

GOODYEAR CANADA (cont)

Jindra, adding some people are more proficient than others but all have the basic skills.

Employees, called "team members," are kept well-informed on company business so than they can contribute to it. Every shift begins with a team meeting and each member has specific responsibilities.

"The net effect of this is people have the information they need with which to make decisions about the process."

"The organizational structure of our plant results in a lot of responsibility being carried by our team members throughout the day," says Jindra.

"Every year our team members have constantly come up with ways to improve the manufacturing process."

Another factor in any plant's competitiveness in the 1990s is the amount of waste it produces — or, more to the point, doesn't produce. Although Goodyear's waste is minimal, Jindra says company employees are always looking to reduce it further, whether it is wasted time or wasted product.

Scrap tires are shipped to a facility that shreds and uses them as fuel.

Tires are particularly useful as use in cement kilns because they burn at a very high temperature, says Jindra. Some are turned into floor mats, door steps or mud flaps for trucks, while others become liners for the boxes in pick-up trucks.

The industry is constantly changing and only through changing itself

can Goodyear stay viable. Jindra points out that as few as 10 or 15 years ago, nobody believed an average car tire could have a lifespan of up to 130,000

kilometres. Advancements have also been made in wet traction through the use of new materials and designs.

While Jindra sees

steady growth for 1997.

"We're always working on plans for the future. ...

We're always working on growth opportunities for our plant."

Intell Supp. March 31/97