

## “Getting things Sorted in the Tool Room”



On Wednesday 26 September 2007, **BSTG Australia** hosted the Fourth South Australian

Region, 2007 TPM<sup>3</sup>-Australasian Lean Learning Group Network Meeting (LGNM). The meeting theme was “**Implementing 5S / Work Area Management (WAM) in the Tool Room**” and was attended by delegates representing Boart Longyear, Clipsal, Coopers Brewery, Orrcon Operations, & Trident Plastics.

The meeting commenced with a plant tour of some of the key production areas, Kaizen Room and Tool Room workshop to observe at first hand the progress that had been made with 5S / WAM by the site. The tour was lead by **Ian Bristow** (*Tool Room Manager*) and supported by **Paul Curtis** (TPS Co-ordinator).

Following the plant tour, Ian Bristow delivered a presentation on the learning’s and experiences of implementing 5S / WAM in the site’s Tool Room. The Tool Room is a 5-day, 3-shift operation with 13 Tool Makers & 2 Die Setters, servicing over 250 tools on site.

Ian commenced his presentation by using the following slide (figure 1.) to explain what 5S are and their meaning at BSTG Australia. In figure 1, we also see how 5S is incorporated into TPM<sup>3</sup>- Australasian Lean via WAM & Operator Equipment Management (OEM)

What is 5S					
Japan	<b>Seiri</b>	<b>Seiton</b>	<b>Seiso</b>	<b>Seiketsu</b>	<b>Shitsuke</b>
BSTG	<b>Sort</b>	<b>Set in Order</b>	<b>Shine</b>	<b>Standardise</b>	<b>Sustain</b>
Activity	Determine what is required, used and needed	A place for everything and everything always in its place	Clean inspect, eliminate dirt and contamination	Maintain a standard continually sort, set in order and shine	Maintain good habits & discipline through continuous communication and training
CTPM Activity	<b>WAM</b>	<b>WAM</b>	<b>OEM-1</b> <b>OEM-2</b>	<b>OEM-3</b> <b>OEM-4</b>	<b>OEM-5</b>

Figure 1. What is 5S

### *Employee Involvement, the Key to Success in 5S / WAM*

Ian went on to explain how he and his team of Tool Makers went about conducting **SI-Sort**. He emphasised that it was important to have a plan or a structured approach when conducting the clear up (Determining what is required, used and needed). This included;

- BSTG 5s Sort Information Sheet
- Red Tag System
- Dividing Tool Room up into smaller sections

He also stressed that it is very important that all the Tool Makers got involved in clearing up **their** workplace. Ian conveyed that the employee involvement has been critical to the success of the implementation so far and creating ownership of the Tool Room by his people. Once the engagement and ownership of the Tool Makers was achieved the 5S / WAM activities really took off and progress was steadily achieved by the shop floor rather than being pushed by management (inductive change was starting occur).

### *“A Place for Everything & Everything in its Place”*

Ian’s presentation progressed onto **S2-Set in Order** and he elaborated how important it was to allow his **team (not he) to establish how things should be put in order** in the Tool Room. This activity further developed ownership of the Tool Room by the Tool Makers. Some of the improvement activities included establishing “a place for everything & everything in its place” for;

- Die storage (refer to Figure 2.)
- Individual work benches
- Spare parts
- Machine shop.

The Tool Room had just started to commence **S3-Shine**, so Ian discussed the future plans for this activity and subsequent steps of **S4-Standardise** & **S5-Sustain**.



Figure 2. S2-Set in Order, Die Storage Racks

Ian finished his presentation with a slide listing some key learning's in implementing 5S / WAM so far. They included the following;

- 5S / WAM needs to lead & be supported by Senior Management.
- It's about developing a new culture.
- Encourage people to conduct improvement activity in their spare time.
- Involvement: Don't wait for all, start with the positive people.
- Make sure all activity benefits everyone.
- Don't be afraid to learn from your failures.
- There is no specific formula to implement 5S in every work environment, but ensure you practice the right principles and concepts.

### Learning Group Activity

After a networking break and refreshments the meeting delegates split up into two groups and undertook a Learning Group activity which involved working on a case study. Each group was asked to give a 5 minute presentation on how they would go about commencing S1-Sort/Clear Up in Maintenance workshop depicted in the case study (see photo in Figure 3. for group activity)

Larry Mazza (CTPM Regional Manager SA / WA) also took the opportunity to present to **Neil Sizer** of **Boart Longyear** his certificate in graduating from the "**TPM<sup>3</sup> Leadership / Instructors Course**" (see photo in figure 4.)



Figure 3. Group Activity - starting from bottom left and clockwise Michael Barlow (Clipsal), Ian Bristow (BSTG Aust.), Stephen Booth (Orrcon), John Kathinotis (Trident Plastics), Andy Sieber (Orrcon), David Tanner (Coopers Brewery)



Figure 4. Neil Sizer (Boart Longyear) left, receiving certificate from Larry Mazza (CTPM Australasia) right.

On behalf of CTPM Australasia's members and guests we like to thank BSTG Australia for being the host site and a special thank you goes to Ian Bristow for his presentation, and organising the meeting.

For further information about TPM<sup>3</sup> – Australasian Lean contact Larry Mazza – CTPM Regional Manager SA / WA, who is based in Adelaide, on 0408 743 214 or CTPM Australasia Head Office on (02) 4226 6184, or visit [www.ctpm.org.au](http://www.ctpm.org.au).