Lean & Clean Workshop
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Workshop Outline
- FSMA vs. 3rd Party GAPs Certification
  - Food Safety Modernization Act (FSMA) is **regulated by FDA (required by law)** and requires farms to comply with specific food safety practices on *farms that are subject to the regulation.*
    - Farm **inspections** will be a part of the FSMA Produce Safety Rule for covered farms.
    - PSA Grower Training
  - A third-party GAPs certification is a **buyer imposed program (**voluntary). There are different "brands" of GAPs – ex. Primus GAPs, USDA Harmonized GAPs.
    - Certification usually requires an **audit** and a GAP manual.
    - Various trainings and workshops
- Def of Lean: framework for integrating and systematizing farm; framework for organizing farm
  - To improve efficiency
  - Cut waste
  - And be easy on the body
- Benefits:
  - Improved time management
  - Less risk of contamination
  - More enjoyable work environment
- 10 types of waste
  - O- overburdening (muri)
  - U- uneven production and sales (mura)

  - D- defects
  - O- overproduction
  - W- waiting
  - N- Not using employees knowledge/strengths/abilities (unused talent)
  - T- transportation
  - I- inventory
  - M- motion
  - E- Excess processing (overprocessing)
- Tools
  - 5S
    - *Sort (seiri)*: get rid of the waste
      - Eliminate unnecessary items in production spaces
      - Simplify toolset, identify what can be accomplished with as few tools as possible
      - Turn waste into capacity to do more

- **Examples/Tips**
  - Organized tupperware in kitchen--got rid of everything without tops and vice versa; able to see now what is there to work with
  - The BUSHES–this is a designated place where you can put all of the things you will maybe need, that you're not ready to get rid of yet; don't let this stuff clutter your production area, give it its own space
- *Set in order (seiton)*: a place for everything and everything in its place
  - Two options for where to put a tool:
  - 1) in its designated location (eye level, put where needed)
    - **or**
  - 2) in the hands of a worker
  - Anyone who sees things set in order understand that this place is organized, clean, intentional
  - **Examples/Tips**
    - Tools stored: eye level, definite place, put where they are needed over and over
      - Can reduce risk of contamination from tools
      - Buy more if you need them in more than one place
      - Tools for high tunnel should go in high tunnel and not in shed
      - Compost shovel near compost and only used for compost
      - Bathroom cleaning supplies only used for bathroom and not for produce processing area
- *Shine (seiso)*: clean and inspect or inspect through cleaning
  - Clean the work area regularly; build into job descriptions (if hiring and for yourself!)
  - Neat, clean, tidy spaces motivates workers/yourself
  - Easier to see what needs to be done
  - **Examples/Tips**
    - GOOD LIGHTING makes this step easier and makes this an all around more pleasant experience for yourself and employees
    - Even junk has a junk spot--so it's not cluttering up the rest of the work/more organized area; "the bushes", backstock, "history shed", things gone by that might be useful again
- Standardize (seiketsu): make up the rules, follow and enforce them
  - Define rules for maintaining the first 3 S's
  - Create visuals
  - **Examples/Tips**
    - Labor

- - - Eliot Coleman always knew how long an activity would take--this helps YOU plan your days better and be realistic about how long various tasks take
    - ○ Veggie bunches
      - What does a bunch of carrots or beets, for example, look like on your farm? And can you make it more efficiently with less touches?
    - ○ Recordkeeping
      - SOPs
      - Use a picture to show people what you want
        - "This is what the pack shed needs to look like when you're done"
        - Point out tricky spots and specific things to note with arrows
        - Post pic where the action is happening
        - Post pic where the action is happening
  - *Sustain (shitsuke)*: part of daily work and it becomes habit
    - Everyone understands and practices the rules – workplace organization has become a habit.
    - Use performance measures to monitor progress and maintain gains.
    - Write up your SOPs!
    - **Examples/Tips**
      - ○ Build cleaning/sanitizing into job expectations, rather than work on top of regular load; harder to circle back and get organized so do it right from the start
- ○ Spaghetti Diagram
  - Tracking movement and interaction of person/product with space
  - Minimize Moves = Faster and safer FLOW from dirty to clean
  - Product flows in one direction, from dirty to clean; don't want dirty and clean produce to cross–where mapping can be helpful!
    - Helps prevent cross-contamination!
  - Less times you touch things, the less it's going to cost you to produce and the less your risk of contamination
  - MAP: wash/pack space, CSA-packing space, nursery space, irrigation system, whole farm, etc.
  - May need to move things around so put things on WHEELS/castors
    - May also have to change things up if, for example, start new component of operation like packing CSA boxes
  - Also LOTS OF SPIGOTS so you can change your mind about where you can get water and have it come in from above so not dragging along the floor
  - ACTIVITY: Farmer discussion about homework
- ○ Mistake proofing: Poka Yoke

- Mistake-Proofing: "Poka-yoke"
    - Design of processes to eliminate the opportunity for defects/failures
    - Can you anticipate/imagine the hiccups you might encounter?
- **Examples**
    - Creating an extra CSA share to preempt a mistake
    - Sizing of gas pump nozzles
    - Glass encased fire alarms
    - Monitoring cooler/freezer temps
    - Using Google Forms (or some other survey software) with drop down menus for recordkeeping, etc--automatically captures the date and will file notes/tasks in spreadsheet to be reviewed later
- Where to start
    - What would make my life easiest?
    - What do I do all the time?
    - What's my least favorite thing to do?
    - **Examples/Tips**
        - Harvest
            - Process (as much as possible) in the field: less touches, less dirt in the pack shed
                - **Clean as you go** so it's easier/faster/more pleasant next time
                    - Rake out beds! Easier to assess risk, look for poop and critter tracks, easier on employees
                    - You may think you'll clean them out later, but is that realistic?
            - Lighten the load: wheels, retractable hoses & extension cords, lots of spigots, stackable bins, bubbler/greens spinner
                - Floor is bad, don't want product to have relationship with floor
            - Containers off the ground, in shade, easily accessible
                - Always have someone thinking one step ahead of crew (i.e. counting twist ties, dropping totes)
        - Wash/Pack
            - Flow of space (for efficiency and to reduce cross contamination
            - Cleanability = Sanitary/Hygienic Design
                - The space as a whole and aach food contact surface
                - Where can you incorporate cleanable surfaces?
                    - Plastic and stainless steel are easier to clean than wood

- - - Hanging pray table: easy to move when not needed, easy to clean around
    - Human scale: ergonomic, off the ground, wheels
      - Big cleanable drain
      - Good lighting
  - Questions/Final Thoughts
    - Practice! This may not come very easily and you may have to consciously practice for it to click.
    - Kaizen: continuous improvement. You and your farm are a work in progress and you can take little steps now and build off of them in the future.
    - Creating systems can set you and your farm up for success