

Fig 12-1 Organisation Structure – Non-TYM

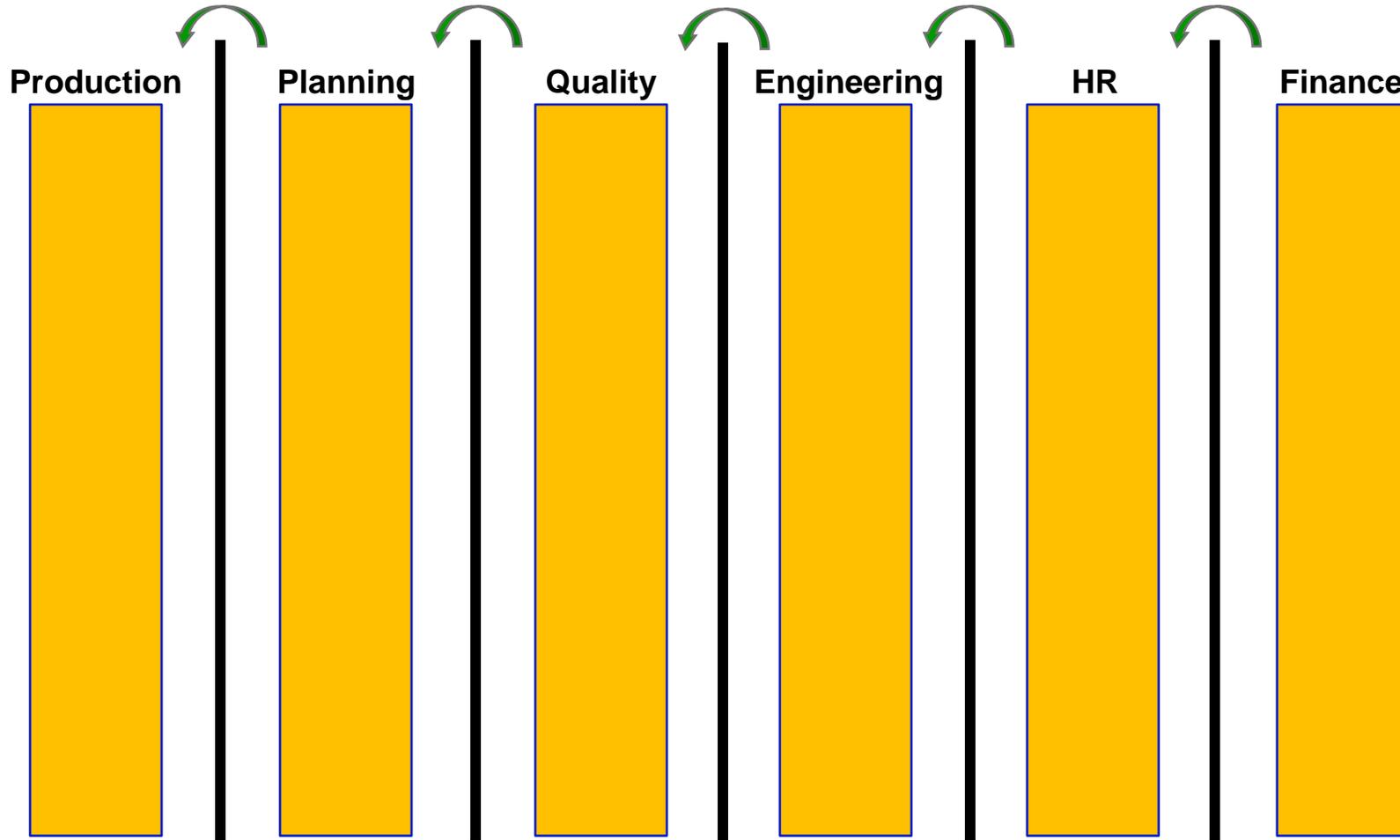


Fig 12-2 Org'n Structure – Product Focus Group (PFG)

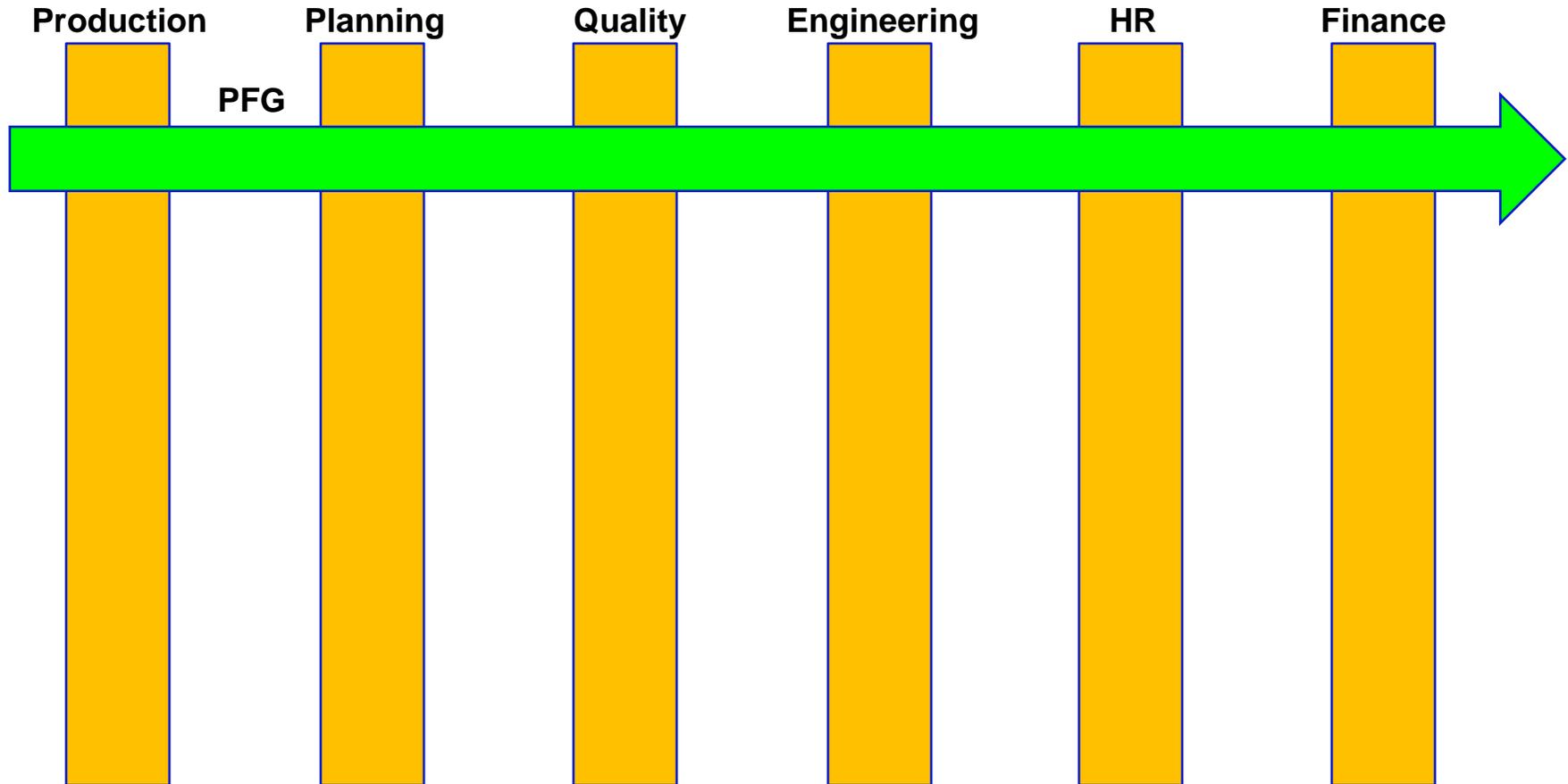


Fig 12-3 Org'n Structure – Process Oriented Organisation (POO)



Fig 12-4 POO – Guidelines for Success – Key Principles

- PU leaders have end-to-end delivery and quality responsibility for their products
- Support Functions set – policies and procedures – standards and specifications
- Ideally no more than two levels of hierarchy within PU, ie three across the site
- Use Facilitators and Co-ordinators to lubricate the work of the PU
- PU should have not less than 30 and not more than 150 people
- Ideally no shared resources – labour or equipment – between PUs
- Always include an activity in the PU if you can – argue it out, don't argue it in
- Reward individual skill attainment and team performance
- Apply similar thinking to support functions

Fig 12-5 POO Role – PU Head

Role & Responsibility	Technical Qualities	Personal Qualities
<p>Overall leadership & development of the PU to achieve business objectives – reports to Site Head</p> <p>End-to-end responsibility, ownership and accountability for the whole PU process</p> <p>Set performance targets and objectives for all PU staff in line with business objectives</p> <p>Monitor performance and take appropriate action to ensure objectives are achieved</p> <p>Champion continuous improvement</p> <p>Ensure implementation and compliance with all corporate policies and procedures and standards and specifications</p>	<p>Educated to degree level or equivalent</p> <p>Deep knowledge and understanding of TYM principles & practices</p> <p>Effective line manager (rather than staff manager)</p> <p>Full knowledge and appreciation of all relevant regulatory requirements</p> <p>Demonstrable problem analysis and resolution skills</p> <p>Understanding of business and financial implications of actions</p> <p>Minimum five years in line management in relevant operational environment</p> <p>Fluent in English and local language</p>	<p>Inspirational leader</p> <p>Strong customer focus</p> <p>Action oriented and results driven</p> <p>Interpersonally sensitive – displays understanding of, but can also influence, others’ point of view</p> <p>Strong communication and presentation skills</p> <p>Capable of clear strategic, tactical and operational thinking</p> <p>Displays consistently sound judgement to all levels</p> <p>Can be flexible and adaptable as circumstances change</p> <p>Demonstrates creativity and innovative thinking</p>

Fig 12-6 POO Role – PU Facilitator

Role & Responsibility	Technical Qualities	Personal Qualities
<p>Support PU team in planning all PU activities to help them achieve objectives – reports to PU Head</p> <p>Help establish and maintain TYM mentality across PU</p> <p>Help facilitate empowerment and ownership among PU staff</p> <p>Develop strategic plans to help PU meet future targets</p> <p>Lead improvement activities in PU</p> <p>No management role in PU but deputise for PU Head in the event of his/her absence</p> <p>Ensure compliance with all corporate policies and procedures</p>	<p>Educated to degree level in technical or science subject</p> <p>Deep knowledge and understanding of TYM/POO principles & practices</p> <p>Knowledge and appreciation of all relevant regulatory requirements</p> <p>Good analytical and problem solving skills – challenges status quo</p> <p>Awareness of business and financial implications of actions</p> <p>Minimum five years' experience in relevant operational environment</p> <p>Good English</p> <p>Fluent in local language</p>	<p>Respected colleague</p> <p>Action oriented and results driven</p> <p>Customer focus</p> <p>Interpersonally sensitive – displays understanding of, but can also influence, others' point of view</p> <p>Strong communication and presentation skills</p> <p>Capable of clear strategic, tactical and operational thinking</p> <p>Displays sound judgement to all levels</p> <p>Can be flexible and adaptable as circumstances require</p> <p>Ability to reconcile potentially conflicting priorities across functions</p>

Fig 12-7 POO Role – PU Coordinator

Role & Responsibility	Technical Qualities	Personal Qualities
<p>Support the daily operations of the PU team to help them achieve their objectives – reports to PU Head</p> <p>Help establish and maintain self-direction culture across PU</p> <p>Help to coach empowerment and ownership among PU staff</p> <p>Develop tactical plans to help PU meet short term targets</p> <p>Support improvement activities in PU</p> <p>No management role in PU but assure smooth production flow through PU processes</p> <p>Ensure compliance with all corporate policies and procedures</p>	<p>Education to college level or equivalent preferred</p> <p>Deep knowledge and understanding of TYM/POO principles & practices</p> <p>Knowledge and appreciation of all relevant regulatory requirements</p> <p>Good trouble-shooting and problem solving skills</p> <p>Awareness of business and financial implications of actions</p> <p>Preferred five years' experience in relevant operational environment</p> <p>Basic English</p> <p>Fluent in local language</p>	<p>Respected and trusted colleague</p> <p>Action oriented and results driven</p> <p>Customer focus</p> <p>Interpersonally sensitive – displays understanding of, but can also influence, others' point of view</p> <p>Good communication and presentation skills</p> <p>Capable of clear tactical and operational thinking</p> <p>Displays sound judgement to all levels</p> <p>Can be flexible and adaptable as circumstances require</p> <p>Ability to reconcile potentially conflicting priorities across the PU</p>

Fig 12-8 POO Role – PU Operator

Role & Responsibility	Technical Qualities	Personal Qualities
<p>Operate production equipment to achieve team objectives – reports to PU Head</p> <p>Take ownership and responsibility for part of the PU process</p> <p>Set and monitor performance and take action as part of team to prevent deviations from standard</p> <p>Perform equipment changeovers and basic preventative maintenance tasks as required</p> <p>Assist with improvement activities as part of team</p> <p>Ensure compliance with all corporate policies and procedures</p>	<p>Appropriate vocational qualification preferred if available</p> <p>Must have above average IQ</p> <p>Good knowledge and understanding of TYM principles & practices</p> <p>Knowledge and appreciation of all relevant regulatory requirements</p> <p>Good mechanical/electrical aptitude</p> <p>Good problem-solving skills</p> <p>Understand and operate shop floor and business control systems</p> <p>Experience in related environment an advantage</p> <p>Fluent in local language</p>	<p>Respected and trusted team member</p> <p>Action oriented and results driven</p> <p>Customer aware</p> <p>Interpersonally sensitive – displays understanding of others' point of view</p> <p>Good communication skills</p> <p>Capable of accurate & relevant operational thinking</p> <p>Displays positive attitude and commitment to team</p> <p>Can be flexible and adaptable as circumstances require</p> <p>Active in multi-skilling</p>

Fig 12-9 POO Role – PU Support Function Leader

Role & Responsibility	Technical Qualities	Personal Qualities
<p>Responsible for support function activities within PU to help team to achieve objectives – reports to PU Head (except for Quality)</p> <p>Assure PU team meets relevant functional TYM standard and specs</p> <p>Defines functional parameters and helps PU team achieve them</p> <p>Responsible for identifying functional training & development needs of PU staff</p> <p>Provide functional support for improvement activities in team</p> <p>Ensure compliance with all corporate and functional policies and procedures</p>	<p>Education to at least college level or equivalent preferred</p> <p>Deep knowledge and understanding of TYM principles & practices</p> <p>Effective staff manager (rather than line manager)</p> <p>Knowledge and appreciation of all relevant regulatory requirements</p> <p>Good problem-solving skills</p> <p>Awareness of business and financial implications of actions</p> <p>Minimum three years' experience in relevant functional environment</p> <p>Basic English</p> <p>Fluent in local language</p>	<p>Respected functional colleague</p> <p>Action oriented and results driven</p> <p>Customer focus</p> <p>Interpersonally sensitive – displays understanding of, but can also influence, others' point of view</p> <p>Good communication and presentation skills</p> <p>Capable of clear tactical and operational thinking</p> <p>Displays sound judgement to all levels</p> <p>Can be flexible and adaptable as circumstances require</p> <p>Ability to reconcile potentially conflicting priorities with PU</p>

Fig 12-10 Peer Review 1

Your Name

Who are you reviewing?

Does he or she report to the same person as you?

Yes	No
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Circle whichever applies

If no, who does he or she report to?

Is his or her job more difficult or less difficult than your job?

Much more difficult	More difficult	About the same	Less difficult	Lot less difficult
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How well do you know him or her?

Know very well	Know well	Reasonably well	Don't know well	Hardly know
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Fig 12-11 Peer Review 2

Does he or she demonstrate problem solving skills?

Always Regularly Sometimes Rarely Never

Does he or she offer good suggestions for improvement?

Always Regularly Sometimes Rarely Never

Does he or she display a positive attitude?

Always Regularly Sometimes Rarely Never

Does he or she show a natural flair for doing high quality work?

Always Regularly Sometimes Rarely Never

Is he or she orderly and Industrious in doing the job?

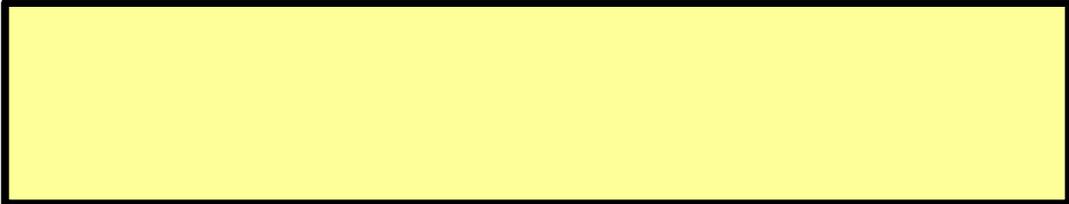
Always Regularly Sometimes Rarely Never

Does he or she show enthusiasm for working with the team?

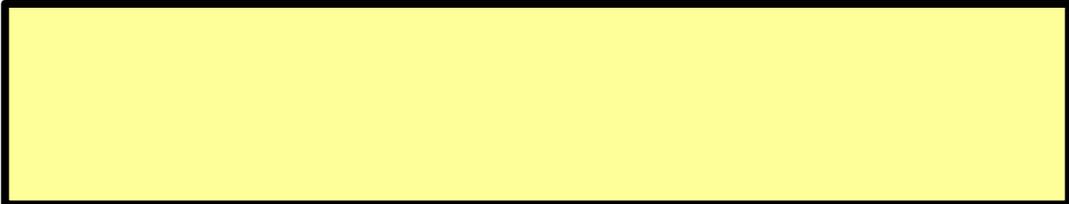
Always Regularly Sometimes Rarely Never

Fig 12-12 Peer Review 3

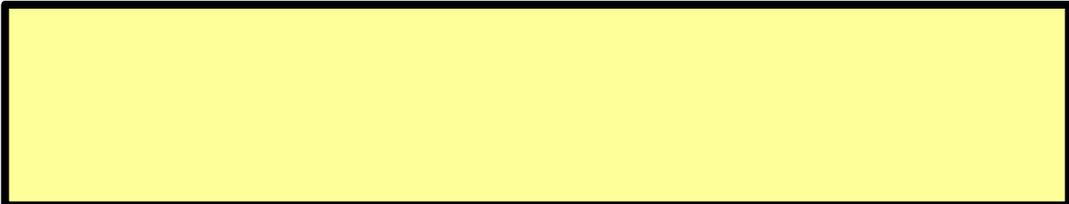
Can you highlight something he or she does well?



Can you highlight something he or she could improve on?



Is there something he or she could learn from you?



Is there something you could learn from him or her?

