

## Changeover made ESEE

www.changeover.com 787-550-9650 info@changeover.com

# The Lean Changeover Newsletter

## December 2012

### SOME THOUGHTS ON... EFFECTIVE TOOL USAGE

Mankind is unique among animals in that we have the ability to create and use tools. I love tools and have a lot more than I probably need in my basement. On the other hand, I spent a number of years running a plant maintenance department and tools were a big headache.

Tools are a necessary evil that allow us to perform tasks we could not do. At their worst, they allow us to cause damage to machinery in the performance of those tasks. Too often they are ignored and provided almost as an afterthought.

Here are a couple of rules to bear in mind:

Buy good tools. My dad used to say that he was not rich enough to buy cheap tools. Experience with damaged parts

and skinned knuckles has made me a true believer. Good quality tools make the job go easier and tend to instill more pride of craftsmanship. Poor quality or worn tools can be downright dangerous. They can be dangerous to the equip-



ment being worked on as poor tolerances cause them to slip, rounding off hexes and destroying screwdriver slots.

They can be dangerous to the user. The person who has not

## Services

### Workshops

Changeover/SMED  
Changeover Made ESEE  
Effective Troubleshooting  
Vibratory feeders  
Custom training

### Operational Excellence

Changeover assessment  
OEE Analysis  
Package & equipment design  
ESEE machine certification  
Technical writing  
Speechifying

## NOW SHIPPING!

### Packaging Machinery Handbook by John R Henry

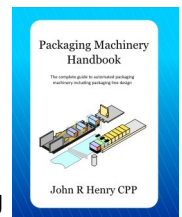
Finally, a comprehensive book about packaging machinery.

The Packaging Machinery Handbook is the first book covering the range of packaging machinery in common use.

The chapter on packaging line design provides a framework for developing a new packaging line from initial idea to production.

More details and videos can be found at [www.packmachbook.com](http://www.packmachbook.com)

Order at [bit.ly/VKvTaH](http://bit.ly/VKvTaH) and use discount code HZ42CJ99 to receive 20% off the list price.



## SOME THOUGHTS ON... (cont)

barked their knuckles or worse when a tool slipped may be a shoe salesman. Good quality tools reduce these injuries. They also tend to be ergonomically easier to use.

There are a number of companies producing good quality hand tools but my first choice, both for myself personally and when I ran a maintenance department, used to be Craftsman from Sears. Craftsman offers a complete catalog covering virtually everything that could be needed, including storage chests and cabinets, they are excellent quality and they are reasonably priced. They also come with a lifetime guarantee and

takes the worn tool to the crib and it is replaced. Periodic monitoring of the tool chests will assure that this is carried out. Good tools in good condition are only a good start. They must be used properly. Groove-lock pliers and Vise-Grips should NEVER be used on a nut or bolt. They will slip, rounding off the corners. Even if they do not slip, the design of the jaws is such that they will chew up the nut. The use of adjustable wrenches, though not as bad, should be avoided for similar reasons. Wrenches should not be used as hammers. Screwdrivers should not be used as prybars. Examples of improper tool usage could go

## I don't have enough money to buy cheap tools.

Sears will replace, without question, any broken tool. Craftsman is by no means the only one, there are other brands that are just as good. I still have most of a set of Craftsman wrenches, sockets etc that was given to me in 1960 and use them on an almost daily basis.

Tools wear. As they wear, they must be replaced. Screwdrivers especially tended to make me crazy when I ran a maintenance group. They will, in the course of normal use, wear. Some mechanics, rather than replace them, would attempt to grind down the tip and they never get it right. They then go out and suffer with the defective screwdriver, stripping out slots and making it difficult to use any tool. Wire cutters are another tool that wears and need to be replaced periodically. Any tool program must not only start with good tools but must make sure that as tools are damaged or worn, they are replaced. Ideally, with company supplied tools, there should be a no questions asked exchange policy. The mechanic simply

on but I would imagine that each of you have your own pet peeves.

One reason tools for improper tool usage may be that the mechanic does not have access to the correct tool or cannot find it. To be used properly, tools need to be available and they need to be stored in an orderly manner. There are a number of different styles of tool boxes, cases, chests and pouches. This needs to be carefully examined and the best one selected on the basis of size, portability, style etc. Each mechanic should have their own tools where possible. They should also have control over the tools and the ability to keep them locked up to prevent their loss.

To sum up, tools are too important to leave to chance. Good quality tools must be provided or, where the mechanic supplies their own tools, required. They must be properly stored. Of course, even good tools, properly organized and controlled mean little if they are not properly used. It is management's

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***Tickity-Tock***

## DID YOU KNOW?

10 min/day of downtime is more than one week per year of lost production.

Surely you can save more than 10 minutes each day

**What is a week's production worth?**

## Changeover/SMED Assessment

Unless you are running dedicated lines and processes, you are spending too much time on setups and changeovers. I would be willing to bet money that we can show you how to reduce your changeover times by 50% or more. Usually this can be done with little or no capital expenditure.

In an assessment we visit your plant and spend time on the floor observing how you perform changeovers. We look at the mechanical part, machine adjustments, cleaning, changes, of course. But we also assess the operational part of changeover. Are materials on hand when needed? Are they of good quality? Are the operators and technicians adequately trained and supervised? Are the products adequately designed for changeover?

Personnel training and expertise  
Availability of SOPs  
Proper use of changeover SOP's  
Elimination/externalization of changeover tasks  
Tool usage & elimination  
Measurability & repeatability of setup adjustments  
Simplification of setup tasks

Movement by setup personnel  
Storage and availability of change parts  
Delays caused by others  
Causes of post-startup adjustment  
Waiting times for materials  
Waiting times for personnel  
Issues caused by component variability

Of course each assessment is based on individual plant needs. Below are some of the areas we typically examine::

We provide a detailed report of observations and recommendations for improvement. Post assessment we work with you to assist in implementation.

**When you are ready to start reducing changeover time, call John Henry, the Changeover Wizard at 787-550-9650 or email [johnhenry@changeover.com](mailto:johnhenry@changeover.com)**

You have nothing to lose but your losses.

**For a free copy of the Changeover.com changeover loss calculator email [info@changeover.com](mailto:info@changeover.com)**

**Did you know?**  
10 minutes per day of downtime is more than 40 hours per year.

**SOME THOUGHTS ON... (cont)**

responsibility to make sure that each mechanic is properly trained in how to use their tools.

Email [johnhenry@changeover.com](mailto:johnhenry@changeover.com) for details.

Changeover.com offers several workshops on effective tool usage.

**What do you think? Please let me hear from you at [johnhenry@changeover.com](mailto:johnhenry@changeover.com)**

**TIP OF THE MONTH...  
HIGH VELOCITY HAND DRYERS**

I have always detested normal hand dryers and am usually too impatient to use them. Several companies make hand dryers that use high velocity air. These work well, I like them and I frequently recommend them.

ize that these are noisy but do not realize how noisy a bunch of them running at the same time can be.

So my tip this month is to those designing rest-rooms and changing rooms. If you are going to install a number of these dryers, consider the cumulative noise level.



I was working in a medical device plant and happened to be in the gowning room during lunch break.

I don't have any specific ideas to remediate it. Some

They had 15-20 of the high speed dryers in this room all going at the same time. It felt kind of like standing behind an F-5 as it runs up its engines to begin its takeoff run. Very high, painful, noise level.

vendors may have quieter models than others. It might be possible to add some sound baffling (partitions perhaps?) around them.

I suspect that many people who design wash facilities real-

If anyone else has experienced and solved this problem, I would be interested in hearing about it.

**Do you do changeovers?**



**or Pitstops?**

**Achieving  
Lean Changeover  
Workshop**

Convert your changeovers to pit-stops. Our 2 day, hands-on, in-plant workshop will show your teammates how.

For operators, technicians, quality, engineers, supervisors and managers.

Call John Henry, the Changeover Wizard at 787-550-9650 or email [johnhenry@changeover.com](mailto:johnhenry@changeover.com) for details, scheduling and pricing.

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**Packaging Industry**  
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**NEW WORKSHOP**

**Effective Tool Usage**

Now available in operator and technician versions.

Your teammates use tools on a daily basis but do they really know best practices? These workshop will teach them.

Call 787-550-9650 or [rmsil-johnhenry@changeover.com](mailto:rmsil-johnhenry@changeover.com) for more info.