

**Volume 12, Issue 10 ☐ March 07, 2005**

Important Dates to add to your calendar...

- ☐ **Mar 08<sup>th</sup>, HPM Employee Leveraging Tour.** Host: Canada Post, Toronto. **FULL**
- ☐ **Mar 10<sup>th</sup>, GE Safety Culture Change Event (Below)**
- ☐ **Mar 29<sup>th</sup>, HPM Employee Leveraging Tour #9.** Host: Hammond Power Solutions Guelph **FULL**
- ☐ **Apr 12<sup>th</sup>, HPM Employee Leveraging Tour #10.** Host: Volvo Motor Graders, Goderich. **80% Full** with COM DEV, Rockwell, Tempress & Orenda attending.
- ☐ **Apr 13<sup>th</sup>, HPM Open House.** An open session on Consortiums, what they are, what they are not... info to determine if a consortium's in your future.
- ☐ **Apr 20<sup>th</sup>, 12:00-4 pm HPM GMT Meeting.** All HPM Directors or Alternates invited **Host: GE Rep. & Insp.**
- ☐ **April 26<sup>th</sup>, HPM Employee Leveraging Tour #11.**
- ☐ **April 21, Value Stream Mapping Forum** – A Clinic for VSM in Non-Production Arenas... Re-scheduled from last fall. Details coming  
Host: Avnet Electronics, Mississauga. **42% Full**
- ☐ **May 10<sup>th</sup>, HPM Employee Leveraging Tour #12.** Host: COM DEV, Cambridge – **58% Full**
- ☐ **May 18<sup>th</sup>, 11:30-5 pm, HPM Board Meeting** Host: Canada Post
- ☐ **May 24<sup>th</sup>, HPM Employee Leveraging Tour #13.** Host: Bird Packaging. **42% Full**
- ☐ **Jun 6-10<sup>th</sup>: "Implementing & Sustaining Lean Thinking Everywhere."** An AME Canadian Region & CME Western Division, practical Lean Conference in Edmonton, Alberta. [www.measureupforsuccess.com](http://www.measureupforsuccess.com)
- ☐ **Aug 24<sup>th</sup>, HPM Board Meeting..** Host: Tempress

**Employee Leveraging Tours in March**

These tours are only open to employees from HPM Member Companies. They offer employees the chance to see processes in other plants so that they

**Next Employee Leveraging Tour with Open Seats**

## Volvo Motor Graders

### April 12<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:**

HPM'ers call Nicole at 519-893-6260 before **proceeding Friday** for security clearance with names, titles, phone & email - to [info@hpmconsortium.com](mailto:info@hpmconsortium.com) 519-893-6260

can 'leverage these different ideas into 'wins' at home.' Register now through Nicole for future tours to avoid disappointments.

① **This Tuesday's tour is closed** – It's Team Canada Post's turn to 'show and tell' – and receive the value from the observations of HPM 'Outside Eyes.' The tour will be attended by **COM DEV, Mancor, Tempress Ltd, and the HPM Office** to see first hand a selected area of the huge operation at the South Central Sorting facility.

Team Canada Post have identified an area that is working well and that they are looking for HPM member observations to further improve - plus - a second area where they'd like even more observations. As with each tour, folks will complete the 'Tour Evaluation' cards and provide them – along with their verbal feedback to our Canada Post team members. Each visitor will be asked to share at least one take-away they feel might just work when they return to their operations.

## The GE Safety Culture Change Event ~ March 10<sup>th</sup> ~ Burlington

Here is an opportunity for HPM Members to gain a front row seat at the **GE Safety Culture Change Resurvey** which is an annual half-day event, where staff and shop folks respond to more than 50 questions, and the results are shown within seconds (by the various categories of staff, shop, motor, transformer, etc). The goal is to find out the changes year after year with regard to employee attitudes, values, and views on safety in the shop and chart a 'go-forward' strategy.

It will be held at the **Holiday Inn - Burlington** (South Service Road & Guelph Line), and will begin at **12:30 pm and end around 4:00 pm**. If you are interested in observing **please contact the HPM office as soon as possible** since **only 8 seats have been reserved for HPM** and it's filling up quickly. Maps provided.

**When change and culture collide – culture wins every time.** Whether it is a change in safety culture, continuous improvement culture, or just a change in a culture to develop more respect and a 'no-blame environment' in preparation for accelerating your journey to World Class this approach which Bill Malus has generously shared with all HPM Members – **could be of value in determining your next steps.**

**G'Day Mates:** One of our most favorite Australians, **Gary Kerr, will be in town from March 21<sup>st</sup> through to March 24<sup>th</sup>.** If you'd like to have him pop by, give us a shout on what date and we will relay it to him so you both can then work out the timing.

② The next tour is **also full**. It's **March 29<sup>th</sup> at Hammond Power Solutions in Guelph**. It is full, with **Rockwell Automation, COM DEV, GE Inspection and Hammond Mfg** employees attending to provide Mike and Al – plus Team HPS - with the observations from many "Outside Eyes". The Tour Coordinator is Hammond's Frank Dolinsek who is planning to share how they are using 5-S as the foundation upon which to build process / flow improvement opportunities. In addition, they are looking for two things: **1.** Ideas on how to align Lean indicators between administrative and shop floor operations, and **2.** Proven techniques that others have found to work to reduce current lead times on custom products.

**There's No Better Lean Conference in Canada this year! [Look at the Authors joining with the 32 Practitioners June 6-10](#)**

In addition to practitioners like yourself - this unique conference provides the opportunity to talk directly with the authors who wrote many of the books you may have read.

They will be present to autograph '**Book Plates**' which you will be able to attach to the books you wish to purchase online [so you won't have to carry them home with you.] **Here are just some of the authors you'll meet.**

- Bruce Baggaley** "Practical Lean Accounting – A proven system for measuring & managing the lean enterprise"
- Norman Bodek** "The Idea Generator - Quick & Easy Kaizen", "Kaikaku: The Power & Magic of Lean"
- Michael Bremer** "The Six Sigma Black Belt Handbook", "SimCity 2000 - ultimate city simulator"
- Jim Clemmer** "The Leader's Digest", "Firing on All Cylinders", "Growing the Distance"
- Dale Crownover** "Take it to the Next Level"
- Kevin Duggan** "Creating Mixed Model Value Streams: Practical Lean techniques for building to demand"
- Dr. Robert Hall** "Attaining Manufacturing Excellence", "Kaizen Blitz"
- Cindy Jimmerson** "Manual of Clinical Trauma Care: The First Hour"
- Phil Kirby** "Thoughtware: Change the thinking and the organization will change itself"
- Tony Laraia** "Kaizen Blitz"
- Larry Rubrick** "Implementing World Class Mfg – a shop manual"
- Dan Shunk** "Integrated Process Design", "Optimization of Mfg Systems Design"

**Bruce's Quotes from famous & infamous:**

- "The secret of a good sermon is to have a good beginning and a good ending; and to have the two as close together as possible." George Burns
- "Santa Claus has the right idea ... Visit people only once a year." Victor Borge
- "Be careful about reading health books. You may die of a misprint." Mark Twain
- "By all means, marry. If you get a good wife, you'll become happy; if you get a bad one, you'll become a philosopher." Socrates
- "I have never hated a man enough to give his diamonds back." Zsa Zsa Gabor
- "Don't go around saying the world owes you a living. The world owes you nothing. It was here first." Mark Twain
- "My luck is so bad that if I bought a cemetery, people would stop dying." Ed Furgol
- "Money can't buy you happiness but it does bring you a more pleasant form of misery." Spike Milligan
- "Youth would be an ideal state if it came a little later in life." Herbert Henry Asquith
- "I never drink water because of the disgusting things that fish do in it." W.C. Fields
- "Don't worry about avoiding temptation ... As you grow older it avoids you." Winston Churchill
- "Maybe it's true that life begins at fifty. But everything else starts to wear out, fall out, or to spread out." Phyllis Diller
- "By the time a man is wise enough to watch his step, he's too old to go anywhere." Billy Crystal

- Gus Whalen** "The Featherbone Principle"
- Chuck Yorke** "All you gotta do is ask"

**Possible Program for "Lean Learning" (next pg)**

From a simple 'Trial Balloon,' we are now looking at a program for the rest of the year, with topics delivered by HPM Members – AND by a range of those who have the know-how and who are not part of HPM – but who would value an opportunity for exchange with Lean practitioners in the area. See below. **If you know an 'expert' let Dave know...**

Remember that Trial Balloon about a **Lean Series for HPM'ers & Associates?**

***Well, here it is... Topics patterned after the only MSc program in Lean Ops – U of Cardiff Let's have some fun... here are the topics in the possible Tuesday Lean Learning Sessions***

**Presenters Drawn From:**

- A:** Volunteers from HPM Companies
- B:** Practitioners with a reputation in the topic
- C:** Consultants with a proven track record.

**ATTENDEES:** Consortium members from HPM, AfEE and other interested Associates

**Cost:** *Once we know the 'Presenter Roster' and the costs involved - we will work out a cost per event... with some events held at member locations... and where necessary at reasonable hotel locations.*

**The Roster is Coming Together Now**– Give Dave your recommendations at [dhogg@allstream.net](mailto:dhogg@allstream.net)  
**NOTE: Bullets are only recommendations – final topics will be defined with the presenters before publication.**

**Session 1: TBD??: Mapping Waste, Value & Time**

- Demonstrate the importance of time and time-based competitiveness in operations
- Apply mapping tools and techniques in order to analyze waste, value and time
- Demonstrate an understanding of process management and process re-engineering

**Session 2: COM DEV(?): Quality Mgmt & Standardization**

- Provide an understanding of the theory and practice of quality management, including the integration of process chain systems, tools and teams with customer expectations.
- Explain the selection of advanced techniques such as QFD, Hoshin Kanri, policy deployment, etc.
- Show an understanding of the philosophies of service, quality, and of concepts such as The Service-Profit Chain, customer retention and Service Gap analysis

**Session 3: HPS (?): Changeover, TPM & Layout**

- Describe the main components of 5S Workplace Organization
- Understand the core elements and describe TPM theory and practice
- Define & describe the principles concerning preventive maintenance, predictive maintenance, & condition monitoring
- Identify and describe the main procedures involved with changeover reduction
- Devise and organize factory layout based upon cells, group technology, and production flow analysis

- Analyze and apply the concepts of cellular layout and flexible manpower lines, cell balancing and takt time

**Session 4: TBD??: Lean Scheduling & Materials Mgmt**

- Assess kanban and batch sizing, finite and infinite scheduling, mixed model scheduling, mass customization and final assembly scheduling, scheduling alternatives: OPT, CONWIP, POLCA
- Level scheduling and supply chain scheduling introduction
- Master planning, Capacity Management, MRP, Production Activity Control
- Push systems and pull systems (JIT, OPT / Theory of Constraints, MRPII, finite and infinite scheduling) Note: JIT scheduling will be dealt with in this module, but wider aspects of the JIT philosophy will be dealt with in the Lean Thinking and Practice course.

**Session 5: Rockwell??: Supplier Development**

- The changing nature of purchasing and supply: lean supply; the lean supply chain; supply chain system dynamics; logistics strategy; channel selection; supply chain inventory control; level scheduling and pull along the supply chain; quick response and ECR systems; supplier development and supplier associations

**Session 6: TBD??: Teams & Change Management**

- Illustrate the theory and practice of performance measurement, including setting up measurement systems and of measures which encourage and discourage lean operations
- Give an overview of managing people at work: organizational psychology and motivation models
- Demonstrate an understanding of introductory work designs and ergonomics
- Suggest types of teams and their management: quality circles, project teams, self directed
- Put together team models: Japanese, American, European archetypes
- Analyze team issues: leadership, facilitation, coaching, development stages
- Classify job skills, team working skills, problem solving skills
- Give examples of performance measurement: measures that encourage and discourage lean

**Session 7: NRC??: Program: Design & Performance Measurement**

- Demonstrate understanding of techniques for, and approaches to, design which enable rapid production to customer requirements
- Compare and contrast current technologies for computer aided design, rapid prototyping, and computer aided manufacture.
- Apply the philosophy and basic techniques of value engineering and value analysis