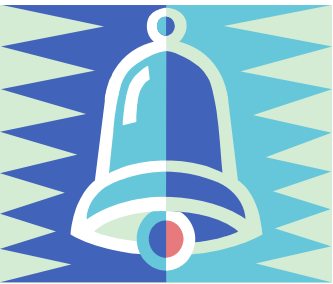




Where "Lean Thoughts" Become Reality



Filling out the form is a simple process ... a checkmark if the item is in conformance and an "X" if the item is non-conforming. A non-conforming item can be notified to the supervisor, place as an open issue on the report-out board or have a maintenance requisition submitted.

Typically, I hang a log sheet close to the VPM sheet. The log sheet contains the normal type of columns, date, initiator, confirmation, due date ... but we have a special column where we ask the initiator to sign of f on a line item to indicate that they are satisfied with the results. The initiator is the customer and we want to insure customer satisfaction. The log sheet also acts a histogram for the equipment or area and if we see reoccurring items begin to appear on the list ... this is a good indicator that we need to initiate a redesign for a more robust process to be implemented.

Now for the fun part ... the audit section of the form. A subtle but very powerful tool in the Toyota Production System is the use of name stamps .. simple, small, inexpensive ... but very powerful. Simple rule of thumb ... what you read you stamp leaving your legacy behind for others to see.

You will see a row for maintenance to place their stamps on the form ... this is how you begin to convert your maintenance technicians from reactive to proactive or preventative maintenance. You assign the techs to conduct several audits each day. During the audit the tech should instruct the Team Member to physically show the technician how he checks each item and where it is located on the equipment. Special Note, do allow the team member to explain the checking method to the technician or the power of training and learning will be lost.

In the management section begin to train all the members of the management team to stamp the sheet whenever they stop in the area ... this means all management folks Team Leaders, Supervisors, General Managers, Directors, Presidents. When management takes the time to stamp a form it indicates commitment to the team member but more important that management was on the shop floor looking at information and listening to the voice of the customer.

The form is designed to be re-freshed on a monthly basis .. so at the end of the month it is important to conduct a solid summary of the events namely;

Was the machine checked on a daily basis
Were audits conducted by maintenance ... how many and by whom
Did a supervisor or management team member visit machines ... which ones and how frequent?

In summary this form will provide you with several key pieces of information to indicate if your operation is running as you intend it. You will know if the equipment is checked on a daily basis by your team members. Audits conducted by maintenance techs will become learning exercises as team members become more familiarized with their equipment and they may even adopt certain minor maintenance tasks such as filling fluid levels or lubing the machine. The best is the management review ... are supervisors visiting all of the machines on a regular basis ... so we know that they are speaking to all of our team members on a regular basis or if they are constantly visiting one machine ... this may be a problem or opportunity that requires additional attention.

A very simple but powerful socio-tech tool to enhance your operation.

Lean in Government or How the Government Works ☺ I hope it is not true

Once upon a time the government had a scrap yard in the middle of a desert. Congress said, "Someone may steal from it at night." So they created a night watchman position and hired a person at \$18,000.00 a year for the job.

Then Congress said, "How does the watchman do his job without instruction?" So they created a planning department and hired two people -- one person to write the instructions for \$22,000.00 and one person to do time studies for an additional \$22,000.00 per year.

Then congress said, "How will we know the night watchman is doing the tasks correctly?" So they created a quality control department and hired two people. One was to do the studies for \$31,000.00 and one to write the reports for an additional \$31,000.00 per year.

Then Congress said, "How are these people going to get paid?" So they created the following positions: a time keeper for a \$35,000.00 annual salary and a payroll officer for an additional \$35,000.00. Then they created an administrative section and hired three more people -- an Administrative Officer at \$155,000.00 per year, an Assistant Administrative Officer at \$125,000.00 and a Legal Secretary at \$100,000.00 per year.

Then Congress said, "We have had this operating for one year with a budget cost of \$574,000.00 and we are \$18,000.00 over budget. We must cut back costs."

SO THEY LAID OFF THE NIGHT WATCHMAN

Consortium Event Schedule



Tour Workshop Conference

January	February	March	April	May	June
<p>T</p> <p>Wednesday 24 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p> <p>W</p> <p>La-Z-Boy Corporate Monroe MI February 14 & 15 <u>Enterprise Value Stream Mapping</u> 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, <u>CFN Precision</u>, contact Paul Kaulback, pkaulback@cfm-inc.com</p>	<p>T</p> <p>Wednesday 21, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p>	<p>T</p> <p>Wednesday 18, <u>CTS Corp.</u>, 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, <u>Stackpole CSD</u>, contact Don Barber Don.Barber@stackpole.ca</p> <p>Consortium Shareshowcase</p> <p>Saturday 05 <u>CGL Guelph</u>, Contact Cindy Grolleman Grolleman@canada.com or Dave Deskur daved@cglmfg.com</p>	<p>T</p> <p>Wednesday 20, <u>Morrison LaMothe</u>, 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, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p>	<p>T</p> <p>Wednesday 10, <u>CGL Manufacturing</u> 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, <u>Messier-Dowty</u>, contact Mike Smith Mike.Smith@Messier-dowty.on.ca</p>	<p>T</p> <p>Wednesday 12, <u>Orenda</u>, contact Brenda McIntosh brendamcintosh@orenda.com</p>