Culture: The Foundation for CI

Transforming our Culture to one of Trust & Teamwork at Cam Tran Co. Ltd.

2 9th Annual Tri-Association Manufacturing Conference
1 “Gaining the edge by unlocking your potential”
Agenda

• Background
• Our Epiphany
• Steps taken – The 40,000’ view
• Steps taken-On the ground
• Way Forward
• 1st Hand Testimonials
• Results to date & Projections/Targets
• Lessons learned
Cam Tran Co. Ltd.

- Founded in 1982
- Manufacture and Refurbish oil filled distribution class transformers
- 3 facilities (2- Colborne, 1 Chilliwack)
- ~190 employee stakeholders
Our Past

Your typical Top Down Growth Story

• Entrepreneurial roots.
• Shipped steered by few.
• Top down need to know info flow.
• Some blind motivators. “Trust me…”
• Business built on the backs of relationships with clients and a clear message of job security through customer service.
Our Past

1984-2004 Incremental Growth

- Unionized in 1985 with 18 employees
- Grew to 90 employees by 1995
- Opened BC operations 1997
- Lost major account (Hydro One) in 2004
- Laid off 40% of Ontario workforce
- 1 year long strike May 2005-06
Dire Circumstance = Drastic Action

Communicate to Customer w/honesty and promise only what you can meet

Seek out feedback On challenges ahead
Listen & discuss Countermeasures openly

Listen & discuss
Countermeasures openly

Communicate clearly
The task ahead to employees

Apply what we have learned & communicate
The next challenge

Support efforts
In any way you can as a true Servant leader

Never underestimate the amazing impact of clear, honest 2 way communications

As a group do a postmortem of Results and challenges
Celebrate the good Identify the opportunities to improve

In a non title environment
Communicate clearly
The task ahead to employees

Apply what we have learned & communicate
The next challenge

Communicate to Customer w/honesty and promise only what you can meet

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Listen & discuss Countermeasures openly

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Communicate clearly
The task ahead to employees

As a group do a postmortem of Results and challenges
Celebrate the good Identify the opportunities to improve
Results from Clear/Concise Communications

- Met Customer specifications and lead-times with much more accuracy
- Two way communications inspired engagement and action on communications nurtured empowerment.
- A general feeling of accomplishment and fulfillment.
- Our Aha moment.
Transformation to an “involved” culture

2007 – 2009

– There wasn’t really a culture present yet – opportunity to grow a new one
– Company still operated as 3 separate locations/companies
– Management/Ownership were forced to be open to change and needed to show the workforce evidence of willingness to change
Transformation to an “involved” culture – First Steps

Many positive things were happening to establish a culture of trust and demonstrate commitment to change

– First change: production hours switch to 4x10hours
– Continued with weekly communication lunch meetings
– Started heavily cross training in production
– Started encouraging external training & learning opportunities
– Moved one facility to a new building
– Promoted employees from within
– Built a full service cafeteria
We still weren’t perfect....

Some of the struggles we still had were:
- Concerns that management/ownership didn’t truly “LISTEN” – one way communication
- Engagement cannot be mandated
- Conducted surveys but did nothing with the results
- Lacked any non-monetary recognition for employees
- We weren’t sharing best practices across the company
Addressing the problems: The next steps

- Implemented 4x10hour production schedule at all facilities
- Changed the format of communication meetings to prompt 2 way communication
- Ensure consistency in best practices across company
- Start developing leaders from within
- Recognize/celebrate employee service
We literally turned our Organization Chart upside down
New Value Stream Structure

**1PH POLE MOUNT**
Production Team

- Cell Lead
- Cell Lead
- Cell Lead
- On-East Flow lead
- On-West Flow lead
- BC Flow lead

**Resource Leaders**
CC, CS
E Eng, M Eng.

**1PH PAD MOUNT**
Production Team

- Cell Lead
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**3PH PAD MOUNT**
Production Team

- Cell Lead
- Cell Lead
- Cell Lead
- ON-East Flow lead
- ON-West Flow lead
- BC Flow lead

**VSL**

**Shared Resources**

Alliance Coordinator, Warranty Auditor, OEE Team, Supply Chain Leader, Material Flow Leader, Material Supply Team (Warehouse, Shipping/Receiving Leader, Finish Materials), Human Development Team (TWI, Lean, HR), I.T, Accounting, CNC Equipment Programmer, Cut-Fab/Powder team, Mission Assurance Auditors

Senior Market Knowledge Leader, Senior Quality Systems Leader, Senior Mechanical Innovation Leader, Senior Electrical Innovation Leader, Senior Fiscal Governance Leader

Senior Strategy Leader
Going A Step Further

- We made a TRUE commitment to learning
- We created a development plan for our leaders
- Introduced peer reviews and allowed the teams to have a voice
- We introduced a clear vision — one that everyone understood
- We introduced core values

Always strive to be there for people in need.

Always strive to be the quality/value leader in the Industry.

We spend over half our lives inside business and plan to have fun and make friends doing it.

Integrity / Compassion / Supportive

Quality / Fun / Relationships

KMA Kawartha Manufacturers' Association
NMA Northumberland Manufacturers' Association
Going A Step Further
We started using culture surveys that actually meant something and acted on the scores.
Today’s Culture – how do we know we’re on the right track?

• Participation in meetings
• Participation and honest feedback on surveys
• Have given responsibility to the teams and seen very positive results
• People want to work at Cam Tran
The Future

• Continue to survey – share – act
• Further develop training programs
• Find new ways to recognize/celebrate
Continuous Improvement

- What jumpstarted CI?
- What did we do to start lean 101?
- How did we move to 5s?
- How are we becoming more consistent?
Engaged to Empowered

• How are we taking employees from somewhat & fully engaged to empowered and then accountable?
• How will we know?
From the Floor

• What was it like before the change?
• What brought you to CT?
• What did we do to get you inspired to want to step out and try to be a leader?
• What have we done to support your growth/learning?
• What makes CT different?
• What tools have you learned and are now working with to further engagement and empowerment getting to accountability?
Where do we need to improve

- Understanding the “why”? Core Values guided decision making?
- Vision driven prioritization?
- Training

Cam Tran “3D - Vision 2014”

We will reach a level of quality performance inside and outside the factory a magnitude of 10 times improved thru innovative training and collaborative procedural development and massive reduction in variables to processes.

We will be in full stride as a true “learning” company with employees in all facets of our business. A Company that go to work everyday with a passion to succeed in: Customer satisfaction, Innovation, & for continuous improvement & Learning. We will be acting on every single CI suggestion and Jidoka with a documented well thought out countermeasure every week. We will apply for AME &/or Baldrige by ’14.

We will be Canada’s leading Transformer supplier in TOC regardless of formula and value equation thru design innovation, cost & waste reduction, C2C and productivity. We will create an environment and structure that supports and promotes the creative improvement cycle from concept thru R&D to production at a pace unmatched in our industry.

Integrity / Compassion / Supportive
Fun / Relationships

We spend over half our lives inside business and plan to have fun and make friends doing it.

Always strive to be the quality/value leader in the industry.

Always strive to be there for people in need.

Never knowingly act in a less than ethical way toward Customer, Employee and Community at large.

We will be in full stride as a true “learning” company with employees in all facets of our business.
## Training Module - Minipad Lid Welding

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*Power On, Gas On*  
*T-Clean Program*  
*Tip Changing*  
*Lid Doming*  
*Lid Tacking*  
*Tank Placement*  
*Program Selection*  
*Tig Welding*
Results To Date
What’s next

- Minimal Sales growth for Fiscal ’15.
- Focus is on growth of knowledge to improve process controls. Our Goal Best in Class quality by end of 2014. From top 4 to the top.
- Every Sales growth opportunity will be met with one question:

Can we continue to meet /or exceed **ALL** clients expectations while growing into new business?
Lessons Learned

• You can't force engagement
• You have to know when to say when
• You will make mistakes and revert...admit it, learn and move forward
• Stay focused...you won't...but allow others to remind you by asking WHY?
• Embrace and enjoy. People feed off of that.
The Campbell Family of Employees would like to thank you for allowing us to share our story.