Improving Accountability & Performance

November 13, 2013
Who is HVCC Canada?
Where are we?

- Established in 1989
- 140K ft² in Belleville’s Northeast Industrial Park
- 360 University Avenue
Who are we?

► Workforce
  – 60 salaried staff
  – 50 indirect support staff
  – 350 production team members

► Shipping approx. 5 million end items per year

► Annual sales revenue of approx. $100 million

► TS16949 and ISO14001 registered
What do we make?
Where does it go?
Starting Down the Path
Late 2010 we had:

- Climbing scrap rates
- Significant machine down time
- Increasing final line down time due to tube shortages
- Multiple systems to manage tasks, workflow & information
- Low morale & high frustration for all team members
We focused ourselves on...

► “…creating a Built-To-Last mentality, not a fire fighting one”

► “…trying lots of things and keeping what worked for us”

► “…clock building, not time telling!”
We reminded ourselves that…

► “…we are part of a global company with access to many resources”

► “…we are here to deliver to our customers and our shareholders”

► “…we smack the ends & bend the middle…WE ARE A PLANT!”
We reminded ourselves of…

► Our Shared Values
  ► People, Customers & Technology

► Our Operating Principles
  ► Communication, Accountability, Transparency & Speed

► Our Daily Working Priorities
  ► Safety, Quality, Delivery and then Cost
Building the Fishbowl
Walking onto our plant floor
Accountability Area (aka the Fishbowl)
It all starts at 9:00
Who’s invited?

► Human Resources
► Quality (Customer & Plant QC)
► Material, Planning & Logistics
► Engineering (Product & Manufacturing)
► Managing Director & Plant Manager
► Production Superintendent & Supervisors

Attendance is required daily!
What is discussed?

- **Safety**
  - Accidents, Incidents & Stand Downs

- **Quality**
  - Voice of the customer (concerns/rejects)
  - Fast Response Board (open 8D status)

- **Delivery**
  - Component shortages & short shipments
  - Build to Schedule (previous 24hrs & trend)

- **Cost**
  - Sales, scrap, labour & inventory
Safety, Quality, Delivery, Cost
How do we track our issues?

► Previously
  ➢ Supervisors lists
  ➢ Engineering lists
  ➢ MP&L Open Issues List
  ➢ Individual task tracking (Excel, Word)
  ➢ Practical Problem Solving Report

► Today
  ➢ Problem Countermeasure Cards
Problem Countermeasure Cards
Problem Countermeasure Cards
Are we progressing?

In 2013 we have:

- Reduced scrap levels by 50%
- Major reductions in downtime
- Almost eliminated tube shortage issues
- Streamlined our systems
- Improved morale, team member engagement & labour productivity
What’s next?
Going Digital!
Going Digital!
Wrap Up
In a nutshell…

► We made accountability a place!
► It happens daily, and everyone is there
► Reinforce our priorities…SQDC always
► Simplified our tracking systems
► Made it real with speeding tickets (PC cards)
► Dates are commitments, not targets

“Do your best, include everyone and focus on relentless implementation”  A. Mulally Jan 2013
Thank you!