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UK/US SHINGO SUMMIT

2009

16-18 JUNE

# Hit or Myth?

Why *Make It* & other talent management tools  
are crucial to business success



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# Introductions

- Nicola Eagleton-Crowther

Make It Campaign Manager – The Manufacturing Institute

- Stephen Collier

Manufacturing Director – C-TEC

- Alex Lewis

HR Director – BAE Systems Global Operations



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# Attracting and Retaining Talent

- Manufacturers will require 324,000 scientists & engineers by 2014
- Up to 2.9 million STEM-related jobs by 2017
- Only 3% of Apprentices in engineering and manufacturing and 6% of professional engineers are female
- National Employer Skills Survey received the response "not enough people interested in this type of job" for up to 28% of hard-to-fill vacancies in manufacturing
- 50% of STEM qualified people work in non-STEM related roles



# Make It in Manufacturing

To provide a highly skilled workforce that fulfils the present and future needs of manufacturing by attracting new talent to the sector.

- Over 10,000 young people involved since 2006
- Hundreds of manufacturing employees
- Dozens of manufacturing businesses
- Generated circa £500,000 of positive PR for the sector



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# Perceptions pre-Make It

**DIRTY**

**RUBBISH  
PAY**

**DEAD-END**

**PRODUCTION  
LINES**

**OVERALLS**

**BORING**



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# Perceptions post-Make It

**FUN**

**OPPORTUNITIES**

**MODERN**

**GOOD MONEY**

**INTERESTING**

**CREATIVE**



# Stephen Collier

## Manufacturing Director



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## About C-TEC

- Established in 1981
- Trading in over 60 countries worldwide
- Corporate Members of the Fire Industry Association (FIA)
- ISO 9001 Accredited by the LPCB since 1994
- The only UK fire panel manufacturer with third-party product certifications and factory process approvals from the LPCB, VdS & BSI
- Voted Wigan Business of the Year 2008

## Products Include

- Conventional & addressable fire panels
- Automatic extinguisher panels
- Power supplies
- Voice alarm systems
- Conventional & addressable call systems
- Disabled refuge / fire telephone systems



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# The Manufacturing Institute Award Winners. 2003 Commitment to Developing People.



2006 Young Manufacturer of the Year, Rachael Wignall.



- **Starting small, salaries are always an issue**
- **‘Experience’ always comes with a price**
- **The need to develop our ‘own’**



# Developing your own



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# Successful teams are built on the solid foundations of a productive youth system

The development of 'rough diamonds'



Nurture tomorrows superstars



# Where does the 'Make It campaign fit in?

- Develop an interest in manufacturing as a viable career choice
- Attract new recruits to the business



# Develop an interest in manufacturing

- **Britain's Next Super Manufacturer?**
- **Manufacturing On Ice?**
- **Ready, Steady, Make It?**



# Attracting New Recruits

Opportunities and skills sets for modern manufacturing:

- Supply Chain
- Technical Support
- Sales & Marketing
- Accountancy
- Research & Development
- *Software Engineering*
- *Mechanical Engineering*
- *Electronic Engineering*



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# The 'Make It' Campaign – Our Objectives

Increase local awareness of C-Tec as an employer

Look for opportunities:

*Short term, build for now*

*Long term, build for the future*

**To find another Rachael Wignall**



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# Our experiences

Skill sets required by the 'Make It' campaign:

*Leadership*

*Teamwork*

*Communication*

*Creativity*

Application of these skill sets:

*Product Design*

*Product Costing*

*Production*

*Sales & Marketing*



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# Our experiences

i) We've really enjoyed it!



ii) Feet on the ground!



# Our experiences

- i) Things are never as you expect them.
- ii) Coming to a competitor near you?



# The Importance of Lean Leadership

Alex Lewis

HR Director – BAE Systems Global Operations



# Introduction

BAE Systems is the premier global defence, security and aerospace company delivering a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and customer support services. With approximately 105,000 employees worldwide, BAE Systems' sales exceeded £18.5 billion (US \$34.4 billion) in 2008.

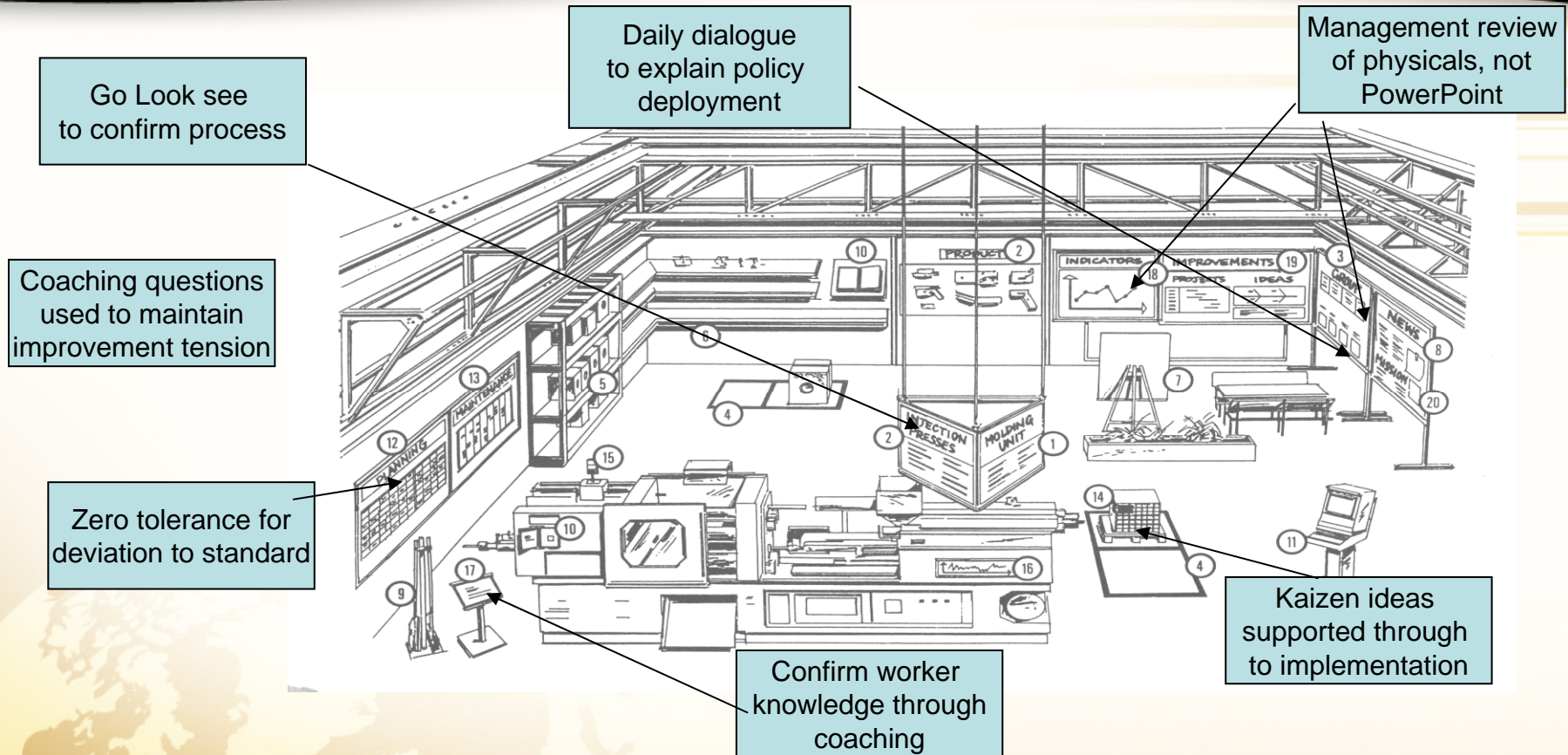


The deployment of lean principles and improvement methodology is at the heart of our global operations strategy

# Key Point Comparison

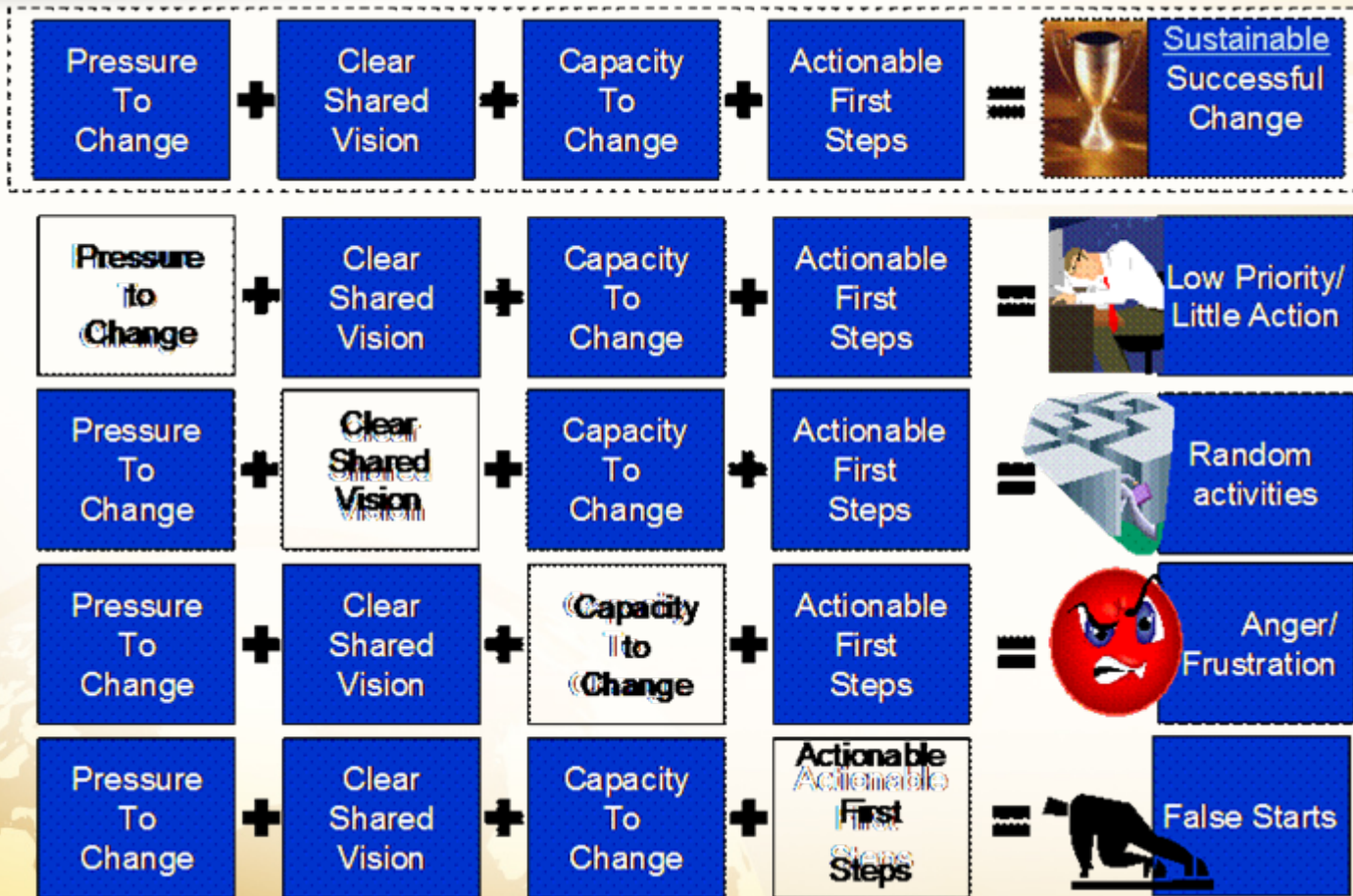
	Old Paradigm	New Paradigm
Measurements	End result only	Result & Activity
Support staff	Criticise shop floor	Serves shop floor
Problems	Rejected/hidden	Open / opportunities
Solution focus	People	Systems/processes
Information	Restricted/closed	Shared/open
Methods	Static/routine	Changing/improving
Management approach	Crisis	Preventative
Career movement	Fast/skimming	Slow/broad
Supervision	Inspector	Coach
Employee development	Do as told	Learn by doing
View of people	Costs	Assets

# What does Lean Leadership look like.....



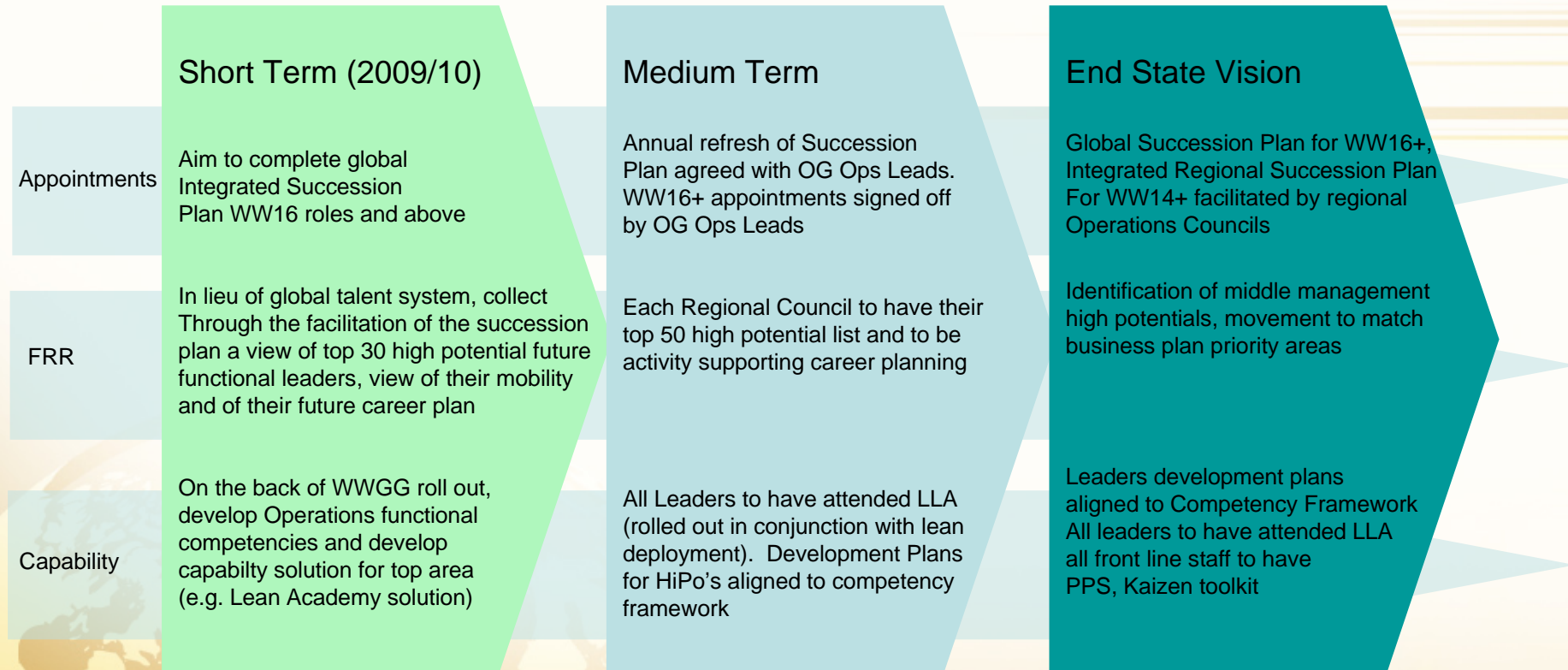
When lean toolset are not supported by the right leadership behaviour, they will not delivery sustained improvement

# Deployment Journey – Key Principles



# Using Talent Management to Enhance Global Content for Lean

## Taken from Operations Strategy



NB: This is a talent agenda that supports local cultural change and lean transformation deployments

# Key Takeaways

- The BAE Systems model for continuous improvement and sustained improvement of our business plan is centred on lean improvement
- For truly sustained lean improvement leadership is key – only short term results will be achieved through the deployment of the physical tools alone
- To drive the right culture the three elements of leadership are:
  - Ensuring that the right leaders are appointed into the right roles
  - Ensuring that hi potential leaders are identified, supported and targeted at the most high impact business priorities
  - Ensuring that future capability is achieved through development plans based on the right global competencies, and development interventions deployed in a standard way
- Leadership must set and reinforce the right shadow



# Make It Supporters

- Aegis
- Aircelle
- BAE Systems
- C-TEC
- Chemicals Northwest
- Cogent
- Colormatrix
- Dunbia Foods
- EMS Sigma Recruitment
- Food Northwest
- Hyde Group
- Jaguar Land Rover
- Kinetic plc
- Martin Conquest
- MBDA
- McBride
- Northwest Aerospace Alliance
- Northwest Automotive Alliance
- Northwest TexNet
- Optare
- Robert Wiseman Dairies
- Tetra Pak
- Unison Engine Components
- Vauxhall



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# Business Benefits

- Become an employer of choice - committed to diversity and nurturing young talent
- Raise your business profile and enhance your corporate reputation through both direct involvement in activities and subsequent PR
- Improve the image of manufacturing
- Make a contribution to your community and demonstrate your Corporate Social Responsibility
- Build the talents and skills of existing staff with quality opportunities for personal growth

# Promoting Manufacturing

**We believe that it is vital both to get the message across that manufacturing output is growing, with significant employment opportunities, and to counter the perception generated by media coverage of factory closures...We hope that employers, their representative organisations and trades unions will support this initiative enthusiastically and will do still more to promote a positive image of the sector.**

***Government can facilitate and encourage activity of this kind, but it will only be effective if the people actually engaged in manufacturing are seen to be supporting the message with enthusiasm.***

**House of Commons  
Trade and Industry Committee  
'Better Skills for Manufacturing' April 2007**



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