

Government – Distribution Continuous Improvement - Outbound

Business Case:

Early on in this Distribution Centers Lean Journey, several Continuous Improvement opportunities were identified (through Value Stream & Foundation Events). This CI opportunity was chosen due to the potential positive impact on process, safety, and employees. It was also the first CI Event to be conducted at this DC.

Approach / Solutions:

- Lead a cross functional team through the 7 Step Problem Solving method.
- Performed data collection to establish baselines for Performance, Lead Time, and product flow.
- Identified opportunities by using Fishbone Analysis and 5 Whys
- Established targets and developed countermeasures to help drive Continuous Flow

Results:

| Metric | Change | Metric | Change |
|----------------------|--------|---------------------|--------|
| Reduce Lead Time | - 24% | Pack Lines Per Hour | + 36% |
| Employee Involvement | Yes | Success Story | Yes |

Summary:

The CI Team achieved or exceeded the results. More importantly, it achieved what the first CI should – positive feelings, great employee involvement, leadership support, 5S improvements, safety and ergonomics improvements.

Pack Force 1 Mission Possible
Date: 4/21/2008

Team: Team Sponsor: [Name], Team Leader: [Name], Team Facilitator/Recorder: [Name], Team Members: [List]

STEP 1: DEFINE THE PROBLEM
Thesis: Improve continuous flow of Single Line & Multi-Line Batch Orders in the Small Parcel Pack Operation.
Background:
• This is the first Continuous Improvement Event (CIE).
• CIE was identified during Packing Foundation Event: Feb 2008.
• Opportunity has big impact for improvements - organized work analysis & material flow standards.
• Priority 1 & 2 - 1 Day, Priority 3 = 3 Days
• Pack Lines Per Hour = 20
• The 20 LPH standard was developed over 10 years ago.
• It is currently not well known or communicated.
Scope: Start: Selection Drop off to chutes or flat map area. End: SOP Step 4 - Forward packed material to coship.

STEP 2: GRASP THE SITUATION
Data Collection:
• Packing LPH
• # of Orders
• Drop - CIE points
• Lead Time
• Selection drop-off to Pack complete
• Cycle time
by day & type
Analysis:
• Performed Lead Time analysis of Single Line & Full Back Multi Lines.
• Identified material waste cause versus pack time.

STEP 3: PLAN
Plan of Action Statement:
• Reduce Selection Drop-Offs Pack Complete Lead-time by improving continuous flow in the Flat Map and the Pack Chute Delivery Process.
Design Solution:
• Shuttle process for flat maps delivery.
Why? Continuous flow of single and full batch flat maps.
Benefit: Reduce Lead Time.
SS Work Station Drop-off Area - Single Vs. Multi Lines.
Why? SS Visual Techniques and Standardization.
Benefit: Increased flow and standard drop off area.
Completed Flat Map Take Process.
Why? JIT, Standardized Work.
Benefit: Reduced time to receive, packer travel.
Selection Flat Map Drop-off Process.
Why? Reduced motion & waiting.
Benefit: Continuous Flow.

STEP 4: DO - Actual Solutions

STEP 5: CHECK - Targets

STEP 6: ACT

STEP 7: CONCLUSION & LESSONS LEARNED

