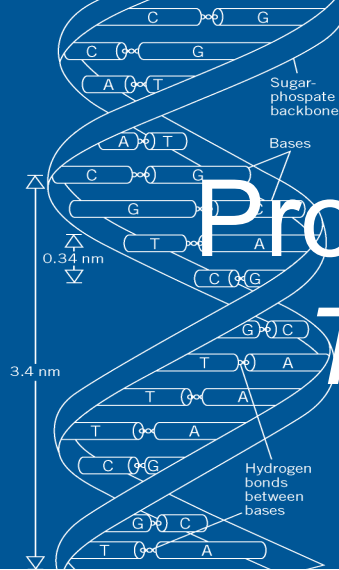




Process Simplification – *The Simple Way! X*

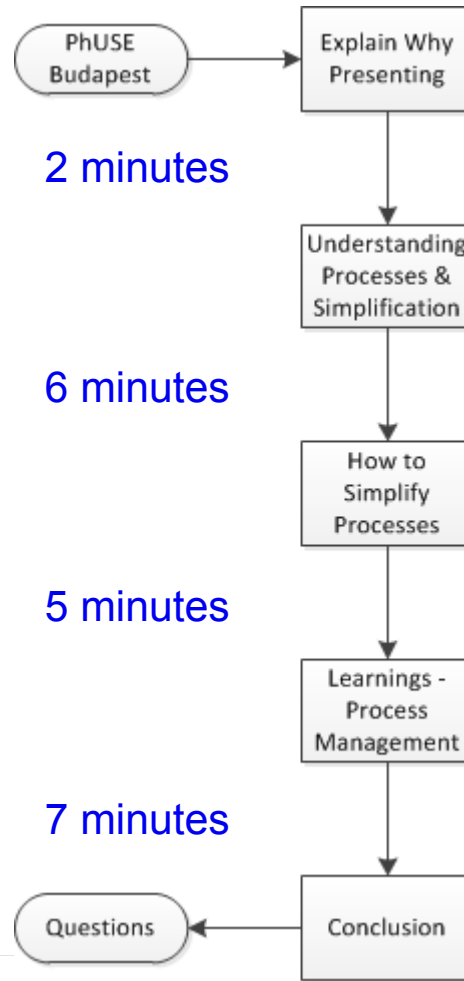
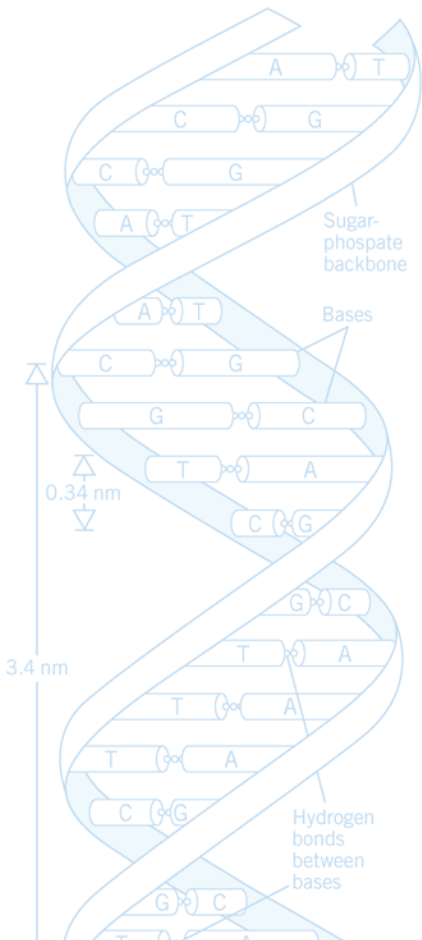
October 2012

“If you can't describe what you are doing as a process, you don't know what you're doing.”

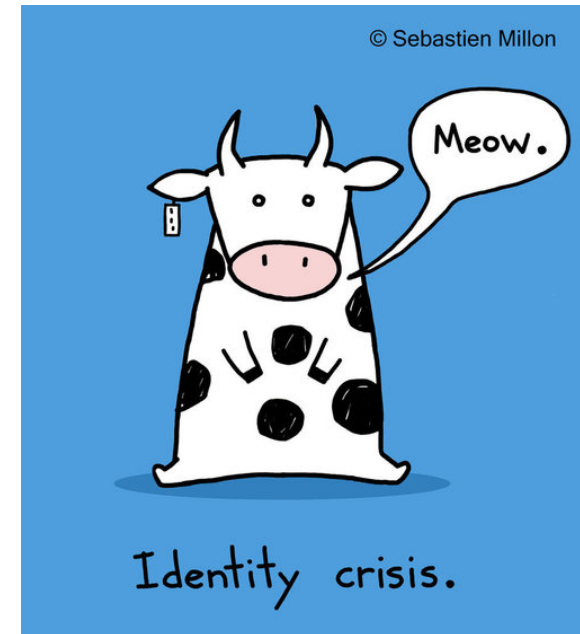
W. Edwards Deming

Disclaimer – Views and opinions in this presentation and paper are my own, and by no means am I an expert in Processes!!!

Content



Process Owner – Neeraj Malhotra
Stakeholders – PhUSE Delegates



Continuous

*No
External
Consultant*

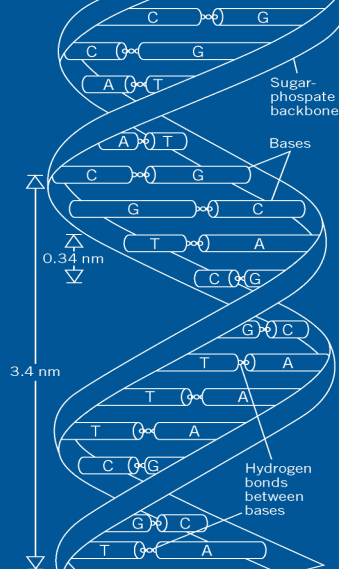
*Be
Innovative*



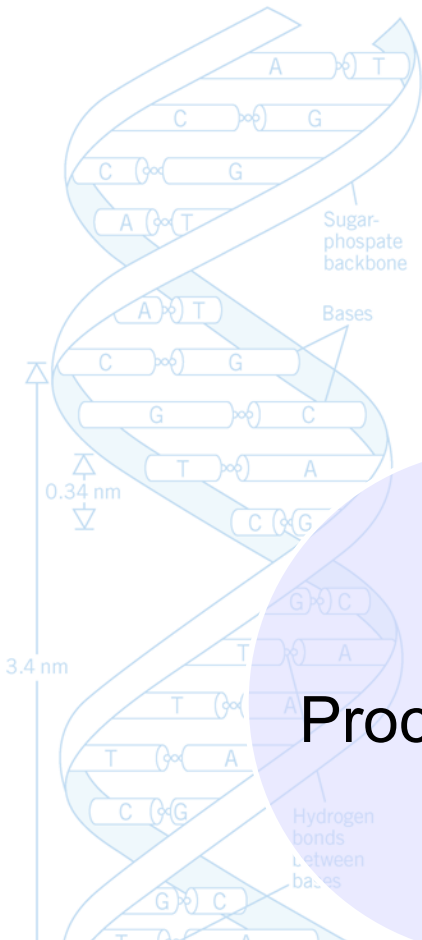
CHALLENGE ACCEPTED

*Highest
Priority
Goal*

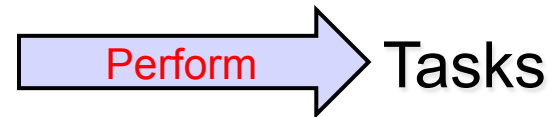
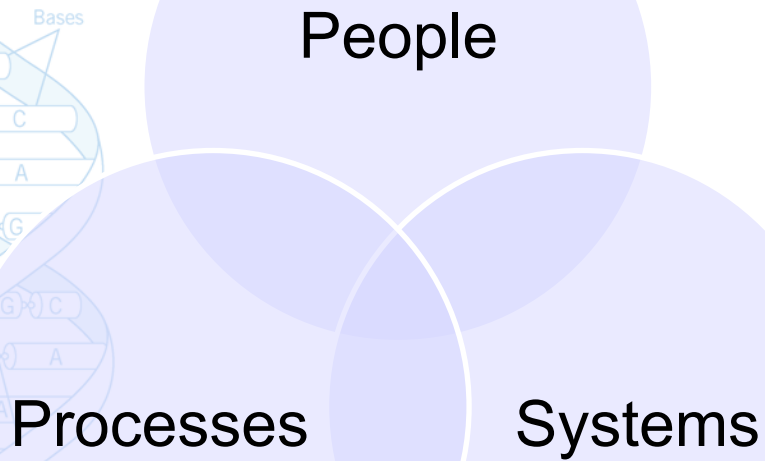
*Dedicated
Group*

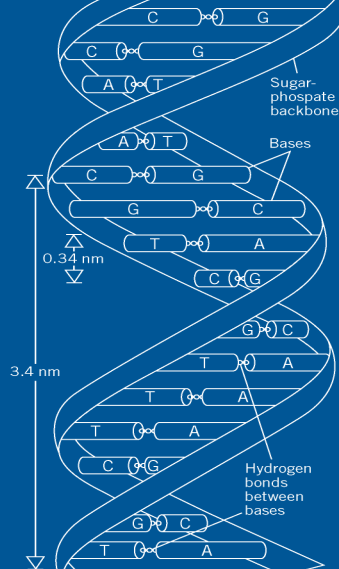


Importance of Processes?



Business Function

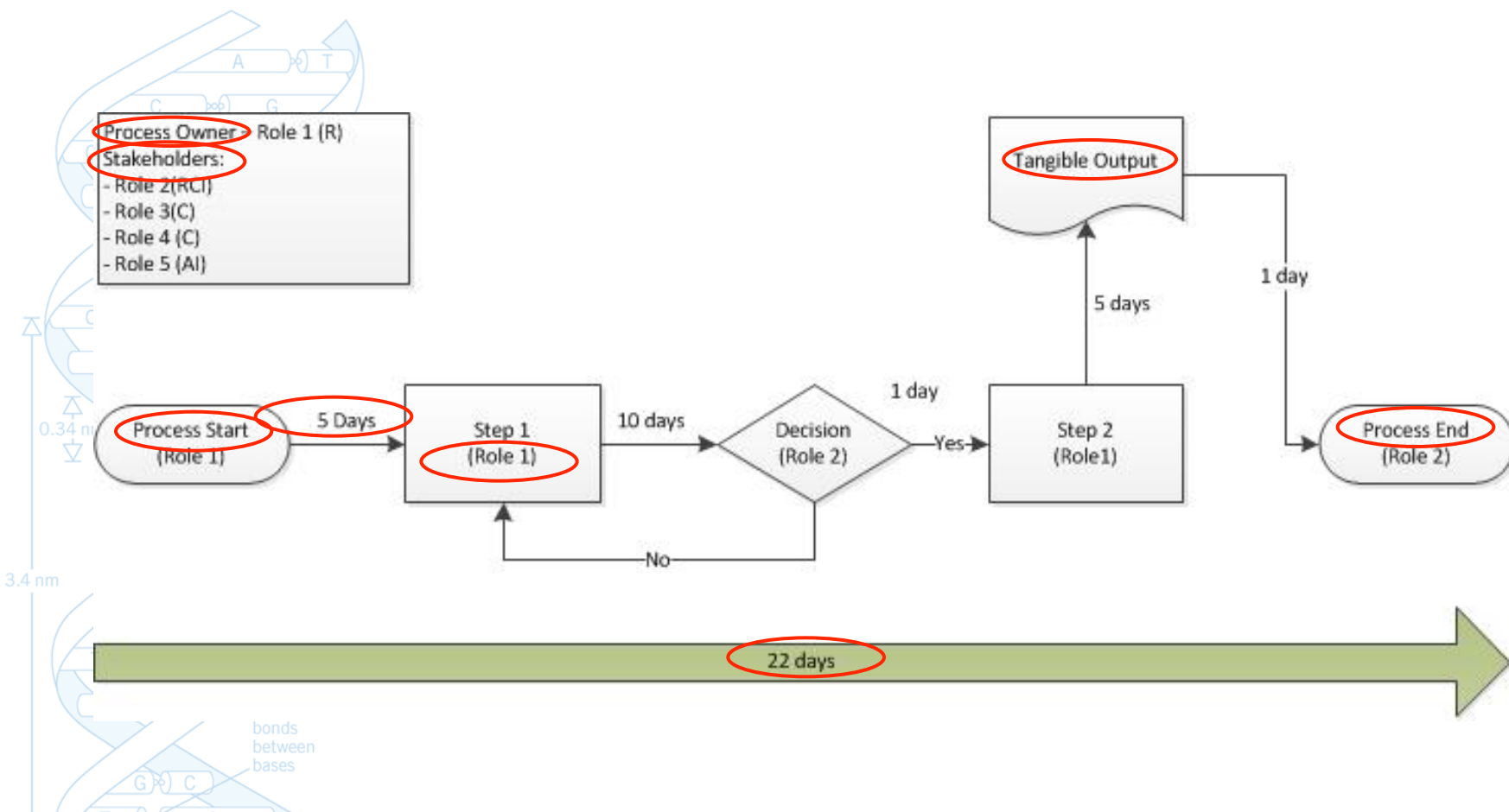




Hmmm
????

Understanding Processes & Simplification

Simplest Process!

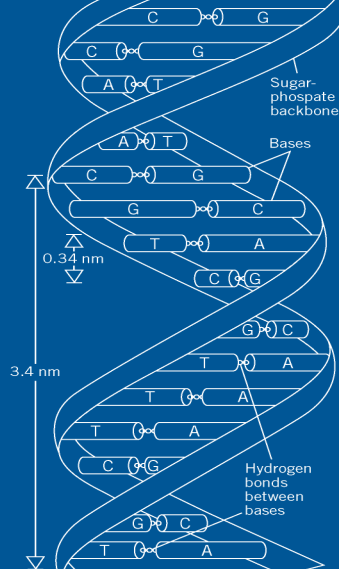


Process & Simplification?

- Steps that take you from A to B
- Process $\neq$ Documentation
- A Simple Process
 - ✓ Relevant
 - ✓ Easy to find
 - ✓ Easy to digest (11 year old test!)
 - ✓ Easy to implement
 - ✓ Efficient (Lean)

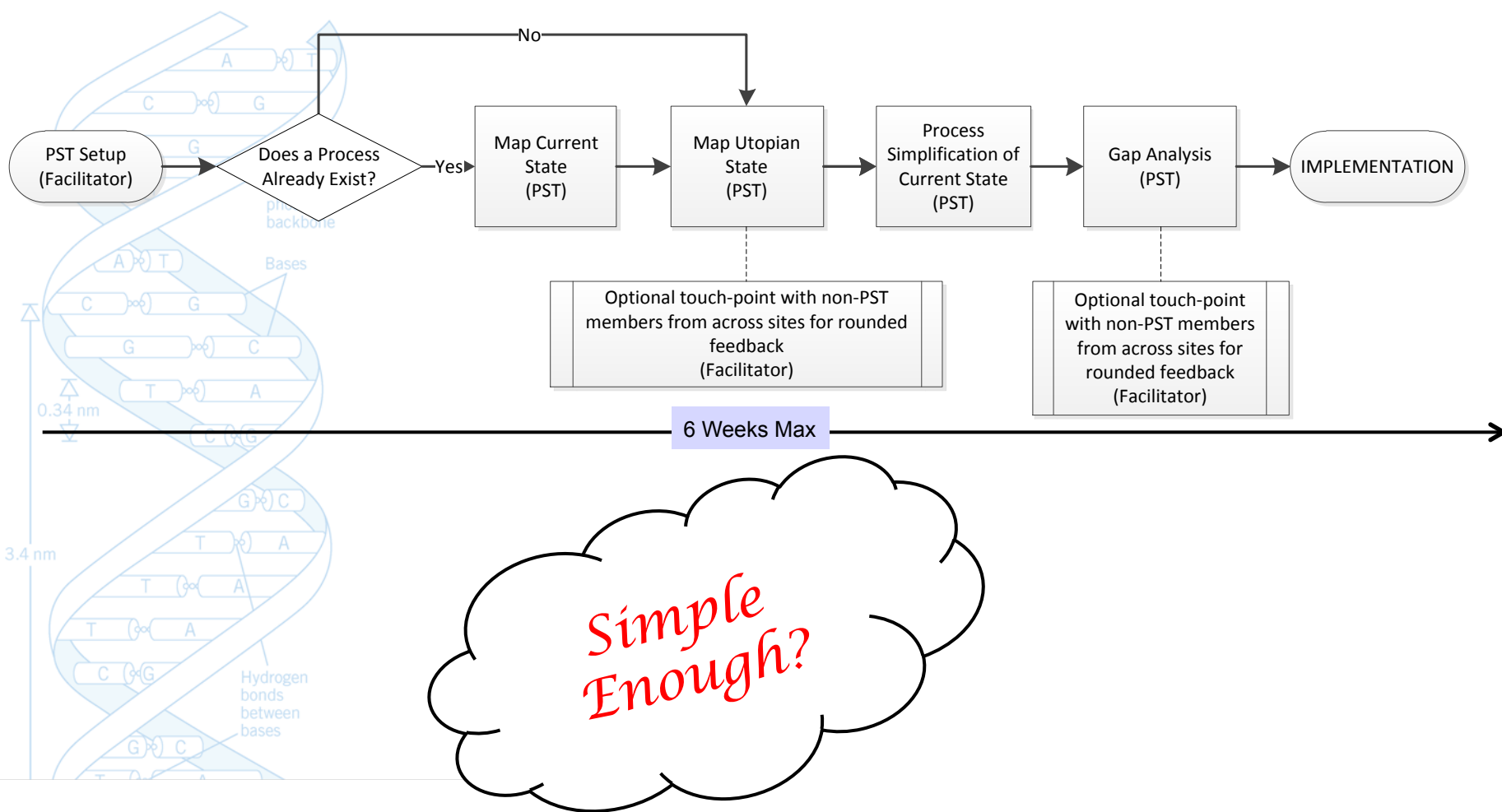
Failings

Process
Simplification



How to Simplify a Process

Process Simplification Guide



The Magical Checklist

Consumer/Customer Feedback

Quality

PDQ/Regulatory Requirements

Consistency

Process Map

Communication

Pre-Requisites

Documents

Innovation

Beurocracy

Milestones

Utopian State Comparison

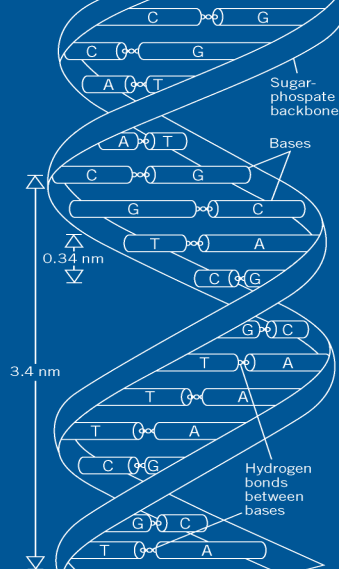
Waiting Steps

Stakeholders

Metrics



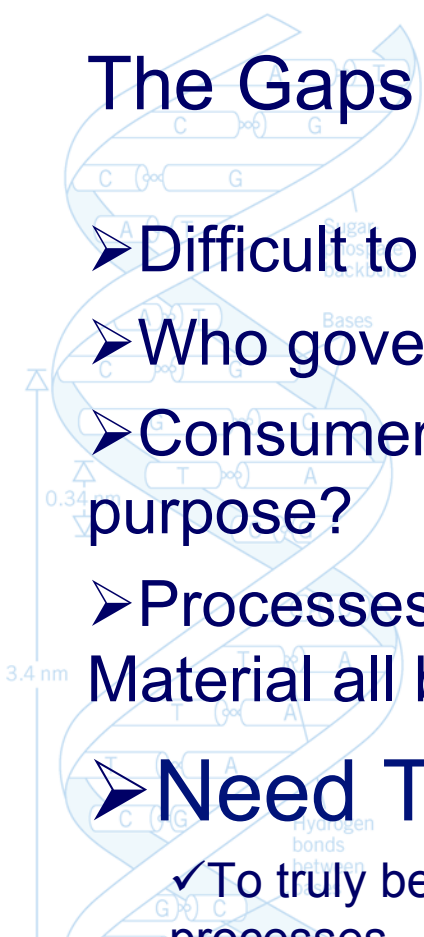
Microsoft Excel
97-2003 Worksheet



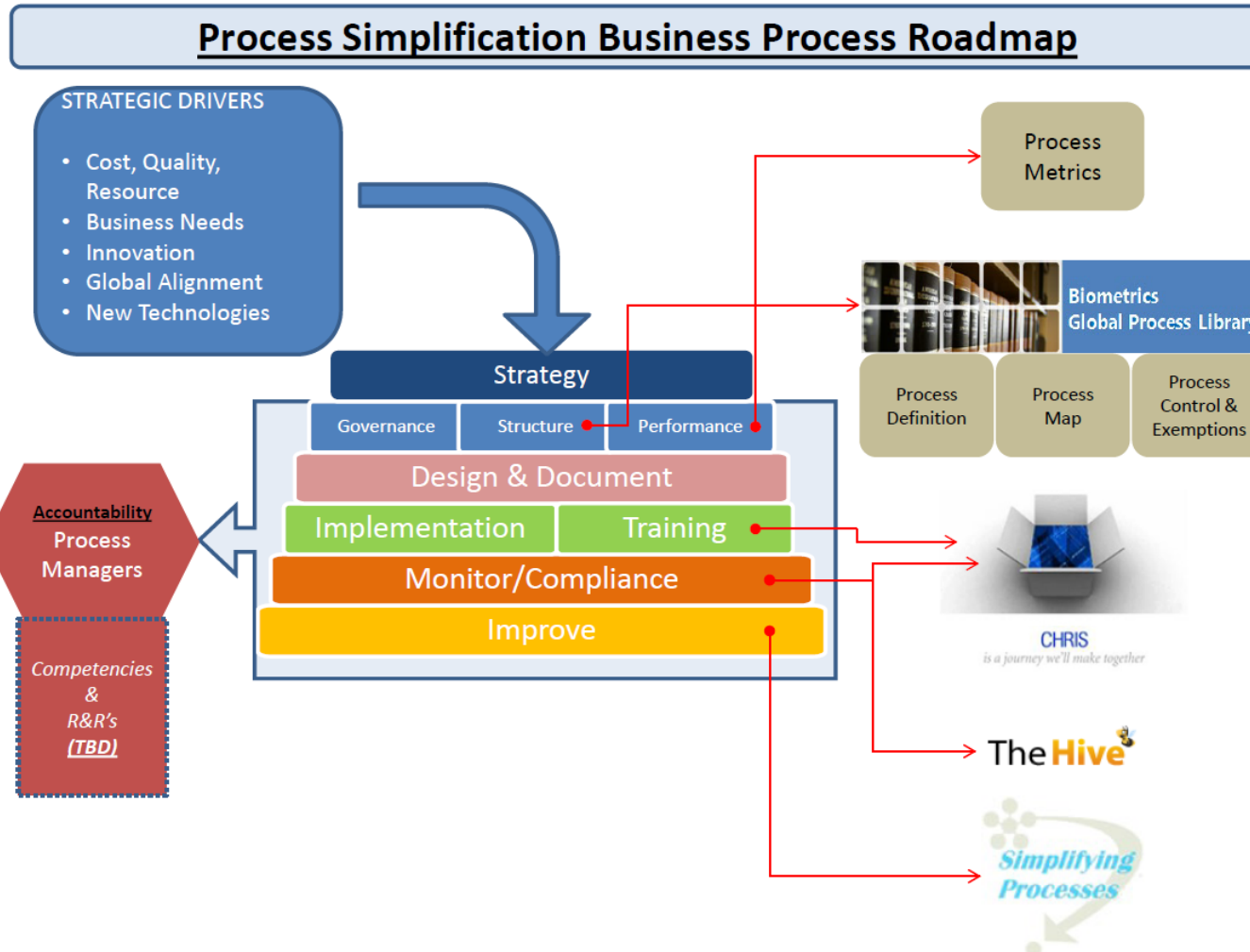
Reflection

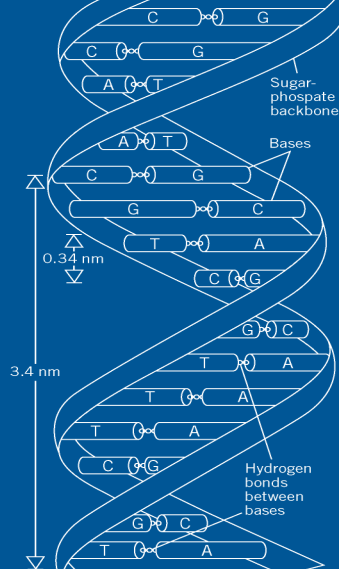
Reflection

The Gaps in our Process Landscape

- 
- Difficult to find Current state?
 - Who governs the processes?
 - Consumer understanding of processes and their purpose?
 - Processes, Guidance Documents, SOP' s, Training Material all become merged into one complex landscape?
 - **Need Total Quality Management**
 - ✓ To truly be able to say whether the problem lies in the perceptions or processes

Reflection





Conclusion

Conclusion

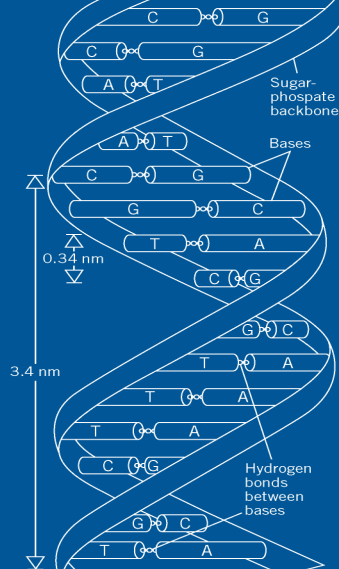
➤ Processes are Important

- ✓ Start with the process to align People & Systems
- ✓ Alignment between all 3 is crucial

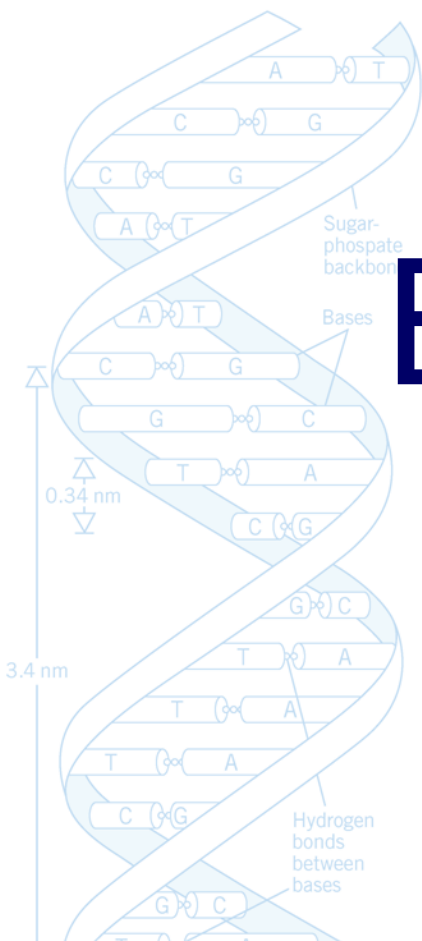
➤ Process Simplification is REACTIVE – Manage them!

➤ Use Our Process Simplification Guide if you want to simplify

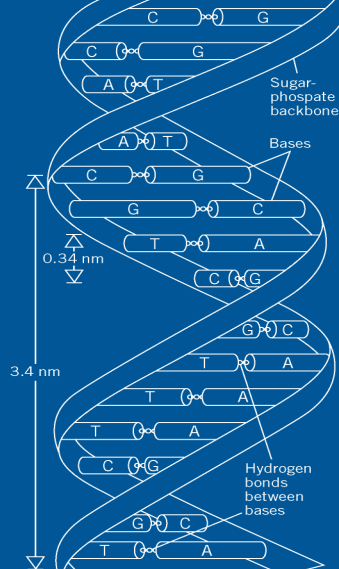
Manage your processes in the same way we do our people and systems!



Questions?

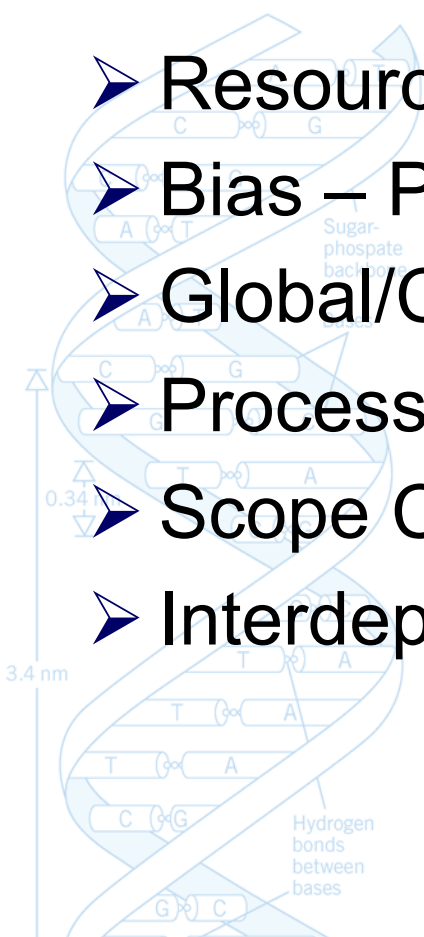


Backup Slides



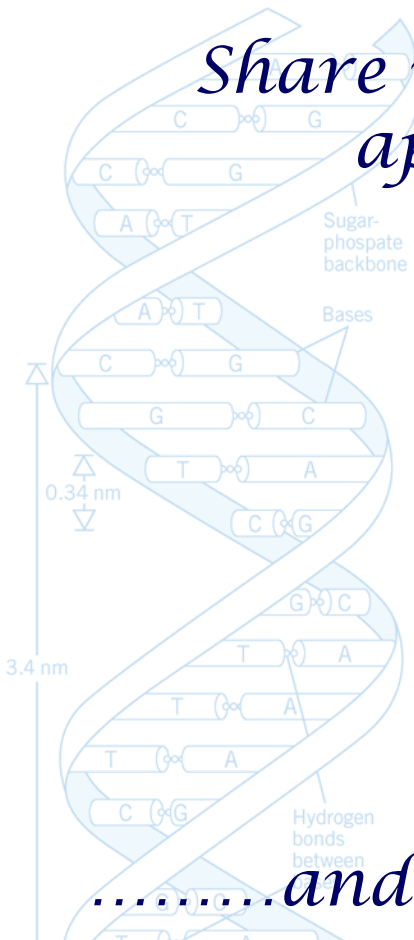
Challenges

Challenges

- 
- Resource/Team Dynamics
 - Bias – Personal & Site based
 - Global/Cultural Differences
 - Process Ownership
 - Scope Creep
 - Interdependencies

Purpose of the Presentation

Share with you a Statistical Programmer's approach to Simplifying Processes



.....and then what I would change if we started again!

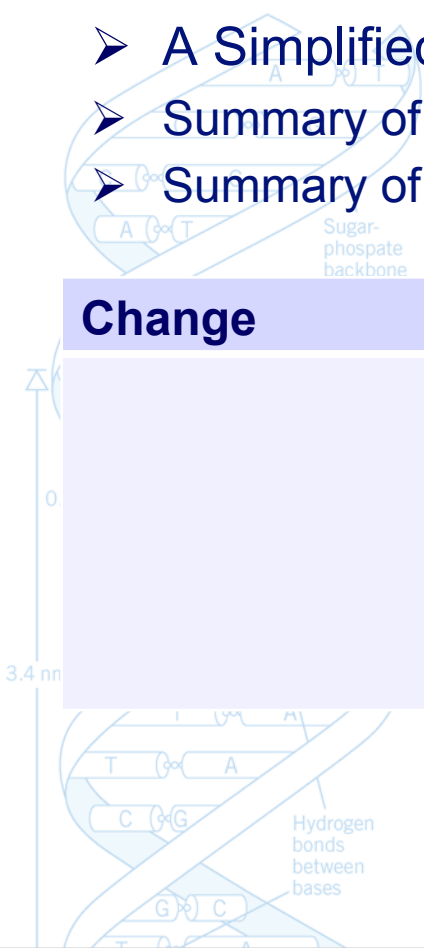
Justification - *Thought Process!*

Process Start	Process End	Process Start	Process End
Protocol	Analysis Plan	Protocol	Analysis Plan
Analysis Plan	Requirements (LoPO)	Analysis Plan	Requirements (LoPO)
LoPO	Delivery	Analysis Plan	Delivery
PoW Trigger		PoW Trigger	
**Document		**Document	
Outsource		Outsource	
Vendor Selection		Vendor Selection	
Decision to Offshore		Decision to Offshore	
Analysis Plan	PV	Analysis Plan	PV
		iDMC Trigger	
			iDMC Activities Complete

~20 processes
 Happening ~2 times in a year
 5 sites
 EVEN IF WE CAN SHAVE ~3 HOURS OFF EACH ONE.....
 $20 \times 2 \times 5 \times 3\text{hrs} = \underline{600 \text{ hours savings}}$

Goal Deliverables

- A Simplified Process Map
- Summary of Documentation and Governance
- Summary of changes with benefits and risk (see table below)

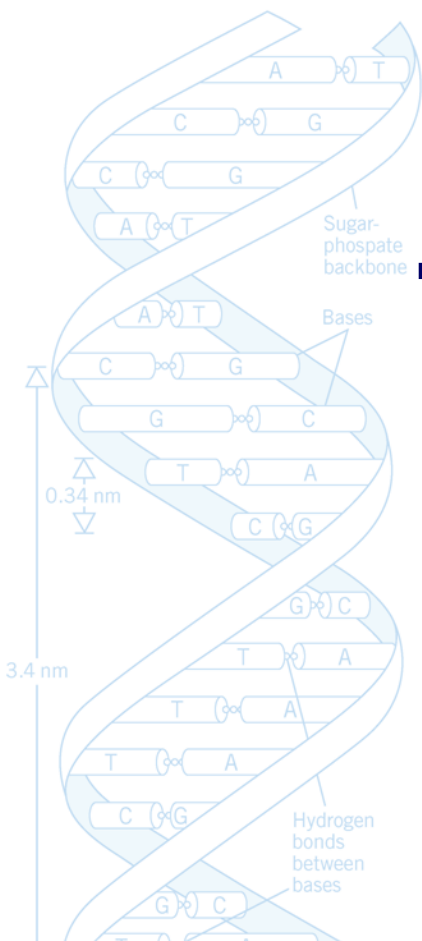


Change	Benefit	Risk
	Time -	Time -
	Resource -	Resource -
	Quality -	Quality -

Learning's So Far....

- 
- Prioritisation was tough!
 - Gap between legacy organisations
 - ✓ Legacy SOP's not decommissioned.
 - Gap between different sites
 - ✓ Cultural Differences
 - RESOURCE!!!
 - Correct Type of Resource!
 - Metrics – *You need them!*
 - Stick to the plan – *team profile, process, timelines.*

Process Simplification Process



The 'Lean' Way

The Lean Way

Create/Use the current state process

Assess the current state process

Create the future state process

- Ensure **time values** are assigned to each task
- Identify **Value and Non-Value** Adding Tasks

- Listen to **customer complaints**
- Assess process for any of the **7 types of waste**
- Assess Process Steps for **Quality/Risk**

- Start with **Utopian State** (Value added tasks only)
- **Add tasks** based on what they add to the end deliverable

What part(s) of a process can be simplified/improved?

- 
- Documentation (including access)
 - R&R's
 - Process Steps
 - Milestones
 - Review/Approval Cycles
 - Timings
 - Communication Flow
 - Quality Steps
 - *Perceptions!!*

7
*Types
of
Waste!*

Define Value

Value Added Activities

The business must be willing to pay for the activity

The activity must transform the product or service in some way

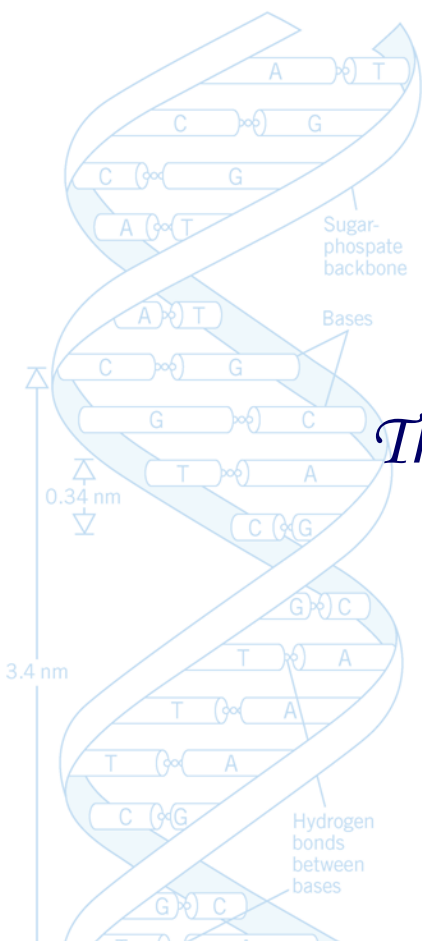
The activity must be done correctly the first time

Non Value Adding Activities

(*Muda*)

Muda (waste) –consumes resources without creating value (7 types of waste) –

- 1.Transport
- 2.Waiting**
- 3.Overproduction**
- 4.Defect**
- 5.Inventory
- 6.Motion
- 7.Extra Processing**



*I KEEP six honest serving-men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who.*

Rudyard Kipling

2) Value Stream Mapping (VMS)

Analyse the Current State – 3 hours

a) Listen to the customer

- Dissect each complaint – 5 why's!

b) Search for Muda (waste)

- Seven Types of Waste

c) Examine Value Added Tasks for Quality

d) Examine the information flow in the VSM

2) Value Stream Mapping (VMS)

Future State– 2 hours

Low
Tech

a) Apply changes to the Current State VMS?

- a) Utopian State – Only Value Added Tasks
- b) Grounded future state – reduced waste and non-value adding steps

b) Key questions to ask during this stage:

- a) What is the bottleneck operation?
- b) Where can continuous flow happen?

This is where I get
confused about
applying the lean
principles!

➤ A mind-set

✓ From top to bottom...everyone adopts!

➤ Requires you to have standards

✓ Standard Systems

✓ Standard Processes

✓ Standard Work Instructions/Documentation

➤ Focus you on eliminating waste from VSM

Muda Muda Muda

➤ Muda (waste) – consumes resources without creating value

✓ Type 1 Muda – doesn't add value, but deemed necessary

✓ Type 2 Muda – doesn't add value and unnecessary

➤ Two Cousins of Muda:

✓ **Mura (unevenness)** – waste caused when activities don't go smoothly (e.g. rework, returns)

✓ **Muri (overdoing)** – unnecessary or unreasonable burdening of people, equipment or systems by demand exceeding capacity

