

- Training modules were developed to facilitate the technician roles in performing the identified overlapping tasks
  - In addition the company had overlooked the soft skills required to facilitate a team based approach. These were included as additional modules.
4. The provision of the tools and techniques to enable the company to perform the ongoing development of the technician roles
    - Action Teams, Root Cause Analysis, 5's, Process Mapping, VSM, Project Management, KPI's, and others were included in the training modules as additional support competencies.
  5. An outline of the opportunities available to further optimise the process was included in the final documentation
    - The company provided information in relation to the manufacturing process. This was reviewed and the most effective means of operating the process along with future potential improvements (based on lean principles) were included in the assignment documentation. This provided the roadmap of operation excellence going forward.

## **Result**

This team-based approach enabled the flexibility and interaction of the technician roles including overlapping duties so as to optimise process, utilities and technical services whilst conforming to SOP's, cGMP and regulatory requirements. Technicians were in a position to perform those tasks that training had been completed, thus reducing the need to wait for other technicians to be free to do so.

## Case Study

### Development of Team Based Approach for Process Technician Roles

#### Background

This project was part of a start-up situation. The facility had been constructed and was in the process of qualification. The company had a number of technician roles required to run the facility. These included maintenance, calibration, technical support and process technicians. The traditional definition in other sister facilities was for these roles to be functionally defined with little overlap of skills. An additional change underway within this facility was that the company intended to outsource a number of services that would interact with the technician roles. The company required all the technician roles including the outsourced services to be defined and included in this team based approach.

#### Scope of Work

The assignment was to develop the roles and responsibility definitions for the facility and to leverage a multi-skilled team based approach that would leverage Lean Manufacturing principles to achieve World Class Performance. A clear prerequisite was to develop the roles along process requirements instead of those traditionally recognised. The key to this was multi-skilling so that each role had a set of core competencies and overlap of additional competencies from the other roles. This was also to include personnel providing outsourced services.

#### Process

This assignment was undertaken utilising a core team from the client site to collect the existing data, corporate history, and to facilitate discussions on an individual basis.

The objective as a team was to arrive at a collective agreement on the definition of the technician roles.

In developing this approach the following steps were undertaken:

1. Outline of each technician role ensuring the provision of detailed definitions of core competencies and overlapping competencies of each role
  - These roles were developed in conjunction with the area managers concerned.
  - Consensus was gained in relation to the feasibility of overlapping skill sets.
2. An identification of the training needs for each role
  - An ITN had already been carried out in relation to the individual roles on site and formed the basis. Further analysis was carried to determine what new skills would be required by each technician role to facilitate the team based approach required.
3. The provision of training modules for the development of the technician roles