

Manufacturing and Non-Manufacturing Training Packages available

Improving Operational Performance – Apprenticeship (Levy Paying)

53 Weeks

CLS are accredited with City and Guilds to deliver The Apprenticeship - Improving Operational Performance framework.

- Business Improvement Techniques Level 2

The Business Improvement Techniques pathway ensures that business processes are planned and executed as efficiently as possible, identifying and, minimising waste whilst ensuring the highest quality. The qualification aims to help trainees make a positive contribution to improving business performance, and enable companies and organisations to reduce their waste/costs, improve their productivity and ultimately increase their competitiveness. The IOP Apprenticeship is delivered over 53 weeks and comprises of four modules.

Introduction to Lean

½ day

This programme has been developed to stimulate and support the skills of the current supervisor/manager. The course will provide an interactive initiation to the rudiments of 'Lean'. Concentrating on the 'Lean Mind-sets and behaviours' this short course will provide a solid understanding of the basic principles and how to identify future opportunities for improvement in whichever background the delegates are from.

Health and Safety Management

1 day

Managing for health and safety will particularly help those who need to put in place or oversee their organisation's health and safety arrangements. The one day course will help workers and their colleagues understand the responsibilities of each individual within the work force. Delegates will be asked to bring a video of a process in their own work area, which will undertake a thorough risk assessment during the course of the day. Other subjects covered will include;

Establishing and maintaining a safe work place

Risk Assessment

MSDS

Manual Handling

Heinrich Principle

KYT

Standardised Work

2 day

Delegates will begin by understanding the definition of Standardised work. And through a series of practical exercises begin to understand the importance of standardised work within the work environment and the benefits in terms of;

Safety

Quality

Production

Continual Improvement

At the end of the two days, the delegates will have obtained a thorough understanding of standardised work including;

- Documentation including 'Job Element Sheets', Combination tables, and Standardised work charts.
- Takt time/Cycle time
- Yamazumi
- Work time re balance

5S

1 day

5S engages people through the use of standards and discipline. It is a systematic and methodical approach allowing teams to organise their workplace and manage their cell/division. Through a series of practical exercises and short presentations the delegates will understand the structured approach to introducing a 5S Programme in the work place which results in;

- Accountability and Ownership
- Involvement with all employees
- An immediate improvement in the work place
- Improved performance in Safety and Quality
- The first step to Standardisation
- The first step towards Visual Management
- A sense of Pride and Ownership
- An opportunity for further improvements

Situational Leadership

2 days

Situational Leadership is a powerful tool that enables leaders and managers to assess and evaluate any given situation and then to develop a framework aimed at providing the level of support and direction that optimises the development of the individual undertaking the task, which ultimately leads to a more productive and rewarding result, not only for the individual concerned but for the future development of the company itself.

Over the two days we will develop the delegates understanding of the model and its application through some short theoretical presentations and practical examples of a wide range of situations.

Value Stream Mapping (VSM)

1 day

Whether logistics, supply chain, service related industries, healthcare, software development, product development administrative, office processes..... basically any piece of work or process that has a beginning and an end point, the use of Value stream mapping is a widely influential part of the lean tool kit, which allows visualisation of otherwise hidden processes and practices.

At the end of the 2 days the delegates will understand;

- The difference between Value and Non Value added work and what adds value to a process
- How to make a current state value stream map.
- How to analyse a current state map.
- The 3 stages to the development of a future state map
- Development of a Kaizen action plan to focus on the waste that can be seen within the VSM.

Communication - Including active listening/appraisals/setting targets, reviews/difficult conversations

2 days

Communication in the workplace is an integral and fundamental part of our everyday working. How we communicate and how we are communicated to, can directly affect the performance of an individual positively or negatively.

Within this course we will look the effect on engagement and empowerment within the workforce and how 'Active Listening' can improve your own responses.

Understanding body language and the unconscious messages that we send unwittingly to others. Delegates will spend the second day in a number of practical role play exercises to help support them in respect of dealing with difficult situations

Effective Meetings

1 day

How many times do we hold meetings where everything goes as exactly as we wanted?

Everyone arrives on time

All attendees have done the actions from the previous meeting

Someone takes minutes

Clear actions identified

No?

Well, surprise, this happens to most people in most companies....

Our 1 day course on 'How to hold an effective meeting'

The delegates will be taken through a standard approach to effective meetings, including;

Preparation

Actual Meeting

After the meeting.

And will never be unprepared again.

Practical Problem Solving

1 day

Practical Problem Solving (PPS) is a key part of a Lean Practitioners tool kit. Using a structured 'Funnel' approach delegates will be taken through all the stages;

- Initial Problem Perception
- Clarification of the problem
- Identifying the point of cause
- Cause and effect (fishbone)
- Root cause (5 whys)
- Countermeasure and follow up

We will go through an actual example of a problem within a working environment, and delegates will leave with the knowledge of tool to support their everyday problem solving.

Visual Management/Visual Factory including capacity improvement

½ day

When you walk into your work area can you immediately understand how the area is performing and are targets being achieved.

This short half day course will take you through examples of visual controls everywhere within our normal life and how we adapt our work environment to better visualise the quality and efficiency of what we do, and then to highlight areas need extra support or attention. Delegates will go through;

30 second status – 3 minute management

Setting Targets

Importance of KPI, S

Smart Goals.

QC Tools.

1 day

The use of Quality Control charts/tools shouldn't just be left to the quality technicians within a particular company.... They are an integral part of the 'Lean Toolkit' from Practical problem solving

to Manning Boards, whether your initiating Kaizen improvements from a value stream map or collecting data from breakdowns for a TPM project, QC Tools are a key part of all the activities.

Through the day, the delegates will get an understanding of each of these 7 QC Tools;

- Check sheets
- Control Charts
- Histograms
- Pareto
- Scatter diagrams
- Stratification
- Course and effect (fishbone)

Delegates will understand the uses of each tool and when to use.

Kaizen and the elimination of waste

1 day

How to reduce *waste* and improve the efficiency of your business is the question that every CEO will ask. However you visualise the waste, whether it is through a value stream map or through 'go and see' at the work force, identifying the non-value added activities or waste is a key part of the process to eventually then make the required improvements. Delegates will go through each of the 8 wastes;

- Waiting
- Over production
- Rejects/Repair
- Motion
- Processing too much
- Inventory
- Transport
- Skills

We will demonstrate all these wastes through a practical example.

Delegates will be able to determine the cost of each waste identified, before focusing on the skills required to develop the 'Kaizen Mind-set'.

Most importantly how to ensure kaizen activity is implemented otherwise the process of identifying the waste itself will just be WASTE....

TPM - Total Productive Maintenance

1 day

TPM is an important tool designed to reduce the amount of breakdowns for equipment. Carried out by either maintenance or production, the purpose is to stop a breakdown before it happens. This one day course will focus on the following areas;

- Preventative Maintenance
- Collecting Data/Using KPI,s
- Setting PM and TPM regimes based on data collected
- Setting a schedule
- Standardised processes
- Acting on abnormalities

Delegates will leave with the knowledge of the steps required to setting up their own TPM programme.

Quality Systems

1 day

What is a Quality operating system?

A collection of business practices focused on consistently meeting customer requirements and enhancing their customer satisfaction. It is aligned with an organisation's purpose and strategic direction for the company.

What is the effect on the company of a poor quality product?

CLS will deliver the required elements so learners have an understanding of the processes required to attain the target of 'Built in Quality'

Delegates will go through our 11 key steps to developing a Quality Operating System;

- Establishing a standard
- Maintaining the standard
- Establishing the company quality KPI,S
- Establish ranking system
- Defect handling system – What to do in the event of
- Document Standards
- Incorporate into standardised work
- Train
- Confirm
- Create traceability
- Go and See

Quick Changeover (QCO)

1 day

Machine/Tool changeovers can be challenging in most manufacturing processes. CLS will provide learners with an understanding of how to observe QCO and measure effectively. What tools to apply and what data to collect

We will demonstrate a standard approach to analyse the changeovers, looking at the following key areas;

- Definition of actual changeover time
- Internal / External Time
- Shingo's 6 Steps
- 8 identified methods for a Quick Changeover
- Standardise and train.

Then most importantly how to implement the kaizen improvements identified from the analysis

Manpower planning – Including versatility skills, time management/working menu's

½ day

Linked with Visual management, this short course will advise on the type of documents that will support the day to day and long term manning planning, looking at;

- Daily attendance/availability
- Training status and plans
- Time management/daily work plans
- Working menus
-

Pull systems - Including Kanban/takt time/pacemakers/Heijunka/poka yoke and Andon

1day

Through practical exercises and short presentations the delegates will be exposed to an actual production example. They will experience;

- The difference between 'push' and 'pull' systems
- Pacemakers in the workplace
- Takt/Cycle time.

- Included in the programme will also be guidance on;
- Kanban systems
- Capacity Improvements
- Heijunka (levelled production)

Lean Layout

½ day

This short course includes much of the learning from all the items within the 'Lean Tool kit' for example, 5S and waste identification and takes those principles and applies them on a larger scale. Taking into account;

- Material and production flow
- Delivery of parts and material to the employee
- Just In Time
- Minimal storage
- Storage of unnecessary material
- Line of sight
- Working in pitch
- Parts storage

We will take an actual example and then work out the most effective factory layout within the constraints.

Hoshin and Policy Deployment (Annual Planning)

1 day

The course will provide delegates with a systematic approach to organising a company's policy deployment/ annual planning and will focus on;

- Company objectives
- Mission Statements
- Developing KPI,S
- 3 R'S Responsibility/Review/Respond

We will also discuss the Hoshin is a 7-step process used in strategic planning in which strategic goals are communicated throughout the company and then put into action.

The above provides a brief description and overview of the courses. We are happy to meet and discuss the courses more detail, however the above provides a description of content.

Complete lean Solutions Ltd was established in 2003 by 2 former Toyota Lean Specialists. We have since grown to a team of over 40. We have an office in the Midlands and in Melbourne Australia. All of our employees in the UK, have direct experience of working for Toyota in the home of "lean manufacturing".