



# LEAN @ THE ROCK



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# *LEAN @ THE ROCK*



- *How did RIA get started with LEAN?*
- *Where is RIA today with LEAN?*
- *What is RIA's future with LEAN?*





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## *How RIA got started*

- **Established a team**
- **Training**
- **Communication**
  - **1<sup>ST</sup> Value Stream Analysis**  
Forward Repair System



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## FORWARD REPAIR SYSTEM





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## Why the FRS was the 1<sup>st</sup> VSA

- FRS totals 20% of production hours and 25% of program dollars for RIA.
- FRS is seeing increasing volume/demand.
- There is ample opportunity for improvements in cost.
- Customer is asking for shorter lead times.



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## RESULTS

### ➤ Refurbish Flattrack

- Decrease Flow days from 17 > 11
  - Decrease Inventory 40 > 6

### ➤ Enclosure

- Decrease Flow days 23 > 16
  - Decrease Inventory 21 > 6

### ➤ Redeployment

- Reduce Staff 5 > 3



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## RESULTS

- **Door & Floor Machine Set up**
  - **Decrease Flow Days 6 > 2.5**
    - **Reduce Setup Hrs 13 > .75**
      - **Dedicated a Machine**
- **Shorter Lead Time**
  - **Reduce Lead Time Months 10 > 6**



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*Where RIA is today*

➤ Value Stream Analysis

➤ Rapid Improvement Events





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## Value Stream Analysis

- Contact Maintenance Truck Heavy
  - Acquisition Process/Contracting
    - Field Gages
      - Estimating





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## **Rapid Improvement Events**

- Years at Lean = < 1
- 21 RIE Teams through Sept. 8<sup>th</sup> 2003
- Total RIE Participants = 171 members
- % of Population on RIE Team = 15.7% (171/1,088)
- Lean core Team as % of Population = < 1% (9/1,088)
- FRS = 10, CMTH = 3, ACQ = 3, MRP = 1  
FIELD GAGES = 1 6S = 3



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## *RIA's future*

- **Value Stream Analysis**
- **Rapid Improvement Events**
  - **Team Members**



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## **Lessons Learned**

- **Communication is a must**
- **Good preparation for all Events**
- **Having the right people on teams**
- **Listen to the people on the teams**

