



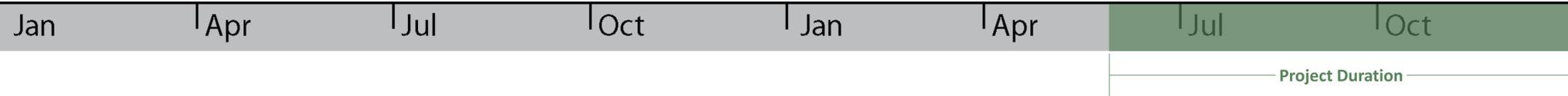
Project Results from Lean Efforts

Frontline Improvement by Small Kaizen (F.I.S.K)

Department of Labor & Industries

2011

2012



Problem

L&I lacked a formal system for frontline employees to contribute ideas to improve their work. Workers' compensation claims staff were identifying waste in their work processes and we lacked a way to capture their ideas and determine when, how, and where to implement improvements.

Causes

Lean concepts and methods were new to L&I, and we lacked a way for employees to report waste and improve processes.

Solutions

- Developed a standard method to solicit, evaluate, recommend and implement successful countermeasures.
- Promoted employee development and created ownership to improve their work.
- Created a form to allow frontline staff to use problem-solving methods to test ideas that can be accomplished in 1 week to 3 months.

Results

The form and concept was piloted in one team. Some staff submitted ideas to test to reduce waste. The concept has been spread to another work group.

Next Steps

Continue to use the F.I.S.K form to evaluate recommendations to implement process improvements. Spread to additional claim units, work groups and business areas.

TSK-LEAN 102 DRAFT February 21, 2012

TSK-LEAN 102 F.I.S.K. FORM

Date submitted: 01/01/2012
My name and unit: Idea Maker, Unit 1

SECTION #1		
Problem Type <input checked="" type="checkbox"/> Check all that apply	My idea reduces the following waste(s): <input type="checkbox"/> Overproduction <input type="checkbox"/> Inventory <input type="checkbox"/> Waiting <input checked="" type="checkbox"/> Underutilized people/knowledge <input checked="" type="checkbox"/> Correction <input type="checkbox"/> Transportation <input type="checkbox"/> Overprocessing <input type="checkbox"/> Motion	It improves: <input type="checkbox"/> MORALE <input type="checkbox"/> SAFETY <input type="checkbox"/> COST <input checked="" type="checkbox"/> QUALITY <input type="checkbox"/> SERVICE
My description of the current problem: <ul style="list-style-type: none"> • Keep your focus narrow • Be specific • Don't use this space to solve 	My idea for a countermeasure is: <ul style="list-style-type: none"> • Develop a specific idea to address the root cause • Select the most practical and effective countermeasure • Select a countermeasure that is within your control • Create a clear and detailed action plan, including specifically who will test your countermeasure 	
Root Cause: why does the problem occur? <ul style="list-style-type: none"> • State why the problem is currently happening • And then ask yourself why <i>that</i> is happening • Keep asking why until you reach the point of cause 	Dates for testing my countermeasure are: <ul style="list-style-type: none"> • Choose a specific date span that allows you to determine if your countermeasure addresses the root cause • Date spans cannot exceed three months 	
The problem occurs (when/how/who/where) <ul style="list-style-type: none"> • Every claim? • At a specific dr's office? • 2 x per week to only a WCA3? 	Approval to test my idea: <u>Mr. I. Love-your-idea</u> Date: <u>02/01/2012</u> <small>Supervisor Signature</small>	
SECTION #2		
Measureable results of my countermeasure: <input type="checkbox"/> Fixed the problem <input type="checkbox"/> Back to the drawing board State the findings after testing your countermeasure. Did it reduce waste? Did it address the root cause? Was there anything you would do differently? Why or why not? If it should be implemented and spread, why should it be spread to the box selected below? My Lean countermeasure should be spread to: <input type="checkbox"/> My unit <input checked="" type="checkbox"/> D.S.A. <input type="checkbox"/> Claims Floor Standardization: (What steps will be taken to keep the new standard in place?) What will prevent the original problem happening again? Approval to spread: <u>Mr. I Love-your-idea</u> <u>Ms. Wish I thought of that</u> Date: <u>03/01/2012</u> <small>Supervisor Signature Operations Manager Signature</small> <u>Ms. Love Your-idea-more</u> Date: <u>03/03/2012</u> <small>Program Manager Signature</small>		