

# Human Capital: Recognizing Personnel as the Key to Quality Operations

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MBAA – District Michigan

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Gary Nicholas – Nicholas Brewing Projects LLC

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# Overview

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- Culture as a component of a Quality Management System
- Selection systems
- Orientation & training
- Leadership & management
- Professional development
- Reinforcement

# BA Quality Priorities Pyramid

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- Good Manufacturing Practices (GMPs)
- HACCP
- Standards
- Process Control & Analysis
- Shelf Life & Stability
- Special Projects

# Quality As Culture

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- Needs to be integrated throughout all parts of the organization
  - Make it clear that responsibility for quality belongs to everyone
  - Clearly defined expectations are critical
  - Align actions with priorities: Be honest about your needs & capabilities
- Often viewed as “soft,” developing an effective quality culture is as important as any process-control step or physical product test.
- Directly influences how we interact with the day-to-day operating environment.

# Human Resources as a Quality Partner

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- Selection systems
- Training coordination
- Professional development
- Performance assessments

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# Human Resources as a Quality Partner

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# Selection Systems

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- View hiring through the lens of building a team
  - Identify skill gaps in the brewery
  - Think about future growth requirements
- Determine the personal & professional characteristics you want in your team
  - Develop job postings and job descriptions that highlight your priorities & values
  - Develop interview questions/formats that will identify those qualities



# Hiring Pitfalls

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- Not knowing or communicating what you're looking for
- Asking closed-loop questions
- Asking different candidates different questions
- Tendency to hire people who are similar to you
- Not asking questions that are relevant to skill-sets & actual job performance

# Training – Orientation Phase

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- Invest in your team
  - Foster a sense of ownership & accountability
  - Familiarize them with the company history, values, and beers
- Provide a sense of context about operations & the brewing process
- Introduce SOPs and reaction plans
  - Establish good habits early and correct bad habits
  - Explain why a task matters & how it fits into the overall quality program

# Training – Assessing Competence

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- Skill progression checklists
  - What is the employee expected to know?
  - How do we assess competence & mastery?
  - How do we manage accountability?
- Accountability
  - 30, 60, 90-day expectations
  - Employees gain confidence through demonstrated skills
  - Leaders can gauge performance and address problems

# Effective Training Techniques

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- Crawl, walk, run, teach
  - Shadowing isn't enough: Break down tasks into functional blocks
  - Teach basic operating principles of equipment & brewing tasks
  - Incorporate skill tests to assess progression and build confidence
  - Challenge people: Do they understand corrective actions and reaction plans?
- Adapt training methods to the learning style of the individual
  - Audio/visual, written, or hands-on: Usually going to be a combination

# Leadership & Management

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- Leadership
  - Role: Inspirational example
  - Formal: Owners, managers, prominent organization chart positions
  - Informal: Employees seen as role models by other staff
- Management
  - Role: Accountability
  - Individual performance
  - Team dynamics

# Leadership

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- Set the tone
- Exhibit best practices
- Instill awareness of quality concerns
- Mentor & coach
  - Build up strengths, shore up weaknesses
- Develop a sense of common purpose
- Deliver consistent messages

# Management - Performance Assessments

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- Honest feedback is crucial to growth
- Identify the behaviors you value
  - Create descriptive assessment forms that reflect these
  - Be prepared to explain decisions
  - Compensate or discipline accordingly
- Hold staff accountable for their actions
  - Coach where you can, use Performance Improvement Plans as necessary

# Management – Performance Goals

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- Set individual goals
  - Create avenues for professional growth, retention, and job satisfaction
- Establish departmental goals
  - What does the team need to accomplish current and/or future expectations?
- Be realistic about the available resources
  - Time, money, and attention
  - Don't set people up for failure



# Professional Development

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- Identify & develop leaders
- Develop skills
  - Advanced skill-sets (Sensory training, PLC logic, Train-the-Trainer, etc.)
  - Equipment & tasks
- Cross-training opportunities
  - Across operational departments
  - Across functional lines (bottling-canning-kegging, different brewhouse systems, etc.)

# Reinforcement

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- Audits & reviews
  - Beware complacency
  - Be honest about actual performance
- Key Performance Indicators (KPIs)
  - Anecdotes aren't data
- Continuing education & re-evaluation
  - Remember that breweries don't exist in a static environment: Stay ahead of the curve

# Recap: Quality Starts with People

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# Your Turn: Q & A

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# Contact Information

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