

Volume 12, Issue 36 □ September 5, 2005

Important Dates to add to your calendar...

- **Sep 29th 8-4:30, Open:** **"Intro to World Class Fundamentals"** – "Big Pix" for those transforming their organization, or new employees who've not taken this long-running session. \$295 Cons. Mbrs, \$395 N-M. **Loc:** Cambridge Hilton Gardens. Register on line later this week or call Nicole 519-893-6260
- **Oct 4/5 & 25/26: Open:** A 4-day **"Achieving Results Thru People"** course entitled **"Effective Lean Management Skills"** for leaders at all levels in Lean environments promoted on technical excellence who are looking for practical managerial tools & thinking. Over 120 mfg leaders have taken this course developed for the Alberta & Sask. Consortiums.
- **Oct 11 or 12, Open:** **Quick & Easy Kaizen** – 1-Day Workshop with **Norm Bodek**. Highly rated **"SME Excellence Workshop"** at Edmonton – author of the 2005 Shingo Award Winning book **Kaikaku**, plus **"The Idea Generator"**, and **"All you gotta do is ask."** Choose 1 or 2 – Both at the Cambridge Hilton Gardens. info@hpmconsortium.com

- **Dec 1, HPM Share Showcase, GE HQ Mississauga.**
Time to pick top concepts to present.

- **June 12-15th, 2006 Second Canadian Regional Conference... Kitchener-Waterloo Region Canada.** Consider accelerating your velocity on the Lean Journey by selecting a major project which, when completed, might provide the opportunity to present your excellence at a conference that will give you back more info than you provide. Time to think about it.

And Now For the Rest of the Story... Getting the right people on the bus is patently Jim Collins (Good to Great)... Here is how a real leader does it – But before you dismiss it as 'only for the big guys,' ask "Are we doing all we can to get the right people on our bus today?"

"It is much harder to get a production-line job at Toyota than it is to get accepted into Harvard."
Richard McCormick

The following is from Richard McCormick's article appearing in Manufacturing & Technology News last month at www.manufacturingnews.com

"63,000 People In San Antonio Seek To Fill 2,000 Jobs At Toyota's New Factory" – more

A Sign of the \$\$ Times....

"A free SUV with every fill-up"

NOW FILLING – REGISTER ONLINE**NEW 1: "Quick & Easy Kaizen" with Norm Bodek.**

This is a special presentation and HPM is pleased to welcome Norm for the first time. Norm is internationally recognized and an in demand consultant and presenter because of his hands-on practical approaches. His recent book with the Director of Operations of Technicolor **"All ya gotta do is ask"** is opening eyes because of its simplicity – and sheer impact.

We are fortunate to have Norm coming to deliver his powerful approach on October 11th – which he will repeat on October 12th. Because of the international background of our presenter we will need your confirmation of attendance by September 15th to ensure delivery.

The Opportunity

Check out the details on www.hpmconsortium.com – to register, check out the Team discounts and proceed to register on line.

Here is a chance to learn from a man who has learned directly from the Japanese Masters. Norm has made over 60 trips to Japan and founded Productivity Press many years ago for the expressed reason of translating and copying the "Lean publications" from Japanese to English. His simple and

NEW FORMAT 2: "Effective Lean Management Skills – for Lean Environments ~ Achieving Results Through People.

Check Events: www.hpmconsortium.com
This new practical workshop is 4 days and spreads over a month to give time for the content to be tried on site. This is NOT a "Mini-MBA" and it is NOT a course for 'First line supervisors'. It is a nuts-and-bolts practical workshop for managers and leaders between the Front Line and the Senior Executive management level. Presidents have attended to pick up practical perspectives to better **"Achieve Results through People"** – in a Lean environment.

The course has been delivered to over 120 manufacturers in Alberta & Saskatchewan and this fall will be delivered in Truro, St. Johns, Calgary, Edmonton and Saskatoon. **AND in Ontario beginning October 4th and 5th concluding on October 26th and 27th.** Check out the details on www.hpmconsortium.com

Last year, 19,752 people applied for undergraduate admission to Harvard. The university accepted 2,110 students; and 1,638 joined the class of 2008.

Now try to gain a position at Toyota's new assembly plant under construction in San Antonio, Texas. In two weeks, the company received **63,000 applications for 2,000 job openings** -- three times more applicants than Harvard receives for a similar number of positions -- and Harvard has the country's lowest acceptance rate among all universities, at about 11 percent.

Toyota was expecting 100,000 applicants for its San Antonio plant, and could have processed 200,000. It received 15,000 applications the first day it opened the process, and shut it down after two weeks. By then, it had plenty of people from which to choose those possessing the personality traits and skillsets it finds most appealing.

Toyota has now created a system to analyze the applicants and is already hiring its first production workers, sending them to plants in Japan and Georgetown, Ky., to learn its famous Toyota Production System. Its San Antonio plant will make Tundra pickup trucks and won't be open until the end of 2006. New production workers are needed now, however, in order for the company to run pilots and trials and to act as mentors as the plant begins to gear up initial production.

"The one thing Toyota is really committed to is giving everybody a fair shot at getting a job," says Matt O'Connell, co-founder of Select International, the company helping Toyota staff its plant in San Antonio. "It didn't matter who you knew; they didn't want to screen a whole bunch of people up front."

Instead, Toyota wanted to generate excitement and support in the local San Antonio community and not have people bad-mouthing the hiring process. "Nobody wants to get screened by a five-minute phone screen where you're really not even talking to anybody," says O'Connell. **Toyota intends to hire all of its unskilled production workers from the local labor pool.**

Toyota is now in the process of assessing 3,000 applicants per week. It is sending them to six community colleges where they spend four hours filling out online forms and going through an interactive Web-based multi-competency assessment. They are tested on basic math and fourth-grade-equivalent English skills. The San Antonio factory will not be bilingual, so applicants have to be proficient in English.

If an applicant makes it through this screen they go through a **full day of interactive assessments including a simulation of an eight-hour work shift on a Toyota production line.** Screening is done based on an applicant's ability to do quality work, follow safe work procedures and directions, keep up the pace, come up with ideas to improve a process and complete exercises that determine how well they work on a team. "We have something that would be akin to a personality test and when we bring them inside we can watch them and see

how they perform against standards," says O'Connell. If they make it through this assessment, they go into a final interview, background checks and a potential job offer.

Toyota would prefer to hire people with experience working in a manufacturing plant. Not having such experience "wouldn't necessarily knock you out but it may raise a flag for us to pursue some more questions because it can be a big shock for somebody who's never worked in a manufacturing plant," says O'Connell.

What has surprised O'Connell about the applicant pool so far is how few people in the San Antonio area have experience working on a production line. "It's a very heavy service industry area," he says. "This is the first time Toyota has opened a plant in a metropolitan area, which is different from Georgetown, Kentucky, or rural Indiana where people have worked in plants or on farms. You're talking about people who were waiters for the past three years or who worked at WalMart."

Having knowledge of lean business and production systems is not high on Toyota's consideration list when selecting new employees, says O'Connell. Knowing the lean concepts "would mean nothing to Toyota because you're going to come in and you're going to learn the Toyota Way."

Setting Your Sails for The Fall

... Some selected considerations

AME 2005 Annual Conference - Boston - 31 October 2005

The [Association for Manufacturing Excellence](#) will have its annual conference in 2005 in Boston from October 31st to November 4th. A near record 1,300 people attended last year's Cincinnati 2004 conference. Sign up today -



because of space restraints at the Westin Copley Place in Boston, AME will be unable to offer multiple discounts as in the past. This event could easily sell out early. Keynote speakers already include **Dr. James Womack, President of the Lean Enterprise Institute** and the visionary author of the "bible of Lean", *Lean Thinking*.

[More information](#)

Lean Accounting Summit

Dearborn, Michigan - 22 Sept. '05
Mark your calendars for a journey into a critical lean frontier led by those who have already been there and can share their knowledge. **The objective of the 2005 Lean Accounting Summit is to develop a common understanding of what must take place within firms to spark this long overdue revolution in Lean Accounting.** [More information](#) You'll meet old friends like Brian Maskell and Bruce Baggeley and many more.

