

"The WCM program is a critical element to helping us become more competitive and has helped us get on a journey to become "World Class." The key to MSI's success is their ability to tailor training to meet our specific needs and do it in a way that has allowed us to reap immediate benefits."

-Peter Barnett, V.P. Operations, DanChem Technologies, Inc.

Overview

Achieving operational excellence is a systematic approach to identifying and eliminating waste (non-value-added activities) through continuous improvement, which is a state of mind and culture in pursuit of perfection. The MSI can get your company started or further along in this effort.

People are an organization's greatest asset, and, as such, they will bring ideas to drive efficiency in operations and, thus, profits to the company's bottom line. World Class Manufacturing (WCM) training is extremely valuable to an organization, in that it teaches everyone to identify waste. Understanding waste is critically important to determine what in your operations is of value and what is not. Advantages of this type of continuous improvement training are:

- Increased Productivity
- Reduction in Product Defects
- Reduced Lead Time
- Improved On-time Delivery
- Reduction in Inventory

WCM Training Approach

WCM training is based on Shingo principles of continuous improvement. This program is designed to train individuals to assess operational excellence, as well as improve employee morale, individual and company performance, and company profits, whether on the production floor, in human resources or at management levels, by highlighting value and non-value added activities. WCM curriculum will be customized to the specifics of your workplace.

WCM training participants will have learned to eliminate waste working across the enterprise through teamwork and communication. Results depend on how receptive company management is to change. Small changes will be seen immediately as employees become energized by the training to start making improvements right away.

The WCM training program is ideal for employees who are natural leaders, are interested in being a change agent and have basic common sense skills. These employees should be vested in the survival of your company and take pride in what they do. Through workshops and other hands-on training, WCM trainees will be able to:

- Define Operational Excellence
- Identify the Principles of Enterprise Excellence
- Define the Journey for Achieving Enterprise Excellence
- Identify Benefits of Continuous Improvement
- Define Value and Non-value Added Processes
- Identify Success Factors and Challenges of Implementation
- Define the Value Stream Process
- Identify TP3M (total productive, predictive and preventive maintenance)

Lean Awareness Workshop

A lean awareness workshop is offered as a method of introducing participants to lean principles in order to understand what are value and non-value added processes of their operations, as well as what waste is generated from those processes. This is also a great way to acclimate your entire workforce to the continuous process improvement work being done within your organization.



Module 1: Lean to Green Metrics

The module focuses on the metrics that should be created and used to improve processes within a specific operational area within an organization. The basic types of metrics discussed are: Quality, Delivery, Cost, Customer Satisfaction, Safety and Environmental. Training participants will be able to:

- Define a specific operational area that will be measured; Understand the need to link process level metrics to the business objectives of the organization; Identify and map the process steps within a specified operation; Create balanced metrics for a specific operational area.

Module 2: Implementing Continuous Improvement Programs

The module will guide the participant through the basic steps recommended to increase employee engagement, create a method for gathering improvement ideas, implementing improvements and reducing costs. Training participants will be able to:

- Understand employee engagement techniques; Learn efficient idea gathering methods; Gain the ability to transform ideas into waste reducing efforts; Confidently track improvement efforts; Realize the importance of celebrating success.

Module 3: 5S, Workplace Organization

More than just cleaning up and organizing, 5S (Sort, Set in Order, Shine, Standardize, Sustain) and workplace organization build a workplace that is self-ordering provides visual signals about the condition of the workplace. Training participants will be able to:

- What 5S really means; Understanding a place for everything and everything in its place; Understand a visual work place; Knowing how to sustain the organized workplace.

Module 4: Value Stream Mapping

The module teaches the basics of value stream mapping and will take the participants through an actual mapping of an internal process. Training participants will be able to:

- Understand the symbols used in a value stream map; Be able to create a current and future state map; Develop an action plan that moves the facility from current state to future state.

Module 5: Total Productive, Predictive, Preventive Maintenance (TP³M)

Properly maintaining equipment is a key factor in any successful business. Far too often, equipment is run until it starts having problems. It's the traditional "Run to Fail" model. When machinery and equipment wear, some of its original efficiency decreases. Training results are used to develop a PM schedule for a selected piece of equipment at the facility. Training participants will be able to:

- Identify Critical Equipment; Identify Critical Spares; Develop an Autonomous Maintenance program; Establish a scheduled maintenance program; Develop and maintain equipment history logs.

Module 6: Root Cause Analysis

This module focuses on three methods used to determine Root Causes of events. Using Five Why's, Fishbone Diagrams, and Effect and Cause analysis mapping. Participants are guided through problem solving techniques by uncovering the root cause of a selected event. Training participants will be able to:

- Properly complete an Incident report; Understand and use the 5 Why's method; Understand and use Cause and Effect Analysis.

Module 7: Conducting Kaizens

The Kaizen is an effective continuous improvement tool used to make changes to processes and eliminate wastes. The model used focuses on short term - usually one or two day events. A kaizen will be conducted on a preselected topic with the intent on completing action items by the end of the class. Training participants will be able to:

- Identify energy wastes and through a team brainstorming approach; Identify items for improvement to eliminate waste; Develop actions plans to implement changes which are measured.

Module 8: A3 Thinking

Participants are taught the principles of scientific thinking and the use of an A3 sheet. The A3 sheet documents and shows, on one page, the results from the Plan, Do, Check, Act (PDCA) cycle. Training participants will be able to:

- Use a logical thinking process; Present information in a nonjudgmental way; Track results achieved and processes used; Use only critical information and visualization; Align effort with strategy/objectives; Promote consistency throughout the organization; Use a systems approach to problem solving.