

Case Study / “Transforming your people improves business performance”



Who are Viridor?

Viridor makes a big contribution to improving the UK’s resource efficiency by transforming domestic and commercial waste and recyclables into high quality raw materials and renewable energy. Viridor operates over 320 facilities across the UK and employs over three thousand highly trained people to operate, support and manage the services and the facilities that transform waste.

What has been achieved

As part of an ongoing Continuous Improvement programme which seeks to enhance performance across all regions and all operations, Damon Brierley of the Greater Manchester region has become the first qualified Lean Reliability Centred Maintenance facilitator in Viridor.

As a “black-belt” in business improvement, an in-house consultant and an expert in Change-management, Lean and Reliability techniques, Damon is now actively engaged in delivering business improvement across a number of regions and projects.

What it means to Damon Brierley

This is about career development. It is about seeking new challenges, taking responsibility, delivering results and taking



Damon Brierley being presented with his qualification by Pat Killeen, Manchester Operations manager with EMS Cognito consultants Sarah Walton and Richard Kelly

great satisfaction from helping others develop and improve their performance too.

What it means to Viridor

Viridor is fully aware that its people are its greatest resource that’s why they are committed to supporting people like Damon achieve their potential. By training and developing the skills of their people, the Viridor senior leadership team are demonstrating their desire to give customers the best possible value and service. Having a recognised qualification in business improvement techniques supports Viridor’s desire to invest in its people by setting high standards for employees to aspire to and providing a standard to recruit to.

Damon is the first of many. There are already others in the pipeline destined to achieve the same level of qualification

in the near future. This will provide Viridor with a significant team of people able to move throughout its business delivering and encouraging Continuous Improvement.

“We are very proud of Damon’s achievement. He has really taken the bull by the horns and become our champion for change.”

Patrick Killeen – Greater Manchester Operations Manager

As an active member of the Energy and Utility Skills Council, Viridor were able to successfully apply for funding in support of Damon’s training and the associated improvement programmes.

“It’s great to see a long-serving employee like Damon really broaden his skills and capabilities at the same time as delivering business improvement. The funding made this an even more attractive proposition and I’m fully behind the development of more people like Damon to fully realise their potential whilst adding more value to the business”

Chris Whittle – Viridor UK Training Manager

What is Lean RCM & what does it achieve?

EMS Cognito developed Lean RCM by incorporating the high-productivity principles of Lean Manufacturing from the automotive industry with the rigorous, analysis-driven Reliability Centred Maintenance process strategic to aircraft safety and reliability. The resulting combination, known as Lean RCM, fully engages people in business improvement and generates highly efficient, reliable and productive assets.

What is the qualification?

The Lean RCM qualification is a recognised, externally verified qualification in business improvement techniques. The qualification focusses on Change, Productivity and Reliability to improve business performance.

The qualification is credit rated allowing comparison with other academic awards. It is a desirable achievement for progressive Engineering, Maintenance and Operations employees who are seeking to develop and further their careers. It recognises the contribution of operations and maintenance teams in the Continuous Improvement process as well as being a demonstration of investment in people.

To customers and consumers alike it demonstrates the desire to continuously improve and apply rigorous standards. Internally, it assists with skills measurement, development and progression of people through the organisation. This is a partly theoretical and practical vocational

qualification meaning those who gain accreditation not only understand the theory but have delivered improved business performance using this process.

Why have a qualification?

An externally verified qualification provides a standard to work too. It provides quality assurance. It means everybody who has obtained the qualification is able to operate to the same high standard. It is a certificate of authenticity. Unlike other business improvement techniques, for example 6-sigma, where different levels of training duration and difficulty are often nominally branded with the same end result, Lean RCM has only one route to qualification. All candidates who achieve the qualification therefore, have had the same level of training and have demonstrated the required level of knowledge and skills before being certificated.

The journey – an Interview with Damon Brierley

How do you feel about your achievement?

“Quite proud, in fact very proud as there has been a lot of information to take in and understand and I feel like I understand it.

It’s also nice to know that on the 3 sites I’ve been working on there has been a big increase in performance so it’s not just been about me.”

How has it impacted your role?

“People are coming to the Manchester region to look at what we’ve been working on as the role model of best practice within the company. It’s quite humbling. Now I’m being used as a

type of internal consultant advising other regions of the company who want the same system and results”



Damon on his initial training course back in 2011

Why did you start?

“We had a consultant who came to the site to perform an audit on ways of working. He really inspired me about operational excellence and I wanted to go on a training course to find out a bit more.”

How long has it taken you?

“Well I started in 2011 but after my initial training we were very much focused on commissioning the new plants that had been built in the Manchester region. This meant a continuous improvement role was put on hold until the middle of 2014 when we kicked off properly. I suppose, taking out this gap it’s taken me about a year and a half”

How many days formal training coaching?

“I initially took part in an improvement programme on one of the operational sites. This 15 Day programme took place over a four-month period. After this initial programme which they call the Impact Masterclass, I received further training on facilitation skills and then went on to co-facilitate a 2nd programme supported by a consultant from EMS Cognito.

Finally, I led my own programme during which an assessor was there for 7 of the 15 days.

When you add that up I think it comes to about 8 weeks training which doesn’t sound too much but over the course of 18 months I spent a lot of additional time developing and tailoring the process for Viridor which meant I was constantly challenging and improving my knowledge.”

What does it involve?

“Being an engineer, I quickly picked up the analysis and logical thinking which is so important to the success of the process. For me, the most difficult challenge was learning how to lead others through the process all along I felt like I knew the answers myself. I’ve learned the importance of engaging others in the process and giving them ownership of the inputs and outputs. In essence I’ve changed from always wanting to be the expert to gaining satisfaction from seeing others make improvements using this process.”

What would you do differently?

“Without a shadow of a doubt, the hardest part is about securing buy in from those not directly involved in the programme.

Yes, those directly involved and impacted by the process don’t need any convincing about the benefits but often those on the periphery don’t seem to understand that the process is about changing culture and not just performing maintenance tasks. So to answer the question directly, I think we would spend more time on communication about what we are doing and the benefits right from the start”

What’s next

“I am eager to see that the same strategy is rolled out across the commercial side of the business and other regions to get the financial benefits. I am convinced this is the correct way of doing business”

How to find out more:

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EMS Cognito is a UK-based operations consultancy with a track record of helping leading manufacturers, processors and utilities in diverse industries gain competitive advantage. We employ a unique blend of World Class methodologies and an integrated approach to implementation to help companies make lasting improvements to their operation.

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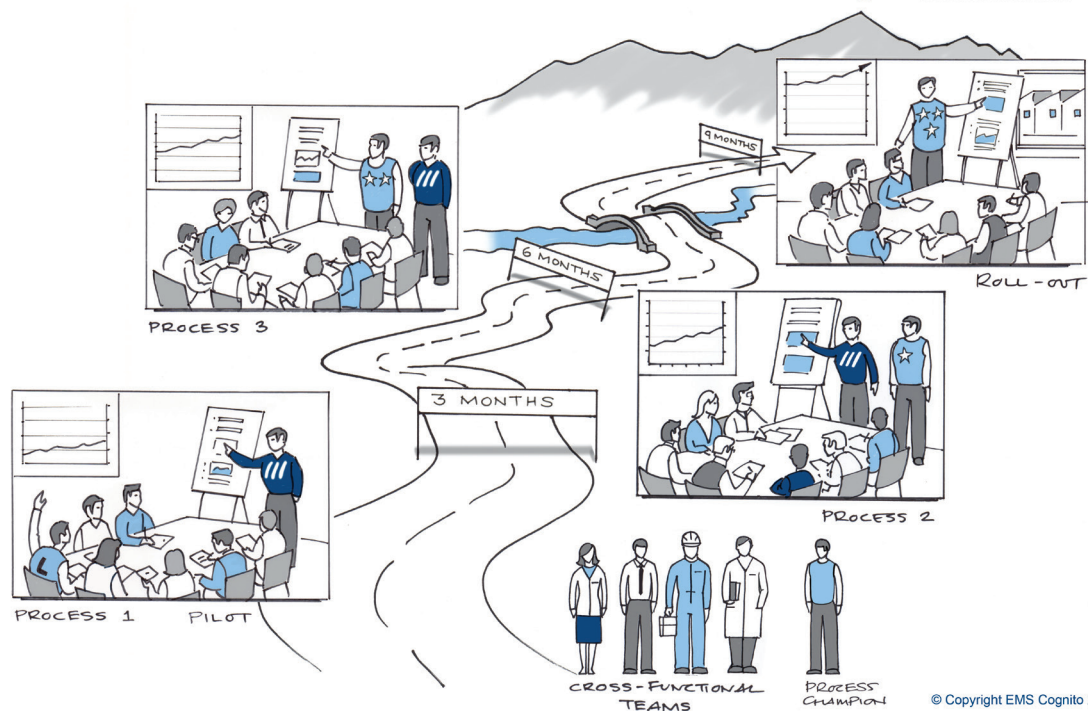
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