

Continuous Improvement in Daily Work

Objectives

- Make CI a way of life in the work group headed by anyone in a supervisory position.
- Continue to deliver bottom-line cost improvement.

How to Accomplish

Individual departments need to take on ownership for improvement in areas within their control.

Who is Involved

Everyone in the department — the manager, supervisors and employees.

Principles

- For improvement to take place, there must be clear accountabilities for each person in the department.
- There must be agreed-to ways to measure performance.
- There must be clear priorities and goals, so that we have alignment and know what we are trying to accomplish.
- There must be consequences — both good and bad — so that everyone understands that we are serious about accountability.
- Most of the CI training should be done by your facilitators, with an additional goal of having each supervisor capable of doing the training within a year.
- Additional resources will be needed during the start-up period.

Outcomes

- Accountabilities will be clear.
- Supervisors will improve their communications and leadership skills.
- Employees will have much greater understanding of what is going on.
- Employees will have a regular forum for making suggestions for improvement.
- The processes to enable management to do its job will be in place.
- Results will improve.

Steps

These are the steps we recommend to introduce the concepts and to make CI part of the daily work of any work group:

1. Provide CI education to the supervisor and members of the work group.
2. Establish or confirm the purpose of the department. Make sure that everyone in the department, the suppliers to the department and the customers of the department understand the purpose and support it.
3. Establish performance measures and targets. These measures will usually include employee safety, service levels, cost, work accomplished. Since it is often not possible to obtain exactly what is needed, proxy measures can be used, e.g., hours worked as an estimate for cost.
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7. Determine how to get performance information on a timely basis.
8. Provide training to supervisor in how to lead CI in the work group
9. Initiate start of workday meetings, a 15-minute review of
 - previous day's results, preferably shown on a few charts
 - comparison of previous day's results with what was planned
 - what are we intending to do today ideas for dealing with problems encountered
 - suggestions for improvement, recorded & tracked including assigning responsibilities
10. Monitor results
11. Communicate achievements, provide recognition & celebrate success!
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