

**INVESTOR IN PEOPLE
CASE STUDY:
NAMPAK PLASTICS EUROPE LTD
(SEVERNSIDE SITE)**

INVESTING IN PEOPLE TO DELIVER QUALITY RECRUITMENT

Size: 63 people
Sector: manufacturing
Location: Stonehouse, Gloucestershire
Status: Recognised as an Investor in People, October 2003.
Successfully reviewed in November 2006 - and also
gained the Investors in People Leadership and
Management Model.



INVESTOR IN PEOPLE

Overall impact

"Investors in People meant that an outside body to come into this company, with its own high standards and expectations, to look at what we do and how we look after staff. It's recognition of what we're doing, how well we're doing it and how successful we are. Everyone here is able to see and understand that."

Sandra Hunt, Human Resources Administrator

The organisation

Formed by merger in 1999, Nampak Plastics Europe is one of Europe's largest manufacturers of rigid plastic containers for the food and drink industry. As one of five Nampak 'in-plant' operations in Britain, the Severnside factory was created in October 2001 at the Dairy Crest site in Stonehouse specifically to make the company's full range of plastic milk bottles.

"It means that our customer is on the same site," says Sandra Hunt.

"It's quite simple. We manufacture the bottles according to specification. We deliver them to Dairy Crest. They fill them with milk and out they to go to supermarket shelves."

Working to a 24-hour shift pattern, the site produces up to 20 million bottles each month, operating to the stringent requirements of the ISO9001: 2000 quality standard.

The challenge

Nampak's immediate challenge at Stonehouse was to steer the plant towards the company's stated goal of supplying products that would continually satisfy its customer "in all respects of quality, service, delivery, cost, performance, hygiene, safety and reliability."

Above all, the new site needed to reach effective operation quickly.

Nampak recognised that in order to achieve these aims, the competence and skills of its people needed continual development through *"training and empowerment"* – and that this was the responsibility of management at all levels.

From the beginning, the Stonehouse site sought a particular style of management based on pro-activeness, openness and honesty, respect for all staff, and a deeply ingrained culture of continuous improvement.

The strategy

Nampak's unique culture has been built on a template for management behaviour known as 'The Golden Rules.'

Based on the managers' own collective experiences in previous posts and careers, the word 'Golden' became an acronym for a set of abiding principles that would guide the future success of Nampak Severnside.

G: Goals - Understand the real targets for the site

O: Opportunities through the development of a progressive site culture

L: Lead by example by respecting workplace and other team members

D: Dedication to developing a hard working and quality focused environment

E: Effectiveness through proactive mindsets

N: Never mislead. Be honest to yourselves, the business and fellow team members.

The template has become endemic throughout the company. To ensure that the culture is maintained, Nampak uses the Golden Rules as part of its recruitment and selection process for new managers.

"We also circulate the Golden Rules to all staff to let them know what is expected of their managers," Sandra Hunt says.

"They're very simple, very basic and very effective."

The plant also used the best of the systems and procedures developed within the parent company to ensure a systematic approach to staff development.

A company-wide training programme was used to structure the development of operatives and engineering staff.

Systems of induction and annual reviews enable staff to track their progress within the company and to identify their training needs.

"It's about increasing skills and meeting peoples' aspirations," Sandra Hunt says.

"Some of our people have decided after working in production that they wanted to develop as engineers. So we've supported them through college courses. Some have wanted to go into management, so we've given them the opportunity to become 'Leading Hands' - which is a supervisory role – or to become shift managers.

"It's part of the culture of the company, where the most important asset is our people.

"We also recognise that people have different needs. We've introduced, for example, training in English-language for our non-English staff. Everyone has the opportunity to take part in learning and development that is appropriate for them."

In committing to the Investors in People standard, the plant sought external recognition for a range of good practices that had been established from the outset.

"We needed to know that what we were doing was the right thing and whether there were other ways in which we can improve," Sandra Hunt says.

"And our successful assessment against the Leadership and Management model is demonstration of our commitment to quality management, from which everyone benefits."

The results

Nampak continues to meet the high expectations of its customer, Dairy Crest. The site is regarded as an exemplar within the Nampak group and is often used as a `showcase` for external visitors or to trial new products or techniques.

"In all, it`s been a very successful operation," Sandra Hunt says.

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