

February 5, 2004

Mr. General Manager  
Laundry XYZ  
Your Street Name  
Somewhere, US 12345

Dear General Manager,

I want to thank you for allowing me the opportunity to audit your plant. I hope my findings assist you in improving the work conditions in your plant. I also want to thank you and all of your staff for the hospitality you provided me during the visit.

The information provided below are the findings from Milliken's Laundry Service Team (LST) audit. In an attempt to summarize my findings, I have divided the plant into units. Each unit will discuss the good as well as the opportunities that still exist in your plant.

**Soil Sort:**

The soil sort area needs as much attention as the plant can allow. This area is very confined and requires extensive reaching, throwing, bending, and walking. Ergonomically, the area is a real hazard.

Currently, the soil sort area has a lot of double handling taking place and the operation is extremely labor intensive. The slings are being dumped onto tables, and the numerous operators would then sort the items and put the small items (i.e. 42's, 52's, etc.) into separate bins. The remaining items were placed onto the first conveyor and passed down to another operator standing at the start of the second conveyor.

This operator would occasionally pull a few select items and put them into its designated bin. However, I mostly observed this operator make nice neat stacks from the linen passed onto her from the numerous operators at the start of conveyor one. After the nice neat stacks were formed, the linen would continue down conveyor two to another operator. This particular operator was creating more work for himself by walking back-and-forth to each stack instead of allowing the linen to come to him. This operator would finally put the linen into its designated bin.

### **Soil Sort continued:**

1. Work platforms where the linen was dumped and sorted is too high.  
Each step/platform should not exceed 9 inches in height.
2. There is a lip at the top of the sorting platforms. This makes for a dangerous trip hazard.
3. There is no rapid way to exit the area in case of an emergency due to the poles and narrow walkway by conveyor two.
4. Ivory and white napkins are being mixed together. These colors need to be separated to prevent the ivory linen from being bleached.
5. Seafoam and peach napkins are being mixed together which could cause shade variations, especially with new linen. The peach napkins could be mixed with the sandalwood napkins, and the seafoam napkins could be mixed with the aqua napkins.
6. Seafoam and dusty rose tops are being mixed together. The seafoam tops could be mixed with the grey tops.
7. The current process is very labor intensive and the process contains a lot of doubling handling of the linen as stated above.

### **Washroom:**

1. Checked pH after linen was removed from the washer: 6.0 pH-OK.
2. Washers one and two had overflow that spilled onto the walk aisle. This could possibly be reduced by removing the solid cover on the floor that covers the drain alley and replace it with a cover with holes, which would allow the overflow to enter the drain system sooner.
3. Wires on the control panel at each washer were exposed. I know that the wires are low voltage; however, by placing the wires inside the control box and closing the box to the surroundings, the operational losses from the washers will be greatly reduced if not eliminated.
4. Verify that the cooked starch and raw starch have covers on their container. I
5. It may also be a good idea to have the required personal protective equipment storage station located near the chemical containers rather than have the station on the other side of the room. By having the PPE station closer to the point-of-use, the operators are more likely to wear the PPE each and every time rather than just when "management" is watching.

## **Ironer:**

The finished quality of the linen looked outstanding!

1. The linen was processed immediately after exiting the washer, which allowed the linen to retain the moisture-Good procedure!
2. Nip point labels should be present at the entry of the ironer.
3. Consider increasing the ironer temperature 10- 15 degrees, which would allow you to speed up the ironer. This would eliminate the operators from overlapping the linen as it enters the first two rollers, which may be contributing to the wrinkling problem. The current temperature was approximately 305 degrees Fahrenheit.
4. Clean the chest on regular intervals and verify that the wax cloth is used on its scheduled interval.
5. Tapes and belts were all in place.
6. The feeding carts were adjustable. This prevented the ironing ladies from having to bend over repeatedly while feeding the ironer. Ergonomically sound!!
7. Operators were feeding the linen in straight; however, there was some wrinkling occurring. The following are suggestions that may eliminate/reduce the wrinkling effect.
  - Replace the cover on the feed roll so that it extends to the end of the feed roller.
  - Evaluate underpadding on the first two rollers. Determine if the pad needs to be replaced with a thinner pad to allow the linen to be introduced to the first two rollers with a wider gap (mouth of the ironer).
  - Re-cover a few rolls on ironer 2 and 3 (loose).
  - Consider the use of Teflon tape at entry point of ironers.
8. The plant had an outstanding reject procedure in place. Rejects are inspected by hand (colors) and the white rejects were rewashed. It was good to see that both the colors and the white rejects are tagged and discarded if kicked out a second time.

### **Folding/Storage:**

1. The linen was bundled and wrapped in a nice neat stack.
2. The storage shelves were clean and had no visible rough edges.
3. Lint build-up was not present.
4. Overall, the folding storage area was well maintained and very orderly.

### **General Findings/Safety:**

#### **Fire Extinguishers:**

1. Missing extinguisher in the front office.
2. Two extinguishers in the boiler room out-of-date.
3. Extinguisher in the lunchroom out-of-date.
4. Extinguisher in between ironer #1 and #2 out-of-date and on the floor.

#### **Eyewash Stations:**

1. No eyewash station in the boiler room.
2. Eyewash station in the washroom needs to be repositioned. It would be inaccessible in an emergency.

Eyewash spray from the left and right eye must cross to be in compliance.

#### **Electrical:**

1. Electrical panels must be labeled and locked.

Most electrical panels observed were unlocked and partially labeled.

#### **First Aid Kits:**

1. First aid kits were well maintained.

#### **Housekeeping:**

1. I was very impressed with the overall housekeeping of the plant. Your housekeeping standards far exceeded the average expectations of most plants.

Mr. General Manager, the quality of linen coming from your plant is outstanding. The few items that I noted are small things that can improve your processing. I know that you are always looking for ways to improve. The plant seems to have already captured all the "Low hanging fruit" that will bring rapid savings and drastic quality improvements. The plant must now start looking at the details, which will bring slow incremental changes. You and your staff are definitely headed in the right direction.

If you have any questions concerning this report, please do not hesitate to give me a call at 1-800-322-8326. Thank you for your use of Milliken's fabrics!

Sincerely,

Milliken's Laundry Service Team Territory Manager

CC: Mr. Laundry Owner