

The team project was to focus on the release paperwork, from completion of the manufacturing batch through approval and sign off internally and by the customer.



Lean Team

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Production Chemist

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Facilitator, Lean Six Sigma

Lean Implementation Project

Team members used Value Stream Mapping and root cause analysis techniques during the analysis and implementation of "Lean Projects", and the progression to its current status has seen the following take place.

- PI sheet formatting - Changing the structure and layout of the PI sheets to make them more user friendly and error proof.
- Organization restructuring - allowing dedicated resources to plan the campaign and review the PI sheets
- Extended shift coverage and shift team lead appointments has allowed queries to be resolved in a timely manner
- More feedback loops between shift team and other departments has also allowed better planning and execution of the campaigns.
- Removal of "Waiting for information only sample results".
- A "Batch Release" tracker is being devised and is in process of roll out to measure the improvements and performance for the duration of this project's completion and control phase.

Measurements & Gap Analysis

The team selected a particular campaign to run before the changes to compare before and after data.

Manufacturing Improvement

- Historical data highlighted that the manufacturing review could take anywhere from 30 - 60 days with a mean value of 45 days (7 data points)
- The new process reduces this to 11 days with a mean value of 3 days (based on two data points).
- 76 % reduction in review time

Total Review Time

- Historical data highlighted that it would take anywhere from 55 days to 90 days to complete the final review with a mean value of 74 days. (7 data points)
- The new process reduces this to 55 days (based on two data points)
- 26 % reduction in review time

Following the "Lean Management Programme", the company now has a structured Lean resource to facilitate on-going projects for 2010/2011 under the management of James Falconer, Site Operations Manager. Projects include Lean Measures against numerous operational projects, Lean Change Management, Cost of Quality, 5S, Purchase Management initiatives and overall site movement to a "lean organisation".