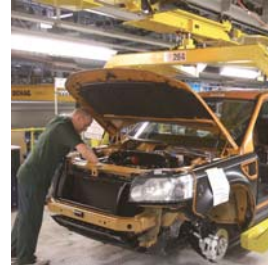
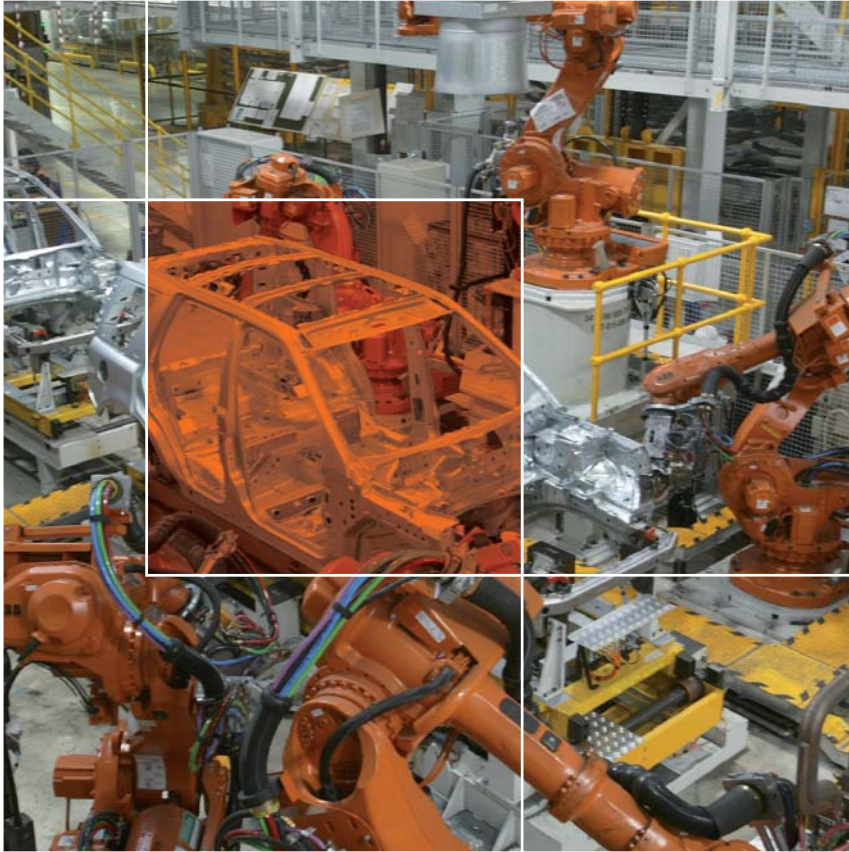


CASE STUDY

JAGUAR LAND ROVER HALEWOOD



More recently it has produced models for Jaguar and Land Rover, prestigious brands which were part of the Ford Group until their sale to Indian car maker Tata in 2008.

Under both Ford and Tata, Jaguar Land Rover has taken its commitment to staff development seriously, recognising the benefits in terms of reducing costs, improving productivity and further enhancing product reliability.

However, it became apparent that further improvements could be made if problems with employee engagement in the training process could be overcome. Phil Round, Education and Training Manager at Jaguar Cars Halewood, explained: "We looked hard at common faults along the production line and, time after time, found that many issues were reoccurring and although we had applied problem solving techniques it was clear that we had not established a root cause.

"Numerous training initiatives were introduced aimed at providing employees with the skills to solve these problems but a similar pattern continued and it became apparent there was an underlying cause that we hadn't recognised.

"After extensive research we decided to map the problem solving methodology against the key functional skills that would be needed for each stage of the problem solving process. If some employees had problems with basic literacy and numeracy, might this reduce the impact of training initiatives and the effectiveness of problem solving tools?"

"Lean manufacturing techniques have transformed the motor manufacturing industry and rely heavily on continuous improvement through staff development."

Bill Twigg
Development
Director

Wider manufacturing sector to benefit from training developed at Merseyside car plant.

A pioneering programme that combines problem solving techniques with basic skills training is helping to transform attitudes towards employee development at one of the country's most famous car manufacturing plants. Developed by Jaguar Land Rover (Halewood) in partnership with the National Skills Academy for Manufacturing (the Skills Academy) and training provider BUCAM, Essential Skills for Problem Solving is also helping to overcome a wider social problem – low levels of literacy and numeracy.

Located eight miles from Liverpool, the Halewood site has a long and illustrious history. Generations of local people have worked at the plant, which was opened by Ford in 1963 and has since produced many iconic cars such as the Cortina and Escort.

Phil continued: "It is often forgotten just how much of a problem a lack of literacy and numeracy skills is within the wider community and we often assume that everyone we meet has these skills. Training courses assume that all participants have these functional skills.

"Within the workplace we had made the same assumption. Once we had realised there was an issue, we introduced basic skills training but take-up was low as people were reluctant to admit they had a problem."

Eventually it was decided to develop a new programme that combines traditional problem solving with basic skills training and the resulting Essential Skills for Problem Solving now leads to Skills for Life Level 2 qualifications in literacy and numeracy.

"Combining essential skills with problem solving has made the course a lot more interesting for those taking part and removed the stigma that is sometimes attached to attending a basic skills course," Phil continued.

"It has seen participants taking part in practical exercises as well as learning about self awareness, learning styles, communication and team building."

Throughout the process Phil has worked closely with Patrick McKinley of BUCAM as well the Skills Academy.

As well as providing support for the pilot at the Halewood plant, the Skills Academy has also approved the training course which will soon be introduced nationally within the wider manufacturing sector.

Bill Twigg, Development Director of the Skills Academy, commented: "Lean manufacturing techniques have transformed the motor manufacturing industry and rely heavily on continuous improvement through staff development.

"To remain competitive, Jaguar Land Rover needs of all its employees to be engaged in the process of problem solving and this new programme will give them the skills they need to read technical information and other data. As a result they will have the confidence to speak out in team meetings and to communicate their ideas on how to further improve performance.

"We are delighted to have been able to support the project which reflects the ability of the Skills Academy to listen to the real needs of manufacturers and training providers and work with them on developing their own solutions.

"This flexible approach is much more effective than imposing a ready-made training package on them and our 'Learning Engine' approach has helped us to develop a programme that the company can use to achieve clearly identified business objectives."

So far 56 employees have completed the five day, 30 hour programme and between them they have earned 92 Skills for Life qualifications. Although it is still in its infancy Jaguar Land Rover is already seeing the benefits.



Jaguar Land Rover Factfile

- First opened by Ford in 1963 and produced over six million vehicles at the site, finishing with the Escort
- Jaguar took over the site in 2000 and transformed the plant into a world-class manufacturing facility
- Halewood's first luxury car, the Jaguar X TYPE, was launched a year later
- Following further investment, the first Land Rover Freelander 2 rolled off the line in 2006
- Sold by Ford in 2008 to Indian car maker Tata Motors
- Employs approximately 2000 people
- It is one of the largest employers on Merseyside