

# Looking forward to a future with Blue Arrow and Toyota Derby

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## Blue Arrow Information Booklet for Toyota

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Congratulations, you've just made your first step on what we hope will be a long and exciting journey with Blue Arrow and Toyota.

The recruitment process and the job will be extremely demanding so don't expect the journey ahead to be easy. However, the Blue Arrow team will be with you at every stage to provide valuable feedback and support.

Perhaps more importantly, we offer a package which combines a great salary with professional development and long term career opportunities.

- ^ Flexible Employee Contract with monthly pay
- ^ Basic salary of £20,576 + Overtime + Shift Pay
- ^ 25 Days Holiday a year + 8 Bank Holidays
- ^ Career development – TMUK Apprenticeship Framework
- ^ Subsidised staff canteen
- ^ Uniform including safety boots

This booklet will give you information about the recruitment process which you need to pass through in order to become a Production Team Member, and information on what to expect when you start your career with Blue Arrow at Toyota.

## **Introduction to Blue Arrow**

Blue Arrow has been recruiting production operatives to work alongside Toyota's permanent work force at Burnaston, Derby since January 2001. Here, you will have the opportunity to play an essential role in the manufacturing of the Avensis and Auris, using the Toyota Production System (TPS) which has set new standards in manufacturing excellence.

Since 2001, over 2000 Blue Arrow workers have been transferred to permanent contracts with Toyota Manufacturing UK. It is our ongoing commitment to you to continue to invest in the welfare of our workers and to provide you with a professional service in an open and honest manner.

## **The Recruitment Process**

The first part of the recruitment process will be a call centre pre-screen, which will involve giving basic information to our response team so they can understand if your current situation is suited to roles at Toyota.

Following the pre-screen you will be booked onto the first on-site testing session. This will be a 3 hour computer based assessment and you will be told on the day whether or not you have been successful.

The second on-site test is a physical test and is call the Day at Work Assessment. This test is designed to give you first-hand experience of what it is like to work at Toyota. You will be tested on following standardised work, accuracy, work pace and dexterity. You should think of this as a 2 way test; for you to see if the job is right for you and for us to see if you're right for the job.

The final stage of the process is a one-to-one interview which is your opportunity to tell us why you're the right person for a job with Blue Arrow at Toyota.

## **Toyota and You**

Toyota Motor Manufacturing (UK) Ltd began producing cars in 1992 with the introduction of the Carina E and the subsequent introduction of Corolla in 2001. In June 2010, Burnaston produced its 3 millionth vehicle and, today, we currently produce the Avensis, the Auris which was launched in February 2007 and the Auris HSD which was launched in June 2010.

In total, Toyota has invested in excess of £1.85 billion and we currently have a capacity to manufacture around 285,000 cars each year. Toyota has also invested in their Deeside Engine Plant in North Wales where, in February of 2007, the 3 millionth engine was manufactured.

Toyota is committed to producing high quality cars at a reasonable price to satisfy the needs of our customers. This commitment forms the basis of a partnership between Toyota and its members as they believe that their people are the key element to the success of the Company. Toyota brings to the partnership state-of-the-art manufacturing technology and management practice. You bring energy, enthusiasm, a commitment to hard work, creativity, knowledge and your resourcefulness. Toyota does ask a great deal of its Members but they give a great deal too.

## **Teamwork at Toyota**

Toyota is not just hiring "workers", we are hiring Team Members who will work together to accomplish tasks or a series of tasks. Every Member needs to be open to new ideas and challenges every day. You will be encouraged to listen, learn and understand not only your own, but other Members' jobs as well; to show patience; to express ideas. At Toyota we all need to adapt to rapidly changing conditions, and to work with or, on occasion, substitute for our colleagues.

Toyota believes that teamwork is an essential part of the workplace. Toyota has created a positive team spirit in the Company; as everyone knows that everything they do affects many other people. Company success is necessary for security and long term prosperity for all Members.

Quality is another key factor at Toyota and goes hand in hand with teamwork. High quality standards start with every Member. All Members are expected to take part in quality discussions and to meet together to discuss ideas. It is every Member's responsibility to correctly complete their job and only to pass on 100% quality work to the following process.

## What Is Toyota Like?

Toyota do require a great deal from their Members and in the true spirit of trust, they want all potential Members to understand what working at Toyota will be like.

Firstly, working at Toyota will be demanding. You will receive full training in all jobs and tasks you are asked to do, and you will learn a standard way to carry out your duties. Toyota places great emphasis on standardised work as it leads to quick mastery of the job, minimises problems due to lack of experience and ensures high quality and safety.

At Toyota, we place a great deal of importance and emphasis on good timekeeping and attendance. All our Members are key to the success of the Company, and everyone who is recruited is critical to the effective achievement of our production targets. Indeed, Members tend to arrive before start time so they can prepare for their working day. This means that our operation is "lean" in people terms. If you believe you have the commitment to give Toyota your best efforts and attendance, we in turn will offer you a challenging job opportunity.

In summary, the Toyota working environment has the following main elements:

- ▲ Hard, demanding work e.g. *standing and active for the majority of the day*
- ▲ Repetitive work, e.g. *performing the same task over again for a full shift*
- ▲ Shift work
- ▲ Overtime when required (mandatory)
- ▲ Good attendance and punctuality is essential



## Nature of the Work

### ^ **Fast paced Production Environment**

Targets will be given for each shift, and there is normally a set amount of time allocated to complete your process. For example, in Assembly 1, the 'Optimum speed' for the Assembly line is 66 seconds. This means that if each process is completed in this time, a car can potentially come off the assembly line every 66 seconds.

### ^ **Repetitive Process**

The training period for any one process can take up to 4 weeks, therefore you could be expected to perform this process for a whole shift, at least 5 days a week. Within your first 12 weeks service, you may be trained to perform between 1 or 2 processes, depending on what part of the plant you are assigned to.

### ^ **Hard Work**

Due to the repetitive nature of the job, it takes a lot of dedication and hard work to keep up to speed with targets, whilst remaining vigilant with quality issues. Your job can also be physically demanding. To assist in the moving of heavy parts, hydraulic lifting equipment can be found across the plant. For example, in the Weld shop, panels are attached to the body shell with the aid of a hydraulic frame.

### ^ **Long hours**

**Overtime at Toyota is mandatory, which can involve working up to (or even in excess of) 2 hours extra per shift. However, Toyota reserve the right to increase the overtime, (within the 'Working Time Regulations'), dependant on business needs.**

### ^ **Stood on your feet all day**

It is important that you attend every pre-shift meeting to make sure that you are involved in the warm-up exercises. Apart from your break times, you will probably be on your feet for your whole shift.

### ^ **Attendance / Punctuality**

As you will be working as part of a team, you will be expected to maintain a good attendance record. It is vital that you contact the office **and** your group leader if you are unable to attend work, at least 30mins **before** the start of your shift. Do not forget that any non-attendance will be unpaid and will impact on your chance of progressing to a TMUK contract.

## **Continuous Training and Development**

As accredited 'Investors in People', both Blue Arrow and Toyota will ensure you are provided with professional training. Your personal development within the job-role will be monitored on an individual basis, and will contribute to your appraisals with your Group Leaders. An appraisal is a reflection on your own personal merit, covering items such as attendance, attitude and the quality of your work.

The first 4-5 weeks at Toyota is the most critical time to develop your skills whilst being trained. It is therefore very important that you do not take any holidays or have any unnecessary absence during this time.

Training periods may vary throughout the factory. You will also have ongoing training throughout your career at Toyota to develop new skills.

## Production Areas – Possible Placements

Working at Toyota can be hard work, but if you are an innovative, quality conscious team player, you will find Toyota very rewarding.

It is important that you are flexible to the process that you are given and also the shift on which you are placed, as you could be placed in any one of a number of areas. This decision is made based on the recruitment process and is subject to Toyota business needs.

## Press And Weld

At the forefront of the whole 'Toyota Production System' are the Press and Weld shops, which are linked very closely with each other due to the vast amount of parts needed to manufacture the Avensis and Auris.

At its optimum speed, a car can come off the end of the line every 66 seconds at Toyota, therefore the speed at which the Press shop operate can have a knock-on effect on the whole plant. It is therefore essential that the job has got to be "right first time".

A car will start as a huge roll of steel. In the Press shop, these raw materials are transformed into car parts by huge industrial press machines. Working in this area requires a lot of loading/unloading of parts on and off machines, with the assistance of robotic hydraulic arms. The press machines are programmed to cut parts to a certain specification for either the Avensis or Auris.

To ensure the smooth running of all shops the 4 'S' system is very important. This ensures that the work areas are left 'SORTED', 'SIFTED', 'SWEPT' and 'SPICK and SPAN', making the work area safe and tidy. In shops such as Press and Weld where the environment is particularly fast moving, vigilance towards the 4 'S' system is extremely important so that one shift can run straight into the next.

Parts produced by the Press shop are passed straight to the Weld shop, which re-enforce those parts with steel and construct the Avensis or Auris body shell.

There are a wide variety of jobs that a candidate could be assigned to within the Weld shop. Some potential areas include; Under Front and Under Rear, Shell body, Quality Assurance and Conveyance.

## Paint

An operative going into the Paint shop may be placed onto any of the following processes:

- ▲ 'ED' (Electro deposit), this is where the paint is charged with electricity to attract to the car body shell, giving the car its first coat of paint.
- ▲ 'Anti-chip robots', these treat all of the car body except underneath, to prevent against erosion.

'Sealer', this is where the window and doorframes are made watertight. The car bodies then go back to ED to be baked off and the under body is sealed and prepared for 'Primer'.

- ▲ In 'Primer' robotic arms give the car its main coat of paint and underneath the car body is hand sprayed. The cars are then given an off-line inspection to identify any faults.
- ▲ The next process is 'Top Coat' where the doorframes and windows are masked with tape before the base coat of colour is applied, ready to be oven dried off.
- ▲ The 'Quality Division' from Weld operate in the paint shop checking and inspecting after the 'Top Coat' is put on. The car body shell is then oven baked.
- ▲ In 'Finish', the masking tape is taken off the door and window frames and on-line polishers make quality checks.
- ▲ Last inspection is given to the cars in the 'Colour Bank'. This is where the car bodies are stored and then waxed before heading into Assembly I.

### Plastics

The Plastics shop has three main areas, including:

- ▲ Injection Moulding - which moulds plastic granules into bumpers and instrument panels
- ▲ Bumper Paint - which paints the bumpers and adds grills, badges and fog lights
- ▲ Monofoam – which is related to producing the IP (Instrument Panel)

### Quality Assurance

Toyota operates a policy of 'Right First Time', which means that quality is built into each part of the Toyota Production System (TPS).

Quality control is the responsibility of everyone. In all shops, quality checks are made on both the Avensis and Auris. Quality is of the utmost importance at Toyota. In many cases this work involves checking the vehicles and vehicle parts at the end of the production line.

## Assembly I

Members could be assigned to any of the vast amount of processes within the shop. Some examples include:

- Trim 1 When the car body shells come over from the 'Paint Shop' the cars are sent straight to Trim 1 where the doors are taken off to enable the operatives to get in and out of the vehicle to fit the specified parts.
- Trim 2 In Trim 2, the car heater is put in and the brake and clutch pedals are fixed into place.
- Trim 3 In Trim 3, the Interior instrument panel (IP) is fitted.
- Doorline The doorline section is set aside from the production line as a whole, as this process may start after Trim 3, but continues throughout the rest of the process until the car is fully assembled. In this process, the bare case of the doors are fitted with window frames and mirrors. The interior trim for the door is also added along with the door handles. Finally the glass is fitted.
- Chassis 1 Most of the work in this section is underneath the vehicle so the operative is often standing up fitting the brake and fuel pipes.
- Chassis 2 In Chassis 2, the engine and gearbox are fitted along with the front and rear suspension, ready for Engine Line.
- Engine Line This work involves members standing up for most of the process and operatives often handle heavy components such as starter motors. The engines are received at regular intervals, supplied by Toyota Deeside in North Wales
- Chassis 3 Chassis 3 is predominantly trim related, fitting items such as exhausts, carpets and bumpers along with the brake and clutch fluids.
- Final 1,2 These teams fit the front and rear windscreens, seatbelts and parts of the interior trim. They also fit the air conditioning system to cars (depending on the car's specification) and the front and rear seats, ready for inspection.

The efficient operation of all departments depends on close working relationships with both the Internal Logistics Department and Quality Assurance.

## Internal Logistics (Conveyance)

The Internal Logistics function operates with the primary objective of supplying the production lines with the parts necessary to build the vehicles. An operative assigned to ILD will be assigned to drive either a Forklift truck or 'Dolly truck' and will work on the 2-shift rotating pattern in any shop.

Working '*Just in Time*' means that parts are ordered and arrive at the plant only when they are needed. Toyota do not stock-pile parts, meaning that normally there is only one shift's worth of parts on site. A '*Kanban*' system is used for each part or number of small parts in each shop to monitor its stock levels at minimum and maximum numbers.

When an operative on line has taken a part or parts for their process, the '*Kanban*' for that part is sent back to ILD. They will then replenish and re-order that stock. Fork Lift Truck operators would then deliver those parts to the production line.

## Hours of Work

The following shift patterns operate across the site. Whichever job you are assigned to will dictate the shift pattern you will be on.

## Shift Patterns

### 2 Week rotating shift pattern (2 weeks of each)

Days	Mon-Fri	0730 - 1548
Nights	Mon-Thurs	2030 - 0448
	Fri	1800 - 0248

There is also **MANDATORY OVERTIME OF UP TO 2 HRS** in the majority of areas on-site. Certain areas, however, may require in EXCESS of 2hrs depending on the current workload. You will be told by the last break of the day how much overtime there will be.

**You may also be required to work compulsory production Saturdays and Sundays (more notice will be given for these).**

Standard hours of work per shift (before overtime)	7.8hrs
Standard hours of work per week (before overtime)	39hrs

## Tea/lunch breaks

2 shift rotating pattern.	15 minutes first break
	30 minutes lunch/night time meal
	10 minutes second break

*If you are required to work 2 hours of overtime or more, you will receive a further 15 minutes break.*

## Pay Rates

### Salaried Pay

During your first of week of training you will not receive any shift allowance and will only be paid at the 'standard day' rate. You will be paid on the last Friday of every month directly into your bank account. If you start after the last Friday of the month any money owed will be paid the following month.

You will be paid an annual salary of £20,576 which is broken down in to 12 monthly payments of £1714.67 (before tax). Overtime and shift pay are paid the following month.

*E.g. If you start work on January 1<sup>st</sup> on the last Friday in January you will receive your basic salary of £1714.67, in February you will then receive your basic salary and your shift pay and overtime for January.*

	Hourly Rate	
Standard Day	£10.12	per hr based on a 7.8 shift
Overtime 1	£13.49	per hour for first 2 hours
Overtime 2	£15.18	per hour for over 2 hours
Saturday	£15.18	per hour all hours on Sat
Sunday/Bank Hols	£20.24	per hour all hours Sun/BH

**Public Bank Holidays:** If you **do not work on a Bank Holiday**, you will just be paid at the 'standard day' rate for a standard day shift of 7.8 hrs as long as you have worked a full week prior to and after the Bank Holiday. However, **if you are required to work** on a Bank Holiday, you will also be paid at the Bank Holiday rate, for every hour worked.

**Paid Bank Holidays:** News Years Day, Good Friday, Easter Monday, May Day, Spring Bank Holiday, Summer bank Holiday, Christmas Day and Boxing Day.

### Shift Allowances

#### 2 Week rotating shift patterns:

	Rate	
Days:	£0.51	per hour
Nights:	£3.04	per hour

## Workwear and Lockers

You will be provided with workwear including 2 pairs of trousers, 5 T shirts, and 1 sweatshirt, and also a locker for your personal belongings. A £53 refundable deposit will be deducted from your first month's wages, to cover the cost of the uniform and locker key. This money may be refundable if members leave Blue Arrow or are taken on a permanent basis with Toyota.

Toyota is a cash free environment. Therefore you will be issued with a vending card / security pass to purchase food, drinks and snacks from the 2 subsidised canteens or vending machines. You can top-up your vending cards with credit on site at the various card machines.

All personal belongings including cash, keys and other such metal objects **MUST NOT BE TAKEN ONTO THE SHOP FLOOR UNDER ANY CIRCUMSTANCES.** These items can cause damage to vehicles and have a significant impact on the quality of the vehicle. This is one of the reasons for the issue of vending cards to every member.

**It can take up to two weeks to replace a vending card therefore it is very important that you treat your card like cash and don't lose it.**

## Holidays

### Your Holiday Entitlement

In a full year from January 1<sup>st</sup> – December 31<sup>st</sup> you have a personal entitlement of up to 25 days holiday, which are accrued on a pro rata basis of 0.48 days for every week's service.

The majority of your holiday entitlement must be saved to cover the summer and winter shutdown periods. There is no production at these times; therefore 14 days out of your personal holidays must be reserved to cover this.

You will need 10 days to cover the first shutdown which falls over the first two weeks of August, and 4 days for the Christmas shutdown, leaving you with up to 11 floating days.

If you have holidays in excess of 7 days booked outside of the shutdown periods you will need to speak to a member of the team.

## Absence Procedures

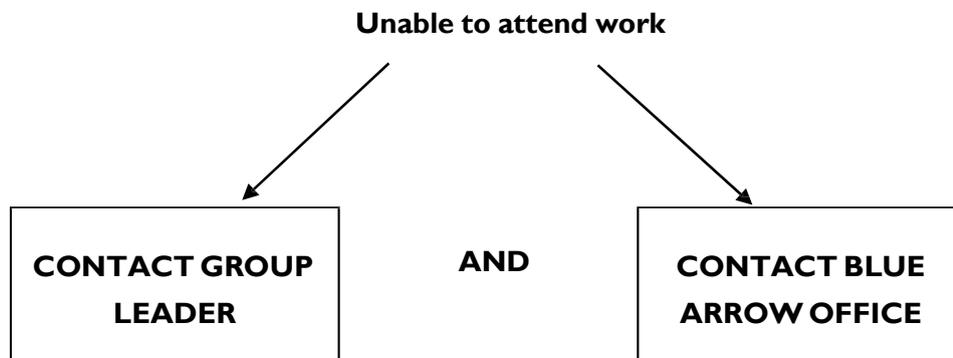
For any non-attendance there is an absence procedure that you must follow:

### Absence Reporting Procedure

Working on-site for Blue Arrow at Toyota UK you will be working as part of a team in a lean manned environment.

This means that attendance and timekeeping are essential.

If you are unable to attend work for any reason there is a reporting procedure that you must follow:



You must contact both at least **30 minutes** before the start of your shift.

When calling you must state the reason for your absence and when you will be returning to work.

**BLUE ARROW TEL No – 01332 282450**

**GROUP LEADER TEL No - IT IS YOUR RESPONSIBILITY TO FIND OUT THEIR TEL No ON YOUR 1<sup>ST</sup> DAY.**

If absence is over more than one shift you must repeat the same procedure every day contacting both your Group Leader and the Blue Arrow Office at least 30 minutes before the start of your shift.

*Failure to follow the absence procedure will be taken seriously.*

## Unplanned non-attendance

You will be issued with a Blue 'Unplanned non-attendance' card in your first day induction with Blue Arrow. On this card will be the Blue Arrow office number, and space to record your group leader's name and telephone number. As mentioned earlier it is vital that you contact the office and your group leader if you are unable to attend work, at least 30mins before the start of your shift.

## Planned non-attendance

You will also receive a Blue 'Planned non-attendance' card on which you must put your name and return to your group leader. This card monitors your holiday entitlements throughout the year. Therefore, if you require a holiday, you must consult your group leader so that they can refer to your personal planned non-attendance form, and check that you have enough entitlement remaining for what you want to take. It is important that you give as much notice as possible to ensure the date(s) you wish to take are available.

## **Equal Opportunities**

Blue Arrow & Toyota Motor Manufacturing (UK) Ltd are both equal opportunities employers.