

SUSTAINABILITY

Due to the 5S improvements on the service vans, the reduction in hours spent on inventory is impressive: **2005 - 41 hrs.** or one (1) full week + one (1) hour; **2009 - 9.5 hrs.** or one (1) full day + 1.5 hrs. That's four whole days saved NOT performing inventory (a non-value process from a customer perspective). Now, those four days are spent providing direct value to the customer.



Service Tech Jarred Marek (pictured on the right) says "Even though there are still a few changes to be made, overall the process works. I can work, and find things much faster, and know exactly what I have available in my van while I am on site."

| Project | | A | C | NA | |
|---------------------------------------|--|--------------------------|--------------------------|--------------------------|------------------------------------|
| SHOP INSPECTION AND LEAN AUDIT | | | | | |
| | | A=Acceptable | NA=Not Applicable | C=Correction Needed | ✓ appropriate b |
| | | A | C | NA | COMMENTS / CORRECTIVE ACTION TAKEN |
| 1. First Aid kit | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 2. First Aid kit | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 3. Fire extinguisher | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 4. Floor clear | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 5. Handrails | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 6. Ladders | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 7. Material handling | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 8. Overhead Protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 9. Personal Protective Equipment | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 10. Signaling | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 11. Electrical & Welding cords | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 12. Sawdust & Swarf | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 13. Storage of Materials | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 14. Confined Space | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 15. Tools in Equipment | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 16. Hoisting Equipment | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 17. Equipment Inspection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 18. Handrails | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 19. Fall Protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 20. Fire Protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Ken Johnson, Shop Manager, has combined his safety inspection form (pictured left) to include a regular audit of completed Lean projects. That is exactly what is meant by incorporating Lean into everyday work. It's not an add-on; sustainment involves regular upkeep and maintenance, just like our safety audits. This keeps areas from getting out of hand. Clean up while the job is small.

The pictures of New Page - Escanaba's tool crib were taken just this month (center-right, bottom-right). Also pictured (top right) is a reminder of what it looked like back in January 2009. Our crew out there does a fine job of incorporating 'sustain' into their regular work. Audit checklists and regular audits by Andy Butryn allow this team to sustain the gains they made in the tool crib.



A MESSAGE FROM THE COMMITTEE CHAIR:

Sustain. The word itself just sounds difficult. Lean writings often call sustain the hardest of the 5S's. Why is that? If you recall, Lean is a discipline, founded on people. We must discipline ourselves to make regular maintenance and audits part of our work; a normal part of our routine.

Continuous improvement is always the goal. As we continue to sustain areas, it becomes much easier to see where additional small improvements can be made. Once a 5S or VSM project is done, we must circle back to ensure the improvement is working as planned. If not we adjust, always with the customer in mind.

We have mixed results with 'sustain', and that is to be expected early on in our Lean progress. As noted above, we have some great results of sustained improvements. We also have areas that need additional attention. Resources used to create customer value cannot be let go. Keeping customer value as our guide, 'sustain' can be accomplished!



JAMAR'S LEAN PURPOSE:

Increase Customer Value Through:

- Empowering Our People
- Eliminating Waste
- Enhancing Productivity

SOLID PARTNERS. SOLID SOLUTIONS. SOLID SERVICE.

If you have questions or comments, please contact a member of the Steering Committee: Cindy Luoma, Heather Salfer, Craig Fellman, Roger Daoust, Tim Grimsrud, Shaun Johnson, Mark Ziells, Scott Drennen, Mike Dryke, Dale Thrun, Jeff Dincau, Bob Ehle