



5-1/6-1 Discussion: Your Process Improvement Toolbox

Note: This discussion spans two modules and is graded at the end of Module Six.

Your first post is due in this module, and your follow-up posts (two) are due in the next module.

You have just been asked by your manager to lead a process improvement team. Your manager has asked you to identify a process that needs improvement within the business. Think about a business process for your current employer or a former employer that could use some improvement. If you cannot think of a business process for an employer, think about a process in your personal life.

Provide a description of the process and explain why you think that this process needs some improvement. Within this module you have been introduced to several quality tools. As the leader of this process improvement team you have decided to use at least two of these quality tools to help with this process improvement project.

Identify a minimum of two quality tools that you will use in this process improvement project. Provide a brief description about the quality tool and explain how this tool will help your team improve the process. Finally, describe the overall improvement that you hope to achieve by using these quality tools.

Provide at least two detailed responses to other students' posts about their process improvement project. When responding to other posts, identify other quality tools that could be used to help improve their process and provide the benefit.

To complete this assignment, review the [Two-Week Discussion Rubric](#) document.

Rubrics

 [OL 324 Discussion Rubric: Undergraduate](#)

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Your Process Improvement Toolbox

Wesley Blankenship posted Jun 2, 2020 6:53 PM [★ Subscribe](#)

I have been asked within my current place of employment, to improve the process flow retaining to the fabrication of pressure vessels. The current output of vessels within the shop is 2 per day. According to the capacity chart & schedule, the flow or output of pressure vessels needs to be 4 a day or more.

To try and improve this process, my team and I are going to use a flow chart and a Pareto chart to help identify road blocks and defects that may un-intently hold up flow.

Flow Chart - We plan to use a flow chart to map out the current and future state of the vessel fabrication line. With visiting the shop floor and getting information from the employees, we plan to use this chart to see exactly what, how and why the process is not running at its capacity. Having a diagram of the flow (visual) on the floor, will help us see what we can change and what has no choice but to remain. This will entail mapping out the actual floor (with spray paint) to show where cells are and where they could be more efficient, moving jib cranes to be better utilized by the fitters and even taking a look into the electrical possibilities and constraints.

Pareto Chart - Along with the constraints of the process flow within the vessel shop, the number of defects have also been climbing in last month. We plan to utilize a Pareto chart to help us identify the major hitters in the game, so that we can concentrate on them first to try and eliminate them, moving to the minor ones at a later date. Using and compiling data for the pareto chart, with bar diagrams of each type of defect ranging from porosity, lack of fusion, undercut, slag, insufficient weld length, etc., will help us identify where we need to concentrate our efforts. This will allow us to investigate why these are a constant. It will also give us the ability to dig into all elements that surround the welding of the vessels, from type of wire used, material grade, machine calibration and the room temperature of the wire and flux room.

Using the experience of the shop floor employees, coupled with the pareto and flow charts, I look for us to have a better sense of what has been causing the ramp up of defects and a better systematic flow that will enable the team to better their utilization and overall output or flow of the pressure vessels.

Again, I will include a picture of the layout in the vessel area.

Wes

 [BRT layout BLDG 5 - 05-20...](#) (226.44 KB)

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Last post **Thu at 8:38 AM**
by Tiffani Milliner

5-1/6-1 Discussion

Kelly Parshley posted Jun 4, 2020 12:19 PM  [Subscribe](#)

Hi everyone,

For several years, the insurance company I work for has been taking steps to implement a productive “agile” workplace. This means less focus on employees working in an office, and expansion of the ability to work from home. Ensuring that all employees received laptops and increasing VPN access were both simple steps toward an agile workforce. Smaller details, however, were not immediately addressed. Prior to COVID-19, people working from home would print documents and letters to claimants to a printer in the office. An office administrator would periodically collect those letters and mail them out throughout the day. With the majority of offices closed and employees sent home to work once the pandemic struck, the company was faced with a challenge in printing and mailing documents. A core group of employees in the corporate office remained, but their primary responsibilities included receiving incoming mail and faxes, and scanning them to disability claim files. A process improvement team was needed to come up with a solution for printing and mailing that would not overwhelm the essential staff who remained in the office.

A process map provides a snapshot of an existing process, and it’s an effective quality tool to employ in early stages of process improvement. (Foster, 2017) In this case, it would be necessary to determine the current process used by the core employees in the scanning department, and figure out if changes could be made that would allow them to take on the additional responsibility of printing and mailing. Areas that do not add value may be eliminated to make way for additional tasks. (Foster, 2017) Another quality tool that would help improve the process would be Ishikawa’s control chart. A control chart documents changes over time in graph form. (Staff, 2020) This quality tool would help determine how the incoming mail scanning process would change over time, and the results would show if the existing process was in control or unpredictable. (Staff, 2020) The added responsibility of printing and outgoing mail would be a non-routine event that could be analyzed to see how it would affect the existing process. (Staff, 2020)

References:

Foster, S. T. (2017). *Managing Quality: Integrating the Supply Chain* (6th ed.).

Retrieved from: <https://mbsdirect.vitalsource.com/#/books/9780133800388/>

Staff. (2020). *Control Chart*. Retrieved from the ASQ website:

<https://asq.org/quality-resources/control-chart>

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Last post **Thu at 7:51 PM**
by Vashelia Johnson

Your Process Improvement Toolbox

Richard Lauer posted Jun 4, 2020 8:43 PM [★ Subscribe](#)

As a member of the "Supply Chain Management" / Procurement department our job is to take the information we receive from the Materials Planning and Quality teams and to go out and find viable sources for the parts, materials, and services that are required to support the organization. Prior to January 2019 the Material Planning team would gather all of the information from engineering, quality, and manufacturing and compile this information onto an Excel spreadsheet. When the procurement team received this information, they would completely transpose this information onto an entirely different spreadsheet that would be sent to suppliers along with the formal request for quote documents and supporting technical documents. Often times the information that the procurement team received from the material planning group had errors or information that was missing. This process was very labor intensive. Prone to errors, and extremely inefficient.

In January of 2019 I was assigned to a small team of people across multiple functions within the organization to analyze this process and to redesign the entire process to streamline it and to maximize the efficiency of this process. The first thing we did was to take a full day to put together what's called a "Current State Map". The purpose of the current state map is to identify every single touch point throughout the entire process to help identify waste (lost time). In support of this process improvement initiative the team utilized various quality tools such as Bar Graphs, Pareto Charts, and Cause and Effect Diagrams throughout the several months that it took to redefine this process. The overall process is called the "Request for Quote to Purchase Order" (RFQ to PO) process. A Bar Graph is a tool that can be used to visually display various values that can easily show the conclusions for multiple sets of data. This tool was helpful throughout this process improvement initiative by showing data segregated by multiple departments, duplication of efforts across various functional groups, and the collection of data regarding errors throughout the process. Another very useful quality tool was the "Cause and Effect" diagram. A cause and effect diagram is not used to identify the root cause of a problem. This tool is most often used to graphically represent the various causes that may lead to the overall problem. This tool was used to help determine the many causes of problems throughout the RFQ to PO process. Another tool that we used called the "5 Why's" which was not referenced in our course material this week was also utilized. The 5 why tool is used to determine cause and effect relationships with regards to specific problems. The 5 why tool is a powerful tool used for identifying the root cause of a problem.

After several months of hard work, the team completed it's "Future State Map" which outlined the newly designed process. The new process eliminated the use of many documents used across multiple functional groups. The new process allows the data from multiple functions to be entered into one document. The new process has also been enhanced to virtually eliminate errors throughout the process and to ensure that there were no gaps in the information required. The team was ultimately able to reduce the overall process time by greater than fifty percent. As a user of this process on a daily basis I can attest that this new process allows the procurement team to work much more efficiently.

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5-1/6-1 Discussion: Your Process Improvement Toolbox

Rachel King posted Jun 4, 2020 8:07 PM [★ Subscribe](#)

Hi class, I hope everyone is staying safe and healthy! For this discussion, I'd like to highlight one of my former employers, IHOP. If you don't know, IHOP is a restaurant that serves breakfast lunch and dinner. A business process that needed improvement was managing and tracking inventory. At the end of our supply week we would constantly run out of food. Time and time again it was often the same foods we were out of. Our General Manager handled the inventory for the store, but often times passed it off to the night shift wait staff. There was a book that tracked inventory, where one side it listed the initial amount ordered, and each day showed the ending balance. Then for the next week you entered in how many pieces of each item you ordered. It was very clear this process did not work, as each week we were running out of food. In the restaurant business, particularly chains, you rarely run into food going bad; therefore, needing to be thrown out. If extra of one item was ordered, there is a good chance you can order less as the weeks go by to offset your larger purchase. Additionally, my manager should've been keeping a tally of how many people were requesting items that were sold out. Its not a good look for a chain restaurant to be out of the same food week in and week out. Its more acceptable for specialty or Michelin star restaurants, but certainly not chains.

The two quality tools I have chosen to use are a control chart and cause and effect diagrams. A control chart is ideal because, "It is not possible to standardize the sizes, weights of the deliverables. Instead you can decide your upper limit and lower limit of acceptance" (Pradip, 2012). This tool would help the team to improve the process because we could set a minimum and maximum limit on items we know are highly and not highly requested. By taking inventory, we'll be able to see what we frequently have too much of and lower the lower limit of this item. The same goes for an item that frequently sells out. The upper and lower limit for these items can be increased. This is especially useful to teams when looking at seasonal items; as seasonal items might overshadow items that are staple items.

Cause and effect diagrams would also assist our team. With cause and effect diagrams, "It is frequently used to find the root causes of the defects...By analyzing these you can get the root cause of the defects, that's why it is also known as root cause analysis" (Pradip, 2012). In this instance, there were multiple defects. From management passing off responsibilities to other workers, to pure oversight. A cause and effect diagram would identify the general manager and the book process used to track inventory as defects.

The overall improvement that I hope to achieve by using these quality tools would be efficiency, accuracy, customer happiness, and profits. By identifying the current process is the issue, a new process could be identified. Using wither QuickBooks or Excel would benefit this management team greatly. These systems allow for less human error and auto calculation therefore improving accuracy. When a restaurant is repeatedly out of an item you are requesting, you no longer want to dine there. The former process was losing out on profits. With these new tool's customers will be happy and he store will make more money.

References

Pradip. (2012, September 21). *Ishikawas seven basic tools of quality* | *Project management* -

Simplilearn. Simplilearn.com. <https://www.simplilearn.com/basic-tools-of-quality-article>

Foster, S. T. (2017). *Managing Quality*. [MBS Direct]. Retrieved from <https://mbsdirect.vitalsource.com/#!/books/9780133800388/>

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Last post **Thu at 9:02 PM**
by Brooklynn Barney

Module 5

Tonya Giggy posted Jun 4, 2020 1:39 PM [★ Subscribe](#)

Looking at my personal schedule I can see there is room for improvement, both time wise and job completion. I have a ton on my plate being a caregiver for my daughter, who is medically retired from serving sixteen years in the Army. Between her illnesses and her children's illnesses I am busy from morning to night. Constantly on the go, between the V.A hospital, which we are frequent guests, at

least three times a week, and visiting the children's hospital for my two grandkids, it seems as though I have no time to care for myself.

Since I am the leader of the team, it is time for me to implement a process that will ensure me the time I need to care for both my daughter's needs and my own without running me completely ragged. #1-The 1st step or QC tool I am going to use is the Check Sheet. By using this tool I will be able to make sure all tasks are completed on the days they are needed and without error. This checklist will help keep my daily tasks in front of me and when the tasks are in front of you, there is no room for error. It will ensure I complete the tasks at hand on the specific days and complete them completely, without error.

The next QC tool I would put into place would be the graph method. This method would show the time of travel on the days which we travel into the L.A rush hours and the time it takes to get to and from the medical appointments. By using the chart, we can see what days are the worst for travel and what days seem to flow easier. If I put this graph to use for a month then maybe I would adjust my daughter's medical appointments to the days that seem to have less traffic, which would allow more time for me in the end. I would not be spending hours in traffic, instead I could leave my home later and arrive earlier, which in both cases would give me more time to get my personal stuff done before heading out and caring for my daughter's needs.

Although I do try and manage my daily activities now, sometimes it seems there is something I have forgotten or time passes by and I miss out on picking up prescriptions because the pharmacy is closed before I can make it home. Let's see if putting together the graph of daily commutes helps the timeline on a daily basis and if so then maybe the tasks on the check sheet can be completed without error.

Tonya

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Last post **yesterday at 9:05 PM** by Tonya Giggy

5-1/6-1 Discussion

Robert Smith posted Jun 4, 2020 10:18 PM [☆ Subscribe](#)

If I had the opportunity to improve any process within my current workplace, it would be the high failure rate for our students in Block 1. Within my section, as an Instructor, we are required to teach three blocks that cover 172 teaching hours. Since becoming an Instructor, I have noticed that most students fail Block 1. After interviewing those students, there always common and uncommon variables that

exist. For my improvement process, I would present the use of the Ishikawa cause-and-effect/fishbone diagram and Pareto charts. (Foster, 2017)

First, I would establish a meeting with all instructors to narrow down the main problems within Block 1. From recent conversations with my co-workers and information provided from students, I can confirm that the root cause of failures is due to being exposed to a new trade/military lifestyle. From there I would begin to form the body of the fishbone diagram: study material, classroom setting, teaching methods, instructor's presentation. Then I would press forward with asking the Five Why's to establish the trends that are generated from the subtopics. The information gathered from the deliberation will better aid me in improving the quality of learning for our newer students.

Second, the information gathered from the cause and effect diagram added to a Pareto chart. From this chart, I would take the most effective concerns and make them the priority to improve the quality of our students successfully passing Block 1. For example, if it is classroom settings, we can adjust the layout of our classrooms. If it is the instructor's presentation, we can provide additional training so that the instructor is preaching the material adequately and effectively. If it is our material, we can upgrade the study guides that are provided to students. Utilizing the Pareto chart in correlation to the cause-and-effect diagram will provide two distinct improvement tools to provide an effective end-product: lower Block 1 failures.

By incorporating these two improvement tools, I feel it would give us the best leg moving forward with providing newer students the environment and material to enhance their learning experiences within our schoolhouse.

Reference:

Foster, S. T. (2017). *Managing Quality: Integrating the Supply Chain* (6th ed.).

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Last post 7 hours ago by
April Lucente

5-1/6-1 Discussion: Your Process Improvement Toolbox

Kevin O'Reilly posted Jun 4, 2020 11:48 PM [★ Subscribe](#)

As my department's primary field training officer for new hires, I realized our program was outdated and the material was scattered all over the place. I proposed a revision to our field training program and got the green light. I worked with my other two field training officers and we completed revamped the program to include making it compatible with our cruiser computers. We completely rewrote all the tests to coincide with the state's current statutes, created geographical and on-duty checklists to keep track of what areas of the job were performed.

The first quality tool I would say we used was a process map. We brainstormed all the topics we felt needed to be covered and came to a conclusion of what the program should look like. We then broke down what a new officer needed to know in order to effectively perform his duties. This meant our new officer needed to know the constitutional laws, our state's criminal and motor vehicle codes, use of force, and cruiser operation before he could make a proper arrest. Pretty much we had to break it down into baby steps to ensure our new officer understood the process in-depth, as we are entrusted with enormous power to perform our duties along with holding heavy liability day-to-day.

The second quality tool we used was checklists. The checklists were designed as an overview of our day-to-day duties and what we could typically expect. The checklists detailed geographical locations for our town to ensure new officers could navigate safely, swiftly, and effectively to every call. The other checklist we used was to document our new officer's knowledge, training scenarios, real-world scenarios, and practical evaluations. The end result using these quality tools is to ensure our new officers are properly trained, effective within our community and is capable to perform independently.

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Last post 6 hours ago by
April Lucente

Process improvement

Alesia Palmer posted Jun 5, 2020 1:39 PM [☆ Subscribe](#)

Process improvement

Currently at Pratt & Whitney we are suffering due to COVID-19 hours are cut to 32 a week for two months, no overtime is available, and we just had a voluntary lay off. The Layoff let go 75 employees around retirement age hopefully this is enough, and we will not have to have an involuntary lay off. With the layoff we lost a few people in my department and one of them I will have to take over his job.

He was Level 3 of the film side of X-ray as I am the level 3 of digital. Immediately upon him leaving I realized our film retention process could use some major improvements. At our facility films need to be kept ranging anywhere from 90 days – 40 years. Some recent changes have been made to this policy that required research on the retention rates for certain films. This research was not completed, and film has just been stored in our dark room for the past 18 months instead of being shipped to our storage facility.

My first step to get this organized is make a check sheet. As I do the research the check sheet would help me organize the film into categories of which film needs to be stored for how long. Then I could start organizing film into the boxes appropriate for the amount of years in needs to be stored before destroyed.

Next step is putting together a stratification chart for the shipment to our storage facility. Since we generally ship in pallet form with information from other departments. Things including daily reports and other important paperwork. This is a way too keep both our company and multiple departments organized as well as being able to have it organized when it is received to the storage facilities to help with lost information etc.

This I think is the most logical way to attempt to organize the almost 25 plus boxes and 18 months' worth of film without utter chaos and get it shipped to the facility with record.

The 7 Basic Quality Tools for Process Improvement. (n.d.). Retrieved from <https://asq.org/quality-resources/seven-basic-quality-tools>

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Last post 6 hours ago by
April Lucente

Discussion 5/6 Process Improvement Toolbox

Jessica Myers posted Jun 5, 2020 10:17 PM [☆ Subscribe](#)

Hi everyone,

I have worked with my current company just over a year and back at the beginning of this year I took over the company's Will Call. When I took it over, many processes were lost and the responsibilities were not the clearest. I have had to begin with creating a standard operating procedure for the role, during this process I have created a tracker to help us log the daily order pick-ups. However, there are still ways to improve and change processes to benefit the company; So it is important for me to embrace the quality tools in my daily attempts to smooth out my roles SOP and improve upon this role.

-Jessica M

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Last post **6 hours ago** by
April Lucente

Process Improvement Toolbox

Jessica White posted Jun 6, 2020 3:42 PM [☆ Subscribe](#)

Working in the company I just left we went through several Lean Six Sigma Kaizens. Before we got to the Kaizen we had to do a lot of brainstorming. We would meet daily for a certain amount of days utilizing the DMAIC. We would start with the beginning with what the process is that we wish to do better. We had a large wall of paper and would write down the process. For my specific improvement, I wanted to improve how fast we did our orders. We worked long hours and I felt that a lot of time was wasted packing boxes. When you picked an item it would go directly in a box with the pick ticket. Once you filled all the boxes then someone would close out the pick tickets which would result in invoice printing. Some bottles were very small and would require a lot of packing material to keep the medication still in the box. After defining the problem we would come up with solution by writing different ideas on sticky notes and putting them on the wall under the process and problem. Under that, we would create another color of sticky notes with how long it took for a product to make it to the final destination. We would then do a simulation of the same process but putting the bottle in a padded envelope instead of a box. We were able to do more orders at once and did not have to use packing material. This cut costs drastically and improved our time exponentially. This is where we would analyze what was being done and why. Improve and then control the process.

In order for the process to work, you must continually improve. You can use the Kaizen tool to monitor the process.

This ted talk shows how to fix a problem by using process improvement tools.

https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast?language=en#t-374514

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5-1/6-1 Discussion: Your Process Improvement Toolbox

Elizabeth Gracia posted Jun 4, 2020 11:44 PM  [Subscribe](#)

The process I would like to talk about that needs improvement is the tracking of daily deliveries of the product of my former employer. On a regular basis our sales department had to come to us to ask a lot of deliveries instead of us giving the information. This caused a lot of issues specially if there were any rejections. The sales people claimed that it made our company look incompetent when buyers have to call to ask us for an update on the deliveries instead of us mitigating the issues and providing them with solutions before hand. They were not wrong, when we dropped the ball on providing on time information on deliveries as well as keeping track of the percentage of on time and late deliveries we had.

The two tools of quality that can be used to improve this process would be a check sheet and a histogram. The check sheet could be used to keep track of the amount of deliveries we have per day, which ones were delivered late and how many were picked up late. After collecting this data daily we can use a histogram to report the percentage of on time deliveries we have per month. The use of these quality tools will assist with tracking our deliveries better and see where we are falling short so that we can service our customers better.

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Last post **2 hours ago** by
Tonya Giggy

5-1/6-1 Discussion

Brooklyn Barney posted Jun 4, 2020 8:13 PM  [Subscribe](#)

In an organization I used to work for, there were issues with incident reporting, such as inefficient tracking methods, inefficient follow-up, and fear of reporting. Incident reporting is extremely important in understanding areas that need improvement within the organization, along with gaps in services. However, because the errors made were typically made by personnel, much of which was because of procedural failure and the lack of barriers in place to prevent human error from making large mistakes, there has been a great deal of “reprimand” and very little focus on improvement due to tracking and follow up issues. The reprimand of personnel has caused mistrust within the organization, along with a constant fear in what is to come if a report is submitted.

As a leader, I would use a few different ways to approach issues surrounding incident reports. I think that by using more than one approach, I will be able to have multiple ways to view the data, which will help me determine approaches that can help fix the issues reported and the issues surrounding reporting. Scatter plots could help this organization determine which issues reported within the incident report correlate with each other, which may be helpful in determining and solution for those issues. Another tool this organization could use is pareto charts, which would help determine which issues are causing most of the areas for concern. Pareto charts are aided by the 80/20 rule, which says that 80% of the issues are created by the causes (Foster, 2017). Furthermore, although I know the affinity diagrams and the interrelationship digraph are lengthy and time consuming, I think it could help a great deal in understanding the variety of issues in making reports and why those issues exist. Perhaps the interrelationship digraph would show that without follow up, there is repetitive errors occurring.

As a leader, I would hope to assimilate a culture within the organization that allows one to feel secure and encouraged to report anything out of the ordinary, even if the issue is a human error. My overall goal would be able to collect enough data to determine the gaps in service, which would then trigger the continuous improvement team within the department the issue occurred. I don’t have firsthand experience in leadership, but what I do know is that by resorting to punishment or termination, the moral and organizational culture within the organization would suffer, not to mention the services provided to patients.

Reference

Foster, S. T. (2017). *Managing quality: Integrating the supply chain* (6th ed.). Boston: Pearson.

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Last post 2 hours ago by
Tonya Giggy

5-1/6-1 Discussion: Your Process Improvement Toolbox

Simon Skogestad posted Jun 6, 2020 5:19 PM [☆ Subscribe](#)

Hi everyone

Currently, I am working with kids and organizing activities for kids after school time until parents are done at work. However, I find it easier to use my former workplace at a packaging company for this discussion. My former job had several processes I truly believe need improvements. Communication was lacking here but it wasn't terrible. Working within a package company time is valuable as you want to get things done quickly safely and sufficiently. We had meetings before every shift about who was working were and the goal for the day. However, there was bad communication it seemed to me that only the boss knew the data. With better communication, it could've been easier to aim for a goal if we had a more specific number, times, and data available for all us other workers as it would've helped us visualize the goal. It's like sports if you track points it's easier for the team to know what's needed to reach with it's aiming for. For example, the goal is to win the title and by tracking points, you know that you need to win two more games to win it. The problem with the workplace was that we were just working on autopilot and not know how well we did or if we sent out all the packages that were meant too.

The two tools of quality that I would've used to improve the process would be using a check sheet and histogram. Having a histogram available can help us track how well our process meets costumers requirements. The check sheet would also help us checking if jobs at certain stations are completed without problems and can help mistakes from happening. If I were a boss I would also make sure that people knew actually what to do and what things had to be done before certain times.

Simon

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Discussion 5-1

Vashelia Johnson posted Jun 4, 2020 7:34 PM  [☆ Subscribe](#)

Class,

There are several processes I think need improving at my current place of employment. The improvement that I think is common in most jobs is communication. It seems as, since the Covid-19 pandemic, communication has gotten a lot better over the 4 sites my manager manages. The sites he manages are located in Memphis, Nashville, Atlanta, and Orlando. We work in finance and are considered essential. During this pandemic, we've had 78% of the staff, around the world, moved to work from home. We have staff in Guatemala that

assists with processing our work. We had to find a way to communicate to each site through the crisis.

My manager is what you call "ole school", and he doesn't like change very much. I'd suggested to him creating two distribution lists for each of the sites he manages. The first list would include all of the supervisors and the other would include supervisors and team leads. With doing so, communications could get shared to those on a need to know basis. We also created a distribution list that includes all of the distribution lists within. It has saved him a lot of time sending out communications to his teams. He has also carved out 30 minutes every morning at a touchpoint to discuss daily goals and challenges we are faced with for the day. We meet every morning on a conference call that was set up. But if we need to present any information, we use the Microsoft Teams app that will allow everyone on the call to view the information that is being presented.

During our meetings, we all have meeting agendas available. For the most part, we use the agenda as a check sheet. A check sheet is one of the 7 Quality Tools (2010). The agenda lists all of the topics we will address during the meeting and is used to check them off as we complete the topic. It also lists the action items in which one is to complete by a set time. This ensures we are communicating and completing information and staying on track.

Thanks,

Nina

References

Foster, S. T. (2017). *Managing Quality: Integrating the Supply Chain* (6th ed.). Retrieved from: <https://mbsdirect.vitalsource.com/#/books/9780133800388/>

Learn What the 7 Quality Control Tools Are in 8 Minutes (2010) Retrieved from https://www.youtube.com/redirect?v=LdhC4ziAhgY&event=video_description&q=https%3A%2F%2Fwww.gembaacademy.com%2Fabout%2Fcontact-us&redir_token=v1F1PEuk4KuEWmMrCOdioqplNu18MTU5MTM5ODcyMkAxNT

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Last post **1 hour ago** by
Simon Skogestad

5-1/6-1 Discussion

Tiffani Milliner posted Jun 4, 2020 8:29 AM [★ Subscribe](#)

Hello Class,

The process that I would improve is one at Chipotle that involves our lunch rush. On a normal shift there is one to three people on the line, to include the cashier. During our lunch rush there are five people working on the line to include the cashier. All five are required to be there from noon to 1:00pm and again 6:00pm to 7:00pm because Chipotle has established these are the only two hours of the day in which we are the busiest. This process needs to be improved because every day it never fails and the rush always starts sooner and last longer, especially during lunch time, not so much during dinner. The improvement would be more staff on the line for a longer period of time, instead of noon to 1:00, maybe 11:00am to 2:00pm.

The first quality tool I would use is a check sheet. This is a structured, prepared form for collecting and analyzing data; a generic tool that can be adapted for a wide variety of purposes. I would use this to keep tally of issues and complaints that happen when we are understaffed during “rush hours”. Some example of problem types can be holding on food, cold food after waiting a long time to get through the line, long wait time to be served, long lines, etc. I would keep track of how many times this happens outside the stores designated “rush hours”. The next quality tool I would use is a pareto chart, a bar graph that shows which factors are more significant. I would use this to create a frequency chart, I would use the data from the check sheet to create a visual representation of how frequent those problems occur.

These quality tools will give Chipotle an insight on why they should consider expanding the rush hours. Expanding those hours mean instead of requiring 5 crew members to be on the line from noon until 1:00pm, they will be there from 11:00am until 2:00pm. They will see less wait times, more customer transactions, and gain more business. In a busy city this is perfect because most people don’t get long lunch breaks or have much time to grab food because they worry about long lines and wait times that take up most of their lunch. However, if they know for a fact that they will get great quality food and fast service coming to Chipotle for lunch, they are more likely to stop here for lunch.

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