Course Project Part B: Detailed Agenda(s) for Kaizen or Work-Outs

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# **JWI 550 Operations Management**

# **Introduction**

In the previous submission, the main focus was on the creation of a platform for the evaluation of the factors affecting the performance of the Department of Corrections at Florida. The previous submission showed that there are diverse challenges which concern the normal process flow in the Florida Department of Corrections. One of the main problems which the previous section outlined is delays. Delays have been associated with various challenges, such as poor performance of the multiple departments and offices. Therefore, the main focus for this section is building on the previous submission and define the elements of delays. Addressing delays will help to create a platform for implementing the right interventions to achieve better outcomes.

# **The selected Kaizen event**

From the previous analysis, one of the significant problems associated with the reduction in performance of the Department of Corrections is increased delays. Increased delays usually affect the abilities of the major stakeholders to maintain the desired levels of connection with the other officers and the inmates. Therefore, the main focus for this section is to build a reliable framework for the improvement of the flow of processes within the entity as far as workplace organization is concerned. Through workplace organization, this section will use the 5S framework in the identification, analysis and resolution of the underlying problems (Ishijima, Nishikido, Teshima, Nishikawa & Gawad, 2019). The main objective for this approach is to create a reliable framework for continuous assessment of the current problems facing the organization and achieve progressive process improvement. The proposed model will focus on the identification of the current issue, analyzing the primary causes and then defining the possible and viable solutions to ensure efficiency as far as eliminating delays is concerned.

# **Detailed agenda**

The table below shows lists the primary plan to follow in the process of improving the performance of the department of corrections as far as the use of 5S is concerned.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Day/time  | Session topic  | Lean tools | Deliverables/outputs  | Rationale  |
| May 12th 2020 2pm-4pm  | Sort: analysis of the primary problems witnessed in the organization.  | Root cause analysis  | An analysis of the current problems facing the organization.  | The first step in 5S is sorting (Kumar, Chauhan, Chaudhary & Juneja, 2017). This step allows the management to analyze the needs of the organization. The use of root cause analysis is meant to identify the primary sources of the issues witnessed in the workplace.  |
| May 12, 2020, 4 pm – 5 pm | Set in order: organize the workplace to select the main challenges in readiness for resolution.  | Value stream mapping  | A detailed report of the current root causes and the potential loopholes that have not been refined.  | The second step involves setting ideas, and the workplace in order requires the use of value stream mapping. This tool helps to map the processes to their respective benefits in the workplace. |
| May 13 2020 2pm-3pm | Shine: Clean and inspect the workplace for possible problems left out. | Focus PDCA  | An analysis of the desired state of the organization.  | The third step requires the use of a platform and framework which would promote the continuous assessment of the workplace, such as the focus PDCA tool. |
| May 14 2020 2pm-4pm  | Standardize: Implement a policy to meet the desired performance standards.  | Focus PDCA | A set of policies and standards to follow to ensure compliance and process efficiency.  | Likewise, the standardization process required the use of a continuous improvement tool such as the focus PDCA to ensure progressive improvements.  |
| May 15 2020 2pm-4pm  | Sustain: Regularly implement and revisit the initial standards for compliance and continuous improvement.  | Focus PDCA  | A culture driven by policy improvement and continuous development of the organization.  | Finally, to ensure that the workplace has adopted the right culture based on the proposed policies, the management needs to use the focus PDCA tool. |

# **Discussion**

From the information given in the previous submission, one of the significant problems witnessed come from increased delays. Delays may continue to affect the efficiency of the entity in the near future based on the idea that it is not possible to maintain schedules as well as the ultimate framework for achieving better performance (Randhawa & Ahuja, 2017). Therefore, the table above highlights the program and agenda that should be adopted to achieve maximum gains. In this context, the primary focus is on the creation of a platform for increasing the level of transparency that the Department of Corrections may have as far as interacting with the inmates and processing admissions and releases.

In this context, the plan offered above shows that the human resources department will need to work closely with the planning and the senior management teams to ensure that the admissions, supply of goods and services as well as the interaction with the inmates have been maintained at the highest level. The proposed framework will help the significant stakeholders in the organization to maintain the desired levels of operations while at the same time promoting efficiency. The reduction of deals will be on processes such as admissions, acquisition and management of various supplies and finally when handling the inmates. Therefore, the major stakeholders who will benefit from this framework include the supply management team, the Human Resources Manager and the Correctional officers. The success of the plan should be evaluated through the exploration of the changes that may be witnessed in the workplace as far as delays are concerned. Handling such delays will likely result in an improvement in the level of performance achieved on the day to day tasks.

# References

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