

P1367 - CONTINUOUS IMPROVEMENT SPEC Grade: 34 Band: B Date Started in Job: 07-DEC-2009 Review Finalized On 04-AUG-2010

Accountabilities

Description	Employee Comments	Supervisor Comments	Weight
ALL OTHER ACCOUNTABILITIES			10%
Lead improvement projects (e.g., DOE) and activities (e.g., kaizen event) each year that deliver sustained, year-over-year, minimum savings of 3X compensation (i.e., salary, bonus, benefits)	<p>In alignment with overall company goals to systematize document control procedures and control change I have completed a project to digitalize all Processing intra-department information documents and all other data collection forms. All documents and forms in Processing were reproductions of templates the source of control was not known and with no version and release control.</p> <p>I first had to establish just how many documents were being used in the Processing intra-departments. With the support of the department Manager and Supervisors I first launched an education campaign via e-mails and notice board memo postings to communicate the need to digitalize all documents and forms used in all Processing intra-departments. To date I have converted 49 documents to a digitalized format. These documents have all been registered through the SICP Document Control Coordinator and posted to the document library.</p> <p>Part of my education campaign was to help and assist team members to the acceptance and the controlled use of the new system. Again I used e-mails, memo postings and in a few cases one-on-one conversations with team member to pursued them of my best interest for them on the need for the change. I had a few challenges, but overall the change was very well adopted with just technical instruction on accesss and location to needed information document. This information can be verified through the SICP Document Control Coordinator.</p>	<p>With the primary project that Fred is drive (i.e. building the foundation for improvement), it is difficult to gauge, at this point, the monetary impact to the business that Fred has driven. Now that he is also working on a project to improve the mix batching and reclaim processes, there is ample opportunity for \$\$ savings.</p>	25%
Build organizational CI capability by transferring CI knowledge to others through hands on coaching during	As I have mention, I have had a few opportunities where I had to co-actively	Fred has had ample opportunity to mentor employees of all levels in the Processing area in	15%

* Overall Review Rating reflects the weighted sum of Accountabilities (80%) and Competencies (40%) ratings. Goal assessments are independent

Accountabilities continued...

projects/activities and by mentoring others on a one-on-one basis (e.g., CI associates)

coach Processing department team members through change and improvement activities, especially with recent document control methods changes.

Always fact and data based where possible I use a combination of humor, self disclosure to humanize myself to those that do not know what success looks like. I always come back to the Wells Dairy Fundamentals of our guiding principles, mission statement, vision statement, core values and beliefs to promote new ideas.

I've had a few Processing team members look at me in a new light when explain how they fix in to the project explaining that I can't be the only one the respects the writing.

Unfortunately none of the Processing team members have heard of lean manufacturing and I have found myself giving single points lessons in an office or shop floor on the basics of waste.

Apart from tenure, time keeping and improvement ideas from employees it's not possible sometimes to measure meaning, happiness and importance in one's work, but I have noticed that resistance to improvement has lessened. This has been noted by questions asked and attendance to my project review meetings. Where once no one would attend, I now see all that I have invited attend meetings and planned events.

Use analytical tools & problem solving techniques to identify root-causes of waste quantify improvement potential, prioritize opportunities and develop improvement solutions across all areas of Safety, Quality, Cost & Delivery (SQDC)

I haven't really used any problem solving tools in Processing as my whole time has been devoted to establishing or re-establishing the most rudimentary systems of manufacturing practices of work control, methods and basic standards.

In writing and in many cases re-looking, reviewing many SOPs I have had the opportunity to correct irregularities in terms

CI knowledge. He has taken the appropriate steps of learning their world, and understanding their obstacles prior to implementing. This has helped gain the trust of the personnel in the department and will pay dividends as he moves forward to champion real change in that area.

Fred has also helped out in a kaizen event led by one of our CI Associates. He assisted in keeping people's eyes open to opportunities and Julie Weiler had stated that she learned a lot from him and was thankful that he was in the event.

Fred has a natural ability to relate to people. This opens doors for him that would otherwise remained closed to people with a harder approach. He also knows how and when to take a more aggressive approach. He has had some push back from employees (an inherent part of this line of work). Fred does not back away from those challenges and often has the crucial conversation at the point of contention. Many people shy from these face to face confrontations but Fred enters them with professionalism and honesty which is very disarming. I know this characteristic will continue to serve him well as he moves forward in the company as a change agent.

As Fred stated, he hasn't had the opportunity to really show what he can do regarding utilizing problem solving skills yet. He has been working extensively at building foundational elements (Standards) in the Processing area. This needs to be completed before major improvements can be initiated for sustainment.

He has just started working on a project to understand the total process for mix batching and

25%

Accountabilities continued...

and nomenclature usage. Many time SOPs were not written consistently with repeatable glossarial terms and definitions.

Where necessary I had to conduct extensive research in company SQFE manuals to determine specific lexicon of words in food manufacturing language.

reclaim. Fred has begun to map out the current state of the process physically and systematically. He is walking the process and talking to the people involved (as well as filming the process) to see what is really happening. This will have two benefits. The first is a great opportunity to learn the process inside and out. The second will be to be able to visibly show all of those involved the current process with all of its inefficiencies. Problem solving will be sparked once that is completed. I am looking forward to seeing Fred use his skills to impact this critical area.

Fred also helped out on the Stickless 21 ladder kaizen. I received very positive feedback regarding his skills and what he brought to the table. We will be using Fred in kaizens outside of Processing to be able to give him opportunities to use his problem solving skills to benefit Wells.

Effectively manage project/activities.

Establish clear charter. (i.e., goals, objectives, scope, resources required, etc).

Efficiently organize resources & activities to fulfill charter.

Focus teams on critical vs. trivial factors.

Bring creative & viable ideas of others to the organization.

Establish key measures to track results over time.

I have been assigned to the SICP Processing department and my first month was spent orienting myself through the intra-departments of the processing department, meeting the team members and grasping how they did work in their respective work areas. There are 10 intra-departments in Processing: Receiving, AB Batching, CD Batching, AB/CD Tank Hookup, AB HTST Panel Board, CD HTST Panel Board, Evaporation, Reclaim/Remelt, Lab Testing and RAP.

After my orientation I wrote an account of my observations for current state conditions. An effective work systems model adopted by WDI is Stabilize, Manage and then Improve. One aspect of each Processing intra-department that I observed was variation in work methods. In order to stabilize each intra-department it would be necessary to establish standard operating procedures.

I investigated and found that there were 97 existing SOPs assigned to the Processing department that were kept controlled in the

As anyone can see from Fred's commentary, he is very on top of his projects. Going into Processing is essentially going into a Greenfield. An area that has been neglected for a very long time in regards to standardization and improvement. Fred's project is to build the fundamentals within the BU to enable sustained improvements to occur. This is an extensive effort in an area with extremely high complexities and significant "tribal knowledge" vs. documented SOP's and standards. Although he can become frustrated at the length of time it is taking to wade through the document control process, he is doing things the right way.

I sent Fred and his counterpart to a Project Management seminar earlier this year. My hope was that Fred would be taught some of the Project management tools available to help him drive projects. Although Fred is very attune to where his project status is, his stakeholders aren't always as informed as they should be. I would like to see Fred work on different communication mediums to ensure that not only are his projects staying on task and on time, but also that all stakeholders are well informed of the project

25%

Accountabilities continued...

SICP document and forms repository - I have since developed 2 additional SOPs making a total of 99. Ranging from 2 to over 10 years in age further investigation I find no evidence in recording keeping of who wrote SOPs, why they were written and what relevant condition these SOPs were in.

status. I think that an A3 document would be a fantastic tool to use for this.

I saw evidence that these SOPs were not being adhered to and training record keeping lacked immediate access to recall competencies. I called a meeting with the Processing department Manager, the SICP Quality Manager and the SICP plant Document Control Coordinator to sort through the SOPs and establish a prioritization of their complete review.

We decided to label the SOPs as either P1 meaning anything cleaning or sanitation, P2 meaning anything that supported GMPs and P3 anything that supported the administration of the P2 and P1 SOPs. There are 31 P1s, 53 P2s and 15 P3s

I began the review process starting with P1 and P2 SOPs. - This involves re-assigning status of the SOPs to either Under Development (new SOP), SME (Subject Matter Expert review) Draft 1, 2, etc (Preview of other interested SMEs) and finally Release Candidate (Managerial Review for final sign off) - printing out hard copies giving them to the relevant subject matter experts - people that do the work of the SOP - to review. After that the SOPs are reviewed by other interested parties for correctness and then final sign off by the SOP author, department Manager, department Supervisor if necessary and Quality Manager.

To date all 31 P1 SOPs have been reviewed to release candidacy. Of those 17 have been signed off and posted. Posted means that the SOP is the active standard and is

Accountabilities continued...

available for viewing and printing from the document control library and is to be trained to and adhered to by anyone it affects. To date 25 of 53 P2 SOPs have been reviewed to release candidacy. Of those 17 have been signed off and posted. To date 3 of the P3 SOPs have been reviewed to release candidacy. Of those 3 have been signed off and posted.

My goal was to support the writing and training of 16 major SOPs. I continue to review SOPs with focus on the P1s first. I keep track of process by using a simple but effective scorecard that has all the SOPs listed and sorted to their respective priorities. I work down the list. Process is not as fast as I would like it to be, but I have to respect that those persons those signatures are required at final review have competing demands for their attention. I would like to have all 99 SOP reviewed, signed off and posted and trained to by the end of this year.

I have a recurring schedule set up each week that I meet with signees to final review SOP. We meet every Monday, Tuesday and Wednesday for 1 hour and will continue until all SOPs are signed off. I will then adjourn the meetings.

This information can be verified by the SICP Document Control Coordinator.

Competencies

Name	Description	Employee Comments	Supervisor Comments
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Supervisor: FORD, DOUG (78454)

Competencies continued...

Name	Description	Employee Comments	Supervisor Comments
Disciplined Leadership	<ul style="list-style-type: none"> * Faces challenges head-on with the focus on providing timely, effective solutions. * Demonstrates sound judgment when faced with unpredictable situations or decisions. * Quickly finds common ground and constructively solves problems for the good of all. * Creates effective action plans to execute against business priorities. 	<p>It takes courage and determination to go head-on and face obstacles that block solutions to the substantive problems we have working in a diverse group of people. Speaking with facts and data and asking the how's and what that is takes out the personalities and focuses people on working together using a structured approach to invent countermeasures.</p> <p>I encourage my teammates with collaborative ideas and not being the overbearing expert.</p>	<p>This is a strength area for Fred. He has gone into an area (which some would deem secluded and somewhat hostile to "outsiders") and started to institute standard operating procedures, controlled documentation, and standard work. Those items can be some of the more difficult items to implement because it is making people do something a certain way versus the way they have "always" done it. It hasn't been easy for Fred but he is breaking through walls as evidenced by one of the Supervisors actually asking him to make some changes to one of the SOP's that had been implemented. This shows that they are being looked at and reviewed which is the beginning of a cultural shift.</p> <p>Fred has definitely been thrown some curveballs along the way with various employee interactions. He takes the high road and uses a very professional approach to defuse and build common ground with nay-sayers. I think he does extremely well with the accountability.</p>

Competencies continued...

Name	Description	Employee Comments	Supervisor Comments
WDI Culture	<ul style="list-style-type: none"> * Acts with integrity; builds trust among others. * Takes accountability and responsibility for one's actions. * Exhibits safe work practices while producing a quality work product. * Keeps an open mind when change is introduced and respects other points-of-view. * Builds collaborative relationships and shares information across organizational boundaries. * Demonstrates and encourages open, honest communications. 	<p>I have integrity and a good moral sense of wisdom of good works in my work life. It is difficult to hold someone accountable to a responsibility that doesn't exist or exists and is forgotten. That is why I view standard work as the foundation for improvement.</p> <p>I always follow safe working practices for myself, my coworker and my customer. More to my strong believe in a safe work culture I plan as soon as classes are available again to attend Behavior Based Safety training.</p> <p>As an agent of change it is natural for me to keep an open mind for change. I am quick to sign up for continuous education classes, especially in inter-personal relationships at work. This information can be verified by my Lawson training records.</p> <p>It is most important to have good relations up and down and side to side to gain collaboration with other that you depend on for either advise or for human resources. I keep an open friendly attitude and encourage honest dialogue in discussing problems with my coworkers.</p>	<p>Fred is a very solid cultural fit for the organization. He has an outstanding work ethic and is very honest in his approach with people. Fred is very good at breaking thie ice with others using humor and that opens the door in building relationships. I have seen him do that extensively in the Processing area.</p>

Competencies continued...

Name	Description	Employee Comments	Supervisor Comments
Operational Excellence	<ul style="list-style-type: none"> * Analyzes current processes and delivers new efficiencies through continuous improvement efforts. * Challenges the status quo by taking action to incorporate improved processes and procedures. * Knows personal strengths and development areas; takes ownership for personal and professional development. * Actively seeks and incorporates feedback to improve performance. * Shares knowledge to support self and team performance; applies new skills and knowledge to improve effectiveness on the job. 	<p>I am presently working on developing a current process block diagram to map out the process of mix ordering and recovery. Discrepancies are encountered as variance between what is ordered and what is charged for and difference is often unknown and unaccounted for. Through this mapping out of the human network and product network it will be possible to recognize communication breakdowns and areas of improvement to load mix orders.</p> <p>These variances are the root of an adversarial relationship between Processing and Processing.</p> <p>I will be interviewing both Processing team members and members of Production to map out this processing. It is expected that this 'looking to see' approach will bring about 'meaningful' conflict of internal supplier and customer by a thorough study of options, decision making and direction.</p>	<p>This is a large part of Fred's job. He has analyzed the areas where we are deficient in SOP's and Standard work and is working with the Processing group to get these established. He is building a current state map for mix batching and recovery to use as a back drop to identify areas of improvement.</p> <p>I have seen him also doing 1:1 coaching with the Associates in the CI office regarding different ways of approaching problems.</p>
Business Acumen	<ul style="list-style-type: none"> * Understands the financial impact of decisions. * Demonstrates an understanding of core business knowledge, functions and processes. * Understands internal and external customer needs and works to meet those needs. * Makes customers and their needs a primary focus of one's actions while developing and sustaining productive customer experiences. * Understands risks and manages accordingly with direction and support from leadership. 	<p>There are handling costs associated with recovering mix and re-pasteurization. What is within the our (Processing) circle of influence is mix compliance. In collaboration wi</p>	<p>This is an area of growth for Fred. Wells has very complicated and disjointed reporting systems. Wells also has a very complex and non-intuitive financial model. Fred is learning about these systems and is partnering with Sharyl (Acct) to learn more about the financial model. The work that he is doing with the mix recovery process will certainly help build upon his knowledge of the system.</p> <p>Fred is still learning the core business, which is to be expected for a new person. He will continue to grow in this accountability with time in position.</p> <p>My advice on this area is to continue to partner with your teammates and Finance to build your knowledge in this area.</p>

2010 Goals Assessment

Goals

Description	Metric	Employee Comments
Conduct investigation in the Processing business unit to identify areas of opportunity to reduce shrink and labor costs. Conduct and coordinate Kaizen events, Just Do It activities, support projects and educate through day to day coaching to deliver \$450,000 of savings in the Processing Business Unit by 12/31/2010. Savings are dollar savings vs. budgeted costs for Shrink and Labor.	Budgetary savings	
Conduct investigation in the Processing business unit to identify areas of opportunity to increase mix compliance scores. Conduct and coordinate Kaizen events, Just Do It activities, support projects, facilitate root cause analysis of issues, and educate through day to day coaching to a 96% mix compliance score by 12/31/10 with milestones of 92% in May, 94% in September, and 96% in December.	Mix compliance	
Lead the effort to complete the writing, verification, training, and qualification of the front line employees for the 16 major departmental SOPs as determined by the department Manager and plant QA Manager by 11/30/10. This is in support of the departmental goal of retaining SQF certification for 2011.	Layered process audits	