

Improving process results with the support of competences

Our Client is a Company that was established at the turn of the century and quickly gained market leadership. In the '90s it was purchased by a French multinational that optimised the brand without losing its long-standing reputation of being genuine and reliable. The new ownership has given rise to the need for improved efficiency in production processes, and more staff flexibility among the different positions.

The company is asking PRAXI to help define the technical and behavioural competences to be expected in all processes. Other tasks include supporting the Managers in mapping competences, and developing both classroom and on-the-job training to guarantee individual growth – all in line with the flexibility targets set by the company.

Targets

- To cut production costs and improve the production facilities' ability to reach output goals based on product volumes demanded by the market, and to reduce maintenance costs
- To improve employees' flexibility in covering different positions in production lines
- To motivate the people with more expertise, involving them in training younger employees
- To reduce absenteeism.

PRAXI's Contribution

- To analyse production processes
- To identify technical and behavioural competences required for processes
- To develop a dictionary of technical and behavioural competences
- To define competence profiles in line with operators' expected progress
- To help the managers map employees' competences
- To plan training programmes aligning actual and expected competences,

without influencing production capacity

- To measure the project's impact.

Working Process

- "As is" snapshot of production processes
- Analysis of processes and identification of necessary competences
- Drafting technical competence dictionary with a team from Production
- Drafting behavioural competence dictionary with a team from HR
- Definition of expected competence profiles with a team formed by members from Production and HR
- Training for managers on competence assessment
- Information for operators about the project and competence mapping
- Support in competence assessment and gap analysis
- Development of a Three-Year Training Plan to reduce gap between actual and expected competences.

Targets Reached

- Increased coverage of all positions for 30% of operators
- 13% reduction of maintenance costs relating to machine downtime.

Methodology

- Process analyses and flow chart
- RACI matrices to analyse positions
- PRAXI competence model to create dictionary
- Hands-on training and coaching via telephone for CC Manager
- Training Plan based on competences with strong focus on projects using methods alternative to the classroom.



improving performance

PRAXI SpA

PRAXI is a leading Italian company in the sector of management consulting.

Established in 1966, it is structured as follows: 250 Employees (40 Managers), 10 Locations, € 6 million in Share Capital. The company's main activities are divided among four Divisions: Management Consulting, Information Technology, Valuations and Appraisals, Human Resources.

PRAXI's ability to offer integrated services is a key factor that makes the company stand out as a multi-disciplinary liaison in corporate consulting. Its cross-cutting approach combines perfectly with its innate ability to foster partnerships, seen as an opportunity to take on the clients' goals and build long-lasting professional alliances.

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