

Clean Catch

January 2004

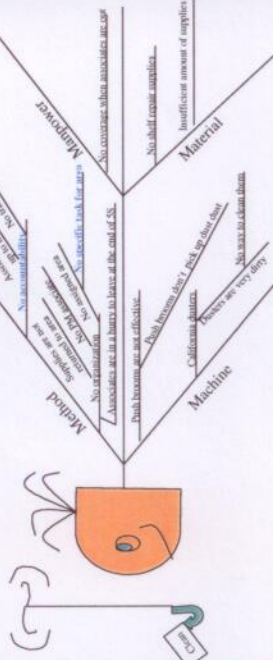
Team Lead: Mique Tatman Team members: Jeri Butts, Kathy Canfield, Troy Cooper, Keith Dorsey, Tina Neace, and Cyndi McIntosh

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 an extended period of time
- Parts in location are not being straightened 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: Est, Est & Temp. Reserve Loc.

Responsibilities

* Sweep (As needed)	
* Dust (As needed)	
* Magnet Maintenance (Straighten)	
* Location Maintenance (Straighten)	
* Location/check for damage/remove empty boxes/trash/labels)	
* Notify (PM) Dave Ruzezi of shelves/dividers/grating in need of repair (note location)	
* Change Mop Head (Once a month)	

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