

◆ Episode 4 ~ The steps are not the objective ~ QC story

Step ① Grasp the current situation and set a goal ~ Step ② Draw up the activity plan ~

Let's quantify and draw a graph to see how long it takes to apply and grant the governmental subsidies at the moment

Then how many cases were handled and the amount of work effort put in terms of time.



Next thing is to grasp the current situation and set a target

It's important to understand the current situation and make it specifically (visible) for kaizen to be efficient



We've never checked such things before



Of course, an accurate data is preferable but as I said, it's ok with the (data from experience)!

At the private company I was dispatched to, we have used (data from experience) many times to understand the current situation!



If you have a certain level of experience in the work, you can approximate roughly and provide data from your sense

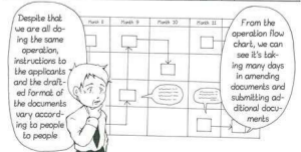
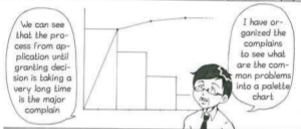
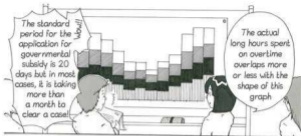
Although it is crucial to quantify and draw a graph on the current situation, there is no need to measure everything in details





Few days later...





Besides, it's good to have a numerical value in the objective



No, that's not an objective but a step

Why not make our objective to (Efficient operation)



I got it!!!

Bam!

The objective would be

What... (The total days from receiving the application until it is granted) Until when... (Within the fiscal year) How much) Within the standard process period) In which method... (Standardize application procedure and screening method)



OK!!

And decide on the division of roles

All right, let's make a total plan next



How about we schedule to review and plan the implemented content in April and...

Let's see...



Then those in charge will follow along the QC story and I will manage the general progress

That sounds good

We implement and check the effects from May



Anego and Gen-san can do the factor analysis



Cho-san and Sho can be in charge of review and implement the countermeasures



And then Sub and Oryo-chan can check the effects



OK!!

We just decided on who is in charge of what but in fact, we are going to do this all

together It's important to incorporate everyone's opinion



However, everyone attends the meeting!

Countermeasure Code	Person in Charge	Schedule
X X X X	Leader	→
X X X X	Sub	→
○ ○ ○ ○	Anego	→
○ ○ ○ ○	Gen-san	→
△ △ △ △	Cho-san	
□ □ □ □	Oryo-san	
□ □ □ □	Sho	

summarized in a Gantt chart

The activity plan is



◆ To be continued

Kaizen Appendix Corner

It's nothing difficult and it's not only with kaizen but also in generally we unintentionally make judgments in our mind and so QC story helps put things into steps so that we proceed kaizen in a logical method

At the same time, I will explain one more time about QC story and have summarized the 7 steps for kaizen In the previous

episode, I have explained about (select theme) of the QC story This time, I will continue explaining about (Understand the current situation and set a target) and (Draw up the activity plan)



7 steps in solving problems (QC Story)

	Order	Basic Steps	Implementing Issues
P	1	Select Theme	Grasp the problems and decide on theme
	2	Understand the current situation and set a target	Collect information and decide on its characteristic value Set the objective and period
	3	Draw up the activity plan	Decide on implementation points, dates and distribution of roles
	4	Analyze the cause	Analyze the cause and outline the countermeasures
	5	Review and implement countermeasures	Get ideas on the countermeasures Review the implement method Carry out the countermeasures
D			
C	6	Check the effects	Check the results and compare with the target value Observe the achievements (visible/ invisible)
A	7	Standardize Adopt the management	Standardize and adopt the management Reflect to the next plan

Explained in previous episode

CURRENT EXPLANATION

Explanation will be made in episodes onwards



I see...

With the theme we have decided, lets now go to (Understand the current situation and set a target) and (Draw up the activity plan) along the QC story and it would look like this



7 Steps in solving problems (QC story) its theory and usage
(Understand the current situation and set a target and
(Draw up the activity plan)

I Clarify the problem (Select a theme) *Previously explained



II Understand the current situation and set a target

- ① Clarify the current situation of the problem
- ② Understand the facts in a quantifiable manner



Line graph



Pallette chart

③ Draw a graph with the numerical data obtained

Objective Measurable!

- ④ Grasp the variation
- ⑤ = Set a target
Do what, till when and how much

This step can be the sub theme



III Draw up the activity plan

Activity planning chart (Overall)

Outline	Person in charge	Schedule						
		Week	Week	Week	Week	Week	Week	Week
xxx	Leader	---	---	---	---	---	---	---
xxx	Sub	---	---	---	---	---	---	---
xxx	Reps	---	---	---	---	---	---	---

7 steps

Gantt Chart

- ① Decide the overall activity schedule
- ② Decide division of roles



To **IV**
(It will be explained in episodes onward)



And it looks something like this

- ① The phenomenon and reason of defect, drawback and claims are classified separately in a data
- ② Number of defectives and the amount of losses are sorted and shown in a bar graph
- ③ The proportion of the total sum is drawn in a line graph.

First, the (Palette Chart)

What does the (Palette chart) do..



How to draw a Palette graph

For example: Copy Mistake

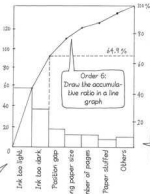
Order 2:
Write the necessary information

Date: dd/mm/yy to dd/mm/yy
Researchers name:

Order 2:
The greatest scale value should be the total value of the data

Order 4:
Start from big items in a bar graph left aligned

Order 3:
The width should be divided according to the total number of the items



Order 5:
Make the maximum scale as 100% and divide the scale

Order 6:
Draw the accumulative ratio in a line graph

Order 1:
It is easier to see it if its drawn matrix like square



You don't say...
So this is a palette chart...



Interesting



So don't you think that governmental offices can make use of it?

I see
Yes it can

You can put anything you want in the outline such as (how many cases the applications were not completed), (how many extra hours spent on a certain operation) and (how many calculation mistakes made in a certain report)

At first, it looks like a tool for private sectors such as for a manufacturer

Can the Government offices use this too?



Now let's move on to the operation flow chart

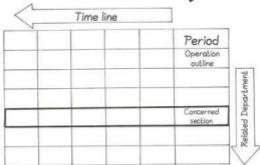
This shows the flow of the kaizen group operation and by having the vertical line as the related department and the horizontal line as the time line, we can

understand the flow of the operation in relation with each related departments



Operation Flow Chart

It looks like this!!



I see...



This is useful



You can write directly on it or use a sticky note so that things can be added whenever anyone notices anything. In doing so, the problems of the operation will be sorted and new counter-measures can be made.

What is good about this operation flow chart is that you can stick it on a wall and keep it visible for everyone to see.

This Operation flow chart is great!!

If you make use of the operation flow chart like this, you can expect to power it up as instructions, manual and hand over report.

Like this!

The content is a bar graph which is something normally used such as in schedule management. We write down the 7 steps (order) of the QC story and add the name of the person in charge and the schedule.

One more thing about (Gantt Chart). The chart is a tool used to make the overall activity plan for kaizen.

Activity planning table
(Overall) using the
Gantt chart as an example

The 7
steps of
the QC
story goes
into the
(outline)



Outline	Person in charge	Schedule											
		Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month
Manage the general progress	Leader	----->											
Select Theme	Sub	--->											
Understand the current situation and set a target		----->											
Draw up the activity plan		----->											
Analyze the cause	Anego			----->									
	Gen-san			----->									
Review the countermeasures	Cho-san					----->							
Implement the countermeasures	Sho						----->						
Check the effects	Sub									----->			
	Oryo												
Standardize and adjust the management	Leader											----->	

This table is motivating me a lot!!



I see...



I see...

this does not mean that once the step is accomplished, the person in charge is no longer taking part in the kaizen activity

Note that even though we have decided the person in charge of each step



Whoa!
Gonna do it!!



You don't have to be excited to that extent.

And the reason why we give members of the circle a role is for them to be concerned of it

The reason why we draw up the activity plan is for everyone to proceed with the plan while working towards the same goal

Basically, from the beginning till the end, everyone in the QC circle should communicate to carry on the kaizen activity



We agree!!



That's why when we carry out kaizen activities, we must work together as one!

