

Across CEMEX USA employees are using their skillsets to implement and sustain results.

Skillset



We use data-based analysis to attack problems, improve processes, and create solutions by applying an integrated set of the most useful and applicable methodologies.

USE DATA-BASED ANALYSIS

CONTINUALLY IMPROVE PROCESSES

USE THE KAIZEN APPROACH

LIVE BY STANDARD WORK

Testimonial

“ It is a source of engagement that turns into pride for the team members. Wanting to have the best results, making their job easier and safer. ”

- Adam Horner, Balcones Cement Plant



Quote to Cash Kaizens

ROOT CAUSE ANALYSIS – A CASE FOR COLLABORATIVE EFFORT

Many a time, we try to fix things on our end as that is something we have control and influence over. However, this approach does not necessarily eliminate the Root Cause of the problem. Which means that now, repeatedly, we spend time applying that fix on occurred problems.

Root Cause Analysis is a process where different stakeholders across the affected process in a value chain need to sit and brainstorm why the problem is occurring and drill into it to identify its primary drivers. The ownership and acceptance by stakeholders of the primary cause is a KEY milestone as that is the necessary condition for its elimination, which is the next step. Furthermore, the elimination of Root Cause is very likely to bring additional incremental benefits than just eliminating the problem.

In the Quote to Cash Kaizens carried out across CEMEX USA, the project team found through Root Cause Analysis that there are a lot of Credit Memos that can be avoided if we set up the CONTRACTS right, the first time. Not only, would this minimize Billing Errors, it would also liberate a lot of time spent on processing the Credit Memos. On top of that, Credit Memos hold up the related Invoice payments thus directly improving the Working Capital balance if Credit Memos are reduced. This agreement could be reached because the whole end-to-end process was analyzed with all team members supported with data. Then, the team immediately could move to the action phase to resolve the root cause and defined Standard Work for Contract Creation for Sales in order to address the issue.

The roll-out of the Standard Work is currently in progress in the Bay Area. The resolution process does not end here, as now monitoring of the problem after addressing the root cause will be key to understand if the resolution was sufficient and whether it was effectively deployed.



Standard Work

Standard Work is an agreed-upon set of work procedures that establish the best way of conducting an activity safely. It's objective is to reduce variation in our processes. This ensures that a task is always performed the same way, regardless of who is doing it.

Story

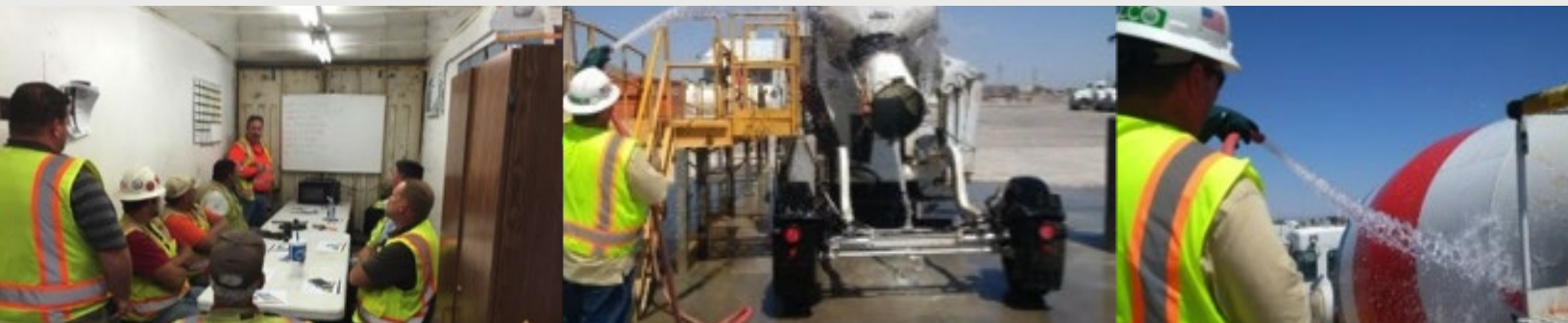
Making “Standard Work” the Standard in the West

In Northern Arizona, at the Gray Mountain Aggregate plant we are using Standard Work in conjunction with “ALL SAFE.” Operational Excellence and ALL SAFE work hand in hand to improve the way we do tasks in order to avoid injuries and eliminate hazards. At Gray Mountain we implemented Standard Work to back ALL SAFE, and to ensure that best safety practices are recorded. Standard Work also ensures consistency in training, and provides an efficient way to make sure best practices are passed from experienced employees to the inexperienced. Standard work will help

sustain and ensure the success of ALL SAFE at Gray Mountain.

Another example is happening in Arizona Ready Mix. They have established Standard Work for the processes in our workforce's control (start of day, loading, slumping, wash down, end of day). This has reduced the variation in the processes and standardized the way the workforce perform tasks.

So what does reducing variation accomplish? Arizona Ready Mix expects to be able to better analyze its process data so they can continually improve its processes, and of course add value to the company's bottom line.



Story

Slump Wash Standard Work

During the second quarter of 2016, the Ellington Plant started our first Standard Work initiative using the slump wash down procedures. Before the process was implemented this plant was experiencing slump times on average of 18 minutes per load. With the amount of time spent at the wash rack, trucks were continually stacking up waiting to finish the process causing a delay getting to the job and a general confusion with all of the congestion. The new process was introduced to the drivers, and as with any new procedure, it was met with mistrust and skepticism for the first few weeks. Gradually the implementation

took hold and old habits were changed for the better. There is currently very little time wasted waiting to be next at the wash rack and therefore no congestion.

We began posting the average times for the day of all the drivers. Within 3 months we saw a decrease of 4 minutes for wash down time per load. This brought the average for the plant down to 14 minutes per load. By making the times visible, any driver could determine how they were doing and compare it daily with each other creating a competitive atmosphere to be better and do better.

Richard Lynam
Plant Manager, Ellington Ready Mix
Houston Texas



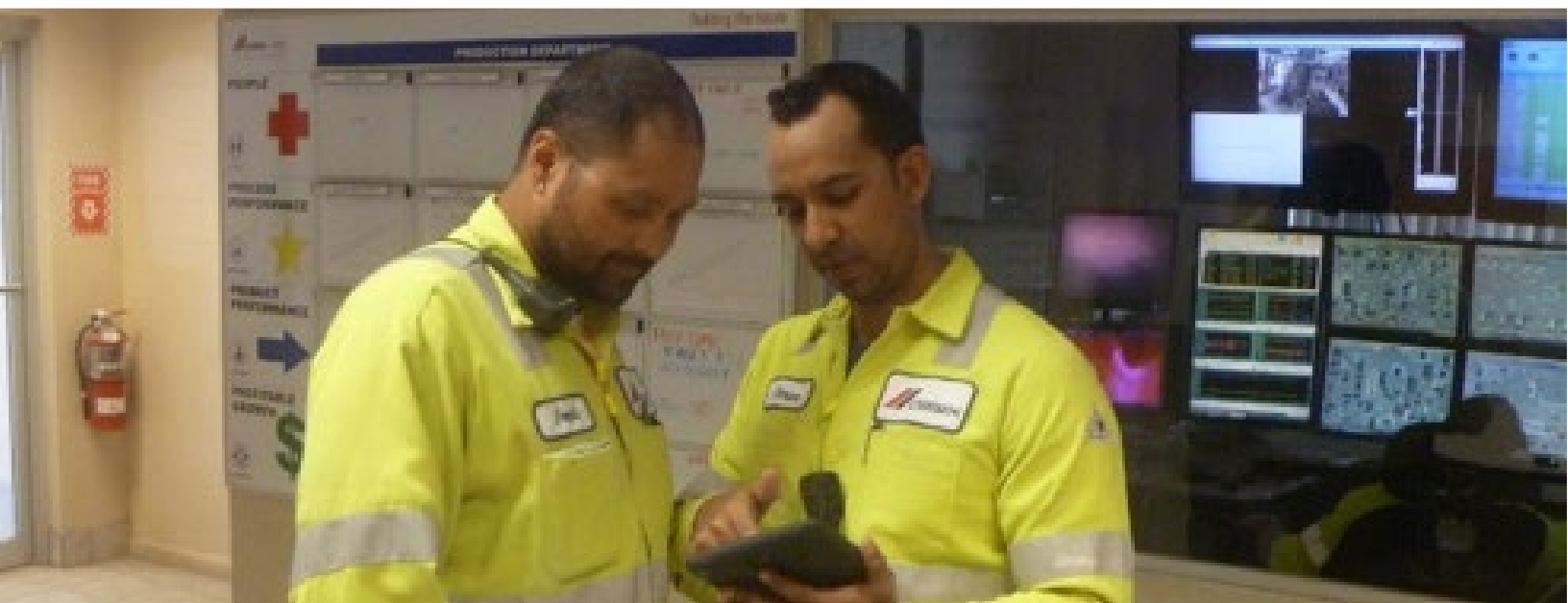
Story

Creating a Sustainable Operation in Miami Cement Using **Standard Work**

Standard Work has been a really positive development at the Miami Cement Plant. It has driven the documentation of best practices, and is laying the ground work for a much more sustainable operation. Anytime there is a gap or deficiency identified that we want to eliminate, Standard Work generation or revisions to existing Standard Work can be used to close the gap. This methodology has been applied to everything from execution of equipment PM's to how to run the SIC report for Miami to performing specific equipment LOTOTO.

The library of Standard Work we have developed is also helping to build a training program for current and future employees, one that we can trust to deliver the right content to our employees.

One big hurdle we are working to overcome is the accessibility to information as well as facilitation of changes to existing standard work. Using the already existing Shift platform accessibility for the end user has gone from 'Ask the manager when he comes in.' to 'look in the binder' to access for everyone via plant kiosks and tablets that we have started issuing to employees. Making changes to existing standard works or even creating new ones in the field remains an opportunity.



Skillset Guiding Principle



Do you need help with Standard Work?

What if I told you that I had something that would make your job function better? Would you take it? If I offered it for free, would you take it now?

The answers to those questions should be a resounding Yes! I have something that will make your job and work area safer. In your production environment it will help reduce the amount of defects, reduce the time it takes to complete the production cycle and will reduce your costs. Still not interested?

My little widget will help with identifying waste and make your process safer plus eliminate the need for unnecessary rework. It will help you do it right the first time.

As an additional bonus, it will you facilitate the training need, increases employee involvement all the while reducing your costs without you even knowing it. Folks, this widget exists today in many of our operations. All you need to do is raise your hand and ask. My promise to you will be that if you follow what I am or my CI brethren are providing, all of these previous claims are truths! For free even!

Craig McGaughy
CI Leader Houston Ready-Mix

CONTACT YOUR CI LEADER FOR MORE INFORMATION.





Resources

- US OPERATIONAL EXCELLENCE SHIFT COMMUNITY
- MANAGER'S PLAYBOOK
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