



BUSINESS TRANSFORMATION NEWSLETTER

Issue 2 / May 2023

RECENT SUCCESS!

The sort continues...

Ensuring that the sort phase of 5s activities is carried out efficiently and effectively, more than one round of sort has been carried out.

Implementing temporary red tag areas within the facility has been important to ensure we have effectively reviewed each item before discarding.

The team's still have more sorting to be done before we can effectively move into the set phase.



Our second round of sort yields more of the unnecessary to be removed.

THE CEO SORTING PARTY

Within May, Adrian Beirne – CEO ran a sorting party with heads of departments to ensure the correct focus was being put on the hangar floor. For the CASL team to see the involvement of the CEO, CCO and department heads on the shop floor is massive for moving forward with lean and 5s activities.

Using the first S – Sort as the launch pad of our 5s operations, we have been able to:-

- **Define what items are necessary** and challenge what people think.
- **Define what is unnecessary** by considering the 48hr rule for retention.
- **Remove what is unnecessary** – when in doubt, throw it out. (within reason)

“Many hands make light work and having everyone to support the 5s activities again solidifies CASL’s stance on Business Transformation & Lean. Everyone was involved with the activity and having the CEO leading from the front hammers home its importance to us”. Philip James Roberts – Head of Business Transformation & Lean.

The teams will continue to sort, set and shine the hangar floor going forward to ensure that everything has a place, is in its place and ready for use.

“Many hands make light work”



Adrian Beirne CEO of CASL along with department heads and CCO York Schilling during the CEO Sorting Party within the CASL Hangar

BACKSHOP TRANSFORMATION

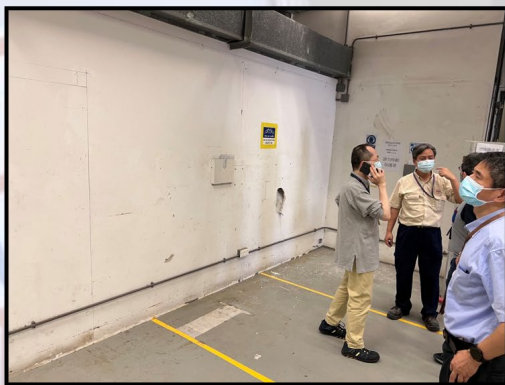
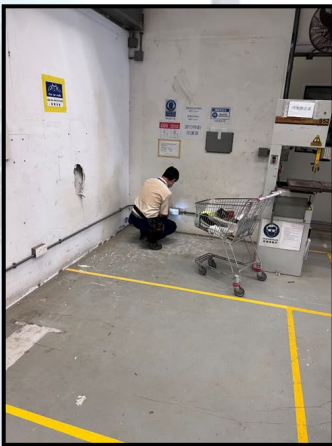
The transformation of the back shop area has started within the CASL hangar.

The idea is to increase a better flow of the sheet metal workshop from its current over-encumbered state into a lean workshop by using lean methodologies which will also support the adjacent Sanding bay and paint booth.

To start with, we reviewed the current state of the workshop with all stakeholders and created an action plan for the work to be completed.

The top of the brainstorming session was to create a new entry/exit area for items to be brought in and out of the workshop safely and securely as well as map out the new layout with lean in mind.

Direct hangar-to-workshop access was something that was needed to increase the workflow. In business transformation, we usually build bridges, not walls, but this time we are building doors, not walls!



“Building doors, not walls”



The new Tool Crib Area in the centre of the CASL hangar

TOOL CRIB COMPLETION

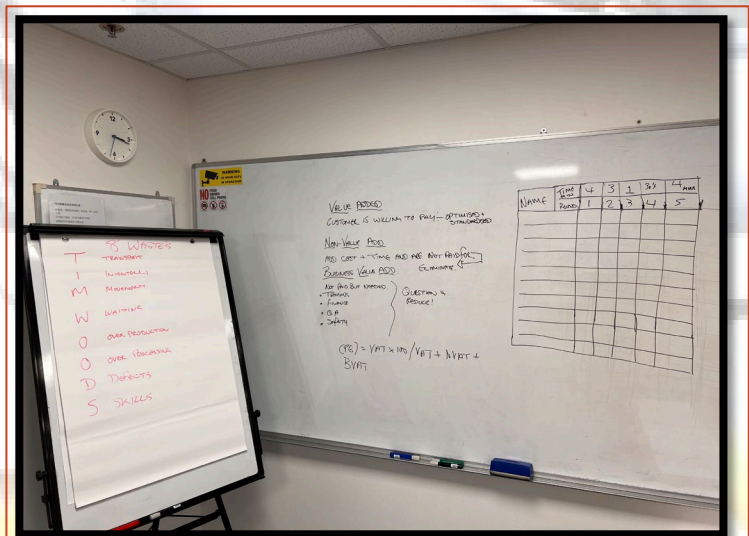
A tool crib area is a designated room for storing fast-moving tooling, equipment and consumables. CASL has always had a tool crib area within the hangar and historically, it has been on the right side building.

Recently, CASL has built a new tool crib room which is central within the hangar giving a better location for a line side feed to our base maintenance C checks.

The Business Transformation & Lean department has been supporting the implementation to ensure that all fast-moving tools are at the front and easily accessible with the slower moving at the back or upstairs.

A QUICK REVIEW & LOOKING FORWARD

CASL has now over 80% of its hangered personnel trained in 5s. Our Cantonese classes have been very successful under Melvin's tutelage and we will continue to support the remaining team members and also new joiners to the company. Whilst the training continues to be carried out for our hangar and base personnel, we will move forward to support the line maintenance team in the latter half of June.



5s classroom set up for the numbers game and also visual information of value add, non-value add and the 8 lean wastes using the anagram, TIMWOODS



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RECENT SUCCESS! 最近完成

"整理" 繼續。。

為確保 5s 的 "整理" 階段能夠高效執行，我們已經進行了不止一輪整理。

在機庫內實施臨時紅色標籤區域對於確保我們在丟棄之前有效地審查每件物件非常重要。

在我們有效地進入 "存放" 階段之前，團隊還有更多的 "整理" 要做。



我們的第二輪 "整理" 丟棄了更多不必要的物件。

CEO 的 "整理" 派對

五月份，Adrian Beirne – CEO 與各部門負責人進行了一次 "整理" 派對，以確保將正確的焦點放在機庫內。對於 CASL 團隊來說，看到 CEO、CCO 和部門負責人在機庫內的參與對於推進精益和 5s 活動是巨大的。

使用第一個 S – Sort "整理" 作為我們 5s 操作的啟動，我們已經能夠：-

- 定義哪些項目是必要的，並挑戰人們的想法。
- 通過考慮 "48 小時保留規則" 來定義哪些物件是不必要的。
- 移除不必要的東西——如有懷疑，請將其扔掉。(在合理原因內)

“人多好辦事並再讓每個人都支援 5s 活動，鞏固了 CASL 對業務轉型和精益的立場。讓 CEO 領導和讓每個人都參與了這項活動，這對我們來說很重要。” —Philip James Roberts—業務轉型和精益主管。

團隊將繼續對機庫進行 "整理"、"存放" 和 "清潔"，以確保所有東西都有位置、就位並隨時可用。

“人多好辦事”



CASL CEO Adrian Beirne 與部門負責人和 CCO York Schilling 在 CASL 機庫內的 CEO "整理" 派對.

支援工場的轉變

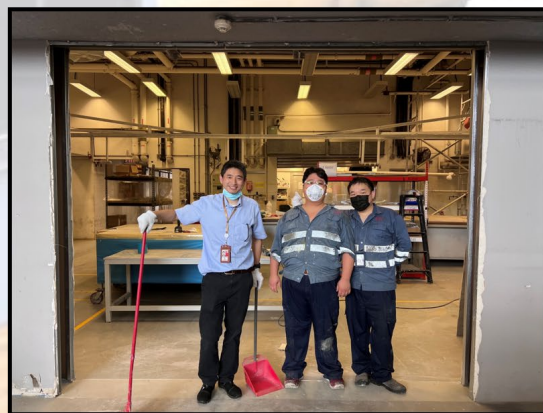
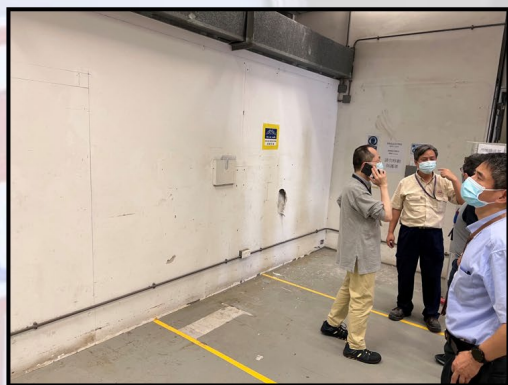
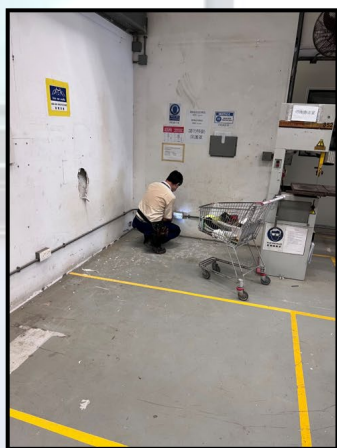
支援工場區域的改造已經開始。

這個想法是通過使用精益方法提升白鐵車間更好的工作流程，由從目前的過度擠擁狀態更好地轉移成為精益車間，同時也將支持相鄰的打滅磨房和噴漆室。

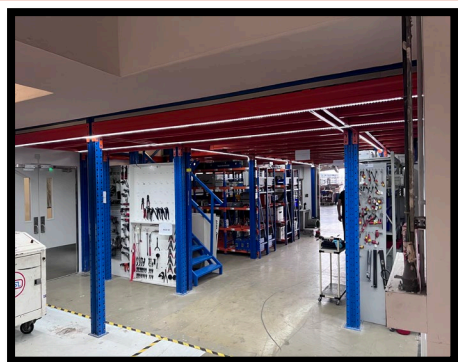
首先，我們與所有利益相關者一起審視工場的現狀，並為將要完成的工作制定行動計劃。

集思廣益會議的重點是在興建一個新入口/出口區域，並同時考慮到精益設計新嘅布局，以方便安全可靠地讓工件進出工場。

機庫至工場的直接通道是提升工作流程所必需的。在業務轉型中，我們通常建橋，不是建牆，而今次我們是建門，不是牆！



“Building doors, not walls”



位於 CASL 機庫中心的新工具房

工具房的完成

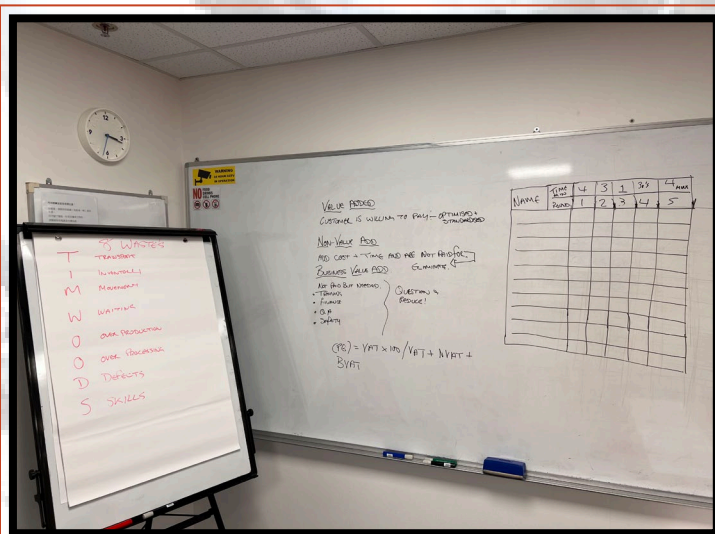
工具房是存放快速移動工具、設備和消耗品的指定房間。CASL 一直在右側機庫建築內有一個工具房。

最近，CASL 在機庫中央建造了一個新工具房，為我們的基地維修 C check 提供了更好的生產線位置。

業務轉型和精益部在過程中一直提供支援，以確保所有常用的工具都放在當眼位置，而較少使用的工具則存放於較後位置或上層。

快速回顧及未來工作展望

目前，CASL 80%以上的機庫人員已接受過 5s 培訓。在 Melvin 的指導下，我們的粵語課程非常成功，我們將繼續支援其餘團隊成員以及公司新加入者。在繼續為我們機庫和基地人員進行培訓的同時，我們將於 6 月下旬為航線團隊提供支援。



5s 教室設置數字遊戲，以及使用圖像

TIMWOODS 顯示資訊

