



TRIDENT - EVERETT NEWSLETTER

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Greetings and Salutations

By Shawn Lentz

Research and Development

Hello everyone and welcome to the inaugural issue of Trident Seafoods, Everett newsletter. We have some important changes coming in 2015 for "Port Chatham's" continuing transformation into making the best even better! Part of that is openly communicating, so that we are all working unified toward the same goal. This newsletter hopes to accomplish that. You can look forward to news and updates about our little facility every other Friday. ❖

Everett: The Lean, Clean, Salmon-Smoking Machine

By Shawn Lentz

Research and Development

Implementing Lean Manufacturing, 5S, GFSI, and SQF

What is Lean Manufacturing?

Before answering that, Assistant Manager, Rob Fruehan would like you to know what Lean is NOT.

"What I want you to know is that Lean is NOT the reduction of people. We are in a situation that is good on all fronts. Sales are strong, customer demand is

growing and we are at the edge of our ability to sustain the orders we do have. So lean is not being implemented to replace people, it is being implemented so we can continue to grow our product line and volume to reach even more and bigger customers."

What Lean IS. Lean is a continuous improvement philosophy which is synonymous with Kaizen or the Toyota Production System. The history of lean management or lean manufacturing is traced back to the early years of Toyota and the development of the Toyota Production System after Japan's defeat in WWII when the company was looking for a means to compete with the US car industry through developing and implementing a range of low-cost improvements within their business.

In brief, lean management seeks to implement business processes that achieve high quality, safety and worker morale, whilst reducing cost and shortening lead times. This in itself is not unique to Japan. What sets lean management apart, and makes it particularly effective, is that it has at its core a laser-sharp focus on the elimination of all waste from all processes.

What is 5S?

5S is the abbreviated reference to five Japanese words that govern workplace organization and housekeeping. The five words are: Seiri, Seiton, Seiso, Seiketsu, and Shitsuke.

The 5S philosophy is a common-sense approach to improve visual control in the workplace, and it goes hand-in-hand with good safety practices, and is equally applicable to manufacturing and service settings.

5S can be translated into the following five words:

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- **Housekeeping.**
Separate the needed items from unnecessary items, and remove the unnecessary items from the shop floor where they collect dirt, get damaged, get lost, obstruct the view of what is going on, and create trip/fall hazards.
- **Workplace Organization.**
Structure the workstation so needed items can be located quickly and easily. Everything should have a defined, standard storage location. Follow the old axiom: "**A place for everything, and everything in its place.**"
Avoid storing anything directly on the floor, which creates an impediment to cleaning, and one more thing to trip over. A good rule to follow is "**Nothing on the floor but feet!**"
- **Cleanup.**
Clean, sweep, and scrub everything around the workstation. This is also the first step toward Total Productive Maintenance. Process discipline is reinforced by a clean workplace, which sends the very visible message to the workforce that management cares about working conditions, and there is a defined way to do things.
- **Cleanliness.**
If you stay ready, you never have to get ready. Clean continually, not just at the end of the shift or end of the week. If the workplace is cleaned continually, you will avoid shift to shift squabbles about who created and left a mess. Establish clear responsibility for every square foot of the workplace so that there is no "no-man's zone" that doesn't get attention.
- **Discipline.**
Good housekeeping and organization requires consistency of attention and effort. This requires daily (hourly) management reinforcement. Housekeeping practices cannot be turned off and on. Rules must be clearly communicated and everyone must be held accountable to obey rules and proper work practices. If you establish this discipline, it will reinforce adherence to proper process methods and standards, and quality will improve.

What is GFSI?

The Global Food Safety Initiative (GFSI) is an industry-driven initiative providing thought, leadership and guidance on food safety management system controls necessary to assure the safety of the food supply chain. This work is advanced through collaboration between the world's leading food safety experts from retail, manufacturing and food service companies, as well as international organizations, governments, academia and service providers to the global food industry. They meet together at Technical Working Group and Stakeholder meetings, conferences and regional events to share knowledge and promote a harmonized approach to managing food safety across the industry. GFSI is managed by the Consumer Goods forum (CGF), a global, parity-based industry network, driven by its members.

What is SQF?

Today's consumers are more educated about the food they're providing their families and requiring more information about food quality. One link in the food chain does not get rattled without it affecting the next link. Customers expect more from their retailers and food service providers, who in turn expect more from their suppliers.

Heightened consumer demand for increased food safety assurances moves down the chain with retailers and service providers asking suppliers to provide verifiable proof that robust food safety control systems have been effectively implemented. These systems must have been properly validated and show evidence of continuous monitoring procedures. This is where the Safe Quality Food (SQF) Program comes in.

- SQF is recognized by retailers and foodservice providers around the world who require a rigorous, credible food safety management system.
- Using the SQF certification program will help reduce assessment inconsistencies and costs of multiple assessment standards.
- The SQF Program is recognized by the Global Food Safety Initiative (GFSI) and links primary certification.

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to food manufacturing, distribution and agent/broker management certification.

- Administered by the Food Marketing Institute (FMI), SQF benefits from continual retailer feedback about consumer concerns. These benefits are passed on to SQF certified suppliers, keeping them a step ahead of their competitors.
- SQF is the only scheme to integrate a quality component as well as food safety.

The Safe Quality Food Institute Mission: To deliver consistent, globally recognized food safety and quality certification programs based on sound scientific principles, consistently applied across all industry sectors, and valued by all stakeholders. SQF Vision: To be the single most trusted source for global food safety and quality certification.

Why are we doing all of this?

Many studies have measured the amount of waste a typical manufacturer has, and it is usually shocking, as well as revealing. The Lean process is a way to reduce waste of ALL types. Streamlining our manufacturing processes can only help us become more efficient. This will, among other things, save money, better our product and increase our output.

In closing, Rob would like to leave you with this:

“Right now we deal with customers you know, [REDACTED], [REDACTED]. We are developing relationships with customers such as [REDACTED] who have over 24,000 stores in which we could potentially sell product in. So we need your help and participation in helping us to become the best smoked seafood plant in America (in my opinion we already are because of you all the people who work

here) and develop this Lean program and help us to attain SQF certification, we will be remodelling the lines and breakrooms this year in preparation for becoming SQF certified. This means a strict adherence to all food safety policies, bar none. If you ever are confused or concerned or just have a question, please feel free to ask anyone or come see me, my door is always open to you.” ❖

