Customized Employment 2.0: *Principles to practice*

CoP #3
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MEANINGFUL WORK + COMMUNITY INCLUSION

Identifying Needs and Customizing Jobs:
Put your Lean-goggles on

Lean Principles:
a Toolkit for *Customizing Jobs*

Lean has many helpful tools for Identifying needs and customizing jobs.
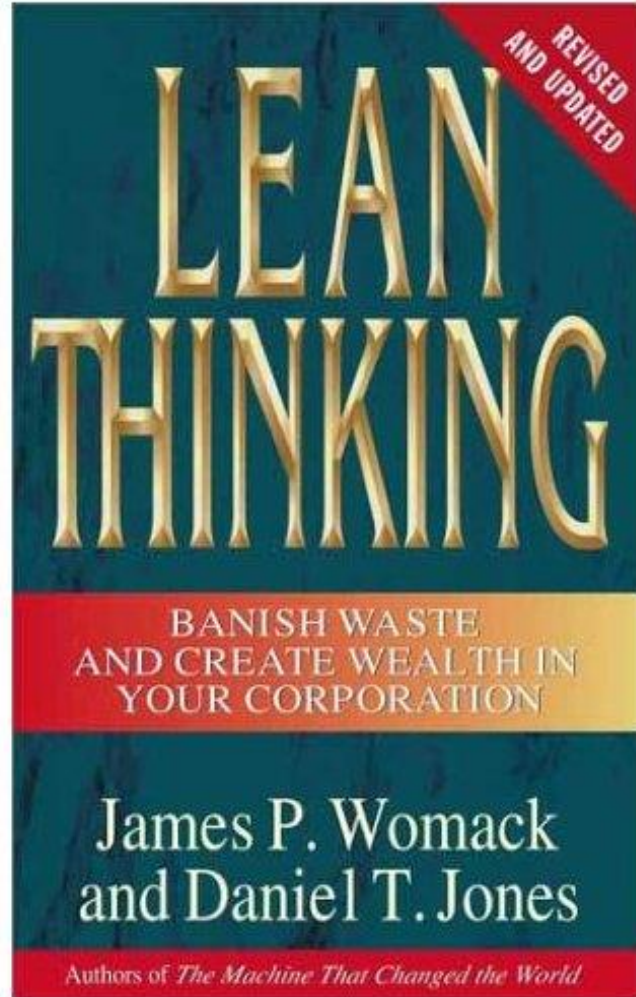
Have you been looking into "Lean"?

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What is "Lean"

"The endless transformation of waste into value from the customer's perspective"
Womack & Jones,
Lean Thinking

Seeking to provide the <u>highest quality product or service</u> in the <u>shortest time</u>, for the <u>lowest possible cost</u>, when <u>needed</u>!

Lean Principles:
A Job Developer's Toolkit

A process improvement approach that focuses on the customer and seeks to identify "WASTE" and inefficient processes

Learn to talk the language of business and identify "unmet needs"

LEAN THINKING

REVISED AND UPDATED

BANISH WASTE AND CREATE WEALTH IN YOUR CORPORATION

James P. Womack and Daniel T. Jones

Authors of *The Machine That Changed the World*

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Lean Key Principles

- Focus is on the *customer's experience and* continuous process improvement
- Goal is to identify *Value-Adding* services and eliminate waste to create "on-demand service" and one-piece "flow"
- Remove Waste: Take out the rocks and the stream will run more swiftly
- To work smarter, not harder

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Value Adding vs. *Non-Value-adding* activities

60% of most employee's workdays are spent doing non-value adding activities.

Value Adding Activity is defined as:
  1) *Customer is willing to pay for it;*
  2) *You are changing form, fit or function of material;*
  3) *Activity is performed correctly the first time*

Value added, non-value adding
https://www.youtube.com/watch?v=xAeDzukRMPg

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Lean Principle: *One Piece Flow*

Orders on Demand:
Have it your way.

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Identify ways to streamline processes and improve workflow

What is the product (or service)?

- Are there ways to make product faster or service better?

- Are there ways to make product cheaper or save money?

- Are there ways to increase the number of customers served or improve the customer experience?

- Are the customers (and staff) happy?
  - Costs $.80 to keep a customer and $3.00 to make a new one
  - Costs $5-$10k to hire and train a new employee

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Lean: The 8 Wastes

Defects

Efforts caused by rework, scrap and incorrect information.

Overproduction

Production that is more than needed or before it is needed.

Waiting

Wasted time waiting for the next step in a process.

Non-Utilized Talent
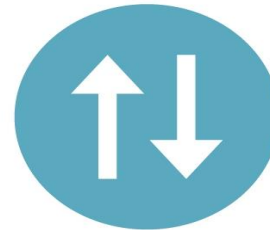
Underutilizing people's talents, skills & knowledge.

Transportation

Unnecessary movements of products & materials.

Inventory

Excess products and materials not being processed.

Motion

Unnecessary movements by people (ex. walking).

Extra-Processing

More work or higher quality than is required by the customer.

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During Informational Interviews: Look for "Waste"

- Wasted Talent
  - Identify who are the "surgeons" (aka highly paid or income-generating staff) Are they doing surgery?
  - What are the *set-up* and *button-up* tasks for supporting the essential work?

- Wasted Time
  - Orders not processed because too busy taking new ones
  - Machines/supplies not maintained- work stops

- Wasted Resources
  - Inventory- supplies never used or too much of what is needed
  - Overproduction- 50 kits - we ordered 1,000.. expired, obsolete.
  - Is the employer using temporary workers? Paying overtime?

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Identify Issues/Challenges

- Customer /employee complaints
- Log jams/backlogs/long lead times/Waiting
- Inventory/supply issues
- Unassigned, but critical tasks
- Burn-out or high turnover
- Managers or key staff pulled away from core tasks
- Workflow fluctuations
  - Rush times, crunch times, seasonal fluctuations, sporadic tasks

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Let's talk Waste– Did you visit a business? What did you, as a customer, experience or see?

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Identifying Waste:
Put on your "lean-goggles"

https://youtu.be/Ng2FvK5v6-U

Some Good Lean Videos

8 wastes
https://www.youtube.com/watch?v=3tT-F1OhEVk

Lean explained (Pizza)
https://youtu.be/e9Ic1Jdkk6g

The Making of a Lean Donut Shop
https://www.youtube.com/watch?v=Lz3Rcv3kFsw

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Lean-Goggles:

Case Study: Shipping Department at NSP

Observations, Identified Issues

- Books were being shipped by multiple staff people- based on their availability

- Orders were being shipped twice, wrong books were being sent, no system to flag partially shipped orders, lots of postage errors, wrong or incomplete forms for international orders

- No consistent method, everyone had a different approach

- Materials, stock and supplies were not organized or inventoried: Shipping supplies and tools were scattered between 2 small processing tables; front/back stock not organized, running out and over-ordering because they could not find/see what was there

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Solutions: a *Designated Shipper, an Inventory Management System and* a Standardized Fulfillment Process

- Job Coach observed current process (standing in the circle)

- Started by 5'sing the area- organized and labeled everything

- Worked with No Starch manager to develop an invoice tracking system and new "picking" process

- Developed a standard processes with the team and organized the responsibilities of the new position (see checklist)
  - Revised *Invoice Management* database/partial orders flagged when printing invoices, packing sheet and labels
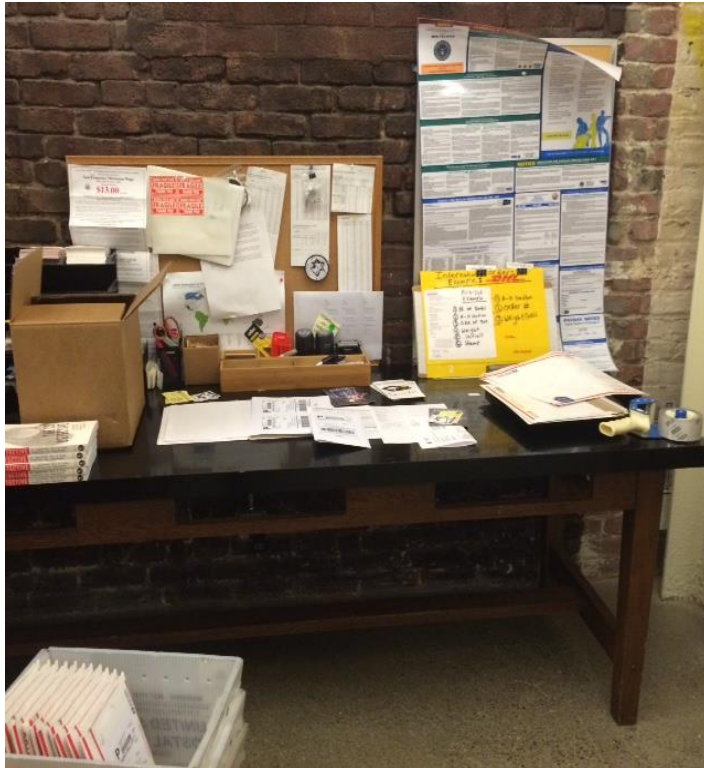 - Added ways to QC work and verify status of the orders

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Observation/Spaghetti Chart
What did we see in the Shipping Department?

Before

Books/Stock

Books/Stock

2nd Desk

Mail Cart

Packing Processing Desk

Shipping Materials

Ping Pong table

After

Books/Stock

Books/Stock

Mail Cart

Packing/Processing Area

Shipping Materials
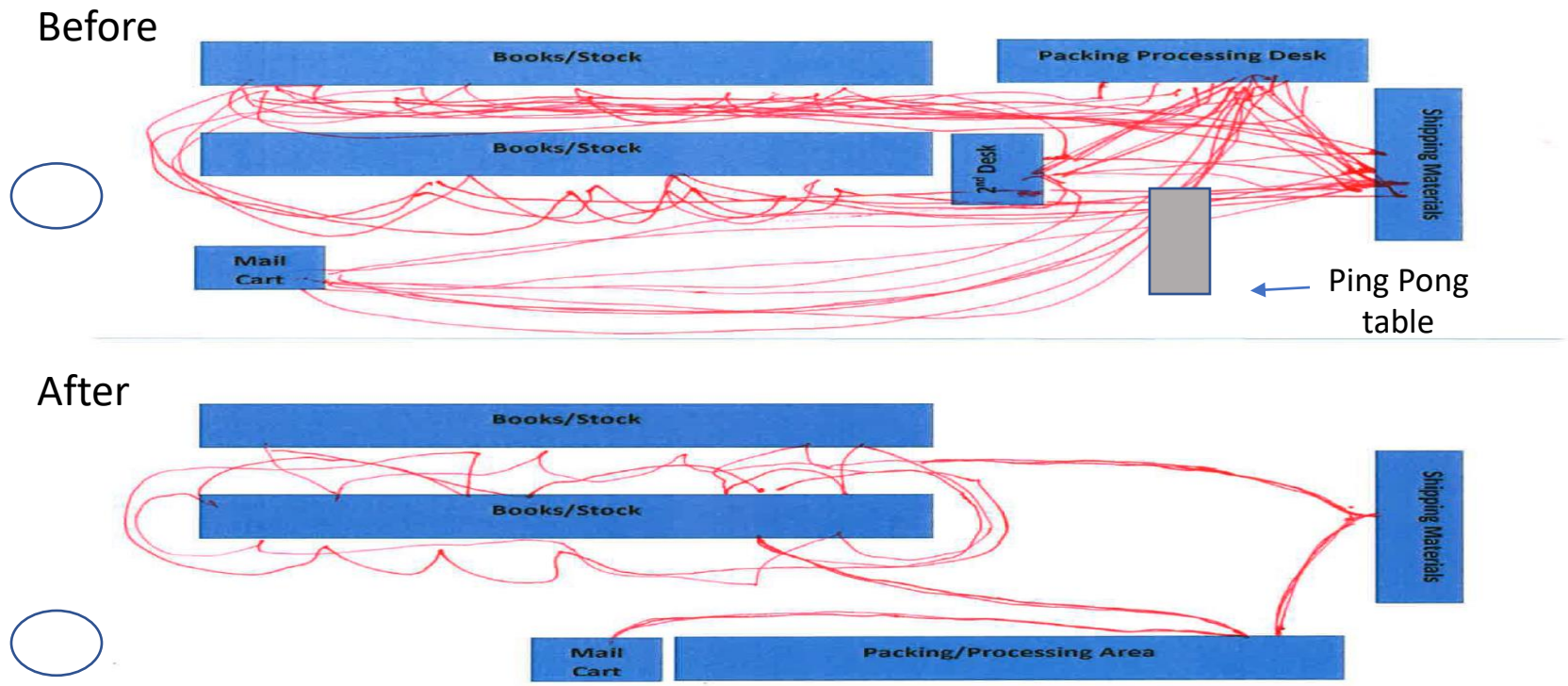
5-s'ing the Shipping/Packing Area

Before

After

Tools/Supplies/Stock: Organized and Labeled

Front Stock/Back Stock

Categorized books, organized and labeled shelves/bins
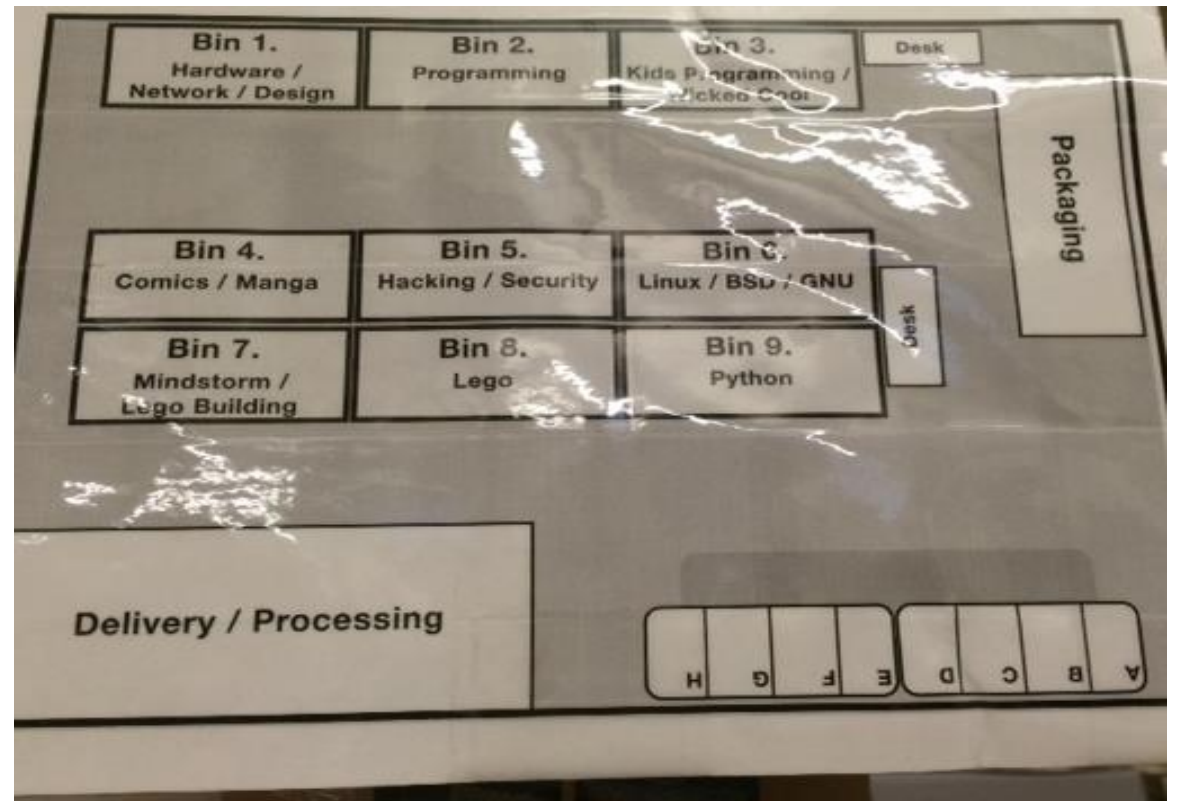
Inventory/Books on hand: How much is needed?

How much Inventory?

Front Stock

Picks & Replenishes boxes on *Picking* shelves

Back Stock

Inventories the boxes on the back stock shelves.

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Established a clear, standardized process with Checkpoints

no starch press

Shipping Checklist

Marketing Packets

1. No Starch Press Sticker
2. Seasonal Sticker
3. Valid Coupon (check date)
4. Add all three items in bag

Shipping and packaging directions

1. Layout shipping set in A-H range (label, Customer Invoice, Pick-list)

2. Mark the Number of BOOKS and mark what A-H range on each Pick-list passion.

3. Grab all 8 pick-lists and gather products using cart, keeping orders separated.

4. Return pick-list and products on table in A-H order.

5. Double check all paper work and product. Check of pick-list to confirm each item to be shipped. (also check product quality)

6. Fold Customer Invoice in half, add 2 Marketing Postcards inside the book cover and add 1 Marketing Packs on top of book.

7. Pack each order one by one (A-H).

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Look for the simple answer

A library cart that allowed the *Shipping Clerk* to pick multiple orders before going to the processing table.

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CE: A win-win
A customized position that adds value to the business

Customized Employment 2.0: Community of Practice #4

Monday, December 11th , 3:00-4:00
Working with Employers to organize a "customized position"

In our last session, we will discuss how to support employers or hiring managers to reorganize work processes/job responsibilities, gain buy-in from coworkers and ensure that the new employee becomes a value-adding member of their team.

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About TransCen

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