


Document Title:
MAINTENANCE BULLETIN IN S-MN-GEN-7352
Erema Incline Belt Conveyor Roller Modification v1
Document Number: S-MN-GEN-7352 Rev No: 01 Date: 06/06/14 Document Owner: Reliability & CI Manager Approver: Maintenance Manager



Futures
Simpsonville, South Carolina

1. SCOPE

1.1. This document describes and details the modification and requisite task/s instructions in original equipment manufacturer design in the SC1 Erema recycling machine incline belt conveyor deflection roller at the Fitesa, Simpsonville plant, SC.

2. DEFINITIONS

2.1. Deflection Roller the original equipment manufacturer's specific nomenclature for the incline feed conveyor end roller. For the purposes of this maintenance bulletin it will be referred to as roller.
2.2. OEM Original Equipment Manufacturer.
2.3. In situ in the original intended position or place
2.4. P-F Interval P-F Curve In reliability engineering this is the interval period between the potential occurrence of a failure and the decay into its functional failure
2.5. Fill-hole for the purpose of this document the term "fill-hole" refers to the M5 blind setscrew hole that is has been drilled and counter tapped in both end covers by the OEM which serve as a point to install a M5 extrusion device to remove the end covers on the roller of the deflection roller, but as part of this modification it also serves as an indication that the void between the end cover and the internal bearing is full with grease which is indicated by pumping grease via the grease jerk on the outside of the roller using a grease gun into the void. When the void is full with grease, grease will flow out from the M5 set screw hole telling the operator or maintenance technician that the void is full, hence "fill-hole" the void is completely filled with grease.

3. AFFECTED AREA / MACHINE / EQUIPMENT / PRODUCT / COMPONENT / MATERIAL

3.1. SC1 Erema recycling machine 906 T, Commission number P09/193 / ENA 874.

3.1.1. Incline feed belt conveyor roller. This is the conveyor that feeds material from the VecoPlan into the cutter compactor.

4. FAULT ISOLATION CODE

4.1. N/A

1. AFFECTED DATES RANGE

1.1. 07/01/2014 – Indefinite.

2. COMMUNICATION

2.1. Communication of this Maintenance Bulletin shall be made known to affected parties by electronic mail and internal customer maintenance review meetings maintenance notice boards and training and by the process used in form S-MOC-QA-0012.

3. TRAINING

3.1. Change management training of this Maintenance Bulletin shall be made by the author to all affected staff by audio / visual aids and on the job as a single point lesson and trainee and trainer shall fill out and sign completion record of the above.

4. BACKGROUND DIAGNOSTICS / FACTORS / CAUSAL FACTORS / CAUSES

4.1. From commission 01/08/2010 The Erema deflector roller has failed X5 times. By definition failed means that the roller is unable to rotate. MTBF = 12 months The main reason is that the bearings for the roller have seized thus preventing the roller shaft of the roller to rotate freely. Servicing the bearings in the ends of the roller is difficult as the roller has to be completely removed from in situ, partially dismantled and then greased and re-assembled. Pcs. 8.1.1. and 8.1.2.






Fig. 8.1.1.
Fig. 8.1.2.

5. COUNT EREMA BURETAKEN – CHANGE PLANNING

5.1. Following a physical analysis it was determined that there was insufficient sealing of the end which allowed steam to enter the inside of the roller cavity contact the internally fitted spherical bearing enter the bearing and wash out the lubrication grease and leave the bearing unlubricated which accelerated its deterioration to the point of functional failure.

1.1. Maintenance of the bearing is cumbersome as the whole conveyor must first be pulled back from the cutter compactor, the cleared incline conveyor belt loosened, the roller removed, the end covers removed and then the bearings greased. Then the unit needs to be re-assembled. Changes in the design of the roller and methods of greasing the bearing would be necessary to 1. Increase the mean time between failure of the roller bearings or at the very least increase the P-F interval from 1 month to 3 months. 2. Make the task of servicing the roller → greasing → bearings easier. How this is to be accomplished is detailed in this document.

1.2. Figure 9.3. Demonstrates the arrangement of the roller in situ with the incline feed conveyor.

1.3. It was determined by the author that modification to the OEM design of the roller was requisite in order to achieve a longer mean time between failure of the roller bearings and ease of maintenance access to achieve the above. **Note** In making this decision and the subsequent conceptions of re-design it is always has to be balanced with a ratio of action / effort to impact / effect. Completely re-designing the roller and the end of the incline feed conveyor would be uneconomical. Making countermeasures that satisfies what is "acceptable" and/or "tolerable" to the organization without incurring un-recoupable financial impacts and having neither negative safety impacts nor negative environmental impacts is the imperative.

Several times in my reliability improvement projects I have had to improve weaknesses in design to the original equipment manufacturers' structure levels, mechanism levels down to the individual component levels. Once done you have to complete a change manager or RACI who needs to be **R**esponsible, who needs to be **A**ccountable, who needs to be **C**onsulted and who needs to be **I**nformed.

In these two following reliability cases I consulted with a small group of maintenance technicians and then wrote this Maintenance Bulletin and communicated to all affected personnel. All necessary drawings and literature in the equipment manuals are updated.

WORK INSTRUCTION		Document Number:	F09-7107
		Version:	1.4
MAINTENANCE TECHNICIAN 30-60-90 DAYS ON BOARDING TRAINING CHECKLIST & EVALUATION		Supersedes Date:	01/27/2012
		Effective Date:	02/24/2012
Page 1 of 11			

NEW EMPLOYEE NAME _____ DATE ____/____/____



SECTION A	30 DAYS ONBOARDING	TRAINER	TRAINER INITIALS	DATE COMPLETED
MAINTENANCE ACTIVITIES ONBOARDING - INITIALIZATION				
1	• Introduction to maintenance team members and complete plant orientation tour	Fred Webberking	_____	____/____/____
2	• Introduction to support staff team members	Fred Webberking	_____	____/____/____
3	• Tool bag issue and inventory of tools	Fred Webberking	_____	____/____/____
4	• Assign locker	Fred Webberking	_____	____/____/____
5	• Workshop tour and use of equipment	Fred Webberking	_____	____/____/____
6	• Issue of necessary access doors/locker/cabinet keys/keys to lockouts on lathe and mill machine	Fred Webberking	_____	____/____/____
7	• Establish computer log on account new user add on	Jamin Drake	_____	____/____/____
8	• Establish email account provided basic training how to log on to email account new user add on	Jamin Drake	_____	____/____/____
Above sections requires trainer and on boarding employee trainee review and trainer sign off initials				
SAFETY ONBOARDING				
1	• Lockout/Tag training and locks issue	James Padilla	_____	____/____/____
2	• Forklift truck training and qualification	James Padilla	_____	____/____/____
3	• Platform lift and fall protection	James Padilla	_____	____/____/____
4	• Hoist training	James Padilla	_____	____/____/____

Communication – Training – Trust

Three things at every company employees will complain to you about. To answer one of those complaints about training was my constructing this 30-60-90 days onboarding process to guide a new employee to have the right exposure to make them a successful insider to the company...

[illegible]

If not a good idea or a legal requirement you ought to keep line side a Process Change History Log to keep a running record of any changes made to a process. When problem solving this needs to be one of the first things you look at to begin your troubleshooting to see what has changed in – on – about and around the process in terms of the 5Ms. Manpower – Machine – Materials – Method – Measurement.

	ABC company	
Rev: 00	Rev Date: 3/17/2016	Page 6 / 1
STANDARD WORK AUDIT FORM		
CHECK: CONNECTIONS BETWEEN ENTITIES CLEAR, DIRECT AND IMMEDIATELY COMPREHENDED		
<ul style="list-style-type: none"> • Instructions and guidelines to the Auditor:- • After you have completed the audit share the results with the Auditee to gain agreement on any findings or observations that you have documented. • Have the Auditee sign off on this audit in acknowledgement the audit has taken place and is in agreement with any findings or observations made by the Auditor. • You the Auditor sign off this section of the Standard Work Audit Form. • Next, take this completed Standard Work Audit Form together with the audited Procedure, Work Instruction or Form and place it inside an internal mail envelop write the Document or Form Author's Owner's name on the front, seal it and take it directly to the owner by hand. Only rely on leaving it on the owner's place of work or mailbox if they are unavailable in person. If you are unable to deliver to the Author Owner by hand you need to let the Author Owner know by phone, text, voicemail or by email that you have completed the audit and where you have left the envelop and that you can be made available to review and answer any questions on the results of the audit to gain agreement about any findings or observations that he or she may have. • Explain to the Author Owner that you have completed a Standard Work Audit and you are asking them to review the results and take appropriate action or adjust as necessary and again that you can be made available to answer any questions about the results of the audit. As the Auditor unless the Author Owner of the document or form has any further questions for you your part in the audit is complete. • If a meeting is necessary with the Document or Form Author Owner and the Auditee, arrange to meet and discuss any misunderstandings. Gain agreement in the final results and make a sure there is agreement if there is to be action or inaction. • If action is necessary agree to who is going to do what, by when and follow up when. 		
AUDITOR SIGNATURE _____	AUDITEE SIGNATURE _____	

	ABC company	
Rev: 00	Rev Date: 3/17/2016	Page 7 / 1
STANDARD WORK AUDIT FORM		
ADJUST: PATHWAYS BETWEEN GOODS SERVICES TRAVEL ARE SIMPLE DIRECT AND UNINTERRUPTED		
<ul style="list-style-type: none"> • Instructions and guidelines for the Document or Form Author Owner:- • After you have received this completed Standard Work Audit Form together with the audited Document Procedure, Work Instruction or Form carefully review it taking note of any of the Auditor's findings and observations. • If you are not in agreement, uncertain or have a questions regarding the Auditor's observations or judgments you must converse with the Auditor to gain clarity in agreement and adjust the findings and observations as needed. • Once you are in agreement with the audit you as the Author Owner of the Documented Procedure, Work Instruction or Form must now must prepare your own Plan, Do, Check, Adjust cycle. • If deficiencies are found in the Document Procedure, Work Instruction or Form that can affect the content, timing, sequence or outcome adjust them using the established change manager procedures. Before adjusting, correcting, amending or updating the Document or Form are there stakeholders that may be Responsible, Accountable, need to be Informed or Consulted such as the Auditee, or other internal resources or the end customer before making any adjustments, corrections, updates to the Document Procedure, Work Instruction or Form? • It is not necessary to re-train affected personnel if the adjustments that you have made to the Document or Form make are minor in nature such as a spelling mistake, incorrect company logo or non-critical information that will not affect the content, timing, sequence or outcome. • Re-register if necessary the adjusted, corrected or amended Documented Procedure, Work Instruction or Form using the established change manager updating the version numbering scheme format. • Re-train affected personnel if necessary and have them sign a training review verification form. • Make a copy of the training review verification form. Give the original training review verification review form to the Human Resources Manager and give the copy to the affected personnel manager or supervisor so they can update their training records or training matrices. 		
No.	DOCUMENT OR FORM AUTHOR OWNER COMMENTS ON ACTIONS OR INACTIONS	DATE COMPLETED
1.	_____	____/____/____
2.	_____	____/____/____
3.	_____	____/____/____
4.	_____	____/____/____
5.	_____	____/____/____
6.	_____	____/____/____
7.	_____	____/____/____
8.	_____	____/____/____
9.	_____	____/____/____
10.	_____	____/____/____
DOCUMENT FORM AUTHOR OWNER SIGNATURE _____		DATE ____/____/____

Remember: I have never worked or consulted for a company that made fundamental improvements by the introduction of performance management system or the rework of form or document. Nothing takes the place of on the floor Gemba leadership. Now; there can be no improvement with no standards...

I was tasked with the challenge to invent a standard work audit form and standard work audit process. My inspiration was straight out of a lean playbook. I wanted to capture in this process the two imperative lean methods of thinking: the PDCA iterative management cycle and the lean philosophy of the four rules in use. To that end I created this audit document and form you see here.

Build into the form are descriptors, instructions, guilds and an auditing glossary for the auditors reference.

It was lambasted for being too complicated and administratively cumbersome. I asked all my other 'lean' buddies and they all thought this was a breakthrough in layering an auditing process from every aspect of its design and barrowed it from me to use themselves. Ask me and I'll send you a copy and try it out for yourself...

		ABC company
Rev: 00	Rev Date: 3/17/2016	Page 7 / 11
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No.	DOCUMENT OR FORM AUTHOR OWNER COMMENTS ON ACTIONS OR INACTIONS	DATE COMPLETED
1.		_/_/_/
2.		_/_/_/
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9.		_/_/_/
10.		_/_/_/
DOCUMENT FORM AUTHOR OWNER SIGNATURE _____		DATE _/_/_/

		ABC company
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STANDARD WORK AUDIT FORM		
APPENDIX:		
AUDITOR – AUDITEE DOCUMENT AUTHOR OWNER REFERENCES:		
<ul style="list-style-type: none"> • There are three basic audit types 1. First Party, 2. Second Party, 3. Third Party. This audit is a First Party audit, we are auditing ourselves. There are three audit categories: 1. Process, 2. Product, 3. System. Audits are either internal or external to the organization and can be Procedures Work Instructions, Forms and Records of the <u>afsoe</u>. This is an Internal, First Party, and Process Audit. • This audit process has been specifically designed to incorporate the methods of the Plan, Do, Check, Adjust iterative four-step management cycle that ensures a closed circle in completeness to any job task to a planned action of work from planning the work, doing the work, checking the work and adjusting the work if errors, mistakes or results are found to be deficient from the expected performance out comes. If so, the PDCA process begins again. • The four rules in use are learning and teaching by questions as a means of facilitating this audit. The assumptions are with this audit process that we discover the rules as a consequence of solving problems through auditing. It is the Socratic mode of inquiry, which aims to bring a person's latent ideas into clear consciousness. The four rules are: 		
ACTIVITIES		
Are work activities sufficiently specified according to their content, sequence, timing and outcome? "How do you do this work?"		
CONNECTIONS		
Are connections between entities, clear, direct and immediately comprehended? "How do you know if you are doing the work correctly?"		
PATHWAYS		
Are the pathways along which goods and services travel simple, direct and uninterrupted, are all the steps value-added? "How do you know the outcome is free of defects?"		
PROBLEM SOLVING SCIENTIFIC METHOD		
Develop leaders who can apply the scientific method to improve anything. Allow improvement to come from the source by those doing the work - as close to the problem as possible. Respond directly to any problem that arises with clear helping/coaching chains. Whenever possible, start as an experiment supported by a coach. "What do you do if you have a problem?"		

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		ABC company
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STANDARD WORK AUDIT FORM		
AUDITING DEFINITIONS:		
1. Non-conformance <ul style="list-style-type: none"> Breakdown, or partial breakdown of a process in the Quality Management System (QMS) An audit non-conformance typically requires: <ul style="list-style-type: none"> Root cause analysis Root cause elimination This type of finding also known as a major non-conformance/a systemic finding Requires Corrective Action Request to document action taken Change to how the process is to be performed 		
2. Observation <ul style="list-style-type: none"> Minor deviation from an otherwise well-implemented process. Minor oversight on the part of the Auditee. Root cause analysis is not often required for observations. Observations may be recorded on an Audit Action List. Observation may be treated as non-conformance when multiple similar natures of observations were detected on Audit Action Item List. 		
3. Opportunity for Improvement (OFI) <ul style="list-style-type: none"> OFI is a finding based on facts and data that shows a potential improvement opportunity. Action is not required for OFI, but more supporting data should be included to encourage action by auditor. 		
AUDITING DEFINITIONS cont.:		
4. Classify as non-conformance <ul style="list-style-type: none"> If a finding requires the analysis and/or elimination of a root cause. If it requires a change to the current process. CARs (Corrective Action Requests) should be initiated. 		
5. Classify as Observation: <ul style="list-style-type: none"> If root cause analysis is not indicated 		
AUDITING GLOSSARY:		

		ABC company
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STANDARD WORK AUDIT FORM		
Auditee		
An auditee is an organization or an individual employee in an organization that is being audited.		
Auditor		
An auditor is a person who carries out audits. Auditors collect evidence in order to evaluate how well audit criteria are being met. They must be objective, impartial, independent, and competent. Internal auditors perform first party audits while external auditors perform second and third party audits.		
Author Owner		
The original writer that composed a Procedure, Work Instruction or Form. The designated person who is responsible for a Procedure, Work Instruction or Form. This person 'owns' the Procedure, Work Instruction or Form.		
Audit Client		
An audit client is any person or organization that requests an audit. Internal audit clients can be either the auditee or audit program manager whereas external audit clients can include regulators or customers or any other parties that have a legal or contractual right or obligation to carry out an audit.		
Audit Criteria		
Audit criteria include policies, procedures, and requirements. Audit evidence is used to determine how well audit criteria are being met. Audit evidence is used to determine how well policies are being implemented, how well procedures are being applied and how well requirements are being followed.		
Audit Evidence		
Audit evidence includes records, factual statements, and other verifiable information that is related to the audit criteria being used. Audit criteria include policies, procedures, and requirements. Audit evidence can be either qualitative or quantitative. Objective evidence is information that shows or proves that something exists or is true.		
Form		
A printed or typed document with blank spaces for the insertion of required or requested information filled in by manuscript or electronically.		
Process		
Is a set of modifications performed on the initial raw materials that add value by changing its chemical and physical composition in its fit, form and function to a sellable end product to the customer.		
Procedure		
A procedure outlines how to perform a process.		
Working Instruction		
A work instruction describes how to perform a work task.		
Codification scheme		
A codification scheme is using a combination of alphanumerical abbreviations assignments for the purpose of brevity. Identifying, controlling, tracking and record keeping of a document or form. A codification scheme provides an address to the type e.g. FO=Form, US=United States, 1. = Asheville plant GEN. = General use document or form. 010 = the sequenced number in the GEN category 01 = the version count of the document or form.		

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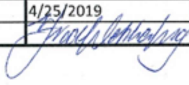
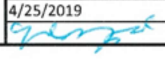
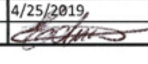
It was lambasted for being too complicated and administratively cumbersome, but this criticism came from a company unused to this level of lean consciousness, all my other 'lean' buddies thought this was a breakthrough in layering an auditing process from every aspect of its design and barrowed it from me to use themselves. Ask me and I'll send you a copy and try it out for yourself...

DOCUMENT NUMBER		RELEASE DATE	REV. #	TODAYS DATE	SHIFT	LINE
S-OP-REP-8352		5/6/2019	0			E1 E2
ITEM #	TIME	SAFETY TASKS				INITIALS
1	AM / PM	COMPLETE FORKLIFT INSPECTION (E1). COMPLETE CLAMP TRUCK INSPECTION (E2).				
ITEM #	TIME	OPTICAL BRIGHTENER (OB) CONTAMINATION TEST CHECKS				INITIALS
2	AM / PM	TEST GO GAUGE UV FLASHLIGHT (SAMPLE SHOULD SHOW PURPLE) TEST NO GO GAUGE UV FLASHLIGHT (SAMPLE SHOULD SHOW BLUE)				
3	AM / PM	TEST GO GAUGE UV FLOODLIGHT (SAMPLE SHOULD SHOW PURPLE) TEST NO GO GAUGE UV FLOODLIGHT (SAMPLE SHOULD SHOW BLUE)				
ITEM #	TIME	PREVENTIVE MAINTENANCE TASKS				INITIALS
4	AM / PM	BLOW DOWN INSIDE OF BELTS AND ROLLERS				
5	AM / PM	CHECK CUTTER COMPACTOR KNIVES FOR JAGGED EDGES AND SHARPNESS				
6	AM / PM	OPEN CUTTER COMPACTOR VENTS (3) AND BLOW OUT USING AIR GUN				
7	AM / PM	CHECK PELLETIZING KNIVES - REPLACE ONLY IF NECESSARY				
8	AM / PM	EMPTY SOCKS/BINS AND DISCARD OF FLUFF MATERIAL IN COMPACTOR				
9	AM / PM	CHECK MELT SCREENS AND REPLACE IF NECESSARY				
10	AM / PM	TEST OPERATION OF METAL DETECTOR USING ALL TEST SAMPLES (EVERY SHIFT A-B-C-D)				
11	AM / PM	VACUUM CLEAN AND BLOW OUT CENTRIFUGE (EVERY SHIFT A-B-C-D)				
12	AM / PM	DEEP CLEAN CENTRIFUGE (EVERY MONDAY - WEDNESDAY - FRIDAY - A-C SHIFTS)				
ITEM #	TIME	AREA OLA TASKS				INITIALS
13	AM / PM	SWEEP UNDER AROUND LINE. MAKE SURE NO MATERIAL IS UNDER CONVEYOR BELTS AND NO PELLETS ARE ON THE FLOOR				
14	AM / PM	SWEEP UNDER AND AROUND PELLET HOPPERS SC1 & SC2 - E1 SC3 - E2				
CONTINUED ON OTHER SIDE						

Good Manufacturing Practices (GMPs) covers many aspects. If you work in the automotive industry there are many standards that cover that industry such as ISO 9000, ISO 9001, TS 16949, AITF 16949, ISO 14001 or ISO/IEC 17025 are just some. One aspect a of a well thought-out GEP is equipment verification. Each day, each shift should perform a verification of their equipment to qualify it to run. Much like you might pilots complete a pre-flight check you are qualifying your process or machine to run.

In this document this is what I am doing to make sure that the metal detector and ultra violet inspection lights used to inspect to contamination are working correctly. I developed this check form as nothing was established to check and qualify defect detecting devices, the metal detector and the ultra violet light product contamination detector before. Like any successful prevention program, I would like it that when I retire, the fact that the companies that I have work at has never had a major accident or a major product defect recall has been by design.

This is the front page printed with a wide margin to the left for fitting into clip binder.

ITEM #	TIME	AREA OLA TASKS	INITIALS
15	AM / PM	MAKE SURE ALL EMPTY CARDBOARD BOXES/BAGS ARE NEATLY STACKED IN PROPER AREA	
16	AM / PM	REMOVE CARDBOARD, CORES, PLASTIC WRAP AND OTHER TRASH FROM BINS. DISPOSE OF IN PROPER COMPACTORS.	
17	AM / PM	PICK UP PURGE WASTE AND PUT INTO CARDBOARD BOX. IF BOX IS FULL, PLACE IN DESIGNATED LOCATION IN WAREHOUSE.	
18	AM / PM	EMPTY OVERFLOW BINS FROM SHAKER TABLE	
19	AM / PM	ENSURE SHAKER TABLE WATER IS CLEAN AND SCREEN CATCHES ARE EMPTY	
20	AM / PM	DISPOSE OF ALL EMPTY SPRAY CANS IN MAINTENANCE SHOP SPRAY CAN DISPOSAL CONTAINER OR SC1 FAN ROOM DISPOSAL CONTAINER	
21	AM / PM	ENSURE THAT MATERIAL UNDER SIDE FEEDERS IS FULLY STOCKED	
ITEM #	SHIFT HANDOFF CHECKLIST BY BOTH 1ST & 2ND SHIFT OPERATORS PRESENT		INITIALS
22	AM / PM	FLOOR AROUND EREMA & RESIN HOPPERS ACCEPTABLE?	
23	AM / PM	ALL TOOLS PRESENT?	
24	AM / PM	PELLETIZER KNIVES - SCREENS - SILICONE SPRAY AVAILABLE?	
ITEM #	NOTES / COMMENTS		INITIALS
REV. NO.	REASON AND NATURE OF THE REVISION		DATE
0	ORIGINAL		4/25/2019
SIGNATORY	DOC. WRITER	DOC. VALIDATION	DOC. AUTHORIZATION
NAME	FRED WEBBERKING	RYAN NEEL	EDUARD PRITSCH
JOB TITLE	FMS LEAD	RECLAIM MANAGER	PROD. MANAGER
DEPARTMENT	OPERATIONS	OPERATIONS	OPERATIONS
DATE	4/25/2019	4/25/2019	4/25/2019
SIGNATURE			

This is the back page printed with a wide margin to the right for fitting into clip binder.