

CASE TITLE KC SCAR # K-C SCAR-006730 Wrap sliding up causing bottom roll to fall and become dist and damaged																															
10. Improvement case planning and scheduling Where is the Improvement Case going to located? Location? Plaza? area? Conference Room? Plant? Site? Cypress conference room When? Dates? Wednesday August 29th 3:30 pm Times? Start? Finish? Duration? Recurrences? 1 day.																															
11. Timelines Day 1. Monday January 1st 2018 Review of customer complaint K-C SCAR-006730																															
12. Personal Protective Equipment List personal protective equipment that the attendees will be required to use or wear during the course of the Improvement Case Not applicable																															
13. Roles and responsibilities Improvement Case Event Sponsor																															
<table><tr><th>CUST_PO</th><th>ORD_NUM</th><th>ORD_LINE</th><th>ITEM_NUM</th><th>ITEM_DESC</th></tr><tr><td>16068770</td><td>381098</td><td>2</td><td>F-21 18</td><td>S12022SHAA01A</td></tr><tr><td>16081953</td><td>381333</td><td>1</td><td>F-21 18</td><td>S12022SHAA01A</td></tr><tr><td>16081524</td><td>381304</td><td>1</td><td>F-21 18</td><td>S12022SHAA01A</td></tr><tr><td>10686400</td><td>381416</td><td>1</td><td>F-21 18</td><td>S12022SHAA01A</td></tr><tr><td>16090174</td><td>381525</td><td>1</td><td>F-21 18</td><td>S12022SHAA01A</td></tr></table>		CUST_PO	ORD_NUM	ORD_LINE	ITEM_NUM	ITEM_DESC	16068770	381098	2	F-21 18	S12022SHAA01A	16081953	381333	1	F-21 18	S12022SHAA01A	16081524	381304	1	F-21 18	S12022SHAA01A	10686400	381416	1	F-21 18	S12022SHAA01A	16090174	381525	1	F-21 18	S12022SHAA01A
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Day 2. Tuesday January 2nd 2018																															
Day 3. Wednesday January 3rd 2018																															
15. Roles and responsibilities Improvement Case Facilitator																															
Day 4. Thursday January 4th 2018																															
Day 5. Friday January 5th 2018																															

The Measure phase aims to set a stake in the ground in terms of process performance or a baseline though the development of clear and meaningful measurement systems.

CASE TITLE

KC SCAR # K-C SCAR-006730 Wrap sliding up causing bottom roll to fall and become dirt and damaged

13. Roles and responsibilities cont.

Improvement case Team Leader

14. Current state documents, records, forms requirements

What information has been identified in writing the Improvement Case that will be needed at the time? Documents? Forms? Maps? Manuals? Tools? Data?

Document/Records/Forms

Shrink wrapper operation manual

Responsible

15. Improvement Case workshop stationary requirements

What other preparations are needed for a successful Improvement Case? Refreshments? Food? Audio video? Handouts? Stationary items? Communications?

What:

Examples of the defective roll packages

Responsible

16. Implement and verify interim containment actions

Isolate the effect of the problem while corrective actions are being addressed to protect the customer. Address effects and symptoms. Apply Temporary fixes. Baseline data.

We have put in place an interim containment action to protect the customer by securing the stacked rolls to the top and bottom headers to the shrink wrap by binding them together using 2" packaging tape. This is manually performed using a hand held tape gun. A temporary work instruction has been established and affected employees performing this rework task have been trained and tested in its effectiveness. We will monitor ongoing until permanent corrective are made.

Hall Todd (Senior Sales Manager) made a trip to the customer week of 08/20/2018 to assess the problem condition and establish severity and extent of



Single Point Lesson
S-CP-GEN-7001.docx



Single Point Lesson
S-CP-GEN-7002.docx

17. Define a verify root causes

Identify all possible causes SWs - 5Ms. What are the cause and effect relationships? Can collected data establish potential cause as reason for the problem?

Based on these results wrapper program 4 which is used to run the 15gsm and 12gsm wipolyvel to trial condition 3. We reviewed a previous study that was carried out two years ago for a potential new stretch wrap material and we experiment with data set up points to achieve the best outcome to secure the stack of rolls without it slipping up when left in the warehouse for a few days. The tendency is to increase the tension, but we found this had the opposite effect of worsening the condition and made several trials to discover the optimum tension as seen in the table below.

Trial	Top Wraps	Bottom Wraps	Pc. Tension [%]	PreStretch [%]	Wrap Quality Ranking
Control	25	35	65	200	4
1	25	40	100	200	5
2	25	40	100	250	6
3	25	40	50	250	3
4	25	40	50	200	2
5	25	40	50	300	3

Criteria Ranking
1 The best condition for package integrity
6 The worst condition package integrity

18. Verify corrective actions

Through testing will the corrective actions indeed correct the problem? Has anything been missed out?

We evaluated the over-lap of the shrink wrap at the footer and the header to verify that it had enough strength to hold the header and footer in place. We also pick up and lowered the package several time with a clamp fork lift truck and left it in the warehouse (un-air conditioned) for 2 days to verify that the wrap had not slipped up.

19. Implement permanent corrective actions

Plan and schedule the permanent corrective actions.

We have implement the permanent corrective actions with some addition follow up action items that need to be address that can affect the problem from not returning. See Recurrence Prevention below.

20. Prevent recurrence

What can be done to fix or upgrade the process, system, part or equipment that allowed the problem to happen in the first place?

During the course of investigating this problem there were some correlated causal factors that were found that need to be addressed to prevent its recurrence.

Machine Manpower: We have a problem where the stretch wrapper settings in the electronic menu are not sufficiently controlled from misuse or unauthorized alteration. We need to lock down and secure the settings once optimized parameter are established.

Method: We currently do not call out what size headers to use in our operations documents. This will need to be an action item so that the correct size header is used for each product type and size.

Material: Further studies need to be carried out understand the relationship between the indirect material (shrink wrap plastic) being in contact with the direct material (Polypropylene with 1% polyvel) that affects it adhesion. We need to run a problem solving workshop on this item.

21. Congratulate your team

What lessons have been learned from this Improvement Case for future Improvement Cases?

Problem solving work in progress.

22. Record keeping reporting







How will this Improvement Case be archived for future reference? Retention period?

Not applicable.




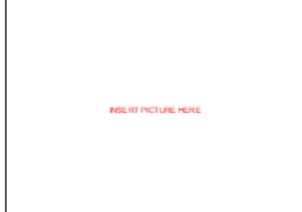

The Analyze phase aims to identify critical factors and elements of a good product or service and the root causes of defects. Its has less of a logical flow, but provides more of a toolbox of tools and techniques.

P4

The Control phase aims to ensure that the solutions that have been implemented become embedded into the process, so that the improvements will be sustained after the project has been closed.

IMPROVEMENT CASE PROJECT'S HYPERLINKS TO PROJECT FOLDERS				
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IMPROVEMENT CASE PROJECT'S PHOTOGRAPHIC EVIDENCE				
CUSTOMER EVIDENTIAL PICTURES				
SKETCH WRAP MATERIAL SLIDING UP ON ROLL	SKETCH WRAP MATERIAL SLIDING UP ON ROLL	TITLE OR DESCRIPTION OF PHOTOGRAPHIC EVIDENCE HERE	TITLE OR DESCRIPTION OF PHOTOGRAPHIC EVIDENCE HERE	TITLE OR DESCRIPTION OF PHOTOGRAPHIC EVIDENCE HERE
				

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IMPROVEMENT CASE PROJECT'S PHOTOGRAPHIC EVIDENCE				

As you dig into a problem such as this one keep every bit of evidence both on your side and on your customer's side. Photos, documents, correspondences, pictures etc.

SUPPLIER EVIDENTIAL PICTURES

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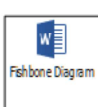
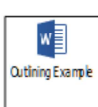
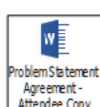
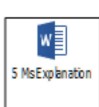
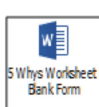
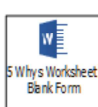
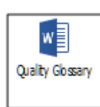
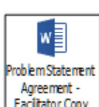
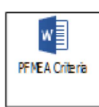
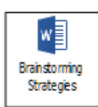
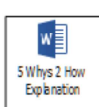
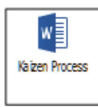
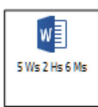
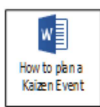
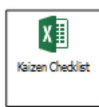
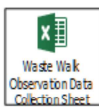
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5	We 2	He 6	Ma	P7
THE ELEMENTS OF THE PROBLEM:				
WHO				
We of course know the who and that is Kimberly Clark				
WHAT				
What are the problem symptoms from the voice of the customer perspective? Later once we have gathered all the up-front information about the problem we will conclude the problem statement. (JC) Rolls getting contaminated in handling				
We know most of this, but I would like to see print out and electronic copies of the product styles. We will need details of the product style involved, everything, the roll build characteristics, additives etc. (JC) S1501KCHAA01A, S12022SHAA01A, S2001KC1UA01A				
What interim containment measures have we taken to protect the customer? (JC) Tape all package headers, temporary work instructions written, affected personnel trained.				
What has been the impact to the customer? Contaminated Rolls that they cannot use Safety impacts? (JC) Potential for rolls to fall on someone since they are not secure Quality impacts? Constant attention needed from their QA staff Financial impacts? Need to put claims for lost rolls Environmental impacts? More PP that is wasted				
Is there any evidence that this problem has happened before anywhere else for any other product type or style that is of similar or the same characteristics such as roll length, width, roll packaging? (JC) We just received a complaint from another customer (Living) with packaging issues. They also have a 15gsm ctdrol but with 0.5% polyvet. Their material was not slipping but the headers were falling off and not secure. So in general packaging issues.				
What has been the impact to us? Safety impacts? Potential for rolls to fall on someone since they are not secure Quality impacts? Quality Escalation in the talks with KC Financial impacts? (JC) Money being lost due to customer complaints Environmental impacts? Lost raw materials				
WHERE				
Which customer plants are affected or which customer plants are reporting the same problem complaint? (JC) Paris, TX and Ogden, UT				
Where is the problem not occurring? Do we send the same affected product style to other customer plants that are not reporting problems? This is known as 'is' - 'is not' statements. (JC) Beech Island, GA. These products are only for KC.				
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WHY				
Are there any known explanations what is producing the problem? (JC) Layer to layer slipping, Package wrapping overlap				
Why is it important that we fix the problem? Sound obvious, but let's spell it out. (JC) 20,000+ in customer complaints. Part of reason why we did not qualify new material. (JC) Possible escalation talks in KC. Future there will be more products like this that are softer.				
Is the problem sudden and the cause immediately explainable? (JC) Maybe				
Has the problem crept in slowly and the cause not immediately known? (JC) Its always been a problem, but increased now with soft materials.				
WHEN				
When did the problem begin for the customer? Date of the first complaint correspondence by whatever mode of communication it was received. (JC) May 19, 2018				
Has there been intervals between when the product is used at the customers plant's such as a period when the same product style has not shown signs of the problem. (JC) Yes, only recently has the 12GSM been a problem (Been producing this for over a year). 15 gsm started in first production run. 20gsm started when producing in S1.				
Has the problem become worse over time? More product styles? (JC) Yes				
From what is known from the customer or does the problem occur at the start of work, at the end, in the middle? (JC) Unloading the truck and storing it.				
Any time differences associated with the problem? (JC) No				
Any seasonal differences? (JC) Could be the warm summer months.				
During which operations is the problem apt to occur, if we know that from the customer complaint report? (JC) Handling				
Is the problem likely to occur after setup changes? Known as startup yield to stable production. (JC) No, it is constant				
When was the product, the service, or the process developed and put into use, put into service or made available to the customer or consumer market place? (JC) Trial material was sent about November 2017. Hall can give a lot more details here.				
When were the affected products manufactured to date for all products reported as defective? (JC) Earliest I have a complaint from is February.				
When did the currently affected product first go into full scale production? I think that it was in the spring time. (JC) Hall can give an accurate answer.				
Have there been any changes made whatsoever to the currently affected product since it first went into full scale production, such as additions or subtractions to its chemical composition, processing parameters, again anything whatsoever? (JC) Material composition is the same after it went to full production. There were some tweaks when qualifying. The process parameters Jason will need to provide this information but definitely at the slitter there have been multiple changes. At the reicofil I think so as well since we have produced this in all 3 lines and they parameters are different.				
WHICH				
Which processes or machines produced the affected product end to end or in a combination of, meaning was the parent roll produced on SC1 and then slit on S4 or S3. (JC) All automatic slitters				
Can all spun bonded lines produce the affected product? SC1, SC2, SC3? (JC) Yes and they have				
Which customer production line or lines is the problem being reported as a complaint of the same description? (JC) None, it happens at their warehouse.				
In which mode does the problem occur? (JC) when it's being picked up and transported.				
HOW				
How is this a problem to the customer? (JC) Rolls get contaminated and they cannot use it.				
In what mode does the problem manifest itself here or at the customer's plants? Is the problem only occurring at the customer's plant and not here at our plant? (JC) It also happens here when handling these products.				
Has the problem occurred only at one particular customer plant and not others? (JC) No.				
During which specific operation here or at the customer's plant does the problem occur? Does the problem occur on its own or only when it is transported or moved? (JC) Yes, only when its moved. Especially when two packages are stacked on top of each other.				
Any variation in circumstances of occurrence such as the problem occurs only at the bottom of the roll package and not at the top of the roll package? (JC) The main problem is at the bottom wrap.				
Does the problem occur frequently or only rarely? (JC) Frequently.				
Does it appear abruptly or gradually? (JC) Gradually since the packages look fine before they are handled.				
Does the problem appear continuously or discontinuously? (JC) Continuous.				
Does the problem appear at regular or irregular intervals? (JC) Regular.				
How long has the product, the service, or the process been in service or made available to the customer or consumer market place? (JC) A couple of months for the 15 and over a year for the 12. Hall has more details.				
HOW MANY				
Scope of the problem. Count? How many packages? How many rolls? How many instances of complaints? How instances of no complaints when running the same product styles during the problem period? (JC) Only the external are listed below.				
Here we can also see this and are not included.				
12 gsm: 29 packages, 3 complaints, always a problem				
15 gsm: 77 packages, 5 complaints, always a problem				
20 gsm: 8 packages, 1 complaint, just came in but here it happens as well.				

Again keep all information no matter big or small.

 Fishbone Diagram	 Outlining Example	 Problem Statement Agreement - Attendee Copy	 5 Ms Explanation	 5 Whys Worksheet Blank Form	 5 Whys Worksheet Blank Form	 Problem Solving Worksheet	 Quality Glossary	 Problem Statement Agreement - Facilitator Copy	 PFMEA Criteria	 Brainstorming Strategies	 5 Whys 2 How Explanation
 Kaizen Process	 5 Wis 2 Hs 6 Ms	 How to plan a Kaizen Event	 Kaizen Checklist	 Waste Walk Observation Data Collection Sheet							

Resource library such as calculators, reference material and how to notes.

fitesa	SINGLE POINT LESSON		S-OP-GEN-7001
	DEFECT REJECTION CRITERIA FOR 12 & 15 GSM KC POLYVEL REWORK INSTRUCTIONS		Date: 08/17/2018
			Revision 02 Page 1 of 1

BACKGROUND
WE RECEIVED ANOTHER MAJOR COMPLAINT FROM KC FOR OUR PACKAGE INTEGRITY. THIS TIME IT IS PRIMARILY FOR THE 12 AND 15 GSM SMS WITH 1% POLYVEL MATERIAL. KC SCAR # K-C SCAR-006730 WRAP SLIDING UP CAUSING BOTTOM ROLL TO FALL AND BECOME DIRT AND DAMAGED. WE NEED TO ESTABLISH A FORMAL DEFECT FREE ACCEPT CRITERIA AND DEFECT REJECTION CRITERIA AND PROCEDURES ON HOW TO REWORK ROLL PACKAGES THAT MEET THE DEFECT REJECTION CRITERIA. THIS SINGLE POINT LESSON IS A VISUAL AND WRITTEN REACTION PLAN INSTRUCTING AFFECTED EMPLOYEES ON REWORK PROCEDURES OF THE AFOREMENTIONED.

AFFECTED LINES
52 - 53 - 54

AFFECTED PRODUCTS
ALL KC PRODUCTS ALL KC STYLE CODES

AFFECTED PERSONNEL
SLITTER PACKAGING HANDLERS / WAREHOUSE TECHNICIANS / SHIFT MANAGERS

EXPIRATION RANGE FROM 08/17/2018 TO INDEFINITE

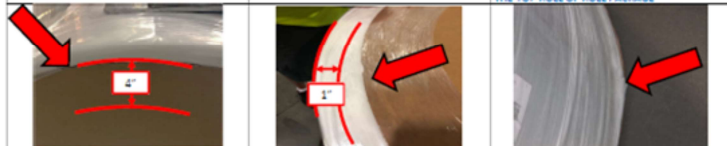
INSTRUCTIONS
ANY KIMBERLY CLARK PRODUCT MATCHING THE ABOVE CRITERIA WITH DEFECTS AS SHOWN BELOW ARE QUALITY NON-CONFORMANCES AND THIS SINGLE POINT LESSON REACTION PLAN GOES INTO EFFECT IN CORRECTING THE DEFECT ON THE SPOT. ① **ON THE SPOT** ② MEANING: QUALITY AT THE SOURCE AT THE POINT WHERE THESE ROLL PACKAGES ENTER INTO THE WAREHOUSE FROM THE PRODUCTION PACKAGING OPERATION AND ARE PICKED UP BY THE WAREHOUSE TECHNICIAN FOR STORAGE.



MISSING ROLL HEADERS ON THE TOP OR AT THE BOTTOM OF ROLL PACKAGE

STRETCH WRAP HAS SLID UP OR DOWN ON THE BOTTOM OR AT THE TOP ROLL OF ROLL PACKAGE

STRETCH WRAP HAS SLID COMPLETELY UP AT THE BOTTOM OR DOWN ON THE BOTTOM OF THE TOP ROLL OF ROLL PACKAGE



HEADER HAS SLID OUT FROM UNDER THE STRETCH WRAP ON THE TOP OR THE BOTTOM ROLL EDGE OR INCOMPLETE OVER LAPPING ON STRETCH WRAP ON THE TOP OR THE BOTTOM ROLL PACKAGE. ① STRETCH WRAP OVERLAP SHOULD BE 4" OVER HEADER.

INCORRECT SIZE HEADER ON THE TOP OR AT THE BOTTOM ROLL PACKAGE ① MAXIMUM DISTANCE FROM THE OUTER EDGE OF THE HEADER TO THE OUTER EDGE OF THE TOP OR THE BOTTOM PACKAGE ROLL SHOULD BE 1".

PACKAGING MATERIAL HAS DAMAGE ON THE TOP OR THE BOTTOM OR THE SIDES OF ROLL PACKAGE

AFFECTED PERSONNEL RESPONSIBILITIES

WAREHOUSE TECHNICIAN
UPON DISCOVERY BEFORE DURING OR AFTER CONDUCTING THE PACKAGE STACK DROP TEST IF ANY OF THE ABOVE DEFECTS ARE FOUND CONTACT THE SLITTER PACKAGING OPERATOR AND INFORM HIM/HER OF THE DEFECT/S AT THE TIME THE DEFECT/S IS/ARE FOUND.

SLITTER PACKAGING OPERATOR
INSPECT THE DEFECT/S AND TROUBLESHOOT THE POSSIBLE CAUSE/S OF THE DEFECT AND APPLY ALL NECESSARY CORRECTIVE ACTION/S. VERIFY YOUR CORRECTIVE ACTIONS. CONTACT YOUR SHIFT MANAGER AND INFORM HIM/HER OF THE DEFECT AND YOUR CORRECTION ACTIONS TAKEN.

SHIFT MANAGER
IF THE SLITTER PACKAGING OPERATOR IS NOT ABLE TO REWORK THE DEFECTIVE ROLL PACKAGE/S YOU ARE REQUIRED TO RESSOURCE THE REWORKING OF THE DEFECTIVE ROLL PACKAGE/S AND AFTERWARDS RETURN THE ROLL PACKAGES BACK TO THE CORRECT WAREHOUSE LOCATION.

Review number	Reason and nature of the revision	Date
00	Original Edition	08/17/2017
02	Added new content to affected lines affected products and improved formatting	08/07/2018

Signatory	Document Writer	Document Validation	Document Authorization
Name	Fred Webberking	Filipe B. Couto	Randal Young
Job Title	FMS Lead	Logistics Manager	Quality Manager
Department	Operations	Warehouse	Quality Assurance
Date	08/17/2018	08/17/2018	08/17/2018
Signature			

fitesa	SINGLE POINT LESSON		S-OP-GEN-7001
	REWORKING KC ROLL PACKAGES WORK INSTRUCTIONS		Date: 08/17/2018
			Revision 00 Page 1 of 1

BACKGROUND
WE RECEIVED ANOTHER MAJOR COMPLAINT FROM KC FOR OUR PACKAGE INTEGRITY. THIS TIME IT IS FOR THE 12 GSM SMS WITH 1% POLYVEL MATERIAL. WE ARE PURSUING A "PATCH" SOLUTION AT THE MOMENT TO FLIP OUR PACKAGES. HOWEVER WE NEED TO HAVE A FORMAL PROBLEM SOLVE TO ACTUALLY FIX THE ISSUE. THIS TEMPORARY WORK INSTRUCTION IS AN INTERIM CONTAINMENT MEASURE TO PROTECT THE CUSTOMER UNTIL PERMANENT CORRECTIVE ACTIONS ARE IMPLEMENTED.

AFFECTED LINES
52 - 53 - 54

AFFECTED PRODUCTS
ALL KC PRODUCTS ALL KC STYLE CODES

AFFECTED PERSONNEL
REWORK AREA PERSONNEL / WAREHOUSE TECHNICIANS /

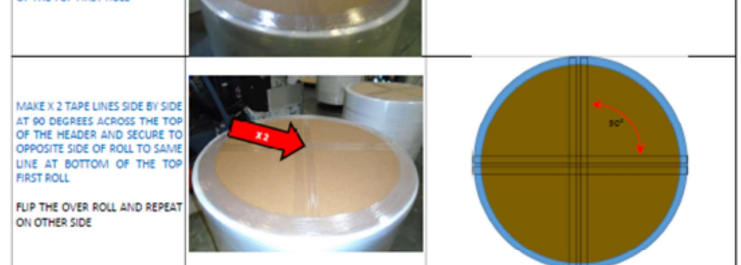
EXPIRATION RANGE FROM 08/17/2018 TO INDEFINITE



USING HAND HELD TAPE GUN START TAPE LINE AT BOTTOM OF TOP FIRST ROLL

MAKE X 2 TAPE LINES SIDE BY SIDE ACROSS THE TOP OF THE HEADER AND SECURE TO OPPOSITE SIDE OF ROLL TO SAME LINE AT BOTTOM OF THE TOP FIRST ROLL

① APPLY EVEN TENSION TO TAPE BUT NOT TOO MUCH TO OVER SCRATCH IT



MAKE X 2 TAPE LINES SIDE BY SIDE ACROSS THE TOP OF THE HEADER AND SECURE TO OPPOSITE SIDE OF ROLL TO SAME LINE AT BOTTOM OF THE TOP FIRST ROLL

FLIP THE OVER ROLL AND REPEAT ON OTHER SIDE

AFFECTED PERSONNEL RESPONSIBILITIES


WAREHOUSE TECHNICIANS
BRING ALL KC FINISHED ROLL PACKAGES TO THE REWORK AREA FOR THE REWORK PERSONNEL TO REWORK THE ROLL PACKAGES

REWORK PERSONNEL
REWORK ALL KC FINISHED ROLL PACKAGES IN ACCORDANCE WITH THIS SINGLE POINT LESSON AND NOTIFY WAREHOUSE TECHNICIAN WHEN DONE

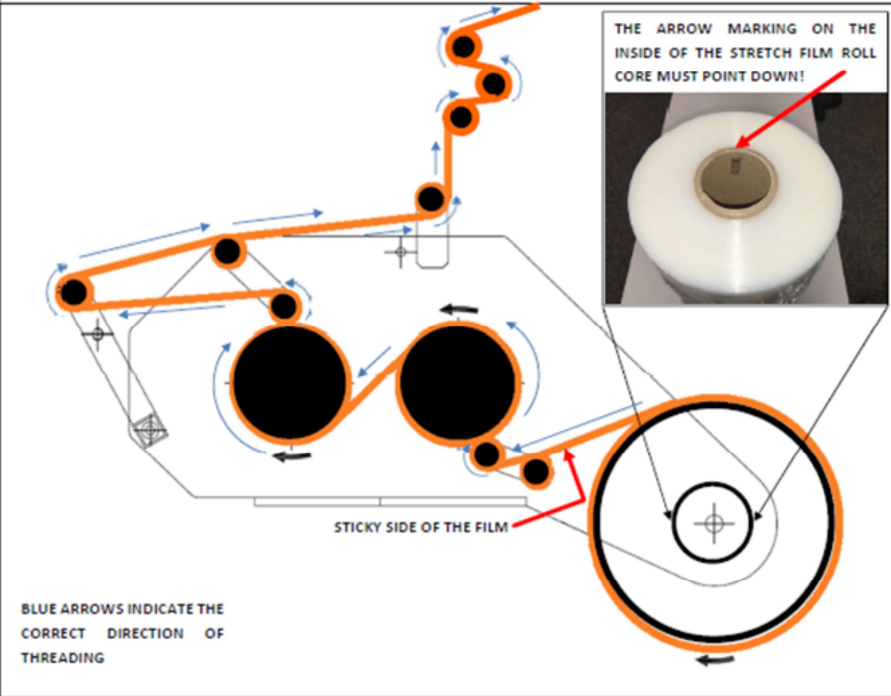
Review number	Reason and nature of the revision	Date
00	Original Edition	08/17/2018

Signatory	Document Writer	Document Validation	Document Authorization
Name	Fred Webberking	Filipe B. Couto	Randal Young
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Signature			

One of the first things you act on when you decide something is a problem is its containment to protect the customer or end user. Here I designed and drafted Single Point Lessons. The document on the left details identification of the problem and the document on the right is a rework instruction on how to secure the stretch film wrap to the packaging header by using packing tape. Even a rework instruction should follow the PDCA process. Make the document, register it in your document control system, train affected personnel to it, sign off to human resources and check for conformity.

	SINGLE POINT LESSON		S-OP-GEN-6011	
	ORIENTATION OF STRETCH FILM ROLL		Date: 11/12/18	
	CORE AND THREADING OF STRETCH FILM THROUGH PRE-TENSION ROLLERS		Revision 00	Page 1 of 2

BACKGROUND				
THERE IS A STICKY SIDE AND A NON STICKY SIDE ON THE STRETCH FILM. IT IS VERY IMPORTANT THAT IT IS INSTALLED IN THE WRAPPER VERTICAL CARRIAGE CORRECTLY. THIS SINGLE POINT LESSON ILLUSTRATES THE CORRECT INSTALLATION AND ORIENTATION OF THE STRETCH FILM ROLL AND THE CORRECT FEED THREADING DIRECTION OF THE STRETCH FILM THROUGH THE PRE-TENSION ROLLERS IN THE VERTICAL CARRIAGE.				
AFFECTED LINES S1				
AFFECTED PRODUCTS ALL				
AFFECTED PERSONNEL PACKAGING OPERATORS				
EXPIRATION RANGE FROM		11/12/18	TO	INDEFINITE

INSTRUCTIONS	
	

It is a very, very rare occasion that you have a single smoking gun to a problem, but this problem despite taking us 7 weeks to figure had one. During the Analyze phase – which we during the course of this problem investigate did a lot of tests, trails, experiment – everything was checking good. Was the material sliding on itself? Was the stretch wrap covering the roll properly. Everything was investigated. I invited the manufacturer supplier of the stretch film wrap to school us in all thing stretch film wrapping and there is a whole science behind it, trust me.

There is a sticky side and a non-sticky side to stretch film wrap. To indicate to the operator installing a replacement roll there is an arrow on the inside of the core denoting the direction the roll must face for proper orientation so that the sticky side of the film is in contact with the material roll.

This was a big find. None of the operators knew this. So, part of the Improve was to develop a single point lesson, register it in the document control system, laminate them and post them in plastic pocket at the point of use for each of the four automatic packaging vertical stretch film wrappers. Train all affected personnel and add the single point lesson to the packaging operator training matrix so that all new operators were trained to the single point lesson.

There were other ‘causal factors’ that contributed to the problem such as the pre and secondary film tensions and overlapping, but this one was the most significant. The single point lesson above shows the correct orientation of the roll correct threading of the film through the rollers of the vertical carriage assembly. Problem solved! Didn’t have and recurrence...