

A LEAN JOURNEY'S LESSONS

Innovations for
Employee Engagement

Yaroslaw Muzyka

May 26, 2010



- ✓ 156 Team Members, 112 Unionized
- ✓ 64,000 Ft²
- ✓ Embarked on our Lean Journey in 2007

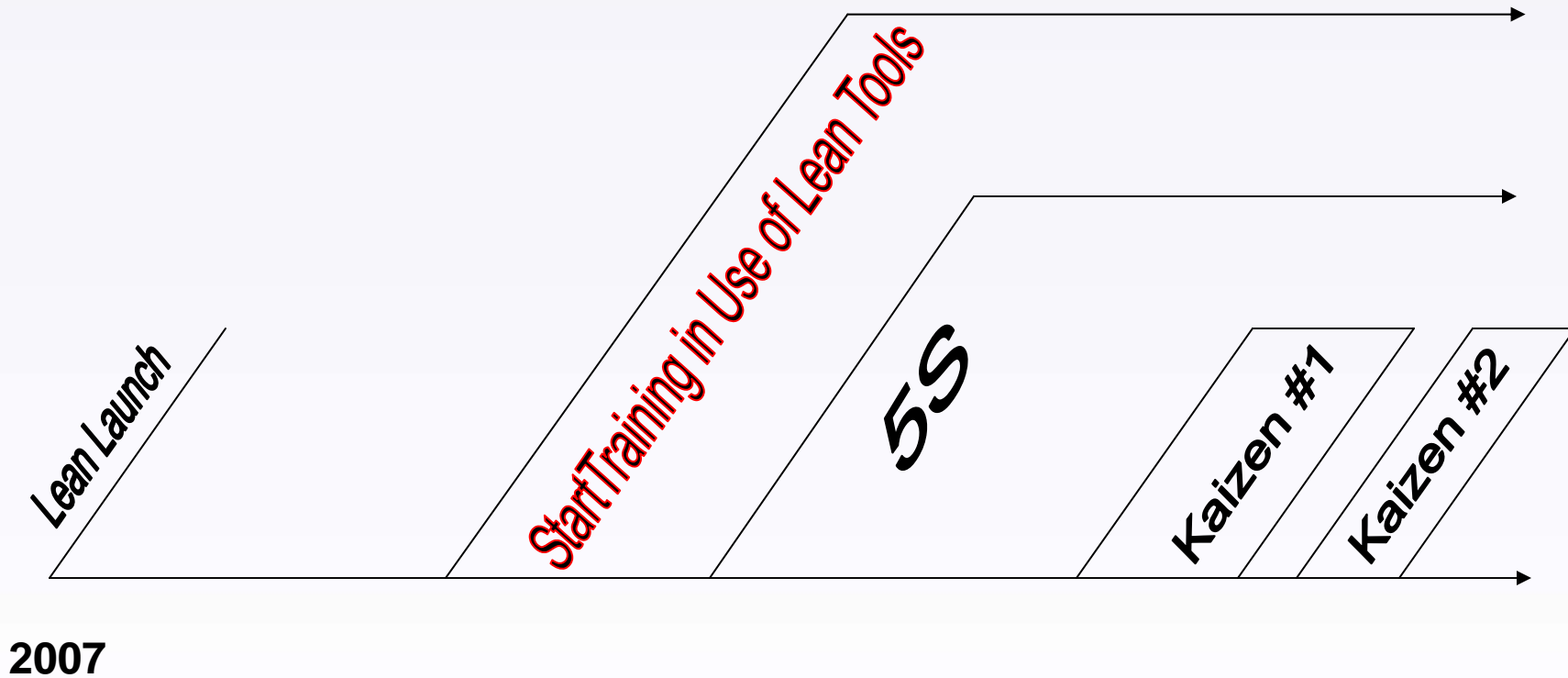
Commercial



Industrial

Gas Turbine



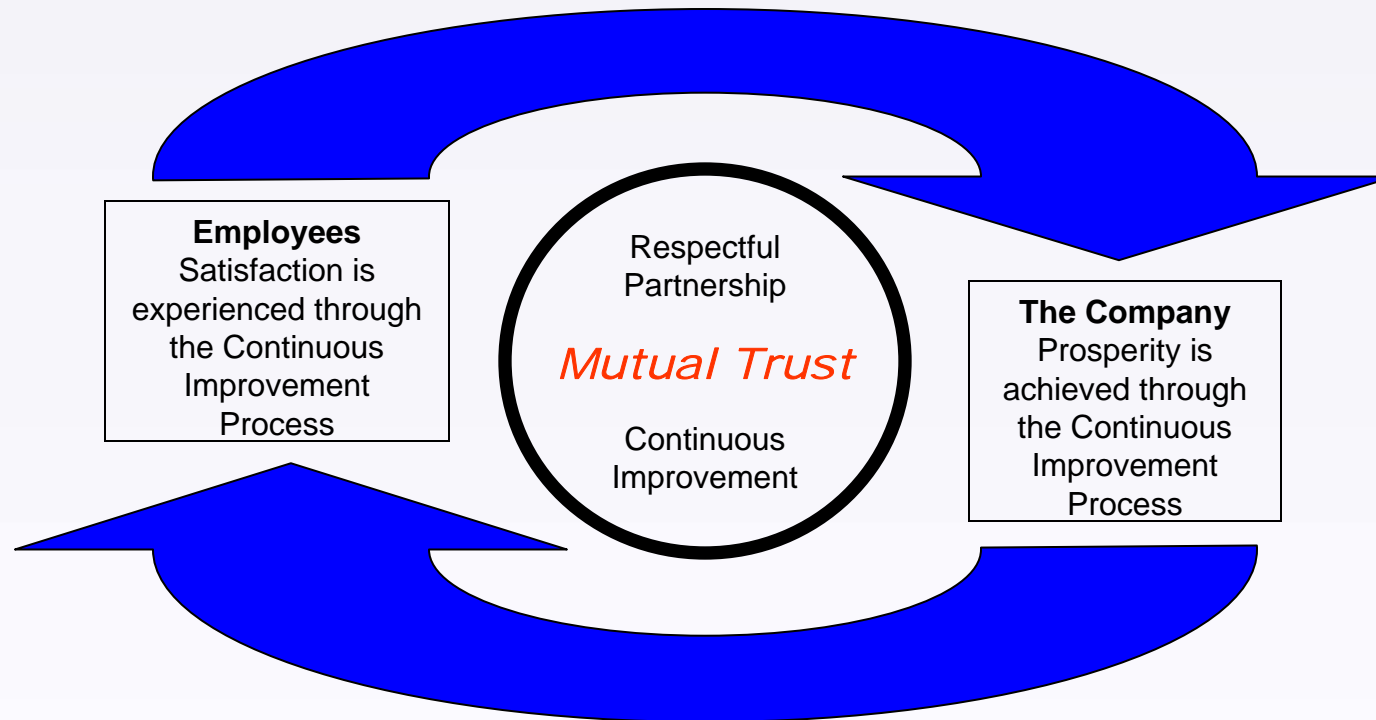


- Improvements were not sustained
- Capacity and delivery improvement gains were limited
- **Limited staff engagement**

EMPLOYEE / COMPANY RELATIONSHIP

Employees

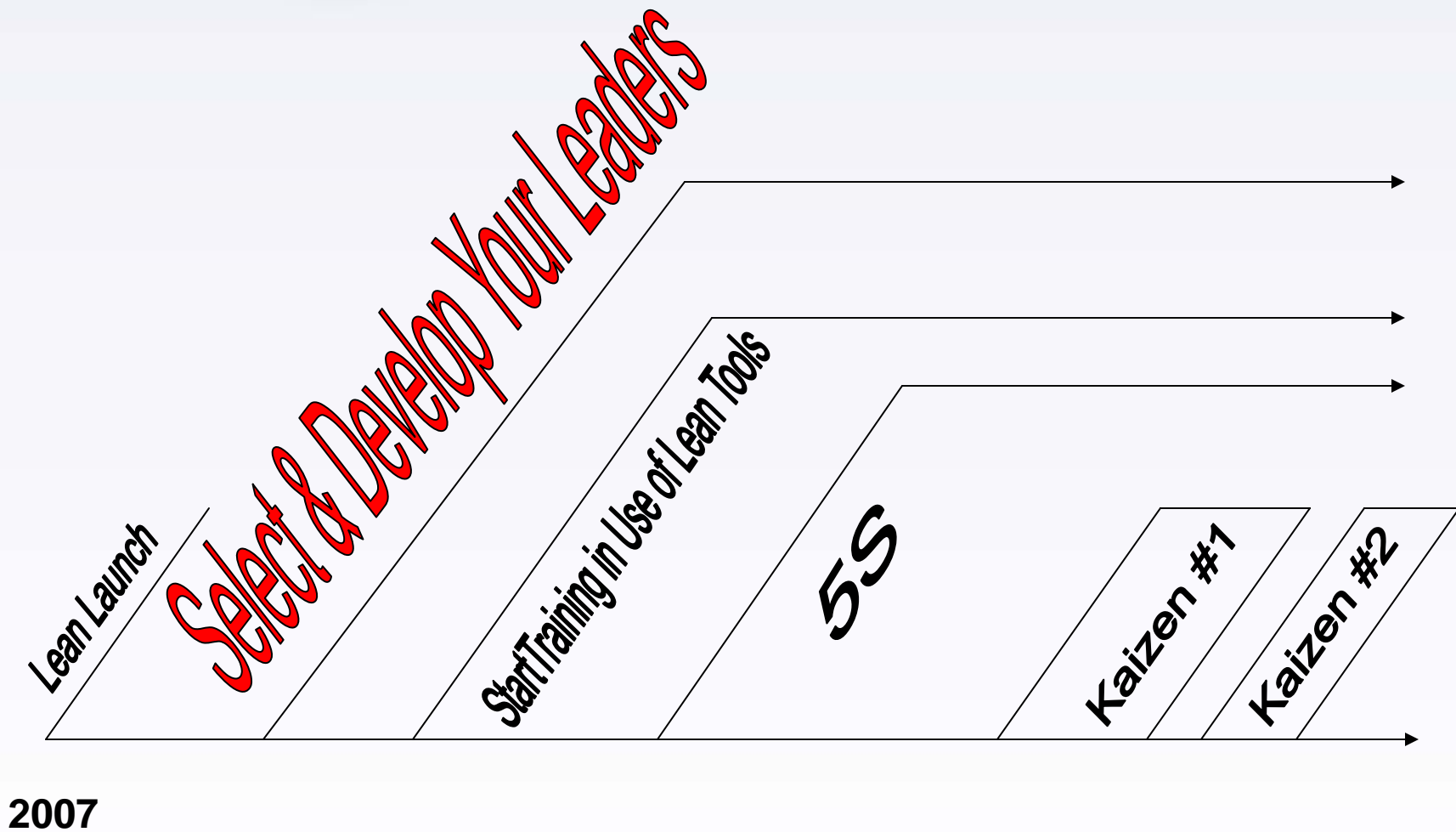
Contribute in the Efforts to Realize Company Objectives



The Company

Provides Stable Employment and Improves Safety & Working Conditions

Credit: Mike Hoseus, Lean Culture Enterprises



ORGANIZATIONAL CHANGE

FUTURE STRUCTURE

Value Stream Managers

Cell Leaders

Lead Hands

CURRENT STRUCTURE

Production Managers (future VSMS?)

Plant Supervisors (future Cell Leaders?)

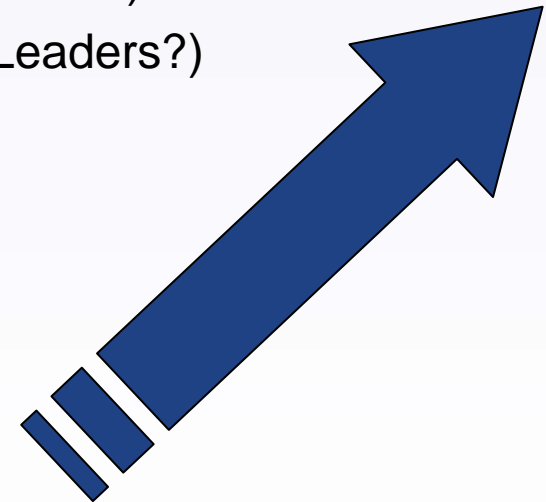
Lead Hands

PREVIOUS STRUCTURE

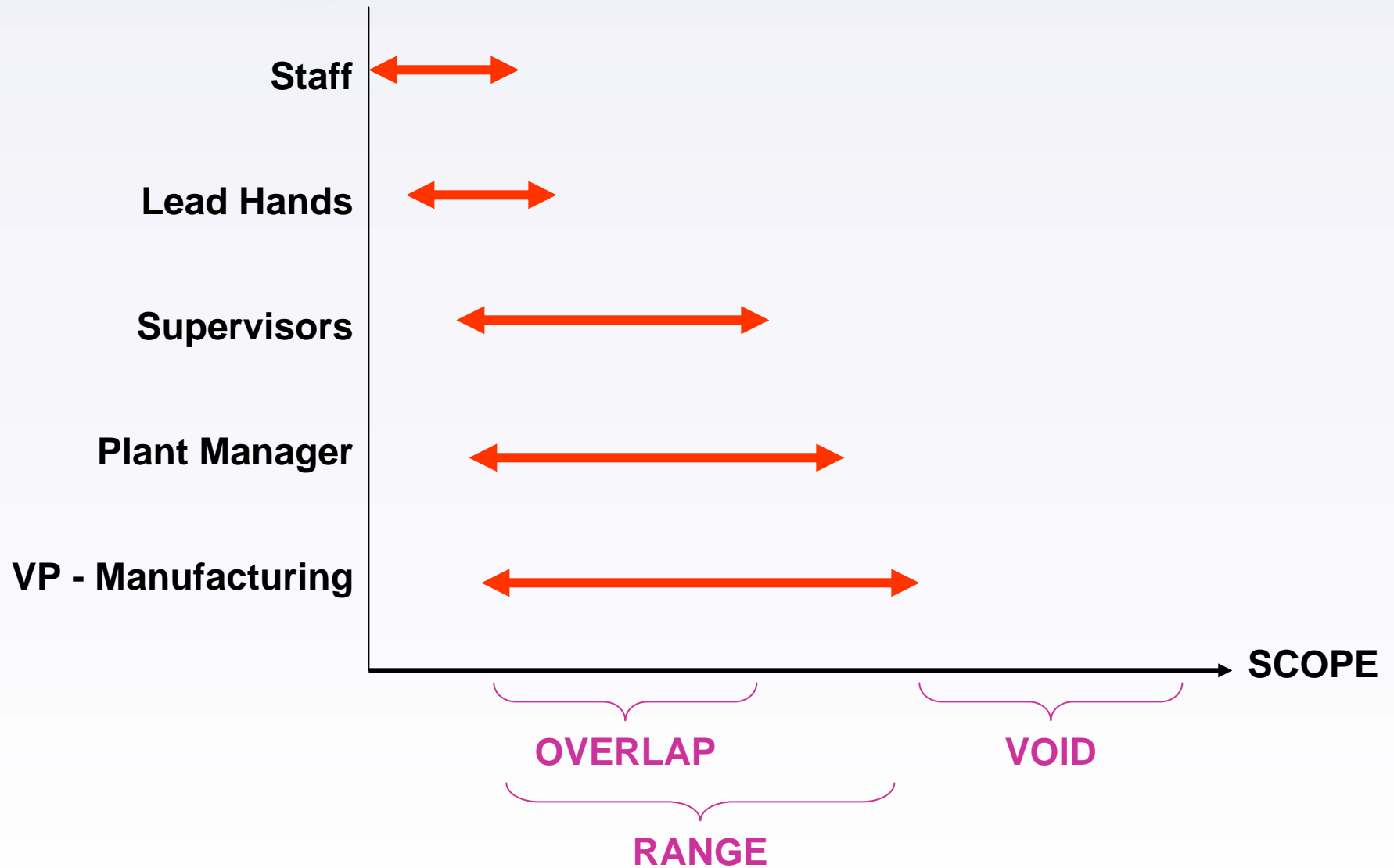
Plant Manager

Supervisors

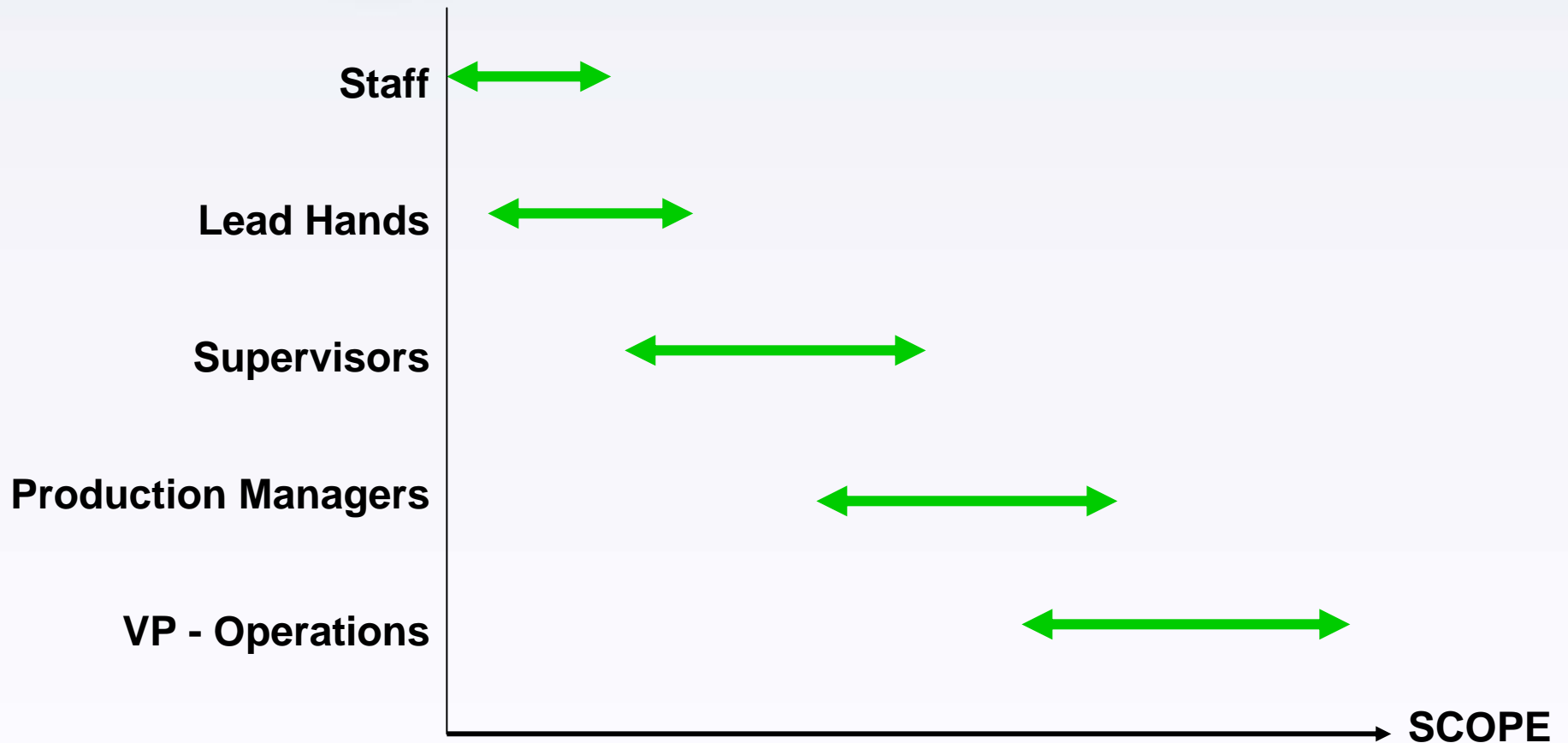
Lead Hands



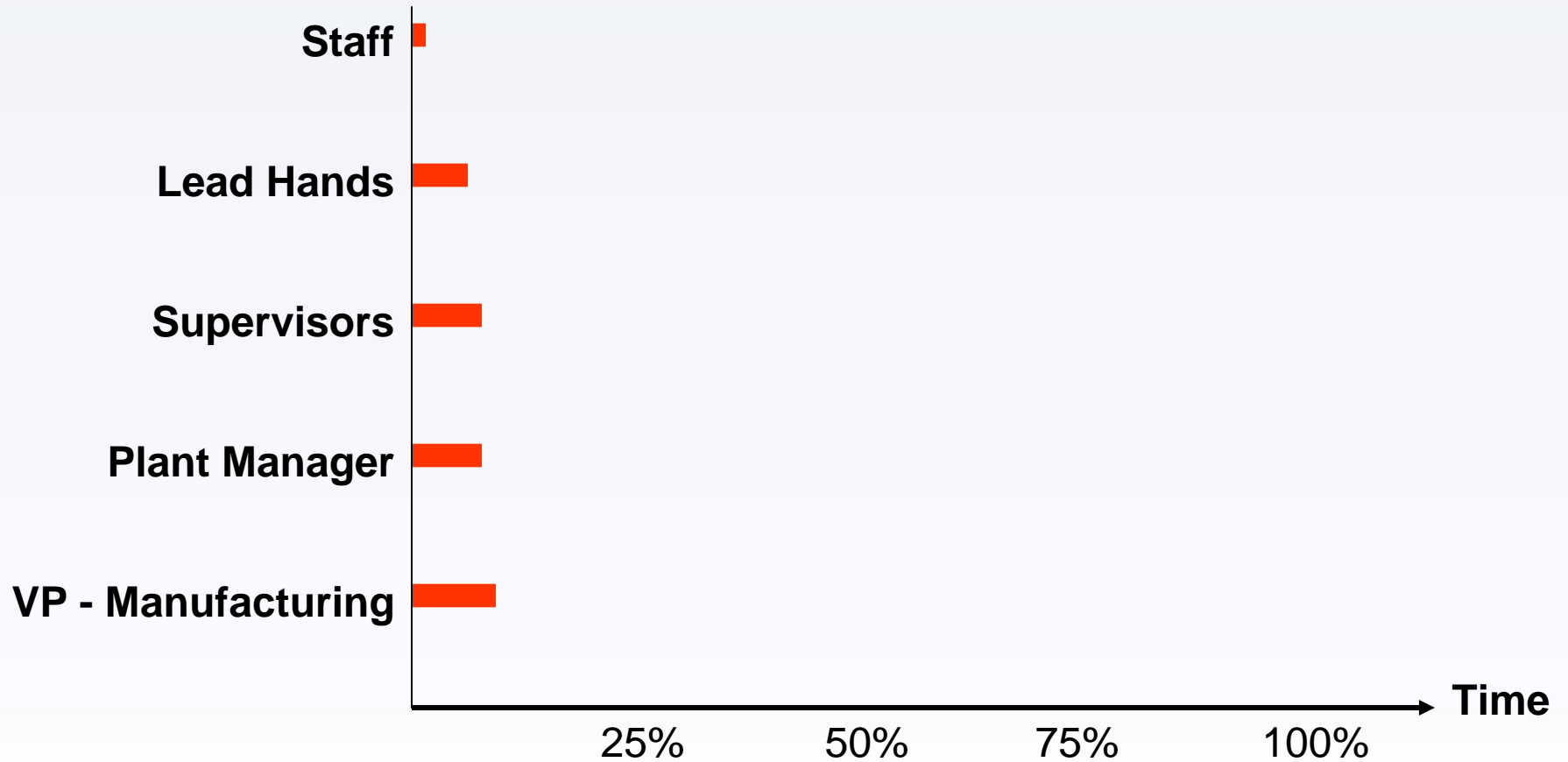
PREVIOUS SCOPE OF RESPONSIBILITIES



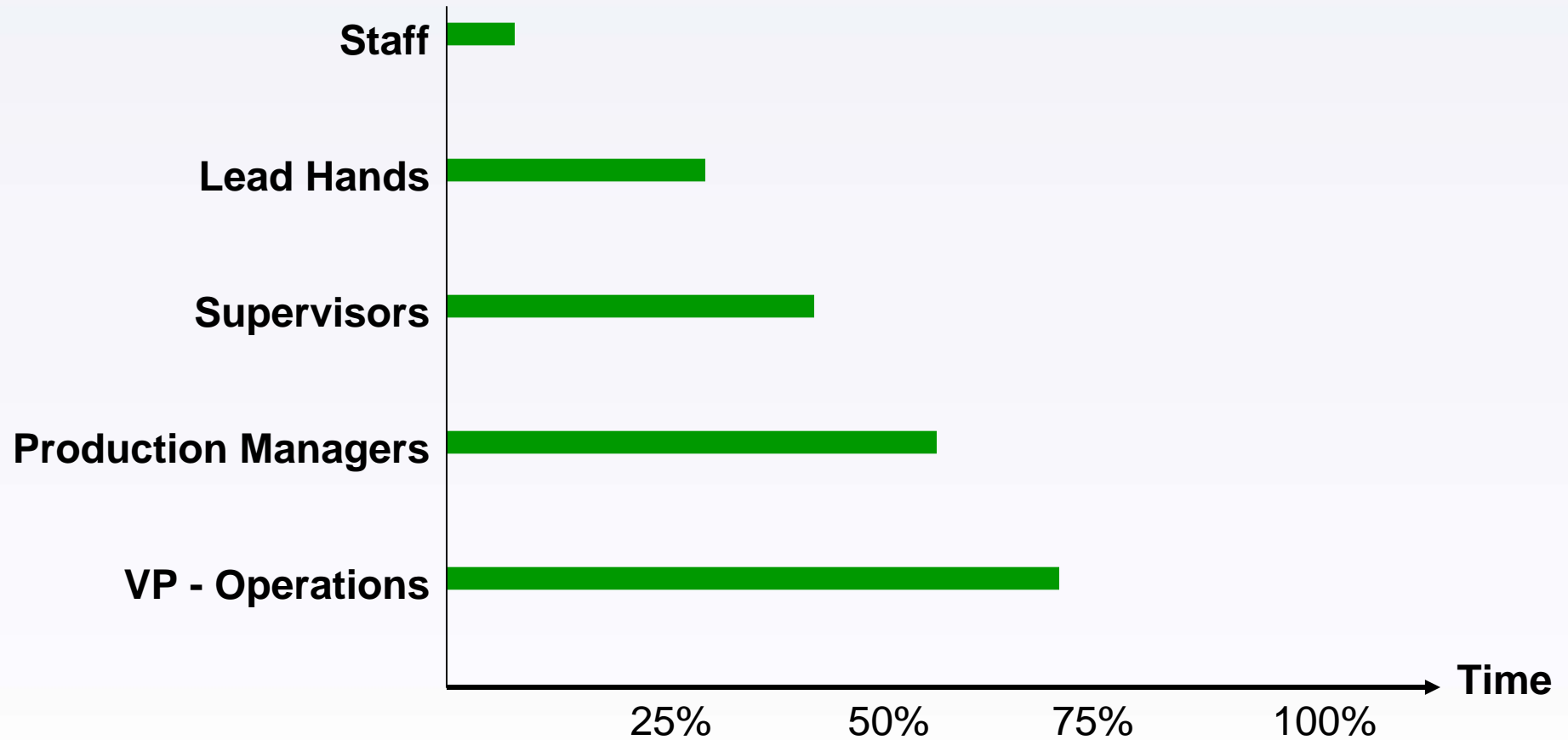
DESIRED SCOPE OF RESPONSIBILITIES



PREVIOUS CI CONTRIBUTION



DESIRED CI CONTRIBUTION



- X Made All the Decisions**
- X Highly Opinionated**
- X Taught Workers to Expect Direction**
- X Focused on Finding & Fixing Problems**

- ✓ **Empower Employees to Make Decisions**
- ✓ **Be Open Minded**
- ✓ **Teach Importance of Self-Responsibility**
- ✓ **Focus on Root Cause & Corrective Actions**

“Lean isn’t letting people do whatever they want. That’s often cowardice or apathy. Lean cares enough to tell the truth.”

Mark Graban



Our apologies: The image of a lead hand presenting at the morning stand up meeting has been removed due to confidential information in the background.

VAW
systems
NOISE CONTROL

Our Vision....
VAW Systems strives to be the
supplier of engineered noise c

Our Mission....
VAW will partner with companie
continue to drive for what matte
customer's success. Our culture
development, employee empow
through R&D, and lean manufact
increase value for all stakeholder

What We Value....

- Respect for customers, employ
the community at large
- Integrity
- Customer Focus
- Passion for Excellence
- Continuous Development
- Innovation

VAW
systems
NOISE CONTROL

A LEAN ENTERPRISE:
Correct
Complete
On-Time Delivery
(CCOT)


...to our valued customers.

VAW
systems

DISCIPLIN
POLIC

VAW
systems

RESPECTFUL WORKPLACE
POLICY




WHAT IS LEAN ENTERPRISE?

A Lean Enterprise nurtures a mind set amongst its staff, suppliers, and customers where all are committed to the continuous elimination of waste to add value to the customer as CCOT.

VALUE
Quality, Cost and Lead Time

JUST IN TIME
Continuous Flow
Takt Time
Pull System

HUMAN DEVELOPMENT

JIDOKA
Act on abnormalities
Separate man from machine

HEIJUNKA (Production Leveling) **STANDARDIZED WORK** **KAIZEN** (Continuous Improvement)

STABILITY
(Dependability of Man, Machine, Material & Method of daily production)

CUSTOMER BENEFITS

VAW Systems strives to achieve full customer satisfaction by delivering innovative products of the highest quality and reliability at competitive prices.

- 1 Meet or exceed customers' expectations in the delivery of high quality products and services.
- 2 Maintain a formal Quality System utilizing customer, employee and supplier inputs.
- 3 Eliminating waste in all processes by doing it right the first time utilizing standardized work.
- 4 Ensure a culture of continuous process improvement by supporting teamwork and empowering employees.
- 5 Develop partnerships with vendors and customers who emphasize continuous improvement in quality, service and support.

Training - staff development

- Kaizens
- Consortium membership
- Relationships with suppliers
- Integrating systems with customers
- Comul
- Famil
- 5S (Sort, Set in Order, Shine, Standardize, and Sustain)
- Kanbans
- Value Stream structure
- Standardized work
- Leader development
- Cell redesign
- Empowering employees

Production Staff Lean Training Plan

Percentage	2009	2010	2011
100%			
Target			

Office Staff Lean Training Plan

Percentage	2009	2010	2011
100%			
Target			

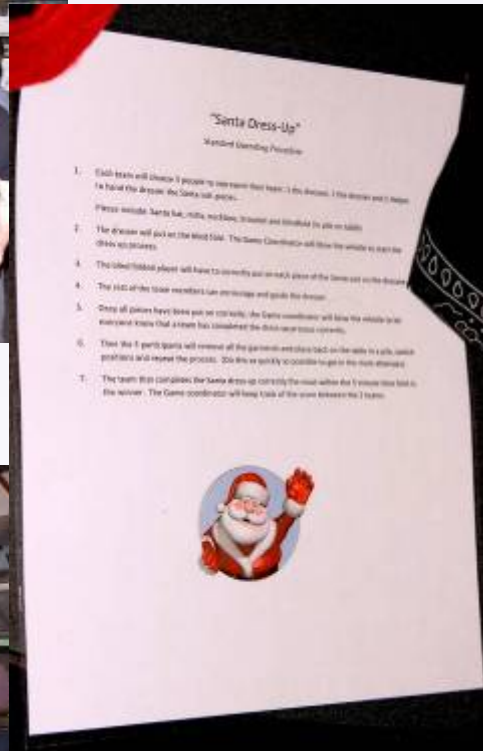
Kaizen Blitz Implementation and move to continuous kaizen

	2009	2010	2011
Weekly Kaizen			
Monthly Kaizen Blitz			

Our apologies: The image of the lunchroom communication board has been removed due to confidential information in the background.



LEAN "TEACHING MOMENTS"





Our apologies: The images of the team's work area has been removed due to confidential information in the background.

Our apologies: The image of year over year performance improvement has been removed due to confidentiality.

Our apologies: The image of year over year performance improvement has been removed due to confidentiality.



WHAT IS LEAN ENTERPRISE?

A Lean Enterprise nurtures a mind set amongst its staff, suppliers, and customers where all are committed to the continuous elimination of waste to add value to the customer as CCOT.



CUSTOMER BENEFITS

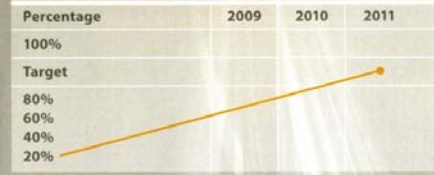
VAW Systems strives to achieve full customer satisfaction by delivering innovative products of the highest quality and reliability at competitive prices.

- 1 Meet or exceed customers' expectations in the delivery of high quality products and services.
- 2 Maintain a formal Quality System utilizing customer, employee and supplier inputs.
- 3 Eliminating waste in all processes by doing it right the first time utilizing standardized work.
- 4 Ensure a culture of continuous process improvement by supporting teamwork and empowering employees.
- 5 Develop partnerships with vendors and customers who emphasize continuous improvement in quality, service and support.

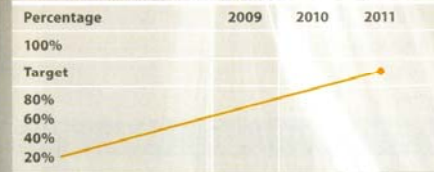


- Training – staff development
- Kaizens
- Consortium membership
- Relationships with suppliers
- Integrating systems with customers
 - Comsil
 - Fansil
- 5S (Sort, Set in Order, Shine, Standardize, and Sustain)
- Kanbans
- Value Stream structure
- Standardized work
- Leader development
- Cell redesign
- Empowering employees

Production Staff Lean Training Plan



Office Staff Lean Training Plan



Kaizen Blitz Implementation and move to continuous kaizen



Our apologies: The image of a lead hand presenting at the morning stand up meeting has been removed due to confidential information in the background.

KEY INNOVATION – “TEACHING MOMENTS”

