HERA Certificate Program for Competitive Metals-Based Manufacturing

Improving the Competitiveness of New Zealand's Metals Engineering Industry is a Key Objective of the HERA Strategy.

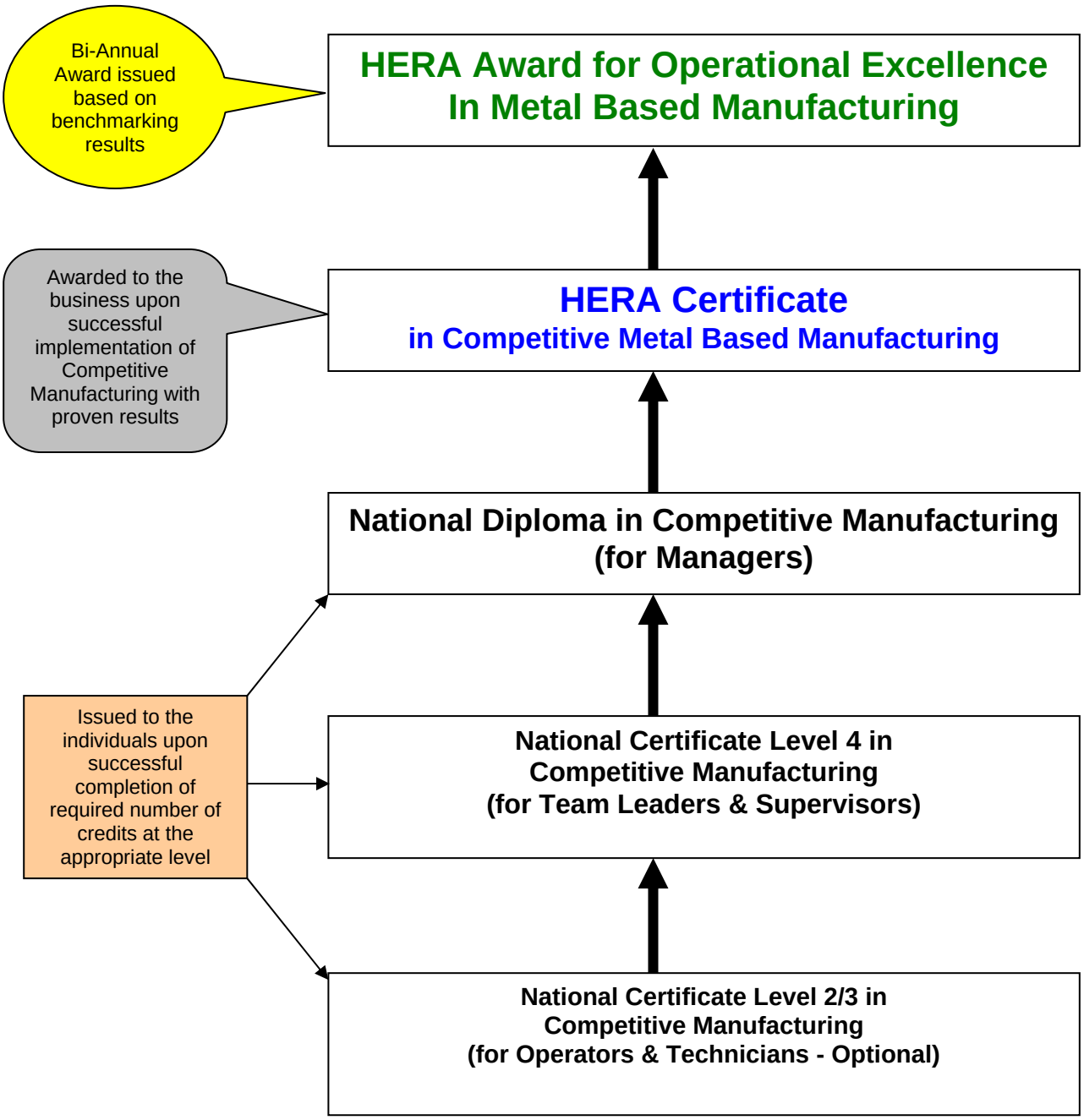
As a contribution to achieving this objective, HERA has teamed up with Productivity Solutions Ltd, CMI Consortium and Competenz to deliver a comprehensive and recognised program for companies and individuals guaranteeing to lift the competiveness of any company involved while at the same time improving job prospects and job satisfaction of participating individuals.

The program consists of a mix of collective and individual training and learned process implementation activities performed in both a training and company environment. Companies engaging commit their staff to a formal process of learning following nationally recognised unit standards largely in company time and in a team effort implement the principles learned in the company environment. It is the company specific training and implementation element and the focus on the metals based industry which makes this HERA program unique in New Zealand and an outstanding offering to the members of our industry.

The company specific tools provided as part of the program include comprehensive benchmarking capabilities which are to be applied to measure the success of implementation of competitive manufacturing principles in productivity and cost savings terms. As part of the program third party result monitoring is performed and upon reaching a defined performance standard the HERA Certificate in Competitive Metal Based Manufacturing is awarded.

To maximise successful implementation of the program, HERA runs a bi-annual award scheme to reward the best performing company team. The award will be presented at the Metals Industry Gala Awards Dinner held in conjunction with the Metals Industry Conference.

HERA Certificate in Competitive Metals-Based Manufacturing Program Scheme



Selection Criteria for HERA Operational Excellence Award:

- Improvement in DIFOT (Customer orders supplied in full on a daily basis)
- Improvement in Quality
  - Finished goods first pass yield
  - Reduction in % defects / scrap as % of sales
- Reduction in standard order to shipment lead time
- Improvement Inventory Turns
- Improvement in throughput / productivity
- Cost Reduction as % of total cost of product
- Reduction in accidents & injuries over time / risk profile
- Number of improvement suggestions per employee per year & no. implemented
- Employee Turnover
- Return on Investment in Competitive Metal Based Manufacturing

What's in for the Individuals?

- Can gain universally recognised qualifications
- Increases job satisfaction and ease of work
- Opportunity for additional career path
- Employability in other industry sectors
- Better pay
- Make contribution to more sustainable business practice

Please note individual NZQA qualifications gained through other providers will be fully recognised.

What's in for the Businesses?

Introduction "Competitive Manufacturing" Principles ...			
Makes Organisations	**Improves**	**Reduces**	**Producing**
• Competitive • Employer of Choice • Customer of choice • Supplier of Choice	• Productivity • Quality • Service • Work Flow • Staff communication and moral • Sustainability • Bottom Line	• Costs • Rework • Inventory • Waste • Lead Times • Staff absenteeism • Staff turnover	• Happy Owners/ Shareholders • Happy employees 

Productivity Solutions helps businesses fine tune their operations to transform in to a Lean Organization to meet market demand, to maximize efficiencies, increase productivity, product or service quality and improve cash flow. Typical improvements that can be gained are:

Productivity Gains	15% to 120%
Quality Cost Reduction	15% to 60%
Lead Time Reduction	15% to 80%
Cost Reduction	15% to 50%
Risk Profile Reduction	15% to 50%
Inventory Reduction	15% to 60%
Floor Space Reduction	15% to 50%
New Product Time to Market	15% to 50%

The fees are generally recovered within the first few months. So if these factors are important to your business then don't delay and contact us NOW to register.

Competitive Manufacturing Training:

Competitive Manufacturing provides the skills to implement modern manufacturing techniques required to sustain industry performance. Delivered both in a class-room and in the workplace this program is very different from most training programs and focuses on improvement outcomes in the workplace. Using techniques taken from Toyota Production System, popularly known as “Lean Manufacturing” the units of competency are tailored to suit the needs of metal based manufacturing businesses.

Diploma in Competitive Manufacturing (120 Credits)

The Diploma in ‘Competitive Manufacturing’ is designed specifically for the Managerial team. The role of a manager entails you to provide the direction for your teams and foster the growth of cultural change. Therefore you are the vital link between the strategic business targets and operational performance.

In your development as a leader of competitive manufacturing practitioner, you will:

- Guide the development of systems to support the implementation and sustainment of CM practices,
- Guide the engagement of staff,
- Be instrumental in creating the strategy for creating a change oriented CM culture, and
- Develop and coach CM change champions.

The Diploma program will run over approximately 18 - 24 months, and in this time you will be involved in various improvement focused projects. Each project will be aligned with the learning packages and the business needs, and will be planned and implemented over a two - three month period. You will be leading a project team that is expected to achieve significant improvement outcomes that have a measurable impact on the operational performance of your site.

In the first project you will be developing a manufacturing improvement strategy for your site, and department. The other projects will focus on specific business opportunities and the implementation of process improvement changes including developing and establishing a sustainable CM culture that will exist well beyond the duration of your Diploma program.

Level 4 Certificate in Competitive Manufacturing (70 Credits)

This qualification is for leaders in competitive manufacturing who require a level of competence to interact between members of their team and management. The qualification develops knowledge and skills required to lead change, implement a competitive manufacturing system and ensure process improvements are sustained, over a period of 12 to 18 months.

National Diploma in Competitive Manufacturing - Level 5 (Min 120 Credits)

Unit	Unit Description	Level	Credits
24792	Facilitate holistic culture improvement in a manufacturing organisation	6	20
24789	Develop a balanced score card to measure the outcomes of competitive manufacturing activities	5	10
21530	Analyse and map a value chain in a competitive manufacturing organisation	5	10
21515	Undertake root cause analysis in a CM organisation	3	5
24788	Lead competitive manufacturing strategy in a jobbing shop environment	6	20
21519	Lead change in a competitive manufacturing organisation	5	8
21534	Develop a Just In Time System in a CM Organisation	5	10
21536	Undertake value analysis of product costs in a CM organisation	5	10
21537	Manage a 5S System in a CM organisation	5	15
24781	Facilitate team culture improvement in a CM Team	5	5
24794	Design a process layout for a CM organisation	5	10
24797	Implement a continuous improvement system in a CM organisation	6	10
Total Number of Units and Credits		**12**	**133**

Level 4 Certificate in Competitive Manufacturing (Minimum 70 Credits)

Unit	Unit Description	Level	Credit
21333	Demonstrate basic knowledge of workflow management in a manufacturing environment	3	4
21515	Undertake root cause analysis in a CM organisation	3	5
21517	Implement a competitive manufacturing system in a competitive manufacturing organisation	4	10
21518	Ensure process improvements are sustained in a competitive manufacturing organisation	4	8
21519	Lead change in a competitive manufacturing organisation	5	8
21520	Facilitate a Just in Time (JIT) system in a competitive manufacturing organisation	4	5
21521	Improve cost factors in work practices in a competitive manufacturing organisation	4	5
21523	Lead 5S in a competitive manufacturing organisation	4	5
21525	Mistake proof a production process in a competitive manufacturing organisation	4	5
24779	Lead manufacturing approach using a balanced score card	4	8
24780	Facilitate the development of a competitive manufacturing team	5	5
24781	Facilitate team culture improvement in a competitive manufacturing team	5	5
24782	Monitor and control a manufacturing levelled pull system in a manufacturing organisation	4	5
24783	Facilitate continuous improvement in a competitive manufacturing organisation	4	5
Total Number of Units and Credits		**14**	**83**

Framework for Creating World-Class Metal Based Manufacturing Operations

Stage-1 Mar-09 Setting the Scene	Stage-2 Apr - Jun 2009 Develop Strategy & System		Stage-3 Jul - Sep 2009 Simplification of Processes	Stage-3 Oct - Dec 2009 Simplification of Processes	Stage-4 Feb - Apr 2010 Stabilisation of Processes	Stage-4 May-Jul 2010 Stabilisation of Processes	Stage-5 Aug -Oct 2010 Sustain
2-Day Intro to World-Class Manufacturing; Includes 1 day Training, 1/2 day Tour and 1/2 a Brain Storming and Decision Making	Assessment and Benchmarking and Goal Setting; CM Strategy; Balanced Score Card (1-Day)	2-day: Value Stream Mapping; Identification of Opportunities; Hoshin Policy Deployment	5S Training (preferable at a Client site over 2 days) and 1 a day on Work-Flow	JIT Training including Kanbans and Pull Systems (1-day)	Traing on Standardised Work Practices and Problem Solving & RCA and Error Proofing (2-Day)	Training on Kaizen and Levelling (1 Day)	Quick Changeovers and TPM; Sustain the culture
Sign-up for Diploma in CM or Level-4 Cert in CM; **Optional** - Sign-up for Level 2 for operational staff so that they are engaged in the change process	**On-Site Follow-up** 1 day to get concurrence from the management & operational Teams on opportunities & goals; Form Teams	**Monthly On-Site Follow-up** to help out on VSM	Implementation of work-flow where required and 5S in Assembly / Workshop; continue 5S implementation in other areas slowly; **Monthly Follow-up**	Continue 5S Efforts; Introduce Kanbans in Store and Production or Workshop; **Monthly On-Site Follow-Up**	Continue 5S efforts; Introduce Standard Work Practices; Train Staff; Analyse Product Costs; **Monthly On-Site Follow-Up**	Continue 5S efforts; Introduce Kanbans and Standard Work Practices; Train Staff; Analyse Product Costs**On-Site Follow-Up**	Continue 5S efforts; Kanbans, Standard Work Practices; Kaizen Culture; Train Staff; Analyse Product Costs; Introduce in Office & Administration; **On-Site Follow-Up**
ASSESSMENTS Level -5	24788 (Strategy); 24789 (Balanced Score Card)	Unit Std. and 21530 (Value Chain);	Work-Flow - 24794 and 5S - 21537	21534 JIT System	21515 (RCA) 21536 (product costs)	24797 CI Systems); 24781 (Team Culture)	24792 (Holistic Cultute)
ASSESSMENTS Level -4	21517 (CM System); 24779 (Balanced Scre Card)	Unit Std. and 21530 (Value Chain);	Work-Flow - 21333 and 5S - 21523	21520 JIT; 24782 (Pull)	21521 (cost factors); 21515 (RCA); 21525 (Error Proofing)	24780 (CM Team)	21518 (Sustain) and 21519 (Lead Change); 24781 (Team Culture); 24783 (CI)
Productivity Improvement			**15% to 30%**	**5% to 15%**	**5% to 10%**		
Quality Improvement			**5% to 10%**		**5% to 10%**		
Cost Savings			**5% to 10%**	**5% to 10%**	**5% to 10%**		
Soft Benefits	Improved Safety	Improved Team Work	Boost in Staff Morale	Lower Absenteeism	Lower Risk Profile	Innovative Team	Simplified Processes

Note: Assessments lag training by 1 to 6 months and beyond for some unit standards