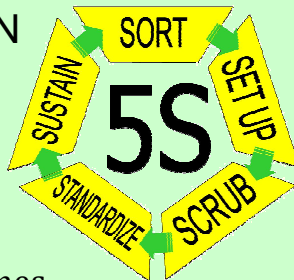


USE 5S to CLEAN & ORGANIZE WORK AREAS



- SORT:** Tag items in area with red (never used), yellow (sometimes used), and green (heavily used)
- SETUP:** Discard red tagged items, move yellow to another area, set up green near work area
- SCRUB:** Clean, paint, repair items in area and area itself
- STANDARDIZE:** Make cleaning & organizing a regular part of the work
- SUSTAIN:** Assure gains remain and work area is continually improved

EIGHT TYPES OF WASTE

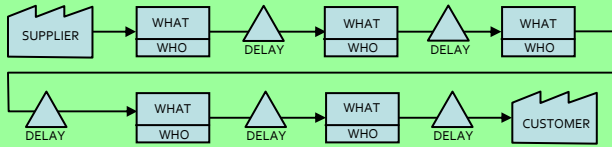
Learn to look for waste in processes by understanding the types that exist:

- Defects
- Overproduction & Overprocessing
- Waiting
- Non-clarity and Confusion
- Transportation
- Inventory
- Motion
- Employee Knowledge/Creativity

THE BASIC TOOLBOX

Value Stream Mapping

A chart that depicts the flow of materials and information through a process or system. When possible, include data regarding cycle times, queue times, task times, and quality results.



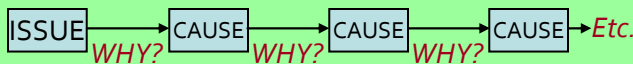
SIPOC

A diagram that identifies the suppliers, inputs, process, outputs, and customers for a process or system. Used to align thinking for the creation of a value stream map.

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
ORDER ENTRY PLANNING ENGINEERING	SALES ORDER SCHEDULE DRAWINGS BOM	Description of the process or system being studied 	MATERIAL PLAN PURCHASE ORDERS WORK ORDER	PRODUCTION RECEIVING

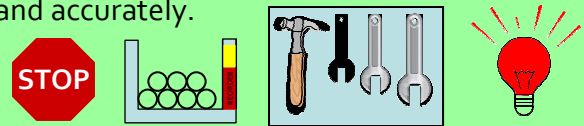
5 Whys

A method to get to the root cause(s) of a problem by continuing to ask **why** as symptoms (or perceived problems) are identified. Analyze each round in terms of a cause and effect relationship. Continue to ask **why** until the answer is within the control of the organization.



Visual Controls

A technique that involves using visual means to convey a message instead of words. The method uses symbols, lights, devices, or other mechanisms to enable decision-making for process instructions, inspections, inventory control, and other activities quickly and accurately.



MANAGEMENT RESPONSIBILITIES FOR IMPROVEMENT

Process improvement is people-oriented. As such, there are several elements that are necessary for improvement initiatives to succeed. These elements – which fall within the responsibilities of the senior leaders - include:

- 1. Clear Objectives:** People need to know why the initiative is necessary and what they are expected to accomplish.
- 2. Lack of Fear:** Improvement ideas need to come from the people closest to the process. If fear exists within the culture, people will be afraid to speak up and contribute ideas. People must also trust that improvements in productivity will not lead to job losses.
- 3. Senior Leader Commitment:** The company's senior leaders must exhibit commitment to the improvement process and provide the resources necessary to support improvement efforts.
- 4. Aligned Measurement & Reward Systems:** If the rewards are not aligned with improvement objectives, people will resist participation.
- 5. Patience:** Getting people to think about waste and contribute ideas to reducing it will take time. Changing the culture to be more improvement focused will take coaching, consistent leadership behavior, and time.