Tools Improvements

Project Team:

      Penny Macias, OPSI

      Chris Kunkler, WIN

      Eric Parker, Water & Sewer

      Benita Becton, Water & Sewer

Team Members

Project Role	Team Member
Black Belt	Penny Macias
Green Belt	Eric Parker Chris Kunkler
Process Owner	Purchasing Division of Finance
Sponsor	Larry Hood
Stakeholders	Purchasing staff
Customers	Employees who use need tools to do their assigned tasks

Project Background

In 2015 the City Auditor's office engaged in a city-wide survey of employees on Resource Utilization, and then did small focus groups with some employees to get a better understanding of the answers provided.   9% of survey respondents agreed with the statement "Increased/improved tools & equipment could help my work group be more efficient."

WE NEEDED MORE DATA TO KNOW WHAT TO DO TO IMPROVE

We did a more detailed survey (VOC)

	# Always	% Always	# Frequently	% Frequently	# From time to time	% From time to time	# Rarely	% Rarely	% Never	% NA
My job requires the use of tools or equipment	155	79.1%	17	8.7%	15	7.7%	2	1.0%	3.1%	0.0%
I have a problem with the tools or equipment I use for my job	11	5.6%	27	13.8%	58	29.6%	72	36.7%	13.3%	0.5%
I have a voice in the purchase process when it comes to tools or equipment necessary for my job	32	16.3%	47	24.0%	47	24.0%	22	11.2%	18.9%	5.1%
I know how tools or equipment are purchased	56	28.6%	45	23.0%	36	18.4%	33	16.8%	11.2%	1.5%
I know how to find solutions to problems with tools or equipment	50	25.5%	80	40.8%	47	24.0%	7	3.6%	2.0%	3.6%
The tools/equipment I use require training prior to use	41	20.9%	46	23.5%	81	41.3%	21	10.7%	1.5%	1.5%

	# Always	% Always	# Almost Always	% Almost Always	# Not Sure	% Not Sure	# Rarely	% Rarely	% Never	% NA
I have enough tools/equipment to complete the job at hand	37	18.9%	130	66.3%	12	6.1%	10	5.1%	1.5%	1.5%
The tools/equipment provided are of poor quality	9	4.6%	34	17.3%	32	16.3%	92	46.9%	12.2%	2.0%
The tools/equipment provided are appropriate for completing the task they are needed for	47	24.0%	111	56.6%	17	8.7%	15	7.7%	1.0%	1.5%
When new tools/equipment are acquired, all of the necessary parts to utilize the tools/equipment are provided	50	25.5%	102	52.0%	27	13.8%	9	4.6%	0.5%	3.1%
I am provided the necessary training when a new tool/equipment requires training	66	33.7%	82	41.8%	25	12.8%	13	6.6%	1.0%	3.6%
When I have a problem with a tool/equipment I am able to get a solution quickly	35	17.9%	87	44.4%	39	19.9%	24	12.2%	2.0%	3.1%

Which made us think maybe it wasn't all tools

We reviewed data on tools purchased
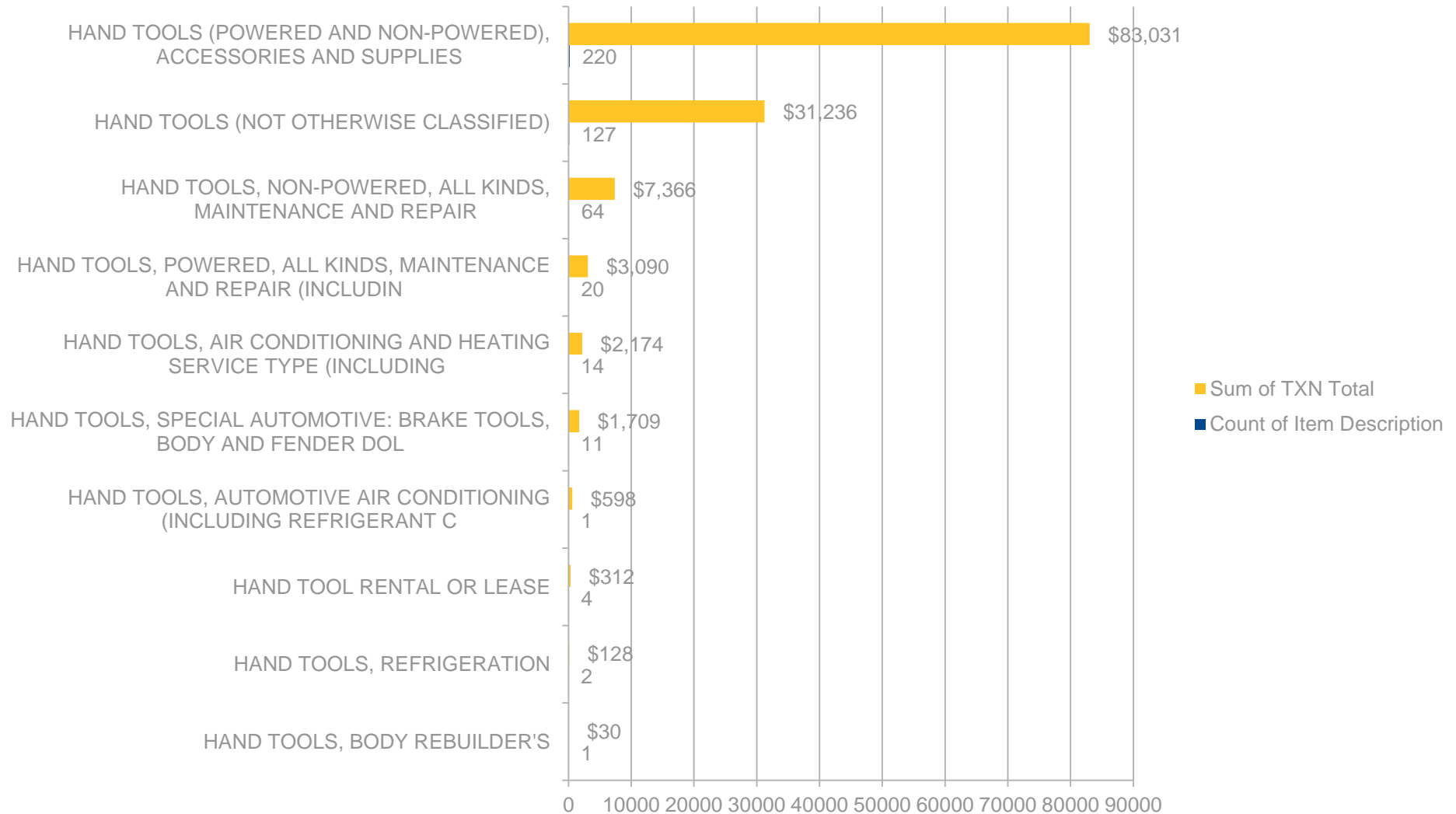
We had to GO TO GEMBA (to the place where the work is done). So we visited employees to see how they get their tools.

What we learned

Customers

- Shovels break often

- Need to get the job done and tools are vital

- Need a quick and easy way to report issues with tools

Process Owners

- Don't have a simple way to learn what problems employees have with tools

- Need customers to help them quantify the problem

How we innovated

Comment from an employee regarding the new bins:

"I saw the wire basket with the sign. There are a couple of broken tools in it. I think we are headed in the right direction."

At every warehouse location, purchasing staff created "Broken Tool Return" bins. This was an easy way for employees to "report" issues with tools and for Purchasing staff to see what tools routinely break.

What we learned

- **Customers** want to be heard and to feel like someone cares about improving results for them

- **Listening** to the customer isn't always through surveys

- Sometimes the **simplest** solution is more effective than the most complex one

- Just **do something** and see where it takes you