

LEAN Ohio

Adjutant General Central Issue Facility (CIF) Pick, Pack, and Ship (PPS) Process

August 31st- September 4th

How Did We Get Here?

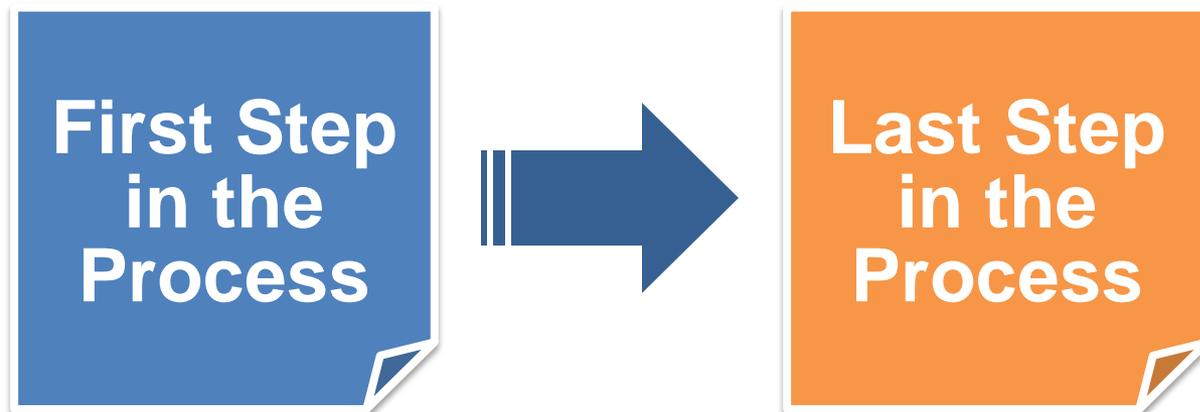
- Inadequate stock in the primary locations
- Difficulty finding items when not stocked correctly
- Frustrating experience for CIF Staff
- Frustrating experience for Supply Sergeants

CIF Team



Event Scope

- What is the first step in the process?
 - Material handler selects order
- What is the final step in the process?
 - Supply Sergeant receives inventory



Event Baseline Data

- Approximately 6,600 items picked and packed per month
- Current state it takes between 50 and 190+ minutes to pick and pack an order
- Approximately 300,000 minutes dedicated to this process each month
- Property Book Value of \$13,332,404.79 as of September 4th, 2015

Event Baseline Data

Voice of the Employee

Voice of the Customer

VOE

- Incoming Inventory Management
 - SOP created or enforced ^(modified)
 - Have standard ^{secondary} locations
- Empower receiving to manage this process
- Approved trainer - enhanced & longer training
- Reduce variation
- Better timeliness of warehouse sheet (not getting it the morning or pickup)
- Have more than 3 days' notice
- Exceptions made to 3 day requirement
- Better staffing

VOC

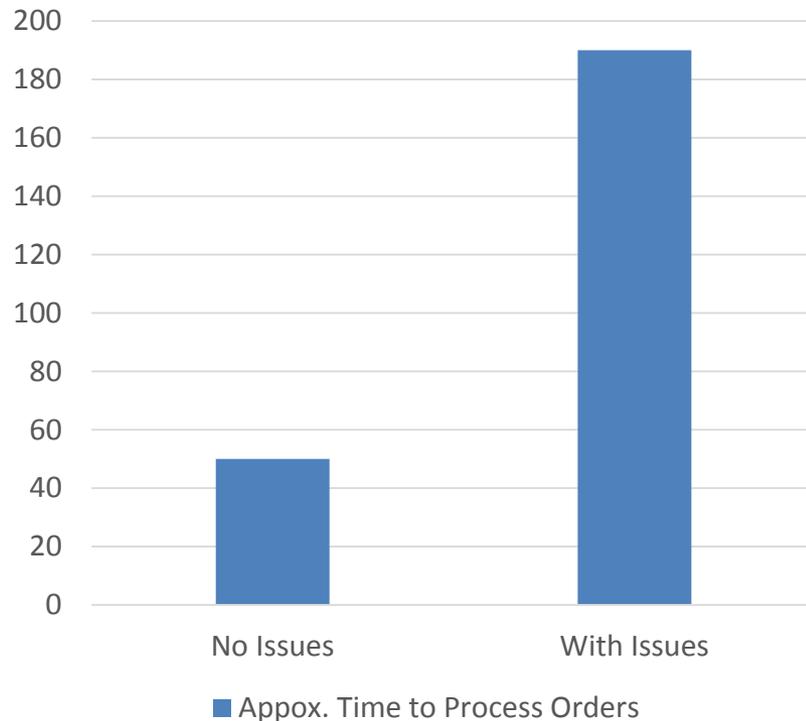
- Changes have been positive
- Extra Friday is great
- Seems that items are added to soldier's record when items are picked up
- Not being able to transfer goods
- Lack of SOP
- Better customer focus Re: what to expect
- Not being aware of order status & if it is ready etc.
- Would like a catalog or gear

VOE

- Rule of thumb for when to stop looking for back up inventory
- Better process for when real inventory doesn't match inventory report
- CTFM training
- Shelves a little more spread out
 - Allow for 2 carts at a time

Event Baseline Data

Appox. Time to Process Orders



Issues are:

- Inadequate supply in primary location
- Incorrect item stocked in location
- Inadequate supply in secondary location
- Items not stocked in proper location
- Researching additional locations beyond primary and secondary locations

GOAL:

**Process orders with
no issues!**

Process Improvement Goals

Improve the efficiency and accuracy of the “Pick, Pack, and Ship” portion of the CIF process

Meet the organizational objective of “Equip the force to meet Federal and DSCA requirements”

Document and Standardize the “Pick, Pack, and Ship Process” to provide common understanding

Change for the Better

- Customer focused
- Right people changing the process
- One week-quick and action oriented
- Necessary resources available immediately
- New process implementation begins next Monday





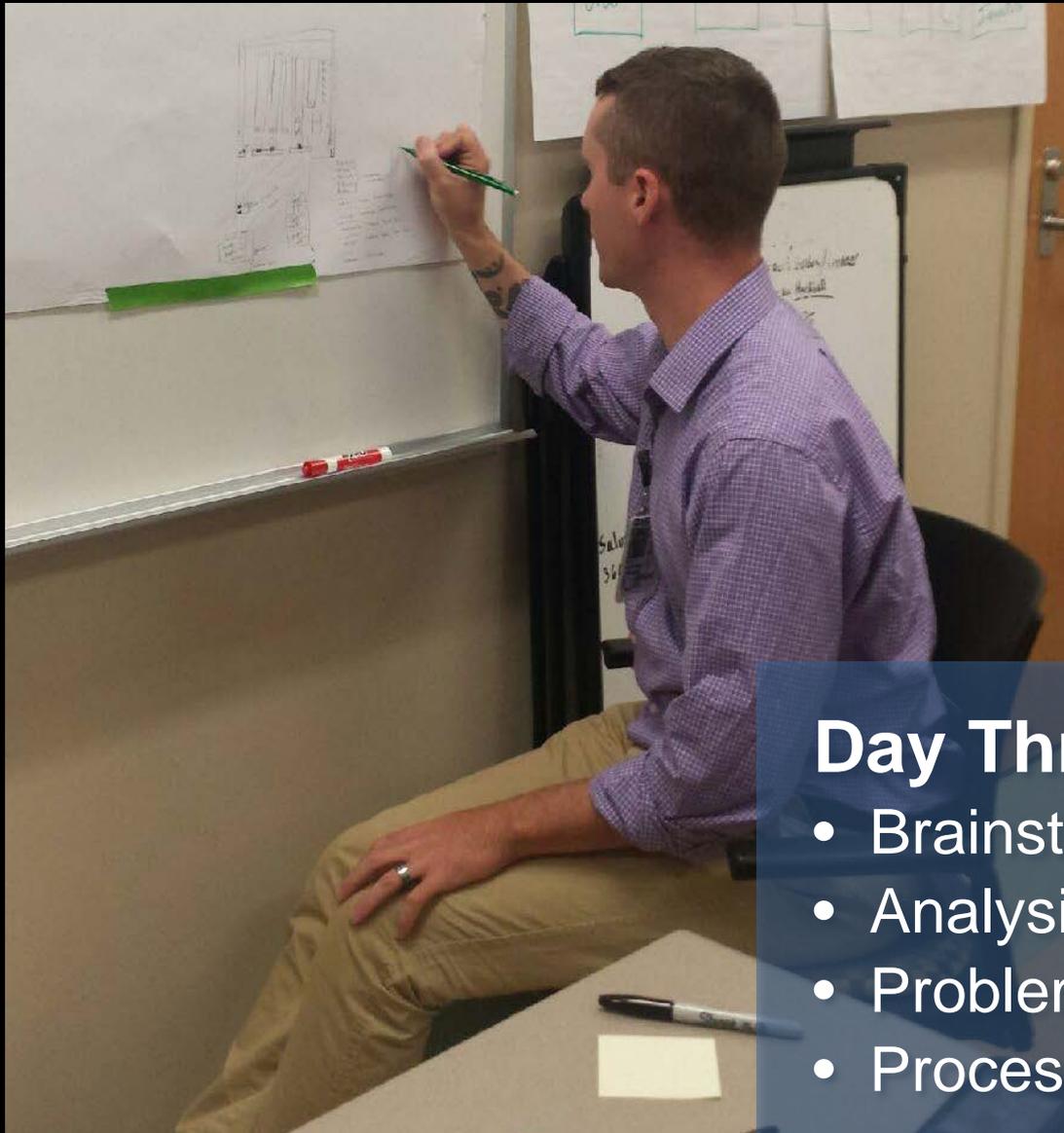
Day One

- Level setting
- Scope of event
- Stakeholder identification
- Current state mapping



Day Two

- Finish current state mapping
- Waste identification
- Value added discussion
- Lean Six Sigma training



Day Three

- Brainstorming
- Analysis
- Problem Solving
- Process Redesign



Day Four

- Future State Process
- Discussion and consensus
- Implementation planning
- Details



Today - Day Five

- More implementation planning
- Celebration
- Sharing results

Simpler



- Delays reduced from 12 to 3
- 46% less steps
- 65% less decision points

Faster



- Savings up to 25 minutes per order
- Adjusted staff roles to create runner for retrieval of missing stock concurrent to picking process keeping process moving without delay

Kanban

MED IOTV

NSN: 8470-01-556-1460

LIN: B42187

LOCATIONS

AREAA	BFL22	BFL31
BFL32	BFL41	BFL42
BFM12	BFM21	BFN11
BFN12	BHD21	BHD31
BHD31	BHD41	BHD42
BHG12	BHG32	BHH32
BHH41	BHH42	BHJ42
BHK22	BHK41	BJG41
BJG41	BJJ41	BJN41
BJN42	BJP41	

BAG DUFFEL

NSN: 8465-01-117-8699

LIN: B14729

Locations:

AAA21	BAA12	BGH32
BGH42	BGJ41	BJF21
BJQ31		

5S



Better



- Increased customer satisfaction
 - Supply Sergeants will receive complete and accurate orders more timely
- Increased employee satisfaction
- Kanban system will help keep inventory organized and replenished
- Use of radios will reduce motion waste and contribute to better and more timely communication between team members

Less Costly



- Redirected work hours
- Increased accountability of inventory leads to reduction in frequency and quantity of orders

Action Plans

- Kanban
- Layout
- Policy
- Stocking
- Resource Request

Action Plans

Kanban

task	WHO	WHEN
- Develop Card template	Robby	day 1
- Make cards	Robby	10 Oct 10 30 days
- Card Drop off location	Robby	1 Oct
- Place cards in locations	Runner	15 Oct
- Train	shop chief	post inventory training Friday 6 Nov

Action Plans

Layout Action Plan

task	who	when
Overlay	Supervisor	1 Nov
Layout Change SS	Team	During Inventory

Action Plans

SOP
Action Plan

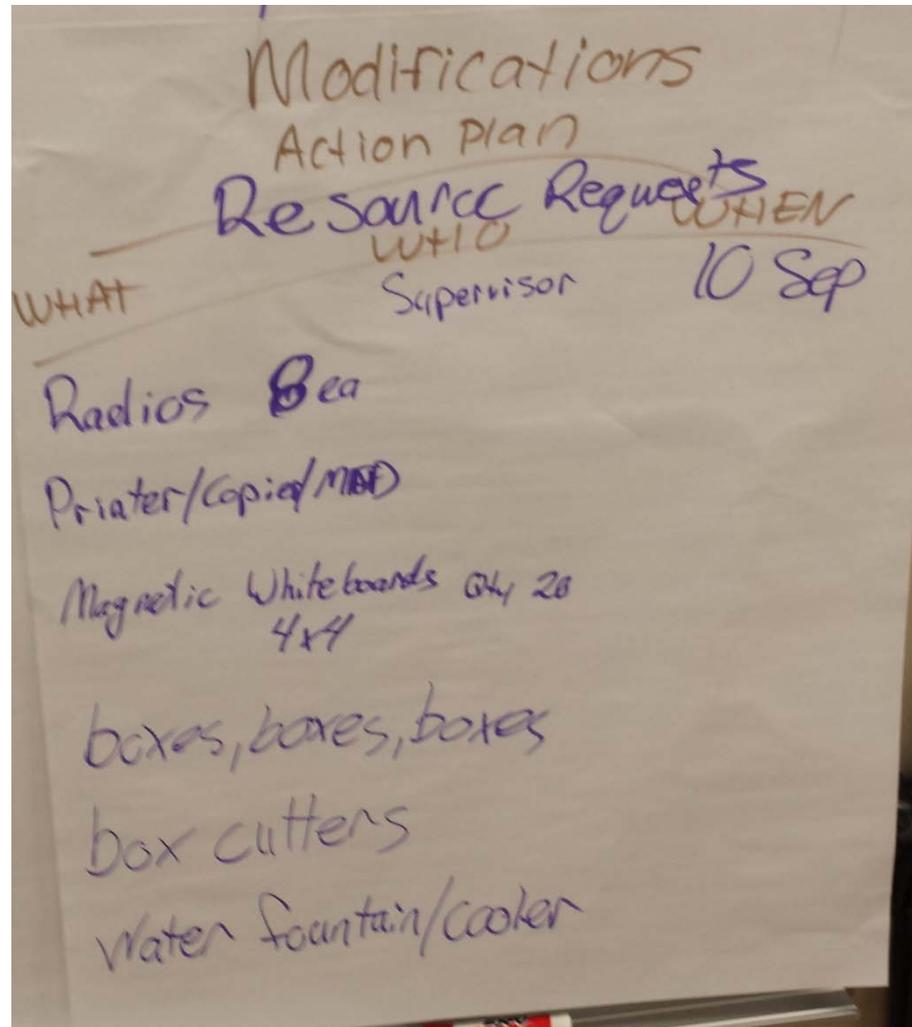
task	who	when
Roles + Responsibilities	Supervisor	1 Jan
Pick, Pack, Ship		
RFIs		
Receiving		
Turn-in		
CI Egloly		
FLIPLs		
Inventory		
COP		
Out of stock		
		Stocking

Action Plans

Stocking
Action Plan

task	WHO	WHEN
Define Runner Role	Supervisor	Last week at Inventory
Develop Stocking Process Map	Team	1 Oct
Test	Runner	13 Nov
Implement		16 Nov-
Improve	Team	1 Jan

Action Plans



Summary Scorecard

Measure	Current Level	NEW	Change
Process Steps	69	37	46%
Decision Points Delays	17 12	6	65%
Process Lead Time	50-190+ minutes	50-165 minutes	13%

Special Thanks to...

Senior Leadership:

COL Dernberger

Sponsor:

MAJ Banta

Team Leader:

1LT Brian Scanlon

Team:

SFC Arreguin

SGT McBride

SGT Watson

Jana Edmunds

Aaron Bauer