**Sample Contractor Crew Improvement Projects**

1. Date completed: April 23, 2015 (Ops Support)

Team members (List the names of contributors):

Project description: Obtain a computer for the new Brock Productivity Coordinator for Ops Support without having to buy a new one. Permission was obtained to allow combining functions from two computers to one so the extra computer was made available for use by Jeff.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – **avoided expenditure**
* Quality
* Personnel Development

What measure and work process does this affect? Savings for the HCC-4 Productivity Improvement Pilot

Status and results achieved: Estimated $1K

Basis and calculation of savings: Cost of new computer that did not have to be purchased

**---------------------------**

1. Date completed: May 8, 2015 (Ops Support)

Team members (List the names of contributors):.

Project description: Restructure Brocks bagger schedule at building 64. After careful review we were able to redistribute hours more evenly between the employees resulting in a reduction of overtime hours worked.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – reduction of overtime
* Quality
* Personnel Development

What measure and work process does this affect? Eastotac Operations.

Status and results achieved: Estimated $3,744.00 annually.

Basis and calculation of savings: $9.00 per hour x 8 hours per week x 52 weeks per year.

**--------------------------------**

1. Date completed: May 8, 2015 (Ops Support)

Team members (List the names of contributors): .

Project description: Reduction of wasted bracing material at CDF. While reviewing the warehouse processes and procedures it was discovered that some bracing materials were being used on loads where they were not required. Our records indicate we ship an average of 18 loads using these materials per week. Employees were retrained to identify this waste of materials.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – reduction of wasted bracing material.
* Quality
* Personnel Development

What measure and work process does this affect? Warehouse (bld.134)

Status and results achieved: Estimated $10,268.00 annual savings.

Basis and calculation of savings: Average loads per week- 18. Average logistick braces saved per week- 36. (Cost per unit $3.29) = $118.14 per week. Average 2x4’s saved per week- 18. (Cost per unit $4.41) = $79.38 per week. Combined savings per week are $197.82. Combined total savings annually are $10,268.64

**------------------------------------------**

1. Date completed: May 8, 2015 (Crafts)

Team members (List the names of contributors):

Project description: Utilizing the new Brock Thursday frozen schedule to notify Operations of the work to be done the next week. Rick is having the shift operators fill out the permits to expedite the permitting approval process each morning.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – reduction of delay and gained productivity
* Quality
* Personnel Development

What measure and work process does this affect? Contractor Productivity

Status and results achieved: Estimated $52 K annually.

Basis and calculation of savings: 10 jobs/day X 2 man crew X 0.5 hours/job (gained) x 4 days/week X 52 weeks/year X $25/hour rate

-----------------------

1. Date completed: May 8, 2015 (Crafts)

Team members (List the names of contributors):.

Project description: Utilize the off-rent scaffolding for HCC-4 as fill-in jobs for the frozen Brock Thursday frozen schedule. Priority has been given to schedule the ones we know are available.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – reduction of scaffold material on site
* Quality
* Personnel Development

What measure and work process does this affect? Standing scaffold process and management of Eastman rental charges

Status and results achieved: Estimated $15K (one time savings)

Basis and calculation of savings: Expedited demo to save extra material cost (bringing more material to site)

------------------------

1. Date completed: May 13, 2015 (Ops Support)

Team members (List the names of contributors): .

Project description: After reviewing our fuel truck operations it was discovered that we were fueling equipment inside a locked gate. The fuel drivers would have to call Eastman personnel to come unlock the gate. The average wait time for this to happen was 15 minutes. This was occurring 4 times a day resulting in 1 hour a day in lost productivity for the fuel truck operators as well as the lost productivity for the Eastman operator. After a visit with the helpful people at building 107 they were able to clear our operators for access and furnish a key. Special thanks to all the friendly people at 107 for helping to create this savings.

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – Eliminated time waiting to access work area.
* Quality
* Personnel Development

What measure and work process does this affect? Fuel truck Operations. / Operations at bldg. 107.

Status and results achieved: Estimated $5,840.00 annual savings.

Basis and calculation of savings: Average wait time was 15 minutes x 2 per shift x 2 shifts per day = 1 hour per day. $16.00 per hour x 365 days = $5,840.00 annual savings. Cost savings to Eastman operators at 107 unknown.

-------------------------

1. Date completed: May 20, 2015 (Crafts)

Team members (List the names of contributors):

Project description: Create scheduling process for weekend Brock work to prevent available crews from doing scheduled “execution” week work. Have list of fill-in jobs so they will have productive work to perform if the jobs they are asked to do on overtime are not ready when they arrive or a change in plan occurs due to the customer..

Key initiative area addressed:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – Prevent 4-hour call out pay by having work to do
* Quality
* Personnel Development

What measure and work process does this affect? Savings for the plant for weekend coverage

Status and results achieved: Estimated $12K

Basis and calculation of savings: Problem identified when customer recently brought in 19 scaffold builders on the weekend but then could not allow the work to be performed. This process will prevent one incident per month = 10 men X $25/hour X 12 incidents X 4 hours = $12K/year

-------------------------------------------

1. Date completed: June 8, 2015 (Ops Support)

Team members (List the names of contributors): .

Project description: We recently implemented standardized training and began conducting reach truck workshops in an effort to reduce damages to product at the CDF warehouse. Based on a study of the first quarter numbers for damages this year (available on SharePoint) compared to the last 4 weeks. We already have a projected reduction of 1,210 pounds per quarter at a price of $1.00 per pound. (Price per pound furnished by Eastman Chemical Company)

Key initiative area addressed:

1. Customer Satisfaction- Less material to rework decreases amount invested in finished product.
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – Reduction of damaged product.
5. Quality- Maintain a higher level of material handling.
6. Personnel Development

What measure and work process does this affect? Warehouse Operations, receiving, and shipping.

Status and results achieved: Estimated $ 4840.00 annual savings.

Basis and calculation of savings: 1,210lbs x $1.00 per pound = $ 1,210.00 x 4 = 4,840.00

------------------------------

1. Date completed: June 9, 2015 (Ops Support)

Team members (List the names of contributors): .

Project description: In a meeting with fuel truck operators, it was mentioned that some HydroChem equipment was parked in areas where the fuel truck operators were unsure if the equipment was preforming work for Eastman Chemical or Westlake Chemical. Since no operators were present, some equipment could have been fueled that was not supposed to be. It was estimated that approximately 200 gallons per year is dispensed under these circumstances. After speaking with Roy Beck the site manager for HydroChem, we were able to start receiving their daily report which not only tells us where they will be but also what they are working on. This should eliminate any future uncertainties.

Key initiative area addressed:

1. Customer Satisfaction- Customer gets what equipment is needed fueled and able to operate when necessary.
2. Safety / Environmental
3. Equipment reliability- The right equipment gets fueled with a less likely chance to run out.
4. Cost Savings – Avoid fueling contractor equipment not being used for Eastman jobs.
5. Quality-
6. Personnel Development

What measure and work process does this affect? Fuel Truck Operations.

Status and results achieved: Estimated $ 1,600.00

Basis and calculation of savings: 200 gallons x $2.00 per gallon = $400.00 **plus** wasted man power = $25/hour X 4 hours/month X 12 months = $1,200

-------------------------

1. Date completed: June 11, 2015 (Ops Support)

Team members (List the names of contributors):

Project description: On weekends the warehouse employees work a 4 hour shift from 8:00 to 12:00. The jockey drivers work an 8 hour shift beginning at 7:00. This meant 4 hours per day the jockey drivers did not have access to the warehouse because the gates were locked. During that time the jockey drivers would have to move trailers from the departments to a secondary parking lot. Then move them again the next day to the warehouse. This was costing approximately 2 hours a day during the weekend in down time caused by double moving trailers. The jockey drivers were provided a key to the warehouse gates allowing them access for the full 8 hour shift. This has eliminated the problem.

Key initiative area addressed:

1. Customer Satisfaction- Trailers moved from departments to CDF warehouse in a timely manner.
2. Safety / Environmental
3. Equipment reliability- Avoid excess ware on jockey trucks and possible property damage from having to double move trailers.
4. Cost Savings – Avoid downtime for jockey drivers.
5. Quality-
6. Personnel Development

What measure and work process does this affect? Trailer Jockey Service / CDF Warehouse.

Status and results achieved: Estimated $3,744.00 annual savings.

Basis and calculation of savings: $18.00 per hour x2 hours per day = $36.00 x 2 days per weekend = $72.00 x 52 weeks per year =3,744.00 annually.

------------------------

1. **Date completed**: June 15, 2015 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Improve communications by involving EMN mechanics with Brock field walk downs to gain understanding and buy-in for planned work on the frozen schedule for execution. Notify Brock as early as possible when plans change.

**Key initiative area addressed**:

* Customer Satisfaction
* Safety / Environmental
* Equipment reliability
* Cost Savings – Prevent wasted time collecting materials for scaffolds not needed.
* Quality
* Personnel Development

**What measure and work process does this affect?** Material staging for scheduled jobs based on field walk down with execution personnel.

**Status and results achieved**: Estimated $7.2 K

**Basis and calculation of savings**: Problem identified after the scaffold crew obtained the materials needed and were then told to hold off because the mechanics decided to use a JLG instead. Brock wasted 9 man hours gathering and delivering material plus the earlier field walk down by two men for a job that never happened. This job is time critical so the loading station can get back up and running. This process will prevent two incidents per month = 12 Man Hours X $25/hour X 24 incidents = $7.2K/year

-------------------

1. **Date completed**: June 15, 2015 (Ops Support)

**Team members** (List the names of contributors):

**Project description**: We recently added a dispatcher position to the trailer jockey operation. During an investigation into some trailer damage incidents, it was determined that part of the root cause was driver distractions. The drivers were constantly being called on the radio by the departments requesting trailer moves. This was having a negative impact on their ability to concentrate on their job. Once the dispatch position was implemented the drivers were able to focus on one task at a time. This has allowed them to be better focused and more productive. The dispatch position also provides the departments with a single point of contact and the ability to talk to a person who can provide necessary information. Since the start of this position we have received positive feedback from all departments.

Key initiative area addressed:

1. Customer Satisfaction- Increased customer satisfaction through timely service.
2. Safety / Environmental
3. Equipment reliability- Less equipment out of service due to damage.
4. Cost Savings – Money not spent to repair property damage.
5. Quality
6. Personnel Development

**What measure and work process does this affect?** Trailer Jockey Operations and all departments using their services to reduce M&R costs.

**Status and results achieved**: Reduced damage to property and trailers, increased efficiency and increase customer service for savings = $10.2K.

**Basis and calculation of savings**: Trending reduction of property and trailer damage. = average annual savings $5K plus efficiency gain of 2 hours per week overtime reduction = 2 hours X 52 weeks X $50 = $5.2K

--------------------

1. Date completed: July 13, 2015 (Crafts)

Team members (List the names of contributors):

Project description: Provide a list of cell phone numbers for all Brock supervision to give Maintenance Coordinators contacts to notify field personnel of operational changes that impact their jobs.

Key initiative area addressed:

1. Customer Satisfaction
2. Safety / Environmental – warn of potential hazards
3. Equipment reliability
4. Cost Savings – minimize job disruptions
5. Quality
6. Personnel Development

What measure and work process does this affect? Productivity

Status and results achieved: A list of cell phone numbers was created and shared with each MC. Annual savings will be $10.4K.

Basis and calculation of savings: Having direct contact prevents disruption of two jobs per week with a savings = 2 jobs X 1 hour/job X 4 men/job X 52 weeks X $25 = $10,400

---------------------------

1. Date completed: July 10, 2015 (Ops Support)

Team members (List the names of contributors): .

Project description: We recently implemented a morning pre-shift inspection process for the jockey trucks. Before the trucks are put into service each day, drivers check all vital fluids, belts, tire condition, and basic operating systems. This will ensure the trucks are in good working condition to start the work day. This is a documented process and all defects found are addressed immediately.

Key initiative area addressed:

1. Customer Satisfaction-
2. Safety / Environmental- Prevent possibly dangerous equipment from operating inside the plant. Prevent potential fluid spills (oil, diesel, hydraulic, etc.)
3. Equipment reliability- Extend the service life of jockey trucks.
4. Cost Savings – Reduce costly repairs by identifying small problems before they escalate into big ticket items.
5. Quality-
6. Personnel Development

**What measure and work process does this affect**? Trailer Jockey Operations and all departments they service to reduce M&R costs.

**Status and results achieved**: Since we have been doing these checks for our fork trucks, it was decided to expand the practice to the jockey trucks. Annual cost avoidance savings of $25K will be achieved.

**Basis and calculation of savings**: Review of past history of failures on these four jockey trucks, it is projected that we will eliminate one major and two minor failures per year at a savings of $25K.

--------------------

1. Date completed: July 13, 2015 (Ops Support)

**Team members** (List the names of contributors):.

**Project description**: We have implemented an inventory process for warehouse materials at CDF Warehouse. This will ensure the availability of resources needed to preform day to day operations. Every Tuesday, Daniel Hollier performs a check of shipping supplies. Our goal is to allow ample time for the reorder process and prevent depletion of necessary resources. The process will also prevent delayed shipments as well as detention time paid to carriers.

**Key initiative area addressed**:

1. Customer Satisfaction- Ensure all loads leaving CDF Warehouse have proper packaging and bracing. Eliminate delayed shipments.
2. Safety / Environmental- Eliminate environmental issues caused by improperly braced loads.
3. Equipment reliability-
4. Cost Savings – Reduce expedited material costs. Eliminate detention time paid to carriers. Reduce overtime resulting from delayed shipments.
5. Quality- Material arrives at customer in pristine condition.
6. Personnel Development

**What measure and work process does this affect**? CDF Warehouse (Shipping Operations)

**Status and results achieved**: $10k/year in reduced expedited shipping fees, detention time paid to carriers, and overtime caused from delayed shipments.

**Basis and calculation of savings**: Weekly inventory verifications compared to regular usage ensures time to order and have needed supplies on hand.

---------------------

1. **Date completed**: 6/3/2015

**Team members** (List the names of contributors):

**Project description**: Implement 360 Program which is a program that helps identify potential hazards when using vehicles inside the plant.

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental – reduction of property damages
3. Equipment reliability
4. Cost Savings
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Safety costs

Reduces the number of property damages and vehicle related accidents

**Status and results achieved**: Since the 360 program has been implemented we have seen a reduction in property damages and vehicle related accidents. May 2015 – 6 property damages,

June 2015 – 5 property damages, As of July 20th 2015 – 0 property damages

**Basis and calculation of savings**: Reduced hours spent on property damages - May 2015 – 30 hrs., June 2015 – 25 hrs. and as of July 20th 2015 – 0 hrs. Annual savings = 25 Hrs./month X 8 Months X $30/Hr. = $6,000 plus reduced incidents by 3 per month at $5K/damage = $6,000 + $15,000 = $21,000.

--------------------------

1. **Date completed**: 7/24/15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: The HCC-4 MC started adding date required information to the long text when I sending in a notification.  During the frozen schedule meeting with Brock, we found a hole in how we are scheduling work.  In the future when he sends a notification to the planner that involves scaffolding or insulation work, he will try to give an estimated target date.  Unless they have something down around our ankles, he can usually schedule the scaffolding or insulation removal for the following week.  The exception will be unexpected equipment or heater failures.  This will help with the targets we are trying to reach on the Contractor Productivity Team and make scheduling for Brock easier.  It also lets him add jobs to the schedule that he sends out on Thursday to our operations folks so they will know what to expect the following week.

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – Productivity enhancement due to lead time
5. Quality
6. Personnel Development

**What measure and work process does this affect**? M&R Costs through productivity

**Status and results achieved**: Easy change to the planning process that has immediate impact. It eliminates making assumptions on when a job is really needed causing it to be treated as an emergency request when it can be properly scheduled. Annual savings is $37,440.

**Basis and calculation of savings**: Eliminate 3 E-jobs per week for a savings = 3 jobs/week X 4 men/job X 2 MnHrs/incident impact X 52 weeks X $30.hour = $37,440/year

------------------------

1. **Date completed**: August 10, 2015 (Ops Support)

**Team members** (List the names of contributors):.

**Project description**: We recently changed a warehouse process where forklift operators will now be scanning material from the forklift when they put it on the truck. The hand held computer units will confirm to the operator whether the pallet he or she is loading is correct or not. When the last pallet has been placed on the truck, the operator will receive a screen that says truck is complete. By doing this on the truck, the possibility of freight being left off is eliminated. Upon implementing this change, we realized that the hand held computers would need to be securely attached to the forklifts to prevent damage to the units. With a quick trip to the hardware store for a few nuts and bolts, we were able to retrofit some old cradles we had in the warehouse. This eliminated the need to purchase new ones. The new process combined with the cradles should allow us to prevent damage to the computer units, prevent shipping errors, and improve efficiency. (Since the operators no longer have to get off their forklifts)

**Key initiative area addressed**:

1. Customer Satisfaction- Proper freight is shipped without mistakes.
2. Safety / Environmental-Keeps operators safely on truck / eliminate getting off and on the forklift while loading.
3. Equipment reliability-Eliminate damage to hand held computers.
4. Cost Savings –Prevent extra shipping costs caused by shipping errors. Increase productivity through efficiency gain. Retrofit old cradles to prevent expenditure.
5. Quality-
6. Personnel Development-Employees were retrained to use existing technology in a different way to improve accuracy and efficiency.

**What measure and work process does this affect**? CDF Warehouse (Shipping Operations)

**Status and results achieved**: Annual savings of $13,110.00 plus a one time savings of $200.00 = $13,310.00

Basis and calculation of savings: Four cradles not purchased at $50.00 per unit = $200.00

Extra freight charges for material left off trucks $1,500 per truck x 2 per year = $3,000.00

Not having to replace a damaged hand held computer = $5,000.00

Efficiency gain one hour per day = $14.00 x 365 days = $5,110.00

----------------------

1. **Date completed**: August 11, 2015 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Use Little Giant ladders for small scaffold applications where appropriate for efficiency gains. Brock purchased six (two each @ 8, 10 & 14 feet) Little Giant ladders for testing efficiency gains compared to conventional scaffolding. Applications are reviewed with the customer for approval prior to use.

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental – quicker response to some applications
3. Equipment reliability
4. Cost Savings – efficiency gains in build and tear down times
5. Quality
6. Personnel Development

**What measure and work process does this affect?** Scaffold crew productivity

**Status and results achieved**: Annual savings will be over $31.2K.

**Basis and calculation of savings**: There is a 30% reduction in erection and dismantlement time for approved applications. We project using these for six jobs per week across the plant. Savings = 2 hrs./job X 2 men X 6 jobs/week X 52 weeks X $25/MH = $31,200 annually

----------------

1. **Date completed**:6-4-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Bundling work to improve efficiency based on the Tuesday input for desired Execution week work will add efficiency by less people movements and optimum use of materials (demo to build for scaffolding).

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – Productivity increase through preplanning and material staging
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Productivity and material savings

**Status and results achieved**: Savings = 2 hrs./job X 8 jobs/week X 4 men X 52 weeks X $25/MH = $83,200 annually

**Basis and calculation of savings**: Field walk down of all desired jobs allows crew and supervisor input to bundle jobs in close proximity to be done the same day to limit the people and material moves. For scaffold requests, we can use the Standing Scaffold report to identify demos to use to build new units and utilize materials without it leaving the area.

------------------

1. **Date completed**:6-4-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Improve start of work inefficiencies by field coaching from Productivity Coordinator. Monitor job starts for frozen schedule jobs.

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental – Operations has equipment ready with permit
3. Equipment reliability
4. Cost Savings – efficiency gain from preparation by crews prior to going to the job
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Productivity

**Status and results achieved**: Savings = 0.5 hrs. X 8 men X 2 jobs/day X 4 days/week X 52 weeks X $25/MH = $41,600 annually

**Basis and calculation of savings**: Reduce start to work (tool time by 30 minutes) for each schedule first start job.

-------------------------

1. **Date completed**: 5-28-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Identify and resolve “roadblocks” and improve the work process to minimize future occurrences. Improved communication and teamwork allows issues to be quickly resolved with solutions that change our work processes.

**Key initiative area addressed**:

1. Customer Satisfaction – more work with the same resources
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – reduces ineffective work delays
5. Quality
6. Personnel Development

**What measure and work process does this affect**? P&S performance results

**Status and results achieved**: Savings = 1 hr./day X 4 men X 4 days/week X 52 weeks X $25 = $20,800 annually

**Basis and calculation of savings**: Field monitoring and coaching saves one hour per day in lost tool time. More jobs get completed with the same resources.

-----------------------

1. **Date completed**: 6-1-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Implement process for Productivity Coordinator to serve as the “tie-breaker” for resources needed for emergencies in various areas served by the same crews.

**Key initiative area addressed**:

1. Customer Satisfaction – resolve conflicts with most efficient job completions
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – reduce disruption to crews (allow to finish scheduled jobs)
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Productivity

**Status and results achieved**: 2.5 hrs./job interrupted (stop and restart) X 5 jobs/week X 4 men X 52 weeks X $25/MH = $65K for the North End annually

**Basis and calculation of savings**: Having a Brock schedule for multiple areas allows the Productivity Coordinator to better utilize resources to address all needs. Pull crews with the least disruption to scheduled work.

---------------------------

1. **Date completed**: 6-4-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Address culture change at the crew level through a weekly foremen meeting to gain buy-in for the new Productivity Coordinator role and pilot work process. Plug them into the Tuesday field walk downs and Thursday frozen schedule. Improve communication with the crews for job preparations and improvement ideas.

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental – better crew preparations and hazard identifications
3. Equipment reliability
4. Cost Savings – reduced wasted time from job to job
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Productivity

**Status and results achieved**: Savings = 4 hr./crew/week X 4 crews X 52 weeks X $25 = $20,800 annually

**Basis and calculation of savings:** Supervisors are working closer with their crews to look at and prepare for execution week jobs. Craftsmen offer input to help improve the work flow and eliminate delays.

--------------------

1. **Date completed**: 6-18-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Create a reorder process to ensure available inventory of materials needed by each craft for all crews. Bobby is focused on paint, insulation and scaffold materials.

**Key initiative area addressed**:

1. Customer Satisfaction – Minimize job completion delays
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – reduce expedited material costs and improve crew efficiency
5. Quality
6. Personnel Development

**What measure and work process does this affect?**  Material costs

**Status and results achieved:** $20k/year in reduced expedited fees and higher costs for emergency deliveries

**Basis and calculation of savings**: Weekly inventory verifications compared to schedule work ensures time to order and have needed supplies on hand.

-----------------------

1. **Date completed**:7-13-15 (Crafts)

**Team members** (List the names of contributors):

**Project description**: Create back-up for each Productivity Coordinator to prevent disruption of the process when they are gone. This cross training ensures that the positive culture change continues without back sliding. .

**Key initiative area addressed:**

1. Customer Satisfaction – single point of contact remains
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – continual focus on crew efficiency
5. Quality
6. Personnel Development

**What measure and work process does this affect**? Productivity

**Status and results achieved:** 10% efficiency gain for all crews managed for the weeks the Productivity Coordinators are not present = 0.1 X 16 men X 40 hrs./week X 8 weeks/year X $25/MH = $12,800 annually

**Basis and calculation of savings**: This is a good cross training opportunity for other staff to learn about the pilot work processes and ensures continuation of work processes.

--------------------

1. **Date completed**: 5-18-15 (Crafts)

**Team members** (List the names of contributors): Bobby, Steven and Paint Crews

**Project description**: Implement a stripping program with Brock equipment vs. outsourcing to another contractor

**Key initiative area addressed**:

1. Customer Satisfaction
2. Safety / Environmental
3. Equipment reliability
4. Cost Savings – reduce costs for service
5. Quality
6. Personnel Development

**What measure and work process does this affect**? M&R costs

**Status and results achieved**: $25K annually

**Basis and calculation of savings:** Sample jobs shows a savings of 30% over past charges

-----------------

1. **Date completed**: October 7, 2015 (Ops Support)

**Team members** (List the names of contributors):.

**Project description**: We have a problem with equipment being moved around in the plant and our fuel truck operators having to search for it. Through a joint effort between Eastman, KBR, and Brock personnel, this should no longer be a problem. We were able to provide the fuel truck driver with an extra radio we had, and with some technical assistance from Elizabeth King, make it scan the channels used by KBR personnel for equipment moves. With some field information provided by Steve Driver, we now have a direct line of communication between the fuel truck and equipment transports. The introduction of radio coverage to the fuel service not only creates an efficiency gain, but also opens up new lines of communication between the companies. We offer special thanks to Elizabeth King (Eastman) and Steve Driver (KBR) for their support in helping to make this improvement project possible.

**Key initiative area addressed:**

1. Customer Satisfaction-Equipment is fueled and ready to operate when needed.
2. Safety / Environmental-
3. Equipment reliability- Equipment is fueled and ready for use when needed.
4. Cost Savings –Increase productivity through efficiency gain. Use surplus equipment to avoid expenditure.
5. Quality-
6. Personnel Development-Better communication between companies in plant.

**What measure and work process does this affect**? Eastman plant equipment / Brock fuel service.

**Status and results achieved**: Annual savings of $5,840.00 plus a one time savings of $2,500 = $8,340.00

**Basis and calculation of savings**: Radio that did not have to be purchased = $2,500.00

Efficiency gain of one hour per day $16.00 x 365 days = $5,840.00

------------------------

**2016 Projects:**

1. **Date completed**: January 6, 2016 (Ops Support)

**Team members** (List the names of contributors):.

**Project description**: We recently shifted one of our jockey drivers into a night position. He has been cross trained in multiple areas. This allows the ability to fill an absent employee’s shift at a straight time wage verses having to bring someone in on their day off at overtime rates. Since we have a jockey driver on staff at night we can also eliminate after hour call outs on weekdays which is billed at 4 hours at overtime rates. He has also been assigned the task of checking the oil in equipment throughout the plant. This will help to avoid costly equipment repairs. This position also gives us the ability to move material produced at night to the warehouse where it is ready to unload when warehouse employees arrive at work creating an efficiency gain from not having to wait on trailers.

**Key initiative area addressed**:

1. Customer Satisfaction-Production areas operate without disruption from absent employees.
2. Safety / Environmental-
3. Equipment reliability-Equipment remains in service in good working condition.
4. Cost Savings –Increase productivity through efficiency gain. Prevent costly equipment repairs. Reduce charges for after hour call outs. Reduce overtime charges for covering absentee shifts.
5. Quality-
6. Personnel Development-

**What measure and work process does this affect?** Eastman plant equipment, fuel service, jockey service, packaging, and warehouse.

**Status and results achieved**: Annual savings of $18,600.00

**Basis and calculation of saving**s: 1 after hour call out 4 hours x $27.00 = $108.00 x 4 per year = $432.00. Equipment repair $3500.00 x two per year = $7000.00. Absentee shift coverage $9.00 per hour x 12 hours = $108.00 x 3 occurrences per month = $324.00 x 12 months = $3,888.00 per year. Efficiency gain at warehouse .5 hours x 4 employees = 2 hours x 5 days a week = 10 hours x 52 weeks =520 hours x $14.00 per hour = $7208.00 annual.

----------------------------

1. **Date completed:** 1/4/16 (Crafts)

**Team members (List the names of contributors):**

**Project description:** Improve time management, by having a steam crew member remove insulation instead of having to wait for an insulator to come remove it. The steam crew standby time for removal of insulation is about 8 hours/week that is with the consideration of them moving onto the next job on their list. This comes to a total of $24,576.00 per year, including the cost of the Insulator to remove insulation.

**Calculations:** **Steam Worker:** $32.00 (SAP Rate)

$32.00 x 8 hours per week = $256.00

$256.00 x 4 weeks in month = $1,024.00

$1,024.00 x 12 months = $12,288

**Insulator Worker:** $32.00 (SAP Rate)

$32.00 x 8 hours per week = $256.00

$256.00 x 4 weeks in month = $1,024.00

$1,024.00 x 12 months = $12,288.00

**Total Cost of both Employees on job:** $24,576.00

**Key initiative area addressed:**

1. Customer Satisfaction-
2. Safety / Environmental-
3. Equipment reliability-
4. Cost Savings- **Reduce charge time. Compress the work to one crew.**
5. Quality-
6. Personnel Development- **Improve crew member to insulation craft.**

**What measure and work process does this affect?** It will keep from pulling an insulator off a job on their end to remove insulation for the steam workers. It will improve the steam crew work efficiency by removing the insulation themselves instead of standing by.

**Status and results achieved:** Annual savings of $12,288k

**Basis and calculation of savings:** By removing the insulator from the equation of having to remove insulation for the steam crew. The steam crew will be in charge of removing their insulation. Therefore, removing the cost of an insulator. Also improving work efficiency for both steam and insulator workers by 20%.

---------------------------