Honeywell Operating System (HOS) at FM&T

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“Live and Embrace HOS / Accelerating Enterprise Wide World Class Performance”

HOS Is An Integrated System Built on Six Sigma Foundation to Drive Sustainable Safety, Quality, Delivery, and Cost Improvements In Our Operations

- A broad application of Lean and Six Sigma tools against a construct of:
  - Cleanliness; Orderliness; Visual Management
  - Standardized work; Rapid Problem Solving
  - Continuous improvement through Employee Engagement
- Organization Development focus ensures sustainability

Building A 20 Year Competitive Advantage
HOS Defined:

- A comprehensive, integrated business approach to drive sustained exceptional performance in key business metrics
- Provides an enabling organization structure, management systems, and leadership roles / responsibilities. Not just a “tool set”
- Drives accountability at all levels of the organization
- An enabler and a differentiator for our business
- Foundation is employee engagement / continuous improvement

HOS – Integrates Safety, Quality, Delivery & Continuous Improvement
Honeywell Operating System (HOS)...It’s how we work...and part of our heritage of continuous improvement.
What’s in it for me?

All Employees

- Have more say in how work is done
- Daily feedback on performance of you and your team
- More control of your work and your work environment
- Clear expectations

Managers

- Know in a glance what’s going on with the process
- Emphasize the coaching role

Customers

- Know who is responsible for what and where to get information
- More ownership from processes relied upon for a product or service

HOS integrates employee, leadership and customer needs
What is my role as an employee?

• Be engaged:
  – Be accountable for individual and group performance
  – Support identifying and executing actions driving our performance vs. goals
  – Join a Continuous Improvement (C/I = kaizen) team
  – Lead a kaizen team
  – Use HOS Tools:
    ➢ Submit Continuous Improvement suggestions (C/I’s)
    ➢ Rapid Problem Solving (RPS)
    ➢ Visuals (Tier Boards, other boards, kan-bans, etc.)
    ➢ 5s
    ➢ Standard Work
    ➢ Leader Standard Work

HOS creates employee ‘engagement’ opportunities
HOS Maturity

HOS assessment process assures maturity of system
The HOS Environment

5s / Visual Mgt.

Visual Management - Tiered Accountability

C/Is

Standardized Work

Rapid Problem Solving / Built in Quality

Leader Standard Work
Visual Workplace:

• Helps simplify, clarify, highlight, and separate the normal from the abnormal conditions in our workplace

• Drives the workplace to be:
  – Self-Explaining
  – Self-Cleaning
  – Self-Regulating
  – Self-Improving
Tier Meetings:

Goal: A simple standardized Tiered Accountability process leveraging engaged teammates, evaluating the health of our business, and escalating risks and issues to obtain needed support.

- Tier Meeting Focus – SQDIC:
  - Safety
  - Quality
  - Delivery
  - Continuous Improvement

HOS Tier Meetings enable info sharing, issue management/escalation and continuous improvement
Leadership Standard Work (LSW):

LSW

- Provides structure and routine to focus on behaviors, tools, and processes necessary for success of the business (enables results)

- Supports monitoring visual controls and executing our daily accountability process
  - 1:1 Meetings – Direct Reports / Leadership
  - Coaching Opportunities
  - Reward & Recognition
  - Action Item Management
  - Production Floor Interactions - GEMBA
  - Customers

- Interlocking layers between members of management
Summary

• **Safety performance**
  - National Safety Council, ‘Campbell Safety Award’ finalist
  - Honeywell Aerospace HS&E Excellence Award (Large Site)
  - National Safety Council “Perfect Record” Award - 12 consecutive months without an occupational injury or illness that resulted in days away from work or death
  - National Safety Council “Significant Improvement” Award
  - FM&T OHSAS 18001 Certification – Complete 2014

• **Quality performance**
  - PPM performance at 258

• **Delivery performance - Consistent performance at 99.9%**

• **Continuous improvement / engagement**
  - Suggestions up from 155 per month to 460

_HOS an ‘Operating System’ focused on SQDIC_