Since 1998 manufacturing in this country has been under attack. Globalization, trade agreements, and corporate greed among other factors have contributed to the decline of U.S. manufacturing jobs. Our job security and our way of life have and are being threatened.

We have developed a strategy that involves our members and helps the companies we represent to remain or become competitive, keeps manufacturing jobs in the U.S. and enhances our job security. IUE-CWA LEAN/ HIGH Performance is a means to accomplish this.

LEAN Manufacturing is not a new process, it was developed by Toyota from the 1950s to the 1980s and imported to the U.S. in the late 1980s. It is a method of organizing production to lower cost, eliminate waste, and improve quality. Typically it was a process used by larger companies but now we see much smaller companies adopting the process to try and stay competitive in today's global economy.

It has become increasingly obvious that LEAN Manufacturing is not just another management participation scheme but rather a critical tool that companies are implementing to remain competitive in the global marketplace. It is widely perceived to be the only way – without no guarantees of success – to keep manufacturing jobs in the United States.

We understand that members are fearful of change and some perceive LEAN as a threat to their jobs. Employers also can be fearful of change and of the increased role the union can have in this process.

The version of LEAN/HIGH Performance that we have developed and support is one where we seek to change the awareness of LEAN, to train local unions on Lean Manufacturing and educate our employers on the benefits of Lean /High Performance. A process where the union has a role, where the employer listens to the employees and one which we can increase the skill and productivity to maintain decent jobs and wages. Through this process we believe we can increase job security and keep jobs in the U.S. The process has been tested and proven where have saved jobs that would have been lost and added new jobs after “leaning down” a facility.

**How the Program Works**

Many companies implement LEAN without preparing or educating our members or their managers on the process and expect everyone to be ready to accept change immediately. Our program is broken down into two parts, a cultural piece and then the actual LEAN simulation. Our cultural presentation introduces the workforce to the realm of change and covers the benefits of change. This class explores the employees’ fears, their reluctance to get involved with the process and also the need for change. We believe this to be a critical component to the success of our LEAN/HIGH Performance program because
our members as well as managers need to understand why the company is interested in implementing a LEAN program.

The second part of our program introduces a discussion on the principles of the LEAN and participants are engaged in an actual LEAN simulation using the principles that they have previously been introduced too.

Additionally, the second part of our program offers workshops out on the floor, further teaching and reinforcing the principles of LEAN. These workshops are based on a need assessment that we develop from information gathered during the Lean /High Performance classes and information received from management and the local Union leadership. The workshops can include set up education, uptime, material flow and 6S (5S with Safety) to name a few. These workshops performed on the shop floor will involve both the operators and managers from that area. Building on the Lean principles taught in class, participants are encouraged to work as a team to improve their areas.

We have the ability to modify these presentations based on our assessment and your needs.

**How to Get Started**

Once an IUE-CWA Local has determined there is an interest in pursuing LEAN/High Performance Workplace Program they should fill out and submit the Initial Contact Form (a copy of the form is online at the IUE-CWA website or go to [http://iue-cwa.org/?page id=592](http://iue-cwa.org/?page id=592)). Once the Initial Contact Form is received, we will contact the Local to discuss the possibility of scheduling an initial visit to the location. During the initial visit we would need to tour the facility, meet with the Local Executive Board and the Plant Management Team (these meetings and be separate of together). During these discussions we will thoroughly explain our program, the required commitments, the costs and anticipated results, and respond to any questions or concerns.

After the initial meeting has taken place, if both parties are in agreement on moving forward we will contact you to discuss both your schedule and any needs to customize our plan to your facility.

If you have any questions about the program you can contact:

Mike Mayes at Mmayes@iue-cwa.org

Tommy Thurston at tthurston@iue-cwa.org
IUE-CWA Energy Efficiency
Treasure Hunts

Want to save money and save the environment? IUE-CWA can help.

Through a unique partnership with the Environmental Defense Fund (EDF), IUE-CWA has developed a program to teach hourly workers and management how easy it is to identify and implement energy saving opportunities in manufacturing facilities.

Over a three-day workshop, IUE-CWA’s experienced local union team leaders will increase awareness and enthusiasm about energy efficiency through powerpoint presentations and hands-on exercises.

Starting on a Sunday, we look at a plant during shutdown and then the next two days in full operation with teams focusing on building systems and the production process. We then work together to develop recommendations on ways to minimize waste and quantify what the savings would be.

Items looked at include:

- Building performance, including HVAC systems and lighting;
- Boiler and steam systems, including considering potential for waste heat recovery and Combined Heat and Power applications;
- Air compressor systems;
- Motors, fans and pump systems;
- Manufacturing processes, including identifying opportunities to reduce waste and water usage; and
- Energy management systems to improve plant efficiency and productivity.

Harnessing the knowledge and experience of the workforce is a key factor in making energy projects work. Those who run the machines know best how and where to save money. They just need to become aware of the potential.

"The level of real savings opportunities (with little or no capital expense) was most impressive, seconded only by the Treasure Hunt team's enthusiasm."

■ J.P. Davis, General Manager, CG Power
When we leave, you will have:

- Workers with a new understanding of energy savings potential in their plant;
- A list of specific projects and detailed solutions that for the most part can be implemented quickly and at low or no cost;
- A list of other potential projects to investigate;
- A list of resources to assist in pursuing new energy savings projects;
- A basis to form an ongoing Energy Team;
- An Excel spreadsheet that quantifies the cost and savings of projects; and
- The ongoing support of IUE-CWA’s Treasure Hunt team, including the ability to involve experts from EDF and 30-year energy efficiency guru Bruce Bremer who devised the Treasure Hunt method at Toyota.

“The Treasure Hunt showed us that we can leverage the knowledge and skills of our IUE-CWA workers to uncover additional cost-cutting opportunities.”

- Matt Jonas, V.P., Manufacturing, Cobasys

The IUE-CWA Treasure Hunt program has identified annual energy savings ranging from $50,000 to $180,000 at the locations we have visited. All for a three-day workshop provided at no cost to our employers! Wouldn’t you like to become more competitive at your facility?

To schedule a workshop or for questions, email Treasure Hunt Coordinator Bill Draves at bdraves@iue-cwa.org or call IUE-CWA Administrative Director Laura Hagan at 937-298-9984.

“I really would like to express my appreciation of this project. This is certainly something every company must do.”

- Eric Frantz, V.P., General Manager, CCL Container