

# CSD-IRVINE SITE LEAN NEWS UPDATE

## LEAN TOOLS

By Luanne Landini,  
Operations Team Leader

### Roll Out of 10-Step Problem-Solving Tool

Get ready to start solving problems so they don't resurface!

CSD is expanding the lean program by implementing a structured approach to problem solving called the 10-Step Problem-Solving Tool. The 10-step tool is part of the corporate lean and quality system and considered a stepping stone to achieve high-performing work teams.

The steering committee comprised of Ray Sprague, Jeff Horton, Tom Goodson, and Jim Anderson did some benchmarking and designed CSD's roll-out strategy after Fluid System's successful implementation. The strategy is based on having a core group of facilitators and leadership trained to support the process throughout the ranks of CSD.

To kick off the process, facilitators and senior staff members attended a special eight-hour training class in August. The facilitators are now tasked with training and mentoring technical leads and their teams. Each facilitator

will be assigned five technical leads. The technical leads will work directly with a team to guide the members through the process. Objectives are to improve quality, customer support, and reduce cost.

The steering committee will oversee the process, determine priorities, and assure problems are being worked. A problem-solving tracking center will display the projects and progress with regards to the 10-step process and achieved results.

Facilitators include: Janet Schantz, Marie Nishimoto, Pete Homolka, Randy Irvin, Razmick Asadorian, Stan Duong, Steve Ta, Stuart Meurer, Suzanne McConn, Tony Ferry, Jeff Horton, Tom Goodson, and Jim Anderson. ■

### 10-Step Tool

- Describe the problem
- Understand needs & requirements
- Use a team approach
- Identify potential causes
- Collect and analyze data
- Identify alternatives & select a solution
- Prepare a project plan
- Get leadership approval & support
- Implement the solution
- Measure, monitor, & control your results



## 5S + SAFETY

By Barbara Blair, Facilities Manager

### New Zip Codes for Alton Site

Do you know your new zip code? Over the next few months you'll be seeing more information on this as a part of our Lean Initiative for 5S + Safety. Several tasks are already underway, including:

- Benchmarking other Parker sites that have made progress in this area
- Reviewing and revising 5S + Safety checklists for daily, weekly, and monthly audits
- Developing the plan for a 5S + Safety tracking center

- Designing unique zones (zip codes) throughout the plant to implement a more comprehensive and standardized 5S + Safety program

Zip code areas will be much like those found in any Thomas Guide city map. Within each zip code, unique operations are the local addresses where the team improvement boards will be found to document the progress toward a world-class 5S + Safety community within the Alton site.

5S + Safety are part of the foundation of the Parker House of Lean. As part of this initiative, we will be expanding the concept from housekeeping to link it up with several fundamental aspects of Lean, including visual controls, standard work and management audits,

tracking centers, eyes for waste, and problem solving.

So, how will we get there? Let's start with a new map, focusing on the local addresses in the zip code areas that make up the Alton plant. We'll provide more information about the criteria for each step of the journey from level 1 (sort) to the corner, level 2 (straighten) around the block to Level 3 (shine). From there, our path will take us up hill to level 4 (standardize) until we reach the top, level 5 (sustain). By sticking to the map, we will find our way. And it all starts in the safety and comfort of your local zip code.

Oh, and along the way, we'll be meeting our neighbors as the program rolls out in the office areas, too. ■

## Parker Suppliers Complete Stage 1 Lean Engagement

On August 20, 2009, Parker Small Business Consortium (SBC) Suppliers reported on the completion of their Stage I Lean Engagement. The report out and certificate award ceremony was held at CSD Irvine and attended by personnel from CSD (Irvine & Ogden), FSD, GTFSD, and Aerospace Group Supply Chain VP, Frank Thompson.

The Parker SBC was a pilot program initiated to provide an affordable option to small suppliers to engage in Lean Enterprise development. The following five suppliers participated in the initial SBC:

**Asturies Manufacturing Company**  
**Garrett Precision**  
**MD Engineering**  
**Continental Heat Treating**  
**Hixson Metal Finishing**

As a result of their lean engagement, these suppliers reported significant improvements in lead time, inventory levels, productivity, and cash flow.

The pilot SBC was kicked off in April 2008, and supplier training classes were held at CSD Irvine with additional sessions and kaizen events held onsite at the suppliers' facilities. The SBC Suppliers were trained in the Supplier Excellence Alliance (SEA) Lean Enterprise System and completed the SEA Stage I Lean Engagement.

Parker Aerospace teamed up with SEA in an effort to advance the aerospace supply base and, in turn, improve Parker's supply chain performance. SEA uses a structured model that addresses all aspects of a business enterprise to develop robust leadership, workforce, and operational processes. The value of this program comes from the step-by-step sequence and structured process. The initial engagement is designed to help the supplier get all of its critical processes to a level 3 of the process maturity.

Parker Aerospace understands that for us to be successful in the future, we must develop a lean supply chain that supports our increasing delivery and quality demands while providing decreased lead times and costs. The pilot SBC has proven to be a good model to offer a lower-cost option to small suppliers to engage in lean development. We will be exploring future opportunities with SEA and other outside lean resources to engage our small suppliers in lean development. The SBC has provided us with an excellent benchmark by which to build upon for future projects. ■



**SBC Supplier representatives from left:** Greg Gannon, Debbie Sykes, Jennifer Kent, Doug Greene of Hixson Metal Finishing; Mike Morgan, Ryan Cortes of MD Engineering; John Reynolds, Kristy Graves, Justin Osborn of Garrett Precision; Leah Perez, Luis Perez of Asturies Manufacturing; Shaun Redford, Joe Quesada of Continental Heat Treat

## Lean Vocabulary

Three to four letters can describe significant concepts. This month we'll look at S&OP, PFEP, and EPE.

### S&OP (Sales and Operating Plan)

The sales and operating plan is a set of decision-making processes with three main objectives: (1) balance supply and demand; (2) align volume and mix; and (3) integrate operational plans with financial plans.

Parker selected the Wallace and Stahl Sales and Operations Planning methodology for use throughout the corporation. To gain familiarity with these processes, CSD Irvine team members attended a Wallace and Stahl S&OP seminar. A five step S&OP process has now been implemented.

Irvine currently has a score of 3.3 (GOOD) based on the Wallace S&OP effectiveness checklist.

Areas of opportunity have been identified and will be incorporated to give us a minimum score of 3.6 (EXCELLENT).

### PFEP (Plan for Every Part)

PFEP is a detailed plan and process tool that identifies how each part is purchased, received, packaged, stored, and delivered to point of use. Expectations are increased, inventory turns, and improved supply chain metrics - with targets and objectives - exceeded in all value stream activities. CSD Irvine has chosen to pilot and implement the Parker PFEP WEB application tool - versus the current manually-maintained spreadsheet format - and is currently in the initial mapping and planning phase with a goal of implementation by November 2009.

### EPE (Every Part Every)

EPE stands for every part every...Where after you write EPE, you write a defined time interval such as a day, week, or month to describe how frequently a process or cell changes over to produce all part variations scheduled to run in that area. It is also a measure of the production batch size; right-sized batches keep inventory levels low, produce to customer demand, and protect from over production. So if the interval is one month, it would equal a one-month supply of parts. ■