

Kaizen

15 Hour Basic Course

SESSION 3

Instructor's Guide

I. Opening the Meeting

- Welcome participants to Session 3 of Kaizen Training
- Create an informal atmosphere. Put the audience at ease. Remind people attendance is recorded but not tests will be given.
- Introduce yourself, and conduct participant introductions if necessary.
- Thank and or remind people to be on time to class.
- Remember to encourage participation so that the participants will most most benefit from the class.

A. Review of Session 2

- Step 2 of Kaizen is Current State Analysis
- Need to be analytic in approach: quantify, classify, & detail
- Covered basics of motion analysis, work element analysis, time study and Standardized Work.

B. Explanation of Today's Schedule

- Practice of Workplace Observation
 - Grasp current situation and notice Kaizen points
- Various preparations for carrying out Workplace observations
 - Materials, safety equipment, etc.
- Distribute necessary forms, materials, & other items

Ready the class for observing the plant floor

II. Plant Floor Observations

A. Preparation for plant floor observation practice

1. Forming teams and assigning roles

- One team can have maximum of 3~4 people
- Each team decides on a team leader
(The group members should consider experience, type of job, number of people, etc. when deciding on a team leader)

2. Theme and Contents of observations

- 1 theme per group (have them observe at least 1 employee)
- limit the range of observation

Work Element Analysis
Movement Analysis
Time Study
(Also Standardized Work & 5S when necessary)

3. Set time period and the way of proceeding with observations

- The time for observation is from _____ to _____
- Set a goal for each measurement and observation
- Try to observe the following outline
After 30 minutes, finish identifying work elements
- Analysis points
After 1 hour, complete time study of work elements
- Analysis
After 1.5 hours, 100% Completion of motion analysis
- After 2 hours, finish everything

** Try to guide the groups so that they can get effective results in a short period of time*

4 Analysis points

a. Work Element Analysis

Correctly enter the name of each work element

Focus on error free analysis

Don't oversimplify the analysis results

Notice the degree of fluctuation in each work element

Walking distance

Time where there is work in hand, vs. time with an "empty hand"

Existence of abnormal work

Location of the bottleneck work

b. Motion Analysis

Value added motions

Auxiliary Motions

Movements of both hands

Non value added motions

Direction of motion

Movements and grip of materials

Degree of motion to adjust the work piece

5 Precautions for observations

Do not hinder the progress of employees

Take care to maintain safety

Wear safety equipment when necessary

Complete observations within allotted time

Question the Team Leader about unclear points

Do not disturb the employees as they work

6 Distribute material for observation

Work Element Sheets

Motion Analysis Sheet

Time Observation Sheets

Cell Problem Countermeasure Sheet

7 Other

Ask everyone to strictly observe the time allotted for observation period

Direct everyone to return to the appointed area by ____ when they are done with the Workplace observation

The trainer should try to circulate among the groups during the observation period and provide guidance

Collect the results of Workplace Observation

- As you collect the results, have the participants prepare the following materials for the 5th days presentation:
 - 1) Overall Layout (Theme, work area layout, Takt time, etc.)
 - 2) Work Element Analysis Sheet
 - 3) Motion Analysis Sheet
 - 4) Time Observation Sheet
 - 5) Standardized Work Forms
 - 6) Problem Countermeasure Sheet (Problem areas, and Kaizen points)
 - 7) Others (Sketch of improvement ideas)

The groups will be presenting separately, so have each group arrange for these materials

Due to the time constraints, try to present a quick but accurate picture of the job site.

Collect the Results of the Workplace Observation

A Preparation of Presentation materials

Instruct the groups on what they will need to present. Distribute an example from the work we did at Grand Haven on the Honda Line.

Include a trial, and allow each group to arrange the results that they observed.

Have the participants prepare the following materials for use with their presentation

1 Overall Layout Explanation

- Encompassing picture of the observed work area
- Number of employees
- Work range for each employee
- Process flow of work materials
- Location of parts
- Types of pallets for inventory, large accompanying equipment
- Production volume, Takt time, Cycle time

2 Work Element Chart

- Fill in necessary columns on the form
- Contents of intermittent work
- Off line Work
- Others

3 Motion Analysis Sheet

- Current layout (at a scale that is easy to understand)
- Enter necessary points into each column
- Kaizen points

4 Problem Countermeasure Sheet

- Current problem points
- Kaizen ideas and goals (Kaizen plan)

5 Others

III Closing the Session

Today, using Work Element Analysis and Motion Analysis techniques, and Time Study, we've developed a picture of the current work situation.

I hope that everyone understands the methods that we utilized to analyze the job site. Today's goal was not to "do kaizen" but to practice some of the skills we learned in the class room.

Ask for the participants thoughts and impressions on today's activity

- Difficult points/ good points
- Things they noticed for the first time, things they were conscious of
- Others

Basically, when we do Workplace observations, we're trying to get you to recognize things that, until now, have never made an impression on you.

The things we did today will become the foundation for future Kaizen activities. But its critical that we all correctly understand today's lesson.

I'd like to have each group present their results in the 5th session. To make things go a little more smoothly, Try to prepare and arrange your materials before hand.

Tomorrow, we will be learning how to put together a final Kaizen plan, and how to develop ideas and goals for improvements. All of this will be based on today's material.

Thank you very much everyone. We had a good session today with lots of participation. See you tomorrow at the arranged time.