

FORMING IDEAS

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Safety Intervention and Communication With Bob Vaughan

"Three fourths of the miseries and misunderstandings in the world will disappear if we step into the shoes of our adversaries and understand their standpoint."

Gandhi



Bob Vaughan was Finning's Quality Improvement Manager until head office was moved to Edmonton in 1999. Since then, Bob has been (in his own words), "assisting good companies to become great companies."

In January, Brenco invited Mr. Vaughan to lead our employees in a Safety Intervention and Communication Workshop. The three and a half hour event provided our staff with skills to create a safer work environment.

Bob's message is both unorthodox and engaging. The majority of industrial accidents, he told us, can best be reduced through changing behaviours. This strategy, he said, is closely followed by improving ergonomics, but after that,

all other strategies such as safety campaigns, management audits and personnel selection are relatively ineffective.

Bob explains that for various reasons, communication between workers on the factory floor can be challenging. Through exercises, he teaches how to have difficult conversations without being confrontational. Brenco staff appreciated that these skills are just as useful at home as they are at work. All agreed that they enjoyed the session and gained a better understanding of human behaviour.

We highly recommend Bob Vaughan to help you improve communication in your organization. For information, email Bob Vaughan at bob@bobvaughan.com



Above: Brenco staff working on communication skills during the training session

History Mystery



**When You Can't Go
Out, Go Up
A Waste-o-Saurus Story**

Was-to-sau-rus, n. [Waste, and Gr. sauros, a lizard.] A cute but troublesome creature that wastes time and material. The Waste-O-saurus is elusive but commonly identified through reduced profit and productivity.



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Waste-o-saurus Sightings

When You Can't Go Out, Go Up

When you can no longer spread out, you have to go up. This is a problem many businesses struggle with. But, it isn't even the really big issue. Industrial land in the Lower Mainland is expensive and in short supply, but mostly, it's expensive. Brenco has been in its current location for 17 years. In that time we have expanded from 36,000 to 60,000 square feet. We had the opportunity to acquire more floor space but two critical elements were evaluated and the decision was quashed. Those critical elements were Risk and Efficiency.

Risk: If business slowed (and it did in 2009 and again in 2015), the space would be under utilized and financially burdensome.

Efficiency: As operations spread out over a larger area, communication, cohesion and material handling suffer.

In order to consolidate processes as Brenco expanded, inventory storage was moved as far away as possible. This was not a good situation but we had little choice. Demand for forklifts increased and it didn't matter how many we had, there were never enough. Safety was also a concern with increased forklift travel between buildings through an area with significant vehicle activity, especially during the dark and cold winter season.

We had long recognized that a solution was required. After years of searching, we found a company at the Fabtech show in Chicago in 2015. Vidir Machine Inc. is based in a small town north of Winnipeg. They manufacture vertical storage systems for companies such as Canadian Tire and Home Depot. Recently, they had developed a vertical metal sheet storage system.

Brenco purchased a material storage tower from Vidir. It is 25 feet tall, con-

tains 32 shelves, each with a load capacity of 5000 lbs. It is fully automated and computer controlled. We installed the tower in our main building allowing us to move the majority of our inventory back near the points of use.

The results have been positive:

Floor space once used for storage is now available to Production.

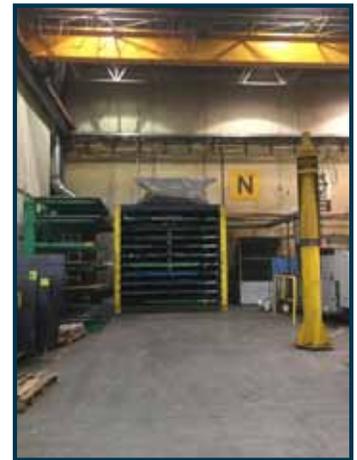
Inventories are better managed.

Time required to retrieve inventory significantly improved.

Forklift demand reduced.

Safety improved by eliminating most inter-building forklift traffic.

Morale improved because the task of retrieving material became easier.



The above photo shows the area that is now occupied by the Vertical Storage Tower (Shown left). Retrieval of material is automated and controlled by the operator. Four racks similar to the one seen above have been eliminated, opening up space for alternate uses.



The Waste-o-saurus is intended to provide value to our readers by presenting issues relating to efficiency and quality in an effort to encourage and promote improvement. Do you have a Waste-o-saurus story that you'd like to share? Send it to us at: thebest@brenco.com

History Mystery

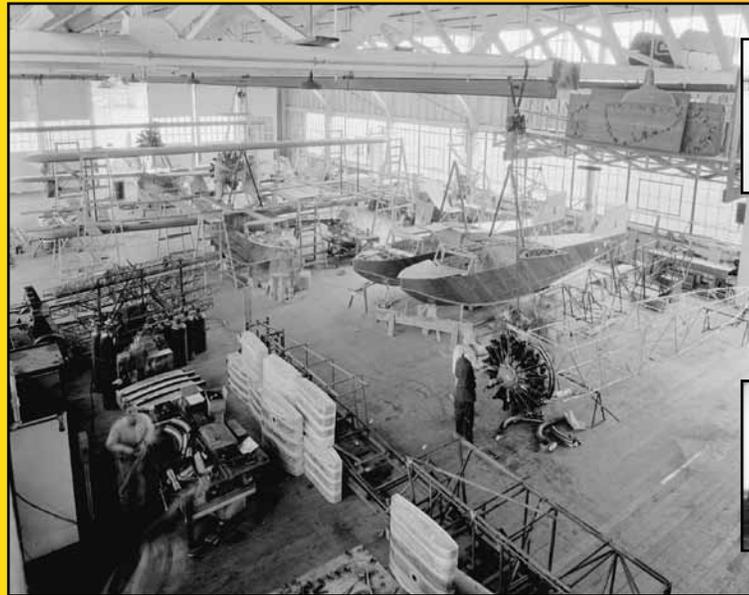
In March 1919, William "Bill" Boeing and pilot Eddie Hubbard flew 60 letters from Vancouver, British Columbia, to Seattle in Boeing's C-700 — the first international air-mail to reach the United States.

The Boeing Company began business operations in Canada in 1929, forming Boeing Aircraft of Canada. Boeing produced the first transport airplanes built in western Canada in the converted Hoffar-Beeching Shipyard located at 1927 West Georgia in Vancouver (now the Stanley Park causeway).

The photo of the shop is credited with a date of circa 1930. Coal Harbour can be seen through the partially open doors where the flying boats were lowered directly into the water. In the foreground is the metal fabrication area. Frames for the 40H-4 Mail Plane and fuel tanks can be seen. The flying boats under construction are C204 Thunderbirds. Note the hoist supporting the radial engine precariously attached to the roof joist by a rope.

At the beginning of the Second World War, Boeing built a much larger facility on Sea Island. At its peak in 1945, the plant employed 7000 workers. The community of Burkeville was created to provide housing for the employees.

A total of 362 PBV Catalina amphibious aircraft and as many as 1000 B-29 mid sections, as well as 16 British-designed Blackburn Shark torpedo aircraft purchased by the Royal Canadian Air Force were produced at the Sea Island plant. Immediately following V-J Day, both the Sea Island and Georgia Street plants were closed.



Top: C204 Thunderbird flying boat
Below: 40H-4 Mail Plane



Left: Blackburn Shark torpedo aircraft
Right: PBV Catalina



Moore No More



When you mention the name Brenco, many immediately think of Chris Moore. His name has been synonymous with the company for 31 years. Chris joined Brenco in May, 1985 after leaving his previous employment with Riverside Ironworks in North Vancouver.

He didn't know much about metal cutting and forming when he joined Brenco but there is no doubt that over the years, he learned more about the art of shaping sheet metal than is contained in most text books. Chris' knowledge

combined with his patient demeanour made him a huge asset not only to Brenco but our industry as a whole.

Chris decided, as we all will at some point, to call it a day. He has chosen to expand his life experience beyond the metal industry and explore new directions.

None of us are getting any younger so it is with a small amount of envy, that we wish Chris all the best as he strikes out on a new path.

Because
you
asked

The (Post Season) Story of the Brenco Christmas Ornament

The Brenco Christmas Ornament tradition didn't start with the intention of it being a tradition at all. In 2000, Brenco owner, Steve Heim, created a small batch of Christmas ornaments for himself and his ski buddies. It seemed like a pretty good idea so the next year, Steve designed another ornament that included another of his passions, a motorcycle. A small but larger batch was created and handed out to a few friends and customers.

The ornaments were well received so Steve continued creating a new ornament every year. The process begins in October with no plan and a blank computer screen. The creative juices flow and after a bit of time, an original design emerges. Next, the ornaments (now 450 annually) are cut from stainless steel on one of Brenco's lasers. Once complete, the 450 ornaments are sent out for powder coating and a week later, 449 come back. (The painter always keeps one.)

Up until 2016, the ornaments were carefully packaged in our office by Brenco's Christmas elves. In an effort to reach out to our community, we found Starworks, a social enterprise that is managed by the Developmental Disabilities Association. Starworks is a non profit organization that provides employment, services and programmes to individuals with developmental disabilities.



We are often questioned about the order in which the ornaments were created. Pictured here are all 17, beginning with the skier (2000) and ending with the automobile (2016).

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