# Kaizen Workshop Participants
## What you should know

### What is a Kaizen?

It is a workshop during a process optimization activity. The Kaizen workshop is a structured methodology relying on the decision making process owners ; more specifically, a Kaizen :

- Brings together a multifunctional team including process owners, but excluding the project's sponsor
- Allows identifying solutions within established project scope
- Favours a strong involvement from every team member taking part in the project
- Aims at short term solution implementation
- Aims at quick results

### Team members – Your roles and responsibilities

You will get the opportunity to fully participate in challenging the process, and in the implementation of solutions. Your responsibilities will include:

- Share your knowledge of what the actual state of the process is
- Develop and implement concrete solutions
- Promote the new and improved process
- Facilitate change
- Get people's feedback regarding changes that affect them
- Communicate the project's progress to your colleagues

## Team member – Your participation

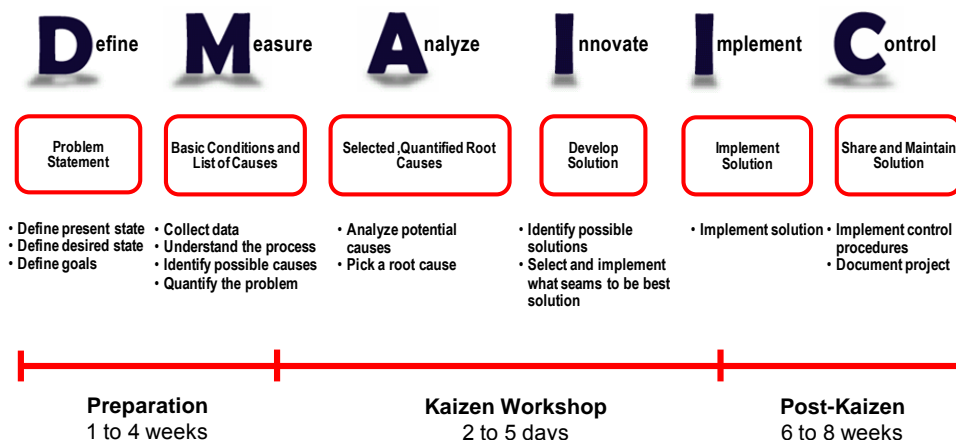**Preparation** – 1 to 4 weeks prior to intensive session
- Attend the White Belt one day training
- No other preparation is required

**Kaizen Workshop** – intensive session
- Sharing knowledge and ideas in order to:
  - Analyse process actual state
  - Define required solutions to attain project's objectives
  - Develop an implementation plan

**Post-Kaizen** – 6 to 8 weeks following the intensive session
- Participate in weekly project follow-up meetings
- Take charge of the solutions implementation actions selected by the Kaizen team and assigned to sub-teams.
- These two items can take up to one day of work per week over the whole post-Kaizen period

**D**efine  **M**easure  **A**nalyze  **I**nnovate  **I**mplement  **C**ontrol

| Problem Statement | Basic Conditions and List of Causes | Selected , Quantified Root Causes | Develop Solution | Implement Solution | Share and Maintain Solution |
|---|---|---|---|---|---|
| • Define present state<br>• Define desired state<br>• Define goals | • Collect data<br>• Understand the process<br>• Identify possible causes<br>• Quantify the problem | • Analyze potential causes<br>• Pick a root cause | • Identify possible solutions<br>• Select and implement what seams to be best solution | • Implement solution | • Implement control procedures<br>• Document project |

| Preparation<br>1 to 4 weeks | Kaizen Workshop<br>2 to 5 days | Post-Kaizen<br>6 to 8 weeks |
|---|---|---|

OOP-2013-00764

# Kaizen Workshop Participants
## What you should know

FUJITSU

## Composition of a **Project team**



**Support team ( satellite)**
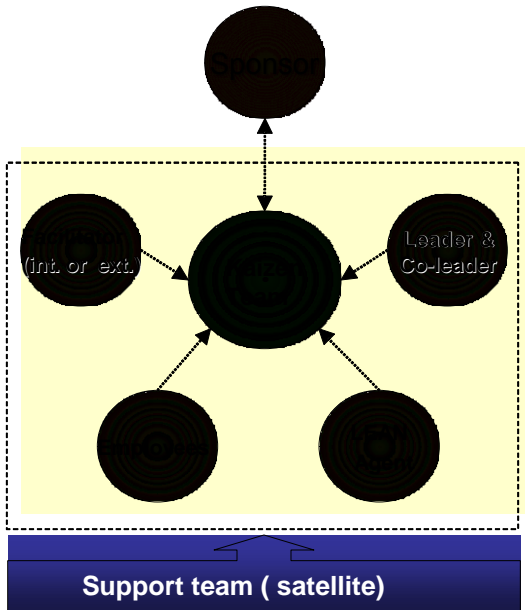
## Who does what within a **project team**

Sponsor
- Responsible for the analysed process' performance

Kaizen Leader and co-leader
- Responsible for project's execution, they are assigned by the sponsor

Facilitator
- Conducts and ensures good functioning of work sessions

LEAN Agent
- Lean Expert and methodology watchman

Kaizen team
- Responsible for challenging work process and for implementing improvements

Support team (satellite)
- When needed, intervenes on subjects that are not of current knowledge, that is more specific.

## Project mandate – **A4 Project Form**

The project scope, as described on the A4 Chart, will be presented on the first day of the intensive session. This chart is to show, on a single page, the project mandate. On it, you will find the following information:

- Present situation
- Desired situation (goals to attain)
- Project scope
- Constraints to comply with

Why is named the A4 chart?

Simply because:

- A4 is the paper format used for this specific chart
- The whole mandate must fit on one letter size page only



## **Communicator's** Role

Communication is very important in any change effort; as a project's team member, you will be the contact person to communicate :

- From the project team to your colleagues
- From your colleagues to the members of your project team

Thanks for a great Strategic alignment session today! Attached is an example of the standard kickoff presentation that many sponsors use.

All the best,
Ian

# Kaizen Workshop Kick-Off

# Cabinet Operations
# S.12 Consult Process

## November 4th, 2013

# Welcome

## Approach

The scope was to interview and survey the internal and external stakeholders to the process, and to analyze the data collected during these interviews and the Gemba walks (site visits).

To perform high-level capacity measurements to completed to measure the required resources to support any given number of requests and to support the future state resourcing requirements.

Your effort on this project are critical to its

success and to the implementation of a formal

Lean Culture at Cabinet Operations

The purpose of the workshop is to apply Lean concepts to the existing S.12 As Is process; to identify waste, map an optimized process

To Be Process

and develop an implementation strategy.

# Kaizen Workshop Objectives

❖ To review the current S.12 process

❖ To formulate an enhanced process, integrating attributes leading to new efficiencies, and new levels of effectiveness.

# Non-negotiable Principles

- Deb to insert*For discussion during the Strategic Session. Some examples include:*

❖ The outcome of the Kaizen workshop is not intended to create additional work for the teams

❖ No IT expenditures over $TYD

❖ No hiring or layoffs

❖ No changes to CHIPS, this excludes uploads from Chips

❖ No major system renovations/enhancements will be considered for this iteration

❖ No major building renovations will be considered for this iteration

❖ No one from within WHS (STIIP team) will be exempt from recommendations of Kaizen team

❖ The focus of the Kaizen workshop is to ultimately improve the experience of our Customers

**For the rest, you have** *"carte blanche"*

# Questions

| | | | | |
|---|---|---|---|---|
| **IAO SI2 Advisor** | Review Records | REDLINE Records | Create Approval Form | Email Recommendation to Cab coord |
| **Cabinet Doc Coordinator** | | | | LOOP AS REQ / ... SI2 ... email | Print | Enter SI2 Consult into Tracking System | Create electronic folder | Create label for hard copy folder |
| **Cab Ops SI2 Director** | | | | |
| **Cab Ops Staff** | | | | |
| **Deputy Cab Secretary** | | | | |
| **Director of Operations OOP** | | | | |
| **Cabinet Secretary** | | | | |

- Create electronic folder J.
- Create label for hard copy folder
- Create hard copy folder
- Review consult
- Flag items for S12 Director consideration
- Walk hard copy to S12 Director
- LOOP AS REQ
- Consult LAB OPS STAFF?
- AMEND Policies (ownership) Routing and TRACKING
- Talk to 2 Lab Ops staff give hard copy
- Research cabinet files
- Answer Question(s)

Sticky notes (left section):
- LOOP AS REQ (pink)
- AMEND red line
- email ___ note to cab. coordinator
- printing and TRACKING
- #2
- save hard copy
- Research cabinet files
- Ask Questions/ Request __.
- Recommend Approval. (write note on paper file)
- Return hard copy to Doc Coord
- LOOP AS REQ (pink)

Sticky notes (right section):
- Receive hard copy from s-12 Director
- Provide Hard Copy to Dep Cab Sec.
- LOOP AS REQ (pink)
- Review file
- Ask for Changes
- Return to Doc. Coord.

## Action Plan

### November 18, 2013 to March 3, 2014

| # | Activities | Nov. 14 | Nov. 25 | Dec. 2 | Dec. 9 | Dec. 16 | Dec. 23 | Dec. 30 | January 2014 | February 2014 | March 3 | Ongoing Training, Support & Communication |
|---|------------|---------|---------|--------|--------|---------|---------|---------|--------------|---------------|---------|-------------------------------------------|
| 1 | S13 | ■ | | | | | | | | | | |
| 2 | Gain approval to proceed | | ■ | | | | | | | | | |
| 3 | Communication | | | ■ | ■ | ■ | ■ | ▦ | ■ | ■ | ■ | ■ |
| 4 | S13 | | | | | | | ■ | | | | |
| 5 | Define the "as required" support process (CS, TBS, CabOps) | | ■ | ■ | ■ | ■ | | ▦ | | | | |
| 6 | Quality Control Plan | | | | ■ | ■ | ■ | | | ■ | ■ | |
| 7 | Training & Material Development | | | | | | | | | ■ | ■ | ■ |
| 8 | Define new CS-steps with CS | | | | ■ | ■ | ■ | | | | | |
| 9 | Implement new process and policy | | | | | | | | | | ■ | |

## Action Plan

### November 18, 2013 to December 20, 2013

| # | Activities | Nov. 14 | Nov. 18 | Dec. 2 | Dec. 9 | Dec. 16 | Dec. 23 | Dec. 30 | Ongoing Training, Support & Communication | | | | |
|---|------------|---------|---------|--------|--------|---------|---------|---------|---|---|---|---|---|
| 1 | S13 | ■ | | | | | | | | | | | |
| 2 | Gain approval to proceed | | ■ | | | | | | | | | | |
| 3 | Communication | | | ■ | ■ | ■ | ■ | ▦ | ■ | ■ | ■ | ■ | ■ |
| 4 | S13 | | | ■ | | | | | | | | | |
| 5 | Define the "as required" support process (CS, TBS, CabOps) | | ■ | ■ | ■ | ■ | | ▦ | | | | | |
| 6 | Quality Control Plan | | | | ■ | ■ | ■ | | | ■ | ■ | | |
| 7 | Training & Material Development | | | | ■ | ■ | ■ | | | ■ | ■ | ■ | ■ |
| 8 | Define new CS-steps with CS | | | ■ | ■ | ■ | | | | | | | |
| 9 | S13 | | | ■ | | | | | | | | | |