

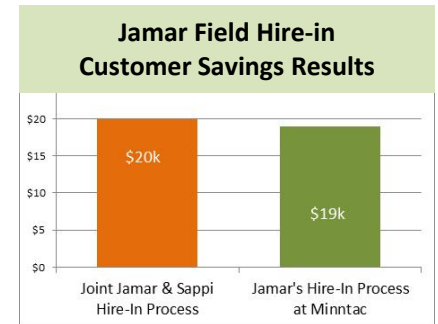
Working Smarter...Not Harder

WHAT?: Our work requires a lot of front end planning. While planning our work, attention has been given to the **hire-in process** on a couple of specific sites. On every job, small or large, office or field, we must continue our war on waste!

WHY?: Based on the same frustrating scenarios at large hire-ins, Jamar staff, and one of our customers, decided to do something about the waste in the hire-in /orientation process. Rather than continue to do the same thing we always have, we put our heads together to come up with creative solutions.

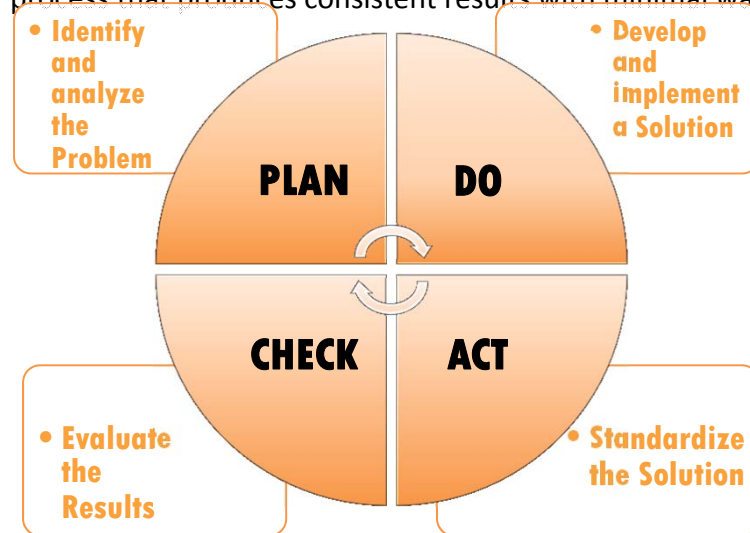
WHO/WHERE?:

- Sappi (Cloquet) and Jamar's (Duluth) combined leadership of Dan Tierney and Scott Drennen, partnered in a goal to streamline hire in and reduce waste from the process, without a negative affect on the quality of the process.
- At Minntac our safety professional Jeff Zdebski and site staff recognized waste, and took similar steps, before implementing creative solutions.



RESULTS: At both sites, we see impressive net dollar savings (see chart above) which we pass on to our customers. Waste elimination: a winning value proposition!

HOW?: First, we identified the problem. We studied the current state to get a benchmark of time, cost and bottlenecks in the process. * Next, we analyzed, leading to a future state analysis. * We then implemented solutions and began evaluating the results. * Best practice will be to standardize field hire-in, creating a repeatable process that produces consistent results with minimal waste.



Sound simple?

At both sites, it all began with 'why' and 'is there a better way?' The goal always being to deliver increased value, through eliminating waste.

- Added non-monetary **benefits** at both sites include:
- A **customer-centric process**: Our workers are at the work-site quicker, prepared and delivering **value**.
 - Employees hiring in preferred the **ease** and **organization**
 - The **quality** of site and safety orientation **increased**
 - By getting it '**right the first time**' there is **less rework**
 - **Reduced waste** of waiting, defects, motion, etc.
 - At least one additional person was added to the process., allowing staff to work smarter, not harder.

JAMAR'S LEAN PURPOSE:

- Increase Customer Value Through:**
- Empowering Our People
 - Eliminating Waste
 - Enhancing Productivity

If you have questions or comments, please contact a member of the Steering Committee: Roger Daooust, Jeff Dincau, Scott Drennen, Mike Dryke, Craig Fellman, Shaun Johnson, Cindy Luoma, Dale Thrun, Mark Ziells