



# JBS CORNER

## Continuous Improvement Teams at JBS Making Meaningful Improvements



The Fabrication Improvement Team (FIT) presented their first project and the results to members of the JBS USA management team while they visited the JBS Brooks facility in July, 2017.

Members of the FIT include: Chrisen Gopall, Supervisor Break-chain; Alicia Valdes, Cryovac Operator; Dagoberto Lino, Wing Saw Operator; Jimwhel Lamorinas, Plate Boner; Suzy Moses, Lead Hand Rib Line; Yvan Kira, Chuck Roller; Kenneth Ivey, Lead Hand QA; Rodney Cumben, Journeyman Millwright. Missing from photo: Doriane Mugisha, Supervisor Loin Line; Marvin Andrade Samayoa, Flank Puller; Kiki Tut, Trim Upgrade

An initiative aimed at improving efficiency at the JBS Brooks facility has challenged Team Members to think outside the box. The Fabrication Improvement Team (FIT) is made up of Team Members who represent various areas of the Fabrication floor. “No one knows the floor better than the Team Members,” says Martin Mullins, Fab A-shift Superintendent. “This team is meant to provide a way for Team Members to bring their ideas forward to improve the floor—whether it be a simple modification or a large project.”

Based on a theory utilized by the car manufacturer, Toyota, more than 30 JBS facilities in Brazil have these “Continuous Improvement Teams” already in place. Celio Fritche, JBS Brooks General Manager, says that plants in Brazil have been doing this for more than 10 years. “Each department in each facility has a Continuous Improvement Team, there are usually between 5-10 groups depending on the number of departments in the plant.”

Earlier this year, the FIT in Brooks recognized a redundancy on the Fab floor. Through the coaching of Daniel Naveira, JBS Brooks Process Improvement Manager, the team learned the basics of the PDCA (Plan, Do, Check, Act) method of management. Including strategies to identify the root cause of the issue, how to come up with a meaningful solution and how to develop an implementation plan that will stick.

The team recognized that in one area of the floor six people were required to move one piece of meat. Their solution was to build a new conveyor that would transfer the piece. The Team Members who were replaced by the conveyor were then relocated to new

jobs on the floor where their skills could be better utilized. This ultimately reduced labour costs and improved efficiency.

Chrisen Gopall, the leader of the FIT and Supervisor on the Break-chain, says that the initiative has shown JBS Team Members that the company is open to hearing their opinions and taking their ideas into account. “The team has helped improve communication between the management and the Team Members. Now Team Members are more willing to speak up if they have an idea, they come to the FIT and share opportunities that they see for improvement,” he says.

Involvement in the FIT teaches the members how to better understand others, as well as skills required to be a leader. It allows them to think beyond their daily job and consider the bigger picture. “By being involved in the FIT, we are given the tools and the opportunity to become future leaders in the company,” says Chrisen.

“We want to motivate our Team Members,” Celio says. “We value their opinions and so the goal is that they start thinking differently. This initiative helps bring to life one of the JBS values—ownership. Ultimately we want our Team Members to understand that they are the owners of their own area and that they have the power to make a valuable impact.”

Following the success of the FIT, three new Continuous Improvement Teams have been created in the Quality Control department, and the goal is to have a team in each department in the Brooks facility by the end of 2017.