

# Myers Container COI Learning Tour

January 17, 2007

## Agenda

- 8:00-8:30                      Introduction to Myers (Kyle Stavig)
- History
  - Product
  - Markets
  - Outlook
  - LEAN History
    - Why we started
    - Areas of dramatic progress
    - Plans for the future
- 8:30-9:30                      Introductory tour of factory and initial observation
- 3 groups of 6 with guides (Manuel, Sam & Jim)
- 9:30-9:45                      Break
- 9:45 – 10:00                  Breakout Team Topic Discussion (Jim/ Manuel)
- Explain briefly the 2 areas chosen and *why* they were chosen
- 10:00-11:30                  Breakout into 3 Teams by choice and/or selection
- Begin individual team assignments
1. Parts (Raw – Covers, Heads & Bottoms) Storage Area Layout  
- *Jim*
  2. Parts Coating Production Line  
- *Manuel*
- 11:30-12:00                  Lunch (teams lunch together)
- 12:00-2:15                    Complete assignment, prep for report out
- 2:15 – 2:30                    Break
- 2:30-3:30                    Breakout Teams report out individually
- 3:30                              Close

## **Projects:**

### **Parts (Raw – Covers, Heads & Bottoms) Storage Area Layout**

- Current state: Plant team members have two primary areas for storing raw covers, heads and bottoms and three processes where they are used. The areas are not at point of use which causes a lot of material transportation waste. Area is also not visually marked.
- Desired team deliverable: Layout the storage areas to reduce the material transportation waste by at least 50%. Make the area visual.

### **Parts Coating Production Line**

- Current state: Parts are normally produced the day prior to running the drums which can cause a lot of waste in handling of parts, wip, set ups/changeovers as well as extending lead-times for customers. Current state Value Stream Map has been developed.
- Desired team deliverable: Create a Future State Value Stream Map using the tools of Lean.

### **Plant Safety System**

- Current state: Current system is a basically a reactive reporting system with little preventative action. Safety Committee is undefined and lacks authority. No clear direction for safety improvements.
- Create a Future State Safety system based on best practices from the group.

## **Attendees**

Air Products

Shant Barsoumian

Aluminite Co.

Bob Russell  
Andrew Rodriguez  
Guest

Bristol Industries

Steve Glamba

Cal State University Pomona

Francine DeMarco

CMTC

Robert Turek

Dacor

John Atuatasi  
Victor Moreno  
Chris Stansel

Hydroseal Polymers

John Zuna

Mt. San Antonio College

Mike Brady

Steelcase, Inc.

Steve Santos

Timken Bearing Inspection

Raymond Galaviz  
Anthony Valenuela  
Dave Grove

**Team/Equipo: MCC City of Industry Lean Learning Tour** **Date/Fecha: 01/19/2007**

#	Date/ Fecha	30 day or less	More than 30 days	Other Opportunities
		Problem(problema)/Issue(Asunto)/ Opportunity(oportunidad)	Countermeasure(Medidas a Tomar, soluciones)	Person(s) Responsible (Persona(s) Responsable)
1	1/19/2007	Delay (10 + minutes) at the coating waiting for lined plugs.	To evaluate (A3) all components needed at the coating Booth and to stage if possible all needed components at point of use (kanban).	
2	1/19/2007	Lining / Paint Set-Up reduction to make this operation more flexible and efficient ( Some times 10 minutes to 2 hours).	To evaluate (Kaizen)the set-up procedures on lining and painting at the parts Coating Booth and develop standard work practices.	
3	1/19/2007	Unbalanced spinners conveyor , lining / paint application to bake oven cycle time. (600 Vs 1080 per hour capacity).	Evaluate (Kaizen) the process and develop a plan to increase the process output of parts per hour to improve line flexibility.	
4	1/19/2007	The manual plugs installation at the spinners conveyor is too labor intensive and can become a potential safety issue (repetitive hands and back motion).	Investigate (Kaizen) the possible use of a tool (hand wrench) or other means to reduce the operator's repetitive motion during the plugs installation.	
5	1/19/2007	Merge the parts paint / coating line to the drum line as a feeder to increase line efficiency, flexibility and to reduce parts batching.	To kaizen the suggested opportunity and develop a plan if this is possible to do.	
6	1/19/2007	Synchronize the parts lining / painting to drum orders to produce drums to a true daily schedule in order to reduce excessive inventory, batching and increase efficiency.	Kaizen to be conducted to evaluate pros and cons of this opportunity.	
7	1/19/2007	Incorporate the cover's gasketing operation to the cover's painting process to reduce batching and excessive wip.	To Kaizen the suggested opportunity to evaluate and quantify the potential benefits.	
8	1/19/2007	On OH drums to incorporate the bottom's lining and the shell lining into one operation to improve efficiency and to eliminate the lined bottoms WIP..	Kaizen the potential benefits in this potential opportunity.	
9	1/19/2007	Take too long to reduce the bake oven temperature going from lining to paint during change overs.	Kaizen the possibility of being able to decrease faster the oven temperature going from lining to paint to increse lining flexibility.	
10	1/19/2007	Loop the cover's lining application with the paint cover application to reduce batching and waste motion.	Kaizen this opportunity and evaluate for pros and cons.	
11	1/20/2007	No visual ides to easily identify parts in inventory.	Allocate space for each part for easy identification.	
12	1/20/2007	No marked aisles for stock parts.	Tape aisles and if works then paint for permanent marking.	
13	1/20/2007	Difficult access to parts racks in inventory.	Re arrange the way the racks are stack for better access.	
14	1/20/2007	Visual layout according to parts usage to reduce conveyance and waiting during		
15	1/20/2007	Relocate the 30 gallon puncher and emboss machine to give more room for parts relocation near the press cell.		
16	1/20/2007	Safety accidents are not properly investigated to identify root cause, corrective action created and track completion of corrective action.	All the accidents for the past 2 years will be evaluated to make sure if a root cause was identified for the accident and if a corrective and preventive action was taken and completed.	
17	1/20/2007	No safety committee formed to work specific safety issues and safety meeting are too broad.	A safety committee will be formed and safety meeting will be formatted to be more unique and specific.	
18	1/20/2007	No properly defined safety audits are conducted through the plant and safety improvements and corrective action are not track.	Develop a 6s / Safety audits and corrective action tracking report.	
19	1/20/2007	IPP	Develop a unique IPP for Myers where safety improvements and preventive actions are taken into consideration.	
20	1/20/2007	No syllabus for a systematic safety training is available.	To develop a 12 month syllabus of safety training.	
21	1/20/2007	Hazardous reporting system		
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**Feedback –**

***The general feeling was that this was more fulfilling than originally expected. "Kyle, this was much more than a tour, we really learned a bunch and had the ability to apply what we know about lean in somebody else's sandbox...I cannot wait to do this again and bring others from our company. The connections we made will help us with our lean journey"***

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I thought the learning tour went absolutely great and was excited to be a part of it. I am glad we were able to help with some of your obstacles.

Now, moving forward, I believe it is absolutely imperative that we continue with the momentum that we have gained as a group. I believe we have something special going here and we definitely want to be a part of it. That being said, we would be happy to host the learning tour for the month of February. I'm sure we can work out all of the specifics later, but you can definitely confirm with the group that Aluminite will hold a learning tour in Fontana on February 27th.

Thank you Kyle and I'm sure we'll be in touch  
Andrew Rodriguez/Aluminite

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Just a line to thank you for inviting me to participate in yesterday's kaizen. I believe you got answers you were looking for beyond your expectations. And that was because you provided a friendly and natural environment for professionals who deal daily with similar concerns in their own environments. The principles are the same and tailoring them requires ingenuity which I believe we provided for.



I hope that the recommendations provided in the last item of the agenda will be shared among participants. That will be my personal feedback for the job done. I personally have some more recommendations that were not possible to present in that quasi formal environment because the topics were not included in the specific items selected by your company. In case you are interested in receiving them please let me know and we'll exchange messages. I mentioned to Kyle a couple of ideas which have to be magnified since their applicability impacts the manner in which your company does business and will impact the criteria to manage sells and accounting as well. It's sort of "lateral thoughts" that I have applied before with good success.

Well friends, the next kaizen could provide again with dynamic interactions beneficial to all participants and I will be looking forward to receive details if you kindly consider my participation efficient and valuable.



Thanks again and my best wished in the incorporation of changes in your future profitable operations.

Carlos Bernales/Boeing

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I wanted to get some more information on the type of pre-event planning your group went thru prior to the learning tour.

I have also talked about it with my manager and we would like to host an event in March. We are also still open to doing a walk through tour of our facility in February if you would like to send some people down to see how we have come along on our Lean Journey.

If there is anything else we can help out with please let me know. I will try to reach some of our contacts through AME to see if we can grow this into something great.

Raymond Galaviz/Timken

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Thanks again for leading the Learning Tour Wednesday. It's a great idea. To follow up, first, I wanted to let you know that I'd be happy to teach a short session on Poka Yoke (Error Proofing) to the consortium (at no cost). It actually works best in a learning tour format where after some instruction, teams go on the shop floor (preferably with a shop floor employee on the team) and identify "What could go wrong?" and then come back and present recommended poka yokes.

You are probably familiar with Poka Yoke which is:  
***A device, design, or method in manufacturing, that prevents or detects errors.***

Nikkan Kogyo Shimbun wrote a good book on it. Perhaps we can talk about the tool sometime.

Also, I'd like to touch base with you sometime about your progress on the ETP State Contract for training funds. We'd be happy to provide instructors for this.



I'm going to follow up with the participants from the Learning Tour. Someday, I'd like to host a "capabilities tour" at Mt. San Antonio College where companies can learn about opportunities to partner with us, and they can meet key people.

Mike Brady, Business Liaison  
Mt. San Antonio College

