

Canadian Innovation Awards 2004-2005

Process Excellence (Lean)

Rockwell Automation Canada

Based in Cambridge, Ontario, Rockwell Automation brings together leading brands in industrial automation with Rockwell Software factory management software for Canadian and global markets. Since the early 1990s, the company has been committed to achieving excellence through a strong employee involvement culture that started with sharing the company vision and tying employee improvement activities back to key business initiatives. Managers were trained and encouraged to evolve in a coaching leadership role. In the late '90s, the Continuous Improvement (CI) program evolved to incorporate the Lean tool sets. Rockwell continues to build its capabilities by integrating Six-Sigma variation management and project management training into its advance problem solving tools.

From the company vision down to the shop floor, the Lean program was built on the strength of the Canadian Continuous Improvement program and encompasses CI/Lean Steering Committee, Lean Masters, Lean Assessments, Lean training, as well as Lean goals and objectives. A cross-functional and multi-level CI/ Lean Steering Committee guides the program and timed release of tools. Sub-teams steer implementation of specific elements. Lean Masters drive projects throughout the organization. Workshops trigger employees to complete Lean projects. Lean Assessments track individual cell progress to Lean and provide direction for cell teams. A formal



(L-R) Paul-Arthur Huot; Paul Deckert, Manager, Raglin Manufacturing Logistics; Cynthia Burns, Lean Master, Rockwell Automation; Garth Dean, Director, Microsoft Business Solutions Canada (sponsor); Perrin Beatty.

Rewards and Recognition program salutes team accomplishments, and annual banquets reward outstanding teams. A Lean/CI web site tracks improvements, communicates success stories and acts as a resource for Lean tools.

According to Paul G. Deckert, Manager, Raglin Manufacturing, Logistics, "Rockwell has been extending Lean into its supply chain including its interdivisional suppliers, distributor network, supplier network, and end customers. The company is implementing a Blackbelt program where key employees will be accredited on Lean and Six-Sigma advanced problem-solving skills. We will continue to help provide solutions to our customers in their journeys to implement Lean processes and businesses.

"We are proud to win this award, but also cognizant that Lean excellence is a continuous journey with lots of challenges and opportunities ahead."

Cynthia Bruns

Lean Master

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