The Human Side of Lean at Bunge North America

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Bunge North America – Who are we?

- Fertilizer
- Grain
- Oilseed Processing
- Biofuels
- Latin America
- Oils
- Milling
Efficiency in the Agricultural Value Chain and Support Systems is Increasingly Important.
Bunge Core Values are Human Values

People are our most important assets, which appreciate over time.
Safety is the Foundation - Employees are Key

- Business Success
- Quality
- Productivity
- Employee Innovation & Engagement
- Environmental Sustainability
- Safety / Security

Lean
Track and Encourage Participation in Lean Events

As of June 23, 2008

<table>
<thead>
<tr>
<th>Kaizen Events</th>
<th>Total Participation Of Sites Involved In Lean Sigma</th>
<th>2008 New Team Members</th>
</tr>
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<tbody>
<tr>
<td>62 Year To Date</td>
<td>35.5%</td>
<td>312</td>
</tr>
<tr>
<td>161 Inception To Date</td>
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- More than 950 employees have participated in Kaizen events
- 24 Bunge sites in North America have had Kaizen events
- Over 1500 safety improvements have been made
Kaizen Event Team Members

- We follow the 1/3 rule for the team makeup
- Invite employees from other sites for cross fertilization
Thoughts on Kaizen Teams & Rolling Out Lean

- We have stacked the teams and had great success
- Focus initially more on Early Adopters
- There have also been some C.A.V.E. transformations

![Chart showing the shift of critical mass from C.A.V.E. to Early Adopters](chart.png)
Engaging Teams During Kaizens

- Ask each team member their expectations for the event on the first day, we write them down, and review each one together at the end.

- Silent brainstorming using Post-It-Notes
  - Every idea is important
  - Each idea is ranked based on Impact & Difficulty

- Anonymous evaluation forms at the end of events
  - Would be on another event and why or why not?
  - What would you do to improve the Kaizen event?

- Everyone gets a Continuous Improvement Shirt
- Team photos
- Lot’s of encouragement during the report out
Lean Sigma is Developing and Motivating our Employees

• Ramped up employee involvement
• Team work opportunities to solve real problems
• Learn and apply tools to improve efficiency, identify waste
• Communication – to be heard & listen, see other areas
• Newer employees learn from more experienced staff
• Opportunities to see other parts of our business
• Speaking in front of groups during report outs
• Provide effective Lean/Sigma based training
• Put employees into a position to advance their careers
Use Lean Principles to Develop Training

- Training is a **Process**
- Must be Standard Work
- Based on best practices
- Utilize feedback for continuous improvement
Standard Work For Trainer Certification

Trainer Certification Procedure

ISSUED: NEW
REPLACES: 

PURPOSE
This policy defines the requirements for a job specific plant trainer. This procedure is necessary to enhance plant efficiency, safety, quality, and keep us in alignment with Bunge's vision to build the world’s best integrated food and agribusiness company.

SCOPE
On-the-job training for hourly operators encompassing the following job titles in Morristown, IN: refinery operator, extraction operator, milling operator, meal loader, oil loader, elevator operator, and boiler operator.

DEFINITIONS
OJT=On the job training.
HR=Human Resources.

PROCEDURE
Follow the diagram.

Evaluate Trainee ➔ Review Training Vision ➔ Educate Trainer on Training Material Standards and Locations ➔ Train the Trainer OJT Training ➔ Role Play Using OJT Standard Work ➔ Basic HR Overview ➔ Certification

Training Coordinator Analyzes the Evaluations and Makes Improvement

Trainer Evaluates the Course and Process
Kaizen Breakthrough Principles

• Be constructive practical **change agents**.
• Have clear objectives
• It’s a **team process**
• Tight focus on time (one week)
• Identify and eliminate wastes
• **Creativity** before capital
• Quick & simple, not slow & complicated
• Necessary **resources immediately available**
• Immediate results (up and running by the end of the week)

• Joke around, get acquainted, and have some fun.
Other Productivity Improvement Methods
Kaizen Week Myths

• The Kaizen teams work late every night.
  – False: Most days are over by 5:00 pm and we are flexible if you have to leave a little early sometimes

• Every team member has to make a big presentation in front of a lot of people.
  – False: The Friday morning reports outs are teleconferences with a small audience who cannot see you. We take turns and read through a couple of slides each. If you are really nervous, you don’t have to do it.

• The food is really good and you may gain weight.
  – True: The lunches, snacks, and dinner are really good and you may gain wt.

• Kaizen weeks are no fun, a waste of time, and people don’t want to come back.
  – False: The teams have fun. We work on employee’s ideas to make jobs safer, easier, and more productive. When asked in anonymous written evaluation forms at the end of the week 99 % of team members indicated they would participate in another event.
Where do we go from here?

- Transfer our kaizen tools to our daily work.
  - Ie: using root cause tools in near miss investigations

- It’s like moving our continuous improvement “relationship” from dating to marriage – periodic to continual, casual to committed.
How can Management help the Process?

• Provide guidance, alignment, and encouragement
• Help us identify wastes throughout the Value Chain
• Support the planning process and CI strategy
• Contribute to the kickoff of Kaizen events
• Participate in the end of day plant management updates
• Participate in Friday morning report outs
• Support sustainment and continuous improvement

Dear Decatur, Alabama Energy Kaizen Team

Thank you for your participation in the Kaizen Event this week. Your efforts will help us improve our ...
Continual Communication:
Keep Lean In the Forefront Front

Environmental Sustainability Letter to Bunge Decatur, IN Employees

During the week of June 17th, there was a Kaizen event to look at ways to reduce the environmental footprint of the office. Through a brainstorming session with the entire office over 100 ideas were identified. The team also met with Weldon Schaeffer from Adams County Solid Waste Management District to determine if there were any collaborative opportunities.

**Fact:** The first recycling collection center in Adams County was here at the plant, on the hill by Edible Oil. Today 625 cars per week come to Adams County recycle centers. (see below for locations and recyclable items)

One of the largest opportunities in the office is to reduce paper usage. Currently, the office uses approximately 500,000 sheets of paper per year, or 12,500 sheets per person per year. Surprised? Our survey found that people think they use far less paper.

<table>
<thead>
<tr>
<th>Adm County Recycling Sites &amp; Times</th>
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<tbody>
<tr>
<td>Transfer Station</td>
</tr>
<tr>
<td>1209 Bellmont Road</td>
</tr>
<tr>
<td>Serra US 27 South</td>
</tr>
<tr>
<td>Monroe Adams Central</td>
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**Items Accepted**
- Paper: Deliver in paper grocery bags only, separate slicks
- Cardboard: Keep separate, no pop or beer cartons
- Aluminum: Separate cans from foil & pie pans
- Plastic: Only #1 (pop bottles, etc.) and #2 (milk jugs, etc)
- Batteries: Button and rechargeable
- Glass: Rinse and remove caps
- Tin cans: Rinse and remove labels

**Items Accepted at the Transfer Station Only**
- Yard Waste: Tree branches, etc
- Antifreeze, Used Oil, & Oil Filters
- Steel & Other Metal (there is a charge)

For more information call 724-9971
Any Questions  🎨 Any Ideas?