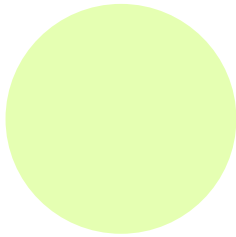




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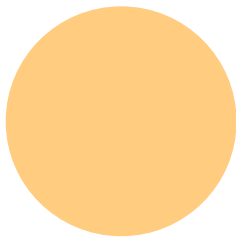
LEAN THOUGHTS

Richard Kunst
Tel: 519 590 9944
E-mail: Richard.Kunst@La-Z-Boy.com



5S+1 ...

more than Labels and Shadow Boxes



Many organizations that start down the path of Lean Manufacturing begin the journey implementing the **perceived philosophy of 5S+1**. It is becoming apparent to me during my travels that most organizations truly do not understand the power of the methodology in order to save money, increase throughput and enhance their Health & Safety.

More often, I see the translation of 5S into **random acts of organization** inside the enterprise instead of using this as a powerful holistic tool to improve the organization. You can have your area clearly defined and organized but it will still not increase the throughput or quality goals you desire. Every time an employee needs to seek materials, tools or information you are probably losing value add time in increments of 10 minutes. Many organizations encourage their plant managers, supervisors and others to implement 5S principals just to get rid of the clutter and make the environment look great ... but with minimal focus on improvement.

Your 5S implementation can be categorized into 2 areas.

Enterprise Initiatives are areas where 5S can be applied that do not directly contribute to the value add process. These can include cafeteria's, directional signs, bulletin boards, etc. These are more to improve the effective communication within the organization and the quality of life for our employees. Just like everything else in order to have accountability you need an owner ... meaning a name not a department to sustain and enhance your enterprise 5S initiatives. A very good enterprise initiative is to organize your bulletin boards and assign them an owner. A great tip is to make sure each board has a "Board Owner Tag" ... This tag should have the individual's picture, name and an area to indicate when the board was last updated. Now employees can walk past the board and look at the update date and if it has changed, stop to see what new information has been added. Notices on boards should never stay up longer than 30 days or they just become stagnant and meaningless.

Another excellent Enterprise initiative is to install a phone station board complete with an extension list and VSWI (Visual Standard Work Instructions) for emergency calling, paging, locating supervisors etc. Simple but yet very effective and it communicates the power of using work instructions. Simple Safety Stations also show that your care about the Health and Safety of your employees.

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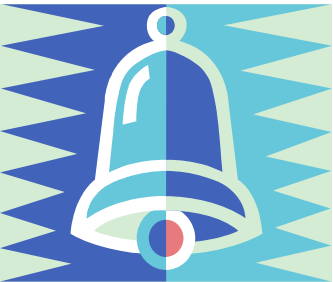
Example of a Phone Station



Example of a Safety Station



Where "Lean Thoughts" Become Reality



Work Flow Improvements ... I am often asked how do I quantify the savings achieved through the implementation of 5S or what should my project plan for implementing 5S look like? So you don't get it ... 5S is an investment and not an expense. Just like any other tool it must be properly deployed to help achieve the perfect process. I concede that most organizations get the sort part of 5S and even know how to add labels and shadow boxes but they seem to fail to go much beyond the initial exercise.

For example, Living with the Queen of 5S you can well imagine that our kitchen is well organized from a 5S perspective ... dishes in one cupboard, pots neatly stacked in another and even our cutlery in it's proper space ... but the kitchen was not organized for maximum through-put based on a specific task. After we created a spaghetti diagram showing the walk pattern required to make a cup of instant coffee it was quickly determined that we had stuff stored in the wrong locations. We moved the coffee cups, spoons, condiments into a cupboard above the kettle reducing our steps from 8 to 2 and the number of enclosure opening closings from 5 to 2 including getting the milk from the fridge. May not seem like much but it provides us with an additional 18 minutes more of sleep per year .. and that is what Continuous Improvement is all about small incremental improvements.

So back to the workplace ... before you begin your 5S enhancements ... first you must observe the work area before developing your plan. What is consuming the most of the non-value added time for the employee or what is the most major reoccurring disturbance to flow the area is experiencing? Remember some of your guiding principals ... the employee should be able to access everything he or she will need to do their job within 30 seconds and hopefully not having to reach too far.

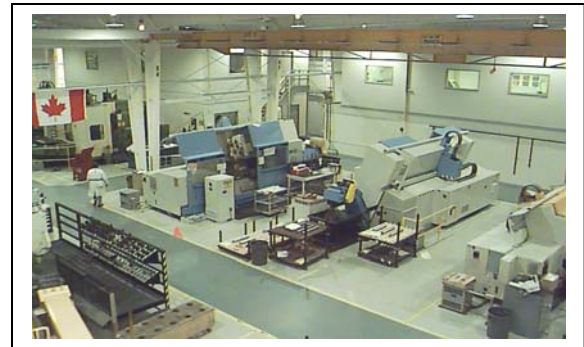
Also consider what kind of products or processes are being performed in the work area and categorize them as either "Runners" (something they need to do every day), "Repeaters"; (something they may only do weekly or monthly), and finally "Strangers"; (something they rarely see and a good candidate for kitting and sequencing)

To help identify a target area for 5S speak with your supervisors and employees about what plagues them every day, then form a team, observe and then develop your action plan. Using this method gets many people engaged and your opportunity for success and sustainability will dramatically improve.

This an excellent example of a well layed out work station that anyone can go to and perform an operation.



My favorite training Picture for 5S is the following since it shows a clean, well organized and professional operation. Employees have pride in coming to work and Customers are delighted that their orders are treated with respect and dignity.



Remember a Visual Workplace is one that ...

A VISUAL WORK PLACE

Is a work area that is self-explaining, self ordering, self-regulating, and self improving.

Where what is supposed to happen does happen, on time, every time, any time, because of visual devices.

Which is more than Labels and Shadow Boxes!

Consortium Event Schedule
 Tour Workshop Conference



January	February	March	April	May	June
<p>T</p> <p>Wednesday 24 Eaton Electrical, contact Joe Fisher, JoeRFisher@eaton.com</p> <p>W</p> <p>La-Z-Boy Corporate Monroe MI February 14 & 15 Enterprise Value Stream Mapping How to use the VSM tools to map admin processes. Contact Richard Kunst for info. Richard.kunst@la-z-boy.com Register at www.ame.org</p>	<p>T</p> <p>Wednesday 14, CFN Precision, contact Paul Kaulback, pkaulback@cfn-inc.com</p>	<p>T</p> <p>Wednesday 21, Nestle Waters, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 18, CTS Corp., contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>C</p> <p>Lean Design & Development Conference Wed 18 to Fri 20 Chicago Contact www.iirusa.com/lean</p>	<p>T</p> <p>Wednesday 16, Stackpole CSD, contact Don Barber Don.Barber@stackpole.ca</p> <p>Consortium Shareshowcase</p> <p>Saturday 05 CGL Guelph. Contact Cindy Grolleman Grolleman@canada.com or Dave Deskur daved@cglmfg.com</p>	<p>T</p> <p>Wednesday 20, Morrison LaMothe, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 18 to Thur 21 Edmonton, Alberta Contact www.measureupforsuccess.com</p>
July	August	September	October	November	December
		<p>T</p> <p>Wednesday 26, Kraft Foods, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 10, CGL Manufacturing contact Dave Deskur daved@cglmfg.com</p> <p>C</p> <p>AME National Conference Mon 29 to Friday Nov 2 Chicago Contact www.ame.org</p>	<p>T</p> <p>Wednesday 14, Messier-Dowty, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 12, Orenda, contact Brenda McIntosh brendamcintosh@orenda.com</p>