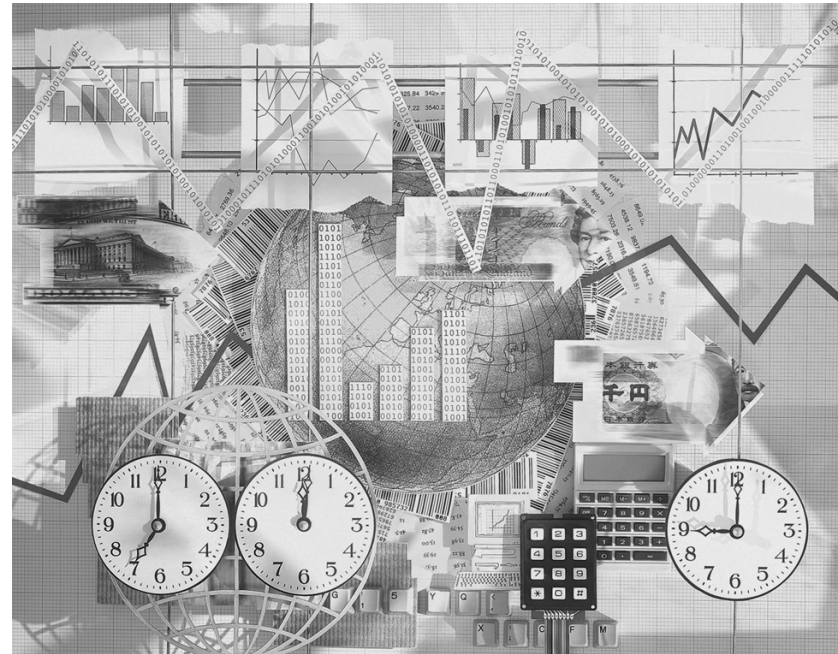


Welcome to Process Improvement



Course Objectives

In this course, you will learn how to:

- Define and explain process improvement
- Identify the role of workers in process improvement
- Work with several process improvement techniques
- Plan for implementation of process improvement

Agenda

Introduction	10 minutes
Module 1: What Is Process Improvement?	65 minutes
Break	10 minutes
Module 1: What Is Process Improvement? (cont'd)	20 minutes
Module 2: Identifying and Improving Processes	60 minutes
Lunch Break	30 minutes
Module 2: Identifying and Improving Processes (cont'd)	60 minutes
Module 3: Getting Where You Want to Be	25 minutes
Break	10 minutes
Module 3: Getting Where You Want to Be (cont'd)	85 minutes
Conclusion	10 minutes

The Three Rules of Process Improvement

1. Focus on your customer
2. Use the process view to deliver what customers want
3. When you think you are done, begin the cycle again

Key Idea

A customer is anyone whose satisfaction depends upon your process.

Customer Value Equation

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

Project Criteria

- Most people agree on the problem
- The problem is tied to a process not an individual
- Process has a customer
- Process fits in with your responsibilities
- Goals can be attained in 9-12 weeks
- Results can be objectively measured

Measurement Deterrents

1. Employees fear and mistrust measurement
2. There is a general lack of understanding
3. The results are typically not shared
4. Most people make the process of measuring harder than it needs to be

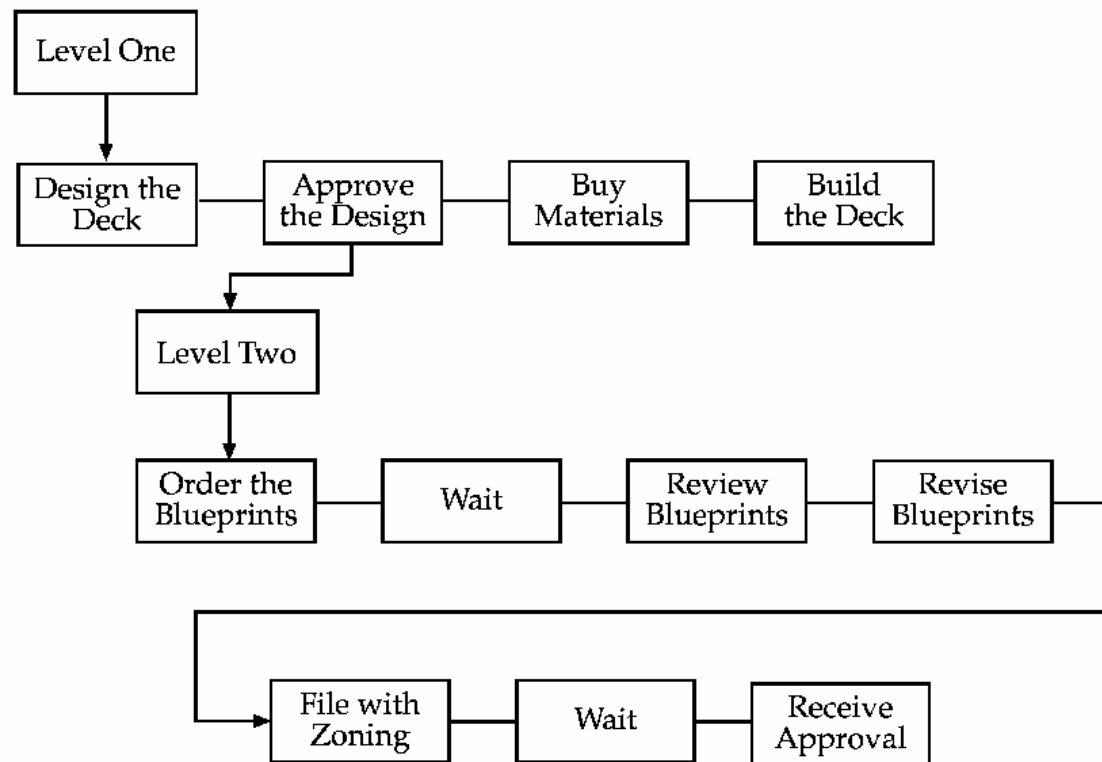
Project Planning Steps

- Identify participants
- Set goals
- Create task lists and schedules
- Get project approved

The As-Is Process

- Inputs to your process
- Tasks within your process
- Workflow between tasks within your process
- Value created within your process
- Outputs of your process
- Measurements of your process

The As-Is Process Map



Identify Problem Areas

- Identify ways to eliminate non-value-added steps
- Analyze the process for additional improvements
- Sketch out the plan and implement changes

Non-Value-Added Tasks

Minimize:

- Backlogs of work
- Errors and quality issues
- Hand-offs between people or organizations
- Physical movement of people or work
- Changeover times of equipment or people
- Dealing with the unpredictable

Select the Right Solution

Rate 1–5
1 = Not Preferred
5 = Most Preferred

	Cost	Ease of Implementing	Customer Response	Probability of Solving Problem	Totals
Add Staff	2	4	5	4	15
Out Source	3	1	4	4	12
Departments Pick-up	5	2	1	3	11

Implementation Plan

Implementation Plan	Week Ending				
	5/6	5/13	5/20	5/27	6/3
Plan gets approved	◆				
Combine pilot assembly and test workstations into one	◆				
Rewrite new assembly and test instructions		◆			
Complete new doorway from assembly to shipping			◆		
Train operators			◆		
Begin using new process				◆	
Present first pass findings					◆
etc.					

Implementation Tasks

Task	Responsible	Due Date	Completion Date
1. Plan approval	Sue	5/4	
2. Incorporate changes	Bob	5/5	
3. Set up operator meeting	Sue	5/6	
4. Conduct meeting	Andy	5/10	

Process Improvement Highlights

1. Define your goals
2. Gather data
3. Identify the underlying issues
4. Develop multiple options
5. Select a solution

Process Improvement Highlights (cont'd)

6. Implement your solution
7. Review (re-measure) the outcome of your changes
8. Acknowledge everyone involved
9. Begin again!

The End Goal

*The end goal is increased customer value.
Process improvement is just a means to
that end.*

“The Four P’s”:

- People
- Plan
- Process
- Priority

Why Continual Improvement?

- More and faster decisions are required
- Variables are more complex
- Customers are more demanding
- Employees have more ownership
- Middle management is on the ropes