Continuous Improvement Toolkit

Process Redesign
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- A practice of rethinking and redesigning the way work is done.
- Used to better support the mission and goals of the organization.
- It eliminates the need of downsizing, reengineering, reorganization, and big technological innovation projects.
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- It identifies the changes needed that give the best payoffs.
- Expected payoffs and risk are carefully estimated.
- Business processes that can be redesigned range from manufacturing and production, to sales and customer service.

**Benefits:**

- Improve quality.
- Improve productivity.
- Reduce waste and costs.
- Enhance services and customer’s satisfaction.
Performance Measures:

- A measurement system should be in place to monitor key metrics over time.

  - Key metrics include:
    - Return on investment.
    - Cost reduction.
    - Quality of service.
    - Customer satisfaction.
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Approach:
- Identify Process to be redesigned.
- Review/develop process map “As is”.
- Identify bottleneck/waste.
- Seek opportunities for improvement (benchmarking, etc.).
- Redesign process map “Should be”.
- Implement planning.
- Streamline.
- Monitor performance.
- Evaluate the new design.
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Future State Questions:

- How can we remove bottlenecks?
- How can we remove waste?
- How can we create flow?
- How can we deal with the different levels of complexity.
- Where there are opportunities to implement mistake proofing?
- How can we reduce the risks identified in the FMEA?
- What about customer demand?
- Who may be the best performing organization for that particular process? How do they do it?
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Process Mapping:

As Is Process Map

Should Be Process Map
- Process Redesign

Design for Six Sigma:

- A systematic methodology to enable the design of processes that meet customer expectations at a Six Sigma level.
- Used for already optimized processes that still fall short of expectations.
- Uses of tools such as:
  - Quality Function Deployment.
  - FMEA.
  - Benchmarking.
  - Simulation.
  - Error proofing.
  - Robust Design.
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Further Information:

- Sound project management skills and practices are required.
- For changes involve investments, the time value of money must be considered.
- The impact on people must also be factored into the evaluation of the new design, such as:
  - Skills.
  - Training requirement.
  - Resistance to change.
- The redesigned process is documented once again as the “after” view of the process.