

Strategic Lean Project Report



For Reporting Period: July 1, 2016 through December 31, 2016

I. General Information:

Lead agency name: Department of Corrections

Partner agencies: n/a

Improvement project title: Improved Efficiency of Breakfast Tray Assembly Line

Date improvement project was initiated: 7/16/2016

Project type: New Project

Project is directly connected to:

- Results Washington performance measure
- Agency Strategic Plan

If applicable, specify the alignment:

This project advances Results DOC measures related to

- Promoting innovative and efficient business practices
- Providing basic needs
- Preparing incarcerated individuals for post-release employment

Other

Report reviewed and approved by: Jody Becker-Green, Acting Secretary, Department of Corrections

II. Project Summary:

The Department of Corrections improved the process for assembling breakfast trays, resulting in a reduction in the time it takes to complete the process, from eight hours to two hours.

III. Project Details:

Identify the problem:

Incarcerated individuals at Monroe Correctional Complex are given breakfast trays each day containing a muffin, a breakfast bar, bread, peanut butter, jam, cereal, and powdered milk. These trays were being produced on the east side of the state at Airway Heights Correctional Complex and transported to Monroe. In July of 2016, food service at Monroe was tasked with producing the trays locally. They were given a standard floor plan by Airway Heights, which they initially followed. However, the size of the room could not handle all of the components, products, tables and people plus allow materials needed in other areas of the kitchen for daily production to flow seamlessly. The line would stop during assembly to reload items because only certain amounts could be stocked in proximity of the conveyer belt and tables. Product was being dropped and hitting the floor, thus being deemed as defect and unusable waste. Expensive pre-packaged powdered milk packets were being purchased. It was taking the team eight hours to produce 1250 trays, but each crew member is only scheduled to work 6.3 hours per day.

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Problem statement: It took eight hours to set up the equipment and assemble 1250 breakfast trays compared to the target of six hours, which had an implementation goal of 8/1/2016.

Improvement description: The Correctional Industries supervisor gathered the work crew and helped them implement a process improvement and 5S effort. The crew rearranged the space, equipment, materials, and workers along the line to improve the flow and speed of the process. The crew switched to purchasing powdered milk in much less expensive bulk bags and individually portioning it onsite. A visual management board was put into place so the work crew would know what process to set up for each morning and to track how many items are needed and how many have been produced. These improvements resulted in a significant reduction in time and defects (see IV. Project Results). The work is now able to be completed by nine workers rather than 12, allowing three workers to be reallocated to other work in the store room that was previously being done by pulling workers from other assigned duties. Additionally, Monroe has shared the new layout with agency leadership, and it is being considered for implementation in other correctional facilities that produce breakfast trays to realize the improvements across the state.

Customer involvement: Incarcerated workers are one of the primary customers of Correctional Industries in accordance with their mission to develop marketable job skills and instill and promote positive work ethic. Correctional Industries also improves facility and public safety by reducing inmate idleness. The breakfast assembly line project allowed the workers to serve as the improvement team, giving them necessary training along the way. By allowing the workers to engage, problem solve, and make decisions on the scope of the project, they felt valued and accepted and had meaning and purpose. The work crew wrote a letter expressing their appreciation for the opportunity to be involved in this project (see VI. Visuals).

IV. Project Results:

Improved process as measured by:	Specific results achieved:	Total Impact:	Results status:
<input checked="" type="checkbox"/> Cost	Decreased the total cost of breakfast trays and powdered milk by \$6,404.39 per week.	\$333,028 per year cost avoidance	Final
<input checked="" type="checkbox"/> Quality	Decreased the number of wasted food items from 30 per day to 5 per day.	700 saved food items per month	Final
<input checked="" type="checkbox"/> Time	Decreased the time to produce 1250 breakfast trays from 8 hours to 2 hours.	168 hours per month	Final

V. Contact information:

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VI. Optional Visuals:

CC. MR. SCOTT VAN OMMEREN,

On behalf of the CI Family of Inmate Workforce here at MCC-WSR Monroe Correctional Complex we together thought it would be appropriate & important, to make it known, and bring to the attention just what our boss & mentor, Mr. Scott Van Ommen has meant to us - and all the extraordinary, innovative, ideas, he brings to the CI Brand. Now, concerning the uniquely tailored workplace environment Mr. Van Ommen has created here. He lets us know that what we think counts. He deeply respects us individually, and as his team. Our opinions count. Moreover, they're expected. (He believes that "FAILURE TO PREPARE" - IS PREPARING TO FAIL.) AND HE WANTS ALL THAT HAVE WORKED FOR HIM TO SUCCEED IN LIFE. TO BE MORAL SOUND MEN OF GREAT CHARACTER & INTEGRITY.

He also believes in: (The Five S.) (1.) Gets everyone involved. (2.) Low cost, high impact. (3.) Makes the workplace safer. (4.) Makes the "Z" wastes visible. (5.) Helps also to sustain Lean results. He's always thinking of new ways to cut production time & waste at every level. Every two weeks we talk & discuss new team building techniques. This includes the electric pallet jack training, and the importance of adhering to: standardization & professionalism at all times. These qualities in our boss, make him we feel, extremely unique & specially qualified to do all that he does for us personally & the CI Family collectively.

Respectfully yours:

DARRON DETRICK
WALTER COOPER
RODERICK STODAMIRE
TONY BARNETT
BILLY GRAHAM
SANDOVAL SALAZAR
AGUILAR OLIVAREZ
ANTHONY DEFREE
ESTRELLA TORRES
BLAKE PIRTLE
MACLEO NIEVES
MICHAEL KIENHOLZ