# A3 Practical Problem Solving
# State of Colorado Lean Program

**Owner:**
**Sponsor:**
**Start:** 7/29/04
**Today:** 8/2/04

**Team:**
**Area/Location:**
**Division:**
**Department:**

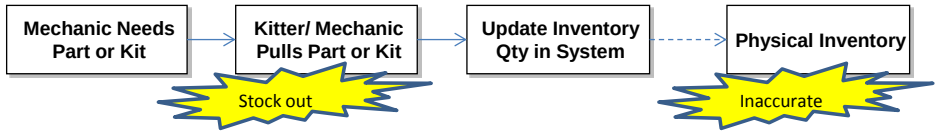
## Title:

Improve inventory accuracy in the Kitting area

## Problem Statement:

Actual bin levels don't always match Impresa reporting, resulting in partially-built kits

## Current State & Brief Background:

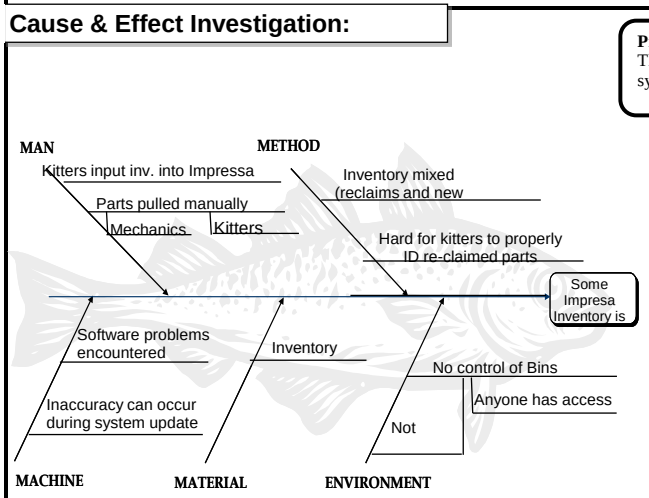



Impresa system implemented in 2000; inventory accuracy has been an issue in the kitting area since. Current inventory accuracy is running at 82%--60 of 335 bins tested had inaccurate quantities at last physical inventory. Kitters routinely complain of stock-outs on part numbers with system quantities > 0.

## Target State :

Achieve 98% inventory accuracy in the kitting area

## Cause & Effect Investigation:




**Problem Statement:**
The current inventory tracking system is inaccurate

Therefore

**1st Why?**
Data not input correctly

Therefore

**2nd Why?** Kitter forgets to write the transaction on the manual sheet

Therefore

**3rd Why?**
Kitter gets interrupted or distracted

Therefore

**4th Why?**
All EE's can access kitting

Therefore

**5th Why?**
The kitting area is open

## Root Cause Statement

The kitting area is open causing the kitters to lose track of the manual updates.

## Solution Options:

Good  Maybe  X No Good

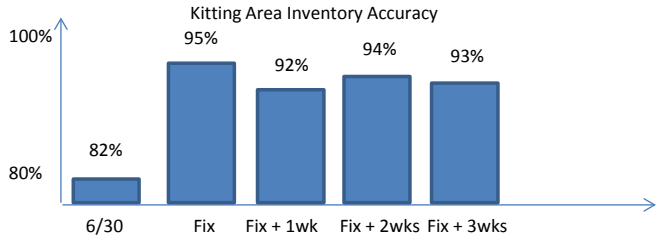
| | Scope of Control | Resource | Relevance | Pay-Back | Buy-In |
|---|---|---|---|---|---|
| Physically enclose the kitting area | ● | ● | ● | ● | ▲ |
| Move to an enclosed area | ● | X | ● | ▲ | X |
| Outsource kitting | ● | ▲ | ● | X | X |

## Implementation Plan:

G = On Time  Y = Slipping  R = Issue

| Task # | Task | Who | WEEK # 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|
| 1 | Gain exec buy-in | | | | | | |
| 2 | Secure fencing material and maint support | | | | | | |
| 3 | Execute communication plan | | | | | | |
| 4 | Complete fencing | | | | | | |
| 5 | Measure results | | | | | | |
| 6 | Lessons Learned | | | | | | |

## Results (Confirmation):




## Follow-up & Lessons Learned:

**Follow-up:**
- Fencing in the kitting area contributed to improving inventory by ~11%
- Accuracy remains below the target level of 98%, so additional issues must remain
- Kitting delivery has not suffered as predicted
- Mechanics were not informed of the plan to enclose the area and are unhappy about not having access to piece parts

**Lessons Learned:**
- Recommend conducting an additional A3 events to determine solutions for inventory accuracy
- On future A3s, ensure participation by affected mechanics

## Signatures

| Stakeholder Name | Role | Testing Buy-in | Date | Final Signature | Date |
|---|---|---|---|---|---|
| | Area Supervisor | | | | |
| | Area Lead | | | | |
| | Director (Sponsor) | | | | |
| | Team Lead | | | | |
| | | | | | |

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Start: _____
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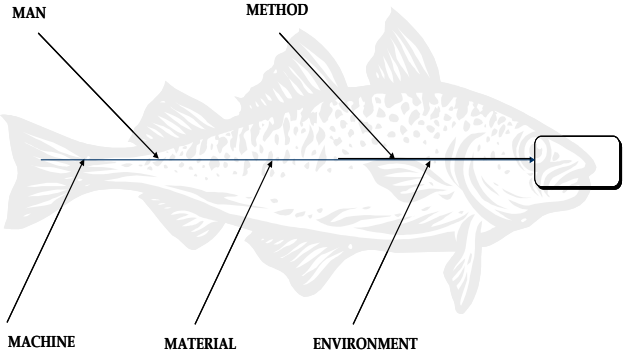


Problem Statement:

Therefore

1st Why?

Therefore

2nd Why?

Therefore

3rd Why?

Therefore

4th Why?

Therefore

5th Why?

## Root Cause Statement:

## Solution Options:

Good  Maybe  X No Good

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## Results (Confirmation):

## Follow-up & Lessons Learned:

**Follow-up:**

**Lessons Learned:**

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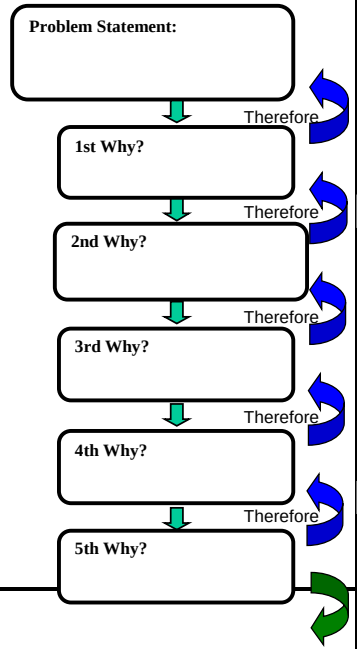


## Root Cause Statement

## Solution Options:

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## Results (Confirmation):

Kitting Area Inventory Accuracy

## Follow-up & Lessons Learned:

**Follow-up:**

**Lessons Learned:**

## Signatures

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|---|---|---|---|---|---|
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