

**2015  
Employee Training**  
Rochelle Blindauer, HR Director  
Steve Corbeille, Finance Director

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**Today's Agenda**

Rochelle Blindauer:

- Employee Policy Manual Updates
- Succession Planning
- MSDS Online

Steve Corbeille:

- Lean 101



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**EMPLOYEE POLICY  
MANUAL UPDATES**

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**Employee Policy Manual Updates**

- Article III, Section 2 – Overtime, clarified overtime for any hours worked over 8 for Police Lieutenants
- Article III, Section 4 - Compensatory Time clarification for Police Lieutenants
- Article III, Section 6 – Addition of ID Badge Policy
- Article IV, Section 1 – Addendum A establishes City Wage Schedules for employees

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**Employee Policy Manual Updates**

- Article IV, Section 1 - Added Alderperson to the list of positions where wage is established by resolution
- Article IX, Section 1 – Addition of Police Supervisors PTO schedule
- Article IX, Section 3 – Clarified language regarding old sick leave bank
- Article IX, Section 6 – Addition of FMLA Policy, adding that any Worker's Compensation time off will run concurrent with FMLA time off
- Article IX, Section 8 – Addition of Volunteering Time Off Policy

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**Employee Policy Manual Updates**

- Article XII, Section 1 & 5 – Clarified benefits and pension for Police Supervisors to follow the union
- Article XIV – Clarification of Performance Reviews
- Article XIV, Section 1 – Added language regarding discipline for management who do not complete the performance review process

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**Employee Policy Manual Updates**

- Article XVI – Addition of Worker's Compensation language
- Article XXIX – Addition of Electronic Communications Policy, removing Alfresco language and added Employee Web Portal to keeping employees informed
- Article XXVII – Clarified use of City e-mail account for secondary employment, and to report secondary employment to the department head, if the incumbent is new they must re-approve the secondary employment



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**Employee Policy Manual Updates**

- Article XXX – Addition of Discrimination, Harassment and Retaliation Free Workplace Policy
- Article XXXIV – Addition of Compensation Plan Maintenance language
- Article XXXIV, Section 1 – Added 2<sup>nd</sup> quarter review of pay structure



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**Employee Policy Manual Updates**

- Article XXXIV, Section 2 – Added no increase will be given if there was a promotional increase within the prior 6 months
- Simplified the Clothing/Equipment/and Other Allowances language



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### Old Sick Leave Bank

• **Old Sick Leave Bank** Employees who have an accrued sick leave balance will have that balance placed in a separate account for future use and/or payout upon layoff, retirement or death. The balance in this account may not exceed 960 hours. This accrued sick leave may be paid out in whole or in part at any time prior to layoff, retirement or death at the sole discretion of the Common Council. There will be no future accrual added to this sick leave balance. Said sick leave may be used for the employee's own personal health care needs or the health care needs of a spouse, registered domestic partner or an immediate family member who resides with and is dependent on the employee for care and support. Management reserves the right to verify the use of sick leave. Employees leaving employment of the City either by choice or dismissal, shall have this sick leave balance cancelled and no payment will be made. The remaining sick leave balance will only be paid out to the employee upon layoff, WRS qualified retirement with 30 days advance notice to the employee's direct supervisor, or death. Sick leave credits are to be computed by dividing the annual wage or salary by 255 days in order to arrive at the daily wage or salary rate when the employee entered the employee policy manual coverage.

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### Volunteering Time Off

**Section 8. Volunteering Time Off**  
 The purpose of this program is to promote volunteerism in the local community. The City recognizes the value of volunteering to personally support and serve the community which we live and work. This policy has been drafted to give employees the opportunity to volunteer during work hours.

**Eligibility:**

Regular full-time and part-time employees after 90 days employed

**Program Details:**

- Up to 4 hours per calendar year are available to eligible employees after 8 hours of volunteer service on the employee's own time
- The organization being volunteered at must be an IRS-approved 501(c)(3) or 509(a)(1)(2)(3)
  - Examples: Volunteer at Peter's Pantry, Girl Scouts, Boy Scouts, Junior Achievement, Red Cross, Big Brothers/Big Sisters
  - Not all 501(c)(3) or 509(a) organizations will qualify due to the City's non-discrimination policy
- The pay rate will be the employee's regular rate of pay
- The time off must be used during regularly scheduled work hours and pre-approved by the employee's supervisor
- The hours worked are not subject to overtime rates
  - The hours are similar to other non-working hours (vacation, sick time, PTO) and do not count as hours worked for any purpose
- If the employee does not remain at the volunteer organization for the full amount of time scheduled, the employee will not be paid
- Hours not used in the calendar year do not carry over to the next calendar year
- The City reserves the right to revoke the program at any time for any reason

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### Volunteering Time Off

**Procedure:**

Fill out time off request

- Obtain approval from your supervisor, with at least a ten working day notice prior to needing the time off to volunteer
- Use code 422 on the timesheet to track unpaid volunteer time
- Use code 423 on the timesheet to track paid volunteer time



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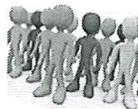
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### Worker's Compensation Section

- **Worker's Compensation.** Treatment for injuries which occurred at the workplace and were determined to be covered by worker's compensation should be communicated to human resources, department management, and the City Worker's Compensation insurance carrier. Employees must make a good faith effort to make all treatment appointments during non-scheduled work hours. If appointments are not available, pre-approval from the department manager is required to attend during scheduled work time.



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### Secondary Employment

- Employment with the City by full-time and part-time employees should be considered the employee's primary employment. Secondary employment with other entities must not conflict with the duties of the employee. The City has prior call upon the services of its employees regardless of any conflict with secondary employment. An employee who engages in secondary employment must clearly define himself or herself as an employee of the secondary employer and not act or present himself or herself as an employee or agent of the City. The employee may not use City resources for the purposes of their secondary employment, including City email accounts. The City may terminate the employment of an employee whose secondary employment may interfere with the performance of his/her work, where a conflict exists, where the interests of the City are impacted as a result of the secondary employment, or where such employment or conduct negatively affects the image of the City or employees. An employee will not be permitted to work for another employer while on a leave of absence or while absent for illness from the City. An employee who desires to hold secondary employment while employed by the City must obtain the permission of his/her department head to maintain both sources of employment. Should the employee's department head change, the employee must seek approval from the new department head.

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### Compensation Guidelines

EMPLOYEE EVENT	GUIDELINE
New Hire	Step 1 with ability to offer up to Step 3 based on experience, partner with HR Director and Department Head for approval above Step 1
Annual Review	Step increase (2-5%) based on meeting expectations or above in performance review; note: no increase will be given if there was a promotional increase in the prior 6 months
Annual Review, Employees*	Lump Sum Payments, paid in two installments (Jan & Jul) 1% of the control point of the position grade, based on meeting expectations or above in performance review
90 Day Review	No step increase
Promotion**	The step that provides at least a 5% annual increase, or up to Step 1 of the position grade the employee is being promoted into, whichever is greater
Transfer***	No step increase
Demotion	Decrease step to a level within the pay scale, each situation will be unique, partner with HR Director and Department Head for final approval

\*Red Circle Employees: employees whose pay is at or above the maximum of the pay scale  
 \*\*Promotion: moving to a position with a higher pay grade  
 \*\*\*Transfer: moving to a new position within the same pay grade

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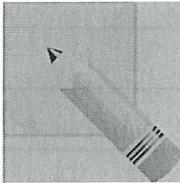
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**Sign Acknowledgement**



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**SUCCESSION  
PLANNING**

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**Succession Planning**

- What is it?
  - Planning process to identify and develop internal employees with the potential to fill key positions in the City.
  - Succession Planning increases the availability of experienced and capable employees that are prepared to assume these key roles as they become available.
  - Often times referred to as "replacement planning" for key roles
  - Effective succession or talent-pool management builds a series of feeder groups up and down leadership progression



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**Succession Planning**

Who is it for?

- All employees who have the qualifications and desire to move into key positions at the City.
- "Key positions" will be determined each year by the Succession Planning Committee

Goal?

- Reduce external recruiting costs, and increase internal hire percentages in key positions



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**Succession Planning - Policy**

Purpose

- Recognizing that changes in management are inevitable, the City of Manitowoc has established a succession plan to provide continuity in leadership and avoid extended and costly vacancies in key positions. The City's succession plan is designed to identify and prepare candidates for critical positions that become vacant due to retirement, resignation, death or new opportunities.

Policy

- It is the policy of the City of Manitowoc to assess the organization needs of the company to ensure the selection of qualified candidates that are diverse and a good fit for the organization's mission and goals and have the necessary skills needed.

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**Succession Planning - Process**

The HR Director will report to the Personnel Committee and the Mayor the identified potential positions for review.

1. Each January, each Department Head will:

- Identify key positions and incumbents targeted for succession planning. This should include an analysis of planned retirements, potential turnover, etc.
- Identify individuals who show the potential need for progression into the targeted positions and leadership within the city.
- Outline the actions taken in the previous six months to prepare identified individuals to assume a greater role of responsibility in the future.

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### Succession Planning – Process Cont.

1. By the end of February each year, the Committee will approve targeted positions
2. By the end of March each year, the Committee will approve the targeted candidates. Upon approval an outline of actions that will be taken in the following six months to prepare individuals to assume a greater role of responsibility in the future.
3. The Mayor and Human Resources Director will periodically request updates from department heads on the development process for each targeted candidate.

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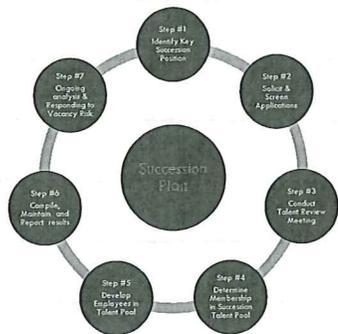
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### Succession Planning Cycle



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### Succession Planning - Process

- Starting this year, we will be posting 2-4 key positions that will be targeted for the succession planning process.
- Any individual who is qualified and interested in the position should apply online (through NeoGov).
- The Succession Planning Committee will review applications with HR and determine who will be selected to participate in the process.
- Chosen individuals WILL NOT be guaranteed the position if/when it become available.



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### Succession Planning Position Postings

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### Material Safety Data Sheet (MSDS) Online

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### MSDS Online

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# LEAN 101



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### What is LEAN?

- A time-tested set of rules and methodologies for:
  - Identifying and reducing waste and defects
  - Improving productivity and customer service
- Engages the people working in the process
- Goal is measurable, quantifiable improvements in business processes

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### What is LEAN

- It's about the process – not the employee;
- If you want different results, you need to perform different;
  - One definition of insanity; performing the same task over and over again and expecting different results.
  - Lean Overview (or, What Is Lean?)

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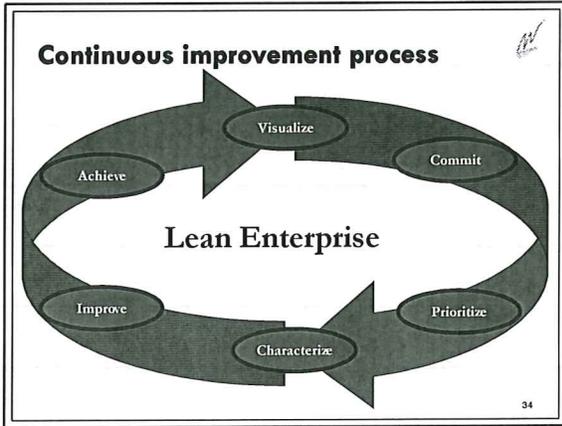
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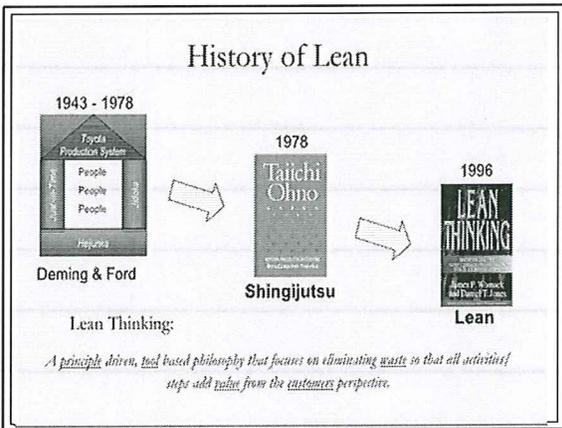
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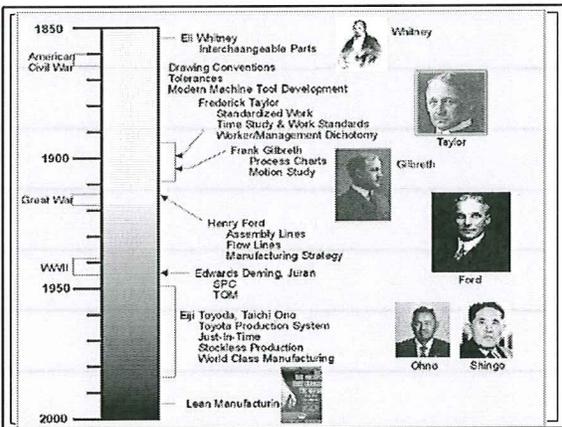
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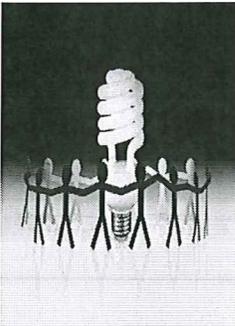
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### Why Lean, why now?



Public agencies are being asked to do more with smaller budgets and a shrinking workforce.

So how can we continue to provide quality service to our customers?

Lean can help.

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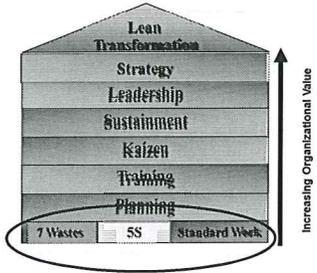
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### Building a successful Lean/CI transformation



Lean Transformation

Strategy

Leadership

Sustainment

Kaizen

Training

Planning

7 Wastes    5S    Standard Work

Increasing Organizational Value

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### Federal Government Lean Activity



PBGC

NST  
National Institute of Standards and Technology

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### What Makes Lean Different?

- Is Lean another "flavor of the month"?
- How does it differ from TQM and other improvement efforts?

#### Why Lean is different:

- ✓ Focuses on rapid, immediate, real-time change
- ✓ Delivers fast results to build momentum
- ✓ Emphasizes doing over planning
- ✓ Keeps all eyes on what matters thru metrics/visual systems
- ✓ Builds continuous improvement culture by empowering workforce to own the process and its effectiveness

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### Why focus on process?

- Nearly every tangible output, service or product is the result of a series of system processes
- Over 80 percent of process improvement opportunities are within the process itself
- Processes can be mapped, measured and managed to insure consistent, positive results

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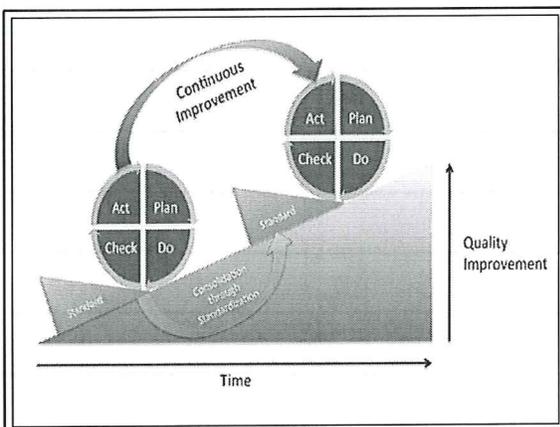
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**The Seven Wastes + 1**

- Defects (poor quality)
- Transportation
- Waiting
- Overproduction
- Inventory
- Motion
- Extra processing
- Underutilized creativity

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**Defects**

Any element of a product or service that does not meet or exceed a **key** customer requirement.

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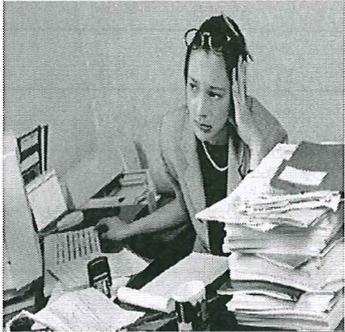
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**Defects also create:**

- Re-work
- Re-inspection
- Employee frustration
- More cost



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**Transportation**

The unnecessary movement of people, information or materials between processes.

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**Factoid**

Waiting accounts for 95% of the time that is required to produce a product or service.

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**The Waste of Delay and Waiting**

- Definition: Waiting for anything (people, paperwork, machines, or information) is waste.
- Examples could include:
  - Waiting for photocopies, faxes, or computers to respond
  - Waiting for customer files or reports from others
  - Waiting for unreturned phone calls or emails
  - Meetings that don't start on time

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**Overproduction**

Producing products or services faster than your customers are using them requires:

- More movement
- More storage
- More capital tied up in inventory
- More resources to track inventory

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### Office examples of overproduction

- Need 54 copies, but make 60, just in case.
- Print 5000 brochures because the price per unit is cheaper, then inventory, store and finally recycle 2/3 of them.
- Print and distribute forms that frequently change.

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### The Waste of Overproduction

- Definition: Transporting farther than necessary, or temporarily locating, restacking, or moving (including people, paper and information).
- Examples could include:
  - Paperwork moving from floor to floor
  - Mail distribution
  - Locating people that work together – the farthest apart

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### The Waste of Inventory

- Definition: Too much of anything is a waste; anything unneeded is waste.
- Examples could include:
  - Extra office supplies
  - Extra copier paper
  - Extra reports
  - Multiple files (hard copy as well as digital)

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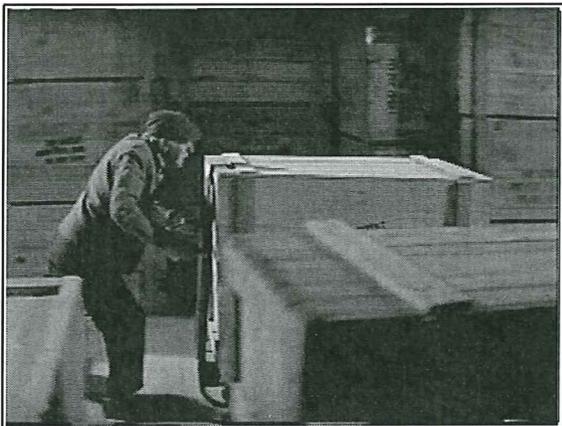
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### Motion



Any people movement that does not add value to a product or service.

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### The Waste of Motion

- Definition: Unnecessary work movements are a form of waste. All motion or movement (you, paper, information...) ideally should add value to the product or service produced for the customer.
- Examples could include:
  - Confusing motion with work
  - Walking and searching are great indicators and a natural response to waiting waste

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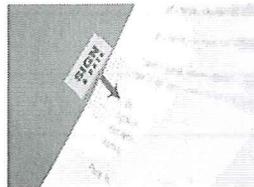
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### Extra Processing

Examples:

- Multiple inspections
- Multiple signatures
- Different ways to produce the same product (no standard work)
- Batching



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**Underutilized Creativity**



- People who work in the process know the process best.

But:

- Do they have the tools, training, and permission to improve it?

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**The Waste of Lack of Participation and Creativity**

- Definition: Failure to engage every worker in the improvement effort and solicit their ideas.
- Examples could include:
  - No implemented ideas for improvement on a daily, weekly, monthly basis
  - No team meetings to solve problems

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## Fundamentals of Lean: 5S

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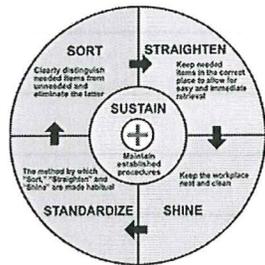
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### The 5 "Ss"

- Sort
- Set In Order
- Shine
- Standardize
- Sustain



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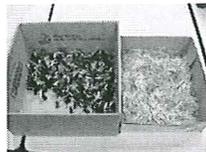
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### 1S

#### Sort

"When in doubt, move it out."



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**1S** **Example - Sort**

Distinguish between necessary and unnecessary items and information



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**1S** **Sort – process steps**

2. Identify where to sort

- Personal workspaces
- Common areas
- Supply cabinets
- Storage areas
- Garages,
- Warehouses



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**1S** **Helpful hints**

- Determine if the item is necessary
  - Usefulness
    - Does it function?
    - Do I need it for my job?
  - Frequency of use
  - Quantity needed
- Don't compromise
- Decorative and personal items

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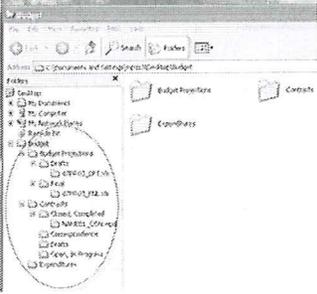
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**1S** **Electronic files - Sort**

- Email
- Files on:
  - Hard drive
  - Personal drive
  - Shared Drive
- Archiving



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**1S** **Shared drive**

1. Develop a file structure to include projects, meeting minutes, commonly shared files, etc.
2. Develop a consistent file naming scheme for folders.
3. Assign responsibility to clean out on a monthly basis.

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**2S** **Set in order – Why?**

- Immediately recognize items out of place, and an excessive or insufficient amount of items
- Eliminate time wasted locating items
- Improve customer service



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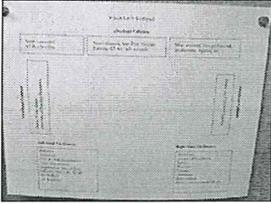
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**2S** "Set in order" rule of thumb

- Arrange and label items so that ANYONE can find them.
- YOU should be able to find ANYTHING in your office in 30 seconds or less.
- ANYONE should be able to find ANYTHING in YOUR office in 60 seconds or less.



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**2S** How long would it take you to find what you're looking for here?



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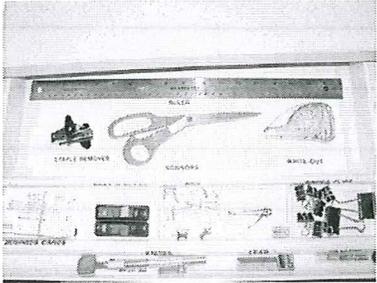
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**2S** Versus HERE !!!



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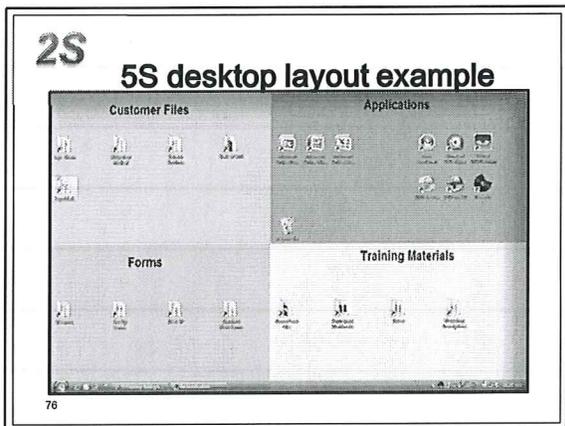
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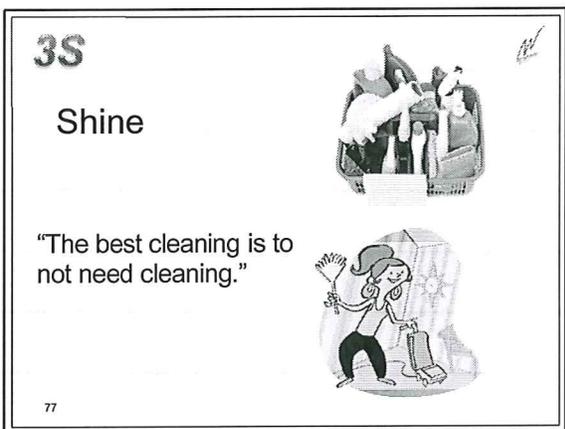
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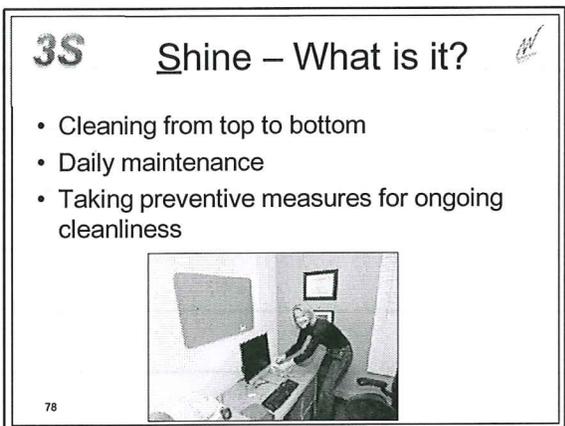
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**4S Standardize – What is it?**

- Makes “Sort,” “Set in order” and “Shine” habitual

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**4S Standardize – Why?**

- Enhances organizational performance
- Eliminates the need to re-do first 3S's
- Consistency



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**5S Sustain – What is it?**

- Effective, ongoing application of 5S in order to improve organizational performance
- Maintaining a commitment to 5S
- Sustaining improvements is the most difficult part

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# 5S

## Sustain – Process steps

### 4. Keep it fun

- Friendly competition
- Teamwork
- Before and after photographs
- Positive reinforcement
- Individual recognition or rewards



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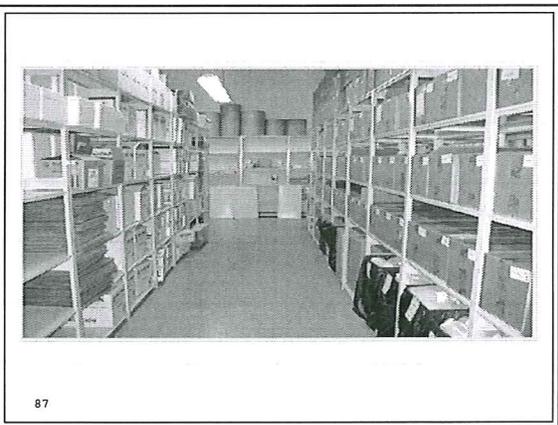
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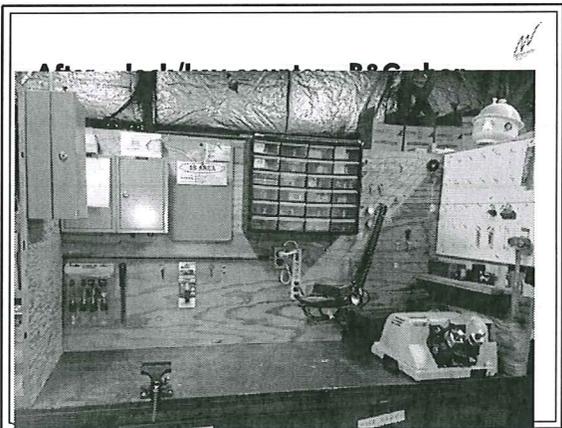
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## Visual Management

A communication device that tells, at a glance, how work should be done.

1. Where items belong
2. How many items
3. Standard procedure
4. Work in progress

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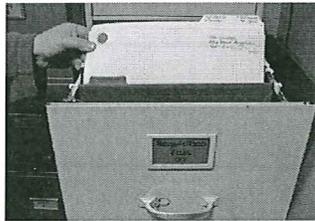
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### Color coding strategy

- Visually indicates an item's purpose
- Example: Similar files are color-coded and stored in the same location.



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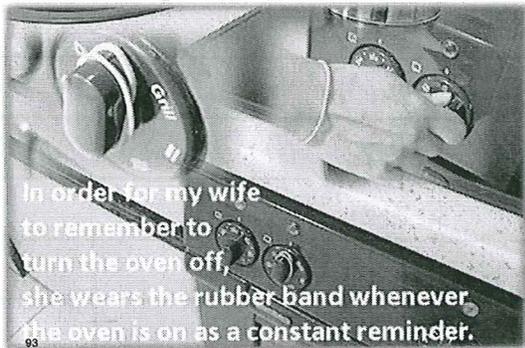
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### Poka yoke – error proofing



In order for my wife to remember to turn the oven off, she wears the rubber band whenever the oven is on as a constant reminder.

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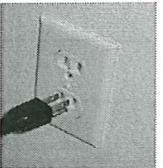
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**Error proofing**



**Poka Yoke**  
Can only be plugged into the right hole in the right orientation.



**Poka Yoke**  
Possible to use the first or the second mark. Even possible to forget if date given at all.



**Fixed Date, Empty Packet as Evidence of Use**



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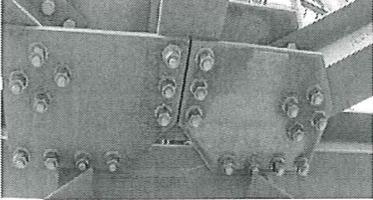
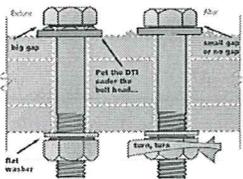
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**Poka Yoke**



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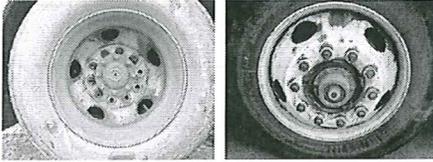
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### Results – Visual Controls



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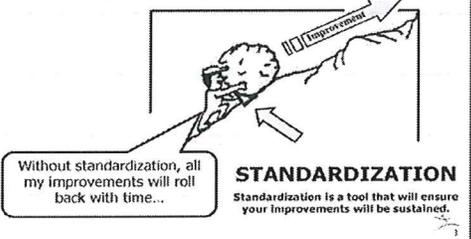
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### Standard Work

**Standardization is the Way to Sustain the Kaizen Gains**  
Definition and purpose: Toyota's original concept



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What comes to mind when you think of standard work?



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### Standard work is...

- One of the three foundation blocks of Lean
- The safest, highest quality, and most efficient way known to perform a particular task in a process
- Reduces variation, increases consistency
- Continually improved

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### Example of standard work

There is no silver bullet for standard work – it is different for every organization in every area of work.

The key to standard work is keeping it clear and simple, so staff can quickly and accurately complete their work. Below you will find a portion of one agency's standard work.

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**STANDARD WORK PROCEDURE FORM**

**DEPARTMENT OF FINANCE**

Procedure	Assigned to	Effective Date
Procedure	Finance Director	April 2014

**Purpose:** Monthly inventory reports

**Scope:** Inventory reports due by month, all 3000 services branches and all 1000000 for all 5 days

**Procedure steps:**

1. Check for inventory reports for every branch - make sure the data is correct and changed to correct if necessary (usually required after month)
2. Address any data issues that arise with branch and data corrected by input - re-submit on same date as original
3. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
4. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
5. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
6. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
7. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
8. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
9. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct
10. Complete branch reports by 10:00 AM and submit to the Finance Director's office - verify that reports are correct and that all data is correct

**Equipment:** Computer, printer, scanner, fax, telephone, internet access, etc.

**Materials:** Inventory reports, data, etc.

**Other:** Inventory reports, data, etc.

**Notes:** Inventory reports, data, etc.

**Flowchart:** Inventory reports, data, etc.

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**Why standard work?**

- Focuses on helping the employee be successful in the process
- Reduces variation, increases consistency, ease of training
- Improvements will not be sustained without it

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**“Where there is no standard, there can be no Kaizen.”**

Taiichi Ohno  
Vice-President, Toyota Motor Company

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**What Is a Kaizen Event or Value Stream Mapping (VSM)?**

- 3-5 day event with cross-functional team
- Strong leader commitment w/ experienced facilitator
- Training on Lean methods
- Mapping the current process
- Identifying improvement oport
- Mapping a new, improved proce
- Rapid implementation of new process and measurement of results



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### Types of Process Maps

- Flow Charts – Good for showing decisions and loops
- Value Stream Maps – Good for showing how value is added (tend to be linear)
- Spaghetti Maps – Good for showing physical movement of people and material
- Swim Lane Map – Good combination of first two maps

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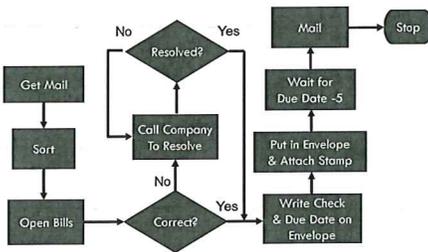
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### Flow Chart




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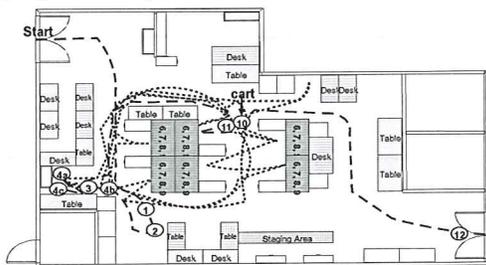
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### Spaghetti Map




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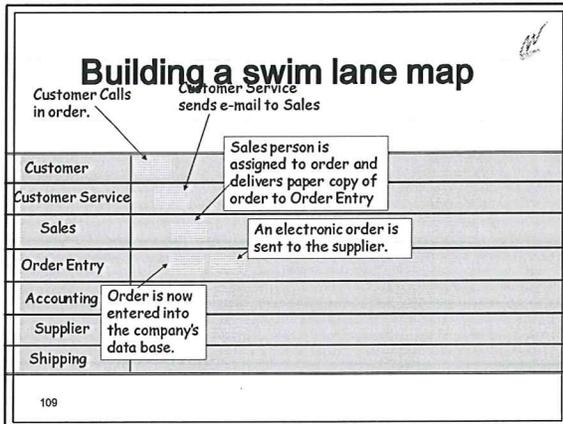
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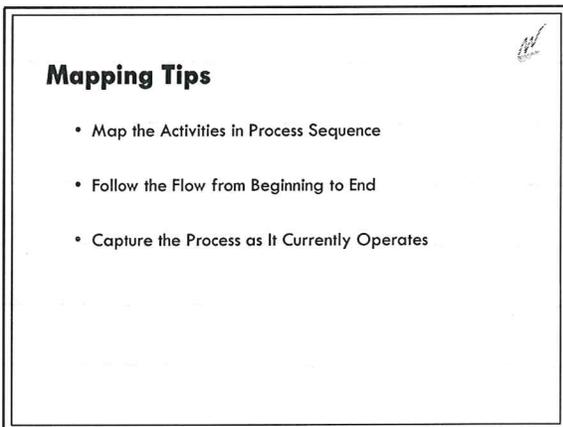
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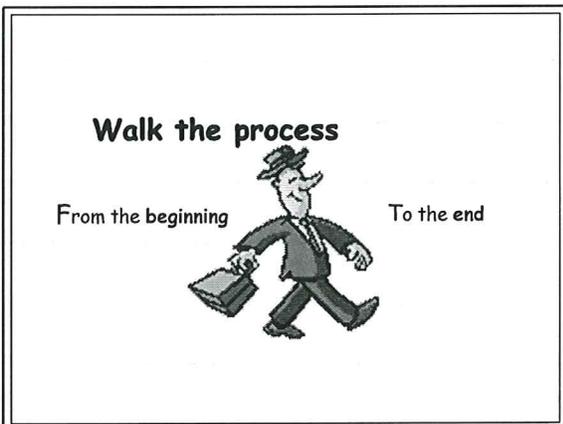
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### Building a VSM

- Analyze and define each process step as value-added, cost-added or waste

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6						
2 min 1 hr	5 min 1 hr 15 min 1 hr 15 min 1 hr 15 min	10 min 1 hr 15 min 1 hr 15 min	10 days 1 hr 15 min 1 hr 15 min	3 min 1 hr 15 min 1 hr 15 min	55 min 1 hr 15 min 1 hr 15 min	3 hrs	5 mins.	50 mins.	10 days	3 mins	55 mins
3 hrs	5 mins.	50 mins.	10 days	3 mins	55 mins						

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### Typical Office Non-Value Added vs. Value Added

Value Added 5%

Non-Value Added 95%

**Non-Value Added = Waste + Cost Added**

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### SNOW PLOW VSM RESULTS

Winter seasons compared

	Ave. employees involved in plowing ops.	Ave. hours for plowing and salt of a 3' storm	Miles plowed	Ave. man-hours/storm	Ave. man-hours per mile	Actual time (hrs:am)
2010/2011 winter	46	10,693	190	488.83	2.57	12:24pm
2011/2012 winter	23.5	14,214	190	418.875	2.18	8:56am
2012/2013 winter	23.5	14.5	190	392.15	2.06	10:31pm
2013/2014 winter	24.33	14.5	190	351.615	1.85	

	Estimated savings	Actual savings 2011/2012 vs 2012/2013
Out-Of-Site procedure	2.50%	3%
Double use salt	3%	3.56%

		Actual time (hrs:am)
Clear snow dumps		2:30pm
Review change plow routes		2:45pm

Color Key

- Yellow = Value Added
- Green = Cost Added
- Red = Waste

Winter 2013/2014

John P. [unreadable]

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### Report Out

- Introduce Team and Chosen Process
- Cover Expectations
- Review "IS" Process Condition
- Explain Goals and Performance Metrics
- Walk Through Brainstorming, Circle of Concern/Influence, and Johari's Window/Impact Quadrant
- Cover "SHOULD BE" Process and Results of the VSM and Process Redesign
- Go Over the Implementation Plan
- What Did Each of Us Learn

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### Rapid Improvement Events

- 2 – 4 Hour Event which addresses
  - Identify the goal to be accomplished
  - Identify how the change will be measured
  - Select changes to implement which will result in a true improvement
  - Test the change via the "Plan, Do, Act Cycle"

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### Rapid Improvement Events

- 8-D Problem Solving
  - Define the Problem
  - Form a Team
  - Understand the Problem
  - Identify the Root Cause
  - Select and Plan Solutions
  - Implement the Plan
  - Access the Results
  - Implement the Solution

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### Rapid Improvement Events

City of Manitowoc

<b>1. PURPOSE</b> To provide a structured process for identifying and solving problems quickly and effectively.	<b>2. SCOPE</b> All employees and managers.
<b>3. OBJECTIVES</b> To reduce cycle time, improve quality, and increase customer satisfaction.	<b>4. BENEFITS</b> Faster problem resolution, reduced waste, and improved efficiency.
<b>5. PROCEDURE</b> 1. Identify the problem. 2. Assign a team. 3. Define the problem. 4. Analyze the problem. 5. Develop solutions. 6. Implement solutions. 7. Monitor results.	<b>6. SUPPORT</b> Management support, training, and resources.
<b>7. CONTACT</b> Manitowoc Quality Improvement Department	<b>8. DATE</b> 4/10/2015

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### Results – Rapid Improvement Leaf Pick Up




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### My "IDEA" Form

Manitowoc Quality Improvement Department

Your suggestion is a critical part of the improvement process.

**IDEA Checklist:**

- 1. Is the idea clearly stated and easy to understand?
- 2. Is the idea feasible and practical?
- 3. Is the idea innovative and creative?
- 4. Is the idea cost-effective?
- 5. Is the idea safe and secure?
- 6. Is the idea easy to implement?
- 7. Is the idea supported by management?
- 8. Is the idea supported by the team?
- 9. Is the idea supported by the customer?
- 10. Is the idea supported by the community?

**Author:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Reviewed By:** \_\_\_\_\_ **Approved:** \_\_\_\_\_

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