

# The Kaizen Process

October 1, 2014, 8:30-10:30 AM  
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\* Some of the information presented was taken from Minnesota Enterprise Lean materials

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## About us and the agenda

- Introductions
- What we'll cover this morning:
  - Basics of Lean
  - Kaizen events
    - Kaizen 101
    - "Real Life" account of Kaizen
- Questions

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## Familiar with these symptoms?

- Waiting for someone else to finish their work or return something before you can begin your work?
- Ever felt the current way of doing something takes too long or is too cumbersome?
- Have you missed deadlines or had paperwork get lost?
- Experienced irritated customers or clients frustrated by the confusing instructions or the long waits to receive service?

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### What is Lean?

- Historical background
- Time-tested set of tools
- Organizational desire to improve its operations
- Engages employees to reduce waste and defects within a process
- Increases productivity, reliability, staff morale, and customer service

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### Lean

- Emphasizes:
  - Efficiency
  - Reducing cost and time
  - Taking Action
- It is not:
  - An acronym
  - A fad
  - A quick fix
  - An org shuffle
  - Easy



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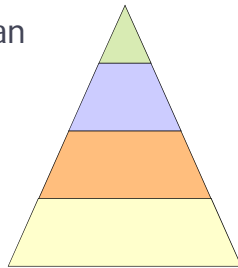
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### Foundations of Lean

- Seven Wastes
- 5S
- Standard Work
- Tool: Kaizen Event



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### 7 Wastes (+1)

- Defects
- Transportation
- Waiting
- Overproduction
- Inventory
- Motion
- Extra processing
- Underutilized creativity



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### Examples of waste

- Paperwork sent to the wrong building and having to resend it to the correct building (transportation)
- Need only 54 copies of a presentation, but print 60 “just in case” (overproduction)
- Standing up and walking to get files 15 times a day, when the file drawer next to you is full of files you access only once a month (motion)

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### Examples of waste continued...

- Multiple inspections (extra processing)
- Something isn't done right the first time causing re-work, creating a backlog, an unhappy customer, and more staff time and cost to complete something (defect)

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5S

- Methodology for creating a clean, safe, orderly, high performance work environment
- Benefits:
  - Enables everyone to “see” waste
  - Creates discipline in the process
  - Enables productivity gains
  - Enables safety improvements
  - Enables delivery improvements



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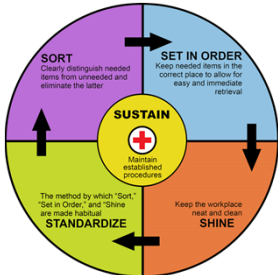
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5S

- Sort
- Set in order
- Shine
- Standardize
- Sustain



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5S



- Sort – necessary and unnecessary items and information
- Set in order – organized, accessible, a specific place for everything
- Shine – cleaning an area top to bottom and maintaining its appearance on a daily basis
- Standardize – Makes first three S's a habit
- Sustain – Effective, on-going application of 5S

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### Standard Work

- Simple written description of the safest, highest quality, and most efficient way known to perform a particular task
- Reduces variation, increases consistency
- Expected to be continually improved



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### Standard Work

- Define tasks and determine appropriate requirements for the document
- Gather information
- Create the document
- Train supervisor on the standard work document
- Train employees to do the work
- Run process and observe the results
- Make adjustments and modifications



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### Kaizen Events

- A combination of two Japanese symbols for “change” and “good,” most commonly translated as “change for the better”
- A facilitated, rapid improvement event
- Employee-drive improvements



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### 2-5 day improvement event

- Map a current process
- Identify waste
- Brainstorm improvements
- Map future process
- Assign tasks/create an action plan



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### Kaizen event roles

- Facilitator
- Sponsor
- Team Leader
- Team Members



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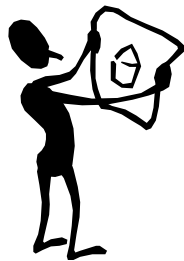
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### Kaizen planning

- Scope
- Goals
- Parameters
- Parking lot



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### Selecting the Progress

- Alignment
- Impact
- Need
- Willingness



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### Using Kaizen



- Benefits
  - Learn as you go
  - New process created within a week
  - Learning opportunity for people to see an entire process
  - Minimal materials are needed to have an event
- Challenges
  - Change management can be a lot for some
  - Upfront time commitment can be tough

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### Lean and Kaizen Training

- Questions about this presentation? Contact:  
[Amanda.Hollis@co.washington.mn.us](mailto:Amanda.Hollis@co.washington.mn.us)
- Free Lean and Kaizen Facilitator training from Minnesota Office of Continuous Improvement (formerly Minnesota Enterprise Lean):  
<http://mn.gov/admin/lean/training/courses/index.jsp>

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## Real Life Account of Kaizen

- **Introductions**
- **Our Kaizen Event**
  - Video
  - Background
  - What led to the Kaizen event?
  - What did we focus on?
  - Outcomes

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## Humorous Example of Waste



- [Toast Video #1](#)
- [Toast Video #2](#)

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## Background

- How our Kaizen Event differed from a “typical” Kaizen Event
- **Efficiencies Committee**
  - Why committee was formed
  - Time spent on committee
  - Lack of progress

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### What led to the Kaizen Event

- Management brought Kaizen Event possibility to the committee
- Bringing our teams on board with the Kaizen concept
- Pre-Work and Survey
- Meeting with Kaizen coordinators
- Planning for our absences

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### What did we focus on?

- Goals
  - Increase collection rates
  - Improve client service
  - Decrease staff stress



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### Outcomes

- New caseload design
  - Moving from all Interstate case types combined to separating caseloads by NCP in MN and NCP not in MN.
  - Added specialty caseloads (NCP on PA, Suspended/Reserved orders and Contempt)
  - Results in more focus on the type of casework that needs to be done.



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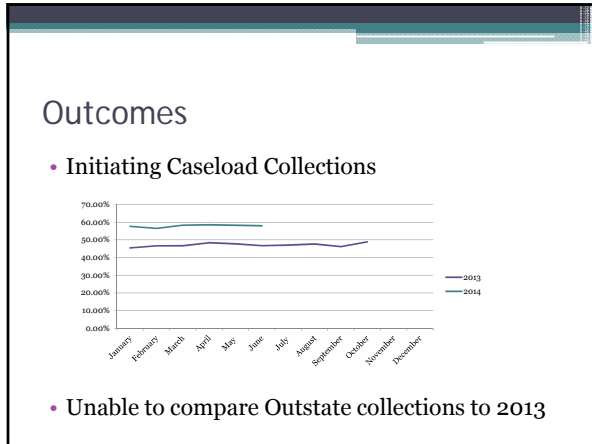
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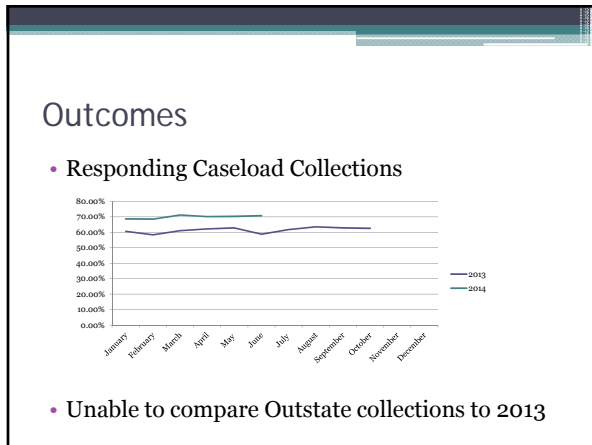
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### Outcomes

- NCP on PA and Suspended/Reserved Orders
  - No data yet but the focus is now on AMPP, Review and Adjust referrals and client outreach.
- Contempt Referrals
  - All of 2013 we had approximately 24 contempt referrals
  - 2<sup>nd</sup> Quarter 2014 we had 23 contempt referrals

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Outcomes

- Staff Stress
  - Survey Results
    - Indicated that stress is down
    - Ability to complete work is up
    - Job satisfaction is up



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Questions



- Questions about this portion of the presentation? [Kerri.Sutton@hennepin.us](mailto:Kerri.Sutton@hennepin.us) or [Judith.Knight@hennepin.us](mailto:Judith.Knight@hennepin.us)

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