

PressLines

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Our Lean Journey...

Employees share their thoughts about Lean events

What are 5S and VSM events?

A **5S Event** is the first step to achieving discipline throughout a Lean organization. A multi-department/multi-shift group of employees spend one day learning teamwork basics and the 5S's and the next four days applying these skills to one machine. On the afternoon of day five, the group presents a formal "Report Out" to interested employees. The accomplishments of the week are detailed – accompanied by before/after photos – and then members share their personal impressions.

The 5S's are:

Sort - remove any item not needed for production

Straighten – arrange items so they can easily be found

Shine – clean all surfaces, sweep, wash, paint if needed

Schedule – plan to maintain sort, straighten and shine

Sustain – discipline that leads to a new mindset throughout the firm

A **VSM (Value Stream Mapping) Event** seeks to identify all waste within a specified process – with waste being defined as motion, waiting time, and overprocessing to cite a few. A "Current State" map is created and then a "Future State" map is built by eliminating the identified waste.

Most of the participants are directly involved with the process being analyzed – two or three are from different departments/shifts for the fresh eyes they bring.

The thing I liked most about the event was I got to know some of the press people better and I learned a new appreciation for them and their jobs. I think I've heard that at every "Report Out" since then, too. So, I'm hoping that with each event, the TEAM concept will grow, and Grow, and GRow, and GROW, and GROW!

Kitty Miller

Hantscho South 5S event

Customer service representative

9 years of service

The K32 5S event became both fun and serious at the same time. This event required 26 people with all different types of personalities to work together. As a group, we

accomplished several goals in a short period of time. During that week, we inventoried spare parts, cleaned and got organized to make the Kolbus 32 a more efficient environment for all employees.

Todd Splittgaber

Kolbus 32 5S event

Third shift bindery crewleader

18 Years of experience

It was a great experience being part of a team in which I don't normally get to work with. Walking in another pair of shoes, so to speak, to see what happens in another position and place in our facility makes you aware and appreciative of what they do. You have a bond with that particular group and



Todd Splittgaber cleans a jig for setting up knives during the Kolbus 32 perfect binder 5S event.



Kitty Miller gets up in world – vacuuming the duct work above the Hantscho South press.



Diane Shady cleans a vent pipe above the Heidelberg 8/color press.

machine and want to make sure it stays on course with our Lean efforts.

Diane Shady
Heidelberg 8/color 5S event
Human resources director
23 years of service

The most important things I learned were that it seems that my perception of how things get done is different than the way it really is in some cases and we as a company don't always know what our processes are from department to department. I think this experience helped me see what the challenges are for others and better appreciate their job. I think everyone should do a 5S event in a department other than their own just for an educational and enlightening experience.

Steve Herzberg
Customer Service 5S Event
Web press operator
16 years of service

LEAN: At first, in a work environment, this word is intimidating. Most people fear Lean because they believe they will no longer have a position. One would believe their job will become obsolete. The security blanket will be ripped out from under them. The rumor mill was hot and I was sweating. I became excited after investigating the processes, realizing the steps involved and thinking about solutions for making short-

cuts. I couldn't sleep at night. My mind was racing. I became wrapped up in the challenges we faced. Brainstorming... my brain was alive! How refreshing to know my opinions actually were being heard.

Steps were reduced, leaving additional time to help co-workers; time for cross-training. We all need to realize one's job may not exist to some degree or other but know another door will open that will include new exciting challenges. Simply said the Billing VSM put my mind at ease. I understand Lean will create new jobs and new challenges ~ I speak from experience.

Lisa Hunger
Billing VSM
Administrative assistant/mail list processing
14 years of service

What was apparent was how important it is to get people from all three shifts working together and making decisions about their work environment – it allows them all to take ownership.

Also, this process is a learn-as-you-go situation, meaning things that were learned or done on previous 5S events can be used on the next event so we keep getting better and better as we go along.

Doug Burk
MAN Roland 5S event
Web press second shift supervisor
27 years of service

RIPON

Yet another postal increase

On May 2, 2006, the Postal Service Board of Governors approved filing an omnibus rate case (R2006-1) with the Postal Rate Commission to adjust postage rates in spring 2007 to cover increasing operational costs. The proposal calls for a 3-cent increase in the price of a First-Class stamp and a new "forever stamp" that would be good for any future 1-ounce single-piece First-Class Mail letter; no matter how prices may change beyond 2007.

The rate case that went into effect this Jan. 8, 2006 (R2006) was implemented to meet an escrow payment was mandated by a federal law passed in 2003 requiring the USPS to place \$3.1 billion in escrow. The 2007 rate case (R2006-1) is being implemented to cover the

costs of doing business... things like fuel, transportation, utilities, health care benefits, etc. The USPS is not subsidized by tax dollars so they rely on the sale of postal products and services to cover their operating costs. They are working to ensure the prices for their products cover the cost to provide the product/service.

The rate case proposal includes price incentives:

- to create efficient mailpieces compatible with the USPS processing systems.
- for quality addressing.
- to deposit flats and parcels closer to where they will be delivered.

Seeking the most up-to-date information? Go to usps.com/ratecase. **RIPON**

Speaking of fruit pies...

Recently our Safety and Wellness Director decreed that we would no longer offer Hostess Fruit Pies in our vending machines. If you've ever looked at the nutrition labels... well, it isn't pretty. I'm not sure there is any real fruit in those things.

When on the road buying gas at convenience stores, my wife and I sometimes try to find the snack food with the worst nutritional content. The blueberry fruit pie usually trumps Little Debbie snack cakes and the pork rinds. I admit, I used to love those fruit pies, and would have one weekly when done delivering the newspaper after school. (Of course, I would need to have a carton of chocolate milk to go with it.) Back then, at age 14 or 15, one of the perks of being an adult was being able to eat anything we



Andy Lyke

wanted to eat at any time, in any quantity.

You and I know that reality is much different. Once we get older, our bodies tell us that eating ice cream for breakfast is NOT a good idea (at least not every day). The key question however, is, do I, as an employer, have either a right or a duty to try and limit our employees from ingesting such nutritional bomb shells. Of course, employees can eat whatever they want, but we may not sell such items in the building.

We offer health assess-

ments annually to all of our employees and have a 70 percent participation rate. We receive aggregate results, but we don't know how individuals rank. Some of the employees who do not participate refuse to do so on the principle that "it's not your business to worry about my health."

My argument has been that since we pay for most of the health insurance, it is very much part of our business to try and promote healthy lifestyles for all employees. It's not just the cost either; it's also wanting our employees to live long, healthy lives. Paternalistic? You bet. However, we don't force our folks to take the assessment, and if they want to bring in junk food, they can go ahead and eat away. We try to give information, offer healthy choices and help where we can, but ultimately it's up to the person if he or she wants to take advantage of what we offer. You can give an employee a bowl of carrots, but you can't make him eat. **RIPON**

When estimating your freight, we need to know where your catalogs need to go!

Inside delivery? A residential address? Lift gate needed? Special shipment to a conference or convention? Call for an appointment?

These are just five examples of situations that will effect the cost to ship your completed pieces. If we are not aware of any special requirements when obtaining a freight quote, please do not be surprised when there are additions to your invoice.

Safely home... in Wisconsin

Scott Ziegler, saddle stitch operator and National Guardsman, completed his tour of duty in Iraq/Kuwait and landed on Wisconsin soil on Aug. 18. On Aug. 23, the Ripon contingent of the 2nd Battalion, 127th Infantry of the Wisconsin Army National Guard was welcomed back to Ripon, greeted with a heroes' welcome and American flags lining Highway 23.

Scott reports, "It is great to be home and being able to do what I want, when I want. Being over there and now getting home really makes me appreciate what I have." We are so thankful and anxiously await Scott's return to third shift later this fall. **RIPON**

There are ladies in the pressroom...

It's nothing as simple as "girl power." In a profession that is historically male, we have been fortunate to have young ladies in our pressroom. The name "pressman" just doesn't cut it anymore.

Michel Hansen, a Ripon native, has ink in her blood. Her father, Merlin Whitney, was supervisor of the Ripon College Duplicating Department for 37 years.

After graduating with a bachelor's degree in art from Ripon College, Michel just wanted to work here. After working in retail and for another printer, she got her chance in 1991 and started out in our bindery. "I was in heaven," Michel glowed, "There were stackers and tape machines to make our lives easier!"

In 1998, she made her move to the pressroom and has spent time on all of our web presses ever since. "I entered the web press department not as a stranger. The guys I work with were my friends in high school and are just like family," stated Michel. Beyond the pressroom, Michel has served on our safety committee and was a member of the pre-press 5S Event.

Dee Hockman got her start here in our college summer help program. From Brandon, Wis., Dee started in our web press department in 2000, the summer before her sophomore year at St. Olaf

College in Northfield, Minn. Summer help students work in a support role – taking the logs off the press and helping with cleanups and setups.

This experience was enough of a pull to bring Dee back for the next two summers. Following graduation with a bachelor's degree in History and Hispanic Studies, Dee joined us on a regular basis. She found working on a press to be so different – a real mechanical experience – that she has no plans at this time in regards to her education.

She began working on the Goss G-18 and found her home on our first Hantscho press where she serves as first operator on second shift. Dee keeps on learning and enjoying the great relationships with the other crew members. She currently serves on our Fit to Print wellness committee and was a member of the Hantscho South 5S Event.

Erika Modrak also got her start in a summer program – the one we have for high school students. She spent two summers with us working on an annual fulfillment project.

Originally from the Waukesha, Wis., area, Erika moved to Ripon during her grade school years. After high school, Erika was hired full-time in the web press department. For two years, she spent her days in college and her nights learning her way around the first Hantscho press, working with Dee.

In the fall of 2005, Erika left to focus her attention on studying radiology at the University of Wisconsin-Milwaukee. We are lucky she has since returned during breaks and this past summer. During this time, she has moved around to all the web presses – even mixing ink for the MAN Roland heatset press!

There have been other ladies in our pressroom – other summer helpers and even a high school co-operative student. Don't say this has anything to do with "equal opportunity" – it is purely selfish. We don't concern ourselves with which locker room they go to, just the skill and knowledge they bring to the press. **RIPON**



In the Ripon pressroom, "women make a difference" as stated in the tabloid running on the Goss Community press in the background. Pictured from left are Erika Modrak, Dee Hockman and Michel Hansen.