

Implementation

- Addressed flow, re-arranged the cell and process steps – cut travel distance for the product in half.
- Established an agreement with the upstream department to give priority to this product and guarantee the required number of boards each week (this was more political, but interesting).
- Established kanban supermarkets.
- Implemented visual management of how the materials flowed through the cell.
- Analyzed the current staffing, skills needed, skills matrix, and designed a new staff allocation with 21 people and greater balance to takt!!
- Implemented visual production boards at the workstations.
- Implemented a new policy where this core values stream got first pick of staff operators each morning (depending on absenteeism impact) – so they always had the designed number of skillsets on hand to produce. Applied P.A.C.E. approach.