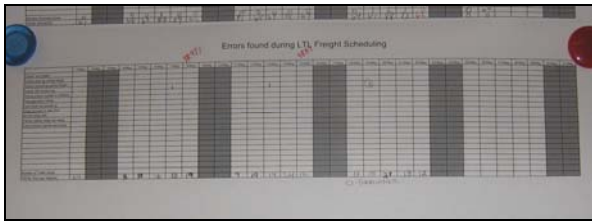


Lean Log

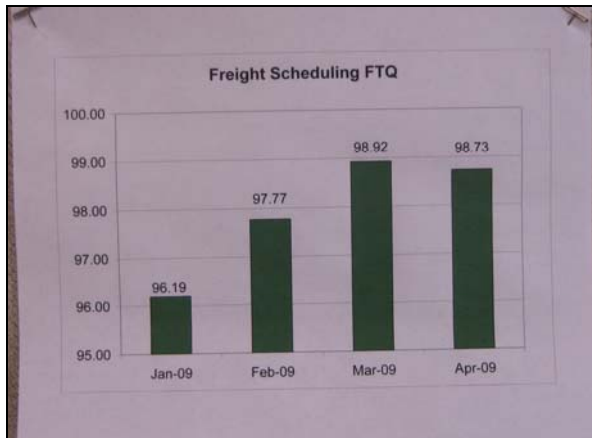
May 29, 2009

We are Hamilton...We make the best, Ship the Fastest, Driving our Future



This is a chart maintained by **Heidi Wolfe** to track errors in freight scheduling. There are a number of possible errors, listed in a column on the left side of the chart. Errors are logged each day, and this chart covers the entire month.

So, where does the “BPK” come in? Good question. Once the measurements and goals are in place, **Ralph Jackson** monitors them closely. If our performance doesn’t meet our goals, he issues a CAR (Corrective Action Request) to the BPI Team Leader.



This example, from Freight Scheduling, shows how data is tracked over a period of several months. In this example, we are tracking our first time quality for 2009. The trend is up overall, with a slight dip in April. Still, first time quality is above 98% for the most recent two months!

The Team Leader forms a smaller team, typically two or three people, and together they work out a possible solution to correct the problem, improve performance, and achieve the goal. This can happen in the scope of a day or two. Once put in place,

the continuing measurements tell whether the solution is working sufficiently, or that we should consider an alternative one.



Ralph Jackson updates charts every month in each cell and office area tracking data. Normally the chart will cover six months of historical data, long enough to see trends. While the individual charts on this shop “6S” board can’t be read on the photo, it is easy to see trends. Most charts will include the specific goal, as well as a trend line to help “see” performance. When performance dips below the goal line, **Ralph** issues a CAR (Corrective Action Request) to the appropriate person.

Goals are reviewed annually during our Hoshin planning week in December. Last December we agreed that every measured process will have an initial FTQ (First Time Quality) of 95%, and a 50% improvement from that every year! That should help us all understand the importance of accuracy when tracking and recording data. We simply have to know how we’re doing. In the end, it translates into better customer service and eventually a stronger Hamilton Caster!