



2016 Kata Summit

FEBRUARY 18-19, 2016 - HOLLYWOOD, FL (MIAMI AREA)

Kata in Office/Service Examples



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Human Resources Kata

Lead Operator Development

Learner = HR Manager

Coach = Process Engineer

2nd = Industrial Manager for Assembly Cells





Challenge

- Year End 2017
- Fully deployed Kata throughout Assemble Value Stream in support of Company's Vision of Employee Engagement and Continuous Improvement
- Utilizing Operator 3 (team leader) as Learner, Coordinator as Coach and Production Mgr as 2nd Coach for 10 assembly operations

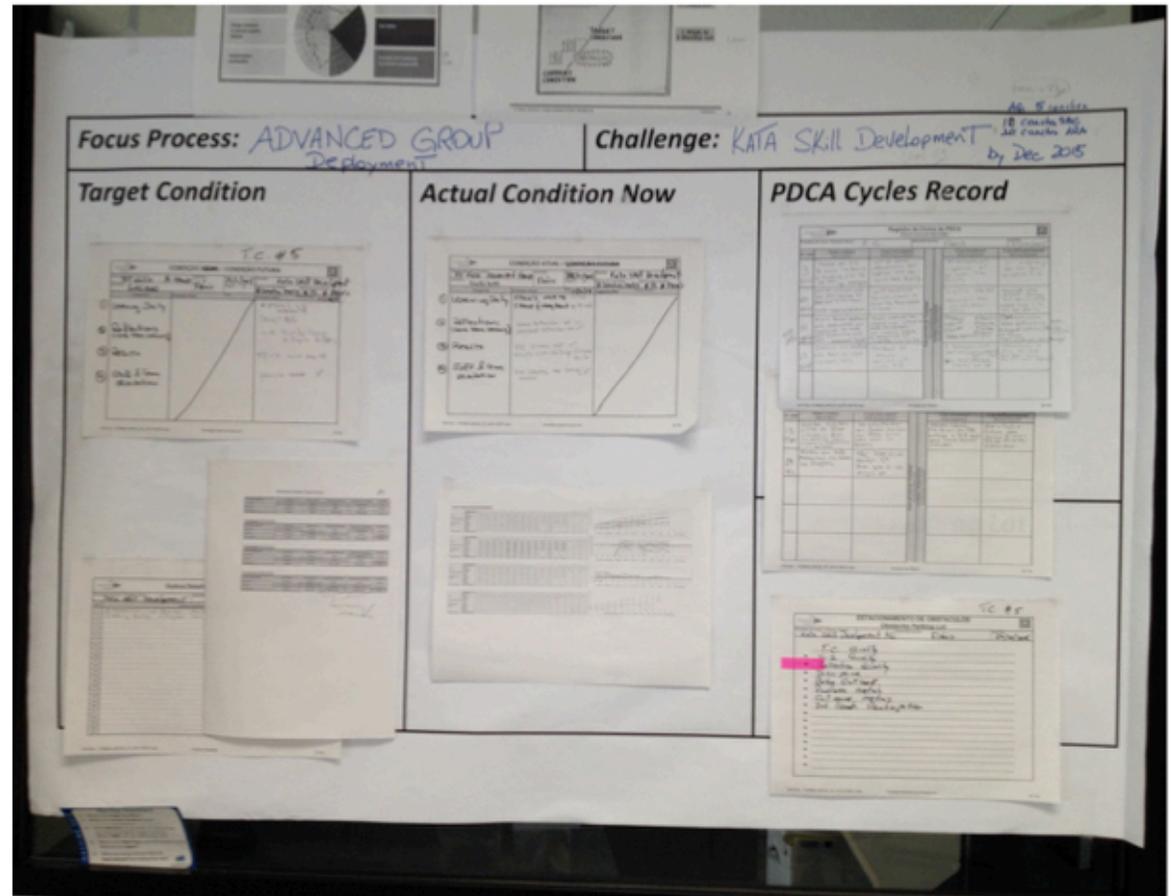
Theme: Move work content from Coordinator to Operator 3



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Kata Deployment and Links to HR





Current Condition (Process Analysis)

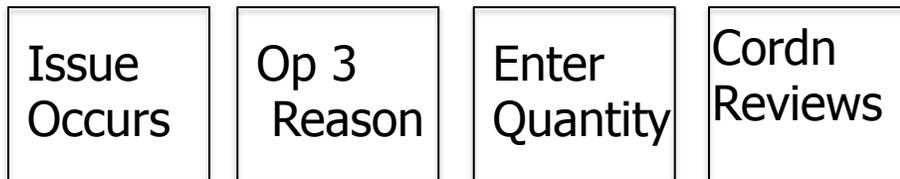
1. Task and Time to Complete – 15 Operator 3's in 23 Months
2. Current Operation Pattern
 - Block Diagram - TBD
 - Process Fluctuation - TBD
 - Other Characteristics
 - 15 assembly cells report to one Coordinator (Supervisor)
 - Coordinator responsible for process control, responding to anomalies
 - Operator Levels, 1, 2 and 3. Each line has an Op 3 responsible for complicated set-ups and going for help when anomalies occur
 - Any given day Coordinator focused on crisis assembly cells
 - Each cell has automated OEE system driven by SAP
 - Daily management issues – i.e. operator training, SAP transactions, scrap assessment, etc... handled end of day once next shift starts line
 - SAP data inaccurate and not real time, events missed
3. Resource constraints – N/A
4. One coordinator for 15 lines to be 1 Op 3 per 15 lines
5. Outcome data: reason code for downtime and scrap (quantities inaccurate) and not real-time, typically end of shift



Targeting Condition # 1

Theme: SAP Accurate and Timely Data Entry

- Assembly Cell #9
- Operator 3
- Immediately (within 30 min) response to Issue – specifically down time and/or scrap



- Process Metric – Coordinator comes to line every **2 hours** to check accuracy and timeliness, Real time Data entry – within 30 mins of event, each event entry to take 30 secs
- Outcome Metrics – **100%** accuracy and timeliness real time (within **30 mins**) of event



Obstacles

◆ Don't know the process

- Location of data entry
- Knowledge of Op 3 determining reason codes
- ~~Available time of HR to run PDCA's~~
 - Adv. Group has TC all Learners spend **30 min** on PDCA, **15 min** on reflection/prep for Coaching Kata and **15 min** on Coaching - HR Mrg agreed he has 1 hour a day



PDCA

- Go and See Step
 - Spend Coordinator 30 min at assembly cell #9 after lunch and observe process running and data entry for downtime and scrap events from the morning.
- Expect
 - Expect to create block diagram for data entry process, learn the data entry process
 - Expect data entry to take 30 seconds per event



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Human Resources Kata

50% Attrition with Quality of Service

Learner = HR Manager

Coach = Process Engineer

2nd = Site/Plant Manager



Challenge

- 50% Attrition of HR resources at Plant Site without decrease in Quality of Services

Theme: Automated Time Acquisition System linked to site Security System



Current Condition

- HR department
 - HR Manager
 - 2 HR coordinators (down from 3)
 - 4 HR associates (down from 7)



Process Metric: 1240 issues/month (62/day), 5 min per exception done once every 15 days

Outcome Metric: 40 hours per month in HR correcting inaccuracies



Targeting Condition

Date: 30 days from initiation



Other Details: Daily exception report

Process Metric: 10 issues/day, 3 min per exception done every day

Outcome Metric: 30 min/day or 60 min per month



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Obstacles

- Late and Inaccuracy of reports from supervisors
- Data transfer errors between systems
- ◆ Event only happens once every 15 days



PDCA

- Experiment
 - Focus on Logistics Department
 - Daily exception reports
 - Measure turn around time from supervisors
 - Measure types of inaccuracies
 - Identify computer data transfer errors
- Expect
 - Faster turn around time from supervisors
 - Improved accuracy



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Toyota Kata Master Learner, still learning after 8 years coaching organizations through their kata deployments and teaching at wonderful global organizations like Lean Enterprise Institute (LEI), Lean Frontiers and others.

