Clean Catch

January 2004

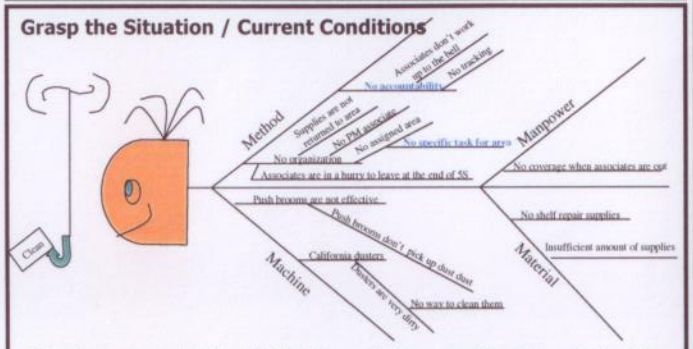
Team Lead: Mique Tatman Team members: Jeri Butts,Kathy Canfield,Troy Cooper,Keith Dorsey,Tina Neace,and Cyndi McIntosh

OBJECTIVE: Improve 5S compliance in the Bin home positions.

Background

- At launch, each associate was assigned specific areas, rotated monthly
- In 2003, 5 S responsibilities were set by teams to support teamwork
- Teams were responsible for sharing workload

Grasp the Situation / Current Conditions



- 5S assignments are not clear (SOP) - No organization – specific assignments, tracking
- No ownership/accountability of area - One area is cleaned by multiple associates
- Shelf dividers and face plates are falling and in need of repair
- A build up of dust has collected on the shelves that are not cleaned
- 5S supplies are not distributed equally and are not placed in the holders
- More supplies are needed in HP E And HP F
- No coverage for associates who are out for a extended period of time
- Parts in location are not being straighten during 5S

Root cause analysis

Problem: 5 S is not being performed at the end of the day

Why? Expectations not clear

Why? Individual feedback not provided

Why? No individual accountability

Root cause: Areas assigned by teams

TARGETS

- Establish individual accountability for 5S in HP E,F And K by January 5, 2004
- Incorporate 5S responsibilities into quarterly evaluations

PLAN

- Meet with STF associates (Troy and Cyndi)
- Add 5S key points to the binning and picking SOP
- Create a responsibilities chart for evaluation purpose
- Assign each associate a specific area for one quarter.
- Assign a P.M. associate to perform maintenance during 5S

Name: Kathy Canfield Area: Ea1,Ea2& Temp. Reserve Loc.

Responsibilities

	Jan 1	Jan 12	Jan 19	Jan 26	Feb 2	Feb 9	Feb 16	Feb 23	Mar 1	Mar 8	Mar 15	Mar 22
★ Sweep (As needed)												
★ Dust (As needed)												
★ Magnet Maintenance (Straighten)												
★ Location Maintenance (Straighten locations/check for damage/remove empty boxes/trash/labels)												
★ Notify(PM)Dave Rutzel of shelves/dividers/grating in need of repair (note location)												
★ Change Mop Head (Once a month)												

Comments:

- Identify supplies needed for each area
- Distribute supplies equally throughout the areas
- Develop a code system for supplies for each of the areas
- Develop a evaluation scale
- Conduct a random 5S evaluations once a week for each area
- Develop a method for coverage when associates are out for a extended period of time

DO

ACTION	RESP	DATE
Assign each associate a specific area to 5S	TN KC TC KD	1/5/04
Assign PM associates to perform maintenance during 5S	VS	12/15/04
Create area charts for each associate	MT KC TN JB	12/30/04
Conduct random 5S evaluations for each associate's area	MT TN KC KD JB	1/9/04
Purchase additional supplies for 5S	DB	1/5/04
Code supplies by area - Distribute supplies equally for each HP	MT JB KC MT	1/13/04
Develop a coverage plan	Teams	
Add 5S key points to binning and picking SOPs in HP E,F and K	TN	1/6/04

CHECK

TARGET	RESULTS	EVAL
Establish individual accountability for 5S in HP E,F And K by January 5, 2004	Complete	O
Incorporate 5S responsibilities into quarterly evaluations	Complete	O

- PM associates (Dave and Shane) have been assigned and provided with the 5 S time to perform maintenance on carts and shelves
- Supplies have been color coded to insure that each rack will contain only the items that coordinate with the color on the rack

Associate Feedback

- Associates like specific responsibilities – know where to go
- Observed improvement in activity during Five S time
- Observed improvement in shelf dusting

Evaluation Summary

- Better time management – Five S up to bell
- Significant improvement in cleanliness

ACT

FUTURE ACTION	RESP	DATE
Continue to evaluate each associate weekly	TL	1/5/04
Develop coverage plan for associates who are out for a extended period of time	Teams	
Monitor 5 S throughout HP	GL/TL	
Revisit Five S evaluation process – determine Roles and Responsibilities between STF and TL/GL	GL/TL	

REFLECTIONS

- Good opportunity to advocate for associates – asked for specific responsibilities
- Good buy in from teams
- Experience as associates increased speed of-project – 5 weeks to implementation
- 1st project completed as TLs