

CM

&E

CANADIAN
MANUFACTURERS
& EXPORTERS

Managing Daily Operations in
Times of Crisis

May 19th, 2020

CALENDAR

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

BUSINESS

Learn from the best to
ensure success
Reasons we will be
successful

Issue 764
Monday, Jun 14, 2016
#Citydailynews

**25 great jobs for people who
love to travel**

It is a process to allow an organization to focus resources on the greatest opportunities to increase sales and achieve the company's target. Marketing strategy's goal is to

**Economy of the
European Union**

Branding is defined as the process of coming up or making a name for a product or service. Are you innovative or are you the experienced type? or do you offer a

CM
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GUEST SPEAKERS

ADAM PLOUFFE

General Manager
Brunswick Steel

DAREK MIKITA

Vice President Manufacturing
Carte International

BRUNSWICK STEEL

ADAM PLOUFFE

General Manager
Brunswick Steel

Started by three brothers in 1971

Originally a demolition and salvage company,
selling used bricks and steel

Evolved into a steel supply company, processing
and selling steel



BRUNSWICK STEEL

Largest family-owned Steel Service Centre in Manitoba

65,000 square feet of production and warehouse space

100,000 square feet under 9 overhead cranes

60 employees

Own fleet for deliveries

Service Manitoba, Saskatchewan and Northwestern Ontario



BRUNSWICK STEEL

20,000 tons of steel purchased annually through a network of mills across North America and overseas

5,000 tons of inventory in a range of products including: sheet, plate, tube, bar and structural

Provide a range of steel products, quick lead times and competitive pricing

50% of metal undergoes some form of processing, such as laser cutting, plasma & flame cutting, press braking, sawing & ring rolling



CARTE INTERNATIONAL INC.



DAREK MIKITA

Vice President Manufacturing
Carte International

Canadian RTE, or CARTE Electric, was established in 1973

115,000 square feet of manufacturing space

370 employees

Locally owned and operated

Specializes in custom engineered liquid filled distribution
transformers




CARTE INTERNATIONAL INC.



Transformers play an important role in the delivery of electricity

Transformers increase or decrease voltage using electromagnetic induction. This allows for long distance power transmission

Transformers 'transform' power



How do you communicate
production schedules and plans?

BRUNSWICK STEEL

HOW DO YOU COMMUNICATE PRODUCTION SCHEDULES AND PLANS?

Production huddle at the start of each shift Employees staggered 2 metres apart

Operations huddle with Sales, Purchasing & Finance

Purchasing and Design departments on the main floor next to Sales

Simple 'flip card' at each Work Centre

- Green - On Schedule
- Yellow - On Schedule but not same day service
- Red - Running behind schedule or need support



CARTE INTERNATIONAL INC.

HOW DO YOU COMMUNICATE PRODUCTION SCHEDULES AND PLANS?



Morning Operations Meeting reports on daily schedule and production targets for the day

Physical distancing of 2 meters or more between employees

CARTE INTERNATIONAL INC.

HOW DO YOU COMMUNICATE PRODUCTION SCHEDULES AND PLANS?



Daily production plan is brought to shop floor huddles where the same physical distancing guidelines are followed

CARTE INTERNATIONAL INC.

HOW DO YOU COMMUNICATE PRODUCTION SCHEDULES AND PLANS?

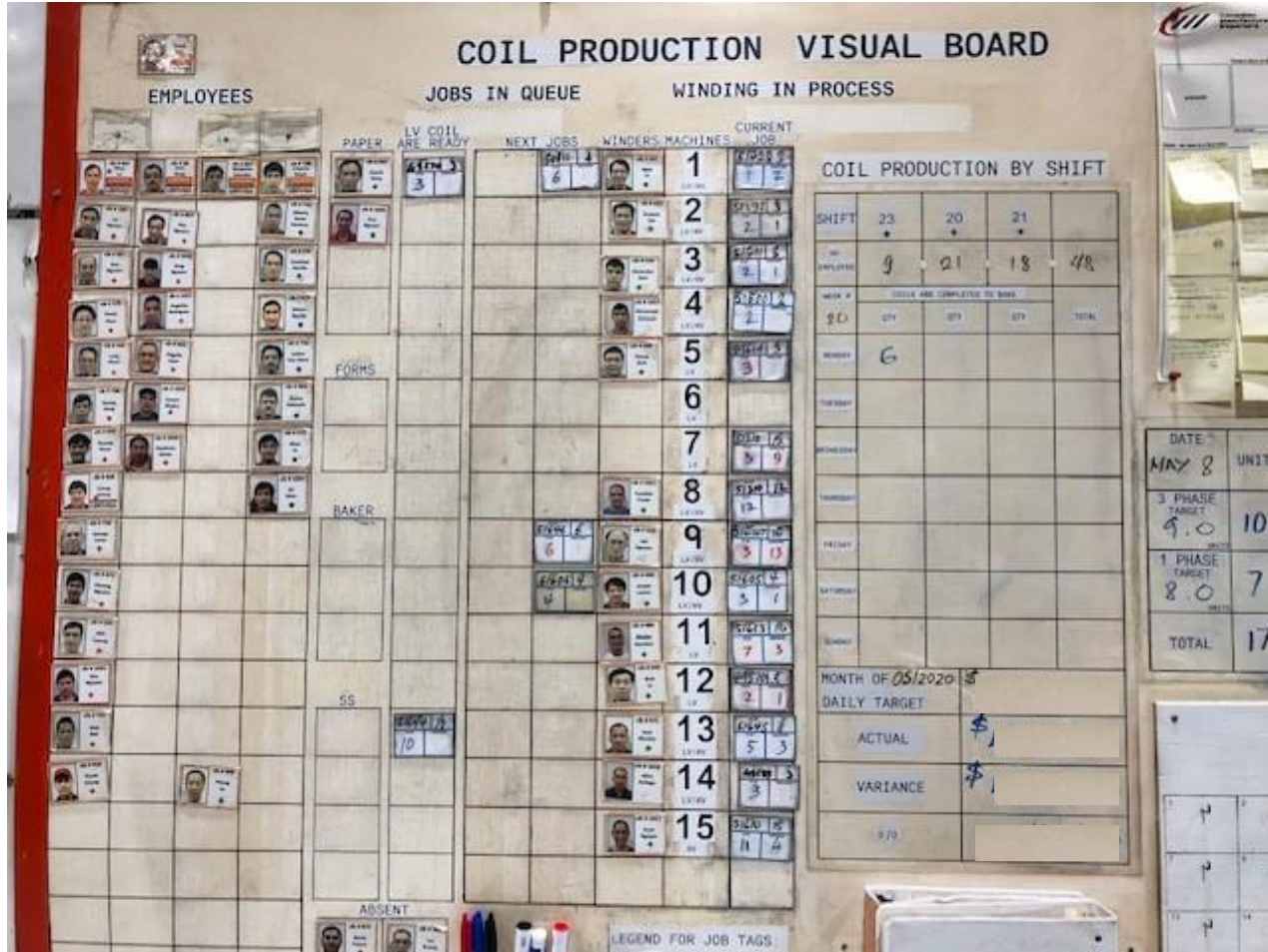
In larger departments where physical distancing isn't possible:

- Huddles include lead-hands only

- Visual management systems are used

- Detailed instructions are displayed on the visual production boards

- Plans to be easily communicated while reducing exposure to COVID-19





How have you responded to
the impact of COVID-19?

BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

The steel industry has been hard hit in the last few years with many challenges including the Trump tariffs as well as a significant drop in overall commodity prices

We believe that this, and our strategies to deal with this volatility has inadvertently prepared us for the current market climate

Since 2016 Brunswick Steel has gone through many significant changes, and we continue to embrace change

Our recruiting process is heavily focused on character. This has improved our shop floor culture overall and created a foundation for a very strong team

BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Brunswick is currently on a lean journey, which includes:

- Better processes based on best practices

- Continuous training

- Right sizing inventory to reduce exposure to unstable markets

- A new ERP system implemented in 2019



BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19

To be successful we needed to be the fastest and easiest service centre. This remains our key focus

Since we are predominantly a job shop, this means quoting and entering orders faster, improving processing speeds, and have more immediate visibility of all departmental KPIs

With our new ERP, each Work Centre has an independent schedule that directly relates to the overall ship/due date. This ties into an advanced planning and scheduling module (APS) that we are currently developing



BRUNSWICK STEEL

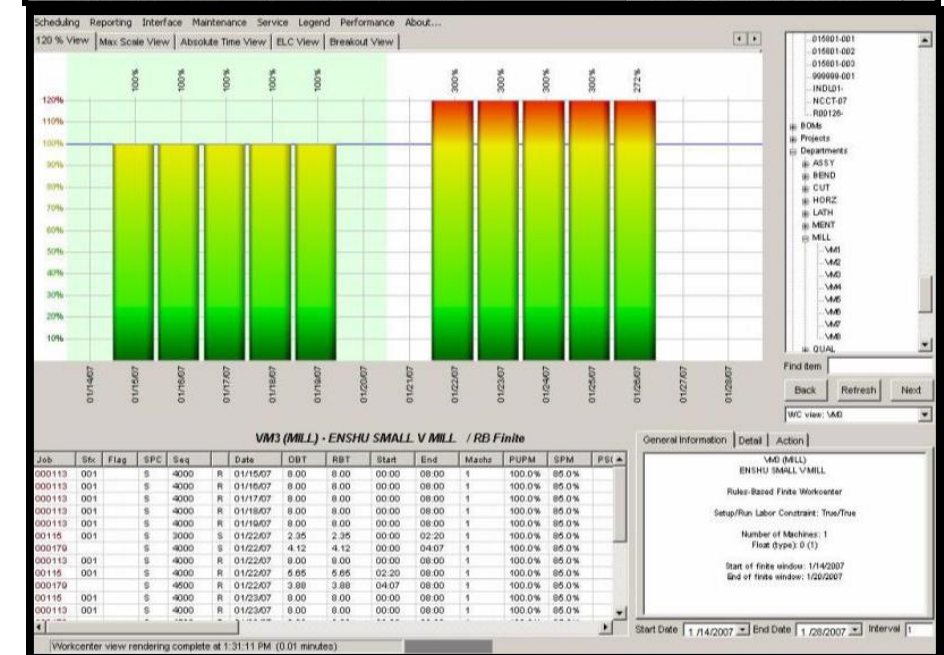
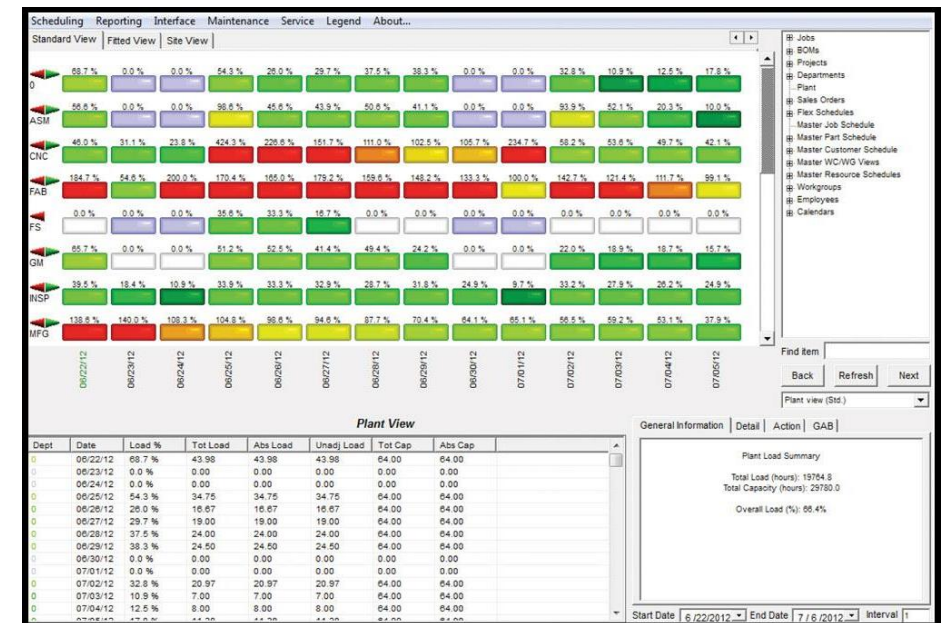
HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

The (APS) function presents in colour the available capacity of each of our work centres in what is referred to as a Jelly Bean Screen

Sales can visually see the capacity of each department. This will prevent them from overbooking the departments, and they will have a very clear picture of when their orders will be ready

All changes to the schedule are made in real time

This information will improve communication within Brunswick and for our customers



BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Hand Sanitizer – automatic dispensers were installed in 2019. This was to combat the flu season. When the outbreak began in China we made the decision to get a few months of sanitizer in stock



BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Social Distancing – Lunchroom, meeting rooms, and customer waiting areas now have squares taped on the floor at the appropriate spacing. Staggered breaks



BRUNSWICK	
LUNCHROOM BREAK TIMES (Effective May 4, 2020)	
AFTERNOON SHIFT	
4:15pm-11:45pm Group	
First Break: 6:00pm-6:15pm	
Lunch: 8:00pm-8:30pm	
Last Break: 10:15pm-10:30pm	
Adam	
Joel	
Edmil	
Ryan	
Josh	
5:15pm-12:45am Group	
First Break: 7:00pm-7:15pm	
Lunch: 9:00pm-9:30pm	
Last Break: 11:15pm-11:30pm	
Kibinda	
Arlian	
Mike P	
Daniel Blajo	

BRUNSWICK	
LUNCHROOM BREAK TIMES (Effective May 4, 2020)	
DAY SHIFT	
8:00am-3:30pm Group	
First Break: 9:30am-9:45am	
Lunch: 11:30am-12:00pm	
Last Break: 2:00pm-2:15pm	
Ramiro	
Konrad	
Jeff	
Richard S.	
Alan	
Dave Brabant	
Paul	
9:00am-4:30pm Group	
First Break: 10:30am-10:45am	
Lunch: 12:30pm-1:00pm	
Last Break: 3:00pm-3:15pm	
Matt	
Tim	
Steve D	
Jimmy	
Trevor	

BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Changing cleaning companies in 2019, we took over the purchasing of cleaning supplies

A sterilizing cleaner was chosen based on its use during the SARS outbreak. The intent was to reduce sick days related to the flu. This product is also on the Health Canada list of approved products for COVID – 19

Between each staggered break all tables, vending machines, and door handles are cleaned.

Cleaning solution in all work areas as well as common areas for employees to wipe down areas they have used



BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Developed a COVID-19 Sick Policy – Following WHO, Health Canada, and Manitoba Health policies

Reduced Shifts – Eliminated the midnight shift and moved them to afternoons.

This was to prepare for inevitable sick days related to the COVID-19 outbreak

Reduced Washrooms – With many walk in customers we implemented a ‘customer-only’ washroom.

Reduced Building Access – All customers now go through our shipping doors.
These areas are also cleaned regularly



BRUNSWICK STEEL

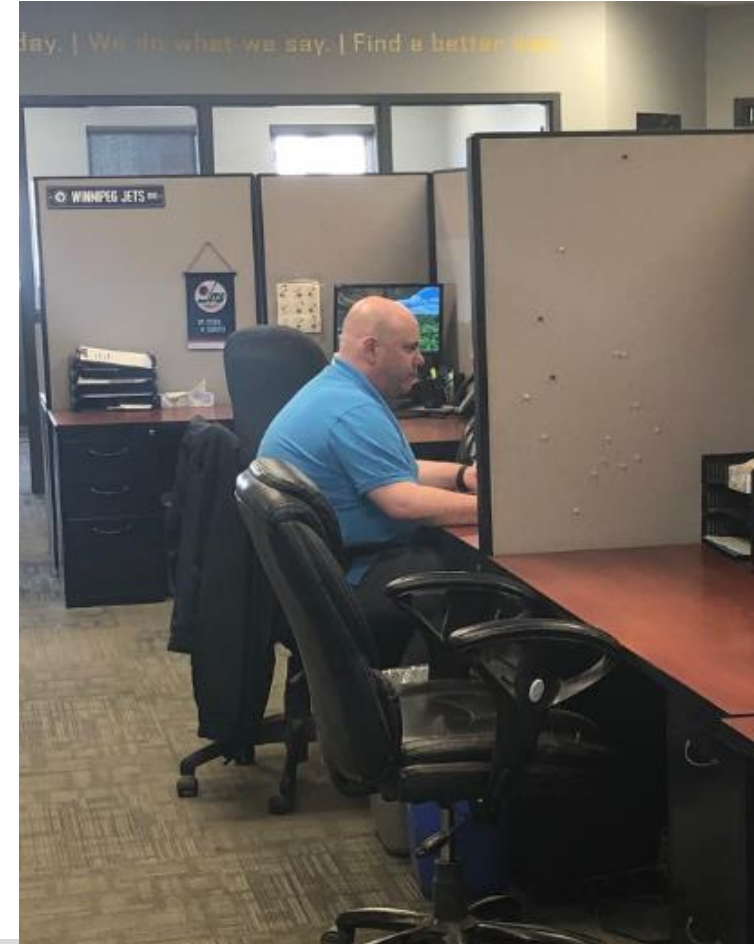
HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Work From Home – Office staff are taking turns working from home

Conference/Video Calls – Sales has moved to conference/video calls instead of customer visits. This is also the case for all suppliers

Customer Pick-Ups – When customer pick-ups arrive, they are instructed to sanitize and read our policy prior to driving into the shop. While in the shop, all drivers must remain in their vehicle

Temperature checks - Implemented mandatory thermal temperature checks for all employees at the beginning of each shift. Anyone who measures over 38 C, is immediately sent home as per our COVID-19 sick policy



BRUNSWICK STEEL

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Brunswick Delivery Drivers – Customers have implemented different policies. We created a process to meet as many of our customers guidelines as possible

Drivers stay in their trucks

Use cleaning solution prior to and after entering a customer location

Wear nitrile dipped gloves that are cleaned regularly

Paperwork is emailed, as well as hard copies provided

Disposable pens are used when customers do not have pens readily available



CARTE INTERNATIONAL INC.

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Education of employees on the importance of proper hand washing

Installation of additional hand sanitizing stations throughout the plant and office

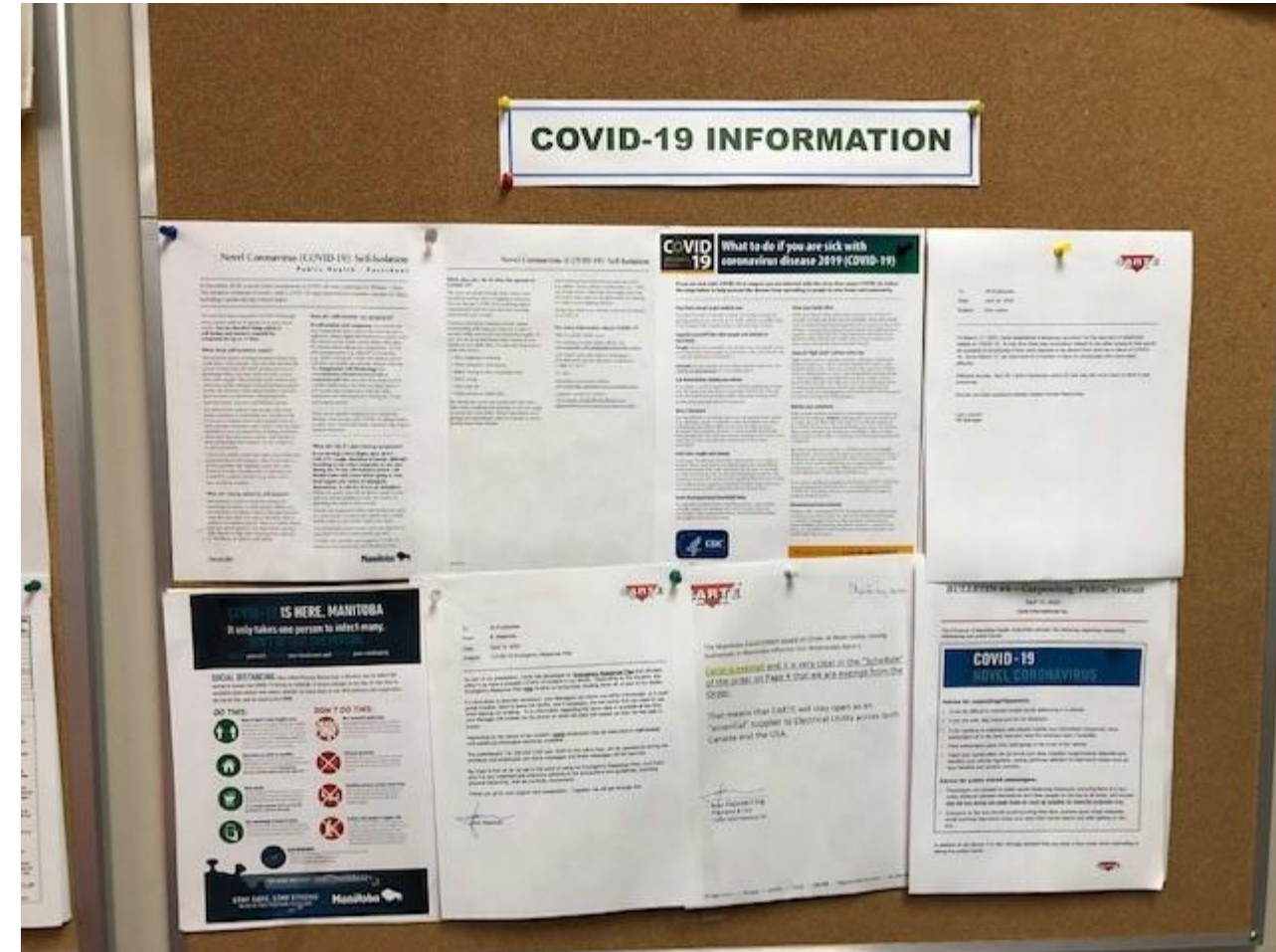


CARTE INTERNATIONAL INC.

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

COVID-19 information board used as a central location for all educational materials and bulletins related to COVID-19

Material designed to educate employees for their own safety, as well as the safety of their families



CARTE INTERNATIONAL INC.

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?



Thermal scanning is used to screen employees for fever prior to entering the facility

CARTE INTERNATIONAL INC.

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

Employees are required to wear face masks when in the plant

Some tasks do not allow for physical distancing protocols to be followed

For these tasks, employees have been provided with additional PPE (face shields) for their protection



CARTE INTERNATIONAL INC.

HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?

High-contact surfaces are subject to additional cleaning requirements

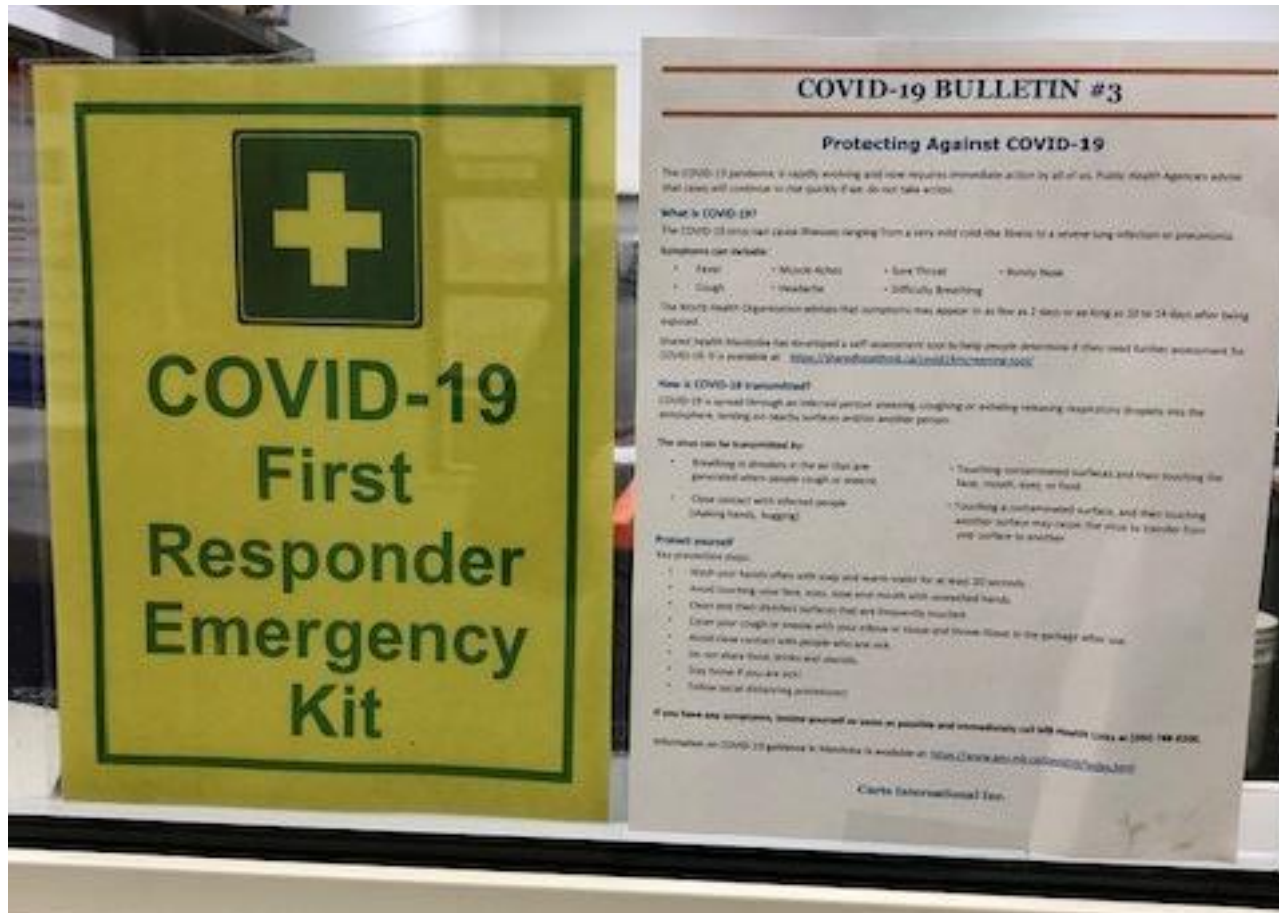
Surfaces such as vending machines for consumables, door handles, crane controllers, etc.

Due to the extent of additional cleaning requirements identified, Carte partnered with Bison Cleaning Services



CARTE INTERNATIONAL INC.


HOW HAVE YOU RESPONDED TO THE IMPACT OF COVID-19?



First aid protocols were adjusted to accommodate COVID-19 protection

First-aiders were re-trained on updated protocols

First aid kits were upgraded with additional COVID-19 PPE



How are you maintaining
employee engagement?

BRUNSWICK STEEL

HOW ARE YOU MAINTAINING EMPLOYEE ENGAGEMENT?

Daily huddles have open discussion and time for questions

Additional huddles update employees on Federal or Provincial government announcements

GM makes a point to touch base with every employee on a daily basis

HR also checks in with each employee on a weekly basis (including staff working from home)

There is added focus on the 'Quick & Easy' Kaizen program, encouraging employees to make improvements in their areas.

Employees are rewarded with a gift card

A monthly newsletter is also provided to all employees

The only choice for quality service.

Brunswick Steeler

May 2020

HR Update

At Brunswick Steel, we are committed to providing a safe and respectful work environment for all employees. Our Harassment Prevention Policy is in place to ensure that our workplace is a respectful and safe place for all of us, free from harassment.

There are two main types of harassment. One type includes inappropriate conduct in any form about a person's:

- age, race
- creed, religion
- gender, sexual orientation
- marital status, family status, economic status
- political belief, association or activity
- disability, size, weight, physical appearance
- nationality, ancestry or place of origin

A second main type relates to what is sometimes referred to as "bullying" behaviour that may involve:

The only choice for quality service.

Brunswick Steeler

May 2020

Health & Wellness

Keep washing those hands and keeping a 6 FT distance between others to reduce the chances of contracting COVID-19. We've got this everyone! Thanks for doing your part to flatten that curve!

Sales Update

Recent Sales Office Changes

In an effort to do our part with physical distancing, each department at Brunswick has been impacted in some way by the COVID-19 virus. Our sales staff has also made many changes to how we conduct business. Each inside sales account rep is on a rotating basis working from home to help achieve physical distancing in our offices, but also to maintain some normalcy with the individual at home.

The technology available to Brunswick has been an unexpected benefit as we are much further ahead than many companies I have talked with. The changes that we quickly made have been seamless to many of our customers. Each sales account rep working from home has their work phone number redirected to their mobile or home phone. Emails on Microsoft Office 365 are also available anywhere there is internet access. In addition to the communication tools, our ability to connect to our software programs have also been critical to our ability to pivot and work remotely. Both our ERP and processing quote software are being used by the inside sales account reps daily for quote and sales order entry.

Outside sales calls have changed from physical visits at customer facilities to conference or Zoom calls. While nothing is better than a face-to-face visit with a client, the conference calls are proving to be quite effective and efficient. I've been joining Scott Rey on many calls, and I have enjoyed connecting with many of our customers this way.

While we all look forward to the time when things return to 'normal', we are also discovering new ways to stay connected while also maintaining or even improving on our efficiencies in a world that is physically distanced!

Justin Copp
President

Attention Plant Employees

Beginning Monday - May 4th, we are changing our work hours to better align with our business.

The new hours will be:

Day Shift: 8:00 am – 4:30 pm
Afternoon Shift: 4:15pm – 12:45 am



Social Committee

ALL SOCIAL EVENTS ARE ON HOLD FOR THE TIME BEING. (We look forward to returning to our monthly cake day, lunch and learns, and social activities when it is appropriate to do so).

Birthdays

Kibinda Rubanguka 11th

Anniversaries

Andrew Prior 15 yrs 24th
Ali Salim 1 yr 29th

May Calendar

SU	MO	TU	WE	THU	FRI	SA
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Mothers Day
Pay Day
Stat Holiday

BRUNSWICK STEEL

HOW ARE YOU MAINTAINING EMPLOYEE ENGAGEMENT?

During these volatile times, we at Brunswick refer back to some of Napoleon's reasoning

“Worry in private. Exhibit calmness in front of your troops.”

It is crucial for the Management team to be stable in an unstable environment




CARTE INTERNATIONAL INC.

HOW ARE YOU MAINTAINING EMPLOYEE ENGAGEMENT?

Extensive mitigation plan created by COVID-19 task force

Communication of updates through communication boards, lunchroom TV, emails and daily huddles

Emergency response plan in place in the event an employee is confirmed or suspected of having COVID-19

COVID-19: MITIGATION PLAN			
 MITIGATION TEAM:	LOCKIE MCLEAN GARTH NORBERG MARLENE LOCK LYNN LEMIRE TODD MALYON RICHARD YANECKI ALMA ANG ADAM KLAPONSKI		
CATEGORY	ITEMS (BLUE TEXT = OPEN ITEMS)	UPDATES / STATUS (BLUE TEXT = OPEN ITEMS)	FOLLOW-UP BY:
	ANY POSTINGS, MESSAGES, & INFO BEING SENT OUT MUST GO THROUGH GANI & LYNN • FORMAT TO BE CONSISTENT	DONE (MAR-16-2020)	LYNN / GANI
	USE ALL COMMUNICATION BOARDS & LUNCHROOM TV & EMAIL	TO BE ONGOING	
	HOW TO WASH YOUR HANDS COPIES • COPIES REPLACED W/ NEW STICKERS	POSTED. - DONE MAR-16-2020 STICKERS. - DONE MAR-19-2020	
	INTERNATIONAL TRAVEL MEMO	POSTED. - DONE MAR-13-2020	
	TRAVEL ADVISORY SUPPLEMENT BULLETIN	POSTED/EMAILED TO WINNIPEG. - DONE MAR-18-2020	LYNN / GANI



QUESTIONS FROM
ATTENDEES?



THANK YOU FOR ATTENDING

Ian Marshall

Lean Champion

ian.marshall@cme-mec.ca | CME-MEC.CA

INDUSTRY PARTNER



SUPPORTING PARTNERS



THANK YOU TO
OUR PARTNERS