

Cabinet Door Services Co., LLC

Salem, Oregon

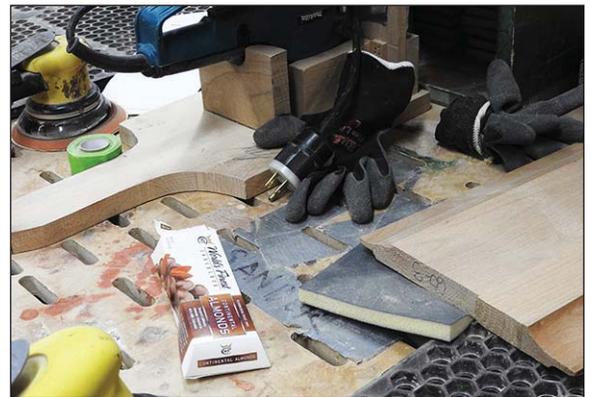
TPM Member since October 2014



From humble beginnings in 1989, Cabinet Door Services Co., LLC (CabDoor), located in Salem, Oregon, has grown to over 180 employees. CabDoor is constantly looking for new ways to better facilitate its success. Employee, Darien Stites, wrote an article for CabDoor’s blog regarding the continued success the company has had by implementing the following article “Workplace Organization: The 6 C’s.”

Level 1 – Clear

The very first step to the 6 C’s is to clear your workspace of all unnecessary items. These are things that are not required to perform your job and meet your goals. This includes inventory, unused equipment, tables, chairs, work benches, tools, fixtures, gauges, file cabinets, and so-on. Donate, sell, or throw them into the trash.



Once we completely clear our area, we are able to see how much extra space we actually have to play with. Sometimes we think we need a bigger desk, bigger facility, or bigger office. But once we clear out our work space of unused, unnecessary items, we are able to see that we have more space than we originally believed.

Level 2 – Confine

In this step, you need to confine everything to a specific spot within your work space, and we mean everything, including that waste basket on the floor. Every single item needs to have a specific home that it belongs too, but that doesn’t mean the item has to stay there 100% of the time. The item may leave its home when it is being used, however, once you are done using that item you must return it back to the home it was originally designated. For example, if you need a broom, you’ll always know where to go to grab it and spend less time searching for it. This is a visual step in that it must be obvious that a certain spot is an item’s home, similar to the address numbers posted on your home. Confining items prevent things from getting lost or misplaced. “A place for everything and everything in its place,” is how Cliff Stites, co-owner of CabDoor, describes this step.



As you confine things, if you happen to find an item that can’t be given a home within your work space, then it probably doesn’t belong to your area. Give it to the correct department to confine. For example, you may have found a wrench in your work space that was needed to fix a machine you use. If you can’t find a home for it because it’s not something you use to complete your daily work goals, you’ll most likely need to give it to the maintenance department to confine.

Level 3 – Control

Step three is all about how you control things flowing in, around, and near your work space. It requires developing specific and controlled channels of distribution to and from the work space. This includes adding “Kanbans” which are cards or visual signals about your workflow, having



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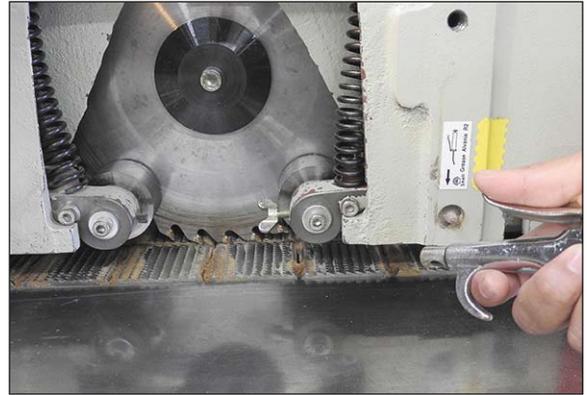
Cabinet Door Services Co., LLC continued from page 8

minimal inventory by following lean's Just-In-Time strategy, and setting specifically sized queues for your work flow.



Level 4 – Clean

In this step, you may begin doing what is commonly viewed as cleaning: sweeping, dusting, adding a fresh coat of paint, etc. In this step, it is also very important to document and solve equipment issues (oil and grease, leaks, software issues, etc.), making sure they are addressed and fully corrected. This step is important because the buildup of grease and dust or errors in software may cause maintenance issues down the road, therefore slowing down your productivity.

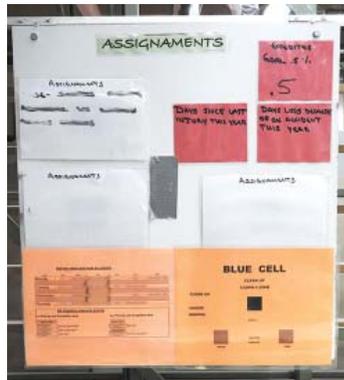


Level 5 – Communicate

Once you have reached step 5, your work space should be looking fresh, cleaned, and organized. After putting in all of that hard work of reorganizing, I'm sure we'll want to keep it that way as long as possible. Your employees, team, or coworkers may know where things go, but what if they forget to put things back or to control flow? To prevent this, we throw out the tribal knowledge and we communicate! In this step, communication is not done by speaking words, but rather by posting signs, drawing arrows, printing pictures, and color-coding areas. Communication in step 5 of the 6 C's is anything visual that your employees, team, and coworkers can clearly understand. Visuals may include labeling where things go, how many items can be in queue, performance measures, process training modules, and safety standards.

Level 6 – Continue

Step 6 is where we ask ourselves one last time how we can ensure the work space will stay organized and clean. We have visuals that clearly communicate where things go, flow, and stay, but how do we ensure that the visuals are being followed? In step six, we answer this question by managing an audit process along with some sort of measurement, reward, and recognition process. The key being: Keep the improvement process going and never allow it to slip back in the slightest.



At CabDoor, we practice the sixth step of the 6 C's every day to ensure things stay organized and in place. However, every few years we need to update our work space and refresh, so we start the 6 C's process all over again. When we refresh and start from square one, we encourage our employees to follow the 6 C's by turning it into a competition. Our company voted Mayra, our Team Leader for the Custom Cell, and her team as the winners of the 6 C's challenge this summer because she and her team reorganized their work cell pretty close to perfect. "Production and communication is much faster and smoother now because we are spending less time asking each other questions and looking for parts," said Mayra, after asking her how the 6 C's has benefited her team.

Is disorganization interrupting your workflow? Are you feeling like your work space or company could use some time to reorganize? We recommend following the 6 C's.

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