

Workshop: Capacity study in services and offices

Plan capacity improvement activities for teams that carry out non-repetitive tasks with variable workload

Target group

Employees involved in the management and improvement of service and office processes, including managerial staff, quality improvement specialists and Lean coordinators.

Get the practical insight into solving problems and responding to challenges including:

- How many people are required on particular teams when taking into consideration the current and expected demand (volume of cases)?
- What “dedicated” improvement actions should be taken and what their actual contribution for the team productivity will be?
- How to improve non-repetitive processes and those involving variable workload when basic process mapping methods are not sufficient?
- How to obtain great benefits with limited IT investment?

Overview

The participants will become acquainted with a step-by-step procedure for analysing service and office processes (including the complicated ones) when the specialized tasks they perform are barely repetitive, and the demand is fluctuating. The objective of this analysis is designing a Capacity Study which will help answer the following questions:

- How many people do we need on particular teams, and how many do we currently have?
- What problems and operations influence capacity in a given team to the greatest extent?
- Which problems should be eliminated, and which operations should be improved in order to obtain the highest capacity growth?
- How to make a 12-month improvement plan in order to achieve the capacity improvement objectives?

The participants will get the practical insight into dividing specialized tasks into families and variants, analysing fluctuating demand and adjusting the number of employees accordingly, designing the mixed-model in order to facilitate the analysis of non-repetitive processes. During the workshop, the duration of operations will be measured in order to fully understand the concept of process time and time wasted on Random Arrivals and Interventions which may take up to several dozen per cent of time in some processes. The participants will be able to apply the tools in practice by analysing a real process from the service company hosting the workshop.

Benefits for the company

- **Educating** internal specialists who will be able to produce more dramatic effects of improvement projects.
- Objective **specification** of the number of employees required in key teams.
- **Creating** a long-term efficiency improvement plan in service and office processes.

Benefits for the participant

- **Familiarity with analytical methods in order to analyse** specialized tasks with low repeatability and variable demand.
- **Familiarity with advanced Lean Management** tools which are more effective than typical process mapping.
- Taking advantage of a real process from the company hosting the workshop in order to **become acquainted** with the methods.

AGENDA – DAY ONE

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| Module 1 | 9:00 – 10:30 (10:30 – 10:45 coffee break) | <ul style="list-style-type: none"> Achieving ambitious business objectives with the use of the Lean Management approach in service companies Unused improvement potential in service companies based on the analysis of several dozens of processes from the financial and trade industry and business services (SSC/BPO). Group exercises – analyzing complex service processes on the example of financial processes and shared services (SSC/BPO) Analyzing processes in services using the Mixed Model Analyzing demand variability (volume of cases) in the Mixed Model |
| Module 2 | 10:45 – 12:15 | <ul style="list-style-type: none"> Methods of measuring process and interference time in services with a view to conducting a productivity study Exercise: “Productivity Study” – calculating the required numbers of employees and the potential for improving productivity for selected service processes How to achieve a significant improvement in productivity without investing in IT solutions? |
| 12:15 – 13:00 Lunch | | |
| Module 3 | 13:00 – 14:30 (14:30 – 14:45 coffee break) | <ul style="list-style-type: none"> Improving work in services, including professional services that require high qualifications, using the TWI JM method Exercise – using the TWI JM method in order to improve productivity |
| Module 4 | 14:45 – 16:30 | <ul style="list-style-type: none"> Eliminating interferences and problems using the Go-See-Act method and the A3 method (for complex problems such as “the rock”) Involving middle management in continuous improvement of efficiency of processes using the A3 method |

AGENDA – DAY TWO

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| Module 1 | 9:00 – 10:30 (10:30 – 10:45 coffee break) | <ul style="list-style-type: none"> Becoming acquainted with the actual process that takes place in the company hosting the workshop and using the process for analysis |
| Module 2 | 10:45 – 12:15 | <ul style="list-style-type: none"> Observing the process, taking measurements, collecting data |
| 12:15 – 13:00 Lunch | | |
| Module 3 | 13:00 – 14:30 (14:30 – 14:45 coffee break) | <ul style="list-style-type: none"> Drawing a value stream map for the process being analyzed and conducting a Productivity Study Calculating the potential for improving productivity and reducing interferences |
| Module 4 | 14:45 – 16:30 | <ul style="list-style-type: none"> Identifying improvement activities and benefits Presenting the results of analyses and recommendations to the management of the company hosting the workshop |