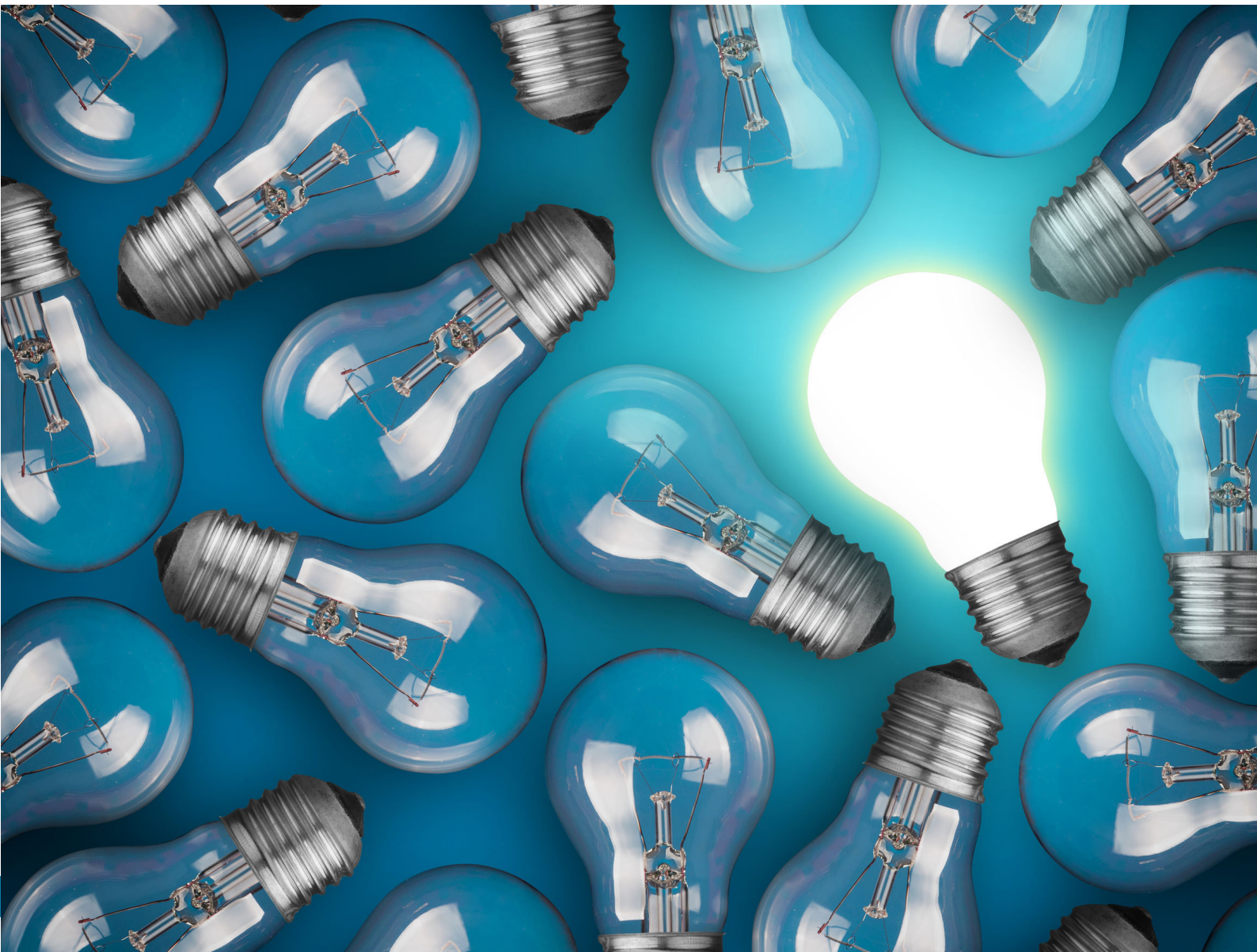




# Ideas Management System

Focused Improvement Consulting



## Why use an IMS?

Employees throughout all levels & areas of the business have knowledge, skills & expertise that they have gained throughout their working careers. The aim of this program is to provide a platform where employees can use this to help identify & resolve issues across the business.

In order to be successful the IMS needs to ensure the following requirements are met:



Figure 1A - IMS requirements

## Process Map

There are seven (7) basic steps to the IMS. These are:

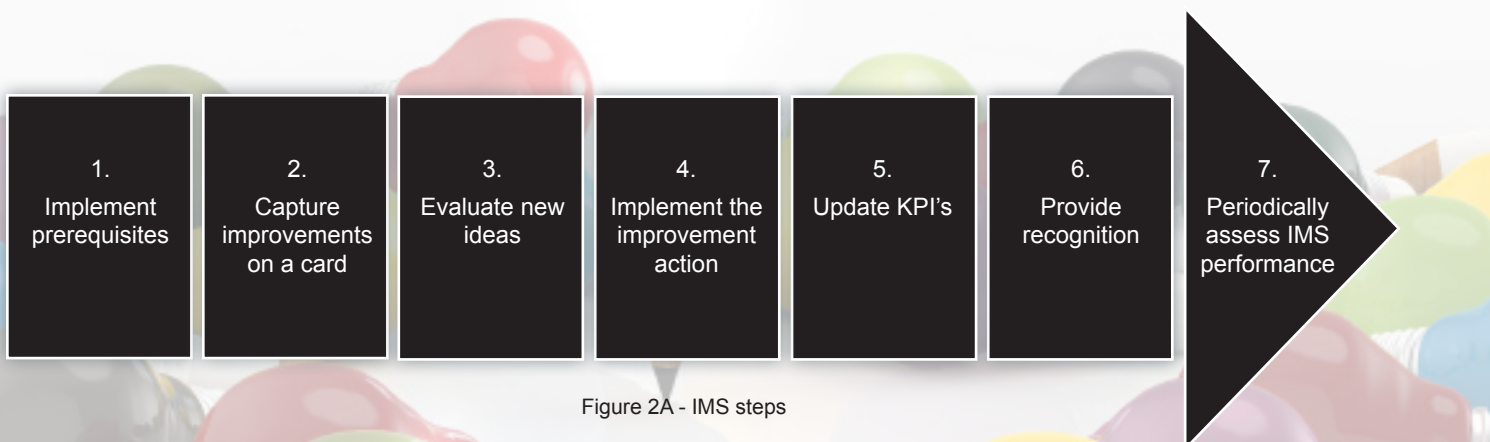


Figure 2A - IMS steps

## IMS Pre Requisites

Prior to commencing the IMS the following pre requisites need to be established in order to facilitate its use & ensure its effectiveness.

### Establish Responsibilities

Prior to an ideas management system being implemented it is important that an effective team structure is in place to manage the system.

#	Role	Responsibility
1	Generator	<ul style="list-style-type: none"> <li>The originator of the idea fills in &amp; updates their improvement card.</li> <li>Communicates their idea to their team.</li> <li>Follows their idea through the various steps of the IMS until complete.</li> <li>Drives the improvement action with the help of a support person in the business unit. (Manufacturing coordinator, maintenance engineer etc.)</li> <li>Provides the team with regular updates on the progress being made.</li> </ul>
2	Lean Manager	<ul style="list-style-type: none"> <li>Organizes the necessary training that will be required to run the process effectively.</li> <li>Periodically audits the process to determine its effectiveness.</li> <li>Conducts any necessary training with site teams.</li> </ul>
3	Area Leader (Supervisors)	<ul style="list-style-type: none"> <li>Leads the IMS meeting. (Can be done as part of the relevant Short interval Control (SIC))</li> <li>Evaluates all new ideas.</li> <li>Communicates feedback to their team during the next level SIC meeting.</li> <li>Follows up on the progress of existing ideas.</li> <li>Actively drives the process &amp; focuses the team.</li> <li>Escalates decisions during the relevant SIC meeting. (When required.)</li> </ul>
4	Shift teams members	<ul style="list-style-type: none"> <li>Encourages one another to generate ideas.</li> <li>Anyone with tasks to their name in the project tracker is responsible to complete the required activities within the specified time period.</li> </ul>
5	Site management team	<ul style="list-style-type: none"> <li>Provides time &amp; resources to the teams / individuals to facilitate the program;</li> <li>Provides coaching &amp; support; (when required)</li> <li>Provides individuals &amp; teams with empowerment &amp; accountability;</li> <li>Follows up on all necessary corrective &amp; preventative actions to ensure they are complete.</li> </ul>
6	Subject Matter Expert (SME)	<ul style="list-style-type: none"> <li>Provides technical expertise on equipment of processes.</li> <li>Supports the idea generator to implement their idea.</li> </ul>

Figure 3A - Roles & responsibilities

### Determine the Level

Ideas can be generated from any level within the business & should be reviewed, (and where appropriate actioned) in order to ensure continued engagement & to ensure that the business practices are continually improved.

## IMS Pre Requisites

### Train the Team

In order for an IMS process to be effective the team needs to understand the intent of the program as well as the mechanics of the process.

- ✦ Use a facilitator who is knowledgeable to train & then lead the process through its initial stages.
  - Brief the team on the goals of the IMS, how it can be used to improve their work area & overall performance.
  - Once the area leader\* is confident in the process they can then lead their team with the facilitator observing.
    - Allow the area leader to run reviews completely free of any interruptions.
    - After each review provide constructive coaching tips in one-on-one sessions.
    - Repeat this process until the facilitator is confident that the area leader is ready to operate without ongoing coaching.

**Note:** Area leader is the person responsible for the team in a particular area. Depending on the business unit this could be a department manager, team leader etc.

- Schedule a series of weekly & then monthly drop-in reviews to provide further coaching & to seek feedback on how well the IMS process is working.

### Ideas Cards

- ✦ Pre print a large number of IMS cards & provide them at the board location.
- ✦ The cards should include the following information:



SIDE A <span style="color: red;">[Completed by employee]</span>	SIDE B <span style="color: red;">[Completed by supervisor]</span>
<b>IDEAS CARD</b>	<b>IDEAS CARD</b>
Date Raised:	Reviewed by: (Supervisor)
Location:	
Area involved:	<span style="color: red;">[Supervisor reviews the card to ensure all necessary information has been provided. They also determine whether they think it is worth working on.]</span>
<span style="color: red;">[Detail where you want to make the change.]</span>	
Area of Benefit:	Subject Matter Expert feedback:
Q C D S <span style="border: 1px solid red; border-radius: 50%; padding: 2px;">M</span>	<span style="color: red;">[SME conducts a review &amp; provides feedback on whether they believe the idea is worth pursuing. The reasons why an idea won't work should be discussed with the person who generated the idea.]</span>
(Please circle one)	<span style="color: red;">[Place a cross in the relevant box]</span>
Proposed idea / solution:	Support person / SME: <span style="color: red;">[Detail if any support will be provided.]</span>
<span style="color: red;">[Detail what the issue or idea that you've identified is &amp; what your proposed solution is.]</span>	Expected completion date: <span style="color: red;">[Identify when the activity should be completed by.]</span>
Expected Benefits:	
<span style="color: red;">[Detail the benefits that you expect to gain from this change. (I.e. safer workplace, reduced time, improved quality etc.)</span>	

Figure 4A - Ideas Cards

## IMS Pre Requisites

### Board Location

- ✦ Locate the IMS board so that it meets the following requirements:
  - It is in a convenient location for the team(s) that uses it.
  - The area is dry & has good lighting.
  - Noise levels in the areas do not prohibit the team from effectively discussing & managing the necessary ideas during their meeting.

### IMS KPI's

- ✦ Establish specific IMS Key Performance Indicators (KPI's) to help monitor the effectiveness of the IMS.
- ✦ These can include:
  - The number of new ideas versus the number of completed ideas.
  - Length of time the ideas are open.
  - Benefits realized (\$)

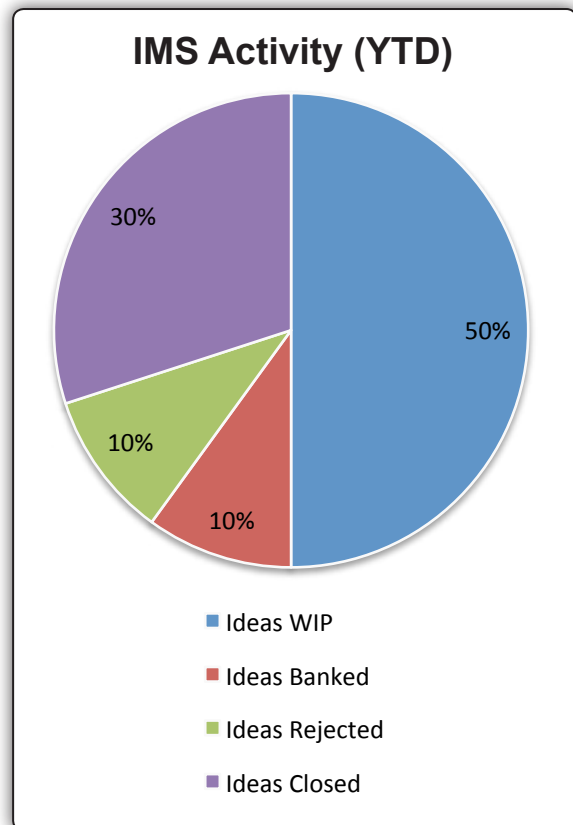


Figure 5A - IMS activity KPI

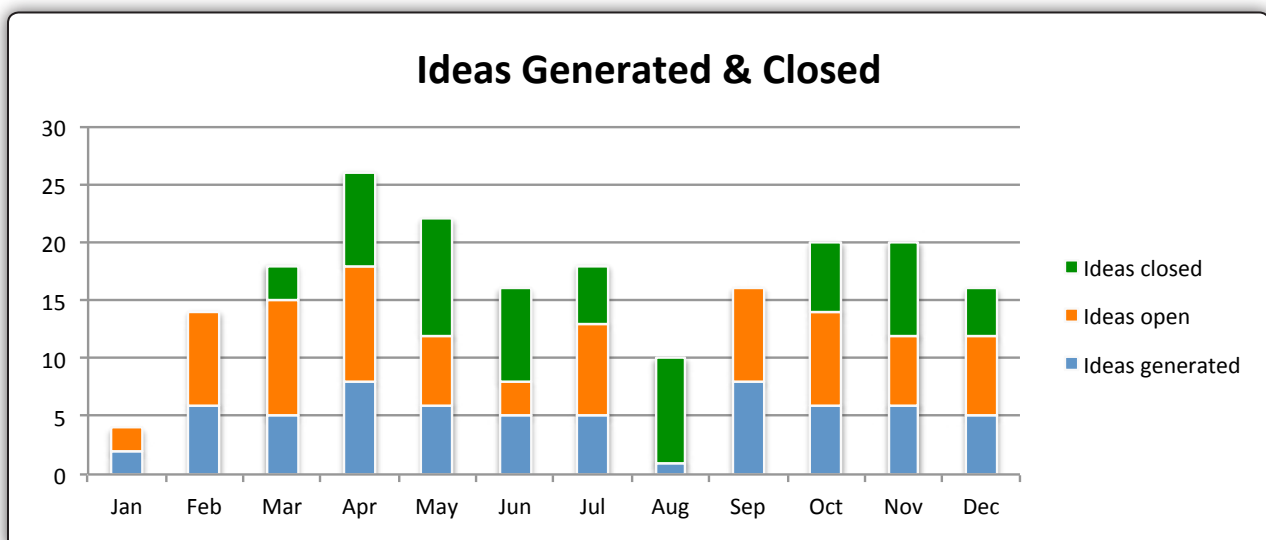


Figure 5B - IMS Ideas generated & closed KPI

## 1 Capture Improvement Ideas

### Step 1

The first step of the process is to provide a method where employees can freely raise improvement ideas.

Note: The originator is the person that has the idea & documents it.

SIDE A		IDEAS CARD	
Date Raised:	17/04/2019	Raised By:	J. Bond
Location:	NASA Line 1	Shift:	Day shift
Area involved:	Depal	Area of Benefit:	Q C <b>D</b> S M
Proposed idea / solution:			
Include quick change techniques on the OCME packer to speed up the change over process. installation of the parts should also be numbered.			
Benefits:			
Change over reduction time. (reduced change over time & improved ME)			

① Employees (originator) identifies an improvement opportunity & completes the ideas card.

② The originator fills out the selected fields on the card & describes the idea or improvement.

③ The originator places the completed card in the "New Requests" holder.

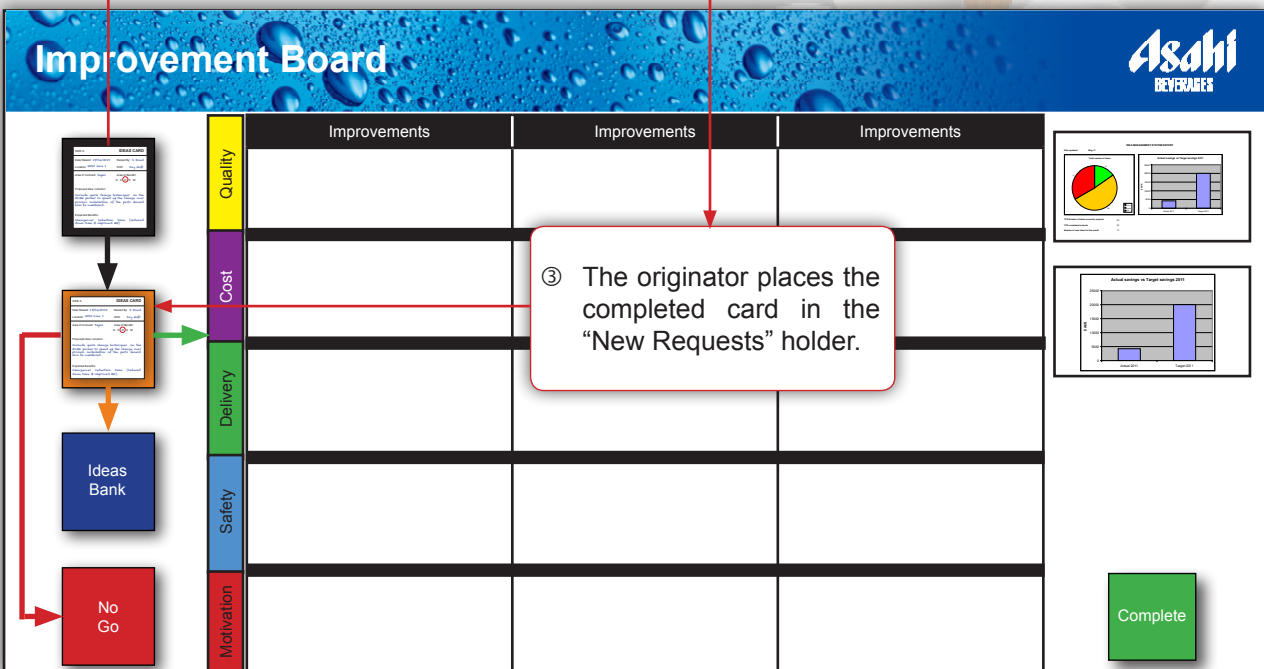


Figure 7A - Capturing ideas