Tools Improvements

Project Team:

Penny Macias, OPSI
Chris Kunkler, WIN
Eric Parker, Water & Sewer
Benita Becton, Water & Sewer
<table>
<thead>
<tr>
<th>Project Role</th>
<th>Team Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Belt</td>
<td>Penny Macias</td>
</tr>
<tr>
<td>Green Belt</td>
<td>Eric Parker&lt;br&gt;Chris Kunkler</td>
</tr>
<tr>
<td>Process Owner</td>
<td>Purchasing Division of Finance</td>
</tr>
<tr>
<td>Sponsor</td>
<td>Larry Hood</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Purchasing staff</td>
</tr>
<tr>
<td>Customers</td>
<td>Employees who use need tools to do their assigned tasks</td>
</tr>
</tbody>
</table>
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 did a more detailed survey (VOC)

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

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

Which made us think maybe it wasn’t all tools
We reviewed data on tools purchased

- **HAND TOOLS (POWERED AND NON-POWERED), ACCESSORIES AND SUPPLIES**
  - Count: 220
  - Sum: $83,031

- **HAND TOOLS (NOT OTHERWISE CLASSIFIED)**
  - Count: 127
  - Sum: $31,236

- **HAND TOOLS, NON-POWERED, ALL KINDS, MAINTENANCE AND REPAIR**
  - Count: 64
  - Sum: $7,366

- **HAND TOOLS, POWERED, ALL KINDS, MAINTENANCE AND REPAIR (INCLUDING)**
  - Count: 20
  - Sum: $3,090

- **HAND TOOLS, AIR CONDITIONING AND HEATING SERVICE TYPE (INCLUDING)**
  - Count: 14
  - Sum: $2,174

- **HAND TOOLS, SPECIAL AUTOMOTIVE: BRAKE TOOLS, BODY AND FENDER DOL**
  - Count: 11
  - Sum: $1,709

- **HAND TOOLS, AUTOMOTIVE AIR CONDITIONING (INCLUDING REFRIGERANT C)**
  - Count: 1
  - Sum: $598

- **HAND TOOL RENTAL OR LEASE**
  - Count: 4
  - Sum: $312

- **HAND TOOLS, REFRIGERATION**
  - Count: 2
  - Sum: $128

- **HAND TOOLS, BODY REBUILDER'S**
  - Count: 1
  - Sum: $30
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
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.

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.”
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