

Volume 14, Issue 22 ☐ May 28, 2007

Important 2007 Dates to add to your calendar...

- ☐ Jun 11th, HPM Lean Practitioners' Exchange. Mancor Industries, Oakville
- ☐ Jun 18th, HPM Leveraging Tour Host: Nexans, Fergus
- ☐ June 18th-22nd, LEAN CDN Regional "MeasureUp for Success Conference". Location: Edmonton. Call-4-presentations: www.measureupforsuccess.com
- ☐ Sep 5th, GMT Meeting. Host: Willow Manufacturing, Toronto
- ☐ Sep 10th, Leveraging Tour [New Member - TBA]
- ☐ Sep 19th, HPM Board Meeting. Host: Tempress
- ☐ Oct 10th, HPM GMT Meeting. Host: Rockwell Automation, Cambridge
- ☐ Oct 15th, HPM Lean Practitioners' Exchange. Host: COMDEV Space, Cambridge
- ☐ Oct 29-Nov 2, AME International Conference Chicago Contact: www.ame.org
- ☐ Nov 12th, HPM SIG: Health & Safety. Host: Velcro Canada, Brampton
- ☐ Nov 21st, HPM Board Meeting. Host: GE Multilin
- ☐ Dec 5th, HPM Share Showcase. Location: TBA
- ☐ Dec 10th, HPM SIG: Supervisors' Roundtable. Host: Hammond Manufacturing, Guelph
- ☐ Dec 17th, Lean IT Roundtable. Host: Gerrie Electric.

"Golf is good for the soul. You get so mad at yourself you forget to hate your enemies."

Will Rogers



Just the thing you would expect at a Standard Work workshop? Here, **Tempress & COM DEV** folks participate in an assignment all could relate to – but which made the need for SW seem crystal clear.

"If you were plowing a field, which would you rather use? Two strong oxen or 1024 chickens?"

Seymour Cray (1925-1996) ~ father of supercomputing

Last Week's Inter-Consortium 5S SIG rated 8.5 by 24 participants

19 folks from HPM's Willow, Mancor, COM DEV and Labelad members joined with AfEE Members - Barrday, Beltronics, SC Johnson, RIM, Weston and Vicwest at RIM in Waterloo who hosted the 5S SIG.

Joining them were 6 RIM folks which included AfEE reps and production line leaders who guided the group through the morning 5S Audit walk. Their views relating to how much value they received from the audit were included in the wrap-up scoring. In fact, two RIM folks identified the value to them as a "10" because of the things the visitors pointed out to them - and the excellent questions they posed.

The Objective

For some time now, AfEE Consortium Members have formed a '5S Audit Team' as part of the 5S SIG. This has enabled members to learn how to score with consistency as well as see how other companies sustain their 5S initiatives.

The Structure

At this 5S SIG, interested HPM Members were invited to join and three did. The format was simple and consisted of:

1. Setting the stage – where is everyone at in their journey? What help could you use?
2. Audit of selected RIM process area – one area was examined in detail, and one walk through upon completion of the detailed audit. RIM provided their audit form.
3. Feedback from audit. Both were facilitated sessions led by a RIM leader with each element in the audit form reviewed and the consensus recorded. **For each element, a list was compiled from all responses of the recommendations for improvement** (this is where some of the RIM '10' scores for the day came from.)
4. Where to from here – included an exchange of help folks could use. This was followed by

"Leveraging learning for customer success"

Making World Class Make Sense

the scoring of the meeting & the wrap-up. The scoring consisted of 15 - "8's", 7 - "9's" and 3 - "10's"... and much discussion.

In concluding the session on a highly interactive note, **RIM's Pusp Arora** extended an invitation to all **AfEE and HPM members to participate in a Kaizen Blitz** scheduled for **June 6,7, & 8th on a first come basis**– if interested, email **Pushp** now at parora@rim.com or let **Scott** or **Dave** know.

HPM Board Members Meet Rockwell's Mick O'Sullivan

The highlight of the Meeting was meeting Rockwell's new GM, Mick O'Sullivan, who is leading the transformation now underway.

Last Tuesday's HPM quarterly Board Meeting held at the Raglin Avenue facility of Rockwell Automation **focused on Frontline Leadership** during the educational component – with members reconfirming the need for developing strength in their front line "Gemba leadership". In support of this topic Paul Cerisano, shared some of his perspectives from his experience with Michelin, Toyota and Linamar. The GMT (General Management Team) shared the guidelines for proposed training which was accepted for further development. Considerable discussion followed with the urgency for this initiative shared by all members. Scott shared that the AfEE Consortium had also come to the same consensus that this was one of the most important areas for investigation and resolution facing manufacturing companies.

Mick's initial presentation to the Board was impressive as he outlined the scope and depth of the job ahead to remain competitive in the tough market Rockwell serves. A highlight was his clear communication of the importance of leadership at all levels in bringing about sustainable change.

In particular, he emphasized the need for a relentless focus on the things that are important. As an example he confirmed that if Lean is going to be a company's focus – and it is at Rockwell - it has to be seen as such in the way the leadership walks its talk every day. For example – if Lean truly is the focus, then it must take precedence in every manager's day.

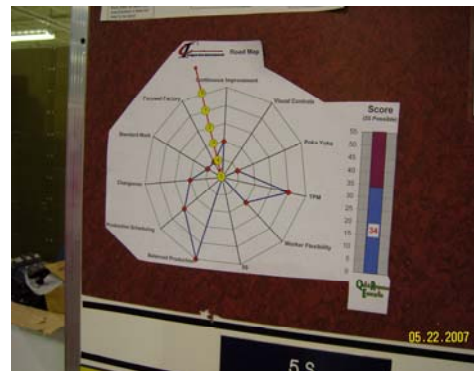
Raglin Avenue Tour

In introducing the tour, Rockwell's Materials Manager, Paul Deckert, showed dramatically the extensive list of changes the facility had undergone over the last year. Hence the facility was in the process of stabilizing its processes and in many areas he indicated that the streamlining of flow was coming now that the changes are easing.



COM DEV's Nabeel Mirza is seen examining one of the visual indicators with help from one of Raglin's process owners.

Tour Highlights



Before the advent of so many changes, Raglin established visual boards that were under the control of the employees

in each cell area.

Each cell produces a spider graph of their 5S status. An example of the graphic appears above. These have been standardized so the same chart is consistent from cell to cell. The dark blue line on the graph above indicates the improvements needed. The following board shows Ergonomics & Safety activities underway.

