

Volume 14, Issue 23 ☐ June 04, 2007

Important 2007 Dates to add to your calendar...

- ☐ Jun 11th, **HPM Lean Practitioners' Exchange**. Mancor Industries, Oakville
- ☐ Jun 18th, **HPM Leveraging Tour** Host: Nexans, Fergus
- ☐ June 18th-22nd, **LEAN CDN Regional "MeasureUp for Success Conference"**. Location: Edmonton. Call-4-presentations: www.measureupforsuccess.com
- ☐ Sep 5th, **GMT Meeting**. Host: Willow Manufacturing, Toronto
- ☐ Sep 10th, **Leveraging Tour** [New Member - TBA]
- ☐ Sep 19th, **HPM Board Meeting**. Host: Tempress
- ☐ Oct 10th, **HPM GMT Meeting**. Host: Rockwell Automation, Cambridge
- ☐ Oct 15th, **HPM Lean Practitioners' Exchange**. Host: COMDEV Space, Cambridge
- ☐ Oct 29-Nov 2, **AME International Conference Chicago** Contact: www.ame.org
- ☐ Nov 12th, **HPM SIG: Health & Safety**. Host: Velcro Canada, Brampton
- ☐ Nov 21st, **HPM Board Meeting**. Host: GE Multilin
- ☐ Dec 5th, **HPM Share Showcase**. Location: TBA
- ☐ Dec 10th, **HPM SIG: Supervisors' Roundtable**. Host: Hammond Manufacturing, Guelph
- ☐ Dec 17th, **Lean IT Roundtable**. Host: Gerrie Electric.

Celebrate Share Showcase

Since last year's Share Showcase – **Hammond PS, Mancor, & COM DEV** have achieved a huge payout – one that any member who wants to cash in on can achieve as well. It was at the Showcase that Hammond shared their novel approach to accelerating the rate of competency-based training. So what has happened?

- COM DEV brought 12 employees to see Hammond's training process in action – thus deploying the concepts to a wider range of staff – **an increase in leveraging!**
- COM DEV has brought two more teams on two different dates to expose another 10 people from yet another area of the company. Last week when Frank was at the Walkerton facility, Hank and Robin were equipping 'Team COM DEV' to leverage the idea even further with them.
- When Hammond visited Mancor – Sylvia shared their approach to the daily evaluation of 5-S performance. Frank not only deployed it in the Guelph plant – **but is now putting it in place**

- **With over 80 people at the Walkerton plant...** all rich leveraging from what began as simple sharing among companies. It's really taking advantage of all the leveraging opportunities available – and who wouldn't, with the dollar at 94+c and heading for parity. Stay tuned for more details in the next issue – as there is much more to talk about.

Getting the Right Training isn't Trivial

So why do we often treat it that way?

The issue

We lose a ton of dollars by not taking the same care with training that we do with planning and producing world class products.

One of the major downfalls is not taking the time to capture & communicate the outcomes one is trying to achieve – and do it in terms of '**competencies**' that are measurable and expressed in terms those involved understand. The traditional tendency is to describe training in broad terms or as 'functions' – because "everybody knows what we mean" **And we don't - because everyone involved has a different picture of the intent.**

What is CBT?

Training, like TWI, and **Competency Based Training (CBT)**, have been around for decades and are used by companies like Toyota who appreciate the value of driving waste out of poor training approaches.

CBT cuts through the vague broad descriptions of 'what the trainee will learn,' forcing clarity by using adverbs/action words to describe the outcome to be achieved.

Here is an example drawn from the Forest Products Industry. They needed training to get the right competencies into the forests and to reduce the numbers of people getting hurt.

They could have followed the traditional way of getting a group of Woodland Managers to agree on a list of the kind of training that their staff needed to stay alive in the forests. One element most would

likely agree on, would be - the need for trainees to be able to "Plan, organize and prepare job site." Without CBT, they instinctively would nod knowingly and leave the meeting in agreement. But in reality – every person had a different mental picture of what that meant. But what they needed to do is to identify the specific competencies required to ensure that this functional statement is backed up with teeth by spelling out what precise skills were needed to ensure staff could Prepare the Site.

Here is an example of some of the four competencies specified:

- **Plan site layout** by determining cut boundaries, terrain, hazards, and cut methods to establish skid trails, landing, and felling patterns
- **Identify and deal with real or potential hazards** including chicots, snags, spears, hang-ups, free standing trees, spring poles and blowdowns using chainsaws etc etc.
- **Prepare landing and main skid trail** using skidding equipment and chainsaws for efficient cutting, skidding and piling according to regulations which may apply
- **Select start point of cut** by determining wind direction, natural lean, terrain, and direction of landing in order to develop... etc. etc.

How is it put together?

But where must such detail come from? The specs of the competencies required must come from those who are fully competent – in this case, from the Woodland Managers or practitioners themselves. In short, from the ones who will put their money on the table for the right skills.

Once the competencies are specified in such measurable terms – **the trainer and the trainee can be held accountable** for delivering the competencies that the company who needs.

Who uses it?

This can be serious stuff. When this style of Competency Based Training was applied in the Canadian mining industry it was done because of the number of injuries and deaths that were occurring. The mining operators allocated time for their key skilled employees in operations to sit with a curriculum specialist and spell out 'the measurable outcomes/competencies' that needed to be acquired through the training.

The results? Deaths and injuries dropped like a stone by over 40%. The training for the Woodlands was right behind it, and there too, the skills provided

reduced the number of accidents while adding productivity to the Woodland operations.

Looking at the issues more closely

Training is required to build the competencies we need to deliver the right outcomes - and do it without waste at the lowest possible cost. The key question is:

- **How do we identify the training** we need in terms we all understand and can measure? (for if you cannot measure it you really don't know what you will have)
- **How do we obtain the commitment** of area managers and supervisors to ensure – the trainee is given the coaching and practice to acquire the competencies to the standard required under the conditions specified?
- **How do we communicate what is required** so the trainee knows what is expected of him/her - and what full competence looks like?
- **How do we specify the competence** to be delivered in such terms that the trainer **AND** the trainee can both be held accountable?

Education is one of those things that everyone feels they understand. So again... "How do we get the exact training we need?"

What makes it make sense?

Much of the failure of training lies – not in the trainee not learning, but in the fact that the trainer has not taught. These specifications identify the outcomes that the training must deliver... and each of them is measureable.

Some of the 'Failure Factors'

Another major failure of training lies at the feet of the management responsible for the area in which the new skills are to be deployed. If the managers and supervisors in that area:

- Do not make the application & practice of the new skills mandatory for the trainee until they become competent to the desired standard
- Are not role models for the application of the new skills
- Do not support and measure the progress

The new training will fail. And it will fail because the number one fear of human beings is humiliation and embarrassment – and without the above support these will just be more training dollars that yielded no result.

"Leveraging learning for customer success"

Making World Class Make Sense

Remember... *This is just the Spec. The content has to be developed*

A problem defined is a problem more than half-solved. Hence, once the competencies are specified... the new spec can be issued to the delivery agents, consultants, internal trainers, etc. who agree to ensure the outcome is delivered. You now have everyone clear on what needs to be delivered. And the deliverer, trainee, & area management, all know the competencies to be delivered.

Focus Factories Work! And they can work anywhere.

*Focused factories are what they say they are – they are dedicated to a specific product family. In the case of the **Shouldice Hospital** – their focus is on hernia operations – nothing but hernias! That is all they do... in fact they have done some 300,000 of them. And done them to an incredible >90% success factor.*

Want to see – and learn from – the most successful focused factory of its kind in the world? In fact, it is a case study that ranks year-after-year among the top 3 in-demand business case studies ordered from the Harvard Reprint centre.

For AfEE or HPM members, we have made arrangements with **Jon Fenwick, the leader of the NRC-funded Innovation Insights program administered by CME, for you to visit this extraordinary focused factory...** one that many of you may become quite acquainted with in the future.

You can see this model of excellence and standard work on June 28th as the guest of Innovation Insights and the Hospital - BUT you will need to be prepared to look at a non-manufacturing environment to extract from it the lessons that can work in your world. As so many have said after visiting the hospital, 'the longer you look at this factory – the more you can see manufacturing lessons to be learned.'

Rockwell Automation's **Cynthia Bruns** had the foresight to approach **Daryl Urquhart**, the grandson of the founder, and asked him to join the practitioners presenting their unvarnished stories at the 2nd Annual Canadian Regional Lean Conference in Kitchener

last year. If you heard that presentation, now is the time to go to the Hospital and see firsthand what dedicated people can do with a crystal clear vision, who believe in Standard Work, and Lean Thinking.

What You Will Learn

This tour will reinforce what transformation/change specialists know: ***That the major limiting factor to solving the problems that face us today lies not in the issues but in the mind of the observer.***

You will see an environment made simple, reliable, and economical and continuously improving through the application of Lean principles that have resulted in unmatched consistent achievement of excellent quality, superior outcomes, exceptional patient satisfaction - and reduced costs.

To be more specific here is what you will see:

- The application of Lean principles and practices in the Medical Environment.
- Process simplification and the focus on core strategy resulting in hard savings in a demanding environment handling 33% of the total hernia surgery in the province
- System savings including a reduction in excess of 430 surgical operating room days of downtime per year
- The approach to waste elimination that accelerates incredible recovery speeds as patients actually walk out of the operating room.
- Productivity achievement: The entire process delivers a maximum 3 day stay for patients, with their return to work in about 8 working days.

Our leader

You will meet **Daryl Urquhart**, grandson of the founder and Director of Business Development. Daryl holds the position of Principle, Shouldice Hospital and is a regular guest speaker in leading MBA programs across North America where he delivers a 'case study' which often focuses on service delivery, operations management, health policy, and marketing.

To Take Advantage

A networking lunch is included with this visit which will enable you **...to hear and learn about their 'best practices.'**

To Register, Call Ester or Regina, for your COMPLIMENTARY SEAT at 1-888-722-2904. Or, by calling 1-800-999-4129 at the Innovation Insight Office.