Continuous Improvement Toolkit

Best Practices



The Continuous Improvement Map

Managing	Selecting & Decision Making Planning & Project Management*
Risk PDPC	Break-even Analysis Importance-Urgency Mapping Daily Planning PERT/CPM
FMEA RAID Log*	Quality Function Deployment Cost Benefit Analysis MOST RACI Matrix Activity Networks
Risk Analysis*	Payoff Matrix Delphi Method TPN Analysis SWOT Analysis Stakeholder Analysis
Fault Tree Analysis	ecision Tree Pick Chart Voting Four Field Matrix Project Charter Improvement Roadmaps
Traffic Light Assessment	Critical-to Tree Force Field Analysis Portfolio Matrix PDCA Policy Deployment Gantt Charts
	ano Decision Balance Sheet Paired Comparison DMAIC Kaizen Events Control Planning
Process Yield OEE C	ost of Quality* Pugh Matrix Prioritization Matrix A3 Thinking Standard work Document control
Earned	
	escriptive Statistics ANOVA Chi-Square Cause & Effect TPM Automation Solutions***
	obability Distributions Hypothesis Testing Design of Experiment Mistake Proofing Ergonomics
Bottleneck Analysis	Histograms Multi vari Studies Confidence Intervals Simulation Just in Time 5S
	aphical Analysis Scatter Plots Correlation Regression Quick Changeover Visual Management
Understanding Performance** MSA	
	ntrol Charts Fishbone Diagram Relations Mapping SIPOC* Spaghetti ** Process Redesign
Data collection planner*	Sampling How-How Diagram*** Tree Diagram* Waste Analysis** Value Stream Mapping**
Check Sheets Interview	
Questionnaires Focus	Groups Affinity Diagram Morphological Analysis Flow Process Charts** Service Blueprints
Data Observ	vations Mind Mapping* Lateral Thinking Flowcharting IDEF0 Process Mapping
Collection Sug	gestion systems Five Ws Group Creativity Designing & Analyzing Processes

- A Best Practice is that practice that has been proven to achieve the best results.
- □ It represents creative solutions to common problems.
- □ It has the potential to be replicated internally and externally.



- Companies are able to learn from other successful organizations by adopting their best practices.
- Companies can also develop and share their own best practices and innovative solutions.



- Developing a best practice program for your company is an integral part of becoming world-class in your field.
- You need to know what other world-class organizations are doing to become more competitive.



Uses:

- □ Find **creative solutions** to problems.
- □ Allow **new ideas and insights** to emerge within the company.
- A fast and easy way to share lean and continuous improvement successes and accomplishments.
- Highlight the many innovations currently in place throughout the company and beyond.



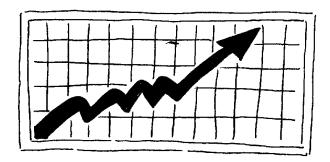
By developing and sharing best practices:

- Everybody can benefit from the successes of others.
- Performance gaps will close over time.
- Promote involvement and participation of employees in their workplaces.
- Increase employees' motivation.



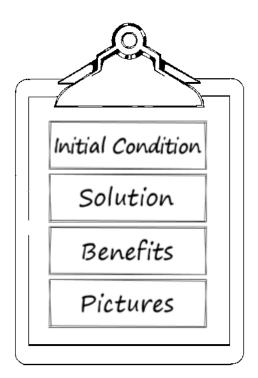
By implementing existing best practices and integrating them into your processes:

- Quality and performance will continue to rise.
- Safety will increase.
- Costs will be reduced.
- Employees will be more aware and skillful and therefore more productive.



The basic elements of a best practice often include:

- The initial condition or problem.
- The solution to the problem.
- The benefits obtained after implementation.
- Drawings and before and after photos.



Other information can also be included such as:

- The most closely related process and sub-process.
- A reference number (non-duplicative).
- The dates of submission and approval.
- The name of the originator.
- The name of the contact person.
- Any other information useful to communicate and replicate the best practice.



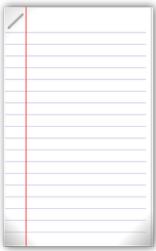
Other information can also be included such as:

- The date the best practice was submitted.
- The category (safety, health, quality, manufacturing, etc.).
- Whether the best practice is mandatory or recommended.
- Files (documents, spreadsheets, reports, etc.).
- The validator who reviewed it for content and completeness.
- The name of the individual who approved the best practice.



Case Studies:

- A best practice may include a case study which provides more details on:
 - The **advantages**: describe the benefits obtained.
 - **Pitfalls**: describe any problems that had to be overcome in order to successfully implement the best practice.
 - The **cost savings** that were generated.
 - Cost to implementation.
 - If the best practice was implemented to improve EHS compliance, it should describe the regulation or requirement.



Example of a Best Practice Form:

Title:		Process:	Process:	
Sub-process:		Date:	Date:	
Initial condition	Solution	Benefits	Drawing/Photos	
Originated by	Submitted by	Contact details		
Originated by	Submitted by	Contact details		
Department:	Plant:	Division:		

Another Format:

Best Practice				
Subject:	Originated by:			
Department:	Submitted by:			
Area/Process:	Submission date:			
Initial Condition	Before Photos			
Solution	After Photos			
Benefits/Results				

Communication:

- Don't allow an improvement opportunity to slip away because of miscommunication.
- Communicate your best practices in a way to promote:
 - Awareness.
 - Understanding.
 - Implementation.



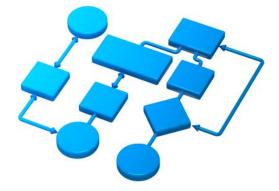
Communication Strategies:

- □ Resend best practices to relevant people.
- Post them on notice boards so everyone can see, share, and congratulate.
- Utilize databases and intranets to allow best practices to be shared between facilities.



How to Document a Best Practice:

- Ensure the practice that has been developed is unique and meets the best practice criteria.
- □ Use a paper form (or an electronic form).
- Write the title and the initial condition that leads to develop this best practice.



- Write the solution to the condition or problem and the benefits that has been obtained.
- Complete all the required elements.
- Attach any pictures or case studies that you may have.
- Submit the information to the appropriate staff to validate its completeness and correctness.

Translation Opportunities:

1. Direct Translation:

• Implement the same idea in a similar process, product or service.



Translation Opportunities:

- 2. Adaption:
 - Adaptation of the idea for the same process.





Translation Opportunities:

3. Customization:

• Adaptation of the idea to a different process, product or service.



Translation Opportunities:

- 3. Customization:
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Example:

Title: Modified Trousers		Process:		
Sub-process:		Date:		
Initial condition	Solution	Benefits	Drawing/Photos	
If a machine needs any adjustment, the maintainer usually takes his heavy toolbox (an ergonomic issue). He may forget some tools if he hold them by hand causing waste of time resulting in machine downtime.	We have provided all maintainers with trousers that have two pockets (one at each side) to hold their most important and used tools.	Each maintainer now can keep his tools with him all the time. No need to search toolboxes, no ergonomic issues, and less machines downtime.		
Originated by	Submitted by	Contact details		
Department:	Plant:	Division:		

Further Information:

- On a periodic basis, each best practice should be reviewed to determine if it is still appropriate.
- With the passing of time, it may become outdated due to more recent developments or process changes.
- If at any time anyone identifies a best practice that is outdated, this should be reported.



Further Information:

- A best practice can also demonstrate the positive and tangible impact on the working conditions, quality of life, environment, organization culture, etc.
- Best is not always best for everyone.
- Every facility is different in some way, different missions, cultures, environments, and technologies.
- A best practice may result from a suggestion or recommendation.

