

Example: line 2 packing machine stoppages

1. PROBLEM STATEMENT

What, where, when and how much, against the standard.

The line 2 packing machine has stopped about 3 times a shift since 1 September, against a target of under 1.

2. SCOPE

What is in and out.

One machine on all shifts.

3. CONTAINMENT

What protects the customer now, and who started it.

A full check at packing.

4. TECHNIQUE

The method chosen and why.

5 Whys because the failure is mechanical and repeats.

5. CAUSE CHAIN

Each cause in order, one line each.

The jaw jams because film is out of position.
The film shifts because the feed roller slips.
The roller slips because its surface is worn and glazed.
The surface is worn because replacement is not on any schedule.
There is no schedule because the roller was never listed as a wear part.

6. EVIDENCE

How each cause was confirmed.

A photo of the worn roller.

7. ROOT CAUSE STATEMENT

One sentence: [Problem] happens because [process condition], which allows [mechanism] to occur.

The roller has no planned replacement because it is missing from the preventive maintenance list.

8. COUNTERMEASURE

The change to the process, with an owner and a due date.

Add the roller to the list with a replacement interval.

Owner and due date: added by the team.

9. CHECK

The measure, the target and the review date.

Stoppages under 1 a shift for 4 weeks in a row.

10. STANDARDIZE

Which document, checklist or training changed, so the fix outlasts the team that made it.

The preventive maintenance list now includes the roller and its replacement interval.