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Dinner Session- General Improvement Discussion (GID) Process Proposal/Workshop



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Jack Hahn - Work Supported by DOE contract DE-AC02-76SF00515

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Dinner Session Agenda

- Introduction of a General Improvement Discussion (GID) Process Model
 - Introduction/Use/Steps/Why Might It Work?
 - Topics to Avoid
- Example of Potential Use of GID on a Hypothetical Quality Problem
- Participant Workshop
 - GID Plan From Provided Quality Scenarios or
 - Participant Quality Problem
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Introduction of A Proposed General Improvement Discussion (GID) Model

- A “General Improvement Discussion” (GID) –
 - Designed for a Wide Range of Problem Types
 - Multi Topic- Quality, Productivity, Financial, Safety, Environment, Others
 - Multi-Sector- IT, Manufacturing, Healthcare, Government, R&D, Non-Profit
 - No Need for Definition of a “Formal Repetitive Process” to Apply
 - One or Two Major Problems At a Time
 - Inspired by the SLAC S&E Discussion Process

Where Might a GID Be Used?

– Hot Issues–

- A new executive responding to a critical product quality disqualification
- A major hazardous materials tanker truck company severely damages a major freeway overpass by fire. There are allegations in the media of wide-spread mismanagement
- A new executive and board recovering from a financial accounting scandal in a firm.

Generalized Improvement Discussion (GID) 14 Step Model

1) Improvement Opportunity

Strong Desire to Improve;
Crisis/Incident(s)

2) Assess Organizational Readiness

Ready/Willing to Act; \$ to
Act; Good Timing

3) Top Executive Commitment

Executive, or Board or
Insurance Co. or Oversight Org.

4&5) Fact Based, Strategic Focus Topics

Broad Areas- Fact Based - Professionals
Provide; Strategic- Executives Provide

6) Develop GID Materials

Program Admin.; Tech. Analysis; Tech.
Reference

7) Executive Call To Action

Memo, Meeting

8) 1-Hour Team Leader Training

Executive Remarks; 1 Sheet Procedure;
Administration; Tech Analysis Links; Tech
Resource Links

9) 2-Hour GID All Employees?

Disciplined Brainstorming; Multi-voting;
Issue/Action Recom.; Encourage Creative Ideas

10) Local/Site-Wide Issue Development, 11) Action Tracking

Steering Committee; Executive Approval of
Site-Wides; Management Monitors

12) Refine Objectives 3-4 Years (cycles)

Broaden scope; Broaden participation

13) Add Field Choices 3-4 Years(cycles)

Physical Inspection; Hands On Clean-Up;
Field Corrective Action

14) Retire

Institutionalize- Confirm Fixes in Management Sys.

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Why Might a GID Be Expected to Work In A Variety of Environments?

- Dis-similar Problems May Share Common Causes Potentially Impacted by GID
 - Behavior/Attitudes of People
 - Expectations/ Vehicle to Enforce Expectations
 - Way to Know What is Going On
 - Internal/External Compliance Issues
 - Physical Condition of the Facility, Machines, Products
 - Failure of Business Systems or Production Processes
 - Need for Dedicated Time

What Should Be Avoided As Topics in A GID?

- Avoid- grievances, labor disputes, wages, hours or employment, conditions of work (e.g., vacations, holidays, etc) or other traditional roles of unions
- Reference for Legal-
 - From Quality Circles to Self-Managed Work Teams: Are Employee Teams Legal in the United States?
Christine M. Riordan and Elizabeth W. Weatherly
Employee Responsibilities and Rights Journal, Vol 12, No 2, 2000

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GID Hypothetical Example- Could a GID be Used to Help With A Rash of Quality Problems in an Offshore Country?

- Step 1) Improvement Opportunity?
 - Crisis/Incidents
 - Recall of Toys Coated with Lead Paint
 - Food Chain Contamination
 - Pet Food
 - Seafood
 - Other Foods
 - Toothpaste with Toxic Chemical
 - Corruption in Drug Approval Process
 - Strong Desire to Improve?
 - Execution of Food and Drug Official Taking Bribes
 - \$1.1 B Budgeted for Food and Drug Oversight Improvements
 - Political Issues Make Disclosure of Problems Sensitive
 - Business Partners are Motivated to Improve

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GID Hypothetical Example- GID to Assist With Offshore Country Quality Incidents?

- Step #2- Assess Organizational Readiness- \$ to Act
 - 200M family farms that supply product to food chain may be difficult to address with GID
 - Toys may be better candidates for a GID
 - Feasible size/concentration
 - Corporate partnership allows for less sensitive multi-national effort
 - Most media attention

Step 3- Top Executive Commitment

- Toys GID
 - Multi-National Toy Company Executives OK
 - Offshore Government Entities OK
 - US Design Issues as Well as Offshore Manufacturing Issues

Steps 4 & 5- Fact Based/Strategic Focus Topics

- Fact Based Focus Topics for Toys
 - Study by University Suggests the Following
 - Since 1988 US product recalls for toys
 - 75% **design flaws** (mostly US controlled)
 - 10% **manufacturing defects** (Offshore manufacturing)
 - Toy recalls in US stable for 20 years, spike in 2006, 2007
 - Author suggests competitive **pressures for speed and drive to low cost** may be **creating** some **problems**
- Strategic Focus Topics- **Lead Paint Std. Compliance in Toys**
 - Lead Paint in Toys Bad Press Impacting Brand
 - Potential Negative Customer Reaction to “Made in X” Country Label
 - Company Wants to Expand in X Country

Step 6 Develop GID Materials

- Technical Materials
 - Quality Engineers Develop
 - What you can do as an employee involved in toy manufacturing to prevent product recalls.
 - Design Engineers Develop
 - What you can do as a designer engineer to prevent product recalls
 - Use Company Recall History
 - Use Design Best Practices
 - Reference Standards

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Step 7- Executive Call To Action

- Head of US Company/Head of Manufacturing Facility
 - Joint Memo

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Step 8- 1 Hour Team Leader Training

- Executive Remarks US/Offshore
- QE- What You Can Do to Prevent Manufacturing Related Recalls
- Design Eng- What You Can Do to Prevent Design Related Recalls

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Step 9- 2-Hour General Improvement Discussion

- Event US Design/Support Facility
- Event Offshore Manufacturing Facility
- Might Involve Key Suppliers

Step 10 Local/Site-Wide Issue Development

- Local Issues Handled Locally if Within Organization's Control
- Site-Wide Issues Developed
 - Any evidence provided by teams of cost and speed pressures contributing to product recalls?
 - Quality/availability of low lead paints?
 - Any corruption reported? What kind?
 - Small producer QC an issue?

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Step 11- Action Plan Development/Tracking

- Site-Wide Corrective Actions?
 - Cost and Schedule Pressure-Issue?
 - Evaluate Schedules/Cost Tradeoffs?
 - Quality/Availability Low Lead Paints?
 - Group Buying for Small Manufactures Through Reputable Sources With Fewer Colors in Designs?

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Steps 12/13/14

- Step 12- Refine Objectives in Next Cycle
- Steps 13- Add Field Choices
 - Physical Inspections of Plant?
 - Supplier's Facilities?
 - Clean-Ups?
- Step 14- Retire Program
 - Update Documents/Other Systems

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Workshop

- Read First Page of GID Workshop Handout
- Decide on #1, #2 or #3 from the Handout to Develop a GID Plan
- Let's Form Our Teams
- Appoint Team Lead/Spokesperson, Secretary
- You Have 25 Minutes to Complete Exercise
- 5 Minutes Each Sharing of Highlights of Plan

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More Information on Discussion Processes

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