



14 Principles Every Plant Manager Should Live By

All waste plants have one thing in common: sorting through trash. As a plant, safety is important and so is productivity.

Let's take Waste Management as an example. February of this year their CEO reported their earnings, 'Fish summarized the company's outlook by saying, "We will maintain our focus on driving core price, growing high margin volumes, and controlling costs, positioning us for strong earnings and cash generation in 2017." (Motley Fool)

Waste Management's revenue was a 6.5% year-over-year change 2015-2016. That's great! I'm sure all plants want to have positive change year-over-year. But what about the principles that drive the results? What about the core values of each company that will withstand the test of time? Numbers on a sheet of paper are sometimes all people want to read. But as we all know the day-to-day work on a plant and the mundane tasks of keeping the beast alive have a different story to tell.

Let's shift our attention to a system designed to provide the tools for people to continually improve their work. "The Toyota Way" written by Jeffrey Liker dives into Toyota Motor Corporation's managerial approach and production system. Now, I know making cars and sorting trash are completely different. But if you look closely you will find that productivity is the common string between all plant operations across many industries.

Principle 1: Base your decisions on long term goals rather than short term financial gains.

Principle 2: Create a continuous process flow to bring problems to the surface



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Principle 3: A method where a process signals its predecessor that more material is needed. The pull system produces only the required material after the subsequent operation signals a need for it. This process is necessary to reduce overproduction

Principle 4: Achieve the goal of minimizing waste, not overburdening people or the equipment, and not creating uneven production levels

Principle 5: Build a culture of stopping to fix problems, to get quality right the first time. Quality takes precedence all the time.

Principle 6: Although Toyota has a bureaucratic system, the way that it is implemented allows for continuous improvement from the people affected by that system. It empowers the employee to aid in the growth and improvement of the company

Principle 7: 5 "S" Rule

Sort out unneeded items

Straighten: Have a place for everything

Shine: Keep the area clean

Standardize: Create rules and standard operating procedures

Sustain: Maintain the system and continue to improve it

Principle 8: Use only reliable, thoroughly tested technology that serves your people and processes

Principle 9: Without constant attention, the principles will fade. The principles have to be ingrained, it must be the way one thinks. Employees must be educated and trained: they have to maintain a learning organization



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Principle 10: Teams should consist of 4-5 people and numerous management tiers. Success is based on the team, not the individual

Principle 11: Toyota treats suppliers much like they treat their employees, challenging them to do better and helping them to achieve it. Toyota provides cross functional teams to help suppliers discover and fix problems so that they can become a stronger, better supplier.

Principle 12: Go and see for your self to thoroughly understand the situation.

Principle 13: Make decisions slowly by thoroughly understanding all options and implement decisions rapidly

Principle 14: The process of becoming a learning organization involves criticizing every aspect of what one does implement decisions rapidly

These principles will achieve the goal of more revenue and bigger profit margins. How will these principles affect a plant quantitatively when they are qualitative statements? Simply because this is a methodology that has been proven to bypass the issues we face in plants. Such as, safety, productivity, sorting, efficiency, effectiveness of recycled material, and of course lowering costs.

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Content from "Toyota Way" provided by Wikipedia.

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