



Geelong Quality Council
Site Event- Using A3
14 June 2013

Geelong Quality Council

Introduction

Peter Birch

Operational Excellence
Training Improvement Services





Program Outline

Date	Philosophy/Tool	Venue	
29-Oct-12	Visual Operations	Shell	
28-Nov-12	Tool Box Meetings	Sykes Rowing	
21- Feb-13	Lean Overview	Deakin University	
21-Mar-13	5S	Southern Bay Brewing	
17-Apr-13	Customer Focus	Backwell IXL	
16-May-13	Value Stream Maps	Deakin Uni	
14-Jun-13	A3's		TAC
25-Jul-13	Problem Solving		Boundary Farm Olives
13-Aug-13	Promoting Safe Working in Everyday Operations		Godfrey Hirst
Sep-13	Lean – Deployment Networking opportunity		Geelong Club
Oct -13	Operational Excellence		Barwon Water Alliance
Nov-13	Data Recording/Quality Tracking System		tba

Do you know someone who is knowledgeable on the topic?
Do you have a workplace we could visit that showcases the topic?



TAC

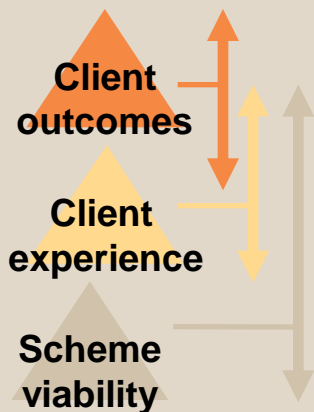
Linda Carr
Manager, Business Process Optimisation



Our mission is to work with the Victorian community to reduce road trauma and support those it affects.

Our vision is a future where every journey is a safe one.

Our corporate goals ...



... align with the five objects of the Act

... provide suitable systems for the **effective rehabilitation** of **persons injured** as a result of transport accidents

... ensure compensation is **suitable** and **just** and delivered in a **socially** and **economically** appropriate manner

... **reduce the incidence** of transport accidents

... **efficiently** and **speedily** determine claims for compensation

... **reduce the cost** to the Victorian community of compensation for transport accidents

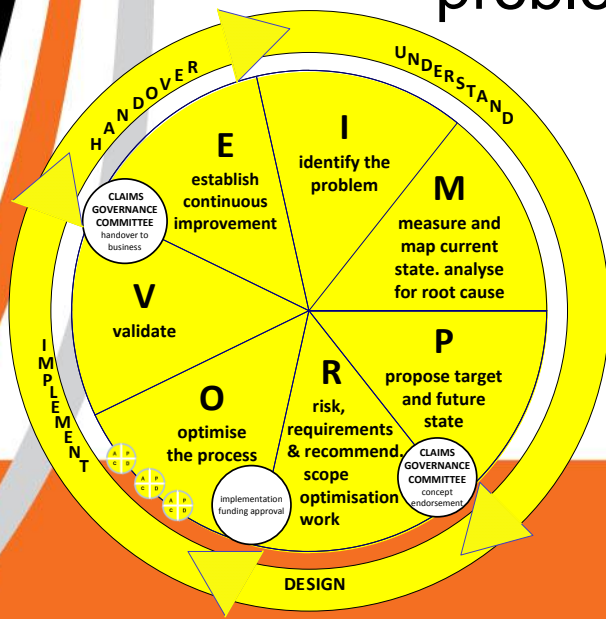
Continuous Improvement at TAC

- About 3 years
- Not a “big bang” roll out
- “CI” not “Lean”
- Small team of 4 (ration of approx.1: 100)
- Claims Division only (5 others)
- Transition phase
- Increasing acceptance
- Lots of interest in A3



A3 at TAC

- Used as a training/coaching tool
- Create structured problems solvers
- Used to report to Stakeholders
- Discussion about the right things to do
- Need to get back to “carrying it around”
- Authorship is sign of problem solver not problem ownership



A3 as Training Tool

Large Projects

Each phase has its own A3



Mini Projects

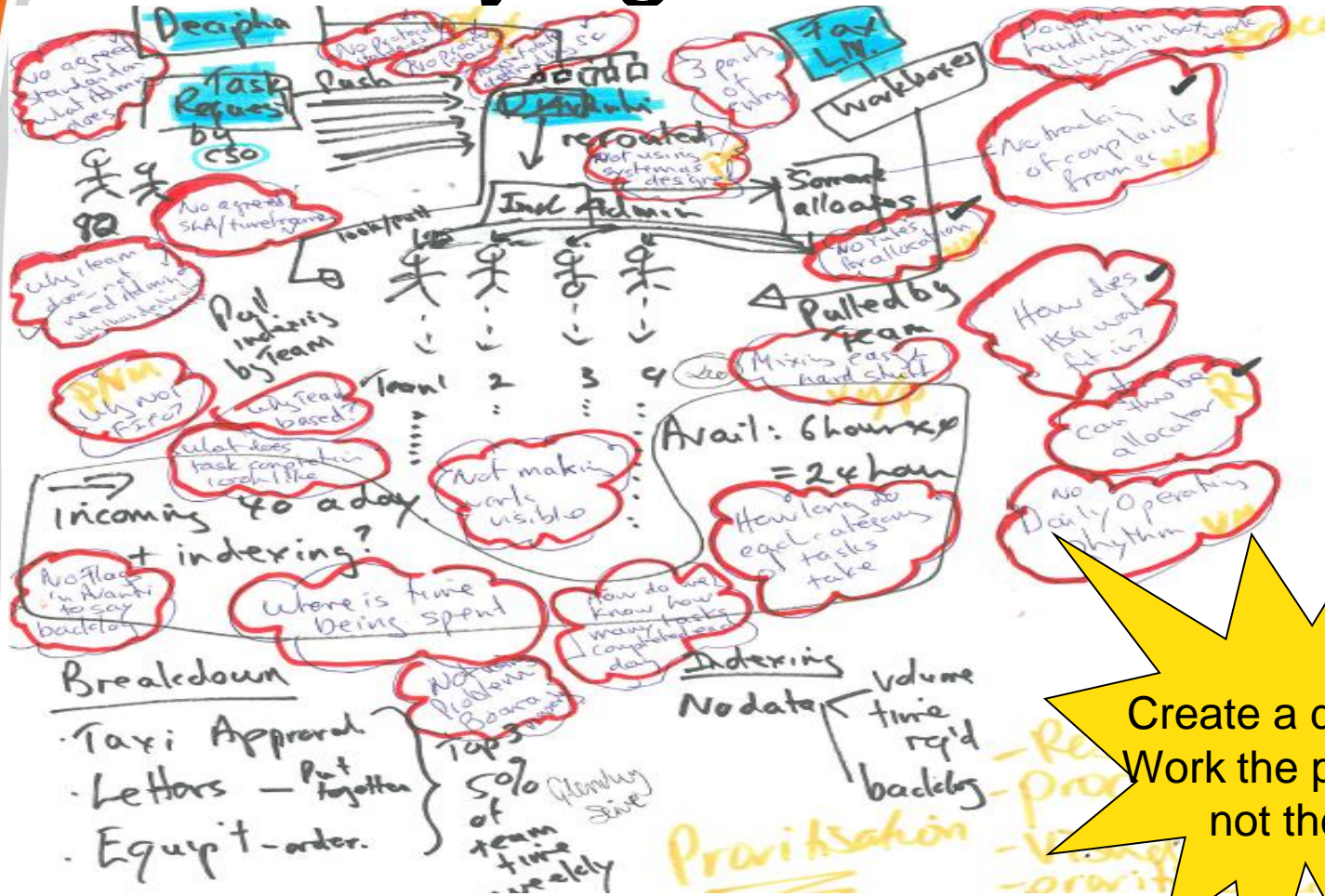
(Structured Problem Solving)

One page A3 for whole effort

A3 as Stakeholder report tool

process optimisation A3: Streamlined Lodgement and Eligibility – File Review ICE summary notes (report as at 28/07/2012 v0.2)		Leader: Marta Czapkowski Process Owner: Bruce Crossett Team Members: Philippa Green & Eligibility Team Staff	
problem: Eligibility decision making timelines are taking 13.3 days on average and should be taking 5 days or less.			
Current State Average days from claim form returned to first eligibility decision (includes pending claims as a decision)		Desired State Avg. days from returned claim to decision	
scope: In scope: Improve the Claims acceptance documentation end to end process. Out of scope: Resolving non-process related client issues such as quality of external services (Police, Ambulance, Hospital reporting), etc.		risk analysis: Bruce Crossett, Senior Manager of Recovery and Philippa Green, Team Manager of Eligibility Team, confirmed that the removal of a process step which required the team to capture identical information which was already captured elsewhere within Avanti, had zero risk to TAC and no adverse impacts on any critical control points .	
current state analysis: Analysis identified that Eligibility staff were required to complete identical information in 2 sections of avanti: <ul style="list-style-type: none"> An ICE summary (initial claims eligibility decision file note) & A File Review acceptance summary This step in the acceptance process was identified as waste as it was an unnecessary duplication in information and effort.		final budgetary costs: \$0.00 additional project costs Managed and successfully implemented by the business with CBI support	
It was also identified that Recovery claims staff were not utilising the content of the file review summary, that was being populated by the Eligibility Team.		results: Quick Win No.1. Remove File Review Summary Process Step. 2860 hours removed from the process.	
future state: It was recommended that file review summary step within the Eligibility acceptance process should be removed from the end to end process, as was essentially a duplication of information captured within the ICE decision file note already and was utilising unnecessary staff effort that could be redirected to making quicker decisions thus, reducing the current gap between 13 days and the desired 5 days.		stickability strategies: <ul style="list-style-type: none"> IMPROVEMENT: Ensure ownership for new process and manage alterations. (Eligibility Team Manager took ownership for the new process being implemented successfully) AUTOMATE: Make changes so the new way is not optional. Remove the option to use elements of the old process. (Team Workpractices amended to reflect compulsory new practice & rolled out to the team by TM and SCO as a compulsory new way of working) INCENTIVE: Ensure the new process is less work than the old. (Saving in 2860 hours of staff effort that could be redirected to decision making. Staff recognition that completing the file review process is essentially a duplication of information and unnecessary effort on their behalf.) AUDIT: Conduct periodic audits on the new process. (Team Manager and Senior Case Officer conducted systematic reviews to ensure staff were not reverting back to previous file review practice) 	
		summary: The process change was the first quick win identified by the Eligibility team who took complete ownership ensuring the process changes were successfully implemented with no down stream impact to the business. The quick win involved the removal of a file review summary, which was essentially a duplication of information and unnecessary effort.	

“Carrying it around”



Create a dialogue.
Work the problem,
not the A3

A3 at Alcoa

Flavio Giurco

Manufacturing Systems Manager
Point Henry Smelter



Alcoa – A3 Format

Business Case

What is the background to the problem / opportunity?

Why are we looking at this?

What is at stake?

What is affected....

EH&S, Quality, Cost, Time?

Target Condition

Where do we want to be?

What are the specific goals / milestones?

By When?

What will “success” look like?

Forms “hypothesis” to solve business case.

Metrics

Optional time plots of key metrics

Current Condition

What is the current situation?

What have we tried already?

What have we found?

What do we know?

Root causes / drivers / leverage points.

Where are we up to?

Action Plan

What do we plan to do?

By when? Next 30 / 60 / 90 / 90+ days

*By who? Responsible **person** (not persons)*

*Detailed list of **specific** actions.*

Avoid broad non specific general actions.

Alcoa – A3 Usage Guidelines

- *Clearly defined “Owner” of the A3*
- *Single page (A3 sized) to explain activities and to monitor progress.*
- *Two types of A3s:*
 - Ongoing Departmental Plans*
 - Specific Problem / Opportunity / Project Plan*
- *Set the level of detail appropriate to the target audience.*
- *Cascade successive A3s to provide additional detail if required.*
- *Examples of A3 hierarchy:*
 - Smelter Plant A3*
 - > Health & Safety A3*
 - > Smelter Environmental A3*
 - > Anode Effects A3*
 - > Fluoride Emissions A3*
 - > Waste Management Improvements A3*



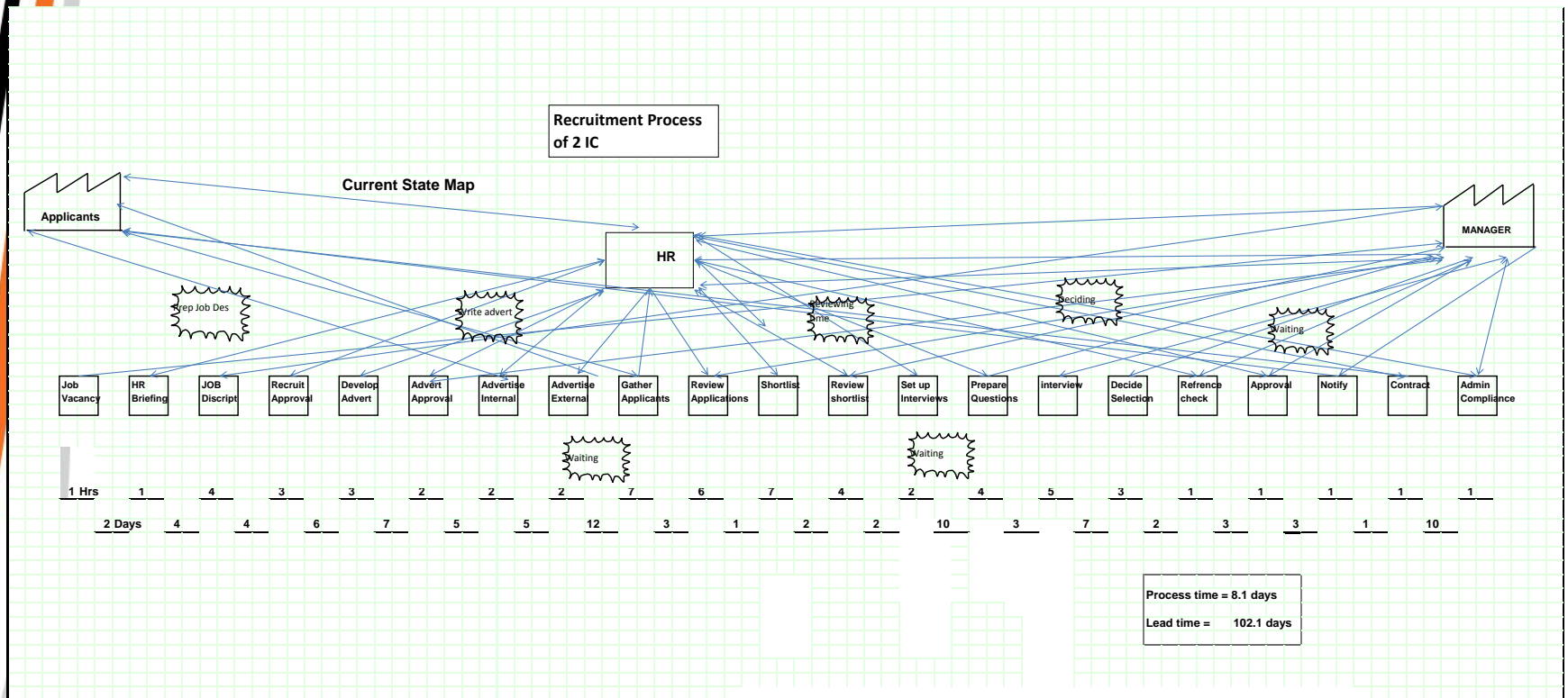
A3 at Incitec Pivot Limited

Jeff Mallen
Business Excellence Site
Facilitator



BREAK OUT ACTIVITY

Value Stream Map - Hiring



HR PROCESS – “ANGRY CLOUDS”

Too many handoffs –

Manager’s
HR
Advertising
Marketing

Waiting on approvals –

Advertising
Hiring
Job descriptions

Time taken to -

Short listing applicants
Review resumes
Arrange interviews
Working out notice

