



Problem solving and improvement

COSi: Training staff to use the LEAN approach

Ayshea Dawe

My job in the business improvements team involves training operators on the shop floor, which become LEAN champions. They have two hours a week where they can come off and do their projects.

Kevin Wykes

We know we're going to lose an element of productivity and quality while they are out, but we know that they will repay that very quickly,

Ayshea Dawe

Deri Downs is one of our LEAN champions which was petrified of a PC, and now she's okay with projects. She does all of the training. New people she takes up, and stands up in front of them and presents, using the PC herself.

Deri Downs, LEAN Champion

For the start I wasn't computer literate, so I took all the photos of all the products that we run down the powder room. Then we put them onto a CD-ROM and then we put titles to all of it. So it was improving my knowledge as well, of my computer skills. But it also is improving the new employees as well. We take ten at a time into the room. We put the CD-ROM on for them to have a look, and it gives them that little bit more knowledge of what they are looking for when they get on to the factory floor and onto the production lines. It has helped us a lot with efficiency. There are less rejections on the line.

Rob James

We have a target of training at least 50% of our work force in the improvement techniques, and that has been met. So certainly we feel that we are getting the involvement from the workforce, because we don't press anybody into taking on these kind of roles or taking on these kind of responsibilities.

Richard Parry, LEAN Champion

When I came to COSi, I started off running a production line, and they were looking for volunteers so based on my experience I put my name forward, and that's really how I got started into the LEAN champion programme. We've been doing things like single-point lessons, where if an operator is not too sure how to operate a machine, we put a single-point lesson in place, with A, B, C and D tasks, mainly to operate things or whatever, or any fault finding issues.

Here we've got a problem – labels continually feeding and shut off, and we just put it through the test to overcome the problem.

The sort of thing I've been tasked to do is look after the introduction of TPM, on lubrication-based systems, where the operators have got a daily, or weekly check. The main driving force behind that is to take away some of the responsibility from the fitters to free them up to do the more critical tasks.

These are the daily checks and these are the weekly. Any faults found go onto the back page. There you have an example – there. This is where the engineering take its main source of information about how the lines are running.

It's been very effective, not just preventing stoppages – safety, output and quality too.