



Plant Training Evolution

2/6/2022

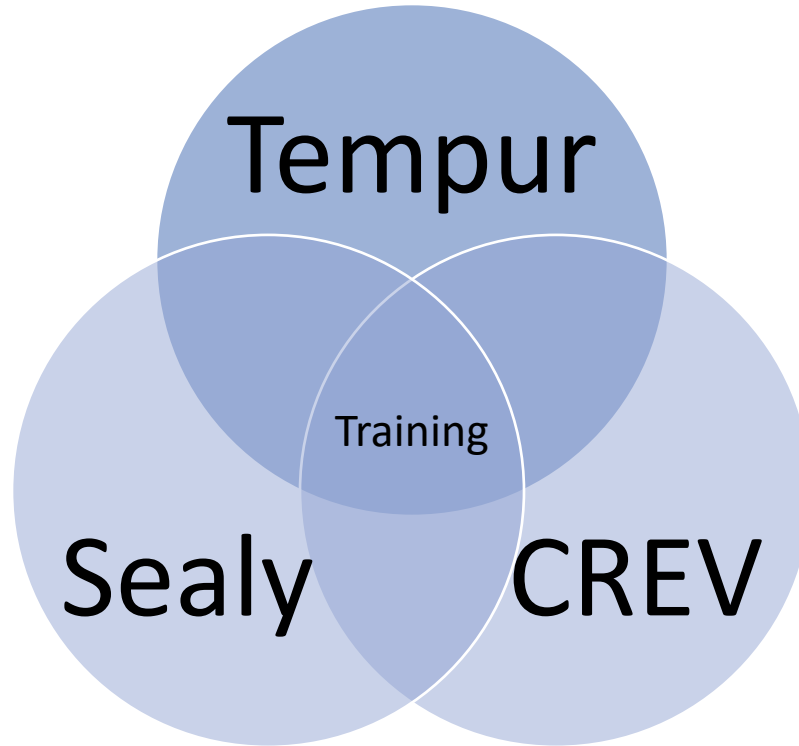
Agenda

Background

Needs Analysis

Project Charter

Next Steps

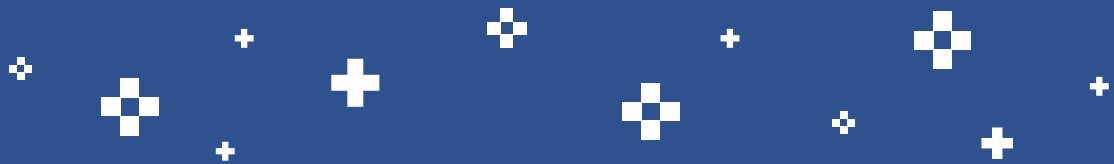


Needs Analysis

- Training improves employee **confidence**
- Training improves employee **performance**
- Training **saves** the company **money**
- Training **earns** the company **money**
- Training increases employee **productivity**

Training also sets the groundwork for **accountability**. We can't hold supervisors, trainers, and front-line workers accountable for what we haven't communicated effectively and supported. **WE WILL BREAKS TRUST** and **DECREASE MORALE** if we try.





“More training on specific parts of the department and line instead of just enough to the the basic job.”

“I strongly believe that a training team in the Tempur Sealy network would be an incredible idea...many things have been trained by different visitors who come across the plant. For my position there was no SOP provided, no task list of priorities, and no training. There was a “training” conducted at other facilities but there were not adequate tools or processes explained to retain the knowledge.”

“Supervisors that empathize more with employee’s problems.”

“Make communication between leads and line workers a high priority.”

“Train all new people instead of just throwing them on the line. The new people don’t get the proper training they should.

“Need more training on the rest of the company to feel like I’m a part of it.”

“Better communication. If everyone can please be on the same page. Confusion is a strong thing here.”

“Better learning for supervisors.”

“Some people get talked to awful by the leads.”

“The Corporate teams need to take a strong look at what is happening at each of their facilities to understand that each plant appears to be different and conduct things in several different processes but expects the same process at each location.”



Project Charter and Tracker

Sponsors

Purpose

Objectives

Scope

Milestones and Priorities

Team Members

TSI Plant On-boarding - Project Charter

General Project Information

Project Name		
2022 TSI Plant On-boarding		
Executive Sponsors	Project Sponsor	Project Manager
Diana Strickland and Scott Vollet	Lauren Deaton	Tyrah S. West
Project Purpose / Justification		
The purpose of this project is to assist in plant employee engagement and retention by outlining a clear and holistic plan for training and development of hourly plant employees in order to quickly create high performing employees.		
Project Scope Description		
The scope of this project includes:		
<ul style="list-style-type: none"> New Orientation and on-boarding schedule for hourly employees New interpersonal training plan for plant people managers Outlining and creating a new Trainer program for plants <ul style="list-style-type: none"> What the Corporate or Division Training roles entail (job description and PI range) On-boarding plan for these Trainers Train the Trainer content for training Plant Lead and Peer Trainers Outlining and creating training path for Plant Lead and Peer Trainers Improving and standardizing JIBs and other functional training content for frontline employees 		
What is not in scope:		
<ul style="list-style-type: none"> Recruiting and sourcing strategy Non-training or onboarding plans 		

Objectives and Success Criteria

- New onboarding and orientation master plan created and adopted with plant-specific content placeholders
- Content to be easily accessed via SharePoint
- Attendance tracking process
- Assessment methods for training clearly outlined, utilized, and referred to for continual improvement
- Employee feedback method and usage outlined
- Retention
- Usage/standardization/accountability for all plants using processes and content

Summary Milestone Schedule

The milestones and dates in this section are high-level and may be adjusted as work progresses.

Milestone	Date
Project Start- Core Team Formed	10-29-21

Ident	Owner	TSI Support	External Support
	Akash		
Ident and	Owner	TSI Support	External Support
Ident with Plant	Tyrah	Lauren, Matthew	Tony
Ident, Amanda	Owner	TSI Support	External Support
Ident update	Ryan	Plant Directors, Corporate Safety Team, Greg Peterson	
Ident update	Amanda	Adriana and Sarah East	
	Akash	Frank Edwards	
Ident - Akash	Owner	TSI Support	External Support
	Lauren	Akash	
Trainer Soft Skills/Coaching Training	Tony	Tyrah	
Scorecard TWI Metrics	Akash		

The purpose of this project is to assist in plant employee **engagement** and **retention** by outlining a clear and holistic **plan for training** and development of hourly plant employees in order to **quickly** create **high performing employees.**

Objectives

New **orientation** (first days) and **onboarding** (30/60/90) master plan created and adopted with plant-specific content placeholders

Content to be **consistent and easily accessed** via SharePoint

Attendance tracking process

Assessment methods for training clearly outlined, **utilized**, and referred to for **continual improvement**

Employee feedback method and usage outlined

Retention

Cost and Resource Management

Usage/standardization/**accountability for all plants** using processes and content

Scope

Improve **Orientation and on-boarding** content and cadence for hourly employees (TSI Culture+ HR Housekeeping + Functional)

Improve **leadership training** plan for plant people managers (Supervisor 101 program, etc.)

Outlining and creating a new **Trainer program** for plants:

- What is the trainer hierarchy and what do the roles entail?

- Train the Trainer content (Evolve TWI)

Improve and standardize **JIBs** and other functional training content for frontline employees (already in progress)

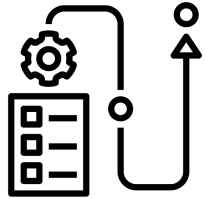
What is not in scope:

- Recruiting and sourcing strategy

- Non-training onboarding plans (for example...new vendors)

Trainer Hierarchy

Corporate Trainer



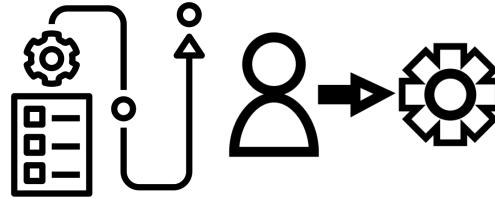
Owns and updates **content**

Trains on **methodology**

Quality assurance

Training is their **CORE**
COMPETENCY

Lead Trainer

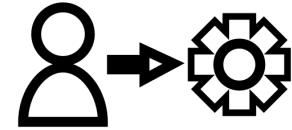


Full-time plant employee

Paid trainer rate at all
times

Trains on **methodology**
and **function**

Peer Trainers



Full-time plant employee

Paid trainer rate when they
are **training** and **nesting**

Trains on **function**

Milestones and Prioritization

Milestone	Date
Project Start- Core Team Formed	10-29-21
TWI training observed by PMOs	1-13-22
Stakeholder Meeting to Align on Charter	2-2-22
Trainer roles outlined and job descriptions complete	2-15-22
New TSI plant trainer content complete	3-15-22
Hourly employee onboarding and training cadence with improved Jibs complete	4-15-22
Pilot hourly orientation and training program	5-1-22
Project officially complete- Measure and continuously improve	5-15-22

Constraints

1. Travel – COVID restrictions
2. AX implementation timeline
3. Costs of committing to additional resources

Next Steps

Send out revised charter to team

Schedule monthly calls for Stakeholders

Weekly Core Team Call

Communicate interim plans for any current training...example Sealy TWI

training Start Breaking down tasks and assigning leads

Research and gather content...Supervisor 101, Orientation materials, TWI, etc.

Go make something good happen

Thank you.