

Volume 13, Issue 11 ☐ March 13, 2006

Important Dates to add to your calendar...

- ☐ Mar 28, 9-11 am **HPM Employee Leveraging Tours: Velcro Canada**, Brampton. Host: Stephanie Cirrilo. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- ☐ Apr 11, 9-12. **HPM IT Roundtable – For HPM Members**. Host: Hammond Power Solutions, Guelph. Register with Nicole. **ALL HPM IT FOLKS INVITED.**
- ☐ Apr 11, 9-11 am **HPM Employee Leveraging Tours: Canada Post**, Host: Arlene Yam. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or, [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- ☐ Apr 19, 12-3:30 **HPM GMT Meeting**. Host: Hammond Manufacturing Limited (Enclosures) Guelph
- ☐ April 25<sup>th</sup> 8:00 am – 4:00 pm **AME CDN Region Leadership Forum**. Host: Magellan Aerospace – Orenda facility. Register online at [www.ame.org](http://www.ame.org)
- ☐ Apr 27<sup>th</sup> 9:00-11:00, **HPM Employee Leveraging Tours**: Host: Frank Dolinsek. 12 seats only available – first come. Register now with Nicole at 519-893-6260 or [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- ☐ May 3<sup>rd</sup> **HPM Health & Safety Forum... details to follow** – This forum rescheduled from last fall. The agenda is being confirmed now. To suggest agenda content - email [info@hpmconsortium.com](mailto:info@hpmconsortium.com)
- ☐ May 10<sup>th</sup> 8-5, **Quick & Easy Kaizen**, with Chuck Yorke, Location: Cambridge Hilton Gardens Inn
- ☐ May 17<sup>th</sup> **HPM Board Meeting** Host: Bird Packaging, Guelph
- ☐ June 12-15<sup>th</sup>, **Second Canadian Regional Conference... Kitchener-Waterloo Region Canada**. Consider accelerating your Lean Journey. Download from [www.hpmconsortium.com](http://www.hpmconsortium.com) – Click "Resources"
- ☐ Jul 5<sup>th</sup>, 12-3:30 **HPM GMT Meeting**, Host: Mancor, Speers Road facility, Oakville
- ☐ Aug 23<sup>rd</sup>, 11:30-5:00 **HPM Board Meeting** Host: GE Multilin, Markham
- ☐ Oct 11<sup>th</sup>, 12:00-3:30 **HPM GMT Meeting**, Host: COM DEV Space, Cambridge
- ☐ Nov 22<sup>nd</sup>, 11:30-5:00 **HPM Board Meeting** Host: Hammond Power Solutions, Guelph

**HEADS UP** .... The program for the Canadian Lean conference *is being added to the website this week.*

**SPECIAL HEADS UP...** The process for selecting the Tours and Workshops you are seeking involves downloading a FAX-BACK form with your selections added which will be returned to Holly. Keep an eye on the website late this week or early next week.

## HPM "IT" Roundtable Set

**Location: Hammond Power Solutions Guelph**

**Time: 9-12:00 Tuesday April 11th**

**Objective: Possible future win-win exchanges  
An informal exchange of current practices**

On April 11<sup>th</sup>, all IT staff from any HPM company are invited to join with HPM'ers and our host, Russ Deacon, Hammond's IT leader, at the Hammond Power Solutions facility in Guelph. This will be for an informal 'Roundtable discussion'... which will be a *'conversation for possibilities.'*

For HPM Companies, the application of IT solutions is a competitive issue. Such technologies put the 'wheels' under management's operational vision and thinking. IT is a critical enabler. Exciting differences exist between how our companies individually apply IT tools, which generates a rich diversity (or buffet of) methods to choose from. The vast choices of solutions today are so immense we suffer acute "overchoice" – hence, being able to see other ideas in action and to talk to those responsible can short-circuit the learning cycle time needed to put the *right* idea to use faster.

Russ will lead a tour and look-see at where Hammond is currently – and will open the exchange among all members by sharing their current 'go forward thinking.' A full & valuable exchange will highlight this Roundtable.

HPM has supported Member Special Interest Groups (SIG's) that consist of the content experts from each member company who see value in exchanging ideas. If there is deemed value in proceeding, HPM will provide admin support and coordination for the SIG.

**Interested?:** RSVP to Nicole at 519-893-6260.

### To Every Leader & Lean Champion

*"People do not care  
how much you know...  
Until they know  
how much you care."*

Bob Kerr

## HPM's COM DEV Space Hosts 21 AfEE 5-S SIG Auditors

Last Thursday, an HPM-AfEE exchange took place to the value of both Consortiums. 21 Auditors from **Research in Motion, Stack-A-Shelf, Barrday, SC Johnson, Saint Gobain, and Ledco** descended upon COM DEV's Machine Shop to build their skills at finding opportunities for improvement by observing their host companies processes in action. At the same time – *and very importantly* – the visitors were bringing the power of 42 eyes for COM DEV to look through, to see their own operations. Just World Class! Under the skillful facilitation of COM DEV's Nabeel Mirza the entire process flowed

"Leveraging learning for customer success"

Making World Class Make Sense

## COM DEV – Audit (Continued)

smoothly with Nabeel refusing to let not even one auditor leave without sharing his or her thoughts. To harvest the insights, an exemplary contingent of area COM DEV managers including Senior Vice President Joe Kane all listened and took notes. Joe was extremely pleased with the response and the value the AfEE SIG brought.

The HPM 'Tip of the Hat' goes to both AfEE and especially to COM DEV for the presence of their top VP. Such a commitment communicates a crystal clear message to all employees and to the visitors just how importantly his company viewed the event.

## Ahoy... ALL HPM EMPLOYEES

You are missing superb opportunities – such as the last Leveraging tour of Tempress – to see excellent companies doing excellent things you are free to borrow/steal/use. Another such excellent tour is of Velcro Canada in Burlington. They were the first company in HPM to take on the aggressive Vision of a "Tour-Ready" plant. You will see a 'sparkling plant' with committed people. If you have not been to a "Leveraging Tour," plan on taking in this one on March 28<sup>th</sup> in Brampton.

For any details call Nicole at 519-893-6260.

### LEVERAGING TOUR

**Velcro Canada**, 114 East Drive, Brampton, ON

SITE COORDINATOR: **Stephanie Cirillo** - 905-791-1630

TOUR DATE: **Tuesday March 28<sup>th</sup>, 2006**

TIME: 9:00 am – 11:00 am

REGISTRATION: Send names, title, phone number and email address of participants to: [info@hpmconsortium.com](mailto:info@hpmconsortium.com)

Registration is limited to 12 folks on a first come basis

NOTE:..... Please register by Friday March 24<sup>th</sup>

WHAT THE TOUR

WILL FOCUS ON:

Velcro will focus on their Mold-In Department and how they have used their PERRL system (maintenance system) to identify improvement opportunities. They have also tied their PLC's into reducing/eliminating changeovers.

VELCRO WOULD

APPRECIATE:

Feedback on the flow of materials in their Mold-In Department.

## ANOTHER HEADS UP!!

Don't forget **May 10<sup>th</sup> – Quick & Easy Kaizen** Is coming to Cambridge and will be delivered by **Chuck Yorke** – the co-author with **Norm Bodek** who delivered this Workshop to a sell out crowd at the Hilton Gardens in Cambridge back in January.

This one is powerful – simple – and has achieved results. Your people will walk away with approaches they can implement the next morning. The book provided is by Norm & Chuck "All ya gotta do is ask" – a Lean best seller.

## La-Z-Boy is not lazy about implementing lean... They are coming to the Kitchener Conference

Our thanks go to the SME Lean Directions e-Newsletter for bird dogging this new announcement – [www.sme.org](http://www.sme.org)

Until recently, La-Z-Boy Midwest, in Neosho, MO, has assembled chairs in a traditional batch-and-queue environment, according to an article by Buzz Ball in the Neosho Daily News.

The Neosho plant is undergoing a transformation to what it terms "lean cellular manufacturing." **Each piece of furniture will be built by a team within a cell.** La-Z-Boy Midwest Human Relations manager, Billy Meyer, told Ball, "Right now, we have three cells up and running, but by the end of the transition, we will have 37 cells." **Moreover, management has made the commitment that the transition will cause no one to be laid off.**

In a 50 x 48-ft area, cells will take in sewing, poly, metal, wood and cutting operations. All were separate departments before. Eventually, everything except cutting will take place in the cell. Progress in the cells can be seen in the reduced cycle time for manufacturing a chair -- **from two and a half days to just three hours.**

"This is now a three-hour process from start to finish in the cell," La-Z-Boy Midwest production manager, Bill Snow, told Ball. "The process ends with a 12-point inspection. The cell members will not get paid for the piece until it is taken to where it will be boxed. But eventually, boxing will take place in the cell as well."

The Neosho plant employees have also tackled the elimination of dirt and grime. Every operation takes place on a cart or table, so no component of the chair or sofa will ever touch the floor. The entire plant is undergoing renovation, improving lighting and cleanliness conditions in each cell.

Dave Layman is a former Neosho plant manager, now the senior VP of operations in residential upholstery. He and Don Mather, VP of manufacturing, have been watching the plant's progress.

Renzo Bulgarelli, VP and current plant manager in Neosho, credited Layman and Mather for their leadership, saying, "These two fellows 'learned how to see' and recognized that our company could not go forward without a new plan." Bulgarelli said the two convinced the company's board of directors to approve the multimillion dollar plan for implementing lean in the residential plants.

Meyer also told Ball that all employees will receive training in teamwork, conflict resolution, lean manufacturing and continuous improvement.

.... 'SME Lean Directions – e-Newsletter of Lean Manufacturing' is available free for the asking – simply go to [www.sme.org](http://www.sme.org) and sign up. Check out the resources at the store as well while you're there.