

**Volume 12, Issue 04 ☐ January 24, 2005**

*Important Dates to add to your calendar...*

- Underway:** a full schedule of HPM-to-HPM Employee visits – or Leveraging Tours – on the 2<sup>nd</sup> & 4<sup>th</sup> Tuesday of each month.
- Feb 1,** 12:00-4 pm **HPM GMT Meeting,** all HPM Directors or Alternates invited. **Host:** Hammond Power Solutions, Guelph
- Feb 08,** **HPM Employee Leveraging Tour:** Host: GE Inspection/Repair Register via Nicole
- Feb 16,** 11:30-5 pm **HPM AGM Board Meeting,** Host: Orenda Aerospace, Malton
- Feb 22,** **HPM Employee Leveraging Tour:** Host: Velcro Canada, Brampton. Register via Nicole
- Mar 3 (TBC): Value Stream Mapping Forum – A Clinic for VSM in Non-Production Arenas...** Re-scheduled from last fall. Details coming
- Mar 08,** **HPM Employee Leveraging Tour:** Host: Canada Post, Toronto. Register via Nicole
- Mar 29,** **HPM Employee Leveraging Tour:** Host: Hammond Power Solutions Guelph
- Apr 20<sup>th</sup>,** 12:00-4 pm **HPM GMT Meeting,** all HPM Directors or Alternates invited. **Host:** GE Rep. & Insp.
- May 18<sup>th</sup>,** 11:30-5 pm, **HPM Board Meeting** Host: Canada Post
- Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME Regional major Practical Lean Conference in Edmonton. [www.measureupforsuccess.com](http://www.measureupforsuccess.com)

**HPM Tours are for HPM'ers at NO COST**

- Aimed at employees who'd like to see 'new worlds' i.e: other Mfrs, their different approaches, & ideas.
- **Twice/month - first come! Register in advance...**
- **Simply email: [info@hpmconsortium.com](mailto:info@hpmconsortium.com)**
- **Or phone Nicole at 519-893-6260 prior to the Friday before each Tour**
- See easier/different ways of doing what you are doing
- Limited to 12 visitors at each site

***"I feel the greatest barrier to hinder lean implementation, by far, is non-standardized work environments. Standardized work goes hand in hand with constant Quality and Productivity.***

***When true standardized work is applied and maintained consistently, the results are phenomenal."***  
**- Suzuki**

***Free HPM Employee Plant Tours Continue***

## **GE Repair & Inspection February 8<sup>th</sup> 9-11am**

***"Practical Employee Learning Exchanges"***

Open to any HPM member company employee

Monthly: 2<sup>nd</sup> & 4<sup>th</sup> week from 9-11 am.

**Each Tour site will show:**

- A) A 'Best Practice' they'd like to make even better
- B) An area where 'Suggestions are Welcome'

**To Register:** Call Nicole before preceding Friday to ensure security clearance.

[info@hpmconsortium.com](mailto:info@hpmconsortium.com) 519-893-6260 ~ or at [www.hpmconsortium.com](http://www.hpmconsortium.com)

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**TOUR #7: Feb. 8<sup>th</sup> 9 am to 11 am. ~ Burlington**

**Where:** GE Repair & Inspection  
1150 Walkers Line, Burlington ON L7M 1V2

**A) "Environmental Health & Safety" and our drive towards a cleaner, safer work environment.**

**B) "5 S & Continuous Improvement"**

### **Can You Help? ~ Can you help? ~ Can you Help? ~ Can You Help?**

Fellow HPM'ers:

.... I am beginning to compile information to create a guideline on: Value Stream Mapping: Guidelines, Hints, Tips, Lessons Learned, Procedures, etc. We're expanding our use of Value Stream Mapping, and I am regularly asked for guidelines and tips I can give people who are leading Value Stream Mapping Teams.

I am looking for input from HPM members to assist me in the creation of this guideline and for: Any Guidelines, Hints, Tips, Lessons Learned, Procedures, etc. that you would be willing to share related to your experiences with Value Stream Mapping.

Thank you for your help, Brenda McIntosh, CI Mgr, Orenda Aerospace Corp. [brendamcintosh@orenda.com](mailto:brendamcintosh@orenda.com) (905) 673-3250 x3346  
3160 Derry Road East, Mississauga, ON, L4T 1A9



## Visual Management

If you have more of these send them along – must be low resolution – in good taste... while it gets the point across. This one indicates a clear message and ensures it reaches all parties equally.



## No Need to Read On – Unless Interested in What Other Folks are Doing to Build & Protect Manufacturing.

- Jay Myers, Sr. VP CME & Chief Economist** is concerned about Mfg – and is leading a country-wide survey of mfrs under the heading of “**Mfg 20/20**” – a neat reference to the fact we critically need a ‘20/20’ Vision for what mfg needs to be to compete... and – what infrastructure is needed to support it to survive in the face of today’s Global Markets & competition.

Never before have we faced the degree of economic challenge that we do today! Specifically in:

  - **Globalization**
  - **A Rising Canadian Dollar**
  - **The emergence of Asia as a Major Competitor**

In 2004, Canadian Manufacturers & Exporters (CME) led this national dialogue involving **business leaders first** - and then academics, policy-makers and other concerned stakeholders. The result is **Mfg 20/20**, a comprehensive outlook and action plan critical to the future of Canadian manufacturing. **Visit 20/20 Website** at [www.cme-mec.ca](http://www.cme-mec.ca).

**Mfg. leaders will gather on February 7 and 8 in Ottawa, at a major summit that will reshape the business of mfg over the next 5-10 years!**

**Jay’s team is completing the final report for presentation to the Prime Minister Feb 7&8<sup>th</sup> in Ottawa AND YOU ARE INVITED.** For more information, log onto [www.cme-mec.ca](http://www.cme-mec.ca). For the background information click on the red & black icons that refer to 20/20. For detail on the Manufacturing Summit right now – Jay has now between 300 to 400 mfrs attending from all across the country. Your editor cannot remember a time when such a broadly based submission was made on behalf of Mfg – **ever.**

**And HPM Was There**

  - The first phase of this 20/20 initiative drew direct feedback from over 800 CEO’s and top leaders. Doing it in such a face-to-face way has not happened very often in the past. It was during this first phase in which HPM participated with Bill Malus leading a ‘for CEO’s’ session at the GE offices in Mississauga. For further info. – and to download the discussion documents for your own purposes - check out ..?
  - Gus Whalen**, President & CEO of the Featherbone’s Alexis Playsafe Corporation, is concerned about Mfg –

and is a major player in the US East , bringing together US Mfrs around the battle cry of ‘**Interdependence**’.

**He’s a top keynote speaker at the Lean Conference June 6-10<sup>th</sup> in Edmonton**

- Jack Healy, Director of Operations for the Mass. MEP**, is concerned about Mfg. and has put much of it in print. While he represents Massachusetts – he also represents the feelings of Mfrs everywhere. Here is **Jack’s viewpoint:**

**Why save manufacturing?** Why don’t we just let it go, as we did with textiles and shoes? These questions were asked by a caller into a recent WPI Venture Forum Radio

## Why Save Manufacturing?

By Jack Healy, Director of Operations, Manufacturing Advancement Center, [jackh@massmep.org](mailto:jackh@massmep.org)

Show. We were surprised that such a question even needed to be asked. But on reflection we realized that only 10% of our total labor force works in manufacturing; as a result, the public’s exposure to the industry is limited. This, coupled with a deluge of media reports about outsourcing and continued stories of contraction within the industry, provide an environment that makes the question quite appropriate. Why save manufacturing?

The answers are best formed as questions. For instance, who will replace the \$30 billion plus dollars in Gross State Manufactured Product that manufacturing currently contributes? Who will create 330,000 new jobs to replace the current workforce at a compensation rate of \$56,000 per person? Who will replace the \$20 billion dollars in manufactured exports and the wealth that they create, as well as all of the other jobs in trade that they support? Add to that the economic multiplier for manufacturing which means the industry supports 2.7 jobs for every manufacturing job. So, who will replace the 900,000 additional jobs in our state that manufacturing supports? In other words, when you read about the closing of a manufacturing plant with 250 employees, you are really reading about the loss of approx. 1000 state jobs.

If Massachusetts were to lose manufacturing, the state would actually be facing the loss of 1,200,000 jobs. Outside of Boston, where manufacturing accounts for over two thirds of the wealth-creating economy, we would be looking at a loss that is the equivalent of Vermont without the cows. And there would be plenty of scenic space available for viewing as the properties of over 8,600 manufacturing establishments would be coming onto the market!

## Additional Costs

The loss of manufacturing would also affect the public in other ways. For instance, the loss of manufacturing and its industrial energy consumption would leave energy providers no recourse but to pass on significant rate increases to cover their costs with the remaining utilization. The same case can be made for medical coverage. In addition, over 50% of the R&D work within this state is related to manufacturing, the loss of which would affect the entire R&D sector.

In today's economy, there is widespread awareness of the importance of high tech in economic development. Yet such technologies as medical devices, electronics, instruments, and computers are all developed, produced, and brought to market by a manufacturing base. Bottom line, no manufacturing = no high tech.

## Cornerstone of the Economy

The Department of Commerce acknowledges that manufacturing is a cornerstone of the U.S. economy. It is also a cornerstone of the Massachusetts economy and one that we cannot do without. According to the Department of Commerce, "Manufacturing matters to jobs, rising productivity, and higher standards of living, all of which improve the quality of life."

Yet it should be realized that this cornerstone which contributes so much to our economic base is now in serious trouble. Despite being 20% more productive than the average state, the Massachusetts manufacturing base is increasingly unable to maintain competitive prices while absorbing continued cost increases for materials, labor, healthcare, energy, taxes, etc.

In response to this deterioration, the Associated Industries of Massachusetts has put together an extensive list of common sense actions and proposals to address a range of policy issues that will specifically assist the entire manufacturing community. We hope that the community will support this agenda which seeks to gain the state's attention regarding the needs of manufacturing and to increase the awareness of why we need manufacturing. This is an agenda that is applicable to any state. Hopefully the other New England states will see the need to do something to save manufacturing in their respective states as, if manufacturing is to be saved, it will need a broad based coalition. One state cannot do it all.

## AIM Manufacturing Agenda

2005-2006 A.I.M. Manufacturing Institute Agenda

As part of its 2005-2006 Public Policy Agenda, A.I.M. will expand the scope of its Manufacturing Institute to help enhance the competitiveness of the Commonwealth's 9,000 manufacturers, the great majority of which are smaller enterprises. Announcing plans to expand the Institute's agenda last fall, Richard Lord, A.I.M.'s president and chief executive officer, noted that while it is no longer exclusively a manufacturer's organization, A.I.M. remains the dominant statewide organization for manufacturers, and takes the issues confronting them as seriously as ever.

To continue to promote the Economic Competitiveness of our Manufacturing community, the Associated Industries of Massachusetts will:

Participate in a national coalition to get China to reevaluate its currency, and the federal government to aggressively enforce existing trade agreements. Continue to support the Massachusetts Defense Technology Initiative (MassDTI) to preserve Hansom Air Force Base and the Natick Systems Center.

Urge Congress and the Commonwealth to restore/maintain funding for the Mfg Extension Partnership.

## Public Affairs Programs Supporting Manufacturing

Advocate for the appointment of a manufacturing director in the state's Executive Office of Economic Development, as provided by current statute

Persuade the Legislature and the Administration to sponsor annually a high visibility statewide program celebrating the contributions of mfg to the state's economy

Encourage manufacturers to conduct plant tours of their facilities for the public and elected officials. Communicate with manufacturers, the public, and policy makers about issues and initiatives surrounding education and workforce development, and the need for an educated and skilled workforce

Continue participation in the Massachusetts Science & Technology Road Map and Strategic Alliance Study to inventory existing university/industry R&D work and to commercialize ongoing research Services Supporting Mfg.

Support and publicize the Executive Office of Economic Development's efforts to streamline the delivery of state services, programs and economic development incentives, and improve access to those programs and their utilization. Promote A.I.M.'s Employers' Resource Group offerings for training in Lean manufacturing, supervision, health and safety, productivity and customer satisfaction.

Provide technical assistance and encourage manufacturers to use the Commonwealth's Workforce Training Grants Program, and the Express Grants Program for firms with 50 or fewer employees

Urge manufacturers to take advantage of programs offered by The Alliance for the Commonwealth to help businesses enter or expand their international trade activities, and to identify cross-border affiliations, alliances and trade relationships

Promote the services offered by the Massachusetts Manufacturing Extension Partnership (MassMEP) and other statewide and regional service providers in such areas as lean manufacturing, innovation/technology transfer, and supply chain management

A few more organizations like this promoting an agenda such as this will make all of the difference towards the future health of manufacturing in our country. It would be nice if we all stopped talking about saving manufacturing and started doing something about it. : )