

第九届人力资源业务伙伴年会

资料分享

2016年11月23日-24日





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HR Ensures the People Side of LEAN Management

Sharing with HR Excellence Center

TINA JIANG 姜天剑 2016-11-24



Tina Self Introduction



- Chinese Name: 姜天剑
- Current Position: VP, Head of HR APC with responsibility of 12 countries
- GEA is one of the largest suppliers of **process technology for the food industry** and for a wide range of other industries. As an international technology group, the company focuses on world-leading **process solutions** and components for sophisticated production processes.
- My life journey:
 - Master Degree in HR with a Bachelor Degree in Engineering
 - More than 20 years in HR field with 4 years as an Engineer
 - Worked in 5 different industries
 - Traveled to more than 35 countries and lived in 8 cities in 3 countries
- I am playing different roles: daughter, sister, wife, mother, manager, team player, friend, trainer and a coach
- I like many things: Learning, Training, Coaching, Travelling, Jogging, Singing, Dancing, Cooking....



My Understanding of HR

脩齊治平
身家國家



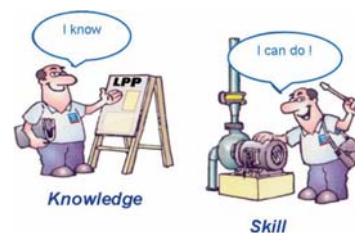
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November 14, 2016

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HR Ensures the People side of LEAN Management

- HR supports lean management in creating lasting value for the organization.
 - **Building the Transformation Team** – Right people with right competency and motivation in place. We were benefited from having senior leaders who are knowledgeable about LEAN and are excellent leaders in LEAN management environment
 - **Designing a new organizational structure** – standardizing key positions/function set up
 - **Communications and Monitoring the people pulse** – Value Proposition, Daily management
 - **Integrating Lean Management into Talent System** – Identify right talent, Lean Competency Development
 - **Hiring and Training** – update JD and training for knowledge and skills.



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LEAN Production System Characteristics

Lean Production is a fundamentally more efficient system than *Mass Production*
It emerged from post-WWII Japanese automobile industry.

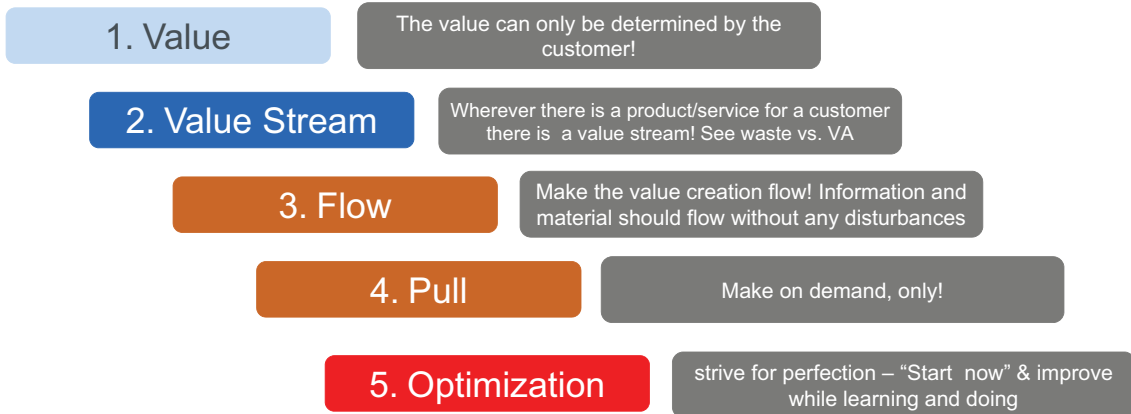
	Craft	Mass Production	Lean Production
Focus	Task	Product	Customer (value)
Operation	Single item	Batch & queue	Synchronized flow & pull
Overall Aim	Mastery of craft	Reduce cost & increase efficiency	Eliminate waste & add value
Quality	Integration (part of the craft)	Inspection in second stage after production	Inclusion (built in by design & methods)
Business strategy	Customization	Economic of scale and automation	Flexibility & adaptability
Improvement	Master driven continuous improvement	Expert driven periodic improvement	Worker driven continuous improvement



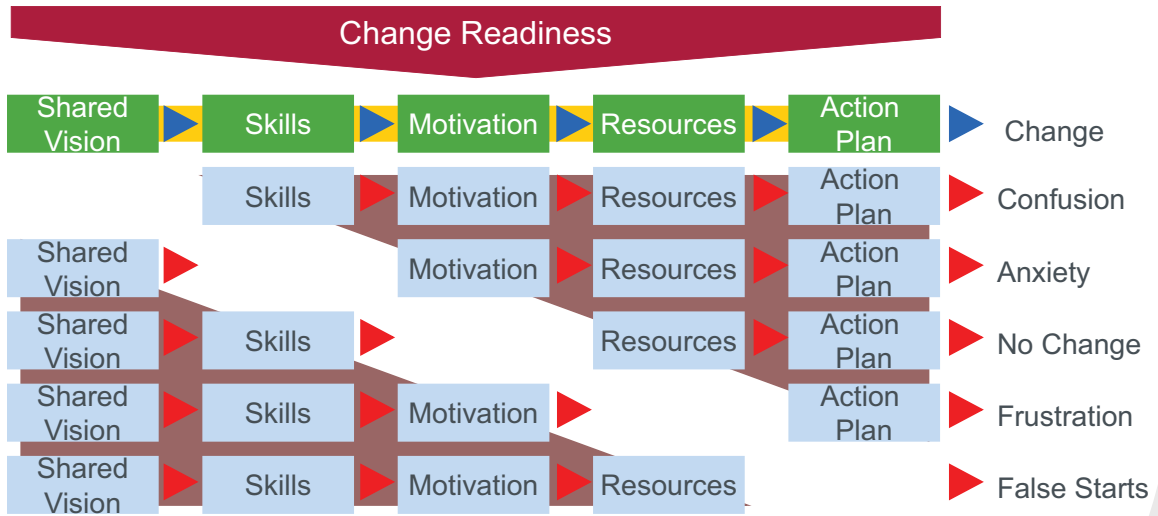
LEAN Production System →

Production system includes all activities to provide values to the customer

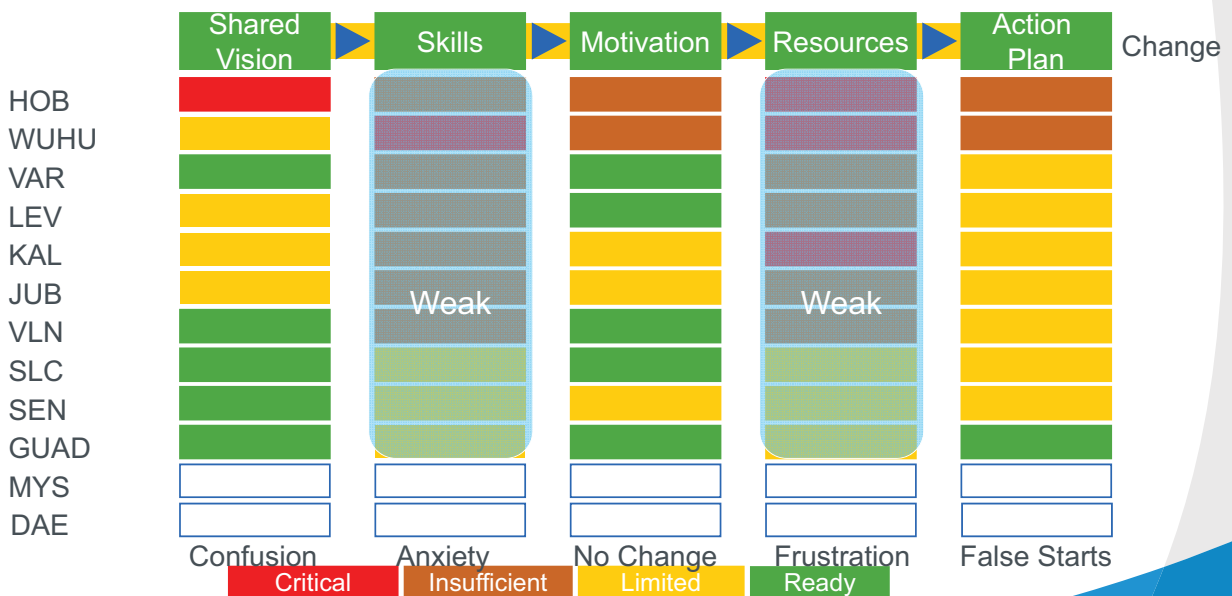
Lean Thinking fundamentals



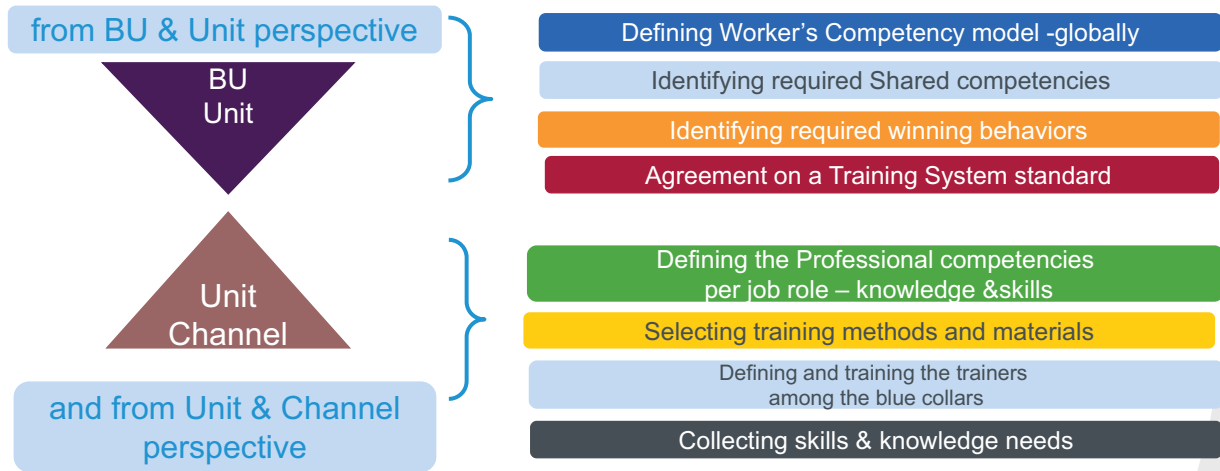
Success factors for leading lean change



Success factors for leading lean change status 2014

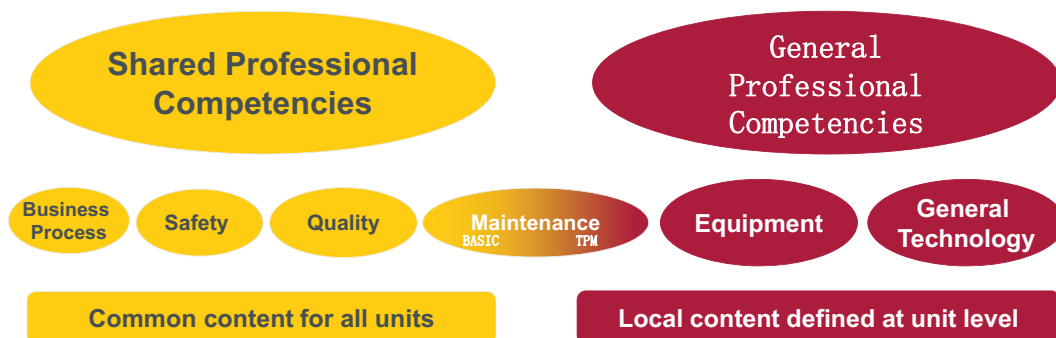


We start from:



Nov 2012

Shared Professional Competencies; General Professional Competencies



Nov 2012

Learning Centers to develop employees



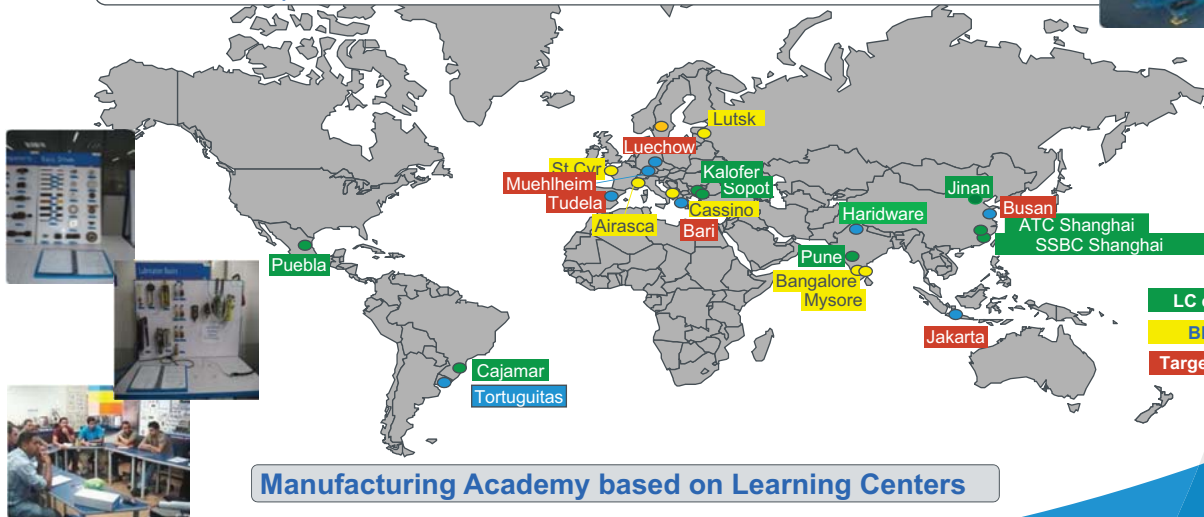
A cornerstone of Automotive's Manufacturing Competence Development Process driven by HR

- General knowledge transfer and skill training for blue collars
- Equipped according to standard for Automotive with learnings stations and training modules

YTD 2013: 8 LC in place

BP2014: 14 LC

2020: 35 LC



Manufacturing Academy based on Learning Centers



It's not enough just have a nice looking Learning Center. We need a Training System for effective training



Training Passport Programme

- To take more assertive skills attained by the operator control is proposed the creation of a personal document as a "Passport" are where settled the skills covered by the operator. One of the effects expected with the Passport is to be supportive of development and individually.



<p>GUADALAJARA VISION</p> <p>Being the best manufacturing center that exceeds the expectations of our customers, profitability for our shareholders and welfare for our people and our environment</p>	<p>PHOTO</p> <p>NAME: _____</p> <p>AREA: _____</p> <p>ID NUMBER: _____</p> <p>START DATE: _____</p> <p>SIGN: _____</p>
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14 November 2016

Slide 15

Any Questions?



HR Dialogue S.E.A. Clusters

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