THE JAMAR LEAN BUZZ

LEAN news, events and more........
September 28, 2009

The Jamar Company
4701 Mike Colalillo Drive
Duluth, MN 55807

SUCCESS STORIES:

Tom Meals: "Mark [Ziells] needed me to find the job file for Two Harbors school from 2005. I headed over to the storage room (which I used to DREAD), but this time I was a little more optimistic due to your recent project. Once I was int eh room, I instantly found the green "Architectural Metals/Roofing" area, found the 2005 boxes right away and was able to find the job file in seconds. I also thought it was mint that you guys put the files in the heavy-duty boxes so it was easy to grab and it didn't fall apart. IN the past, I guarantee that I would have searched for 20 minutes, got frustrated and then left without finding the file, but this time it was easy as pie."

Kevin Osterling: "I needed to find an old file not knowing who the original PM was. I ran over to the storage room at 5:01. At 5:07 I had what I was looking for. It was pretty amazing to find an old file with little prior information that quickly."

JAMAR'S LEAN PURPOSE:

Increase Customer Value Through:

- Empowering Our People
- Eliminating Waste
- Enhancing Productivity

5S IN THE OFFICE: FILE STORAGE

With every project that comes our way comes an enormous amount of paper. Job files can literally contain hundreds of pieces of documentation. Jamar's file storage room had years of accumulation built up - inside and outside the room. That's when someone finally asked "why?" "Why" lead to a team of people fixing a long-standing problem. Here's what the team did:

Team L-R: Mike Daoust, Bonita Wills, Jillian Smith, Tim Grimsrud, Laura Harney (team lead), Dave Swanson

- Put together a proposal for Steering Committee input. Once approved, they studied the room and users needs to thoroughly understand the issues before making any suggestions for change. Then, the planning began.
- Using APi's retention policy as a guide, the team created a visual policy.
- Once the policy was approved, the team was able to begin sorting and red-tagging items that didn't meet the criteria to be stored in the room. One by one, every box was gone through.
- In the end, a new policy, labeling system and process for storage was developed and communicated.

BEFORE

AFTER

5S RESULTS STATISTICS:

- **Avg. time to locate files before 5S: 75 min. ; Avg time to locate files after 5S: 32 seconds; that's a 99.3% reduction in time to locate a file!**

- **7.5 tons of paper was shredded and recycled; That is the equivalent to approx. 5 small cars!**

- **660 sq ft of ASDCO warehouse space regained. All files fit *inside* the designated storage space with room to spare.**

A MESSAGE - from the Committee Chair:

The File Storage 5S sheds light on more than just files and paper storage. Foremost, a simple truth: In these tight economic times, when we're bidding jobs low just to keep working, *we can't afford not to look at our own processes and work habits and make them the most efficient they can be*. This project also sheds light on some other simple Lean tenants:

- We tend to 'do as we've always done.' We've stored files that we might need, someday with no clear process in place. Then we go to recover what is needed and it's almost impossible to find due to the excess clutter in the area.
- The root cause of this problem is lack of a clear process. Most problems in organizations are process problems, not people problems.'
- This team also proved that policies can be simple, visual diagrams that relay volumes more than pages of words.

Don't wait for tomorrow. Look today and identify ways to make your work more efficient. I guarantee you'll find opportunity to improve.

SOLID PARTNERS. SOLID SOLUTIONS. SOLID SERVICE.

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