Virtual Training Program Outline

1. Lean Thinking – work process streamlining

The virtual training program has been designed to engage and educate staff in Lean Thinking principles, tools and techniques.

The three part series of two hour virtual workshops is delivered over one day or over a number of days at the discretion of the Council.

The outline of the program is as follows:

Program Overview

The one day face to face workshop has been modified to be delivered over 3 interactive virtual workshop sessions.

Each virtual interactive session provides participants with training, practical, interactive hands-on activities and discussions, case studies, photographic and video examples in Lean Thinking principles, tools and techniques. Participants will learn how to apply Lean Thinking process improvement and streamlining tools to improve customer experience, improve everyday work processes, to save time, effort, simplify the way they work and reduce the frustration of lengthy and often overly complicated manually handled end-to-end business processes.

During the program, participants will learn the language of Lean and how to see wasted time and effort and other forms of non value adding activity in daily work processes. This program introduces participants to the Value Stream Mapping improvement technique. Value Stream Mapping is a highly effective business improvement tool which can be immediately applied in your workplace and lead to better outcomes for the client/customer, workforce and organisation.

This interactive program will provide participants with the opportunity to apply their new learning to current workplace processes. Participants will also take a hands-on role led by the facilitator and begin to map one of their key business processes in the workshop at a detailed process steps level. Hands-on practical training is the most effective method of learning and retaining knowledge. Following activities to learn how to see waste, participants being to map an existing current processes and

immediately commence identifying new opportunities for process and productivity improvement.

In this program, participants will be introduced to two key problem solving techniques:

- 5 Why's

- Fish bone Cause and Effect diagram

Led by the facilitator, participants will identify causes and potential solutions to a number of process problems identified in the Value Stream Map produced in session 2.

In the third and final session, participants will be made aware of a number of analytical tools to assist the process flow, eliminate variation and defects resulting in lead time reduction, improved quality and customer experience including:

- Ohno circle
- Walk the process to identify the waste
- Batching versus Single piece flow
- First In First Out (FIFO)
- Push systems
- Pull systems
- Spaghetti diagrams
- Fast Track Fall Out
- Error proofing including checklist
- Fix and go
- Voice of the Customer
- Failure Mode Effect Analysis
- Swim Lane diagrams
- Kanban and 2 bin systems
- Takt time
- Standard Work
- Standard Operating Procedures

Participants will also learn the fundamental of process redesign and how to plan for implementation. Participants examine techniques to overcome the issues often faced by staff during Lean process review projects, which makes execution of implementation a challenge.

Program content

This program will include:

- Understanding the role of leadership to drive and support a culture of continuous improvement
- How to engage staff in improving the way they work
- Measure for Improvement and the PDSA cycle (Plan, Do, Study, Act)
- Developing a continuous improvement mind-set together as a team
- Process improvement and measurement simulation
- How to see the eight forms of wasted time and effort in business processes (including activity)
- Identification of value adding and non value adding activity
- Detailed Value Stream Mapping
- Detailed Value Stream Mapping activity
- A number of analytical tools to improve productivity and process flow including Single Piece Flow, Pull Systems, Kanban, FIFO, Spaghetti diagrams, production levelling and visual controls
- Problem Solving tools including 5 Why's and Cause and Effect
- Implementation planning
- Drafting of Action Plan going forward

Learning Objectives:

The key objectives of the sessions are to develop knowledge and capability to:

- Understand Lean Thinking principles

- Learn to see the eight forms of process wasted time and effort

- Be capable of identifying non-value add activity in order to eliminate it

- Be aware of the Value Stream Mapping tool and how it can be applied improve productivity and efficiency across many business processes

- Be aware of a range of process improvement analytical tools and techniques to make work processes simpler, easier to perform, faster with less errors, and with no rework and chasing for information and materials

- Work better as a team

- Learn problem solving techniques used to determine the root cause of process problems and how to eliminate them

- Learn how to engage staff in continuous improvement

- Be capable of using the PDSA (Plan, Do, Study, Act) cycle of continuous improvement

- Know how to use Process problem solving techniques to engage staff and make work easier to perform

- Understand the Lean language

- Understand the importance and approach to successful implementation planning

- Develop the mindset to create the environment for successful implementation

- Know how to approach continuous process improvement

- Appreciate the environment required for successful and sustained implementation

Agenda

The agenda for the 3 interactive virtual workshop training sessions is detailed below:

Introduction to Lean Thinking

Templates to be completed during each session will be emailed to each participant to print prior to the commencement of each session delivery.

Session 1 (2 hours duration): 9am – 11am

- Video – Typical day at work

- Key concepts of Lean Thinking – DIFOT, Not pass on a defect, unevenness and overburden

  Group Discussion – What frustrates you about work processes?

- The origins of Lean – foundation stones

- The role of leadership and management in creating the environment for sustained change

- Lean Thinking principles

- Learn to See Waste (TIMWOODS)
  o Waste Walk exercise

  o Discuss findings and improvement opportunities

- Model for Improvement
  o Video – Measurement for Improvement

      o   Discussion on types of performance measures

- PDSA cycle (Plan, Do, Study, Act)
    - Explanation of Process improvement simulation exercise
    - Participants complete PDSA template
    - Group Discussion on results

Session 2 (2 hours duration): 12:30pm – 2:30pm

- Introduction to Value Stream Mapping

    - Explain the purpose and use of the Value Stream Mapping improvement tool

    - Case study examples used in Government service delivery

    - Video – Using the Value Stream Mapping improvement tool

    - Demonstration of process mapping and identify opportunities for improvement

    - Exercise: Commence mapping the value stream of a process

- **Session 3 (2 hours duration): 3:00pm – 5:00pm**

- Problem Solving (5 Why's and Cause and Effect diagrams)

    - Learn problem solving techniques

    - Exercise develop ideas for improvement using 5 Whys

    - Exercise develop ideas for improvement using a Cause and Effect diagram

    - Identification of solutions to current process problems identified by the participants

    - Group discussion of interventions and solutions to put in place in existing processes

- Applying Analytical tools and techniques to your process

    - Explanation of a number of analytical tools
    - Group discussion of applicability to work processes. Where they can be applied

- Creating an Issues and Ideas Register

    - Exercise: Enter issues and ideas for improvement on the template
    - Group discussion

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- Designing an improved future state process

    o Mapping the design of an improved process
    o Error proofing
    o Experimenting
    o Piloting
    o Deployment of the new and improved process

- Implementation Planning

    o Explanation of number the importance and complexities with implementation

    o Project management and coordination of implementation

    o Team capability building to lead each improvement

    o Exercise: Complete an Implementation template for one approved improvement idea

    o Group Discussion

- Video and discussion on sustaining change - "All Washed Up"

- Drafting an Action Plan

    o Group Exercise: Complete an Action Plan arising from the days learning

Expected outcomes

Each participant will receive an electronic set of resource templates which they can use as a reference guide.

The program is for groups of up to 15 participants.

Program Duration: One day 9am – 5.00pm or three sets of 2 hour workshop sessions.