at B&D Doors & Openers but in their future careers.

Part two of the strategy was to be very visual with new Improvement Tools and Standards that are being developed as their journey progresses. These visuals act as process guides for the teams to carry out their Area Based Team activities.

Visual guides have also been created to support the teams in their use of TPM³ Improvement Sheets that standardise the way people raise, get agreement on solutions and implement improvement ideas. Routines and standard methods ensure the right habits are embraced and

unwanted habits become clearly identifiable so they can be addressed.

The success of using visuals to assist key information and processes being embedded into the business has also lead to B&D Doors & Openers developing a visual vision for where they want the business to be in 5 years. Setting goals for the future and objectives focused on reaching that vision will help to generate a positive culture within the site and lead the entire workforce in the one direction.

Figure 1 – Visual guides in the workplace



Becoming highly visual and prescriptive in the way the CTPM Improvement model is being rolled out at B&D Doors & Openers has enabled employee's of all levels of language and literacy to be engaged as competent and valued team members.

These strategies have encouraged B&D Doors & Openers Improvement Teams to contribute to the advancement of the company, resulting in savings in excess of \$600,000 whilst improving their work environment and removing many of those long term operator frustrations that had become the norm.

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