How we develop our employee
How our employee develop our company

Rafał Biel,
Eaton Automotive Systems, Bielsko-Biała
Agenda

• Introduction (company, plant, myself)
• How to find and train employees
• How to engage them
• Team building (not only work)
• Not to lose momentum
• Questions
Electrical Sector
2016 Sales $12.6 B
• Electrical Products
• Electrical Systems & Solutions

Industrial Sector
2016 Sales $7.1 B
• Aerospace
• Hydraulics
• Filtration
• Vehicle

Sales $19.7 Billion USD
Net income $1.9 Billion USD
Operating Earnings per share $4.22

• Headquarters: Dublin, Ireland
• Chairman & CEO – Craig Arnold
• Key locations in Cleveland, United States; Shanghai, China; Morges, Switzerland; São Paulo, Brazil
• Regional engineering teams to support products and custom solutions
• Customers in more than 175 countries
• Approximately 95,000 employees

Get to know our business.
A portfolio designed to meet your power management needs.
Automotive Technologies
Fuel Efficiency, Emissions and Performance

Valvetrain
- Standard & Hollow Engine Valves
- Valve Actuation
- Roller Rocker Arms
- Cylinder Deactivation
- Pump Actuators
- Variable Valve Lift

Torque Controls
- IntelliTrac (Electronic Controlled Differentials)
- Locking Differentials
- Limited Slip Differentials
- Hydraulically Actuated Differentials

Supercharger
- Diesel Supercharging
- TVS
- Compound Boosting

Fuel Emissions
- eVaptive
- On Road Refueling Vapor Recovery
- Roll Over Valve
- Grade Vent Valve
- Fill Limit Vent Valve
- Inlet Check Valve

Transmission
- Light Duty Manual Transmissions

Plastics
- Under hood plastics: Pickup Pipes, Cam Covers, Injection Pipes

Fluid Conveyance
- Polymer Air Conditioning Lines
- Air Conditioning Lines
- Power Steering Lines
- Active Ride Suspension

Improved fuel economy and emissions
Safety, fuel emissions and fuel vapor recovery
Improved traction and performance
Performance and ease of use
Lightweighting and packaging efficiency
Performance, noise reduction and emissions
Bielsko-Biała

FACTS & FIGURES

Bielsko-Biała is a city in Southern Poland with the population of approx. 174,000. The city is a centre of the approx. 325,000 large Bielsko Urban Agglomeration and is a major industrial (particularly automotive), transport and touristic hub.

Neighbouring the Beskid Mountains to the south, Bielsko-Biała is composed of two former cities on opposite banks of the Biała River, Silesian Bielsko and Lesser Poland's Biała, merged in 1951.
Eaton in Bielsko

- Lease of the building
- Eaton SOP: Feb 1997
- 10,000 sqm; 1.8ha land
- Plant closure in Aug 2008

- Ground breaking: Mar 2005
- Toyota PPAP: Jan 2006:
- 33,636 sqm; 11 ha land
- 14,400 sqm potential growth
Products

Valve Actuators

- Roller Rocker Arms
- Mini Lash Adjusters
- Valve Train Carrier

Valves

- Cast iron RA
Challenges...

• „Work-life balance”
• Unemployment in the region about 3,0%
• Expected high level of specialisation
• Demanding work environment
• High expectations from plant
Eaton BB challenge – labor market

EMPLOYER BRANDING ACTIONS

<table>
<thead>
<tr>
<th>Cooperation with:</th>
<th>6 High Schools</th>
<th>3 Polytechnics</th>
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</thead>
<tbody>
<tr>
<td>Dual Students: 3</td>
<td>6 High Schools</td>
<td>3 Polytechnics</td>
</tr>
<tr>
<td>Internships: 64</td>
<td>6 High Schools</td>
<td>3 Polytechnics</td>
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<tr>
<td>Job fairs: 11</td>
<td>Workshops for student: 3</td>
<td>Community Involvement actions: 8</td>
</tr>
<tr>
<td>Open day for schools: 9 (200 people)</td>
<td>Mechatronic class under Eaton patronate: 1</td>
<td>Contests for students: 4</td>
</tr>
<tr>
<td>Workshops for student: 3</td>
<td>Mechatronic class under Eaton patronate: 1</td>
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<td>Maintenance reserve program: 14</td>
<td>Eat in schools: 8</td>
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<td>Eat in schools: 8</td>
<td>Contests for students: 4</td>
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</table>

In total: 60 ACTIONS IN 2016&2017
The highest level of respect

Give someone the opportunity to solve the problem...
Engaging employees in CI activities

How do we do it in Eaton BB?

1. INFORM
2. TRAIN & DEVELOP
3. IMPLEMENT
4. KEEP ACCOUNTABLE
5. RECOGNIZE

INFORM NEW HIRES AND CURRENT EMPLOYEES ABOUT “THE NEED” for CI
HOW DO WE TRAIN & DEVELOP CI SKILLS
WHICH TOOLS WE USE TO IMPLEMENT CI
WE DO WHAT WE SAY.
WE RECOGNIZE A GOOD JOB AND CELEBRATE IT.
Inform

NEW EMPLOYEES

New employee orientation training
• Kaizen 1 – “4P”
• TPM
• ELSS (incl. 5S+)
• ZISC – EHS training

NEW IN 2017

„Dojo” – experimental training room for operators

ALREADY EMPLOYED

APEX goals for ALL EMPLOYEES
• Kaizen 1 – 4P
• EHS observation
• Lead A3 or RIE for team leaders

Other communication tools
AEM, email, one-point lesson, newsletter, sharepoint,
# Train & Develop – training strategy

## STRATEGIA SZKOLENIOWA 2017-2019

### KOMPETENCJE FUNKCYJNE

<table>
<thead>
<tr>
<th>Kompetencja</th>
<th>Komentarz</th>
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<tbody>
<tr>
<td>BHP</td>
<td>2017-2018 Gierowaty, Brązowcy</td>
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<tr>
<td>Standardy biz. w Eaton BB</td>
<td>2017 - Kierownicy</td>
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<td>ZDJECI</td>
<td>2017-2018 / Champion, UR - koordynatorzy firm</td>
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<td>ISO 50001</td>
<td>2017-2019 / Chem, produc, wydajność</td>
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<td>ISO 14001</td>
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<td>Obserwacje zachowań</td>
<td>2017 / Nowi obserwatorzy</td>
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<tr>
<td>Równomierza</td>
<td>2017-18 / Bryg, Kryzysowa</td>
</tr>
<tr>
<td>Zasady rządu i życia</td>
<td>2017-18 / Wzorczy</td>
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### JAKOŚĆ/ WYMAGANIA KLIENTÓW

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### ZAKUPY I LOGISTYKA

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### OPEX - DOSKONALNOŚĆ OPERACYJNA

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<td>CIF</td>
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<td>A3 - próbniki</td>
<td>2017 / Brygadzieckie, wzm. wymagań</td>
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### WYMAGANIA PRAWNE

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### JĘZYKI

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### KOMPETENCJE BEHAVIORALNE

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<td>Budowanie zespołu - INSIGHT</td>
<td>2017-19 / Prz. Biurov</td>
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<td>Trenerzy wewnętrzni</td>
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### PROGRAMY EATON DLA KIEROWNIKÓW

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Train & Develop - elements

Trainings

Yearly training plan

Skills matrix for ALL Benchmark visits

Training participation
• A3 – all professionals + team leaders (100% operators in Q3 2017)
• RIE – professionals + team leaders
• ELSS certification – 6 employees
• 6 Sigma training
  2015 – 21 employees certified 6 sigma training
  2014-2016 – 112 employees – 6 Sigma internal training

BOC on production:

Maintenance reserve program

Smed team

Emergency response team

Teamleaders reserve program

Experts

Lean Tool Experts

Mesh champions

Safety Coaching Observers

2017: 112
Which TOOLS we use to implement CI

- Kaizen 1 (4P)
- eAM – maintenance system to request and track Kaizen 1 implementations
- A3, RIE, Six Sigma
- Safety observation database
- Safety coaching
- ELSS tools (TPM, SMED, SW, 5S+)

Can this Kaizen be standardized in other areas (Y/N)?

Team of up to 3 employees

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**ADKAR**

**Awareness:** of the needs of change

**Desire:** to support and participate in the change?

**Knowledge:** about how to change

**Ability:** to implement the change

**Reinforcement:** to sustain the change
Keep accountable

What do we do to keep accountable:

Apex & CI goals for ALL employees
- Kaizen 1 – productivity
- Kaizen 1 – quality
- Safety observation
- Participation in RIE, A3

Safety Coaching
112 observers
Results:
1261 (2016)

Tier 1 bulletin board
- Information about Kaizen 1, A3, RIE, 5S+, Fast Response

CI league
RIE, A3, 6 sigma workshops

KAIZEN 1 DATABASE

5S+ audits and contests between departments

APEX

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Recognize - elements

- Verbal recognition on AEM
- League CI
- APEX
- WCM celebration
- Program 5s+
- Prize lottery for safety observers
- Trainings & Benchmark
- Merit Increase
- Kaizen 1 4P

**Estar in % - 2015-2017**

<table>
<thead>
<tr>
<th>Year</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>91</td>
</tr>
<tr>
<td>2016</td>
<td>96</td>
</tr>
<tr>
<td>30/05/2017</td>
<td>51</td>
</tr>
</tbody>
</table>

- 5S+ cup vouchers
- Gadgets or Cash

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KOF: Zero Incident Safety Culture
Example: Hand safety

1. INFORM
   - All Employee Meeting (AEM) with Plant Manager – September 2016
   - Roundtable with 15 Teamleaders
   - Hand Safety Team (20 members) – meet every week

2. TRAIN & DEVELOP
   - 11 one point lessons
   - Movie

3. IMPLEMENT

4. KEEP ACCOUNTABLE
   - Kaizen - 4P

5. RECOGNIZE

Hand Safety observations vs all safety observations

- Poster displaying safety observations
1480 records in safety database - 2016

- Improvements
- Observations
- Near miss

Trainings for emergency team
KOF: Manufacturing excellence
Example: Set up reduction (SMED)
MRO costs - Process flow

- Data review FLL + operators
- Functional meeting 1:1 (manager and supervisor) + FLL; engineering;
- Create short time action plan
- Warehouse
- MRP system
- Cost per machine every week:
  - Comparison MRO cost week by week
  - Detailed costs of spare parts
- Review progress week by week
A3 – MRO cost reduction
49 Kaizen workshops in 2016

69,2% participians – production employees
Not only work...
Weekend under tents
Blood donation
Blue Week

Bathroom before and during the work!

Donators club from Eaton

Bathroom after renovation
Basics - really?

- Physiological needs
- Safety needs
- Belonging
- Esteem
- Self-actualisation
Lessons learned

❖ Employees will help you if you engage them.
❖ Operators can be an engine for CI if you give them the opportunity.
❖ People are our greatest strength.
❖ „Measure what you can, make measurable what you can’t”
❖ Some projects do not require money to create savings, just thinking out of the box 😊