

Gateway – Step by step

What Gateway isn't

- It isn't a management process
- It isn't a process that will, in itself give us any financial benefits or change the culture of the site

So What is it ?

- It is a process by which Employees, Unions and Management are involved in shaping the future of our site – TOGETHER. Building Ownership, trust and openness.
- We decide, as a team decide what does and doesn't go into each Gateway Package – If the package isn't balanced, if it does not provide a win / win for the management and employees, it doesn't go forward
- It is a process specifically designed to act as an enabler to other, more tangible change programs
- It is a process that must be run in conjunction with a cultural change program (Where this is identified as being a blocker – most cases!)
- It is a process designed to contribute towards long term job security for all employees

Where are we currently ?

- The process which will enable all employees to become more involved in shaping our business for the better has been agreed.
- It is a process which enables full input from all involved
- A set of guidelines known as 'operating principles' have been agreed. These are designed to ensure we adopt a common approach which is based on teamwork & partnership.

10 Year targets (Example)

- **5% Year on Year Cost Reduction**
- **25% Adaptability**
- **100% Delivery Adherence**
- **100% Customer Satisfaction**
- **Defect free Products and Services**
- **Accident Free Environment**
- **5% Improvement in Employee Satisfaction Year on Year**

What are our Operating Principles?

Operating Principles

In support of our company objectives and to promote long term job security, management, union and employees will operate on the basis of the following key principles:

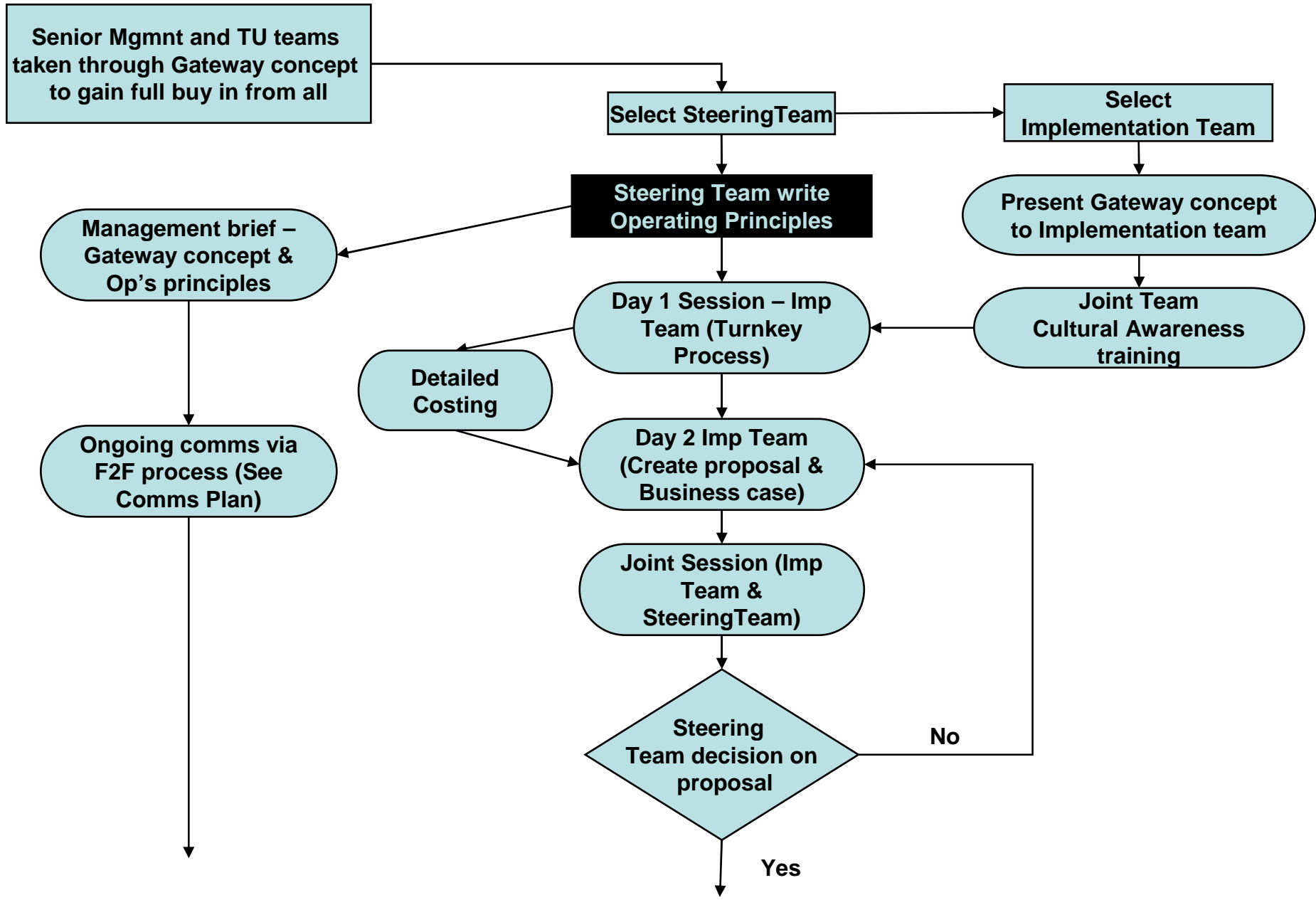
- 1) We will have systems, processes and behaviours that build trust and empower our teams. This will be facilitated by the appropriate training.**
- 2) We will give all our employees the opportunity to be involved in the future development of our Company.**
- 3) The process of change will be open and transparent at all stages.**
- 4) Our leaders through their behaviours and actions visibly support and embrace cultural change.**
- 5) Not working consistently to the agreed and correct policy or process is recognised as unacceptable.**
- 6) We will make the best use of the available skills, talents and time of each individual.**

Gateway – Working Together for the Benefit of All

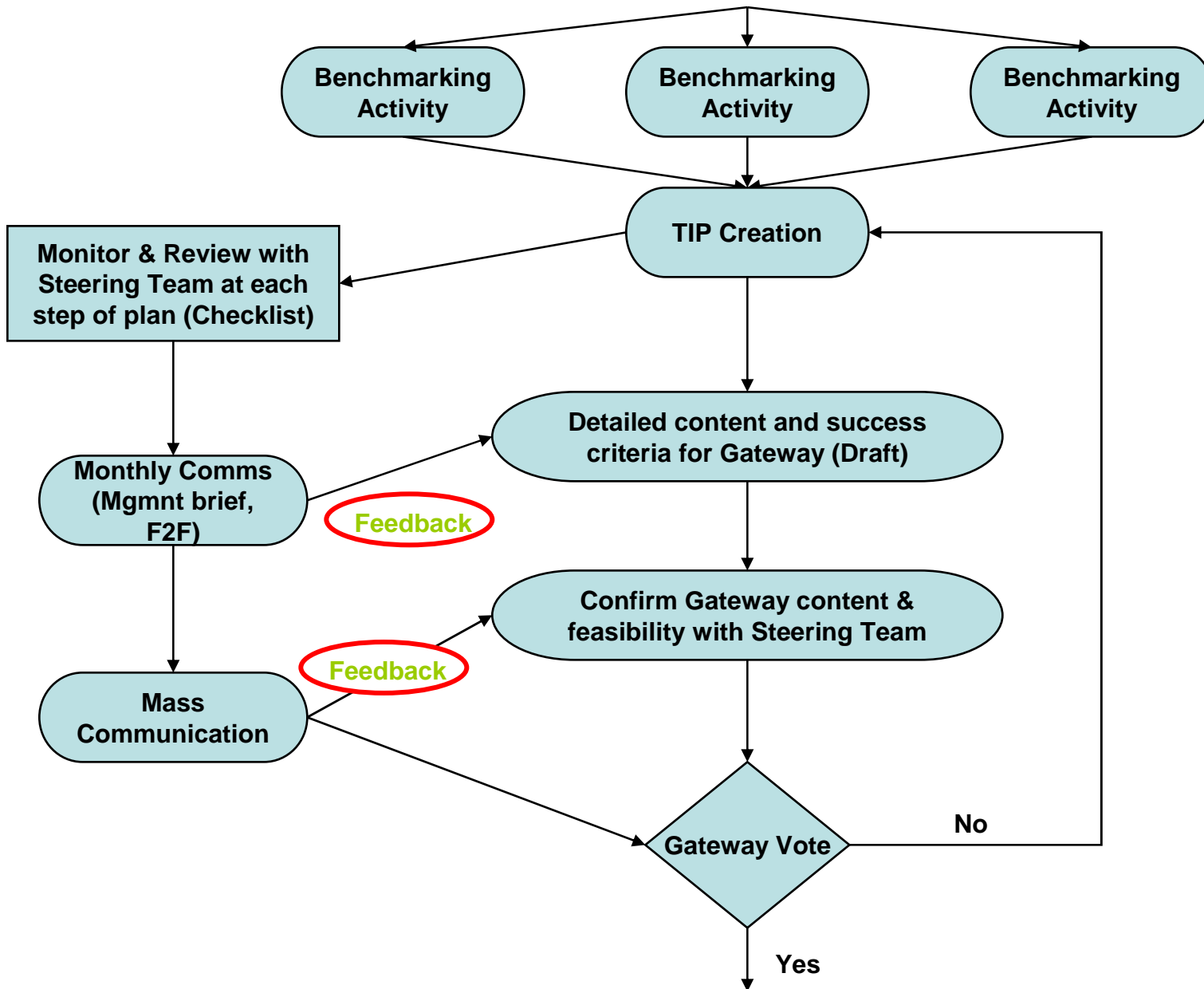
- Working together in a stable, open & honest environment contributes to the success of the company, which

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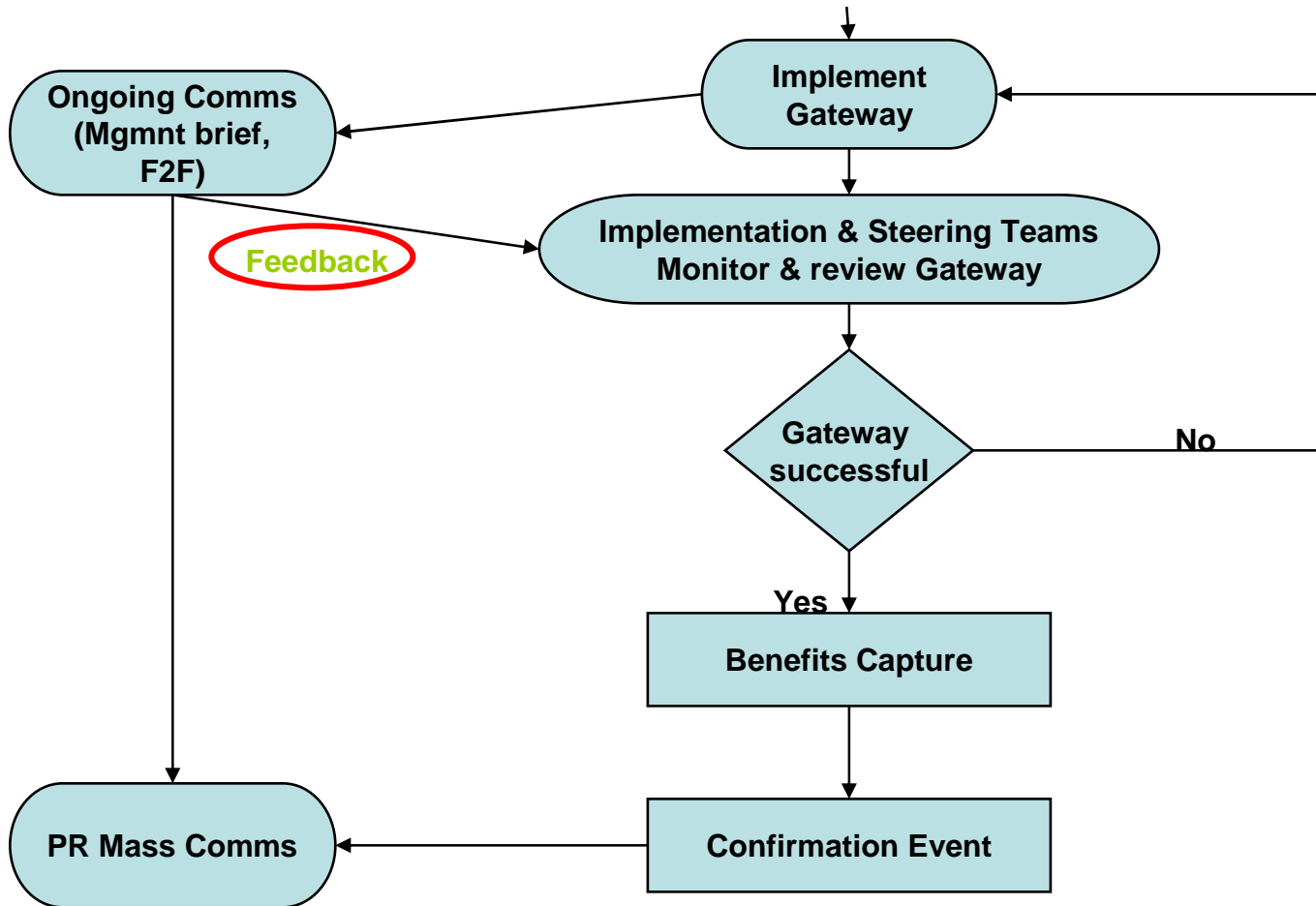
Gateway – The Process



Gateway – The Process (Cont'd)



Gateway – The Process (Cont'd)



The Teams – Team make up

The Teams should be made up of:

Steering Team

- Chairman (H.O.B.)
- FTO
- Convenor
- Deputy Convenor
- Finance VP
- HR VP
- IR Manager

Implementation Team

- Chairman (H.O.B.)
- 5 x TU reps from wide range of areas
- 5 x Function reps
(Various levels of seniority & range of functions I.e. Op's, HR, P & L etc.)

Roles within Process



Gateway Steering Team - made up of key senior managers, at least one full time TU official and site convenor, Steering Team meet monthly and act as sponsor and reviewer of process effectiveness and achievement against original objectives. Also act as overall owner of timescales (3 Manf Mgmt Team members / 1 FTO / 1 Convenor / 1 Deputy Convenor / 1 ER Manager).

Gateway Implementation Team - made up of Company Senior Operational Managers/Site Senior Stewards and Convenor - Implementation team have self designed management review process and are responsible for:



- Proposing tasks to Steering Team
- Prioritisation of tasks into Gateway process
- Design of Gateway activities (involving stakeholders/employees)
- Communication output to both MMT and JSSC (+ employee comms as appropriate)

Implementation Team will have 5 co-managers / 5 TU representatives, a facilitator and chairperson (who also sits on Steering Group)

Gateway – Step by Step

- 1. Take Senior Management & Senior TU Teams through Gateway Concept – Gain Buy in from both parties (If at this point either side isn't fully bought in, park the process for future use.)**
- 2. Produce [Route Map and T.I.P.](#)**
- 3. Select Steering Team**
- 4. Select Implementation Team**
- 5. Take Implementation team through Gateway Concept**

Gateway – Step by Step

6. Cultural Awareness training for both teams – to raise awareness of difficulties of change and how culture affects this (1 day) See [Example](#)
7. Steering team workshop to write Operating Principles and sign them off ([Op Principle process](#))
8. Gateway Comm's via Management brief (FTO, Site Mgr & Chairman) – see [Comms process](#) for full comms strategy
9. Local Comms via Face 2 Face brief
10. Implementation Team workshop – Produce Gateway Package ([Gateway Package workshop](#))

Gateway – Step by Step

- 11. Financial Costing of Gateway Package**
- 12. Finalise Gateway Package after financial analysis and produce Business case**
- 13. Present to Steering Team – Check & balance for win / win. If package is acceptable, go to next step. If not go back to step 10.**
- 14. Carry out Benchmarking activity x 3 at companies with package items in place**
- 15. Implementation Team to produce TIP for implementation of Gateway package**
- 16. Imp Team to produce detailed content and success criteria for package (Use Halewood examples for reference)**

Gateway – Step by Step

- 17. Confirm content & feasibility with Steering Team**
- 18. Mass Comms prior to Gateway vote (Site Mgr)**
- 19. Gateway vote – If yes, continue to next step. If no go back to step 15**
- 20. Comms via Mgmnt brief & F2F**
- 21. Engage whatever additional expertise necessary into Implementation Team in order to implement Gateway effectively – Use TIP as guide**

Gateway – Step by Step

22. Comms via Mgmt brief & F2F

23. Imp Team & Steering Team monitor progress of Gateway implementation

24. Determine Gateway successfully implemented? NO – back to step 21 YES – move to next step

25. Capture benefits (Financial, T's & C's, H & S etc.)

26. Mass Comms to celebrate success of Gateway (P.R. Feelgood factor)

27. Confirmation Event – All involved in implementation invited to celebrate success

End

Following is supplementary information on Comms process
and Gateway package workshop.

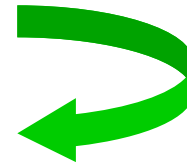
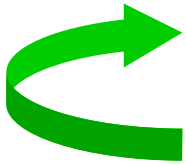
Implementation Team – Day 1

Turnkey Process

Implementation Team Session - Day 1

Agenda:

- **Overview of Gateway process**
- **Operating Principles and Site Targets**
- **Intensive Brainstorm session**
- **Selective prioritisation**
- **Obstacle identification**
- **Solutions to remove obstacles**



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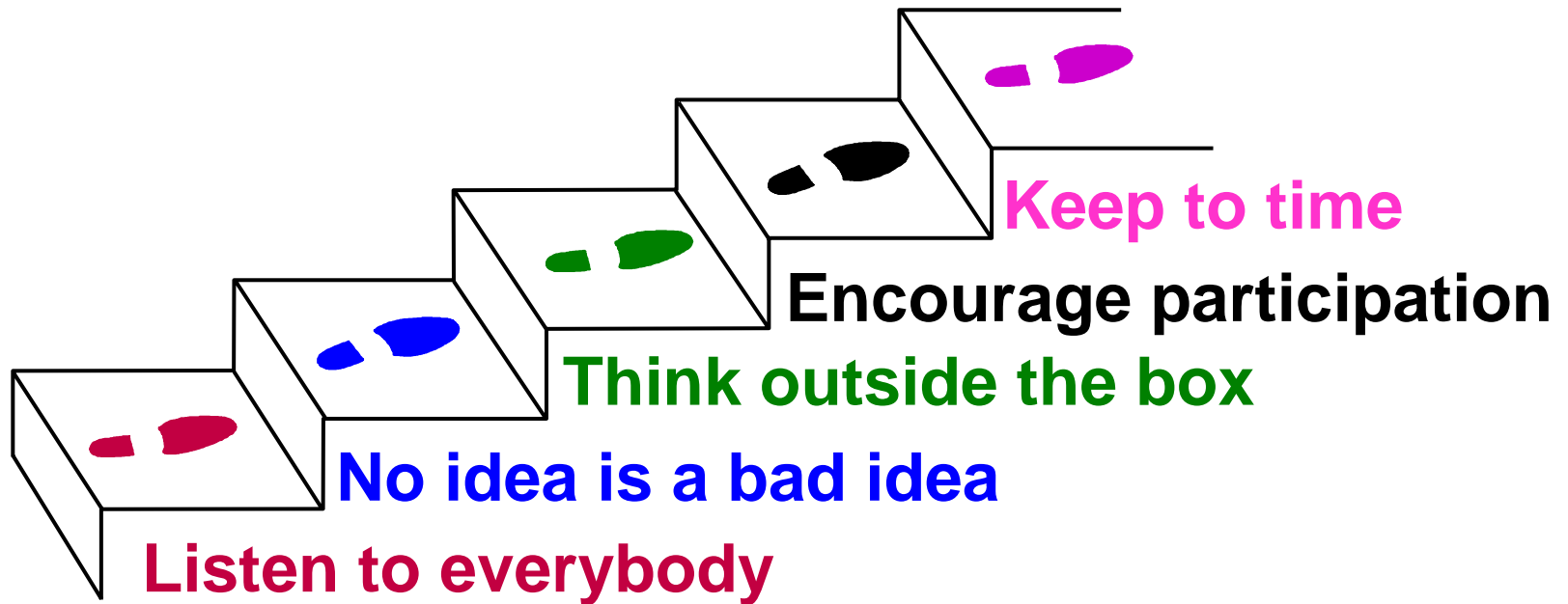
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Op Principles Brainstorming

Identify all possible options which will improve the way the site currently operates including improvements in facilities, benefits and working conditions as well as efficiency improvements, in line with the Operating Principles

Brainstorming – All to Participate



Analysis

- **Analyse the top 6 prioritised ideas – Identify all possible problems or blockers to the implementation of all 6**
- **Using Post its, place all drawbacks under each of the top 6 headings**

Problem Solve

- **Come up with new ideas to solve the problems that have previously been identified and overcome obstacles to successful implementation**
- **Using Post its, place solutions alongside previously identified problems**
- **Return to previous step as many times as necessary until a satisfactory solution is attained.**

Gateway Package

- **From the top 6 ideas, put together a balanced package (Preferably 4-6) for proposal to the Steering Team**

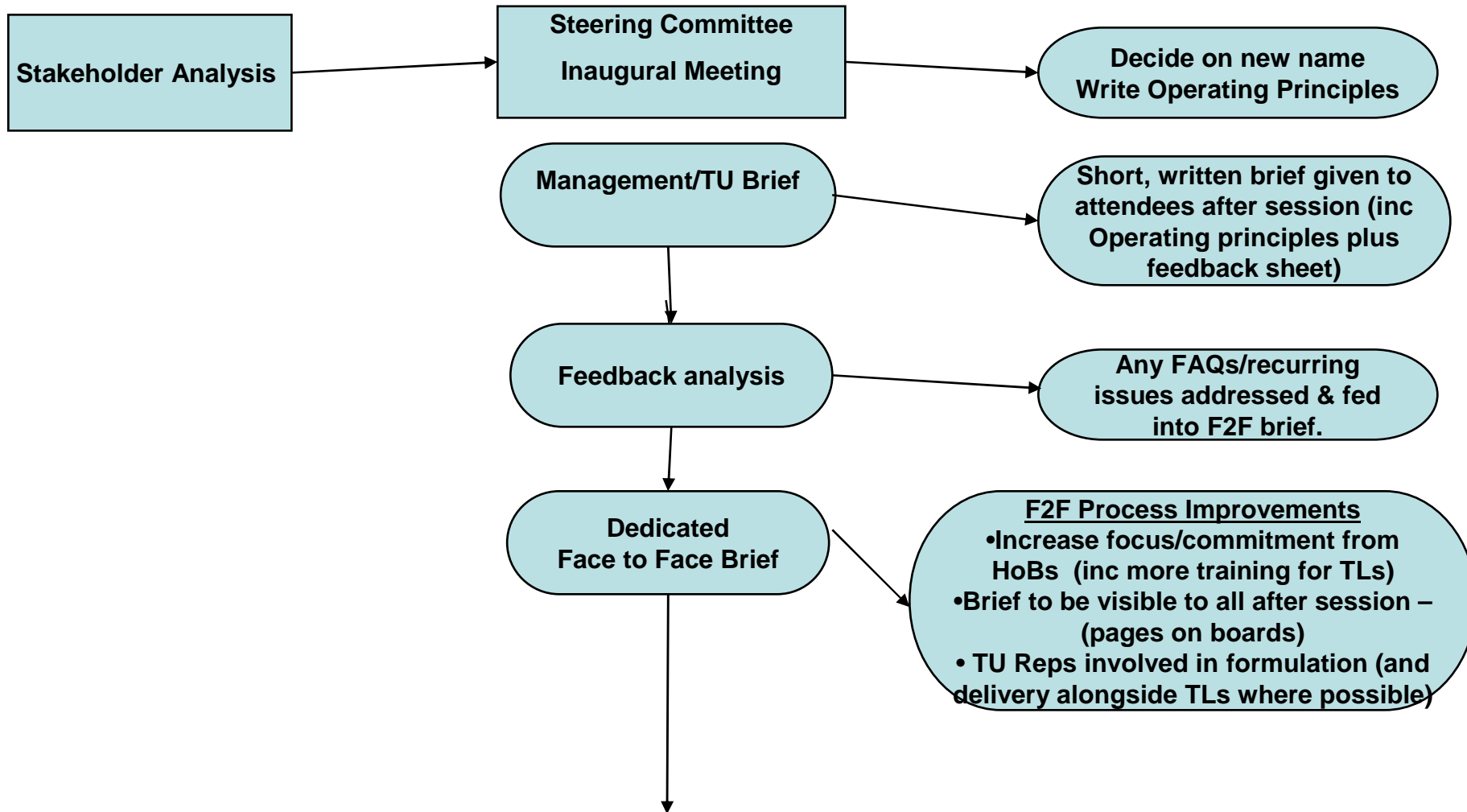
Costing

- The Finance member of the team should now take away the package to cost out potential benefits and expenditure

Communication Plan

Partnership Programme

Partnership Programme Communication Plan



Partnership Programme Communication Plan

